



# Managing Expectations

George Stroyewski Jr.

Ferguson Waterworks, LA | MS

# WHAT ARE EXPECTATIONS?

The more specific, the more better!

## Good Expectations:

- ▶ I'll have that to you on Friday morning.
- ▶ Phase 1 will be done on 3/28 and Phase 2 will be done on 4/28.
- ▶ We will finish the year on budget.
- ▶ Production will be scheduled upon receipt of approved drawings.
- ▶ Typical lead times are 10-14 days working days, ARO; however, at time of order, we may be able to expedite if necessary with terms to be determined.

## Bad Expectations

- ▶ I'll have that to you ASAP.
- ▶ We should be done at the end of April.
- ▶ We will finish the year in the black.
- ▶ I need those signed drawings, so please review and return when you can.
- ▶ Lead time is about 2 weeks.

# MANAGING EXPECTATIONS

What is the difference between a goal and an expectation?

## Expectation:

- ▶ I will eat lunch tomorrow.
  - It usually “Just Happens”
  - Minimal planning
  - Status Quo is okay
  - Subjective
  - Met Expectations = Neutral Emotional Response (Value of “0”)
  - Missed Expectations = Negative Emotional Response (Value of “-1”)
  - Exceeded Expectations = Positive Emotional Response (Value of “+1”)

## Goal

- ▶ I will eat a healthy lunch tomorrow.
  - Does not “Just Happen”
  - Needs a plan
  - Changes the Status Quo
  - Specific
  - Met Goals = Positive Emotional Response (Value of “+1”)
  - Missed Goals = Neutral Emotional Response (Value of “0” if plan was followed, “-1” if not)
  - Exceeded Goals = Positive Emotional Response (Value of “>1”)

What are some other differences?

# WHAT ARE EXPECTATIONS?

A strong belief that something WILL happen, and may not even be realistic. An expectation is a product of UNCERTAINTY

## Time is ticking, and Lisa is getting antsy...

“George, are you going to meet the deadline?” -Lisa

“Yes, Lisa, I will be working on Saturday just to make sure of it.” -George

“Great, thanks for seeing this through!” -Lisa

## What are the expectations?

### Who set the expectations?

- ▶ The expectations appear to be clear
  - Strong Belief:
    - G - Yes, result of **MY** knowledge that I have a deadline.
    - L – Yes, George said so.
  - Realistic:
    - G - Yes, result of **MY** knowledge that this is not unprecedented.
    - L – Yes, George said so.
  - Uncertainty:
    - G - Yes, there is always a chance of getting hit by a bus, recognized by **MY** logic.
    - L – Yes, George could get hit by a bus
  - Expected Results:
    - I work on Saturday, **Lisa's** expectation has been met; therefore, my feeling is neutral.
    - I do not work on Saturday, **Lisa's** expectation has not been met; therefore, she is **SURPRISED** and **DISAPPOINTED**.

# WHY IT MATTERS TO BE CLEAR

Expectations are Subjective, and so are consequences.

Expectation #1.

**George is working on Saturday**

Lisa expects George to be working on Saturday

- Any deviation from this would be disappointing to Lisa.

Expectation #2

**The deadline will be met.**

Lisa expects George to meet the deadline.

- Any deviation from this would be disappointing to Lisa.

# RISK / REWARD

Which Expectation really matters?

## Expectation #1 –

### Where it got sideways...

- George worked from home, not at the office.
- Lisa, thinking correctly that George is working, told the usual Saturday staff member to take the day off, unknowingly leaving the office unstaffed.
  - Lisa didn't let George know, but George set the expectations so it doesn't matter.
- Lisa later received a call from a customer wondering why the office is closed.
  - What she now knows is that George did not do what he said he would, which elicits the emotion of Disappointment (or anger)

## Expectation #2 –

### Where it got sideways...

- Deadline was met; therefore, the expectation was met..
- Meeting an expectation is typically a Neutral emotional response.
- $0 + -1 = -1$
- Lisa's overall emotional response is negative, based on mathematical logic
  - (That's right Ms. Skinner...I just used mathematical logic in a sentence, during a presentation, that wasn't given in prison)

# It isn't always easy

- ▶ And that's okay
  - Anyone you are working with, outside of this building, EXPECTS you to know more than them about Precast.
  - Do not be afraid to ask questions. If a customer seems frustrated that you keep asking questions, oh well! Chances are, the cause of the frustration isn't the questions, it's more likely that they don't have the answer, and they may feel like they should.
  - If you are not clear on expectations of you, ASK QUESTIONS

# Questions