Team Engagement and Retention Analysis

HARRISON assessments

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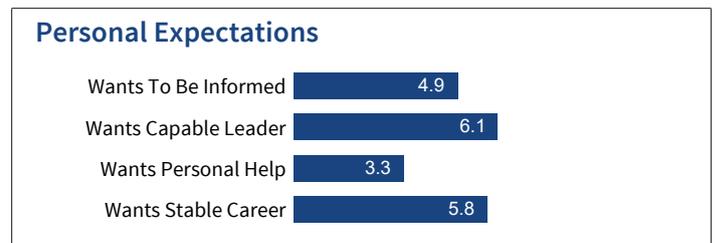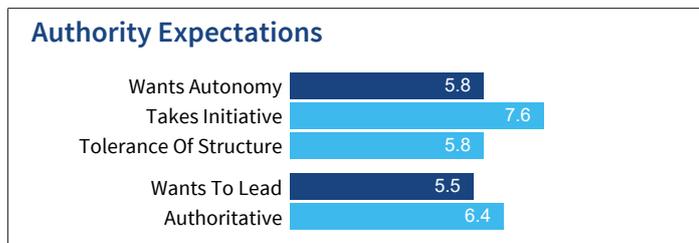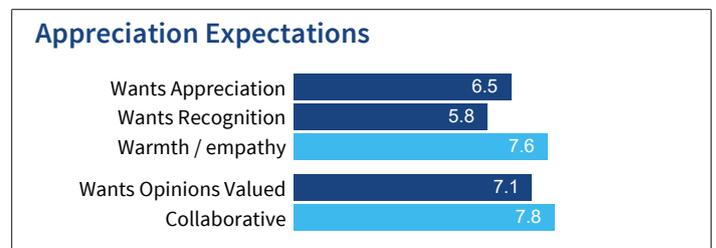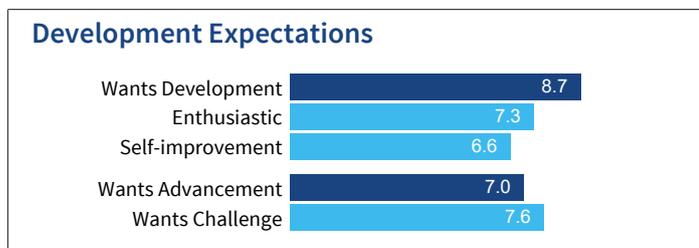## This report enables employers to enter fruitful discussions that establish mutually beneficial, long-term employment relationships. The graph below identifies the employee's:

- 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.

Development Expectations

Wants Development	8.7
Enthusiastic	7.3
Self-improvement	6.6
Wants Advancement	7.0
Wants Challenge	7.6

Appreciation Expectations

Wants Appreciation	6.5
Wants Recognition	5.8
Warmth / empathy	7.6
Wants Opinions Valued	7.1
Collaborative	7.8

Remuneration Expectations

Wants High Pay	5.3
Wants Quick Pay Increases	2.9
Self-motivated	7.8

Communication Expectations

Wants Frankness	6.2
Frank	6.4
Wants Diplomacy	4.3
Diplomatic	6.0

Authority Expectations

Wants Autonomy	5.8
Takes Initiative	7.6
Tolerance Of Structure	5.8
Wants To Lead	5.5
Authoritative	6.4

Personal Expectations

Wants To Be Informed	4.9
Wants Capable Leader	6.1
Wants Personal Help	3.3
Wants Stable Career	5.8

Social Expectations

Wants Social Opportunities	5.0
Outgoing	7.5

Work Life Balance Expectations

Wants Work/Life Balance	5.1
Relaxed	6.1
Manages Stress Well	6.0
Pressure Tolerance	6.0
Wants Flexible Work Time	4.5

Development Expectations

This section analyses employee expectations for development opportunities, highlights related organisational behaviour, and provides guidelines for managing career development expectations.

