Work Expectations Profile
Individual Report

Respondent Name
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This report is provided by:

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Overview
Work Expectations Profile

Research shows that when you have clearly defined, well-communicated expectations, you will be happier and more successful than people whose expectations go unspoken or unrealized. Whether you are working with a team, transitioning to a new job, or simply making the most of your daily routine, you share a common goal with your employer: you both want to make it work.

The *Work Expectations Profile* provides a framework for you to

- Explore 10 key expectations plus information on compensation expectations
- Discover which expectations are most important to YOU
- Learn how to communicate your expectations to others
- Get feedback on managing your expectations
- Improve your outlook and enhance your attitude toward work
- Enjoy the benefits of increased job satisfaction and improved performance

This is not

- a test;
- something you can pass or fail;
- a way to predict success or failure.

On the next page, you will find your **Work Expectations Graph**, which will give you a snapshot of which work expectations are most important to you. This is followed by information on **How Much Your Expectations Are Met** in your current job, based on your ratings. The **Work Expectations Gap Analysis** (pages 5-6) combines your ratings of importance and how much each expectation is met to help you determine which areas to focus on. Finally, you will find a more detailed discussion of each expectation, arranged alphabetically. Those pages allow you to Focus, Reflect, and Act on your highest unmet work expectations. You will be focusing on what your expectations are. You will be reflecting on whether your expectations are met or unmet and whether they are spoken or unspoken. Then you will have an opportunity to act. The “Act” section for each expectation provides helpful suggestions for learning to communicate with others and taking action toward having your expectations met in the future.

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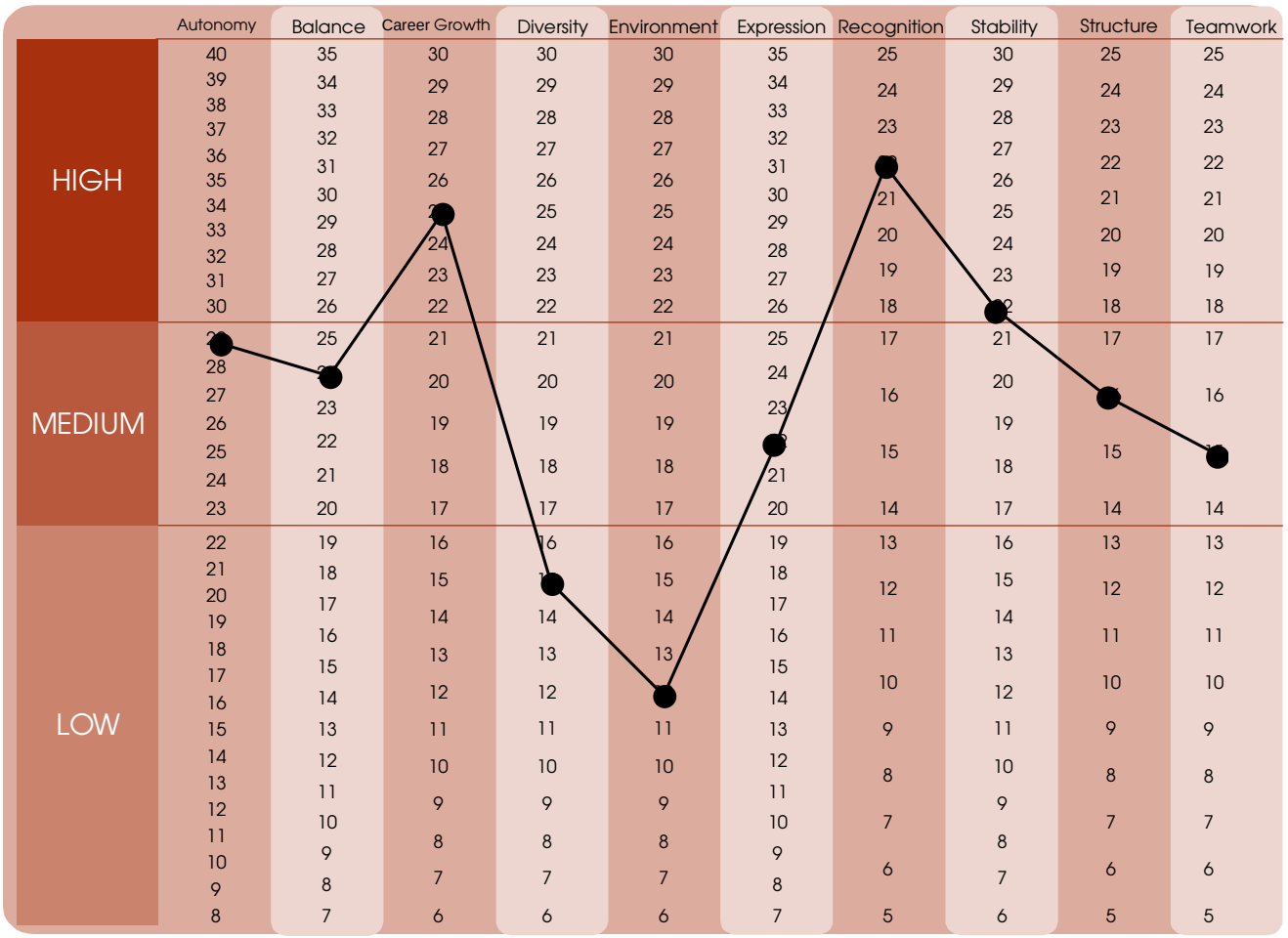
Your Work Expectations Importance Graph

Work Expectations Profile

Below is a graph showing how you rated the importance of each of the expectations, based on your responses.



What does a low score mean?
A low score means that you rated this expectation as having low importance to you at this time. You may have rated it low because it is unimportant or because other expectations are more important right now. A low score doesn't mean that the given expectation is never important to you. It may be important in a different situation or at a different time.

What does a medium score mean?
A medium score means that you rated this expectation as having neither high importance nor low importance to you at this time.

What does a high score mean?
A high score means that you rated this expectation as having high importance to you at this time.

What if all my scores are high?
If all of your scores are high, it is possible that you feel that all of these expectations are important at this time. Or you might not have used the full range responses from "Not Important" to "Essential".

What if all my scores are low?
If all of your scores are low, it is possible that you feel that all of these expectations are unimportant at this time. Or you might not have used the full range of responses from "Not Important" to "Essential".

