

## Change Management/Organizational Development:

- 1) **Mergers and acquisitions** – can be used to establish the new culture. We know that in times of transition, our expectations may change. What do our employees want and expect?
- 2) **Organizational changes** – any change can impact expectations. Is the employee expected to work more because of the change? How does that impact the relationship between employee and employer? Are the changes being communicated in a way that is conducive to meeting the needs of the employees?
- 3) **Job changes** – expectations may change with different environments.
- 4) **Start up companies** – can be used to determine what type of culture we want to create.

## Miscellaneous:

- 1) **Project planning** – this is a perfect time to examine team and department expectations. If there are employees who expect to maintain a work/life balance, this may affect the time needed to complete and schedule projects.
- 2) **Teams** – any group of individuals that comes together to work as a team is impacted by each of their expectations. To understand and communicate them in the group is crucial to the group's success and productivity.
- 3) **Use with DiSC® in coaching applications** – facilitates discussion by creating a common language with which to find a common ground and build relationships.
- 4) **Retreats** – understanding of work expectations may play a significant role in managing to achieve balance and satisfaction in life.
- 5) **Organizations with high numbers of volunteer workers** – can benefit just as much as other organizations as volunteer workers have similar needs and face the same issues as paid employees.

# MANAGING WORK EXPECTATIONS



# TRANSFORMING ATTITUDES

## Suggested Applications Guide

Inscape Publishing recently introduced *Managing Work Expectations • Transforming Attitudes* to the training and development market. As part of the product launch, we conducted regional events to familiarize distributors around the U.S. with our newest learning guide. Each regional event included a brainstorming session in which participants discussed the many ways their clients could benefit from *Managing Work Expectations • Transforming Attitudes*. The following list includes the ideas that were generated in those sessions as well as some actual examples of how our distributors are providing solutions with this great new resource.

### **Human Resources/Employee-Labor Relations:**

- 1) **Labor relations / negotiations** – can be used to open up dialogue in negotiating contracts. What do employees really want?
- 2) **Employee relations** – can be used to determine if issues that are arising in the department are really about employee expectations. Is overtime an issue? Does the employee need to be valued or praised more often?
- 3) **Cultural/Diversity issues** – expectations may differ among cultural groups. To facilitate any process among differing groups, introduce the profile to begin the dialogue about valuing differences. Also can be used to introduce the concept of individual needs and valuing individual differences.
- 4) **Conflict resolution** – similar to the labor and employee relations situation; a better understanding of what is important to individuals and groups reduces stress and enhances cohesiveness.
- 5) **Address generation gap issues** – differences in age groups may account for differences in expectations. Understanding and communicating about differences in expectations may resolve difficulties between employees.
- 6) **Coaching (Executive and Personal)**- this is a perfect time to introduce the concept of expectations and create an understanding of the importance that expectations play. Expectations play a role in enhancing employee performance and motivation.
- 7) **Manager/employee relations** – helps facilitate dialogue and improve understanding and communication between managers and their subordinates. Can significantly improve retention levels if each understands what the other expects.
- 8) **Empowerment** – many times people do not have a clear understanding of their feelings and expectations. The profile is enlightening and helps individuals to clarify their expectations, which increases feelings of empowerment.
- 9) **New supervisor training** – as a new supervisor, this is a great time to learn how to approach the subject of expectations. They play a huge role in determining the success of the employee, the supervisor, and the company itself.
- 10) **Performance reviews** – What does the employee expect? What does the supervisor expect? How does this tie in to job responsibilities? Is the employee getting what he/she needs?

- 11) **Career counseling and development** – this is a great application because as an individual considering a potential career, the expectations that one holds may impact the decision one makes.
- 12) **Increasing Employee Accountability- Getting employees to take responsibility** – the profile stresses the fact that employees and individuals should be accountable for initiating discussion and getting their needs met.
- 13) **High Absenteeism** – employees with high absenteeism are most likely to be experiencing dissatisfaction in some area of their work. *Managing Work Expectations • Transforming Attitudes* helps to identify where the problems are by highlighting what the employee expects.

### **Recruitment and Retention:**

- 1) **Exit interview** – can be used in the exit interview as a tool for managers to learn how to improve the situation, ultimately reducing turnover in the organization
- 2) **Interviewing** – introducing the profile at an employee interview enhances the employee's understanding of what is important to him/her and provides a common language for dialogue, ultimately leading to the prospective employee having a better understanding of what is and isn't possible in the company.
- 3) **Headhunters** – understanding and managing work expectations plays a significant role in the successful placement of workers, which is beneficial to headhunters.
- 4) **Welfare to Work initiatives** – increases understanding and generates dialogue about what is acceptable and realistic for workers entering the job market.
- 5) **Companies that target new college graduates** – college graduates face many changes and challenges as they enter the full-time workforce. Understanding and managing their expectations is key to a successful transition.
- 6) **Turnover/Retention** – companies that are experiencing high turnover can use the profile to determine why employees are leaving and as a way to increase retention by increasing communication and understanding of the issues.
- 7) **Temporary Employment Agencies** – temporary workers face many of the same challenges that permanent employees face. In some cases, issues may be even more exaggerated due to the temporary nature of the position. Each employee of the agency can benefit by completing this profile.
- 8) **Orientation for new employees** – can be used in the new hire orientation to introduce the concept of dialoging about expectations to new employees and to reduce the risk of turnover due to unrealistic expectations.
- 9) **Follow up to Gallup poll surveys for employees** – can be used in dialoging about expectations to gauge and increase employee satisfaction.