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**IHM East Midlands  
PRIMARY CARE CONFERENCE  
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**Managing Staff Expectations**

Nicky Spencer, Accomplice

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**Aim**

Improve delivery and harmony  
in the workplace  
by providing greater insight into the  
effective management of staff' expectations

- Understand more **about staff expectations** – and the need for their *continual* management
- Present a '**vision**' for **and practice model** for you to 'take away' to assist you in the process
- Signal the **requirements upon you** (or for your development)

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**Understanding Expectations**

And some reasons to  
manage them *continually*

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**Expectations are not always  
based on fact**

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**Expectations – Definitions**

1. **Anticipation** of something happening
  - a confident belief or strong hope that a particular event will happen
2. **Notion** of something
  - a mental image of something expected, often compared to its reality
3. **Expected** standard
  - a standard of conduct or performance expected by or of somebody

Encarta Dictionary English (UK)

What staff are looking forward to  
and consider as their 'due'  
(their perception of workplace prospects)  
Derived from the collins pocket dictionary 1981

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**Expectations go beyond the  
written employment contract**

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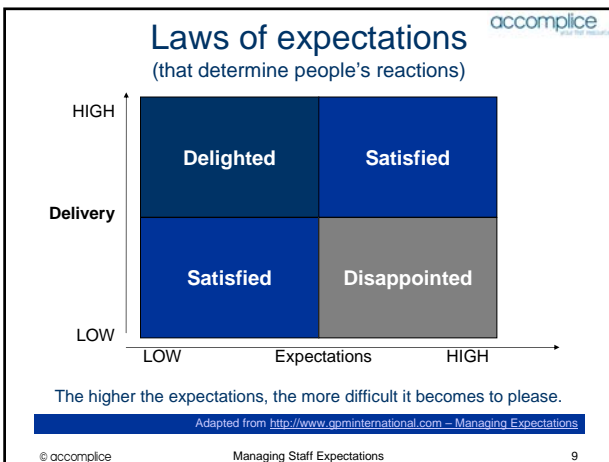
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Expectations may – or may not – eventually be met

There's a reaction in every case

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### If they are not met or are delayed ...

Laws of expectations (that determine people's reactions)

“The tension becomes so thick, it changes the air. Anxiety spreads. Alliances form. A mutiny brews.”

<http://www.uscsb.org>

complaints, resentment, criticism, ingratitude

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### If they are met or managed ...

- Staff are ...
  - Engaged
  - Motivated, energized, committed
  - Working at and building their capacity
  - Adding value
  - Innovative
  - Meeting exceeding (realistic) performance requirements and standards
- Customers (and other stakeholders) are satisfied
- Business objectives are delivered - in the most efficient way

Expectations – or their realisation - drive or drain the organisation, delivery, the atmosphere, the resources and the people

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Expectations are dynamic; they continually change

They are generally (but not always) upwardly mobile

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### Sample drivers of staff expectations

Forged by history and personal values

Adjusted through:

- Experience
- Observation
- Perception
- Learning

Forces at play

- Workplace and sector (policies, behaviours, reward systems)
- Legislation (and policies)
- Media (digital to paper)...
- Working world+ ... sector, country and world events ...
- Family, friends, social circles ... Colleagues
- Networks, membership organisations, unions, politicians

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## Managing Expectations

### The Vision

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### Expectation Utopia

Business-Expectation Match

Self-management

Satisfaction ← Realisation

Expectations = Reality

Facts = Adjusted Expectations

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## Managing Unrealistic Staff Expectations

### A Model

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### Managing Expectations – A Model

#### 1. Appreciate Staff Expectations

Observe, watch, listen ... ask and answer questions

Uncover conscious and sub-conscious expectations

Demonstrate understanding, respect and value

Unreal Expectations

appreciates

Manager's Intervention

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### Maslow's Hierarchy of Needs

Various, individual, changing

Five levels to be satisfied at work

- Self Actualisation Fulfil Potential
- Esteem Recognition Status Self-esteem / Respect
- Social Sense of Belonging Escape loneliness; Love and be loved
- Safety Security – Protection - Stability
- Physiological Shelter – Hunger – Thirst

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Managing Expectations – A Model  
2. Communicate Reality – the Facts

Of the business, transparently and regularly at all levels

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“The first duty of leaders is to find out the truth about their organisations, so they can set the right goals and inspire people towards positive change”

Sir Terry Leahy, Tesco CEO 1997-2011

Nine Management Lessons, CIPD Conference  
Reported People Management Newsdesk 08 November 2011

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Communicates the business reality

- Current and future business direction within the (competitive and) dynamic environment
  - Political – Economic – Social – Technological - Environment
- The *essential* business goals
  - Performance measures *and* achievements
  - ‘Customer’ and ‘stakeholder’ needs
  - Ways of working - policies and procedures
- Links of business requirements to your staff members’
  - Department - Manager – Team
  - Importance of the role, tasks and personal delivery
- Other:
  - balance between rewarding for today’s success and investing for tomorrow

Knowledge and understanding

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“All too often, managers dismiss their subordinates as immature or lacking in the ability to understand...”