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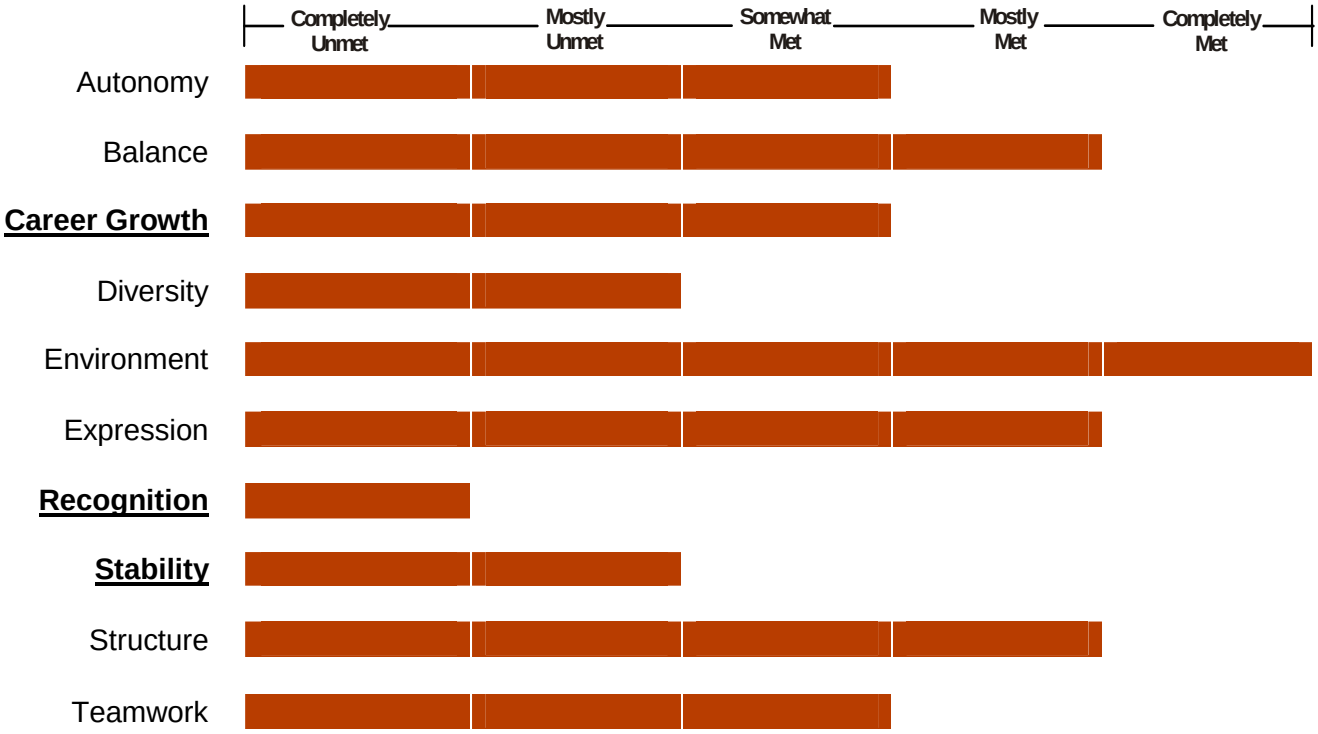
How Much Your Expectations Are Met

Work Expectations Profile

What follows is a synopsis of your ratings of the degree to which each work expectation is met in your current job at this time. Consider your ratings of each category and answer the reflection questions below before moving on to the Work Expectations Gap Analysis (see pages 5-6). Your High expectations are underlined.



Reflection questions

1) In which expectation areas are your needs being completely, mostly or somewhat met?

2) Give a specific example of a recent situation in which you had one of these expectations met.

3) In which expectation areas are your needs being mostly or completely unmet?

4) Give a specific example of a recent situation in which one of these expectations remained unmet.

Turn to the next page to see how your importance ratings combined with your ratings of how much each expectation is being met to determine your path for exploration of your work expectations.

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Your Work Expectations Gap Analysis

Work Expectations Profile

The Work Expectations Gap Analysis below shows how you rated the **importance** of each Work Expectations category, as compared to how you rated the **extent to which it is met in your current job**. The categories in the top row, and particularly those with dark shading in the top left corner, represent those that appear to need more of your attention right now. Those toward the bottom of the table, especially those with the light shading, do not appear to be as important to you in your current job. Please turn to the next page to see an overview of this information and suggestions for next steps.

Importance	Completely Unmet				Completely Met
More Important	• Recognition	• Stability	• Career Growth		
			• Autonomy • Teamwork	• Balance • Expression • Structure	
Less Important		• Diversity			• Environment

Extent to Which Expectations Are Met

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Your Work Expectations Gap Analysis Overview

Work Expectations Profile

The Work Expectations Gap Analysis on the previous page combines how you rated the **importance** of each expectation with **the extent to which it is met** in your current job. You can use this information to determine the most important areas of focus as you work through this profile.

Many people like to begin with expectations that are not completely met but are still highly important to them. Based on your responses to the profile, the following expectations are highly important to you and are at most somewhat met in your current job:

Career Growth (pages 11-12)
Recognition (pages 19-20)
Stability (pages 21-22)

Turn to these pages to begin exploring ways to find greater satisfaction by learning strategies to manage these expectations.

It is often helpful and rewarding to review your expectations that are currently being met. The following are the expectation(s) you rated as mostly or completely met in your current job that seem to be most important to you:

Balance (pages 9-10)
Structure (pages 23-24)

Turn to these pages to learn more about these more positive areas and to find strategies for insuring that your expectations continue to be satisfied.

People differ in terms of which work expectations are important to them with one important exception: compensation. Although we may differ on how much compensation we expect, most people believe that being paid is very important. For this reason, we have included information on compensation. After reviewing your other high expectations, **please turn to pages 27 and 28 to read about compensation**.

Finally, turn to pages **29 and 30** to develop a more comprehensive Action Plan for managing your work expectations.

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Autonomy
Work Expectations Profile

Based on your responses, you appear to have **Medium** expectations for Autonomy, and these expectations are currently **Somewhat Met**.

Focus

What do you expect?

