



Exploring the results for each item is an important first step. Great benefit can be realized, however, by thinking about the interactions **among** the survey items.

The chart below illustrates common themes among these items. Do not view these themes as prescriptive. It is important to use the information you already know about your group, combined with the analysis of the results and the group's discussions to allow for the whole story to emerge.

Item	Theme	Considerations
Q01 (Expectations) Q02 (Materials and equipment) Q03 (Do what I do best) C03 (Trusting and open environment) C05 (Treated with respect)	Foundational Needs	Group's functional and emotional needs are met; if unmet, employees are likely to be frustrated
Q01 (Expectations) Q08 (Job connects to mission) C06 (Emphasis on strengths) C07 (How current changes affect future)	Alignment & Purpose	Clarity of goals and alignment with the larger organizational mission
Q05 (Cares about me) Q09 (Commitment to quality) Q10 (Best Friend) C03 (Trusting and open environment)	Teamwork	Relationship with the group and levels of trust and mutual respect
Q01 (Expectations) Q04 (Recognition) Q07 (Opinions count) Q11 (Talk about progress) C02 (Treasures diverse opinions)	Communication	Positive performance feedback and freedom to express opinions
Q03 (Do what I do best) Q06 (Encourages development) Q12 (Learn and grow) C06 (Emphasis on strengths)	Strengths and Development	Optimization of talents and focus on development
Q01 (Expectations) Q06 (Encourages development) Q09 (Commitment to quality) Q11 (Talk about progress)	Performance Management	Individuals know what is expected of them and see that the group is also performing as expected
Q05 (Cares about me) Q07 (Opinions count) Q11 (Talk about progress) Q12 (Learn and grow)	Emotional Support	Individuals feel respected, developed, and safe enough to voice opinions
Q07 (Opinions count) Q09 (Commitment to quality) C04 (Discrimination – do what is right) C08 (Held accountable for actions)	Commitment and Accountability	Expectations, structures, and systems for holding individuals and groups accountable
Q02 (Materials and equipment) Q03 (Do what I do best) Q07 (Opinions count) Q08 (Job connects to mission)	Autonomy	Individuals experience choice and control of environment to do their best work

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