Wants Development Expectations

Wants Development	8.7
Enthusiastic	7.3
Self-improvement	6.6
Wants Advancement	7.0
Wants Challenge	7.6
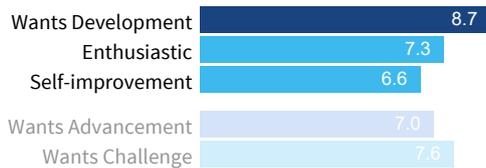
Wants Development: The desire to have work opportunities to learn new skills or increase abilities

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

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.

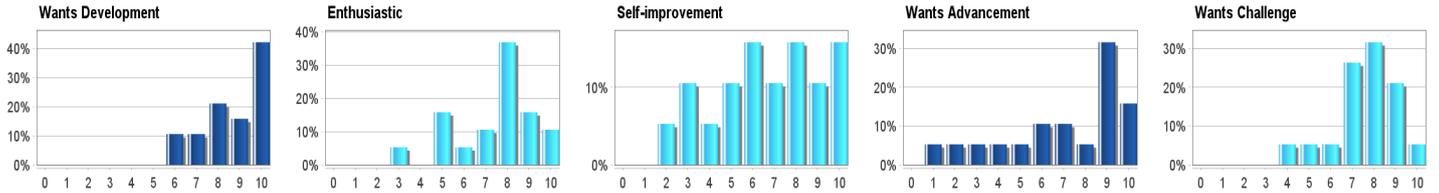### Wants Advancement Expectations

Wants Development	8.7
Enthusiastic	7.3
Self-improvement	6.6
Wants Advancement	7.0
Wants Challenge	7.6

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

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)

Wants Development

Enthusiastic

Self-improvement

Wants Advancement

Wants Challenge

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Appreciation Expectations

This section analyses employee expectations and organisational behaviour related to giving and receiving appreciation and provides guidelines for managing the need for recognition.

Wants Appreciation Expectations

Wants Appreciation	6.5
Wants Recognition	5.8
Warmth / empathy	7.6
Wants Opinions Valued	7.1
Collaborative	7.8
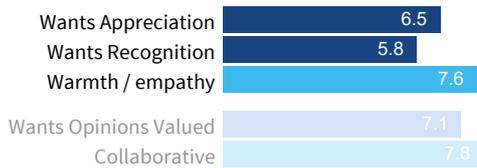
Wants Appreciation: The desire to have an employer who expresses appreciation for one's work

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 towards others

Tendencies for Wants Appreciation

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.

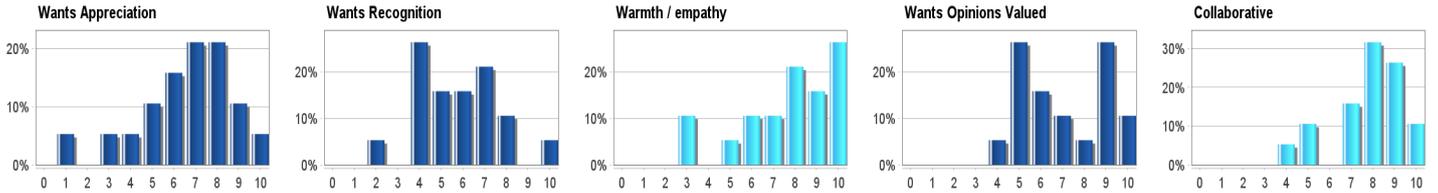### Wants Opinions Valued Expectations

Wants Appreciation	6.5
Wants Recognition	5.8
Warmth / empathy	7.6
Wants Opinions Valued	7.1
Collaborative	7.8
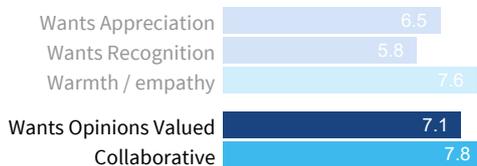
Wants Opinions Valued: The desire to have an employer who listens and gives importance to one's views

Collaborative: The tendency to collaborate with others when making decisions

Tendencies for Wants Opinions Valued

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.

