WORK PERSONALITY INDEX

LEADERSHIP

John Sample

Psychometrics

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About this Report

The Work Personality Index® assessment describes key features of your personal style that influence your approach to tasks, ways of interacting with people, and performance at work. This assessment measures 21 traits that provide a comprehensive overview of your work personality.

The Work Personality Index Leadership Report is designed as a tool for professional growth. It contains interpretive notes that can be useful for increasing your success in a position of leadership. The focus of the report is on personal characteristics and behaviors that influence your leadership style, and the report contains information about your leadership strengths and techniques for increasing your effectiveness.

Higher scores do not mean that your leadership style is better, or that you are a better fit for a leadership position. Human characteristics can be either strength or weakness depending on the situation: An asset in one setting can be a challenge in another. Everyone has their strengths and areas that may require improvement. Please review the detailed interpretation for each scale, and consider your individual circumstances, before drawing any conclusions.

Keep these questions in mind as you are reviewing the results:

- Does this description resonate with me?
- Is this preference a strength in my leadership role? If so, which Action Strategies will help me harness this strength further?
- Has this preference been a challenge for me in the past? If so, which Action Strategies will help me adapt accordingly?

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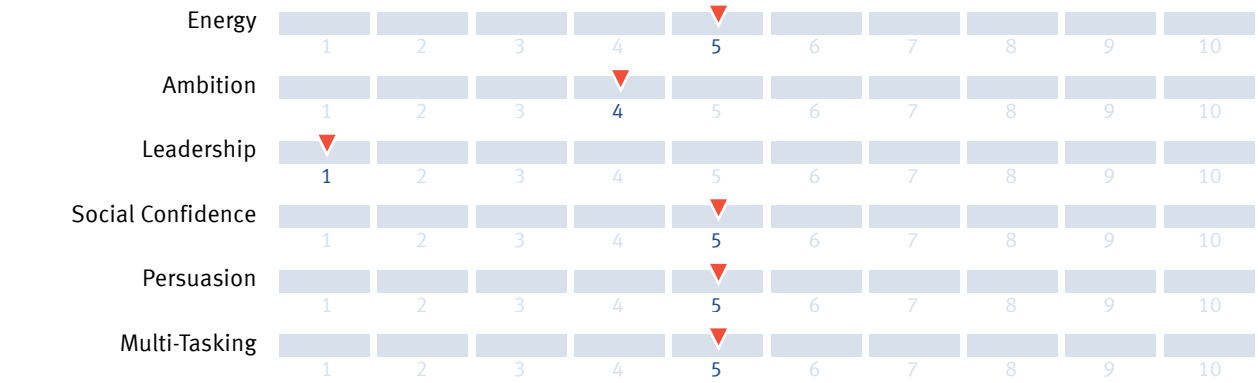
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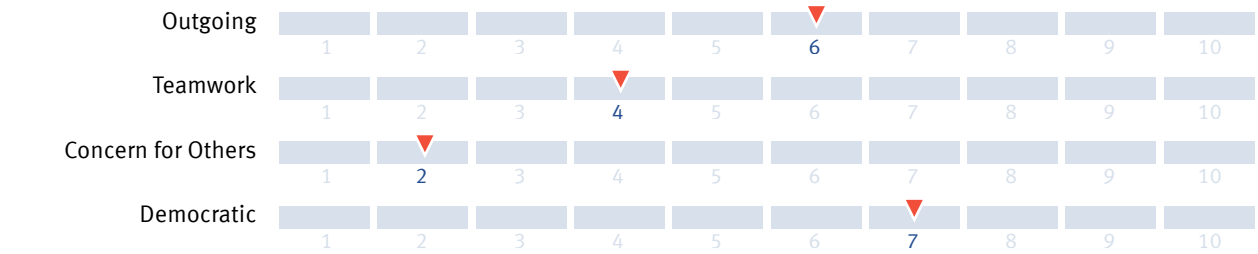
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Your Profile