AUTONOMY expectations reflect a desire to have the independence or freedom to make decisions about how to do a job. Those who score high on this expectation usually want to have input into their goals and to be able to decide how they will achieve them. When people's autonomy expectations are spoken and met, they can freely express their ideas and viewpoints and use their skills and abilities to impact their environment. They trust their own judgment and look for ways to solve problems and create positive change.

Consider the following statements and check the ones that apply to you:

- ☐ You expect to contribute to the organization's success.
- ☐ You want to see your impact.
- ☐ You want to help decide your goals.
- ☐ You expect to have enough authority to be sure that the job is done well.
- ☐ You want a chance to improve your skills.
- ☐ You want a job that supports your individual goals.
- ☐ You expect to increase your sense of accomplishment.
- ☐ You want your ideas valued by others.

Reflect

Where are you?

You initially reported that your autonomy expectations are **Somewhat Met**. Think about whether this still seems true based on the information above. Then consider carefully whether or not you have told the appropriate people about your autonomy expectations in order to work toward or continue getting them met. Look at the Expectations Workspace on the next page and check the box that best describes your situation concerning your AUTONOMY expectations.

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AUTONOMY EXPECTATIONS WORKSPACE

Workspace A
Congratulations! Your expectations are being spoken and met. You may want to reassess your AUTONOMY expectations from time to time and work through the "Communicate" and "Initiate" items below when necessary.

Workspace C
Your expectations are spoken but are not being met. The "Initiate" and "Adjust" items below may help you better satisfy your AUTONOMY expectations in the future.

	SPOKEN	UNSPOKEN
MET	☐ My expectations are being met. I've told others about my expectations.	☐ My expectations are being met. I haven't told anyone.
UNMET	☐ My expectations are unmet. I've tried to communicate my expectations, but they are still unmet.	☐ My expectations are unmet. I haven't told the people who can help.

Workspace B
Your expectations are being met but are unspoken. The "Communicate" items below may help you develop a plan to let others know about your AUTONOMY expectations.

Workspace D
Your expectations are not being met and are unspoken. The "Communicate" and "Initiate" items below may help you develop communication and action plans for your AUTONOMY expectations.

Act

Where do you want to go?
Communicate: Get the support you need by telling others what you expect from them. Establish a common goal. Consider doing the following:

- Talk to your supervisor about your desire for autonomy and your ideas about how to achieve it.
- Communicate what you want and what you expect of others to get their help with your goals.

Initiate: Taking steps to meet your own expectations can be satisfying and provide you with an immediate sense of accomplishment. Consider doing the following:

- Make decisions about how you will accomplish your goals when appropriate.
- Think about ways that you can build on your skills and knowledge in your field of expertise.
- Look for ways to broaden the scope of your responsibilities as appropriate.
- As you progress, remember to periodically think about your achievements to boost your sense of accomplishment.

Adjust: Expectations may need to be adjusted from time to time. Consider the following:

- Can you live with the situation as it is?
- Do you need to reconsider your AUTONOMY expectations?

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Balance
Work Expectations Profile

Based on your responses, you appear to have **Medium** expectations for Balance, and these expectations are currently **Mostly Met**.

Focus

What do you expect?
BALANCE expectations reflect a focus on both personal and professional goals and a desire for coworkers and supervisors to understand the importance of all of one's commitments. Those who score high on this expectation frequently have as many obligations outside of work as they do on the job, and they consider all of these important. Although they expect occasional imbalance, they do not want their work to suffer because of their personal life, nor do they want their personal life to suffer because of their work.

Consider the following statements and check the ones that apply to you:

- ☐ You expect to achieve a number of personal and professional goals.
- ☐ You want others to understand the importance of all of your commitments.
- ☐ You expect your supervisor and the organization to support work-life balance.
- ☐ You expect your supervisor and colleagues to understand that wanting balance between work and other aspects of life does not mean that you do not value your job.

Reflect

Where are you?
You initially reported that your balance expectations are **Mostly Met**. Think about whether this still seems true based on the information above. Then consider carefully whether or not you have told the appropriate people about your balance expectations in order to work toward or continue getting them met. Look at the Expectations Workspace on the next page and check the box that best describes your situation concerning your BALANCE expectations.

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BALANCE EXPECTATIONS WORKSPACE

Workspace A
Congratulations! Your expectations are being spoken and met. You may want to reassess your BALANCE expectations from time to time and work through the "Communicate" and "Initiate" items below when necessary.

Workspace B
Your expectations are being met but are unspoken. The "Communicate" items below may help you develop a plan to let others know about your BALANCE expectations.

Workspace C
Your expectations are spoken but are not being met. The "Initiate" and "Adjust" items below may help you better satisfy your BALANCE expectations in the future.

Workspace D
Your expectations are not being met and are unspoken. The "Communicate" and "Initiate" items below may help you develop communication and action plans for your BALANCE expectations.

	SPOKEN	UNSPOKEN
MET	☐ My expectations are being met. I've told others about my expectations.	☐ My expectations are being met. I haven't told anyone.
UNMET	☐ My expectations are unmet. I've tried to communicate my expectations, but they are still unmet.	☐ My expectations are unmet. I haven't told the people who can help.

Act

Where do you want to go?
Communicate: Get the support you need by telling others what you expect from them. Establish a common goal. Consider doing the following:

- Talk to your supervisor about your desire for balance and your ideas about how to achieve it.
- While you may understand what having balance means to you, others may not. If you want the support of your supervisor and colleagues, be clear about what you intend to provide to them, what you expect from them, and how balance in your life will help you.

Initiate: Taking steps to meet your own expectations can be satisfying and provide you with an immediate sense of accomplishment. Consider doing the following:

- Think about what responsibilities you can eliminate, both at home and at work. For which things could others assume some responsibility?
- Evaluate how you use your time, and look for ways to organize your tasks and your space to be most efficient for you.
- Think about ways to improve the efficiency of work- and home-related processes.

Adjust: Expectations may need to be adjusted from time to time. Consider the following:

- Can you live with the situation as it is?
- Do you need to reconsider your BALANCE expectations?

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Career Growth
Work Expectations Profile

Based on your responses, you appear to have **High** expectations for Career Growth, and these expectations are currently **Somewhat Met**.

