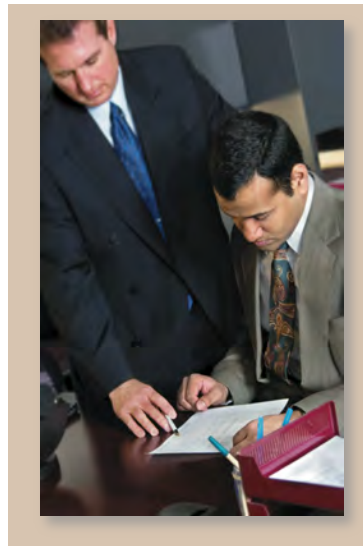


Managing Expectations

Written by Chris Dayton, TLI Faculty Member



"Inspiring Dreams, Realizing Potential"



Managing Expectations

Welcome to Managing Expectations

WELCOME

Assumptions:

- If you're here you're interested in learning about managing expectations both for you and for your team.
- You know that in 50 minutes you can't possibly learn everything there is to know
- That said, I'm available, there are tools in the resource library and there are resources in your own companies that you can turn to for additional guidance



Managing Expectations

TOPICS

Today's topics include:

- Context- defining what it means to manage expectations and why
- How to determine the right strategy
- How to execute the strategy, over and over again, excellence



Managing Expectations

LET'S DEFINE
IT

What does it mean to “manage expectations?”



Managing Expectations

LET'S DEFINE
IT

Let's begin by defining "expectations:"

The act or state of looking forward to an event or outcome as about to happen; The prospect of the future, grounds upon which something excellent is expected to occur.



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SET THE
OUTCOME

“...grounds upon which something excellent is expected to occur...”

- Points to positive outcome in the future
- The expectation sets the stage
- Implies that there is a goal and a vision



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DEFINE THE
GOALS

“Managing Expectations” in the context of leadership means purposefully defining the intended outcomes (goals, preferred future condition), and providing ongoing direction so that your team knows and understand how to get there.



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WHY IS THIS
CRITICAL NOW?

Why is it more critical now than it has ever been?

- Incredibly difficult economy
- Extremely competitive environment
- Pressures from new print products and the Internet

When we do an exceptional job of managing expectations, we insure that something excellent will occur even in the face of these economic and competitive forces.



Managing Expectations

ALLOWS US TO
SET THE TONE
FOR
EXCELLENCE

Managing expectations allows us to...

- Set the tone for our teams
- Identify excellence in outcomes and behaviors
- Propels top performers and repels low performers



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Why is it so hard to do? Why did we choose to create this class for TLI?

- Most managers have too heavy a hand or no hands at all
- It takes strength, confidence and *daily commitment*
- It requires unshakeable focus at a time when focus is diffracted
- It takes planning and time management skills that have not been fully ingrained into many managers
- It takes training and practice

WHY IS THIS SO
DIFFICULT



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TODAY'S GOAL

The goal of this session:

- How to set a strategy for your team
- How to execute the strategy (manage expectations) over and over



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THE PILOT

Imagine you are a pilot...

- A pilot is given a **destination**
- The pilot has a **flight plan**
- The pilot takes **corrective action** to get back on track



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Now stop imagining and realize...

YOU are the pilot in your organization.

- You need to know the **destination** (the preferred outcome).
- You need a **plan** to get there.
- You need to take **corrective action** when the team is off track.

YOU ARE THE
PILOT



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LOW PERFORMERS

Low performers don't want a clear destination, or a flight plan (strategy) or any corrective action (coaching!)

