

REPORT FOR
ID: 1252558

DATE OF COMPLETION
08/02/2017

RELIABILITY - 98.0%
Answers were very likely accurate and truthful

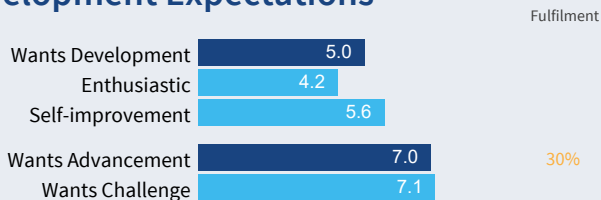
ORGANIZATION
Dawson Consulting Group

This report enables employers to enter fruitful discussions that establish mutually beneficial, long-term employment relationships. The graph below identifies the employee's:

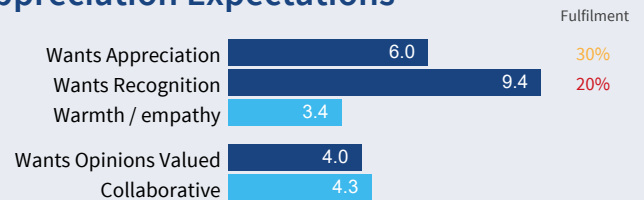
- dark blue bars are Employee Expectations
 - the light blue are behaviors needed to fulfill the expectations(s) above
 - the length of the bar reflects the strength of the expectation or behavior
 - to the right of each important Expectation is the percentage of Fulfillment
- Focus on the important expectations (scores of 6 or greater) with fulfillment ratings less than 70%. Clarify the expectation and give specific examples about how it could be fulfilled including behaviors needed. Narrative interpretation is available on subsequent pages.

TENDENCIES FOR THESE EXPECTATIONS ARE:

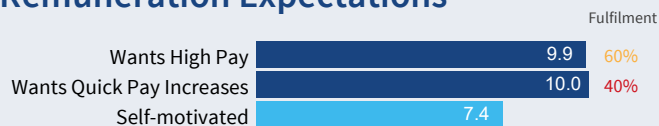
Development Expectations



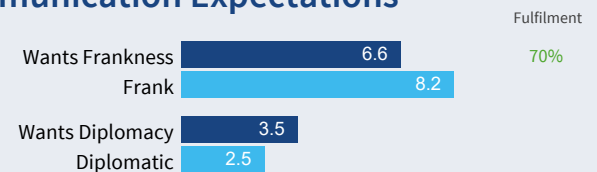
Appreciation Expectations



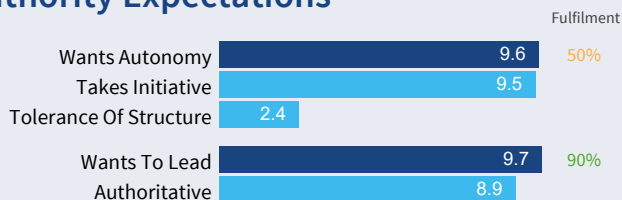
Remuneration Expectations



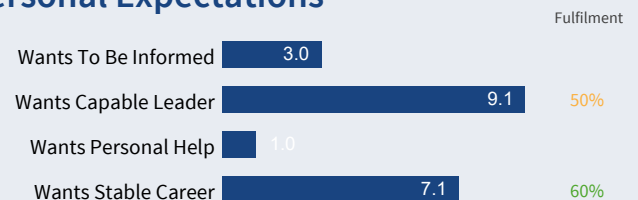
Communication Expectations



Authority Expectations

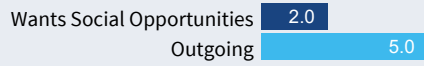


Personal Expectations



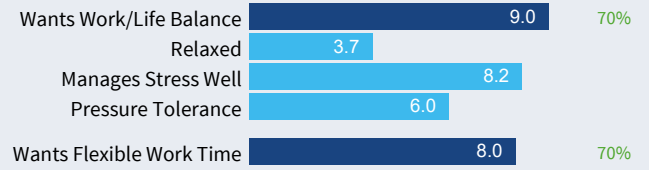
Social Expectations

Fulfilment



Work Life Balance Expectations

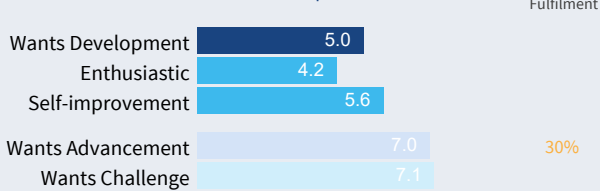
Fulfilment



Development Expectations

This section analyzes employee expectations for development opportunities, highlights related organizational behavior, and provides guidelines for managing career development expectations. This section also shows the person's level of fulfillment for each expectation.

