

“Manage people’s expectations of me”

This is the training program that we deliver most often, because it is probably the single most important skill for any manager to master. Whether they are managing the expectations of their wife in a family business, or managing the expectations of the stock market in a public company, it is essential for an executive to be able to guide and direct what people think is going to happen in their business.

When we’re training managers on this, the main thing we emphasise is the importance of distinguishing what people can legitimately expect to happen from what they can’t. Much of management, particularly senior management, is a process of maintaining this distinction.

We begin by showing participants how expectations become established and how meeting and not meeting these expectations can impact a business.

We then show how the distinction between legitimate and presumptive expectation becomes blurred, and we give tips on how to make the distinction easier to maintain. We also spend some time looking at how expectations get out of hand, and focus in particular on how to stop this happening by saying “no.”

Next we teach attendees how to set and agree expectations and how to report against them.

Finally we help participants compile a list of legitimate expectations for their role (and related roles if necessary), as well as helping them develop an action plan to deliver on these expectations.

This program is effective for business management but works equally well for client/customer management.

Key Learning: To be managed effectively, expectations must be constantly checked and confirmed.

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