



## Guidelines:

- Take time to do this well: Clear expectations are key to an effective relationship with your team.
- As a manager, you will drive the expectation setting process.
- Check you have clarity of your own expectations before having this conversation.
- Remember: Expectations must be tangible and measurable, not just aspirational.

### 1. Context

- Explain how the team fits into the business unit and the broader business.
- Confirm the overarching goals for Adobe this year.
- Be transparent and explain what is expected of you as a manager of this team. Explain your big bets for the next year.

### 2. SMART

Check that the goals the employee has drafted are SMART and complete them together:

- "What will success look like for this goal?"
- "How will these goals stretch you?"
- "What specific outcomes will these produce?"
- "Is this timeframe realistic?"
- "How do these goals align with the business/team goals?"

### 3. Obstacles

Ensure the employee has specific actions tied to the expectations. Not just what will be achieved, but HOW.

- "What obstacles could get in the way of these goals?"
- "How will you plan to overcome these? How can I help?"

### 4. Review

- "When and how shall we Check-in to review progress?"
- Explain that expectations may need to evolve if the broader business goals change.
- Clarify that you will hold your employee accountable to these expectations, so it's important for them to let you know if they need to revisit them.

## Follow-Through:

- Employee completes expectations worksheet.
- Evaluate and refresh throughout the year. Set expectations at the beginning of the fiscal year and review every month or quarter.
- Set up recurring calendar invites for Check-in. Avoid cancelling or rescheduling these.
- Regularly update all employees with business context/changes/risks.
- Use expectations to monitor employee's progress and achievements throughout the year.