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Percentage of people per trait score (rounded)

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

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Remuneration Expectations

This section analyses 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.

Wants High Pay Expectations

Wants High Pay	5.3
Wants Quick Pay Increases	2.9
Self-motivated	7.8

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
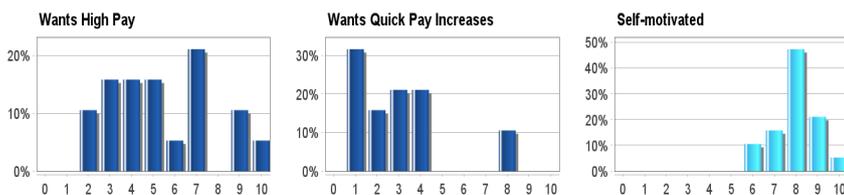
Tendencies for Wants High Pay

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)

Wants High Pay

Wants Quick Pay Increases

Self-motivated

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Communication Expectations

This section analyses 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 behaviours related to communication.

Wants Frankness Expectations

|	
Wants Frankness	6.2
Frank	6.4
Wants Diplomacy	4.3
Diplomatic	6.0
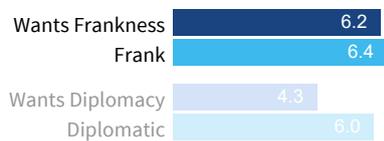
Wants Frankness: The desire for others to be direct, straightforward, and to the point

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

Tendencies for Wants Frankness

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.

Wants Diplomacy Expectations

Wants Frankness	6.2
Frank	6.4
Wants Diplomacy	4.3
Diplomatic	6.0
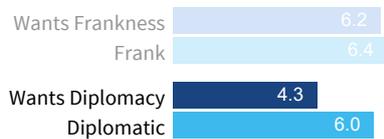
Wants Diplomacy: The desire for others to be tactful

Diplomatic: The tendency to state things in a tactful manner

Tendencies for Wants Diplomacy

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)
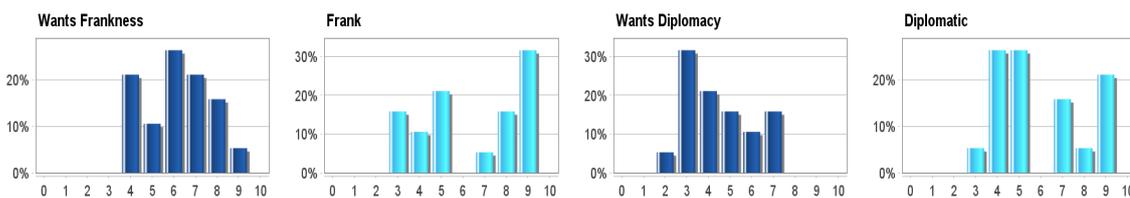
Authority Expectations

This section analyses 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.

Wants Autonomy Expectations

Wants Autonomy	5.8
Takes Initiative	7.6
Tolerance Of Structure	5.8
Wants To Lead	5.5
Authoritative	6.4
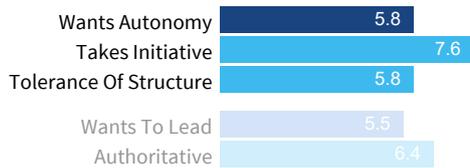
Wants Autonomy: The desire to have freedom or independence from authority

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
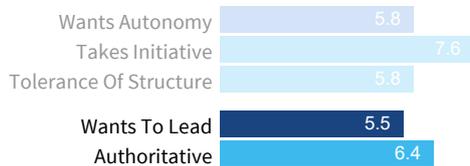
Tendencies for Wants Autonomy