Wants Development Expectations



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

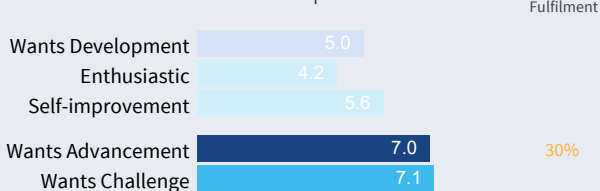
Self-improvement: The tendency to attempt to develop or better oneself

Tendencies for Wants Development

ID: 1252558 considers career development to be only moderately important and thus, it is only moderately important to provide development opportunities. ID: 1252558 has little tendency to be clear about goals. Thus, you probably need to spend time helping him to clarify career goals before creating a career development plan.

ID: 1252558 considers self-improvement to be moderately important and may be moderately willing to develop new competencies related to career development. Make sure ID: 1252558 understands the competencies (especially the behavioral competencies) that will need to be developed before finalizing a career development plan.

Wants Advancement Expectations



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

Tendencies for Wants Advancement

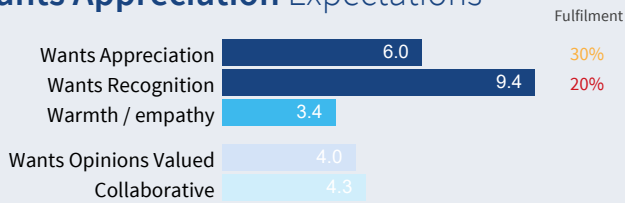
ID: 1252558 considers career advancement to be reasonably important and thus, it is reasonably important to provide information about advancement opportunities that are available and what is required to achieve them.

ID: 1252558 believes this expectation is unlikely to be fulfilled with his/her existing employer. There is a reasonable gap between the expectation and level of expected fulfillment. It is recommended to discuss this topic and possibly create a plan for resolution. ID: 1252558 is reasonably willing to pursue difficult challenges related to career advancement. If advancement is considered, he will probably embrace any challenges related to advancement.

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. This section also shows the person's level of fulfillment for each expectation.

Wants Appreciation Expectations



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

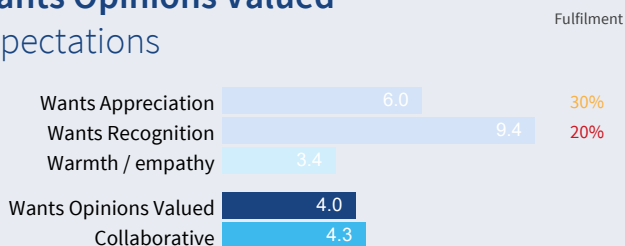
Tendencies for Wants Appreciation

ID: 1252558 considers receiving appreciation to be moderately important. 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 his contributions are understood and appreciated. ID: 1252558 believes this expectation is unlikely to be fulfilled with his/her existing employer. There is a reasonable gap between the expectation and level of expected fulfillment. It is recommended to discuss this topic and possibly create a plan for resolution.

ID: 1252558 considers receiving recognition to be very important. Consequently, it is very important to find ways to provide recognition. This type of recognition should be related to acknowledging his strengths and capabilities. Giving more decision-making authority would be an excellent means of giving recognition. He would also consider a pay increase to be an excellent means of recognition. Giving greater autonomy would also be considered as recognition. ID: 1252558 believes this expectation is very unlikely to be fulfilled with his/her existing employer. There is a large gap between the expectation and level of expected fulfillment. It is important to discuss this topic and if possible create a plan for resolution.

ID: 1252558 has very little tendency to express warmth and empathy. Consequently, others are less likely to reciprocate with appreciation and recognition.

Wants Opinions Valued Expectations



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

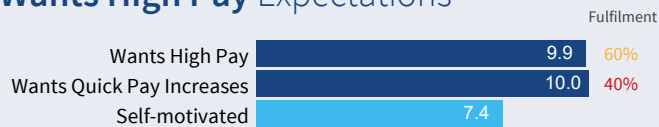
Tendencies for Wants Opinions Valued

ID: 1252558 considers it to be reasonably unimportant for others to consider and value his opinions. ID: 1252558 has little tendency to be collaborative with regards to making decisions. This could hinder others from being more receptive and encouraging to his opinions.

