



Midwifery level-III

NTQF Level III

Learning Guide#55

Unit of Competence: - Lead small teams

Module Title: - Leading small teams

LG Code: HLT MDW3 M14 0219

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**LO3: Set performance expectations
for team members**



Instruction Sheet	Learning Guide #55
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This learning guide is developed to provide you the necessary information regarding the following content covering and topics

- Establishing Performance expectations
- Basic Performance expectations
- Discussing and disseminating Performance expectations

This guide will also assist you to attain the learning outcome stated in the cover page. Specifically, **upon completion of this Learning Guide, you will be able to:**

- Establish Performance expectations
- Basic Performance expectations
- Discuss and disseminate Performance expectations

Learning Instructions:

1. Read the specific objectives of this Learning Guide.
2. Follow the instructions described below 3 to 5
3. Read the information written in the information “Sheet 1, Sheet 2, and Sheet 3
4. Accomplish the “Self-check 1, Self-check 2, and Self-check 3.” **in page 7, 13, and 17** respectively.
5. If you earned a satisfactory evaluation from the “Self-check” proceed to the next learning guide



Information Sheet-1	Establishing Performance expectations
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Performance expectation: are requirements of an employee including expected results, behavior and actions

A lack of clear performance expectations is cited by readers as a key contributing factor to their happiness or unhappiness at work. In fact, in a poll about what makes a bad boss – bad, the majority of respondents said that their manager did not provide clear direction. This factor affected their sense of participation in a venture larger than themselves and their feelings of engagement, motivation, and teamwork.

The Why and How of Setting Employee Expectations

Effectively setting employee expectations is a critical part of successfully leading and managing a team, as well as developing a culture of accountability. Ideally, all managers within the company should be setting expectations within two to four weeks of an employee being hired. However, if that has not occurred, it's perfectly acceptable to establish expectations at any point during employment.

It is recommended that a manager schedule 30 minutes to an hour to have a “setting expectations” conversation with the employee. The process should include a discussion of expectations about the job description, job performance, appropriate and inappropriate behavior in the workplace, and an opportunity for the employee to ask for clarification and share with the manager how they would like to be supported in their role.

The benefits of setting expectations with employees are that doing so:

1. Provides clarity for both the employee and manager and gets everyone on the same page
2. Establishes a baseline of measurement for future performance
3. Enhances communication
4. Empowers employees to act more freely because they have operating guidelines and structure
5. Creates a reference point when expectations are not met
6. Provides a way to hold employees accountable



Critical Components of Clear Performance Expectations

The process that results in employees who clearly understand and execute their performance expectations contains these components:

- A company strategic planning process that defines overall direction and objectives.
- A communication strategy that tells every employee where their job and needed outcomes fit within the bigger company strategy.
- A process for goal setting, evaluation, feedback, and accountability that lets employees know how they are doing. This process must provide opportunities for continuing employee professional and personal development.
- Overall organizational support for the importance of clear performance expectations communicated through cultural expectations, executive planning and communication, managerial responsibility and accountability, rewards and recognition, and company stories (folklore) about heroic accomplishments that define the workplace.

Communication of Clear Performance Expectations: Communication starts with the strategic planning process of executive leaders. How they communicate these plans and goals to the organization is critical to create an organization in which all components are connected and pulling in the same direction. Executive leadership must clearly communicate its expectations for the team's performance and expected outcomes to align each area of the organization with the overall mission and vision.

At the same time, leadership needs to define the organizational culture of teamwork desired within the company. Whether a department team or a product, process, or project team, team members have to understand why the team was created and the outcomes the organization expects from the team.



Continuing Support for Clear Performance Expectations

Your organization accomplishes performance expectations in three key ways.

- You need to show constancy of purpose in supporting individuals and teams with the resources of people, time and money that will enable them to accomplish their goals. When you provide the resources teams need to succeed, you ensure the development of teamwork and the team's best chance for success. Sometimes, this requires the reshuffling of resources or the renegotiation of goals. But, the visual application of resources sends a powerful message of support.
- The work of the team needs to receive sufficient emphasis as a priority in terms of the time, discussion, attention and interest directed its way by executive leaders. Employees are watching and need to know that the organization really cares.
- Finally, the critical component in continuing organizational support for the importance of the accomplishment of clear performance expectations is your reward and recognition system. Clear performance expectations accomplished deserve both public recognition and private compensation. Publically cheering and celebrating team accomplishments enhances the team's feeling of success. The recognition clearly communicates the behaviors and actions the company expects from its employees.

Use clear expectations to help your employees develop accountable, productive, meaningful, participatory.

