LEADING FROM A DISTANCE: SETTING EXPECTATIONS

Setting expectations is crucial for productivity, success, and team alignment. Consider how to transition individual and team expectations that worked in-person to ones designed for remote environments.

Setting Expectations for Yourself as a Leader

☐ Consider what was working on your team and is still useful now, what you can modify to work well in a remote environment, and what new changes you need to make in terms of setting individual and team expectations.

☐ Establish your own boundaries and communicate them to the team.

☐ Strategically revisit goals and productivity expectations for your unit. How will these be measured? How will you adjust them for a remote working environment? How might a reduction in capacity impact your goals?

☐ Be compassionate and show your human side.

☐ Modify the Professional Commitments/Team Agreements you have in place to suit a remote environment (*examples on page 2*).

Setting Expectations for Individuals on Your Team

☐ Discuss working hours and boundaries for each team member. Things to consider in this conversation may include childcare, families at home, elder care, illness, and flexible work hours.

☐ Discuss with each employee how their role may change, what new goals they may have, and what strengths and resources they can utilize to be successful. Make sure your team member is clear on any new or modified expectations.

☐ Determine the frequency with which you will check-in with each employee. These meetings should be used to discuss productivity and projects, give feedback as we all adjust to a new work environment, while also allowing for time to discuss the health and well-being of your team member.

Setting Expectations for Your Team

☐ Make sure everyone is comfortable with and utilizing the modified Professional Commitments/Team Agreements.

☐ Establish how the team will communicate with you and with each other: technologies to use and appropriate times to reach out.

☐ Communicate everyone's working hours and boundaries to the entire team.

☐ Establish appropriate response times to emails, phone calls, and texts.

☐ Communicate to the team what the new strategy, goals, and productivity expectations are for the unit, especially considering any reductions in capacity.

Professional Commitments/Team Agreements

In co-located environments and in remote settings, it's helpful for teams to have a set of mutually agreed upon Professional Commitments or Team Agreements to ensure a productive and positive work environment.

Here are some examples from other teams. You and your team may want to modify, delete, or add to these.

EXAMPLE 1

☐ Come with good intentions, and believe that others are as well

☐ Don't make assumptions

☐ Everyone participates, no one dominates

☐ Balance Advocacy with Inquiry

☐ One person speaks at a time

☐ Treat everyone with respect/inclusion and exclusion

☐ Appreciate each other

☐ Foster an environment of collaboration and sharing

☐ Take ownership; be responsible and accountable

☐ Be transparent when possible

☐ Challenge the idea, not the person

☐ Maintain confidentiality

☐ Support and encourage one another

EXAMPLE 2

Treat each other professionally and with respect - Work and speak directly with each other, rather than communicating through others.

Communicate openly and honestly- Treat disagreements as opportunities, have substantive discussions to move forward in constructive ways.

Share lessons to make the team stronger - Be inclusive of team members, celebrate successes, grow from the lessons that come from failures.

Act as a team - Appreciate and support each other's roles, responsibilities, and contributions to the success of the team, while being respectful of differences.

Have each other's backs - Be ready to jump in to help each other when something is not going well.

Show your human side - Build relationships with others. Share your interests and the rewards that come from your personal and professional experiences.