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 ID: 1252558'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. This section also shows the person's level of fulfillment for each expectation.

Wants High Pay Expectations



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

Tendencies for Wants High Pay

ID: 1252558 considers earning higher pay levels to be extremely important and thus, it is extremely important to carefully explain how higher pay can be achieved. If possible, set clear goals that need to be achieved before remuneration would be increased. In some cases you won't be able to make a definite commitment related to increased remuneration even if those goals are achieved. If this could be the case, be honest about it. ID: 1252558 believes this expectation is moderately likely to be fulfilled with his/her existing employer. There is a reasonable gap between the expectation and level of expected fulfillment. It is recommended to discuss this topic and possibly create a plan for resolution.

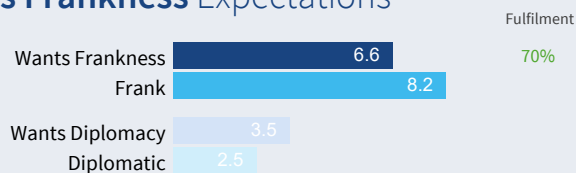
ID: 1252558 considers quick pay increases to be extremely important. Consequently, he will consider it to be extremely important to at least get a general idea regarding the speed of potential pay increases. Discuss this expectation and provide any information that you can related to how this expectation can be met or when specific goals would need to be achieved. ID: 1252558 believes this expectation is reasonably unlikely to be fulfilled with his/her existing employer. There is a large gap between the expectation and level of expected fulfillment. It is important to discuss this topic and if possible create a plan for resolution.

ID: 1252558 has a reasonable tendency to be self-motivated and will be even more motivated if ID: 1252558 knows it will earn greater pay. His level of self-motivation will probably help to obtain higher pay. His level of self-motivation may be sufficient for obtaining high pay, depending on the level and difficulty of the job.

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. This section also shows the person's level of fulfillment for each expectation.

Wants Frankness Expectations



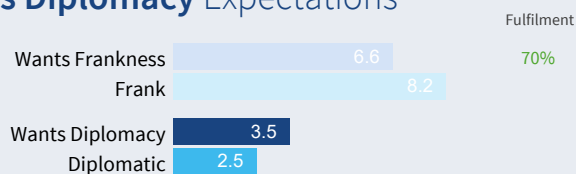
Wants Frankness: The desire for others to be direct, straightforward, and to the point

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

Tendencies for Wants Frankness

ID: 1252558 has a reasonable desire for others to communicate in a frank and straightforward manner, including when giving feedback. ID: 1252558 believes this expectation is possible to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan. ID: 1252558 has a strong tendency to be frank when communicating. Consequently, management needs to ensure performance feedback is given in a direct and clear manner.

Wants Diplomacy Expectations



Wants Diplomacy: The desire for others to be tactful

Diplomatic: The tendency to state things in a tactful manner

Tendencies for Wants Diplomacy

ID: 1252558 has little desire for others to be diplomatic during discussions and when giving feedback. ID: 1252558 has very little tendency to be diplomatic when communicating.

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. This section also shows the person's level of fulfillment for each expectation.

Wants Autonomy Expectations



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

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

Tendencies for Wants Autonomy

ID: 1252558 has an extremely strong 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. ID: 1252558 believes this expectation is only moderately likely to be fulfilled with his/her existing employer. There is a large gap between the expectation and level of expected fulfillment. It is important to discuss this topic and if possible create a plan for resolution.

ID: 1252558 has an extremely strong tendency to take initiative and thus, the initiative is sufficient for the amount of autonomy desired. He will have greater motivation if given opportunities to take initiative. Assuming ID: 1252558 has the necessary experience and skills, give opportunities for initiative wherever possible and carefully explain the initiative that can and cannot be taken.

ID: 1252558 tends to be extremely hesitant to accept a great deal of structure placed on him by the organization. Fortunately, his level of initiative is probably sufficient to self-manage without structure.

Wants To Lead Expectations



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

Tendencies for Wants To Lead

ID: 1252558 has an extremely strong desire to take a leadership role. ID: 1252558 believes this expectation is very likely to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan. ID: 1252558 tends to be very willing to accept decision-making authority.

