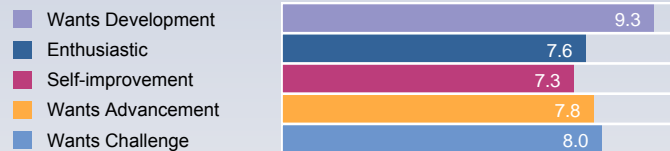


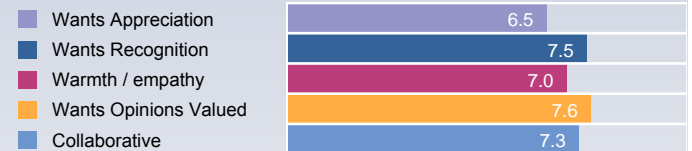
This report identifies eight areas of employee expectations as seen on the page below. The subsequent pages analyze organizational behavior related to employee expectations. The aim is to provide insight to further employee engagement, increase performance, and improve business outcomes.

The scores shown on the bar graphs below are averages for the selected group and the distribution charts show the percentage of employees for each possible score. It is highly recommended that the report is also generated for each individual in order to better understand the essential information necessary for individual employee engagement.

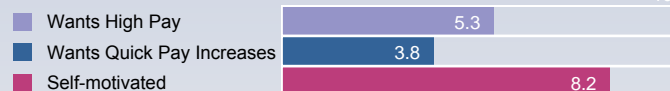
Development Expectations



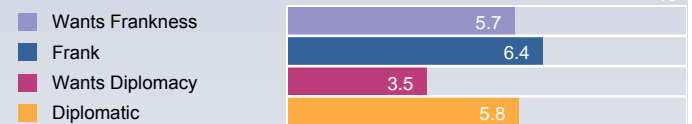
Appreciation Expectations



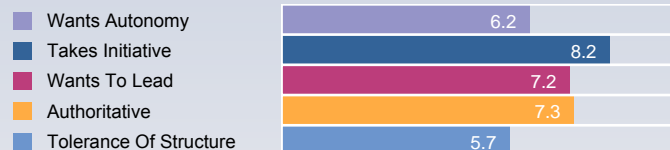
Remuneration Expectations



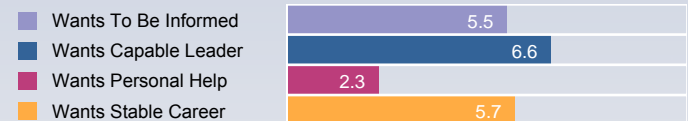
Communication Expectations



Authority Expectations



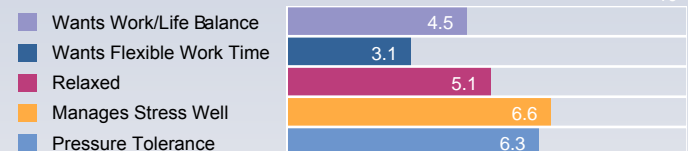
Personal Expectations



Social Expectations



Work Life Balance Expectations



Development Expectations

This section analyzes employee expectations for development opportunities, highlights related organizational behavior, and provides guidelines for managing career development expectations.

Development Expectations includes the following traits:

Wants Development: The desire to have work opportunities to learn new skills or increase abilities

Enthusiastic: The tendency to be eager and excited toward one's own goals

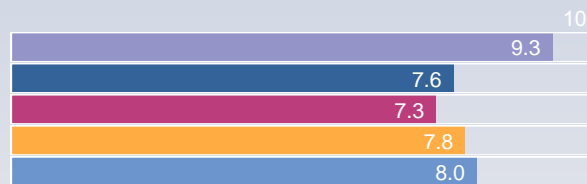
Self-improvement: The tendency to attempt to develop or better oneself

Wants Advancement: The desire to have work opportunities to expand one's career or responsibilities

Wants Challenge: The willingness to attempt difficult tasks or goals

Development Expectations

- Wants Development
- Enthusiastic
- Self-improvement
- Wants Advancement
- Wants Challenge

