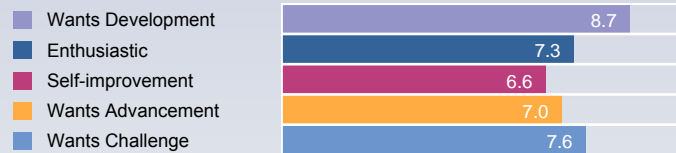


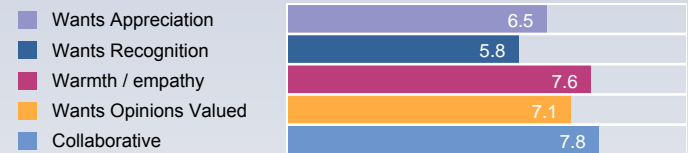
This report identifies eight areas of employee expectations as seen on the page below. The subsequent pages analyze organizational behavior related to employee expectations. The aim is to provide insight to further employee engagement, increase performance, and improve business outcomes.

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.

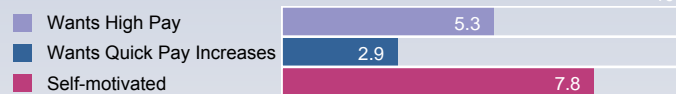
## Development Expectations



## Appreciation Expectations



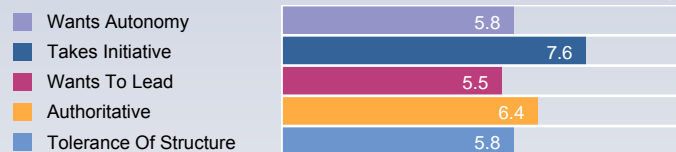
## Remuneration Expectations



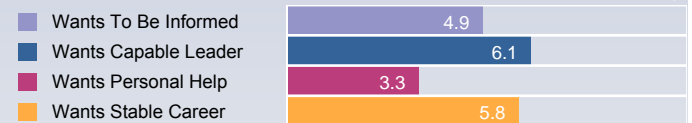
## Communication Expectations



## Authority Expectations



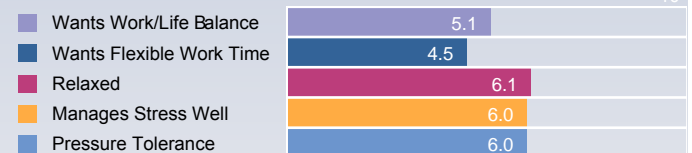
## Personal Expectations



## Social Expectations



## Work Life Balance Expectations

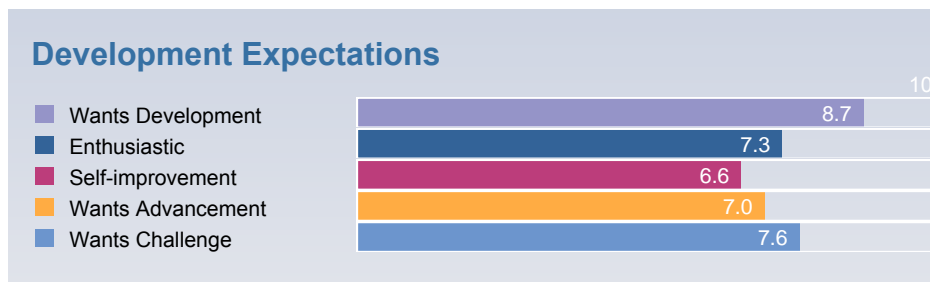


## Development Expectations

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

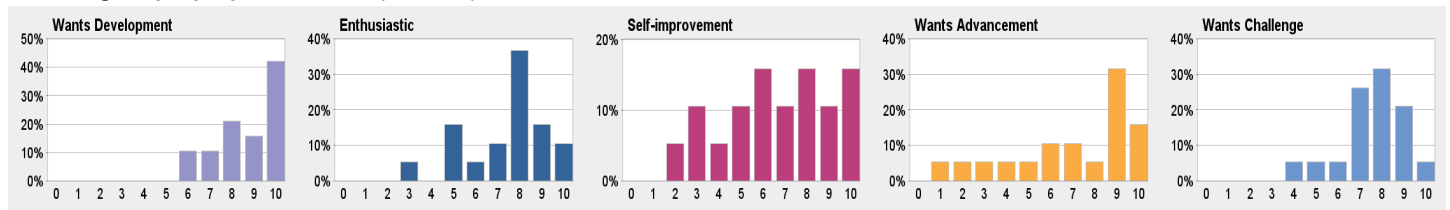


This group considers career development to be very important and thus, it is very important to provide development opportunities. This group has a reasonable tendency to be clear about goals. Thus, they will probably have career development goals in mind. Discuss those goals to obtain a clear understanding 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 related to career development.