- Hands-off
- “Just let me do my job”
- Don't know where we're going or how to get there
- Doesn't keep track
- Ignores performance problems



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Top performers want:

- To know what it takes to win
- What winning means
- Coaching to help them succeed
- Measurement along the way so that they can be rewarded

TOP
PERFORMERS

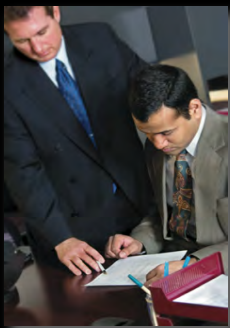


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Top Performers, cont' d:

- Strong, highly engaged leader
- Knows exactly what they are doing and how they are doing it
- Values them and lets them know their importance to the team and the organization
- Sets clear expectations
- Is all over the details
- Clears low performers out of the way
- Sets them up for success

TOP
PERFORMERS



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Steps of Strategy Development & Strategy Execution

1. Determine your destination– what is the preferred future condition?
2. Identify action steps and create the flight plan (set expectations and strategy.)
What will you measure?
How will you measure it?
What will you expect?
3. **COMMUNICATE** your expectations clearly to your team members
4. Feedback and Follow Up

STEPS



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Strategy Development- Steps 1 & 2

Step 1: Determine your Destination

- The Cheshire Cat from Alice in Wonderland said, “if you don’ t know where you’ re going, then any road will do.”
- At any level of management, it has to be clear to you manage what the ultimate goal is.
- Like a mission statement, the destination sets the purpose, the urgency and lets us know, “This is how we do things around here.”

STEP 1



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WIN- What's Important Now?

What should it be?

- Building Revenue
- Building Customer Base
- Making Customers Happy

Important Note: Identifying the destination applies to the team and to the individual on the team. The same process works, and should be used, in both cases.

LOU HOLTZ



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STEP 2

STEP 2: Identify Action Steps & Create the Flight Plan

What performance criteria can I measure that will lead to the overall goal?

Examples:

- CAPS
- Revenue
- Customer or Ad Count
- Special Product Sales
- Premium Product Sales
- Color
- Bold Headlines, Enhancements
- Upsells
- Adjustments & Bad Debt
- Customer Retention



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How will you measure it?

Determine the performance levels that lead to success in your environment:

Examples:

- Scorecard or Leaderboard
- CAPS Report
- Peak Performance
- Premium Product Sellout Report
- % of Sales with Color
- % of Sales with Enhancements
- Adjustments or Bad Debt as % of Sales
- Total new sales per week or month
- Total “drops” per week or month

HOW WILL YOU
MEASURE IT?



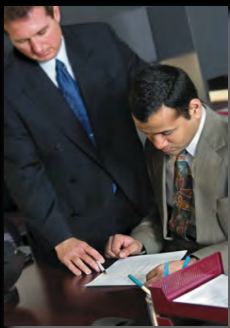
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What will you expect?

Great leaders make their “best practices” standard operating procedure. Look for opportunities to port success from individual to individual or team to team.

- Set realistic expectations. Set SMART goals.
-
- Keep it simple, sales leader!
- Measure behaviors, the outcomes will follow.
- Measure progress- success is not binary.

WHAT WILL
YOU EXPECT?



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Step 3: Communicate your expectations clearly:

1. Care about the individuals on your team, not just the numbers!
2. Be honest, direct and clear.
3. Write down your expectations and expect your team members to do so also.
4. Listen– communication is a two-way street. (TTF- They Talk First!)
5. Make sure your employees know the “Why.”
6. Accountability only works when employees know they are held accountable! Tell your team members what is expected of them and hold them accountable according to the expectations.

BE CLEAR



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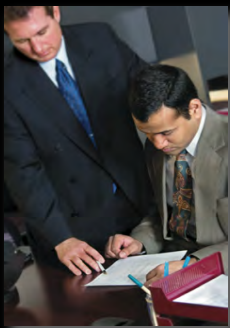
Lighting the Way

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Step 3: Communicate your expectations clearly, cont' d:

5. Make sure your employees know the “Why.”
6. Accountability only works when employees know they are being held accountable! Tell your team up front they will be measured according to the expectations you give them.
7. Hold everyone accountable— we are all sinners and we all slip up from time to time.
8. Communication is daily and shouldn' t be reserved for special occasions.

