WORK PERSONALITY INDEX

DEVELOPMENT

John Sample

Psychometrics

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Your 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 Development Report is designed as a tool for professional growth. It contains interpretive notes that can be useful for increasing your success at work in and in life. The focus of the report is on personal characteristics and behaviors that influence how you perform in a work setting, and the report contains information about your strengths and techniques for increasing your effectiveness.

Higher scores do not mean a better fit for the role you are in or are aspiring to achieve. 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? If so, which Personal Development Strategies will help me harness this strength further?
- Has this preference been a challenge for me in the past? If so, which Personal Development Strategies will help me adapt accordingly?

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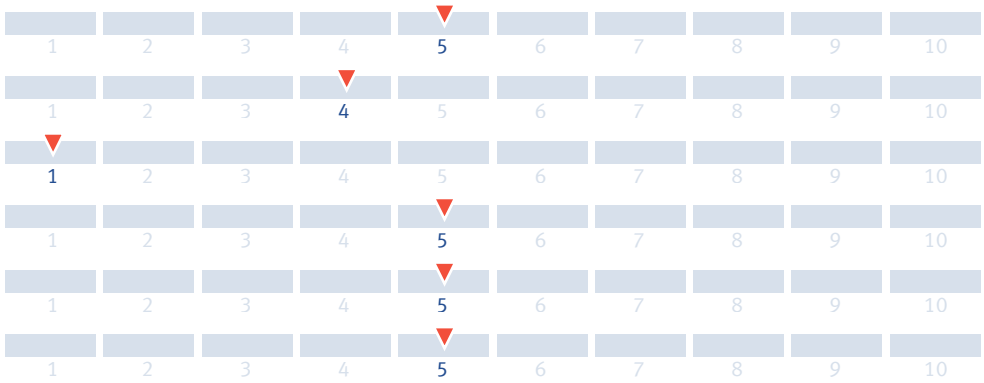
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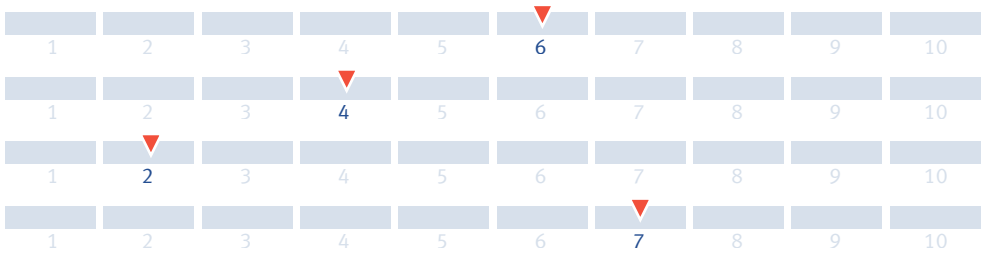
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Your Profile

