

Managers are ultimately judged by how well their teams perform against their goals. So, how you work with your direct reports to define goals, delegate assignments, and keep one another accountable can make all the difference for your and your team's success.



Check all of the behaviors that apply to you, then see how you compare to other managers — and get personalized recommendations based on your results.

## Setting team goals

- I ask for and incorporate direct reports' input when setting team goals — or at least planning how to meet them.
- In addition to core business goals, my team and I set goals to improve team procedures, learning, and innovation.
- I word team goals clearly and specifically, using the formula “from X to Y by when” whenever possible.
- I explain and reinforce the larger business cases behind our team goals.
- My team and I use a variety of metrics to measure progress toward meeting each of our goals.
- My team and I factor in both quality and quantity when measuring progress toward each of our goals.
- I shift my team's goals or the approach to meeting them when new information or priorities arise.

## Delegating work

- I make sure that the most important, high-profile work doesn't always go to the same direct reports.
- I take into account direct reports' interests and development goals — not just what they're best at.
- When delegating an assignment to a direct report, I discuss its deadline and relative priority.
- I make sure to explain what my desired outcome for assignments looks like.
- I clarify the level of autonomy I want direct reports to have on assignments.
- After a direct report completes a delegated assignment, we assess how it went and what to do differently next time.

## Creating a culture of accountability

- I work with each direct report to establish clear individual goals and performance expectations.
- I ask my team to publicly commit to and track progress on their most important goals.
- I help remove roadblocks so direct reports can meet their goals and am careful not to add roadblocks when I make requests.
- I encourage direct reports to think through questions and challenges with one another to create a culture of mutual support and accountability.

- I model accountability by acknowledging my own challenges and failures without venting or bad-mouthing others.
- When I see poor performance from a direct report, I promptly give redirecting feedback and discuss ideas for improvement — instead of waiting until review time.
- I recognize and reward great performance and direct reports' efforts to improve.

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See your results!