



Stage 2 - LEADERSHIP FOR STRATEGY

Module 17 – EXPECTATION MANAGEMENT

The Leadership Academy is a learning and action programme for mayors, senior officials and elected representatives of local government.

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1 MODULE OVERVIEW

1.1 BACKGROUND

- Working with staff effectively is very much a leadership challenge for every manager. In many cases, managers see staff as vehicles through which to get tasks done. With this mindset, they will never get staff to use more than 40% of their potential. They will not be able to motivate them well. They will not be able to reach into their emotions and values, both of which are essential in underpinning high levels of performance.
- Good managers know they need to motivate staff and give space for colleagues to get deeply involved in the tasks and feel their contribution is valued but their behaviour is shaped by cultural patterns as well. Sometimes we do not even recognize how much it is culturally determined how we act, and what expectations we formulate, or that our expectations are not consistent.
- During this module, expectations towards leaders and staff are explored as means to identify inconsistencies that can create

stress in organisations and become barriers to effective development.

1.2 LEARNING OBJECTIVES

- To reveal conflicting points in mutual expectations between staff and leaders and formulate a more coherent set of expectations.

1.3 LEARNING OUTCOMES

- Participants understand the values that must be developed in staff to underpin good performance.
- Participants learn to see management through the eyes of staff.
- Participants learn to create a constructive working environment for staff.

As a result of this learning, participants will be able to support managers at different levels of the organisation to work with staff in a much more constructive way.

1.4 DURATION

- 120 minutes

2 MODULE STRUCTURE

2.1 INTRODUCTION

- HRM main concepts are recalled.

2.2 GROUP EXERCISE 1 - MANAGING EXPECTATIONS OF STAFF

- Participants work in 2 (or 4) groups to identify the expectations of managers and staff.

2.3 GROUP EXERCISE 2 - VALUES AND BELIEFS OF EFFECTIVE STAFF

- Introduction of the idea that competence in staff is driven by underlying values;

- Participants work in the same groups of Exercise 1 to fill in Section 5.2 Table;
- Participants share their insights during a feedback session.

2.4 INDIVIDUAL EXERCISE – ASSESS OWN PRACTICES AND POSSIBLE FURTHER INVESTMENT IN STAFF

- Participants work individually to assess their own organisation in terms of how it invests in staff, using Section 5.3 Table;
- In a feedback session, participants discuss how an organisation can increase its investment in staff.

3 WORKING DEFINITIONS

3.1 UPWARD MANAGEMENT

Managers lead staff but they can do their job effectively only if they understand the needs and expectations of staff. For managers, it is important that staff let them know about the environment that would best support their work. Staff need to understand their manager's priorities and how

their work contributes to the manager's effectiveness and the organisation's goals. By the same token, they need to be honest about their own expertise and performance. This is 'upward management'. For this, between the manager and his/her staff, there needs to be high levels of trust, a sense of shared purpose and close communications.

4 KEY CONCEPTS

Working with staff effectively is very much a leadership challenge for every manager. In many cases, managers see staff as vehicles through which to get tasks done. With this mindset, they will never get staff to use more than 40% of their potential. They will not be able to motivate them well. They will not be able to reach into their emotions and values, both of which are essential in underpinning high levels of performance.

The most important motivator for staff is the sense of purpose and the set of values the leadership represents and they can share. The key components are:

- To see public service as important and serving the community.
- To feel respect and being member of the team.
- To know partners are committed to similar objectives and can be trusted.

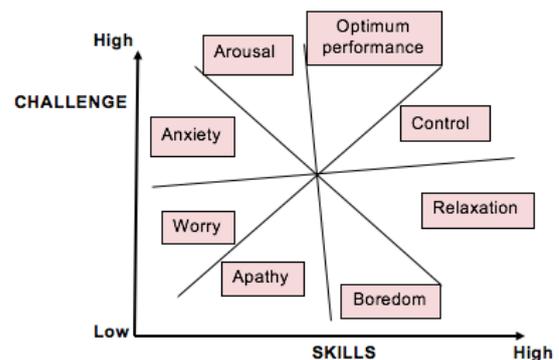
Managers at all levels need to be continually seeking to strengthen among staff those values that are fundamental to good governance.

