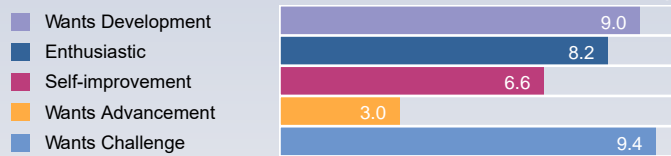


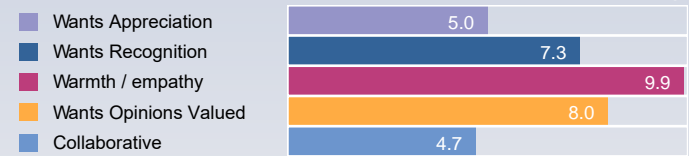
This report identifies eight areas of employee expectations as seen on the page below. The subsequent pages analyze organizational behavior related to employee expectations. The aim is to provide insight to further employee engagement, increase performance, and improve business outcomes.

The system checks to see if the answers were completed honestly and while paying sufficient attention. Analysis indicates there is a high likelihood (99.2%) the answers were truthful, accurately self-aware, and completed with sufficient concentration.

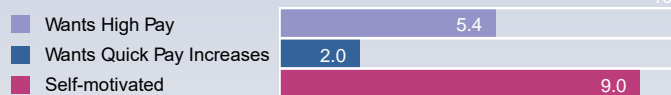
### Development Expectations



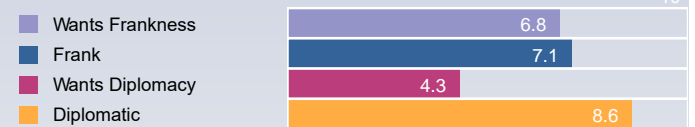
### Appreciation Expectations



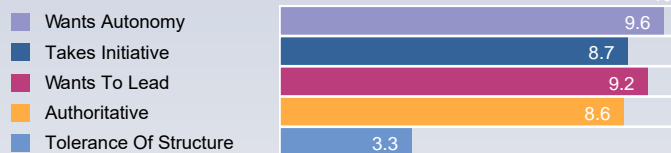
### Remuneration Expectations



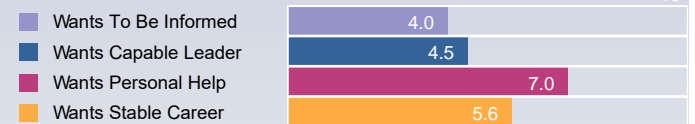
### Communication Expectations



### Authority Expectations



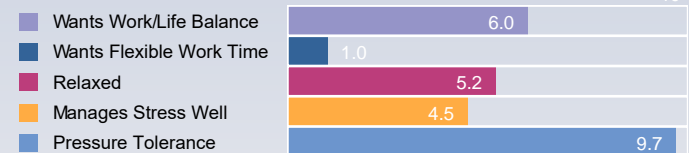
### Personal Expectations



### 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:**

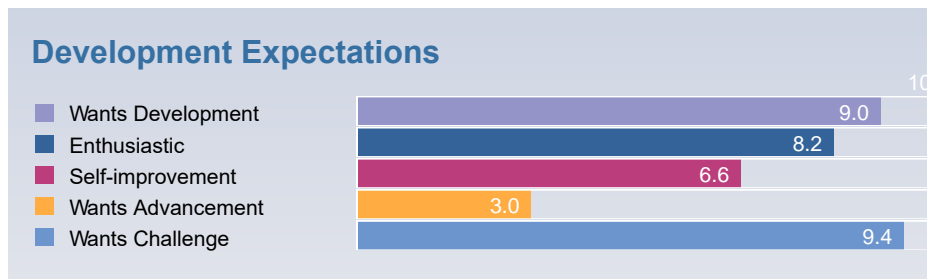
**Wants Development:** The desire to have work opportunities to learn new skills or increase abilities

**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



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

Andrew considers self-improvement to be reasonably important and may be reasonably willing to develop new competencies related to career development.

Andrew considers career advancement to be unimportant and thus, it is unimportant to provide information about advancement opportunities that are available and what is required to achieve them. Andrew is very 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.

