

## Raising Expectations

**Definition from CLS:** influencing receiver's mindset towards wants, desires, or anticipation

### Performance Description

Raising expectations inspires people (including oneself) to make the effort toward achieving more than was thought possible. It involves motivating each person to see their unlimited potential, believing in that person until they believe in themselves, and challenging each person to grow capability to perform at a higher level. Raising expectations includes establishing growth goals that open individuals to new possibilities, build self-efficacy, and enhance desire to eagerly pursue these expectations. Consensus can be built around new expectations by clarifying how an expanded skill set will meet both personal and stakeholder needs. Additionally, it is critical to recognize that there is a sales related nature to the process. One must convince those involved that the effort to meet new expectations will yield significant value. These new expectations are cemented by setting a direction which includes scaffolded plans delineated with specific criteria defining new and greater quality.

### Dimensions

**Inspire:** create an exciting, motivating, and audacious vision of one's future

**Motivate:** stimulates enthusiasm for taking action in light of an extraordinary challenge

**Value growth:** appreciate opportunities for increasing one's capacity to meet the challenge

**Believe in someone:** transparently provide faith in potential, so one believes in what can be accomplished

**Set growth goals:** identify direction to increase capacity with plans to do so

**Achieve consensus:** generate stakeholder agreement to strive to meet these expectations

**Personalize:** provide flexibility for individuals to align personal goals with goals of others

**Market:** persuade individuals and team that it is worth striving for the value added

**Develop action plans:** create short and long-term strategies that set the course for success and chart progress in meeting expectations

**Set criteria:** make expectations explicit by choosing important characteristics that represent quality

**Connections to classification of learning skills:** blue=individual learning skill, purple=skill cluster

**Mentoring skills that support this skill:** Developing action plans, Setting criteria

### **Level 5: Transformer**

- Creates an earth-shaking vision in which people line up to participate
- Uses stories from past growth experiences to convince stakeholders that the effort will be successful
- Creates of excitement, enthusiasm, and can-do attitude because of the collective benefits that elevated expectations will produce
- Creates magical opportunities for all parties where one's contribution can be significant
- Creates a success plan with clear indicators to keep everyone apprised of the intermediate successes

### **Level 4: Champion**

- Pursues high-risk/high-reward endeavors which develop capabilities day-by-day
- Sees significant potential to grow across both strengths and weakness, especially when supported by others who believe in that potential
- Embraces the responsibilities that come with increasing challenges by convincing self and others of their potential
- Weaves high-level growth challenges together such that everyone on the team is willing to contribute more than their fair share
- Creates SMART goals (specific, measurable, achievable, relevant, time-bound) with relevant criteria for each participant

### **Level 3: Professional**

- Seeks challenging, growth-oriented opportunities where one produces elevated quality
- Likes challenges in areas of strengths identified by those who have provided mentoring in the past
- Desires to add new value by exceeding the disciplinary standards
- Adapts plans to ensure everyone is willing to work hard toward common goals
- Uses effective planning to meet expectations with criteria to measure progress towards desired quality

### **Level 2: Performer**

- Visions the next logical step or operations that can be achieved with increased capability
- Approaches new things to stay current while surrounding oneself with individuals who have shared success
- Believes in the work one is committed to because it aligns efforts with expectations
- Has carved out a desired niche where one produces consistently stronger results
- Reuses past plans and objectives so target stays consistent while using existing criteria to monitor quality

### **Level 1: Incrementalist**

- Seeks or modifies expectations so one can achieve a positive outcome
- Focuses on challenges similar to previous successes where one has been rewarded by trusted colleagues
- Seeks to exceed minimum expectations of stakeholders
- Carves out a secure territory that produces a desired result
- Has created clear, explicit, tangible objectives that are defined by acceptable criteria