Staff need an environment that supports them in their work. An environment that creates shared purpose and security and investing trust and delegates responsibility. In such environment staff strives for contributing.

For creating such an environment, managers need to understand how they can support the work.

Staff need to have the opportunity to let managers know about their needs and expectations. By the same token, staff need to understand their manager's priorities and how their work contributes to the manager's effectiveness and the organisation's goals. They need to be honest about their own expertise and performance. This is 'upward management'. Between the manager and his/her staff, there needs to be high levels of trust, a sense of shared purpose and close communications.

This two-way communication can adjust skills to challenges and create optimum performance as depicted on the chart below.



Consider the chart above. Where would you locate yourself and colleagues?

5 EXERCISES

5.1 EXERCISE 1 – GROUP EXERCISE 1 - MUTUAL EXPECTATIONS OF MANAGERS AND STAFF

Task: please, take notes of the results of the group discussions into the two columns and highlight the discrepancies!

STAFF EXPECTATIONS OF MANAGERS	MANAGERS' EXPECTATIONS OF STAFF

5.2 EXERCISE 2 – GROUP EXERCISE 2 – VALUES AND BELIEFS OF EFFECTIVE STAFF

The 'I' below refers to your colleagues. To what extent does their behaviour reflect the values set out in this questionnaire?

SCORE (1-10)¹

1	I believe that partner organisations ² have much to contribute to good governance	
2	I believe that the public deserve the highest quality of services that we can provide	
3	I am happy to take responsibility for my work and its effects	
4	I seek to give my best to my work and achieve the highest standards	
5	I believe my manager seeks to create a work environment in which I can give my best	
6	I feel I am helping my manager achieve his/her objectives through my work	
7	My relationships with each one of my colleagues is important to my work as well as to theirs'	
8	I encourage my colleagues to do their best and I am always ready to support them and learn from them	
9	I like to develop my understanding of the work of the whole organisation so that I can see how my work fits in	
10	I believe in public service; it gives me deep satisfaction	
11	My personal interests are satisfied through my work	
12	I believe in the vision and aims of the organisation	
TOTAL:		

Suggest some ways in which the values required by staff for working effectively in the organisation might be strengthened.

¹ Score 1 = Do not believe; 10 = Very strongly believe

² i.e. NGOs, businesses, Associations etc.

5.3 EXERCISE 3 – INDIVIDUAL EXERCISE – ASSESS OWN PRACTICES AND POSSIBLE FURTHER INVESTMENT IN STAFF

You will evaluate the effectiveness of the organisation's approach to staff management (scale 1 (weak) – 10 (strong)) by comparing possible experiences of staff at different levels of the organisation: (i) senior management (ii) middle/junior managers and (iii) front-line staff. Compare the scores. What explains the differences? Reflect on how you could draw up an action plan to raise the scores.

You may wish to carry out the exercise when you go back to your local government asking staff at different levels to fill up similar questionnaires and repeating this survey in every two years.

EVIDENCE OF INVESTING IN STAFF		SCORES (1-10)		
		SENIOR MANAGERS	MIDDLE MANAGERS	FRONT-LINE STAFF
1	The organisation is committed to supporting the development of its staff			
2	Staff are encouraged to improve their own and others' performance and learn from each other			
3	Staff believe their contribution to the organisation is recognised			
4	The organisation invests sufficiently in the professional development of its staff			
5	The organisation is committed to ensuring equality of opportunity in staff development			
6	The organisation has clear aims and objectives that are understood by all			
7	The development of staff is in line with the organisation's objectives			
8	Staff understand how they contribute to achieving the organisation's aims and objectives			
9	Managers are effective in supporting the development of staff			
10	Staff learn and develop effectively			
11	The development of staff improves the performance of (i) the organisation, (ii) teams, (iii) individuals			
12	Staff understand the impact of staff development on the performance of (i) the organisation, (ii) teams, (iii) individuals			
13	The organisation is getting better at developing its staff			

6 REFERENCES
