

Responding to expectations

Presented by:

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AGENDA

1 How do I respond to expectations?

2 The four tendencies

3 How can I use this information at work?

HOW DO I RESPOND TO EXPECTATIONS?

Outer expectations

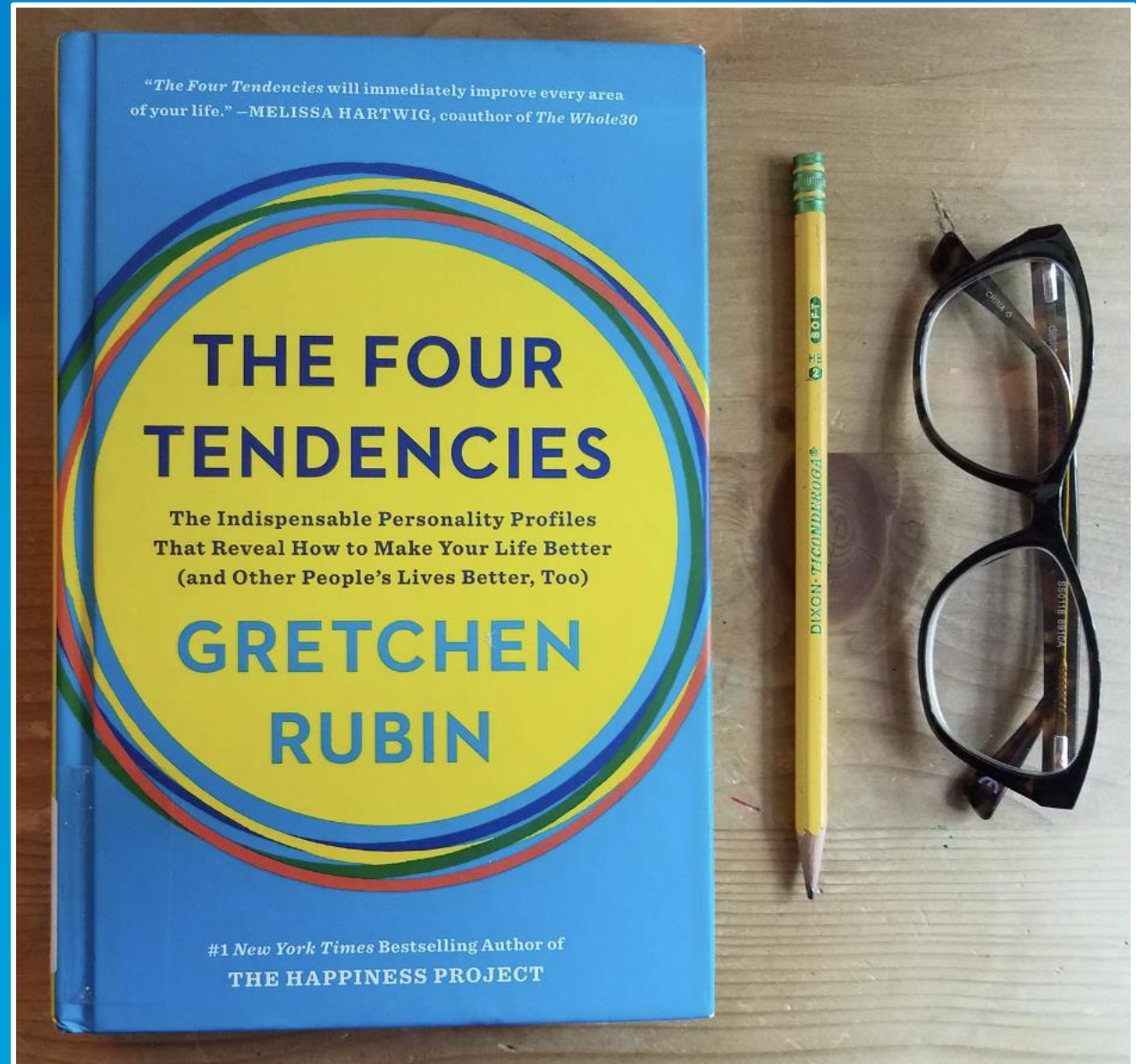
Expectations others place on us, like meeting a work deadline.

Inner expectations

Expectations we place on ourselves, like keeping a New Year's resolution.



The Four Tendencies By Gretchen Rubin



THE FOUR TENDENCIES

Upholders

Respond readily to both outer expectations and inner expectations.