BE CLEAR



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Step 4: Feedback and Follow Up- Coaching and Corrective Action

- **Scorecard:** This is the raw data measurement tool. It records statistics similar to a baseball player's batting average or on-base statistics.
- **One-on-one meetings:** This is where you really dig into the raw data to show what it means to the individual. (Remember to keep written records.)
- **Group Meetings:** Great to recognize performances in this setting where expectations are exceeded. Recognize all who exceed expectations (forgetting someone is a powerful demotivator!)

THIS IS YOUR
CHANCE TO
"CHECK IN"



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Step 4: Feedback and Follow Up- Coaching and Corrective Action, cont' d:

- Management by “walking around”
- Phone Calls
- Field/Desk Rides
- Lather, Rinse, Repeat!

THIS IS YOUR
CHANCE TO
“CHECK IN”



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Remember:

You MUST **INSPECT** what you **EXPECT**!

There is no accountability without feedback. If you manage salespeople, you have to stay close to the action. Progress and excellence happen here.

Strategy executed repeatedly= **EXCELLENCE**.

YOU MUST
REMAIN
CONSTANTLY
INVOLVED



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Watch out for...

Shifting Priorities Trap:

- Weak Leadership
- No consistent message
- Dizzying to employees
- Low performers love this!

DANGER!
DANGER!



Managing Expectations

Watch out for...

Lower the Bar Trap:

- Points to poor expectation setting
- Not using SMART goals
- Focused too much on outcomes and not enough on behaviors
- Low performers love this!

DANGER!
DANGER!



Managing Expectations

Watch out for...

Undermanagement Trap:

- Weak Leadership
- Critical conversation avoidance
- Pilot who stops measuring, has little chance of reaching the destination
- Low performers love this!

DANGER!
DANGER!



Managing Expectations

Watch out for...

Look the Other Way Trap:

- Maybe things will get better...
- Not confident in coaching ability
- Feedback and follow up probably inconsistent
- Low performers REALLY love this!

DANGER!
DANGER!



Managing Expectations

Watch out for...

Time Management Trap:

- No follow up
- Says your priorities are more important than the team
- Lose credibility fast
- Can't practice what you preach
- Low performers love this!

DANGER!
DANGER!



Managing Expectations

Watch out for...

Micromanagement Trap:

- No listening in your communication!
- Care, don't scare.
- Lose credibility fast
- Low performers AND top performers hate this!

DANGER!
DANGER!



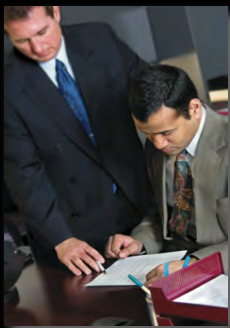
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What can you do on Monday?

Think about the best mentor or coach you ever had.

- Did they hold you to a higher standard?
- Did they help you become better at what you do?
- Did they simply leave you alone if things were going well, or did they push you to be better than even you thought you could be?
- Did they coach you and take corrective action if you veered off course?

WHAT CAN YOU
DO ?



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What can you do on Monday, cont' d:

The first step is to care about your team.

If you care about your team, your actions won't be heavy handed.

If you asked your team, "What is expected of you," would you get different responses from everyone?

WHAT CAN YOU
DO ?



Managing Expectations

Managing expectations is purposefully defining the intended outcomes, and providing ongoing direction so that your team knows and understands how to get there.

Your role is to develop a strategy based on the key measures that will lead to success, and then execute the strategy through expectations, communication and feedback.

WHAT CAN YOU
DO ?



Managing Expectations

Remember:

1. Determine your destination- what is the preferred condition?
2. Identify action steps and create the flight plan (set expectations and strategy):
 - *What will you measure?*
 - *How will you measure it?*
 - *What will you expect?*
3. COMMUNICATE your expectations clearly to your team.
4. Use feedback & follow up
5. Revel in the success of your team as you help them succeed!

SUMMARY



Managing Expectations

Questions & Discussion

On behalf of The Leadership Institute, I would like to thank you for attending this training and wish you the best of luck with all of your future endeavors.

THANK YOU!