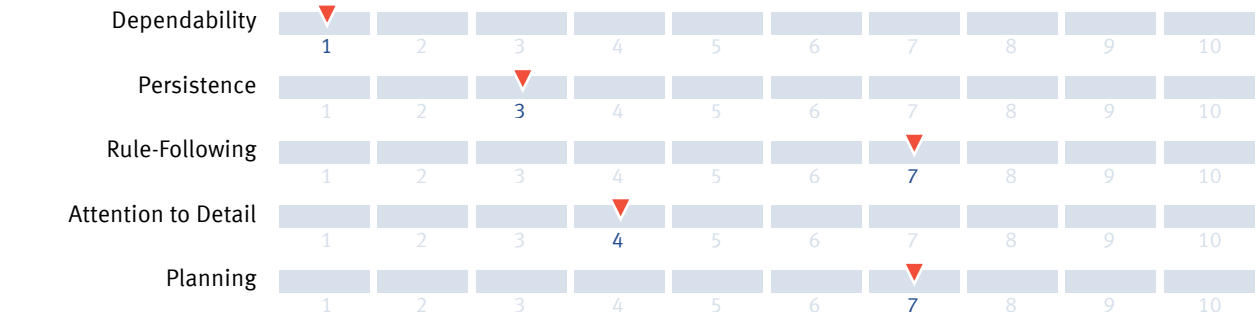
Energy and Drive



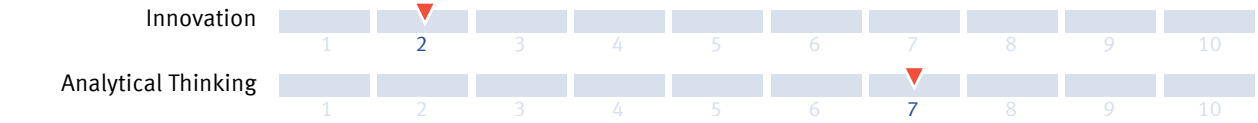
Working with Others



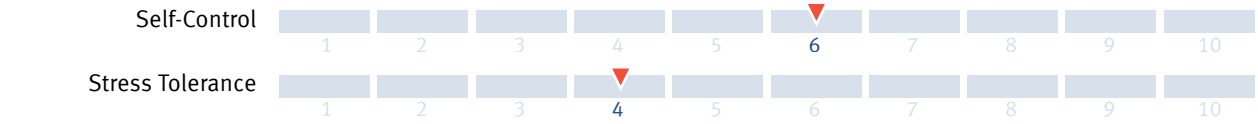
Work Style



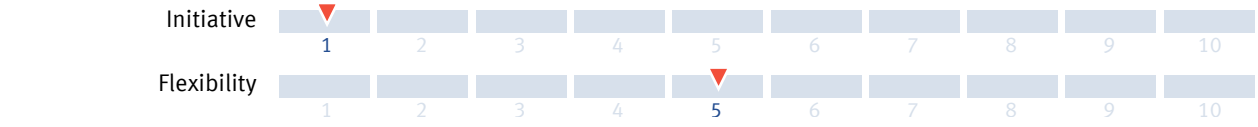
Problem Solving Style



Dealing with Pressure and Stress



Identifying and Managing Change



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Energy and Drive

Energy and Drive examines your leadership style, how you present yourself to the world, how you deal with challenges and obstacles, and how you work towards your goals. These areas relate directly to how you move forward in your career and what you strive to achieve.

Energy



Your Style

Energetic as most people

Enjoy work that involves some mental or physical challenges

Become tired when work requires a great deal of energy for long periods of time

Like a balance of challenging and routine activities

Your Strengths

Maintaining stamina

Energy level

Remaining physically and mentally active

Working in demanding environments some of the time

Possible Challenges

Relaxation

Working in slowpaced settings very frequently or always

Patience

Action Strategies

Learn to recognize when you are getting busy so that you do not overcommit yourself.

You have a preference for both challenging and routine work, so you need to be aware of when your work is not providing the appropriate balance.

Develop a list of tasks that are challenging and a list of straightforward work. When you feel the need for a change, select a task that meets your current needs. Rather than trying to adjust your energy level, select work activities that match it.

Ambition



Your Style

Easygoing and noncompetitive; may even find competition unpleasant

Prefer collaboration over competition

Generally avoid competing with others

Not extremely driven or motivated to achieve “career success”

Tend to find happiness and satisfaction in your current situation

Set achievable/attainable goals

Your Strengths

Working in noncompetitive environments

Collaboration

Working in positions with few opportunities for advancement

Possible Challenges

Competitiveness

Goal setting

Drive for achievement

Measuring progress

Self-motivation

Action Strategies

In some situations your laid-back attitude may not be effective. Think about how your easygoing style could hinder your success at work and your career advancement.