Focus

What do you expect?
CAREER GROWTH expectations reflect a desire to make progress toward career goals. Those who score high on this expectation may want increasing authority and/or status at work. What they do for work is as important to them as their performance. Those with high expectations for career growth expect continued success and opportunities for skill development and career advancement. They also expect that their organization's leadership has a practical plan for achieving its goals.

Consider the following statements and check the ones that apply to you:

- ☐ You expect to make progress toward your career goals.
- ☐ You want increased responsibility, authority, and/or status.
- ☐ You want the opportunity to provide leadership to others.
- ☐ You want to excel at your work.
- ☐ You expect to improve your skills and develop new ones.
- ☐ You expect the opportunity to be promoted.
- ☐ You expect to trust your organization's leadership and its commitment to reaching its vision.
- ☐ You want to know that the organization's leadership has a practical plan for achieving its goals.

Reflect

Where are you?
You initially reported that your career growth expectations are **Somewhat Met**. Think about whether this still seems true based on the information above. Then consider carefully whether or not you have told the appropriate people about your career growth expectations in order to work toward or continue getting them met. Look at the Expectations Workspace on the next page and check the box that best describes your situation concerning your CAREER GROWTH expectations.

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CAREER GROWTH EXPECTATIONS WORKSPACE

	SPOKEN	UNSPOKEN	
Workspace A Congratulations! Your expectations are being spoken and met. You may want to reassess your CAREER GROWTH expectations from time to time and work through the "Communicate" and "Initiate" items below when necessary.	☐ My expectations are being met. I've told others about my expectations.	☐ My expectations are being met. I haven't told anyone.	**Workspace B** Your expectations are being met but are unspoken. The "Communicate" items below may help you develop a plan to let others know about your CAREER GROWTH expectations.
Workspace C Your expectations are spoken but are not being met. The "Initiate" and "Adjust" items below may help you better satisfy your CAREER GROWTH expectations in the future.	☐ My expectations are unmet. I've tried to communicate my expectations, but they are still unmet.	☐ My expectations are unmet. I haven't told the people who can help.	**Workspace D** Your expectations are not being met and are unspoken. The "Communicate" and "Initiate" items below may help you develop communication and action plans for your CAREER GROWTH expectations.

MET

UNMET

Act

Where do you want to go?

Communicate: Get the support you need by telling others what you expect from them. Establish a common goal. Consider doing the following:

- Talk to your supervisor about your interest in career advancement and your plans for reaching this goal.
- Ask your co-workers about their expectations of you.
- Regularly share your ideas and opinions as input to the decision-making process.

Initiate: Taking steps to meet your own expectations can be satisfying and provide you with an immediate sense of accomplishment. Consider doing the following:

- Think about ways you can demonstrate initiative, increase your responsibilities, and take leadership.
- Develop a plan to expand your work-related skills. Consider finding a mentor or attending classes.
- Develop and put into action new processes to achieve your work objectives that will benefit you and your organization.

Adjust: Expectations may need to be adjusted from time to time. Consider the following:

- Can you live with the situation as it is?
- Do you need to reconsider your CAREER GROWTH expectations?

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Diversity
Work Expectations Profile

Based on your responses, you appear to have **Low** expectations for Diversity, and these expectations are currently **Mostly Unmet**.

Focus

What do you expect?
DIVERSITY expectations reflect a desire to work with others from a variety of backgrounds with varied points of view. Those who score high on this expectation believe that differences in personal history, perspective, and opinion are important, if not essential, to a successful workplace. They want colleagues to be willing to discuss their ideas and concerns, and they expect that everyone's opinions will be considered, regardless of position or status.

Consider the following statements and check the ones that apply to you:

- ☐ You expect your workplace to welcome and value diversity.
- ☐ You want your supervisor to be open to new ideas.
- ☐ You want your colleagues to be tolerant of differences.
- ☐ You want your colleagues to see the importance of diversity to organizational goals.
- ☐ You realize that different views can lead to conflict, but you consider respectful debate important when creating and refining ideas.
- ☐ You expect your organization's mission and policies to reflect a commitment to diversity.

Reflect

Where are you? You initially reported that your diversity expectations are **Mostly Unmet**. Think about whether this still seems true based on the information above. Then consider carefully whether or not you have told the appropriate people about your diversity expectations in order to work toward or continue getting them met. Look at the Expectations Workspace on the next page and check the box that best describes your situation concerning your DIVERSITY expectations.

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DIVERSITY EXPECTATIONS WORKSPACE

Workspace A
Congratulations! Your expectations are being spoken and met. You may want to reassess your DIVERSITY expectations from time to time and work through the "Communicate" and "Initiate" items below when necessary.

Workspace B
Your expectations are being met but are unspoken. The "Communicate" items below may help you develop a plan to let others know about your DIVERSITY expectations.

Workspace C
Your expectations are spoken but are not being met. The "Initiate" and "Adjust" items below may help you better satisfy your DIVERSITY expectations in the future.

Workspace D
Your expectations are not being met and are unspoken. The "Communicate" and "Initiate" items below may help you develop communication and action plans for your DIVERSITY expectations.

	SPOKEN	UNSPOKEN
MET	☐ My expectations are being met. I've told others about my expectations.	☐ My expectations are being met. I haven't told anyone.
UNMET	☐ My expectations are unmet. I've tried to communicate my expectations, but they are still unmet.	☐ My expectations are unmet. I haven't told the people who can help.

Act

Where do you want to go?
Communicate: Get the support you need by telling others what you expect from them. Establish a common goal. Consider doing the following:

- Talk to your supervisor about your interest in diversity.
- Share your ideas with others.
- Let others know you want to hear their ideas and opinions.
- Encourage respectful debate among your work associates.
- Emphasize the benefit of exploring differences while creating or refining a process or product.

Initiate: Taking steps to meet your own expectations can be satisfying while providing you with an immediate sense of accomplishment. Consider doing the following:

- Be sure you are modeling the behavior you want to see in others by being patient and respectful of others' views.
- Consider new approaches to long-standing processes and goals.
- Challenge yourself to think "outside the box."
- Explore perspectives that are not available at work through Web sites, books and journals, or discussion groups.

Adjust: Expectations may need to be adjusted from time to time. Consider the following:

- Can you live with the situation as it is?
- Do you need to reconsider your DIVERSITY expectations?

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Based on your responses, you appear to have **Low** expectations for Environment, and these expectations are currently **Completely Met**.