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. This section also shows the person's level of fulfillment for each expectation.

Wants To Be Informed Expectations

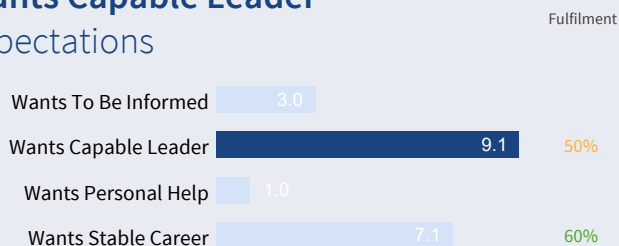


Wants To Be Informed: The desire to have an employer who freely shares information related to one's work or job

Tendencies for Wants To Be Informed

ID: 1252558 has very little desire to be informed related to company information.

Wants Capable Leader Expectations

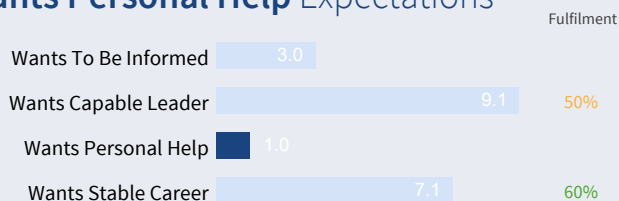


Wants Capable Leader: The desire to have a leader one perceives to be capable

Tendencies for Wants Capable Leader

Working for a capable leader is very important to him. It is important that ID: 1252558 matches up well with the manager in order to have successful employment. ID: 1252558 believes this expectation is only moderately likely to be fulfilled with his/her existing employer. There is a reasonable gap between the expectation and level of expected fulfillment. It is recommended to discuss this topic and possibly create a plan for resolution.

Wants Personal Help Expectations



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

Tendencies for Wants Personal Help

ID: 1252558 considers receiving personal help from the employer to be very unimportant.



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

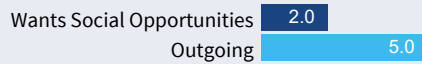
Tendencies for Wants Stable Career

ID: 1252558 considers having a stable career to be reasonably important. If there is job stability, it is important to convincingly share the reasons for that stability. ID: 1252558 believes this expectation is moderately likely to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan.

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. This section also shows the person's level of fulfillment for each expectation.

Wants Social Opportunities Expectations



Fulfillment

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

Tendencies for Wants Social Opportunities

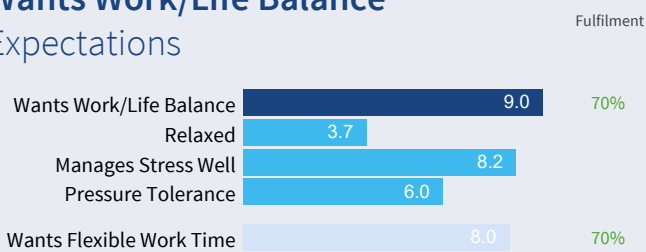
ID: 1252558 has extremely little desire to have social opportunities related to work.

ID: 1252558 has only a moderate tendency to be outgoing. The tendency to be socially reserved may hinder him from achieving the social interaction desired. Consider creative ways to overcome this. For example, you could pair up introverted employees with more extroverted employees at company social events or structure interactions to stimulate getting to know each other.

Work Life Balance Expectations

This section analyzes issues related to the desire for work life balance related to stress management and levels of stress. It also examines expectations for flexible work time and tolerance related to tight schedules and deadlines. This section also shows the person's level of fulfillment for each expectation.

Wants Work/Life Balance Expectations



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

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

Tendencies for Wants Work/Life Balance

ID: 1252558 considers having work-life balance to be very important. Discuss with him the specific related issues and respond wherever it is practical. ID: 1252558 believes this expectation is possible to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan.

ID: 1252558 tends to be effective managing stress when it occurs.

ID: 1252558 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.

Wants Flexible Work Time Expectations



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

Tendencies for Wants Flexible Work Time

ID: 1252558 considers having flexible work time to be important. Ask about the type of flexibility that might be required and respond wherever practical. ID: 1252558 believes this expectation is possible to be fulfilled with his/her existing employer. There is little or no gap between the expectation and level of expected fulfillment. Therefore, it is probably not necessary to discuss this topic or create a related plan. ID: 1252558 has a tendency to be a little tense.