Identify work situations where a competitive approach is better suited, and adopt a more aggressive style when appropriate.

Set more difficult goals and work hard to achieve them.

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Energy and Drive

Leadership



Your Style

Tend to avoid directive leadership positions almost always

Adopt a consultative leadership style when in charge

Prefer not to exert pressure on people

Comfortable following others' lead

Would rather lead by example than tell others what to do; avoid directing people

Collaborate rather than dictate

Your Strengths

Consultation

Collaboration

Being an effective and willing follower

Letting others be in charge

Possible Challenges

Impact and influence

Initiating changes

Delegation

Managing and directing people

Action Strategies

Take control of tasks or teams when your skills allow you to make a significant contribution.

Examine the situations where your consultative leadership style may be inefficient or ineffective.

Learn how to comfortably give direction and guidance to people working under you.

Social Confidence



Your Style

Generally comfortable and self-assured in social situations

Have an average level of social confidence

Your comfort in social interactions will depend on the context and environment

Enjoy spending time with people you know well

Your Strengths

Meeting new people

Engaging people in formal and informal settings

Presenting yourself as capable and competent

Speaking with others in a self-assured and secure manner

Possible Challenges

Finding the balance between engaging others and operating in the background

Action Strategies

Identify the situations in which you feel most comfortable and the situations in which your comfort wanes. This will help you identify areas in which you can work on developing confidence in dealing with situations and presenting yourself.

Continue developing competence and skills relevant to your role, as this will expand the areas in which you possess greater confidence in yourself.

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Energy and Drive

Persuasion



Your Style

Can influence people in some situations

Will effectively debate and negotiate in areas where you have developed expertise

Comfortable engaging in friendly debates

Will try to influence people's opinions and perspectives when the topic is important to you

Your Strengths

Stimulating discussions

Challenging faulty beliefs

Presenting relevant information

Convincing people to accept new ideas or perspectives

Sharing expertise

Negotiating

Possible Challenges

Communicating your true needs and desires rather than staking out a bargaining position

Presenting yourself as genuine and authentic

Action Strategies

Assess each situation to determine whether a persuasive, collaborative, or conforming approach is most appropriate for the needs. There are situations in which each of these is suitable.

Identify when your own beliefs should be challenged and when to strongly present your expert opinions to others.

Multi-Tasking



Your Style

Enjoy some multi-tasking

Prefer to complete complex tasks without the distraction of other projects being added to your workload

Are comfortable juggling several straightforward activities at the same time

Your Strengths

Taking on new tasks

Juggling a busy schedule

Coping with multiple demands

Accepting the challenge of new responsibilities

Possible Challenges

Taking on too many tasks

Providing sufficient focus to each task

Ensuring completion of the many projects you work on

Maintaining focus when needed, despite competing demands

Action Strategies

Maintain your balance of taking on new challenges and ensuring that you don't assume too many responsibilities to handle. This will ensure you capitalize on opportunities while still being able to provide sufficient focus on each task.

When you find that you have a lot of tasks or responsibilities, find techniques that work for you to deal with the multiple demands. This may include scheduling software, "to do" lists, and delegating.

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Working with Others

Every occupation involves some interaction with people. Your personal characteristics strongly affect both the amount and quality of interaction you prefer to have with others. This includes how you work with people and the types of relationships you like to establish. The Work Personality Index measures four traits that relate directly to how you work with others.

Outgoing

Reflective and Thoughtful — Talkative and Outgoing



Your Style

- At ease in most social situations
- Are somewhat outgoing, warm and friendly
- Value having some time alone to collect your thoughts and reflect
- Effective in settings that provide a balance of extraverted and introverted tasks

Your Strengths

- Oral communication
- Meeting and engaging people
- Establishing contacts/networking
- Dealing with a mix of tasks that require some independence and interaction

Possible Challenges

- Listening and soliciting opinions
- Working without some social interaction
- Tasks that do not give you time to reflect or work independently

Action Strategies

Learn to recognize when you are becoming tired from either spending too much time with others, or too much time alone.

Adopt a more introverted approach (do not talk as much, allow time for reflection) when dealing with less outgoing individuals.