Focus

What do you expect?
ENVIRONMENT expectations reflect an emphasis on the quality of the social and physical environment at work. Those who score high on this expectation want to enjoy their place of work. They expect a socially comfortable atmosphere and an environment that is supportive of their mental and physical needs.

Consider the following statements and check the ones that apply to you:

- ☐ You expect to be comfortable in terms of the physical environment. Comfort may include a personalized workspace, convenient access to equipment, and/or a work setting that accommodates your physical needs.
- ☐ You expect your co-workers to be friendly and respectful of each other in terms of the social environment.
- ☐ You want to enjoy the company of your co-workers.
- ☐ You want to have friends at work.

Reflect

Where are you?
You initially reported that your environment expectations are **Completely Met**. Think about whether this still seems true based on the information above. Then consider carefully whether or not you have told the appropriate people about your environment expectations in order to work toward or continue getting them met. Look at the Expectations Workspace on the next page and check the box that best describes your situation concerning your ENVIRONMENT expectations.

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Environment
Work Expectations Profile

ENVIRONMENT EXPECTATIONS WORKSPACE

Workspace A
Congratulations! Your expectations are being spoken and met. You may want to reassess your ENVIRONMENT expectations from time to time and work through the "Communicate" and "Initiate" items below when necessary.

Workspace B
Your expectations are being met but are unspoken. The "Communicate" items below may help you develop a plan to let others know about your ENVIRONMENT expectations.

Workspace C
Your expectations are spoken but are not being met. The "Initiate" and "Adjust" items below may help you better satisfy your ENVIRONMENT expectations in the future.

Workspace D
Your expectations are not being met and are unspoken. The "Communicate" and "Initiate" items below may help you develop communication and action plans for your ENVIRONMENT expectations.

	SPOKEN	UNSPOKEN
MET	☐ My expectations are being met. I've told others about my expectations.	☐ My expectations are being met. I haven't told anyone.
UNMET	☐ My expectations are unmet. I've tried to communicate my expectations, but they are still unmet.	☐ My expectations are unmet. I haven't told the people who can help.

Act

Where do you want to go?

Communicate: Get the support you need by telling others what you expect from them. Establish a common goal. Consider doing the following:

- Talk to your supervisor about changes to your workspace that would increase your productivity and benefit the organization.
- Talk with others about ways to make the social environment more pleasant, such as organizing an after-work event to help colleagues get to know each other.

Initiate: Taking steps to meet your own expectations can be satisfying and provide you with an immediate sense of accomplishment. Consider doing the following:

- Think about ways you can increase your sense of well-being by organizing and/or personalizing your workspace.
- Model the behaviors you hope to see in others.
- Consider taking your breaks outside of your workspace, or take a short walk to refresh yourself.

Adjust: Expectations may need to be adjusted from time to time. Consider the following:

- Can you live with the situation as it is?
- Do you need to reconsider your ENVIRONMENT expectations?

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Expression
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Based on your responses, you appear to have **Medium** expectations for Expression, and these expectations are currently **Mostly Met**.

Focus

What do you expect?
EXPRESSION expectations reflect a desire for a work environment that allows people to be themselves. Those who score high on this expectation give importance to expressing their identity, values, and creativity through their work, and they believe that being authentic is important. They want their work to reflect who they are, as well as what they can do.

Consider the following statements and check the ones that apply to you:

- ☐ You expect your job to reflect what you believe is important.
- ☐ You want the opportunity to express your concerns and feelings as appropriate.
- ☐ You expect to enjoy your work.
- ☐ You expect your work to reflect your beliefs about yourself.
- ☐ You view individual expression as essential to an organization's success.
- ☐ You expect your job to provide opportunities to express your creativity.
- ☐ You want your organization to value and seek out new ideas.

Reflect

Where are you?
You initially reported that your expression expectations are **Mostly Met**. Think about whether this still seems true based on the information above. Then consider carefully whether or not you have told the appropriate people about your expression expectations in order to work toward or continue getting them met. Look at the Expectations Workspace on the next page and check the box that best describes your situation concerning your EXPRESSION expectations.

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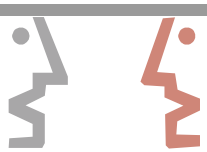
EXPRESSION EXPECTATIONS WORKSPACE

Workspace A
Congratulations! Your expectations are being spoken and met. You may want to reassess your EXPRESSION expectations from time to time and work through the "Communicate" and "Initiate" items below when necessary.

Workspace B
Your expectations are being met but are unspoken. The "Communicate" items below may help you develop a plan to let others know about your EXPRESSION expectations.

Workspace C
Your expectations are spoken but are not being met. The "Initiate" and "Adjust" items below may help you better satisfy your EXPRESSION expectations in the future.

Workspace D
Your expectations are not being met and are unspoken. The "Communicate" and "Initiate" items below may help you develop communication and action plans for your EXPRESSION expectations.

	SPOKEN	UNSPOKEN
MET	☐ My expectations are being met. I've told others about my expectations.	☐ My expectations are being met. I haven't told anyone.
UNMET	☐ My expectations are unmet. I've tried to communicate my expectations, but they are still unmet.	 ☐ My expectations are unmet. I haven't told the people who can help.

Act

Where do you want to go?
Communicate: Get the support you need by telling others what you expect from them. Establish a common goal. Consider doing the following:

- Communicate to others that you want opportunities to be more creative in your job.
- Tell co-workers when you prefer to know what is expected of you without specific instructions on how to accomplish your goals.
- Explore the best way to express your feelings so that others want to listen.
- Reassure co-workers that you are interested in both individual expression and organizational success.
- Create a personal mission statement and post it or share it with others.

Initiate: Taking steps to meet your own expectations can be satisfying and provide you with an immediate sense of accomplishment. Consider doing the following:

- Think about ways you can make your job more enjoyable right now.
- Accomplish the tasks you like least at the time of day when you are most motivated.

Adjust: Expectations may need to be adjusted from time to time. Consider the following:

- Can you live with the situation as it is?
- Do you need to reconsider your EXPRESSION expectations?

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Recognition
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Based on your responses, you appear to have **High** expectations for Recognition, and these expectations are currently **Completely Unmet**.