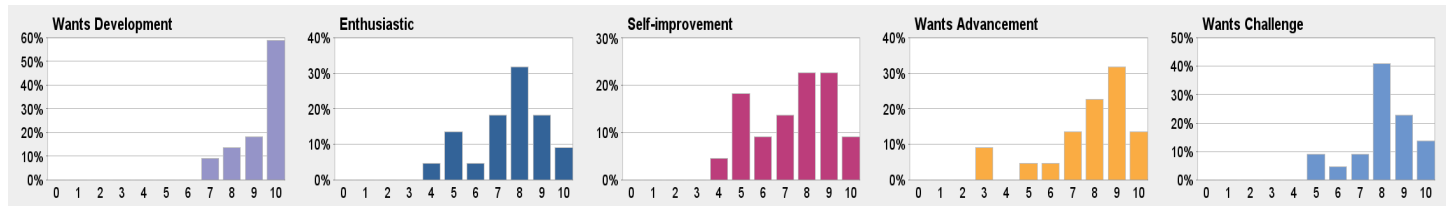


This group considers career development to be very important and thus, it is very important to provide development opportunities. This group has a strong tendency to be clear about goals. Thus, this group will probably have career development goals in mind. Discuss those goals to obtain a clear understanding before suggesting or creating a development plan.

This group considers self-improvement to be reasonably important and may be reasonably willing to develop new competencies.

This group considers career advancement to be important and thus, it is important to provide information about advancement opportunities that are available and what is required to achieve them. This group is willing to pursue difficult challenges related to career advancement. It is likely that this group will embrace any challenges related to advancement.

Percentage of people per trait score (rounded)



Appreciation Expectations

This section analyzes employee expectations and organizational behavior related to giving and receiving appreciation and provides guidelines for managing the need for recognition.

Appreciation Expectations includes the following traits:

Wants Appreciation: The desire to have an employer who expresses appreciation for one's work

Wants Recognition: The desire for positive acknowledgement (from others) related to one's abilities and strengths

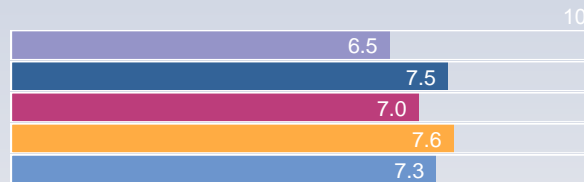
Warmth / empathy: The tendency to express positive feelings and affinity toward others

Wants Opinions Valued: The desire to have an employer who listens and gives importance to one's views

Collaborative: The tendency to collaborate with others when making decisions

Appreciation Expectations

- Wants Appreciation
- Wants Recognition
- Warmth / empathy
- Wants Opinions Valued
- Collaborative

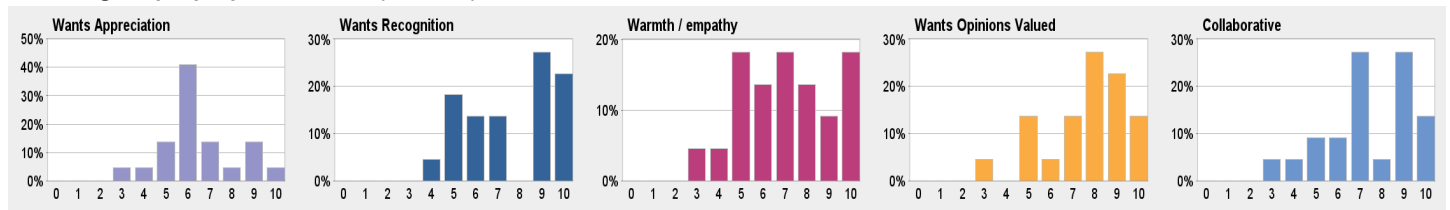


This group considers receiving appreciation to be moderately important and thus, it is moderately important for management to communicate sincere appreciation for work contributions. This is best fulfilled with an occasional one-on-one communication that establishes that their contributions are understood and appreciated.

This group considers receiving recognition to be important. Consequently, it is important to find ways to provide recognition. Giving more decision-making authority would be an excellent means of giving recognition. This group has a reasonable strong tendency to express warmth and empathy. Consequently, it is more likely others will reciprocate with appreciation and recognition.

This group considers it to be important for others to consider and value this group's opinions. Therefore, it is important that management listens to, acknowledges, and encourages this group's opinions. This group has a reasonable strong tendency to be collaborative with regards to making decisions. This is likely to cause others to reciprocate by being more receptive to and encouraging of this group's opinions.