Give other people a chance to say what they think and make a point of listening.

Teamwork

Independent — Collaborative



Your Style

- Prefer independent work
- Feel that you are most effective when working alone
- Typically adopt a hands-off leadership style
- Provide subordinates with a lot of freedom/ independence
- Do not require or provide close supervision
- Dislike frequent group work
- Are generally comfortable working without guidance

Your Strengths

- Working independently
- Providing critical feedback
- Giving subordinates independence
- Working without supervision

Possible Challenges

- Working with others
- Supporting group efforts
- Developing personnel
- Sharing expertise

Action Strategies

Watch that your independence does not prevent you from recognizing how the skills and knowledge of others can make an important contribution.

Keep a check on your tendency to sometimes be critical and unsupportive of group efforts. This may result in others seeing you as a poor team player.

You may be able to manage group dynamics more effectively if you identify the specific tasks you need to complete for the team, and then work on them independently.

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Working with Others

Concern for Others



Your Style

Maintain professional, formal business relationships

Prefer impersonal analysis and decision making

Can work without harmony

Dislike dealing with people's personal concerns

Are selective with your sympathy and support

Believe people should be able to solve most problems on their own

Your Strengths

Dealing with conflict

Maintaining emotional detachment, professional distance

Making difficult decisions that affet people negatively

Impersonal analysis and objective decision making

Possible Challenges

Customer service and support

Building and maintaining positive relationships

Diplomacy

Awareness of the feelings and wishes of others

Action Strategies

Your reserved, formal style can come across as being unsympathetic and uncaring. You may increase your effectiveness by showing sympathy and providing support when people are encountering difficulties.

Take time to consider the effects of your decisions on people. If there are negative repercussions, consider ways to moderate the impact of the changes.

Spend time developing an awareness of how other people feel. This can make you a more effective leader.

Democratic



Your Style

Consult with people when making decisions

Often seek out advice from others

Like to involve others in decisions that affect them

Uncomfortable making decisions without discussion

Encourage diverse inputs

Your Strengths

Consultation

Gaining consensus

Involving others when making decisions

Gathering diverse opinions

Possible Challenges

Independent decision making

Moving forward without guidance or advice from others

Going against popular opinion

Making quick decisions

Action Strategies

Make decisions that are not very important on your own, or with limited feedback.

Learn to recognize when your consultative style is taking too long to make a decision.

When decisions need to be made quickly, only consult key people and do not try to take everyone’s ideas into consideration.

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Work Style

Everyone approaches their work in a unique way. Differences in work style can be attributed to differences in a person's persistence, attention to detail, dependability, and desire for structure and guidance. Your preferences in these areas will influence the kind of tasks and work environments that you will find enjoyable and where you will feel comfortable taking on leadership roles.

Dependability

Shifts Priorities — Meets Obligations

1 2 3 4 5 6 7 8 9 10

Your Style

Place less importance on meeting deadlines

Willing to shift priorities

Comfortable changing deadlines and leaving work unfinished

Take a casual approach to work requirements

Your Strengths

Adjusting your work schedule

Reprioritizing tasks

Possible Challenges

Meeting all of your obligations and deadlines

Sticking to schedules

Action Strategies

Fulfil more of your obligations and responsibilities by the original deadline.

Watch that your flexible attitude toward work deadlines does not lead others to see you as unreliable or irresponsible.

Meet the obligations you have to others, unless a change in the situation no longer warrants doing so.

Persistence

Prefers Undemanding Tasks — Determined And Tireless

1 2 3 4 5 6 7 8 9 10

Your Style

Prefer work that can be completed quickly and with relative ease

Rarely commit time/resources to projects that have little chance of success

Can be easily distracted

More effective when distractions are kept to a minimum

Worn down by work that requires overcoming many obstacles

Your Strengths

Recognizing when projects are not worth expending further resources

Possible Challenges

Perseverance

Follow-through

Getting job done

Freedom from distraction

Action Strategies

Find ways to limit distractions when you are working on demanding tasks. Common techniques include closing your office door, minimizing interruptions, and not taking phone calls.

Watch that you do not give up on difficult tasks that are worth completing.

You may be able to improve your effectiveness by motivating yourself to stick with tasks until they are completed.