Focus

What do you expect?
RECOGNITION expectations reflect a desire for a work environment where good work is acknowledged and rewarded. Those who score high on this expectation want the value of their work to be clear to others. Recognition comes in a variety of forms and means different things to different people. They may want to be rewarded for their successes with acknowledgment, public praise, or an increase in status.

Consider the following statements and check the ones that apply to you:

- ☐ You value success.
- ☐ You view praise as fundamental to your motivation.
- ☐ You want your supervisor to be aware of your accomplishments.
- ☐ You expect your supervisor to appreciate your contributions.
- ☐ You want the organization as a whole to realize the impact of your role on organizational goals.
- ☐ You want your co-workers to realize how well you do your job.
- ☐ You want your co-workers to understand how important your job is to the organization's success.

Reflect

Where are you?
You initially reported that your recognition expectations are **Completely Unmet**. Think about whether this still seems true based on the information above. Then consider carefully whether or not you have told the appropriate people about your recognition expectations in order to work toward or continue getting them met. Look at the Expectations Workspace on the next page and check the box that best describes your situation concerning your RECOGNITION expectations.

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RECOGNITION EXPECTATIONS WORKSPACE

Workspace A
Congratulations! Your expectations are being spoken and met. You may want to reassess your RECOGNITION expectations from time to time and work through the "Communicate" and "Initiate" items below when necessary.

Workspace B
Your expectations are being met but are unspoken. The "Communicate" items below may help you develop a plan to let others know about your RECOGNITION expectations.

Workspace C
Your expectations are spoken but are not being met. The "Initiate" and "Adjust" items below may help you better satisfy your RECOGNITION expectations in the future.

Workspace D
Your expectations are not being met and are unspoken. The "Communicate" and "Initiate" items below may help you develop communication and action plans for your RECOGNITION expectations.

	SPOKEN	UNSPOKEN
MET	☐ My expectations are being met. I've told others about my expectations.	☐ My expectations are being met. I haven't told anyone.
UNMET	☐ My expectations are unmet. I've tried to communicate my expectations, but they are still unmet.	☐ My expectations are unmet. I haven't told the people who can help.

Act

Where do you want to go?

Communicate: Get the support you need by telling others what you expect from them. Establish a common goal. Consider doing the following:

- Let others know that recognition is important to you.
- Talk to your supervisor about your need for recognition.
- A simple reminder to others, such as, "Please let me know when I've done something well," can improve your work relationships and start a trend of appreciation that benefits everyone.

Initiate: Taking steps to meet your own expectations can be satisfying and provide you with an immediate sense of accomplishment. Consider doing the following:

- Think about ways you can reward yourself during the process of achieving your goals.
- Take time to feel a sense of accomplishment.
- Keep a list of your achievements. When you reach your goals, you will be prepared to talk about them with your supervisor.

Adjust: Expectations may need to be adjusted from time to time. Consider the following:

- Can you live with the situation as it is?
- Do you need to reconsider your RECOGNITION expectations?

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Stability
Work Expectations Profile

Based on your responses, you appear to have **High** expectations for Stability, and these expectations are currently **Mostly Unmet**.

Focus

What do you expect?
STABILITY expectations reflect a desire for job security and a work environment that remains relatively unchanged. Those who score high on this expectation want to know that as long as they do their job well, it will be theirs. They expect that the nature of their work will remain fairly unchanged. They also prefer that the structure and goals of their organization remain relatively constant.

Consider the following statements and check the ones that apply to you:

- ☐ You expect to have your job as long as you want it.
- ☐ You expect your job to be yours as long as you do it well.
- ☐ You want a supervisor whom you know and trust.
- ☐ You expect that your organization will have a clear vision and a logical plan for achieving that vision.
- ☐ You want your organization to have clear, consistent policies and procedures.

Reflect

Where are you?
You initially reported that your stability expectations are **Mostly Unmet**. Think about whether this still seems true based on the information above. Then consider carefully whether or not you have told the appropriate people about your stability expectations in order to work toward or continue getting them met. Look at the Expectations Workspace on the next page and check the box that best describes your situation concerning your STABILITY expectations.

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STABILITY EXPECTATIONS WORKSPACE

	SPOKEN	UNSPOKEN	
Workspace A Congratulations! Your expectations are being spoken and met. You may want to reassess your STABILITY expectations from time to time and work through the "Communicate" and "Initiate" items below when necessary.	**MET** ☐ My expectations are being met. I've told others about my expectations.	☐ My expectations are being met. I haven't told anyone.	**Workspace B** Your expectations are being met but are unspoken. The "Communicate" items below may help you develop a plan to let others know about your STABILITY expectations.
Workspace C Your expectations are spoken but are not being met. The "Initiate" and "Adjust" items below may help you better satisfy your STABILITY expectations in the future.	**UNMET** ☐ My expectations are unmet. I've tried to communicate my expectations, but they are still unmet.	☐ My expectations are unmet. I haven't told the people who can help.	**Workspace D** Your expectations are not being met and are unspoken. The "Communicate" and "Initiate" items below may help you develop communication and action plans for your STABILITY expectations.

Act

Where do you want to go?

Communicate: Get the support you need by telling others what you expect from them. Establish a common goal. Consider doing the following:

- Let your supervisor know that stability is important to you.
- Once you develop a plan to build stability or to accommodate change, let others know how they can help.

Initiate: Taking steps to meet your own expectations can be satisfying and provide you with an immediate sense of accomplishment. Consider doing the following:

- Keep yourself up-to-date on technology and knowledge in your job, which will make you more valuable to your employer.
- Explore opportunities for professional development to continually increase your knowledge.
- If you are concerned about changes in procedures, offer input into the new way things will be done.

Adjust: Expectations may need to be adjusted from time to time. Consider the following:

- Can you live with the situation as it is?
- Do you need to reconsider your STABILITY expectations?

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Based on your responses, you appear to have **Medium** expectations for Structure, and these expectations are currently **Mostly Met**.

Focus

What do you expect?
STRUCTURE expectations reflect a desire for clear instructions regarding what to do, how to do it, and what resources are available. Those who score high on this expectation want to know others' expectations of them. They want to be given clear direction about the purpose of their work and the specific outcomes they are supposed to attain. They may also want to be sure that guidance is readily available when they have questions about how to get the job done.