Percentage of people per trait score (rounded)



Remuneration Expectations

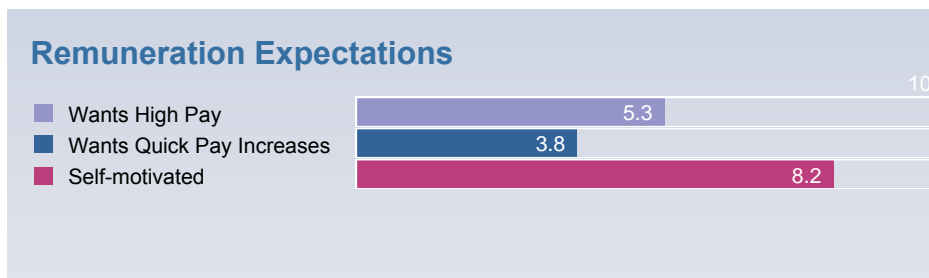
This section analyzes employee expectations related to remuneration. The scores related to Wants High Pay and Wants Quick Pay Increases are compared to this group's level of self-motivation. Wants High Pay indicates the importance given to earning high pay levels, while Wants Quick Pay Increases indicates how quickly it is desired.

Remuneration Expectations includes the following traits:

Wants High Pay: The desire to earn greater remuneration

Wants Quick Pay Increases: The desire to have an employer who offers relatively frequent pay increases

Self-motivated: The drive to achieve including taking initiative, wanting challenge, and being enthusiastic about goals



This group considers earning higher pay levels to be only moderately important and thus, it is only moderately important to carefully explain how higher pay can be achieved.

This group considers quick pay increases to be reasonably unimportant. Consequently, this group is probably not going to be too impatient about achieving higher pay.

This group has a strong tendency to be self-motivated.

Percentage of people per trait score (rounded)



Communication Expectations

This section analyzes communication expectations related to frankness and diplomacy. The scores on Wants Frankness, Wants Diplomacy, Frank and Diplomatic are compared to each other in a variety of ways to better understand expectations and behaviors related to communication.

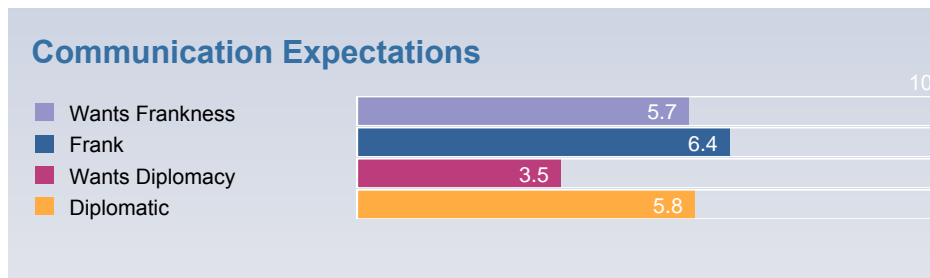
Communication Expectations includes the following traits:

Wants Frankness: The desire for others to be direct, straightforward, and to the point

Frank: The tendency to be straightforward, direct, to the point, and forthright

Wants Diplomacy: The desire for others to be tactful

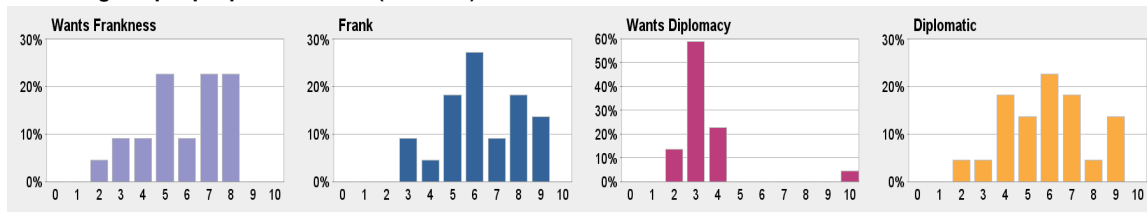
Diplomatic: The tendency to state things in a tactful manner



This group has a moderate desire for others to communicate in a frank and straightforward manner, including when giving feedback. This group has a moderate tendency to be frank when communicating. This group has very little desire for others to be diplomatic during discussions and when giving feedback. This group has a moderate tendency to be diplomatic when communicating.

Since this group has a moderate tendency to be frank when communicating, others will tend to respond in the same manner, not understanding their need for diplomacy. This could lead to breakdowns in communication. Since this group has very little desire for diplomacy while at the same time avoid a significant amount of frankness, this group is likely to be sensitive when receiving communications. Consequently, management needs to ensure performance feedback is given in a tactful and respectful manner. First acknowledge what this group is doing well. This context will promote greater receptivity to corrective feedback.