Performance appraisal: has three basic functions: (1) to provide adequate feedback to each person on his or her performance; (2) to serve as a basis for modifying or changing behavior toward more effective working habits; and (3) to provide data to managers with which they may judge future job assignments and compensation. The performance appraisal concept is central to effective management. Much hard and imaginative work has gone into developing and refining it. In fact, there is a great deal of evidence to indicate how useful and effective performance appraisal is. Yet present systems of performance appraisal do not serve any of these functions well.



As it is customarily defined and used, performance appraisal focuses not on behavior but on outcomes of behavior. But even though the executive in the example achieved his objective, he was evaluated on *how* he attained it. Thus, while the system purports to appraise results, in practice, people are really appraised on how they do things—which is not formally described in the setting of objectives, and for which there are rarely data on record.

In my experience, the crucial aspect of any manager’s job and the source of most failures, which is practically never described, is the “how.” As long as managers appraise the ends yet actually give greater weight to the means, employ a static job description base which does not describe the “how,” and do not have support mechanisms for the appraisal process, widespread dissatisfaction with performance appraisal is bound to continue. In fact, one personnel authority speaks of performance appraisal as “the Achilles heel of our profession



Self-Check -1	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What is performance?
2. List down at least 3 benefits of setting benefits of expectations?

Note: Satisfactory rating – 5 points

Unsatisfactory - below 5 points

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer Question





Name: _____

Date: _____

Short Answer Questions

1. _____

2. _____

3. _____

4. _____



Information Sheet-2	BASIC PERFORMANCE EXPECTATIONS
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2.1 Basic performance expectations of a team are five important expectations:

- ✓ **Fallibility and Humility. Great leaders acknowledge weakness but focus strength.**
- ✓ **Mutual respect. Team members want to be respected as individual human beings and valued employees**
- ✓ **Team and individual growth**
- ✓ **Trust works both ways**
- ✓ **Open communications**

Assisting staff to improve their performance

Needs assessment is a systematic process for determining and addressing needs, or "gaps" between current conditions and desired conditions or "wants". The discrepancy between the current condition and wanted condition must be measured to appropriately identify the need. The need can be a desire to improve current performance or to correct a deficiency.

A needs assessment is an important [says who?] part of the planning process, often used for improvement in individuals, education/training, organizations, or communities. It can refine and improve a product such as training or service a client receives. It can be an effective tool to clarify problems and identify appropriate interventions or solutions. By clearly identifying the problem finite resources can be directed towards developing and implementing a feasible and applicable solution. Gathering appropriate and sufficient data informs the process of developing an effective product that will address the group's needs and wants.

Factors affecting performance

Performance appraisals are supposed to evaluate the performance of a worker, reward good performance with promotions and pay raises and set goals to help employees continue to improve. In reality, however, performance appraisals are affected by a wide range of psychological factors. Even when supervisors are working with a well-defined guideline to evaluate workplace performance, they can easily fall off track with results disadvantageous to both the worker and the company.



Standards of Evaluation

- One especially tricky performance appraisal factor is standards of evaluation. Many companies use subjective terms like "excellent," "good" and "fair" to characterize performance, but these terms may mean very different things to different people. If a company has two different evaluators, this can lead to serious bias; a more or less average worker who performs all of his job duties correctly may receive a "good" rating with one evaluator but only an "average" or "fair" rating with the other.

General Biases

- There are many ways a supervisor can skew everyone's evaluations. Some supervisors exhibit the central tendency, rating everyone as about average and only deviating in extreme circumstances. By contrast, an evaluator exhibiting a leniency bias would rate everyone fairly high, perhaps out of a desire to be nice or a desire to avoid confronting unhappy employees.

An evaluator might also only look at recent performance, exhibiting a recency bias. An opportunity bias can also skew results, with evaluators blaming or praising employees for things that were actually out of their control. For example, a salesman could have declining sales numbers do to a sharp economic downturn, poor product quality or poor inventory management, none of which would be his fault.

2.1.1 Setting Expectations with Your Team

1. Provide Structure

Providing structure starts with defining a direction and setting clear boundaries. Your direction might come from your boss, your customers, your own vision for the future, or even from the collective wisdom of your team. However it comes about, it needs to be clearly articulated and spoken about often. It ensures you are all on the same page in terms of what needs to be accomplished.



Next, setting clear boundaries requires defining what is within the scope of work and what is not, what appropriate behavior is and what is not, and what productive work is and what is not. Sometimes this feels bossy; as if you are telling people what to do. But when people have guidelines within which to operate, they are actually *more* empowered to act, take initiative, and innovate.

2. Clarify Roles

Take a second look at job descriptions and job duties. Do they match the work that is actually being done? Are they an appropriate fit for the structure you have set?

Generally, you can expect a job description to accurately describe 50-75% of the role. The rest may require adaptability as needs arise and priorities shift.