Consider the following statements and check the ones that apply to you:

- ☐ You expect the necessary resources to be readily available to you.
- ☐ You want to receive the information you need to reach your goals, preferably before you need it.
- ☐ You want easy access to the equipment and materials necessary to get the job done well, and you want to know to whom you can go if you need anything else.
- ☐ You expect your organization to have a good strategic plan, as you believe it is a sign of solid, committed leadership.
- ☐ You want support for a well-organized approach to your work goals.

Reflect

Where are you?
You initially reported that your structure expectations are **Mostly Met**. Think about whether this still seems true based on the information above. Then consider carefully whether or not you have told the appropriate people about your structure expectations in order to work toward or continue getting them met. Look at the Expectations Workspace on the next page and check the box that best describes your situation concerning your STRUCTURE expectations.

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STRUCTURE EXPECTATIONS WORKSPACE

Workspace A
Congratulations! Your expectations are being spoken and met. You may want to reassess your STRUCTURE expectations from time to time and work through the "Communicate" and "Initiate" items below when necessary.

Workspace B
Your expectations are being met but are unspoken. The "Communicate" items below may help you develop a plan to let others know about your STRUCTURE expectations.

Workspace C
Your expectations are spoken but are not being met. The "Initiate" and "Adjust" items below may help you better satisfy your STRUCTURE expectations in the future.

Workspace D
Your expectations are not being met and are unspoken. The "Communicate" and "Initiate" items below may help you develop communication and action plans for your STRUCTURE expectations.

	SPOKEN	UNSPOKEN
MET	☐ My expectations are being met. I've told others about my expectations.	☐ My expectations are being met. I haven't told anyone.
UNMET	☐ My expectations are unmet. I've tried to communicate my expectations, but they are still unmet.	☐ My expectations are unmet. I haven't told the people who can help.

Act

Where do you want to go?
Communicate: Get the support you need by telling others what you expect from them. Establish a common goal. Consider doing the following:
- Let others know when you need more structure than you are receiving.
- Tell others when you think more structure will benefit the group.
- Ask questions for clarity when others are unable to provide clear guidelines about what they expect.

Initiate: Taking steps to meet your own expectations can be satisfying while providing you with an immediate sense of accomplishment. Consider doing the following:
- Think about ways you can create some of the structure you want for yourself.
- Help document procedures, guidelines, and objectives if they don't exist or are poorly documented.

Adjust: Expectations may need to be adjusted from time to time. Consider the following:
- Can you live with the situation as it is?
- Do you need to reconsider your STRUCTURE expectations?

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Teamwork
Work Expectations Profile

Based on your responses, you appear to have **Medium** expectations for Teamwork, and these expectations are currently **Somewhat Met**.

Focus

What do you expect?
TEAMWORK expectations reflect a desire to make collaboration a highly valued and commonly used method for reaching work objectives. Those who score high on this expectation want to view themselves as part of a team that shares its knowledge and skills to attain agreed-upon goals. They expect colleagues to cooperate with each other and be committed to helping each other succeed.

Consider the following statements and check the ones that apply to you:

- ☐ You want everyone to have a chance to contribute, regardless of their position or status.
- ☐ You want team members to actively seek out others' opinions and to be eager to share theirs.
- ☐ You expect your co-workers to be willing to share their knowledge and skills with each other.
- ☐ You expect a collaborative atmosphere, even when you are not working in a group.

Reflect

Where are you?
You initially reported that your teamwork expectations are **Somewhat Met**. Think about whether this still seems true based on the information above. Then consider carefully whether or not you have told the appropriate people about your teamwork expectations in order to work toward or continue getting them met. Look at the Expectations Workspace on the next page and check the box that best describes your situation concerning your TEAMWORK expectations.

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TEAMWORK EXPECTATIONS WORKSPACE

Workspace A
Congratulations! Your expectations are being spoken and met. You may want to reassess your TEAMWORK expectations from time to time and work through the "Communicate" and "Initiate" items below when necessary.

Workspace B
Your expectations are being met but are unspoken. The "Communicate" items below may help you develop a plan to let others know about your TEAMWORK expectations.

Workspace C
Your expectations are spoken but are not being met. The "Initiate" and "Adjust" items below may help you better satisfy your TEAMWORK expectations in the future.

Workspace D
Your expectations are not being met and are unspoken. The "Communicate" and "Initiate" items below may help you develop communication and action plans for your TEAMWORK expectations.

	SPOKEN	UNSPOKEN
MET	☐ My expectations are being met. I've told others about my expectations.	☐ My expectations are being met. I haven't told anyone.
UNMET	☐ My expectations are unmet. I've tried to communicate my expectations, but they are still unmet.	☐ My expectations are unmet. I haven't told the people who can help.

Act

Where do you want to go?
Communicate: Get the support you need by telling others what you expect from them. Establish a common goal. Consider doing the following:
- Communicate to others when you expect a collaborative approach to a project.
- When working as a team, clarify who is ultimately accountable for each step of the project.

Initiate: Taking steps to meet your own expectations can be satisfying and provide you with an immediate sense of accomplishment. Consider doing the following:
- Although you can't create a successful team by yourself, consider how you can become a more effective team member.
- Think about how you would like to participate as a member of the team, asking yourself whether you want to create new ideas or refine them, help keep the process moving, or simply execute the final details.
- Begin to build a collaborative environment by seeking the opinions of your co-workers and sharing your own knowledge and skills.

Adjust: Expectations may need to be adjusted from time to time. Consider the following:
- Can you live with the situation as it is?
- Do you need to reconsider your TEAMWORK expectations?

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Compensation

Work Expectations Profile

People differ in terms of what work expectations are essential to them with one important exception: compensation. While we may differ on how much compensation we expect, most people believe that being paid is very important. For this reason, we have included information on compensation for everyone to read.

Focus

What do you expect?
Compensation is important to most people and we recognize that many people expect benefits as a part of their compensation. Each individual, however, has different ideas about which benefits are most valuable.

Consider the following statements and check the ones that apply to you:

- ☐ You expect to receive a salary that you consider fair.
- ☐ You expect your pay to reflect your skills and responsibilities.
- ☐ You want to know that you are earning a salary that is comparable to others in similar jobs with similar experience.
- ☐ You want opportunities to increase your salary.
- ☐ You expect to receive benefits such as health insurance, a retirement savings plan, and vacation.
- ☐ You want to be eligible for additional benefits, such as tuition reimbursement, flexible work hours, or employer-sponsored childcare.