This group 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. This group is willing to pursue difficult challenges related to career advancement. If advancement is considered, they will probably 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:**

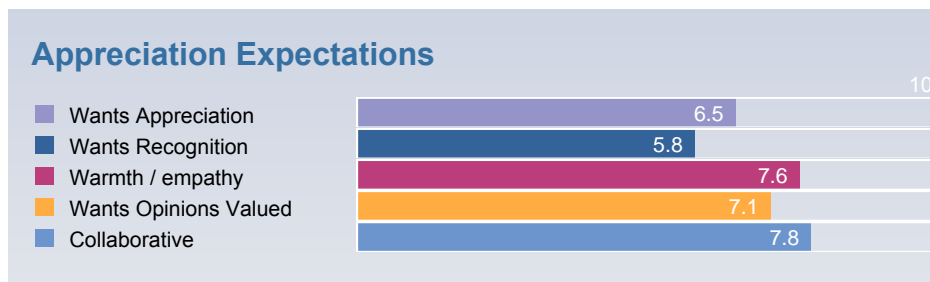
**Wants Appreciation:** The desire to have an employer who expresses appreciation for one's work

**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



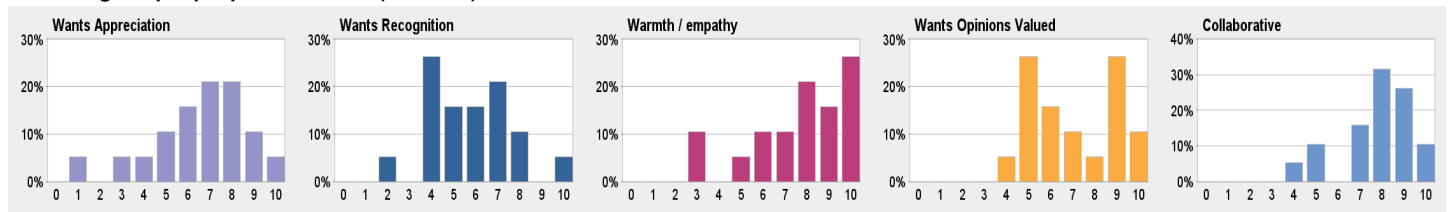
This group considers receiving appreciation to be reasonably important. It is reasonably important for management to communicate sincere appreciation for work contributions. This is best fulfilled with an occasional one-on-one communication that establishes that their contributions are understood and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

This group considers receiving recognition to be moderately important. Consequently, it is moderately important to find ways to provide recognition. This type of recognition should be related to acknowledging their strengths and capabilities.

This group has a 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 reasonably important for others to consider and value their opinions. Therefore, it is reasonably important that management listens to, acknowledges, and encourages their opinions. This group has a 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 their opinions.

**Percentage of people per trait score (rounded)**



## Remuneration Expectations

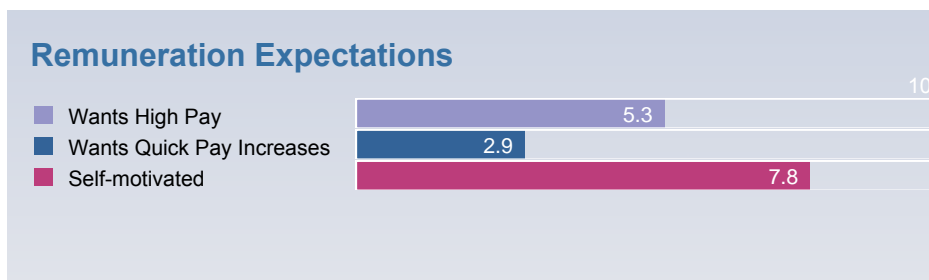
This section analyzes employee expectations related to remuneration. The scores related to Wants High Pay and Wants Quick Pay Increases are compared to this group's level of self-motivation. Wants High Pay indicates the importance given to earning high pay levels, while Wants Quick Pay Increases indicates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

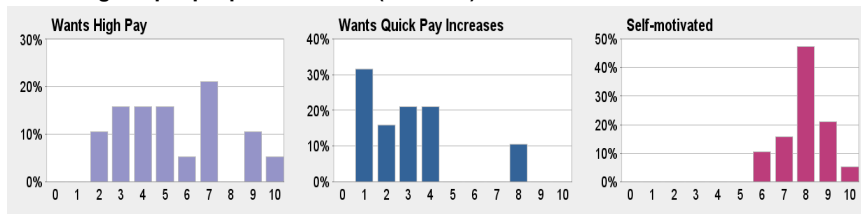


This group considers earning higher pay levels to be only moderately important and thus, it is only moderately important to carefully explain how higher pay can be achieved.

