

I encourage all the executives I work with to be very clear on what they expect of others. What are their expectations for the other exec team members? What will they be evaluated against? What are you as a leader committed too? Agreeing on a core set of values and expectations limits miscommunication and unproductive behaviors down the road. Additionally, having an open conversation and ongoing dialogue around leadership expectations allows for honest communication and room for giving feedback when expectations are not being met.

-- Peter, Managing Partner, Four Bridges Advisory

Setting Leadership Expectations

Expectations for leadership behaviors can be articulated by using some version of the following:

1. Own your function. You are its CEO.

Deliver. Meet your commitments, objectives and numbers

Own the performance of your function and team

Know who, when and on what to inform and communicate

Make decisions; know what you need approval for and for what issues you make the call

Solve your problems proactively

Have clear short and long-term plans

Drive an effective communications 'architecture' including 1:1's

2. Be the expert in your functional area.

Continuously learn and deepen your expertise

Identify where you are weak and fill those gaps

Bring solutions based on your best thinking and expertise



3. Add value

Be an effective member of the leadership team

Provide strategic input and impact

Help others be successful

Communicate directly with others; the good, bad and ugly

Identify, own and solve gaps

4. Model our Values and Leadership Behaviors

Help leaders at all levels of the organization see and feel our core values daily; if we are not modeling the behaviors we want to see in our team members, we will not see them.