“Honest and credible communication is a visible manifestation of the respect that employees owe each other.”

R. Sankar, Mercer Human Resource Consulting, India.  
© 2006, Syndications Today

Source: Financial Times Information Limited.

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The Art of Communication

- Right message (information) – right audience – right medium – right time
  - deal early with speculation
  - keep good news confidential, even secret, until you are ready to announce
  - disperse information as quickly as possible - especially bad news—you need to stay ahead
  - try to pair bad news with some good news.
- Two way feedback
- Opportunity for delayed ‘reaction’ and feedback
- Attention to the words and gestures

Time and competence - and appetite for learning

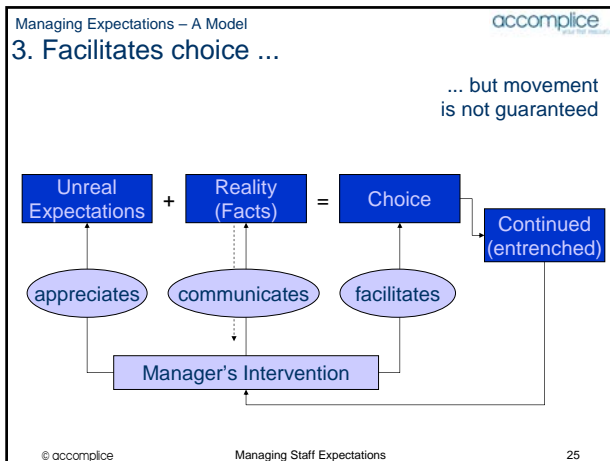
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Managing Expectations – A Model  
3. Facilitates choice ...

... into a new reality and (set of) expectations that are met

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## Facilitation

1. Purpose: to 'make easy or less difficult' the process of choosing and adjusting to new expectations ...
2. Competencies:
  - Understanding of yourself in relation to others (your 'audience')
  - Active listening, clarifying (questioning) summarising, observing, challenge and feedback

Challenge

- Time-frames ... And 'calling time'
- Objectivity, impartiality
- Managing emotions ...

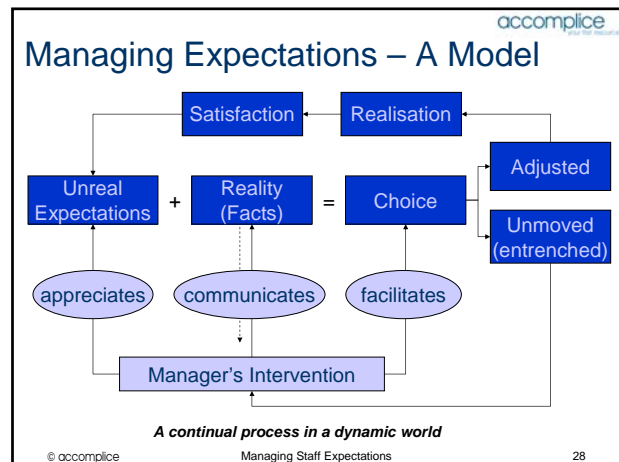
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## Recognise (and manage) emotions

1. **Denial** — I feel fine; This can't be happening, not to me; I can't believe you did that ... and silence
2. **Anger** — Why me? It's not fair! How can this happen to me? Who is to blame? ... and outbursts
3. **Bargaining** — Just let me keep my salary ... title ... Car. If I do that will you... I will give 100% more than I did before if only you would...
4. **Depression** — I'm so sad, why bother with anything? What's the point carrying on and trying to do my best? I miss my old job, why did it have to change? I'm going to lose my job anyway ... and lethargy
5. **Acceptance** — It's going to be okay. I can't fight it, but I can well prepare for it. Well, on the other side of the coin ... after all I could...

Grief Cycle model first published in On Death & Dying, Elisabeth Kübler-Ross, 1969.

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## Your Checklist for Delivery or Development

- ☐ Focus:
  - ☐ Vision for Management of Expectations
  - ☐ Conversant with the Model of Management
- ☐ Savvy and connected:
  - ☐ intelligence about
    - ☐ The essential business
    - ☐ The dynamics affecting the business
    - ☐ Your staff's expectations
- ☐ Supportive but professional style:
  - ☐ Advanced appreciation, communication and facilitation skills
  - ☐ Propensity for learning
  - ☐ Poise and professionalism

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## Summary

1. Reasons for *continual* management
  - May not be based on fact
  - Go beyond the written contract
  - Change with time and influence
  - Met, or not, there's a reaction
2. Take away models
3. Your Development:
  - Focused, savvy and connected, supportive but professional

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Comments  
experiences and questions



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Thank you for your  
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