

# Expectations from Self and Others

## Section 5



Tips for a Dialogue about Expectation Concerns:

## Clarifying the Why, What and How

If you find you have an expectation that needs clarifying or are working with a coworker who is not fulfilling an expectation, utilize these tips to engage in a conversation for deeper understanding.

For those with:

### More positional power communicating with those with less positional power:

- **Ask about others' ideas** (positive and negative) before you give yours. Repeatedly invite concerns, questions, and ideas.
- **Explain the rationale** for the expectation relative to how it fits with the vision. Be clear whether flexibility is possible or not.
- **Disclose your own fallibility, mistakes, and need for advice.** Ask permission to offer advice on how to meet expectation.
- **Over-communicate your intentions** for the type of relationship you want to build (your True North/vision).
- **Summarize and repeat** back what is decided.

### Less positional power communicating with those with more positional power:

- **Avoid triangulation,** always give feedback directly. If needed, get advice and help from others to prepare for a direct conversation.
- **Ask questions to seek the rationale** for the expectation and to clarify what success in meeting the expectation will look like.
- **Assert personal views** and need for support to meet the expectation with "I statements".
- **Ask permission** to give positive and negative reactions.
- **Connect your ideas** about modifying expectations to how they help with their goals and challenges.