MICRO-WORKSHOP HIGHLIGHTS: SETTING EXPECTATIONS

Key Highlights

When setting expectations for your remote team, remember to:
☐ Identify what worked well when setting expectations in-person and transfer that to your remote environment.
☐ Determine what expectations need to be modified or created.
☐ Set new expectations for yourself as a leader, for individuals on your team, and for your team as a whole.
☐ Revisit strategic goals and productivity expectations for your unit, given the change in our work and working environment. Determine how to measure your goals and the best way to adjust them for a remote working environment. Consider how a future reduction in FTEs might impact your goals.

Your Questions

My team has a lot of motivation and ideas as we work to modify our services to meet our new circumstances. How can I help them set realistic goals as expectations, without dampening their creativity and innovation?

• Try having a daily stand-up meetings for 15 minutes. This allows your team come together to discuss their daily goals, success, and obstacles. It keeps creativity flowing while still maintaining focus.
• Hold additional 1-on-1 and team meetings to walk through your group’s revised mission, vision, and goals. Structure it so your employees can brainstorm and be creative, yet stay in-scope with your guidance.
• Provide detailed team meeting agendas that include expectations, decisions from prior meetings, action items, and who is the point of contact for each project.
• Read this Harvard Business Review Article: Help Your Team Do More Without Burning Out

Setting expectations and building culture on a team that is part remote and part in-person is challenging. How can I make it equitable and productive for everyone?

• If you don't already have them, develop Team Agreements/Professional Commitments. These guide everyone on your team and establish a shared language and set of expectations for the entire team, no matter their location. You can find examples of Professional Commitments on the take-away handout from the Setting Expectations session.
• Focus on Outcomes rather than Activity. Given that employees may need to adjust their work schedules and availability due to childcare or other family obligations, it may help to clarify expectations about deliverables and timelines, while allowing for more flexibility for how and when the work get done.
• With all that has changed on campus, the expectations, duties, and responsibilities of units and individual team members need to change as well. As a leader, have conversations with your employees about what is realistic and forward-looking. Consider the communication styles of each of your team members. Come prepared to discuss how redefined roles contribute to the larger goals of the unit. Having a focus on how new responsibilities support a larger vision can keep the entire team rowing in the same direction, no matter their location.
• Read this article, which shows you how to recognize and mitigate some of the challenges in managing a partially remote team: The 5 Major Pitfalls of Managing a Partially Remote Team.

Contact Us

Leading From A Distance Webpage: Find recordings of sessions, micro-workshop handouts, and curated content to guide you through each week’s topic. (olod.arizona.edu/content/leading-from-a-distance)

Resources for Managing Remote Teams: General resources on how to manage your team in a remote environment (olod.arizona.edu/content/resources-managing-remote-teams)

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