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Work Style

Rule-Following

Prefers General Guidelines — 1 2 3 4 5 6 **7** 8 9 10 — Prefers Clear Procedures

Your Style

- Stick closely to rules and regulations
- Unwilling to bend procedures in order to get work done
- Enjoy using clear operating procedures and well-established approaches
- Comfortable working in a structured environment
- Follow instructions very closely and expect subordinates to do the same

Your Strengths

- Working in structured environments
- Providing clear guidelines and expectations
- Establishing clear work systems and procedures
- Clear and consistent adherence to work processes

Possible Challenges

- Working on tasks when given ambiguous or overly broad instructions
- Bending or adjusting work procedures even when necessary
- Working in unstructured environments
- Moving forward when faced with uncertainty

Action Strategies

Seek opportunities to use your focus on structure and organization to provide both clarity and stability to work processes.

At times, sticking with how your work has been done in the past may not be in your best interest. Consider adopting a more questioning attitude that reviews how your work could be completed more effectively.

Review the usefulness of current procedures, take time to consider new methods, and willingly adapt and change work structures if they can be made more efficient.

Attention to Detail

Broad Approach — 1 2 3 **4** 5 6 7 8 9 10 — Detailed Approach

Your Style

- Focus on global issues, not preoccupied with detail
- Focus on strategy and vision
- At ease with the unknown
- Comfortable working with ambiguous or theoretical concepts
- Can move forward even though details are unresolved
- Enjoy strategic thinking and creating plans for the future

Your Strengths

- Strategic visioning/planning
- Comfort with ambiguity
- Acting without having all details resolved
- Focus on global vision and future planning

Possible Challenges

- Quality control
- Organization
- Attention to detail
- Focus on day-to-day work operations

Action Strategies

Take more time to examine the concrete data and information that is available to you.

Spend enough time organizing and completing your work so that others do not see you as disorganized or messy.

Check the quality and details of your work before showing it to others.

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Work Style

Planning

Spontaneous and Adaptable



Organized and Planful

Your Style

Make short- and long-term plans

Enjoy thinking about and planning for the future in a structured way

Consider many different contingencies when planning your work

Prefer to make detailed plans before starting a project

Your Strengths

Strategic planning

Future-oriented goal setting

Making detailed plans for projects

Providing clear structure and direction for others

Possible Challenges

Adjusting plans as situations evolve

Beginning tasks without a detailed plan when time is limited or the situation requires an immediate response

Shifting priorities

Making quick decisions

Action Strategies

Time-limited or critical situations sometimes require action without extensive advance planning. Learn to recognize when detailed plans are not necessary or feasible, as this will improve efficiency when quick responding is required.

Regardless of how good a plan or schedule is, it can be affected by unexpected changes. Although you may prefer to stick to a plan, recognize when the situation has changed and shift priorities accordingly.

The desire to plan can result in delayed decision making. Identify when quick decisions are appropriate.

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Problem Solving Style

Problem solving style involves characteristics such as insight, imagination, originality, openness to new ideas, and maintaining an analytical approach to work. Solving problems involves two key tasks, analyzing information and developing solutions. Your personal characteristics influence how you conduct each of these tasks.

Innovation

Rely on Established Methods  Incorporate New Ideas

Your Style

Build upon established methods and avoid unconventional ideas

Practical, pragmatic and grounded

Search for proven solutions and straightforward approaches to problems

Wary of innovative and untested approaches

Your Strengths

Pragmatism and practicality

Use of proven solutions to address immediate organizational needs

Focus on incremental changes and adjustments to improve processes and procedures

Possible Challenges

Generating ideas and innovative solutions

Recognizing the benefits of new and untested ideas

Dealing with significant changes

Remaining open to unconventional ideas

Action Strategies

Keep an open mind to alternative ideas and solutions.

Carefully examine the ideas of others before discounting them.

Learn to recognize when adapting a previous solution is not effective and an original solution is necessary.

Analytical Thinking

Intuitive and Instinctual  Logical and Analytical

Your Style

Logical, analytical and conceptual

Enjoy critically analyzing information

Are comfortable discussing abstract concepts

Look for patterns and themes in data

Your Strengths

Critical thinking and impartial evaluation

Seeking information and asking questions

Using a deliberate and objective approach to problem solving and decision making

Possible Challenges

Making quick decisions with limited information

Taking interpersonal needs into account

Making decisions and moving forward without too much analysis

Action Strategies

Make sure that you do not overanalyze unimportant issues.