Percentage of people per trait score (rounded)



Authority Expectations

This section analyzes issues related to authority including the relationship between the desire for autonomy and the level of initiative, the relationship between the desire to lead and the willingness to make decisions, and how one responds to structure.

Authority Expectations includes the following traits:

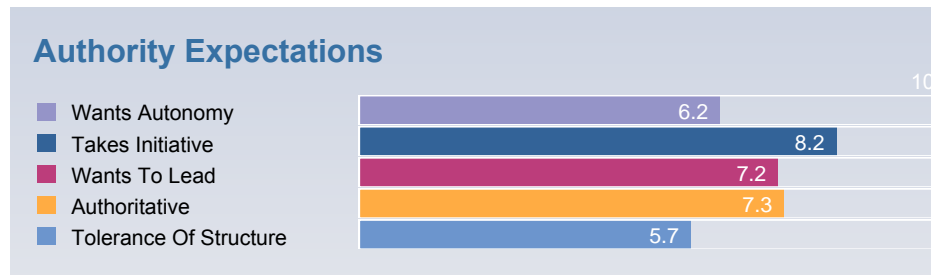
Wants Autonomy: The desire to have freedom or independence from authority

Takes Initiative: The tendency to perceive what is necessary to be accomplished and to proceed on one's own

Wants To Lead: The desire to be in a position to direct or guide others

Authoritative: The desire for decision-making authority and the willingness to accept decision-making responsibility

Tolerance Of Structure: The tolerance of following rules, schedules, and procedures created by someone else

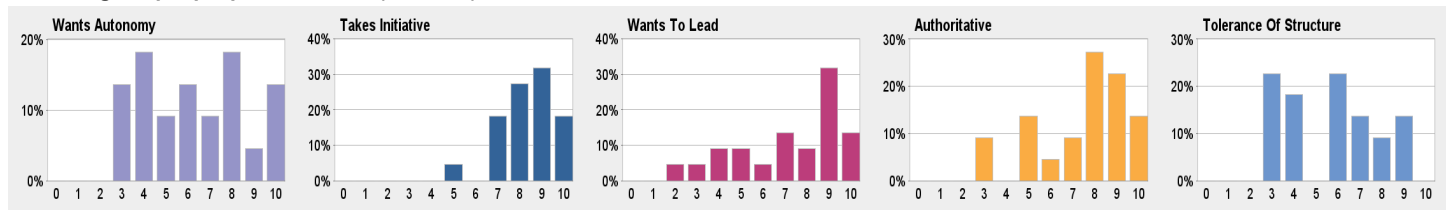


This group has a moderate desire to work autonomously. It is important to consider this desire related to the amount of autonomy required or given related to the job. It is also important to consider the tendency to take initiative related to the desire for autonomy. This group has a strong tendency to take initiative and thus, the initiative is sufficient for the amount of autonomy desired. This group will have greater motivation if given opportunities to take initiative. Assuming this group has the necessary experience and skills, give opportunities for initiative wherever possible and carefully explain the initiative that can and cannot be taken.

This group has a reasonable strong desire to take a leadership role. And, this group tends to be reasonably willing to accept decision-making authority. Management needs to delegate decision-making opportunities to this group whenever warranted.

This group tends to be moderately willing to accept a great deal of structure placed on them by the organization.

Percentage of people per trait score (rounded)



Personal Expectations

This section analyzes various issues related to personal expectations including the desire to be informed, the importance of working for a leader perceived to be capable, the desire for personal help from an employer, and the importance given to having a stable job. It includes guidelines on how to manage strong expectations in those areas.

Personal Expectations includes the following traits:

Wants To Be Informed: The desire to have an employer who freely shares information related to one's work or job

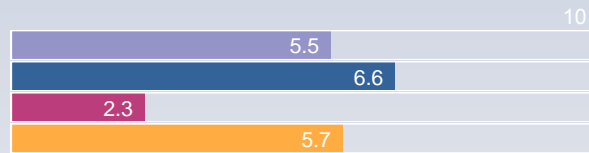
Wants Capable Leader: The desire to have a leader one perceives to be capable

Wants Personal Help: The desire to receive some type of employer support related to one's personal difficulties

Wants Stable Career: The desire for long-term or permanent employment

Personal Expectations

- Wants To Be Informed
- Wants Capable Leader
- Wants Personal Help
- Wants Stable Career