This group considers quick pay increases to be 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 independent of consideration about remuneration.

**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

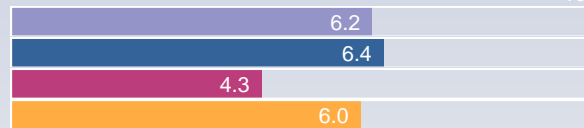
**Frank:** The tendency to be straightforward, direct, to the point, and forthright

**Wants Diplomacy:** The desire for others to be tactful

**Diplomatic:** The tendency to state things in a tactful manner

### Communication Expectations

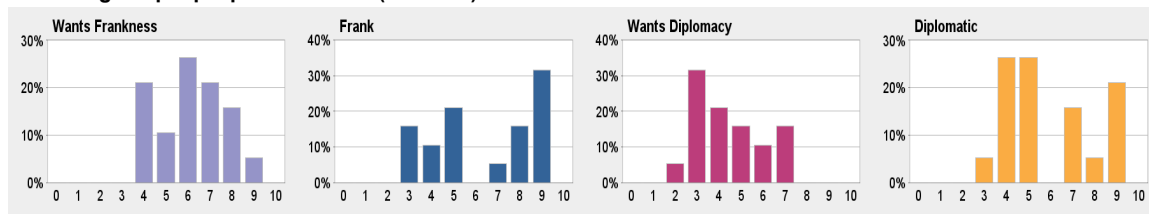
- Wants Frankness
- Frank
- Wants Diplomacy
- Diplomatic



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 little desire for others to be diplomatic during discussions and when giving feedback. This group has a moderate tendency to be diplomatic when communicating.

### 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:**

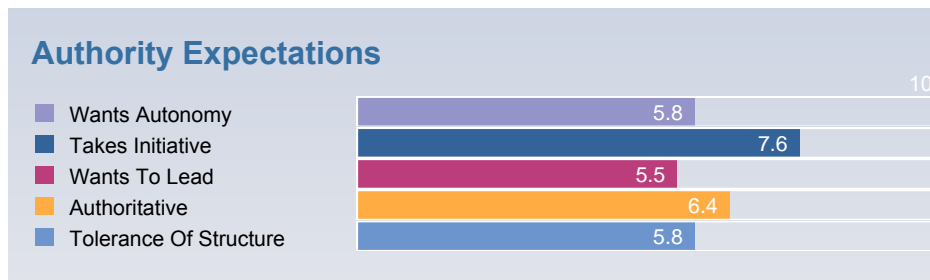
**Wants Autonomy:** The desire to have freedom or independence from authority

**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



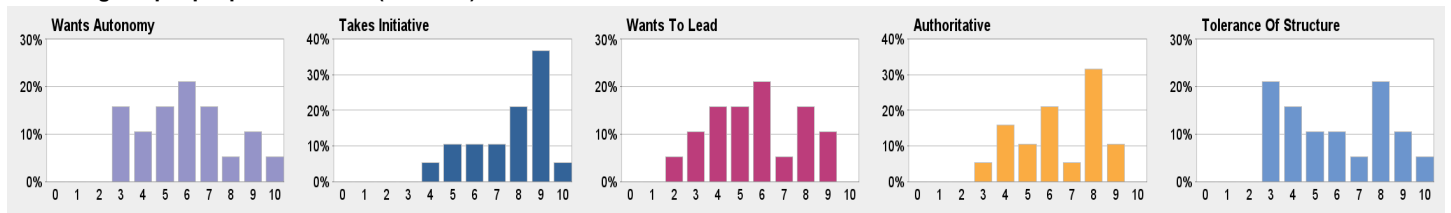
This group has a moderate desire to work autonomously. It is important to consider this desire related to the amount of autonomy required or given related to the job. It is also important to consider the tendency to take initiative related to the desire for autonomy.

This group has a strong tendency to take initiative and thus, the initiative is sufficient for the amount of autonomy desired. They 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 only a moderate desire to take a leadership role. And, this group tends to be moderately willing to accept decision-making authority.

