

# Insights Reference Guide

## Work Expectations Profile

Whether spoken or unspoken, a “psychological contract” of needs and expectations exists between employees and employers that affects job satisfaction and performance. The *Work Expectations Profile* provides a framework to help employees and managers understand and discuss these needs and expectations.

Individual Insights	<p><b>Personal Insight into Work Attitudes and Preferences:</b> Help people understand what characteristics are important to them in a job.</p> <ul style="list-style-type: none"><li>• Learn what reinforces you on a job</li><li>• Learn what is necessary for your satisfaction on a job</li><li>• Create a framework in which to organize your work experience</li></ul>
	<p><b>Understanding of Current Work Satisfaction:</b> Help people gain a deeper understanding of what brings them satisfaction and frustration at their job.</p> <ul style="list-style-type: none"><li>• Understand what work expectations are met and unmet in your job</li><li>• Identify areas of your job that are dissatisfying or frustrating</li><li>• Reflect on the direction of your career and the changes you want to make within your job</li></ul>
	<p><b>Managers and Supervisors Understand the Expectations of Their Employees:</b> Help managers better read the pulse of their departments or organizations and learn about potential areas of group dissatisfaction.</p> <ul style="list-style-type: none"><li>• Learn what characteristics of a job and what reinforcements are important to the department or organization</li><li>• Learn what work expectations are being met within the department or organization</li><li>• Gain insight into employee dissatisfaction</li></ul>
Interpersonal Insights	<p><b>A Common Language to Understand and Discuss Work Expectations:</b> Help people develop a language through which they can efficiently and accurately communicate concerns about their work preferences, attitudes, and satisfaction.</p> <ul style="list-style-type: none"><li>• Categorize the benefits and characteristics of a job or career</li><li>• Reference an area of work expectations to describe common concerns</li><li>• Create a safe forum to discuss differences</li><li>• Express problems and frustrations in a more open fashion</li><li>• Express dissenting opinions without fear of disapproval or causing offense</li></ul>
	<p><b>Address Unmet Work Expectations:</b> Help managers and employees apply their knowledge about work expectations to make changes within both the job and themselves.</p> <ul style="list-style-type: none"><li>• Discuss what alterations would enhance an employee's job</li><li>• Feel understood about job concerns and needs</li><li>• Understand management's perspective on employee needs</li><li>• Adjust unrealistic expectations rather than hold on to resentment</li></ul>