Questioners

Question all expectations; they meet an expectation only if they believe it's justified, so in effect they respond only to inner expectations.

Obligiers

Respond readily to outer expectations but struggle to meet inner expectations.

Rebels

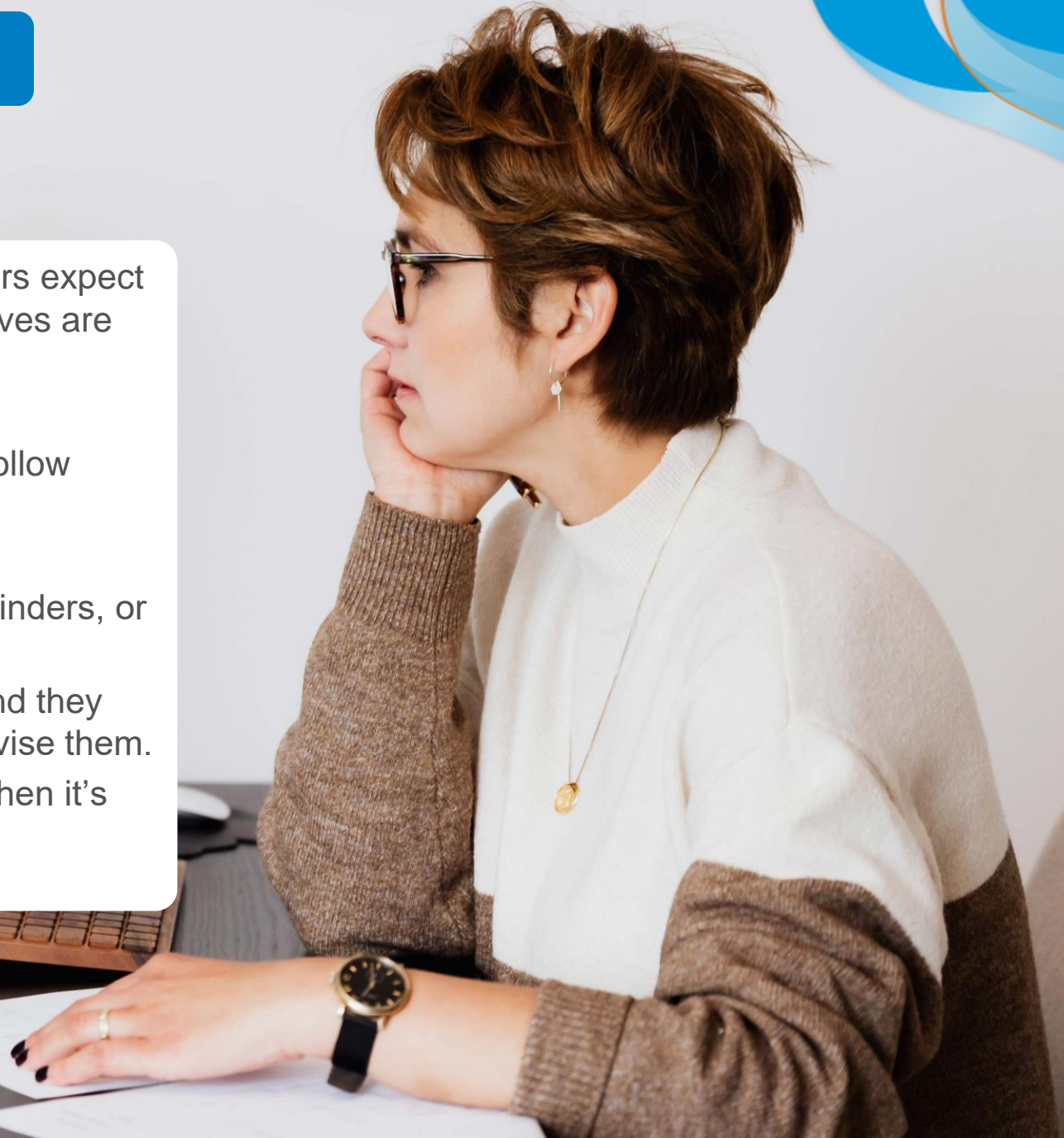
Resist all expectations, outer and inner alike.

REBEL, UPHOLDER, QUESTIONER, OBLIGER: WHICH ONE ARE YOU?