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

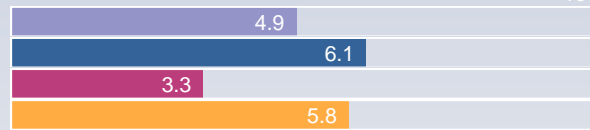
**Wants Capable Leader:** The desire to have a leader one perceives to be capable

**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



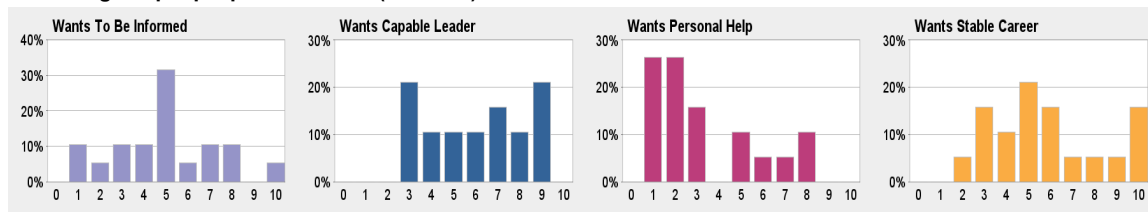
This group has only a moderate desire to be informed related to company information.

Working for a capable leader is moderately important to them.

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

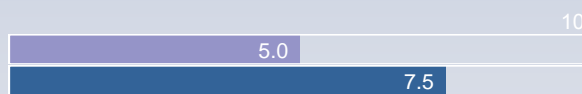
**Social Expectations includes the following traits:**

**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

### Social Expectations

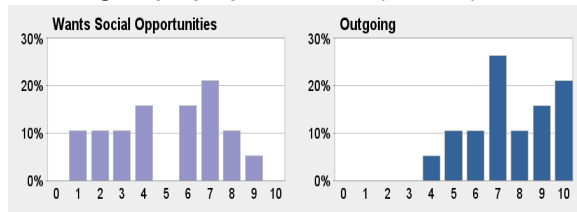
- Wants Social Opportunities
- Outgoing



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

This group has a reasonable tendency to be outgoing. Since this group tends to be 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 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.

**Work Life Balance Expectations includes the following traits:**

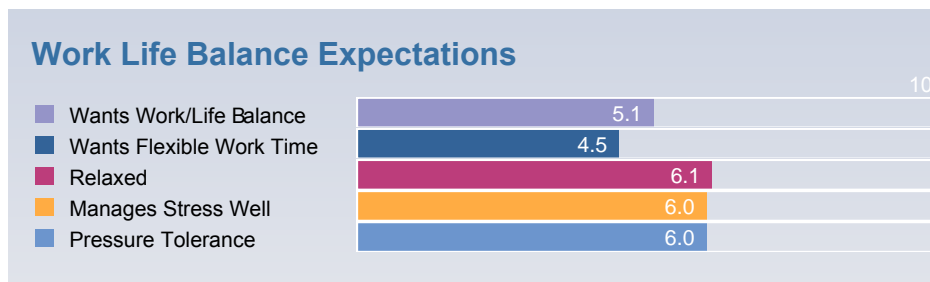
**Wants Work/Life Balance:** The desire to have sufficient time away from work for rest, enjoyment, or family

**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



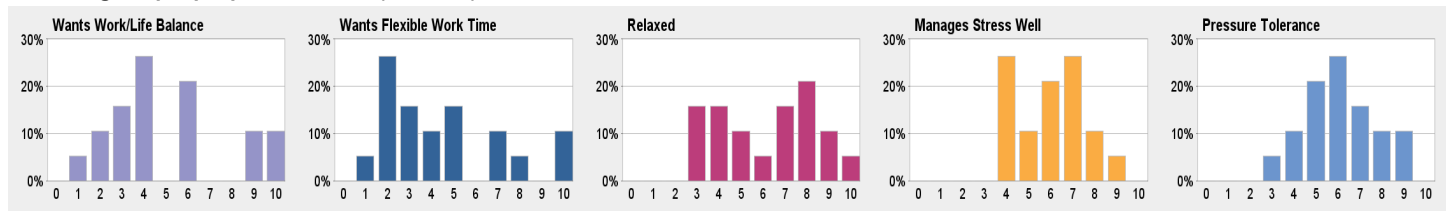
This group considers having work-life balance to be only moderately important.

This group considers having flexible work time to be reasonably unimportant. This group has a tendency to be moderately relaxed and easy going.

This group tends to be moderately 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)**



1. David Archer
2. Aseem Shukla
3. Carol Dvorak
4. August Greider
5. Noella Kiessling
6. Ann Marcellino
7. Deepak Gupta
8. Xiang Nguyen-Huu
9. Tuan Wang
10. Brian Thorp
11. Katherine Schwartz
12. Paul Priscu
13. Ahmad Pratistha
14. Agung Halim
15. Mostafa Moussa
16. Ram Kumar
17. Birbal Ashtekar
18. June Davis
19. Anna Harris