**Appreciation Expectations includes the following traits:**

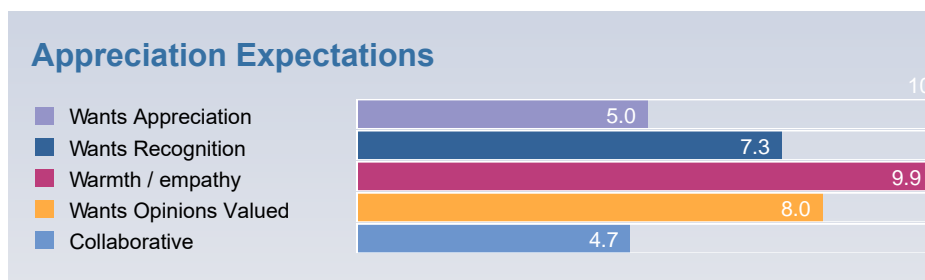
**Wants Appreciation:** The desire to have an employer who expresses appreciation for one's work

**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



Andrew considers receiving appreciation to be only moderately important. It is only moderately important for management to communicate sincere appreciation for work contributions.

Andrew considers receiving recognition to be reasonably important. Consequently, it is reasonably 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. Giving greater autonomy would also be considered as recognition.

Andrew has an extremely strong tendency to express warmth and empathy. Consequently, it is more likely others will reciprocate with appreciation and recognition.

Andrew considers it to be important for others to consider and value his opinions. Therefore, it is important that management listens to, acknowledges, and encourages his opinions. Andrew has only a moderate tendency to be collaborative with regards to making decisions. This could hinder others from being more receptive and encouraging to his opinions.

## Remuneration Expectations

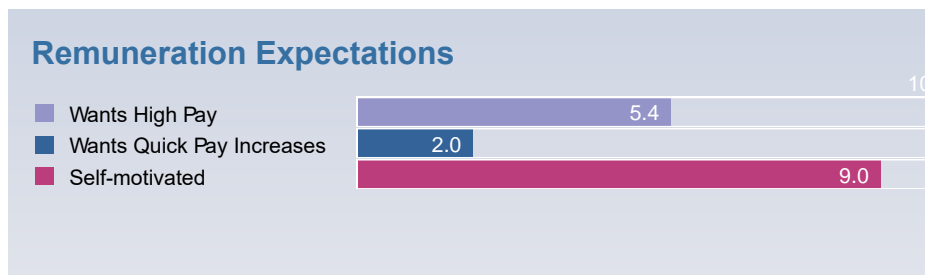
This section analyzes employee expectations related to remuneration. The scores related to Wants High Pay and Wants Quick Pay Increases are compared to Andrew's level of self-motivation. Wants High Pay indicates the importance given to earning high pay levels, while Wants Quick Pay Increases indicates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



Andrew 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.

Andrew considers quick pay increases to be very unimportant. Consequently, Andrew is probably not going to be too impatient about achieving higher pay.

Andrew has a very strong tendency to be self-motivated independent of consideration about remuneration.

## 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.

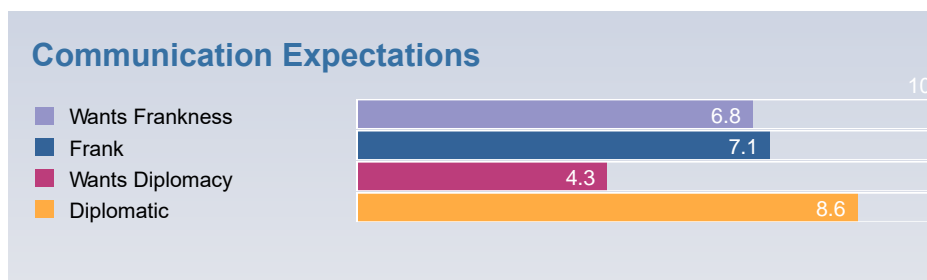
**Communication Expectations includes the following traits:**

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



Andrew has a reasonable desire for others to communicate in a frank and straightforward manner, including when giving feedback. Andrew has a reasonable tendency to be frank when communicating. Consequently, management needs to ensure performance feedback is given in a direct and clear manner.

Andrew has little desire for others to be diplomatic during discussions and when giving feedback. Andrew has a very strong 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.