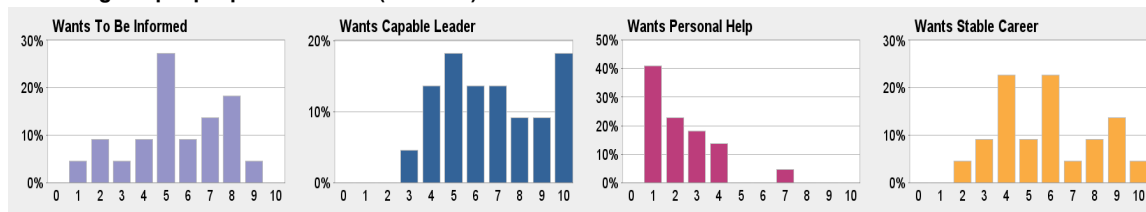
This group has only a moderate desire to be informed related to company information.

Working for a capable leader is reasonably important to this group. It is important that this group matches up well with the manager in order to have successful employment.

This group considers receiving personal help from the employer to be very unimportant.

This group considers having a stable career to be moderately important.

Percentage of people per trait score (rounded)



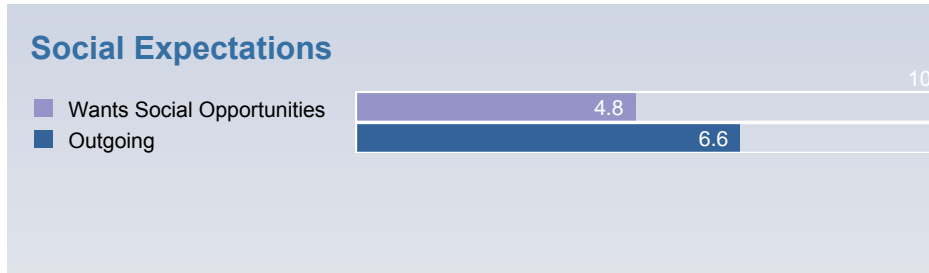
Social Expectations

This section analyzes the desire for social opportunities at work in relationship to introversion and extroversion. It includes guidelines for managing strong social expectations.

Social Expectations includes the following traits:

Wants Social Opportunities: The desire to have a workplace that enables one to meet and interact with others

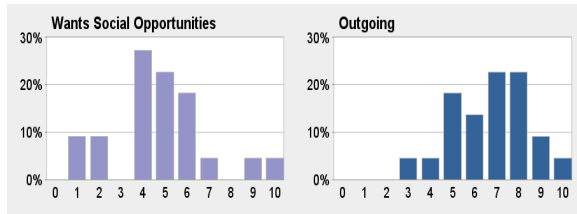
Outgoing: The tendency to be socially extroverted and the enjoyment of meeting new people



This group has only a moderate desire to have social opportunities related to work.

This group has a reasonable strong tendency to be outgoing. Since this group tends to be reasonably outgoing, you probably only need to organize some employee social events to help fulfill this desire.

Percentage of people per trait score (rounded)



Work Life Balance Expectations

This section analyzes issues related to work life balance and stress. It examines expectations for work life balance and flexible work time. It also includes an analysis of stress levels, stress management and tolerance related to tight schedules and deadlines.

Work Life Balance Expectations includes the following traits:

Wants Work/Life Balance: The desire to have sufficient time away from work for rest, enjoyment, or family

Wants Flexible Work Time: The desire to have adjustable working hours or holiday schedules

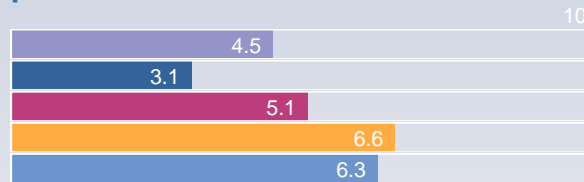
Relaxed: The tendency to feel at ease or calm while working

Manages Stress Well: The tendency to deal effectively with strain and difficulty when it occurs

Pressure Tolerance: The level of comfort related to working under deadlines and busy schedules

Work Life Balance Expectations

- Wants Work/Life Balance
- Wants Flexible Work Time
- Relaxed
- Manages Stress Well
- Pressure Tolerance



This group considers having work-life balance to be only moderately important.

This group considers having flexible work time to be unimportant. Ask about the type of flexibility that might be required and respond wherever practical. This group has a tendency to be only moderately relaxed and easy going.

This group tends to be reasonably effective managing stress when it occurs.

This group tends to be moderately willing to deal with the pressure of tight schedules and deadlines. Discuss the schedules and deadline pressures and determine if any are unreasonable or unwarranted.

Percentage of people per trait score (rounded)