Avoid being overly critical of others.

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Dealing with Pressure and Stress

Your approach to work is influenced by how you deal with pressure and stress, and how emotionally controlled and resilient you are. People who tolerate stress well and are able to cope with many demands tend to be successful in high-pressure jobs. Those who are prone to experience stress tend to find success and satisfaction in less demanding occupations.

Self-Control



Your Style

Relatively calm and easy going

Try to conceal emotions which will be interpreted negatively

Can become upset when things frequently go wrong

Slow to anger and generally patient

Your Strengths

Self-restraint and emotional composure

Presenting a calm and diplomatic image when facing difficult situations

Dealing with emotional/tense situations

Possible Challenges

Sharing your true thoughts and feelings with others

Expressing intensity, excitement and impatience may be uncomfortable

Action Strategies

Consider how expressing more enthusiasm and excitement to others will better engage them.

Let others know your thoughts and feelings. This can help you develop more effective relationships with co-workers, subordinates and customers.

Guard against coming across as cold or uninvolved.

Remove yourself from situations where you do not feel you are able to maintain your self-control.

Stress Tolerance



Your Style

Prefer work environments with little high-pressure work

Experience stress quickly

Work most effectively when not under stress

Feel anxiety before major events

Are sensitive to criticism and find it hard to ignore negative comments

Your Strengths

Working on routine, low pressure tasks

Possible Challenges

Remaining calm in tense situations

Constructive use of criticism

Managing stress in an effective way

Action Strategies

Learn stress management techniques.

When you are beginning to experience lots of stress, take a break and work on less demanding tasks.

Try to take criticism constructively, rather than personally, and focus on how it can help you improve.

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Identifying and Managing Change

How you approach and manage change has tremendous influence on the tasks and situations in which your leadership will be effective. For the types of work that involve lots of change, people who describe themselves as flexible and future-oriented seem better suited and report more satisfaction. In work environments with greater stability, people who describe themselves as reliable and focused on the present are generally more successful. Your preferences for identifying and managing change, and the possible impact they have on your life, are discussed below.

Initiative

Prefers Stable Work — 1 2 3 4 5 6 7 8 9 10 — Takes Initiative

Your Style

- Cautiously evaluate new opportunities
- Any change you undertake is well thought out
- Comfortable in positions where responsibilities rarely change
- Uncomfortable having to take initiative without feedback from others
- Make changes only after carefully examining available resources

Your Strengths

- Identifying resources before moving forward
- Moving forward when directed
- Respecting chain of command
- Effective in settings that require management in a relatively stable business environment

Possible Challenges

- Identifying and acting on new business opportunities
- Extending business into new areas
- Being proactive
- Going beyond job requirements

Action Strategies

Be more open to new opportunities and take the initiative to capitalize on them.

Do not let your current responsibilities prevent you from looking to the future.

Watch that your preference for stability does not negatively influence your evaluation of new opportunities.

Adopt an entrepreneurial approach and be more willing to take risks.

Flexibility

Routine and Structure — 1 2 3 4 **5** 6 7 8 9 10 — Change and Variety

Your Style

- As flexible as most people
- Do not mind some change, but may get frustrated by frequent change
- Prefer making change at a slow pace, giving yourself and others time to adjust
- Make changes only when it makes good sense to do so
- Unlikely to make changes for the sake of change

Your Strengths

- Comfort with change
- Adaptability
- Flexibility
- Openness to small- and large-scale improvements

Possible Challenges

- Working with very routine tasks
- Structured work
- Creating stable environment for subordinates

Action Strategies

Approach changes with an optimistic, positive outlook by focusing on how the changes can improve your life.

Identify which tasks you complete best in a structured, routine manner.

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Finding Success When Working Remotely

Working in a remote environment can present new leadership challenges that you wouldn't experience with your team in the office. It changes the way that you interact with others, and impacts how you lead your team and fulfill your responsibilities. The need to connect with others, share ideas, make plans, and delegate remain the same; however, the methods you need to use to address these topics are different. The table below explains how your results on six Work Personality Index scales may influence your approach and how you can adapt to thrive in this environment.