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

Wants To Lead Expectations

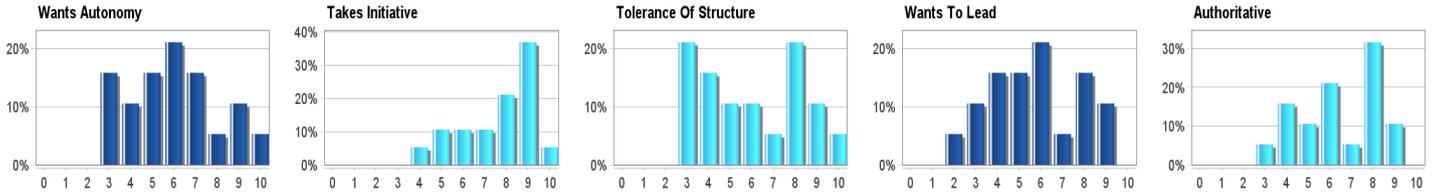|	
Wants Autonomy	5.8
Takes Initiative	7.6
Tolerance Of Structure	5.8
Wants To Lead	5.5
Authoritative	6.4

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

This group has only a moderate desire to take a leadership role. This group tends to be moderately willing to accept decision-making authority.

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Percentage of people per trait score (rounded)

Wants Autonomy

Takes Initiative

Tolerance Of Structure

Wants To Lead

Authoritative

Personal Expectations

This section analyses 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.

Wants To Be Informed Expectations

Wants To Be Informed	4.9
Wants Capable Leader	6.1
Wants Personal Help	3.3
Wants Stable Career	5.8

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

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

Wants Capable Leader Expectations

Wants To Be Informed	4.9
Wants Capable Leader	6.1
Wants Personal Help	3.3
Wants Stable Career	5.8

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 moderately important to them.

Wants Personal Help Expectations

Wants To Be Informed	4.9
Wants Capable Leader	6.1
Wants Personal Help	3.3
Wants Stable Career	5.8

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

Tendencies for Wants Personal Help

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

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Wants Stable Career Expectations

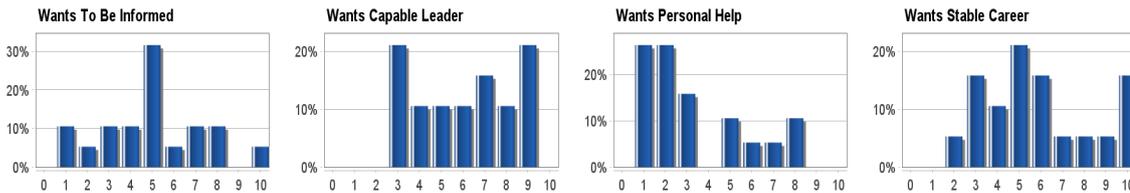|	
Wants To Be Informed	4.9
Wants Capable Leader	6.1
Wants Personal Help	3.3
Wants Stable Career	5.8

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

Tendencies for Wants Stable Career

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

Percentage of people per trait score (rounded)

Social Expectations

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

Wants Social Opportunities
Expectations

Wants Social Opportunities	5.0
Outgoing	7.5

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

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 organise some employee social events to help fulfill this desire.

Percentage of people per trait score (rounded)

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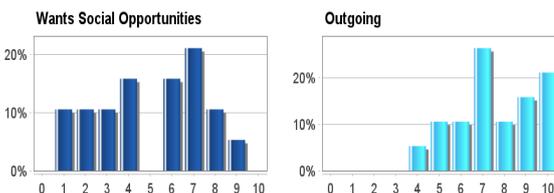
Work Life Balance Expectations

This section analyses 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.

Wants Work/Life Balance
Expectations

Wants Work/Life Balance	5.1
Relaxed	6.1
Manages Stress Well	6.0
Pressure Tolerance	6.0
Wants Flexible Work Time	4.5

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

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

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.

Wants Flexible Work Time
Expectations

Wants Work/Life Balance	5.1
Relaxed	6.1
Manages Stress Well	6.0
Pressure Tolerance	6.0
Wants Flexible Work Time	4.5

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

Tendencies for Wants Flexible Work Time

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

Percentage of people per trait score (rounded)

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

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