Keep in mind job descriptions are the baseline minimum expectation. For those on your team seeking advancement, a career development conversation should focus on above and beyond.

3. Set Motivating Goals

It is incredibly important to get goals right. When goals support key initiatives and are aligned with the department or organization's strategic goals, they have a lot of power to direct work almost effortlessly. And when work piles up, stress mounts, and we start to lose sight of how to prioritize, goals can refocus our efforts and help keep us on track.

To be motivating, goals should make a difference, be fairly urgent, have a measurable accomplishment tied to them, and sound challenging. There should be a visible difference between the success and failure of a goal, the timeframe for accomplishment should be shorter than one year, and the completion of the goal should evoke a sense of pride.

4. Give *and* Receive Feedback

Nobody is perfect; a conversation that includes two-way feedback is one of the best ways to ensure continued improvement, upward progress, and ultimately, better performance. Additionally, an honest conversation where you seek and accept feedback without defensiveness or excuses builds trust and your relationship with your team.



Self-Check -2	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What is Factors affecting performance
2. List down the five basic important expectations?

Note: Satisfactory rating – 5 points

Unsatisfactory - below 5 points

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer Question



Name: _____

Date: _____

Short Answer Questions

1. _____

2. _____

3. _____

4. _____



Information Sheet-3	DISCUSSING AND DISSEMINATING PERFORMANCE EXPECTATIONS
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3.1 Discussing And Disseminating Of Clear Performance expectation: is process translates these higher level goals into the outcomes necessary for each employee’s job within the company. After the quarterly PDP meeting, employees should be clear about their expected contribution. Goal setting at these meetings should include a performance evaluation component so the employee knows how he or she has been performing.

Leading up to the performance meeting, the employee self-evaluation guides each employee in thinking about their performance. The six-eight goals set at the meeting, or continued from the previous Performance, establish performance expectations without micromanaging the employee. Deciding how to accomplish the goals empowers, engages, and motivates the employee. The manager maintains needed contact with the critical steps in the employee’s performance plan through weekly meetings and coaching. (No, it’s not a free-for-all when each employee’s work affects other employees and must mesh to accomplish the whole.) Additionally, this step ensures that employees are accountable for accomplishing their jobs.

Consider following this same process with each team you establish for the same sense of interconnectedness and understanding of clear performance expectations.

Continuing Support for Clear Performance Expectations

Your organization accomplishes performance expectations in **three key ways**.

- 1. You need to show constancy of purpose in supporting individuals and teams** with the resources of people, time and money that will enable them to accomplish their goals. When you provide the resources teams need to succeed, you ensure the development of teamwork and the team's best chance for success. Sometimes, this requires the reshuffling of resources or the renegotiation of goals. But, the visual application of resources sends a powerful message of support.



2. The work of the team needs to **receive sufficient emphasis as a priority** in terms of the time, discussion, attention and interest directed its way by executive leaders. Employees are watching and need to know that the organization really cares.
3. Finally, the critical component in **continuing organizational** support for the importance of the accomplishment of clear performance expectations is your **reward and recognition system**. Clear performance expectations accomplished deserve both public recognition and private compensation. Publically cheering and celebrating team accomplishments enhances the team's feeling of success. The recognition clearly communicates the behaviors and actions the company expects from its employees.



Self-Check -3	Written Test
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Directions: Answer all the questions listed below. Use the Answer sheet provided in the next page:

1. What is performance expectation
2. Mention the three key ways of performance expectations?

Note: Satisfactory rating – 5 points

Unsatisfactory - below 5 points

Answer Sheet

Score = _____
Rating: _____

Name: _____

Date: _____

Short Answer Question



Name: _____

Date: _____

Short Answer Questions

1. _____

2. _____

3. _____

4. _____



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Prepared By							
No	Name	Educational Back grand	LEVEL	Region	College	Email	Phone Number
1	Masresha Leta	Midwifery	A	Harari	Harar HSC	masreshaleta3@gmail.com	0911947787
2	Gosaye T/haymanot Zewde	Midwifery	A	Harari	Harar HSC	Zewegosa@yahoo.com	0913227450
3	Amare Kiros	Midwifery	A	BGRS	Pawi HSC	amarekiros9@gmail.com	0920843010
4	Jalele Mosisa	Midwifery	B	oromia	Nekemte HSC	jalemosis2018@gmail.com	0939316415
5	Serkalem Fetene	Midwifery	A	oromia	Mettu HSC	serkefetene@gmail.com	0912022476
6	Balela Kadir	Midwifery	B	oromia	Nagelle HSC	balela.kedirbedu@gmail.com	0916633542
7	Sadeya Mohamed	Midwifery	A	Somali	Jigjiga HSC	xanaan261@gamil.com	0915076012