Completing Tasks

Your Style	Enhancing Your Leadership
• Adopt a steady and consistent approach to your work. • Let others initiate change while you take care of ongoing tasks.	• Take action on opportunities that you spot – your team may not see, or act, on them without your encouragement. • Are you relying on methods simply because they are familiar? Would shifting your approach be more effective?
• Operate best in environments that provide a high level of support and value shared decision-making. • Allow yourself plenty of time to consult with people before taking action.	• Trust your judgment to tackle less important issues on your own. • Does your desire for consensus and confirmation limit your ability to operate independently?

Maintaining Relationships

Your Style	Enhancing Your Leadership
• Believe you do your best work when you can work on your own. • Find team tasks inefficient and unproductive.	• Be aware that you may not be seen as a “team player.” • Are your team members feeling disconnected? Schedule opportunities for your team to connect on shared tasks, brainstorm ideas and solve problems.
• Are comfortable reaching out to people you know well, but are less at ease with strangers. • Will initiate conversations if no one else is doing so, or your role requires it.	• Schedule regular touchpoints with your extended social and work networks. • Rely on interactive communication methods to brainstorm ideas and solve problems, and writing to share information.

Leading Your Team

Your Style	Enhancing Your Leadership
• Take a hands-off approach to leadership and provide your team with a great deal of independence. • Like to operate in the background and let others represent the team.	• Your staff may require more guidance and direction than you normally provide. • Is your hands-off leadership approach creating misalignment within your team?
• Focused on tasks. Cool and impersonal when interacting with others. • Value an objective and logical approach to making decisions.	• Your team may not always find you supportive. An overly logical approach can often come off as cold or critical. • Don't overlook the contributions of others.

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Bring it all together

The preceding pages have looked at your personality and how it affects your leadership behaviour. To get the most out of your report, you need to take this information and determine how it can help you become a more effective leader. A great way to start is to go through the report and note your strengths and the areas that you believe require development. Ask yourself the questions below.

- What are the implications of the information in the report?
- What is favourable? Unfavourable?
- What are your strengths?
- Which of the strengths do you mostly rely on?
- What strengths could you use more?
- What are your developmental needs?
- What are your most surprising and least surprising developmental needs?
- How do your strengths and developmental needs affect how others see you and interact with you as a leader?
- How does the information fit with your career goals?

Strengths you have identified as those you could use more often are good areas to focus on, and typically will give you the greatest benefit. Most surprising developmental needs often indicate blind spots and have the potential to be most troubling – so paying attention to them will also bring many benefits.

To help you undertake a thorough analysis of the information, the following two pages have a number of tables that will assist you in answering these questions. The worksheets are great places to write any issues, ideas or themes that you think are important to your development as a leader.

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IDENTIFYING YOUR STRENGTHS

Your Strengths	Issues, Ideas and Themes related to these Strengths

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IDENTIFYING YOUR DEVELOPMENTAL NEEDS

Your Developmental Needs	Issues, Ideas and Themes related to these Developmental Issues

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Bring it all together

PUTTING TOGETHER AN ACTION PLAN

The next step is to create a plan that focuses on central, critical issues that will have the most impact on your performance. Use the analysis that you completed on the previous pages to assess which areas are most critical for you. Go back to the body of the report and look closely at the Action Strategies for each of the areas you have identified as critical. These strategies may be a useful starting point for you to put together an Action Plan.

ACTION PLAN

A realistic and practical sense of direction is essential for reaching your desired goals. Your goals should be tied to your strengths and work-related interests. By working through the following questions, you can create developmental goals that will allow you to make the most of your potential. The clearer your goals, the easier it will be to motivate yourself to pursue them.

- What are your overall career goals?
- What specific skills and competencies do you want to learn more about, or aim for in the future?
- What experience, education or training do you need to get in order to prepare for the next stage of your career?
- What are the most significant things you can do to improve your leadership effectiveness and satisfaction?
- What do you need to start doing to ensure you reach the goals you desire? List the specific steps and activities.
- Are there some actions and behaviours that you need to stop doing?
- What deadlines do you need to set to make sure you reach your goals?

Use the form on the following page to develop your Action Plan.

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ACTION PLAN

Skills and competencies you would like to develop	Steps needed to develop these skills and competencies	Resources needed	Time Frame

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