

Q01. I know what is expected of me at work.

Focus Me

Perhaps the most basic of employee needs in the workplace is knowing what success on the job looks like. Employees need to know what is expected of them at work so that they can commit, deliver and focus on what matters most.

Groups with high scores on this item are more productive, cost-effective, creative and adaptive.

Substantial gains on the first engagement element are often associated with productivity gains of 5% to 10%.



Three Types of Expectations

- 1 Functional.** The role's tasks, responsibilities and metrics.
- 2 Emotional.** The expectations of the working environment and the organization.
- 3 Relational.** The team's collective expectations and expectations of one another.

Engaging Conversation Starters

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The most effective managers consistently communicate expectations, goals, priorities and objectives for improvement and opportunity. This communication helps all team members understand what is expected of them and why.

Quick Connect Conversation

A Quick Connect is a one- to 10-minute conversation to stay connected with employees and their short-term work.

Questions to Ask	Sharpen Your Approach
What are you focusing on? How is your current project going? Are there times when you feel conflicted or confused about your priorities?	Focus on what team members are currently working on, what is going well with those projects and what is getting in the way of success.

Team Check-In Conversation

A team Check-In is a 10- to 30-minute conversation to discuss team successes and current needs while still keeping a focus on the team's future work.

Questions to Ask	Sharpen Your Approach
How do you feel about what you are working on? How do you know if you are doing a good job? Are there times when you don't know what your top priority should be? How can we as a team help one another communicate needs and priorities during these times? How can we communicate better when work is hectic and we have to move quickly from one task to another?	Use this team conversation to clarify the responsibilities for each role so that each person can commit to, deliver on and focus on what matters most.

Individual Developmental Conversation

Developmental conversations are typically 10 to 30 minutes. They help assess and identify employees' engagement needs.

Questions to Ask	Sharpen Your Approach
What have you been focusing on recently? What tasks do you need to perform each day when you come to work? What have been some of your successes so far? What are you proud of that you've been working on? How can I help you be successful at work?	Listen to see whether this person's expectations are clear and realistic. Think of ways to help this individual measure the outcomes of these expectations. Listen for opportunities to reinforce this person's strengths and accomplishments.