UPHOLDER

- For the most part, they want to do what others expect of them – and their expectations for themselves are just as important.
- Tend to love schedules and routines.
- Find it fairly easy to decide to act and then follow through.
- Self-directed.
- Don't depend on supervision, oversight, reminders, or penalties to stay on track.
- Rarely suffer from resentment or burnout, and they don't depend on others to motivate or supervise them.
- May feel compelled to observe rules even when it's more sensible to ignore them.



UPHOLDER

- Sometimes become impatient – or even disdainful – when people reject expectations, can't impose expectations on themselves, or question expectations.
- Can become disapproving and uneasy when others misbehave, even in minor ways.
- May find it difficult to delegate because they doubt others' ability to follow through.
- Feel uneasy about changes to routines, habits or schedules.
- Upholders commitment to meeting expectations can sometimes make Upholders seem....cold.
- Represent approx. 19% of the population.



QUESTIONER

- Show a deep commitment to information, logic, and efficiency.
- Object to anything they consider arbitrary, ill-reasoned, ill-informed, or ineffective.
- Once Questioners accept the reasons for an expectation, they're self-directed and don't need much supervision.
- Questioners question everything.
- Add tremendous value to relationships and organizations by ensuring that they – and also the people around them – don't unthinkingly accept expectations that aren't well justified.
- Willing to do exhaustive research, they love to weigh their options.



QUESTIONER

- Often become resources for other people and they enjoy sharing their knowledge.
- Tend to be very interested in improving processes.
- When Questioners don't accept the justification for an expectation, they refuse to meet it – which can get them into trouble.
- Others may conclude that Questioners raise questions needlessly, or argue for the sake of arguing, or refuse to accept authority or decisions.
- Constant questioning can lead to analysis-paralysis.
- Represent approx. 24% of the population.

OBLIGER

- They meet deadlines, they keep their promises, and they follow through for others.
- Struggle to follow through for themselves.
- They are the rock of the world.
- Most likely to contribute.
- Of all the Tendencies, the Obliger Tendency is the largest Tendency, for both men and women.
- Get along the most easily with the other three Tendencies.
- No matter how much they want to meet their inner expectations, if they don't have some kind of outer accountability, that expectation won't be met.



OBLIGER

- Struggle to say “no” even when they’re feeling very burdened by expectations.
- To meet inner expectations, Obligers must create structures of outer accountability.
- Need tools such as supervision, late fees, deadlines, monitoring, and consequences enforced from the outside to keep their promises to themselves.
- More likely than the other Tendencies to say they wish they belonged to a different Tendency.
- Represents approx. 41% of the population.

REBEL

- Resist all expectations, outer and inner alike.
- Rebels want to act from a sense of choice, freedom, and self-expression.
- The ability to choose is so important that sometimes they make a choice – even when it's against their own self-interest or it's not what they prefer – just to reassure themselves that they can make that choice.
- Of the Four Tendencies, Rebel has the fewest members.
- Take great pleasure in defying people's expectations.
- At times, the Rebel Tendency is enormously valuable to society.

REBEL

- Place a very high value on authenticity and self-determination and want their lives to be a true expression of their values.
- Often do better when there are no expectations at all.
- Rebels resist just about anything they perceive to be an attempt at control.
- Resist doing repetitive, boring tasks.
- Often refuse to accept and be limited by a label – even one that’s accurate.
- Respond best to a sequence of information, consequences, and choice.
- Represents approx. 17% of the population.

What is your tendency?

Take the Four Tendencies
Quiz at gretchenrubin.com

HOW CAN I USE THIS INFORMATION AT WORK?

Upholders

- Very interested in performance
- Don't need supervision
- Good at recognizing their limits
- Clear about what's to be expected
- Can get impatient when others struggle to meet expectations
- Might have trouble delegating
- May be reluctant to pitch in to help others if it means setting aside their own obligations
- Get very upset when they make mistakes or break commitments
- Can be defensive when told they've made a mistake

Questioners

- Their questioning ensures that an organization uses its resources most effectively
- Putting limits on their investigations will help them avoid over questioning...limitation helps force action
- They follow the advice of "authorities" only if they trust their expertise
- They persistently ask questions, which may make them seem uncooperative or defiant
- Put high value on reason, research, and information

HOW CAN I USE THIS INFORMATION AT WORK?

