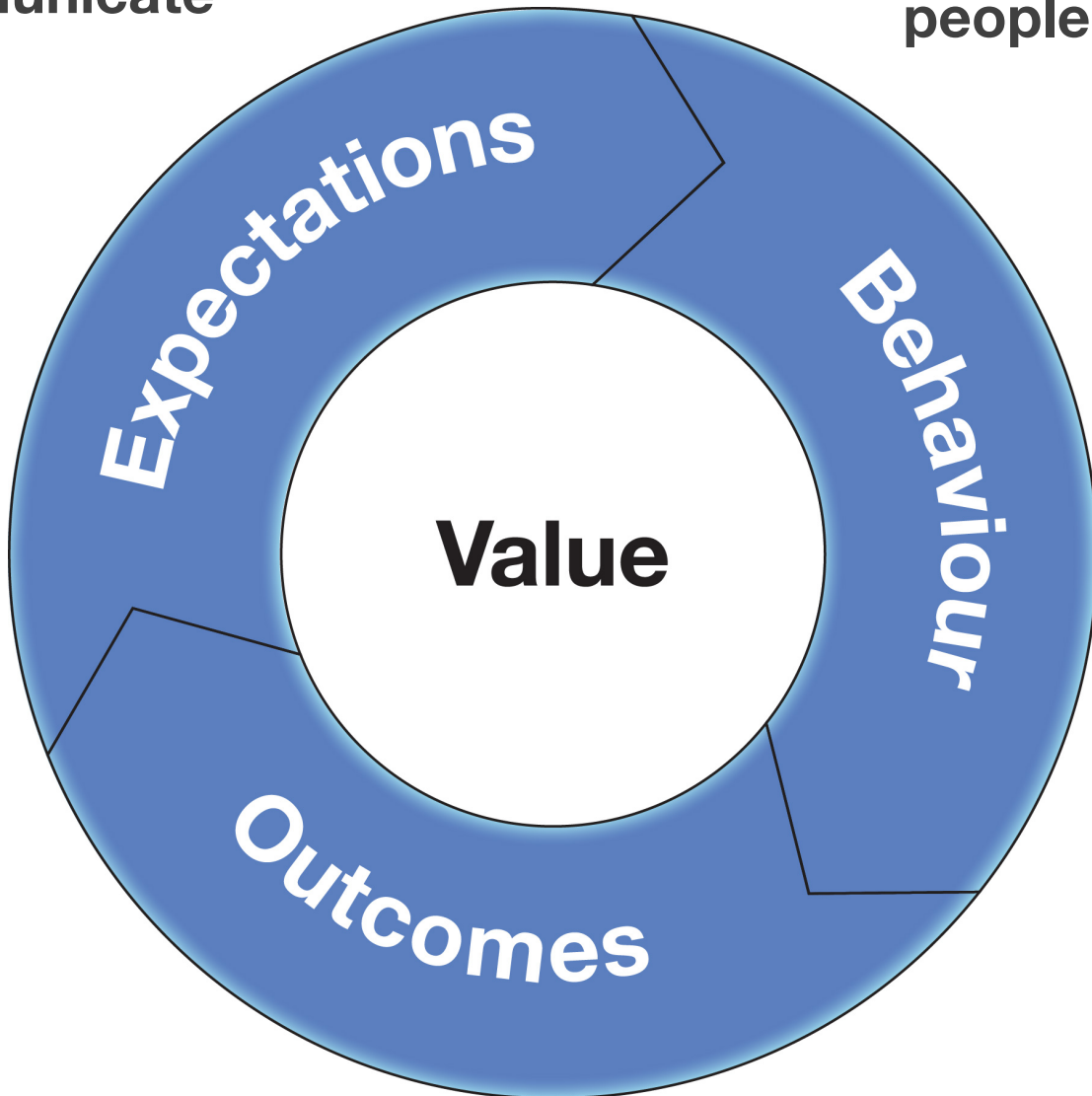




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**What you  
communicate**

**What  
people do**



**Results**

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## **Expectations, Behaviours and Outcomes (EBO).**

Aligning Expectations, Behaviours, and Outcomes (EBO) is a powerful tool you can apply right away to deliver better results. You'll improve your personal managerial effectiveness, get better results from your team, and reduce conflict by aligning cross-functional groups that must work together.

### **What does EBO mean?**

Expectations drive Behaviours that produce Outcomes. When expectations are unclear, or behaviours misaligned, you won't generate the desired outcomes. We've found that when there's conflict, churn, or poor results, there's a disconnect between these two elements. These disconnects can occur with individuals, teams, stakeholders and functional groups. Leaders and managers haven't clearly defined the results they need. Employees don't know what they're expected to do, how to do it, or whether they're doing the right things. Groups assume they understand what other groups need from them – without actually sitting down and talking about it face to face. Asking a few concrete questions can provide clarity and lead to much better results for less effort.

### **How do I get alignment?**

**1 - Clearly define the desired outcome.** What are we trying to achieve? What does this result look like at the end? How does this fit into the bigger picture? Why is this important to the organization? Describe it specifically and concretely. If you don't know what this is or can't state it clearly, stop -- get clarity – before you expend valuable resources.

### **2 - Ensure everyone understands the expectations around this outcome.**

This means talking to your manager, the stakeholders, your team, those who will use what you produce, those you depend on for input, and others whose work is impacted by your work. Find out what they expect or need, and communicate your expectations as well. Don't guess or assume that everyone understands.

- Talk face-to-face if possible (don't rely on email)
- Be specific.
- Ask questions and listen carefully.
- Verify assumptions.
- Write it all down.

**3 - Monitor and manage behaviours.** Behaviours are the observable actions that people do. Make sure people are doing the right things at the right time to get the desired result. If you see behaviour that's not aligned with the expectations, provide feedback and correct it early – before it has adverse impact.