

Executive Commute with Jayson Krause

Episode 8 Resource

Taking a Stand for Clarity

First of all, *why* is this question important?

If people aren't meeting your expectations, the first question you need to ask yourself is, "*How can I be better at providing clarity?*" We've seen high performing individual contributors end up delivering sub-par results because there is a gap in what they thought they should do and what they were expected to do.

Remember:

#1. **Clarity:** So often we use shorthand, vague, or nebulous concepts when communicating expectations to the people on our team.

#2. Don't let lazy communication be the reason people aren't performing. If you want better behaviors, better quality of work, then it's your job to make sure everyone is looking at the same clear reference.

Analyze the terms and expressions you use:

Common expressions:

- "I need to see more from you." What does '*more*' mean?
- "We need to up our game." What does this *actually* mean?
- "This needs to be better." What *specifically* would show you it's better?
- "I need to see A+ quality on this." Give me a *clear picture* of what A+ quality is.

Questions to clarify what "Ownership" is:

Create clarity around the actions and behaviours you need to see. Otherwise, how could you possibly lead or provide feedback if people don't know what's expected? Below are some questions to consider:

- How will you *know* people *are* taking ownership?
- What will you *see* that's different from what you see now?
- What will you *hear* from others who are taking ownership?
- How will you *know* with certainty that leaders *aren't* taking ownership?

Don't let people *assume* they are doing the right thing. High performance happens on the edge of struggle and support. As a leader, it's your job to hold both as equally important so you can keep the fitness inside your organization.

After you've explored this, let us know how it went. What worked, what didn't or what questions do you have. You can leave us a message or voicemail at executivecommute.com.