**Authority Expectations includes the following traits:**

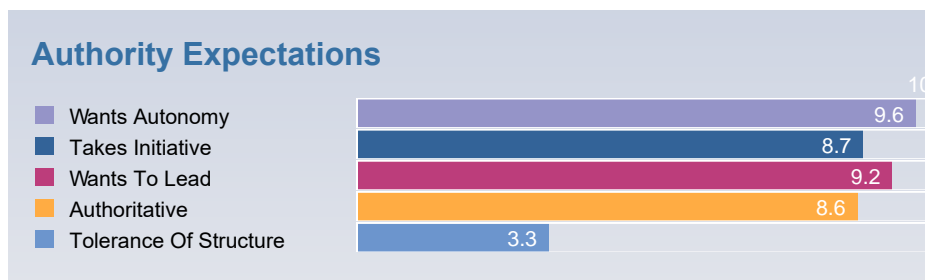
**Wants Autonomy:** The desire to have freedom or independence from authority

**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



Andrew 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.

Andrew has a very 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 Andrew has the necessary experience and skills, give opportunities for initiative wherever possible and carefully explain the initiative that can and cannot be taken.

Andrew has a very strong desire to take a leadership role. And, Andrew tends to be very willing to accept decision-making authority. Management needs to delegate decision-making opportunities to him whenever warranted.

Andrew tends to be very 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.

## 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.

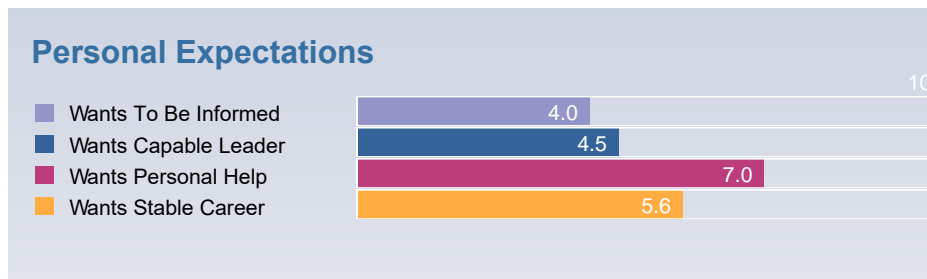
**Personal Expectations includes the following traits:**

**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



Andrew has little desire to be informed related to company information.

Working for a capable leader is only moderately important to him.

Andrew considers receiving personal help from the employer to be reasonably important. It is important to find out the type of personal help Andrew wants and take the necessary actions wherever feasible.

Andrew considers having a stable career to be moderately important.

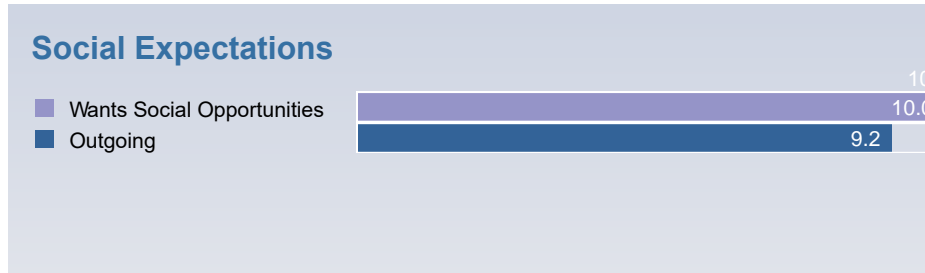
## Social Expectations

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



Andrew has an extremely strong desire to have social opportunities related to work. Consider ways the company could facilitate social interaction.

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



## 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:**

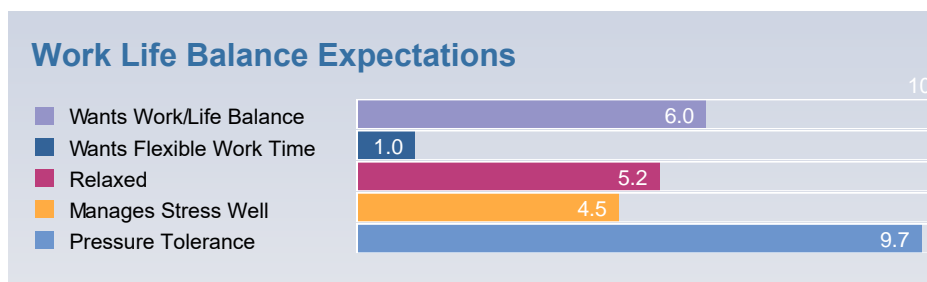
**Wants Work/Life Balance:** The desire to have sufficient time away from work for rest, enjoyment, or family

**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



Andrew considers having work-life balance to be moderately important.

Andrew considers having flexible work time to be very unimportant. Andrew has a tendency to be only moderately relaxed and easy going.

Andrew tends to be only moderately effective managing stress when it occurs.

Andrew tends to be extremely willing to deal with the pressure of tight schedules and deadlines.