Obligiers

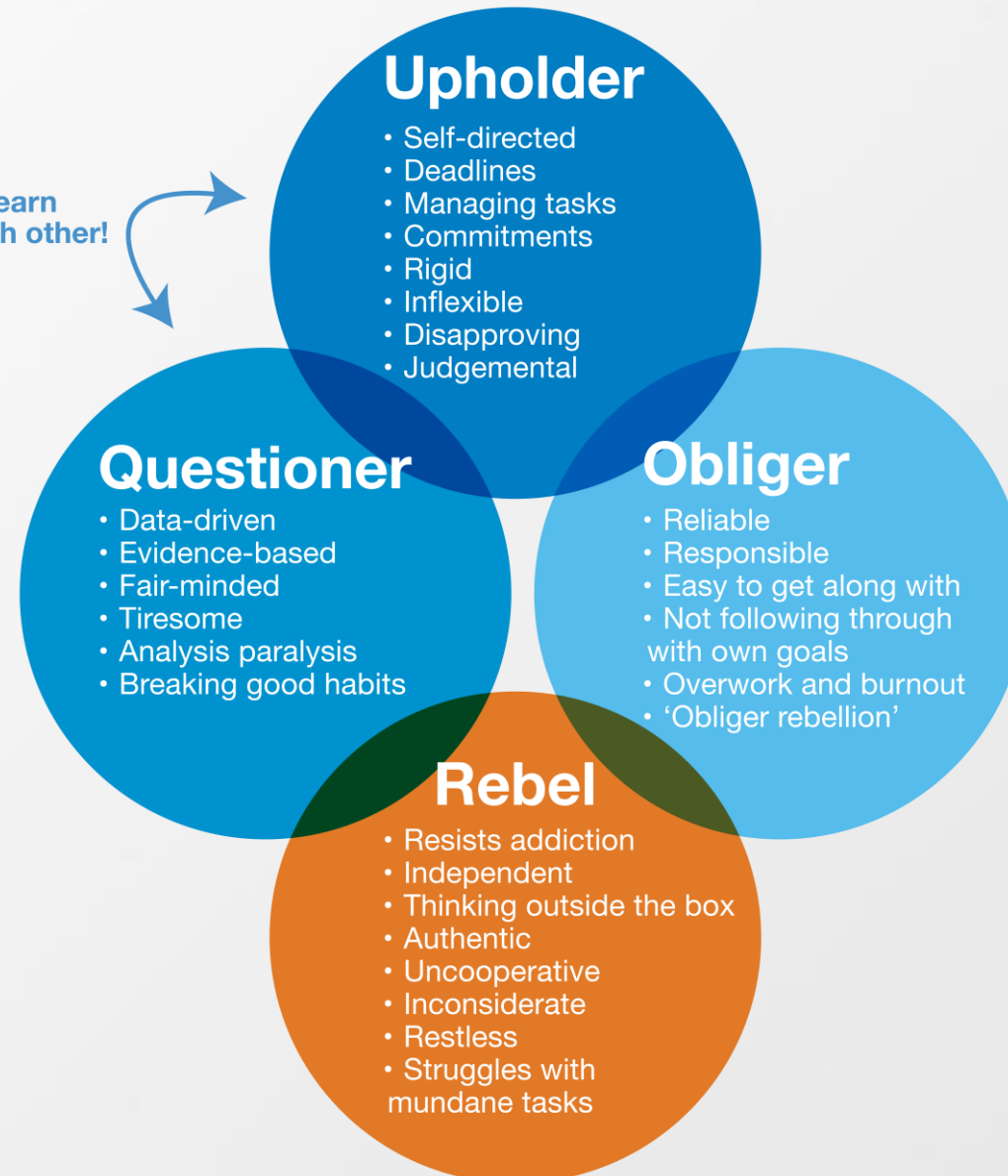
- They follow through, they pitch in when other people need help, they volunteer for optional assignments, they're flexible when things need to change
- Struggle to say no, until they say a big NO, which can be a real problem
- Challenge to work solo. May be superbly productive with an organization, but when they try to work for themselves, they may stall out (lack of outer accountability)
- They may be exploited by people who take advantage of them

Rebels

- Can bring great strengths to work: their willingness to break with convention, their ability to think outside the box, their connection to their authentic interests and desires
- The less bossing and supervision they get, the better
- Struggle with mundane, repetitive tasks
- Can be exciting and creative leaders
- Tend to be good at delegating
- They meet a challenge, in their own way, in their own time

LEARN HOW TO LEVERAGE YOUR TENDENCY

We can learn from each other!



THANK YOU

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