

What are SMART expectations?

S = Specific

Focus on what to do, not how to do it!

M = Measurable

Must be quantified in terms of how much or how little?

A = Achievable

Must be possible to accomplish even if the expectation is considered a stretch.

R = Relevant

Why are we doing this?

Identify both the Company and Personal relevance.

T = Timely

Progress review to discuss progress and associated consequences. The Feedback mechanism is essential to achieving the expectation.

So now what?

1. Describe the Expectation in terms of its major outcomes and how it fits into the larger picture.
2. Mutually Agree on a Unit of Measurement and Consequences.
3. Mutually identify necessary skills, resources, and guidelines.
4. Determine priorities.
5. Review and check for understanding and commitment.
6. Set a date for an early progress review.

No follow through = No motivation to act!

ALWAYS, ALWAYS, ALWAYS ... FOLLOW THROUGH!

Listed below are a series of questions that will assist you in creating expectations, defining the unit of measure and explaining the importance of their success. Please feel free to use these as a way to further define the scope of your expectation setting criteria.

What are the Expectations?

The Expectations constitute the Framework within which the project proceeds.

- How would conditions ideally improve as a result of this project?
- How would your customer be better served?
- How would employees notice the difference?
- How would your boss recognize the improvement?
- How will you be evaluated in terms of this project?
- What would the difference be in the organization if we were successful?
- What is the impact you seek on return on investment/equity/sales/assets?
- What is the impact you seek on Shareholder value?
- What is the market share/profitability/productivity improvement expected?

What is the Unit of Measure?

The Unit of Measure is the indicator that tells the Leader / Manager and employee if the status of the expectation.

- How will you know we've accomplished the objective?
- Who will be accountable for determining progress and how will they do it?
- What information would we need from customers, and in what form?
- What information would we need from vendors, and in what form?
- What information would we need from employees, and in what form?
- How would the boss be convinced that we've met this objective?
- How will the environment and/or culture be improved?
- What will be the impact on RONA/equity/sales/assets?
- How will we determine attrition/moral/safety/retention?
- How frequently do we need to assess progress, and how?
- What is acceptable improvement, and what is ideal improvement?
- How will you be able to prove to others that the object has been met?

What are the Consequences if the Expectations are met or not met?

- What would be the impact to the organization if you did nothing at all?
- What would happen if the project failed?
- What does this mean to you personally?
- What is the difference for the Organization?
- What is the difference for the Employees?
- What is the difference for the Customers?
- How will this affect performance and productivity?
- How will this affect profitability/market share/competitive advantage?
- What is this currently costing you currently and what might you save or gain?
- What is the impact on RONA/equity/sales/assets?



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