Reflect

Where are you?
If you feel that your compensation expectations are being met, you may want to skip the items on page 28. However, if circumstances change, it may be helpful to refer back to that page at a later date.
If you feel that your compensation expectations are not being met, have you checked the industry salary averages for your type of position? Have you taken into account your particular skills, experience, and education, as well as the size and location of your employer? Have you also considered the value of your non-salary benefits when calculating your total compensation?

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Act

Where do you want to go?
If your compensation expectations are not being met and your expectations are reasonable when compared to the industry average, the items below may help you as you manage and communicate your compensation expectations in the future.

Communicate: Get the support you need by telling others what you expect. Establish a common goal. Consider doing the following:
- Think about whether there are certain times when your employer would be most receptive to discussing your salary expectations.
- Talk to your supervisor. Be prepared to provide evidence that you deserve a certain salary by listing your successes and contributions. You also may want to talk about your plans to help the organization in the future.
- If your employer cannot give you what you expect in salary, discuss what non-salary items might be substituted.
- If your employer can give you what you expect in salary at a later date, discuss a reasonable timeline with your supervisor.

Initiate: Taking steps to meet your own expectations can be satisfying and provide you with an immediate sense of accomplishment. Consider doing the following:
- Keep a list of your accomplishments.
- Be sure you are clear about your work objectives.
- Demonstrate your value to the organization. For example, identify ways to improve work-related products and processes.

Adjust: Expectations may need to be adjusted from time to time. Consider the following:
- Have you checked the compensation rate for comparable jobs in your industry within your area or region?
- Have you compared your skills, experience, and education to others doing similar jobs?
- Are your compensation expectations realistic?
- Have you taken into account the value of your non-salary compensation?
- Are there other aspects of the job, the company, or the people you work with that make up for any unmet expectations in this area?
- Do you need to reconsider your COMPENSATION expectations?

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Action Plan

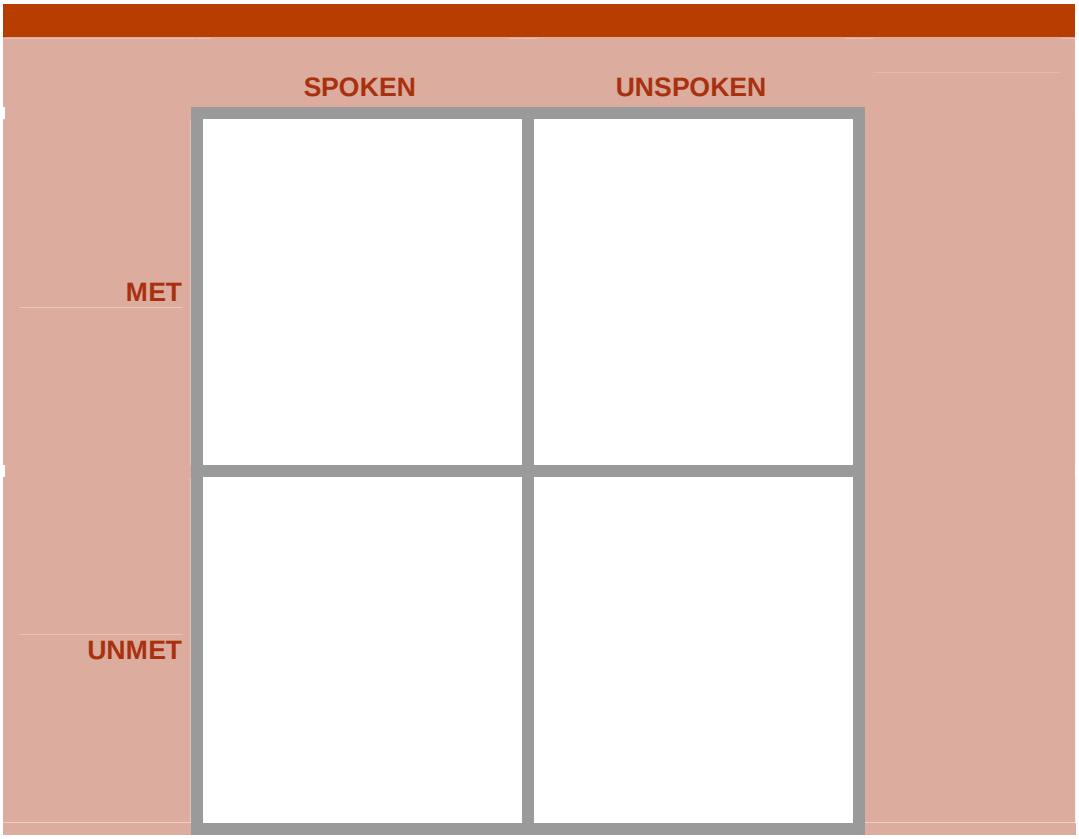
Work Expectations Profile

It is important to keep the self-discovery process in motion. These two pages can help you further explore your expectations and develop an action plan to manage and communicate your expectations and meet your goals.

1. The expectation(s) on which you scored high are underlined below.

Autonomy	Diversity	**Recognition**
Balance	Environment	**Stability**
Career Growth	Expression	Structure
		Teamwork

2. Write your high expectations in the corresponding box of the Expectations Workspace below, based on whether the expectation is met or unmet and spoken or unspoken. If necessary, refer to the "How Much Your Expectations Are Met" on page 4 and the Expectations Workspace diagrams on pages 8 through 26. If none of your expectations were high, focus on two or three of your highest expectations based on the Graph on page 3.



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3. Given where you are overall, answer the following questions to gain a better understanding of how your expectations may be impacting your work.

   - How are your expectations affecting your attitude at work?

   - How are your expectations affecting your job performance?

   - How are your expectations influencing your commitment to your job?

   - How are your expectations influencing your present level of job satisfaction?

4. If your expectations are unmet or unspoken in your present work situation, determine positive steps you can take now to better communicate and/or manage your expectations.

   - Who is the most important person to talk to about your expectations in your present work situation?

   - Is there anyone else you would like to talk to about your expectations?

   - What can you easily change to have your expectations met in your present work situation?

   - What changes might require more planning?

   - How might you need to adjust your expectations in your present situation?

   - Are you comfortable doing this? If not, what are realistic options for you?

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