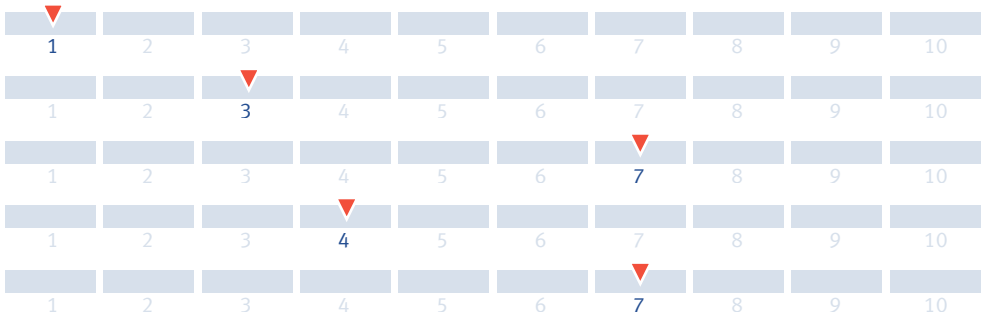
Energy and Drive



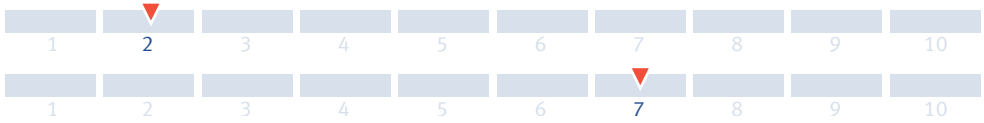
Working with Others



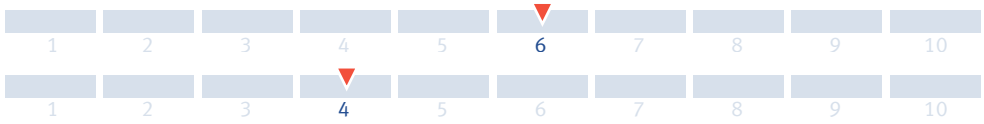
Work Style



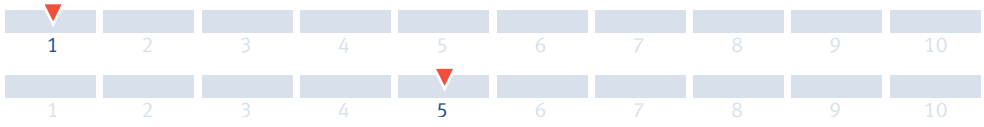
Problem Solving Style



Dealing with Pressure and Stress



Identifying and Managing Change



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Energy and Drive

This section of the report examines the energy and drive you bring to your work and life. These areas directly relate to how you move forward and what you strive to achieve. More than any of the other areas in this report, Energy and Drive examines how you present yourself to the world, your leadership style, how you deal with challenges and obstacles, and how you work towards your goals.

Energy



You are as energetic as most people. You probably enjoy work that involves some mental or physical challenges. Yet you may become tired if your work requires too much energy. Overall, your style is marked by a balanced approach between working on demanding tasks and periods of relaxation. As a result, when your work requires either too much energy or is not very involving you will begin to experience dissatisfaction.

Personal Development Strategies

- Learn to recognize when you are getting busy so that you do not overcommit yourself.
- Because you have a preference for both challenging and routine work, 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



Overall, you are easygoing and tend to find happiness where you are. While you are slightly competitive, you prefer to set achievable goals and do not adopt a win-at-all-costs attitude. As a result, you tend to find satisfaction in work environments where collaboration is more important than competition. You appreciate a balanced approach that reflects the importance of your work and personal life.

Personal Development 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.
- Set more difficult goals and work hard to achieve them.

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Energy and Drive

Leadership



You tend to avoid positions of authority and are unlikely to want to take charge of people or projects. When placed in a leadership role, you will not exert much pressure on people. Instead you usually adopt a highly consultative style. Your approach to working with others allows you to be effective in positions where tasks are completed by teams, and you are not required to adopt a directive leadership style. People such as you prefer to lead by example, rather than tell others what to do.

Personal Development 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



You have an average level of social confidence and are generally comfortable in most social situations. Your comfort in social interactions will depend on the context and environment. In general, you do enjoy spending time with people you know well but you are not intimidated by the idea of meeting new people. You are likely to be most comfortable speaking with others when you feel that you command the material you are discussing.

Personal Development 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



You have a slight preference for persuasion and influence, and enjoy negotiating with people on issues you feel are important. You are willing to argue your position in situations where you feel the topic is of interest and where you have expertise. If the topic is not important to you, you will probably have trouble trying to persuade others of your position.

Personal Development Strategies

- Assess each situation individually 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



You prefer a balance of having multiple tasks to complete and being able to focus on a single task. You feel that you can put a reasonable amount of focus and responsibility when you have a number of tasks to deal with at the same time. However, having too many tasks may lead you to feel that you are unable to provide sufficient concentration on each task.

Personal Development 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 workwith others. Knowing your preferred approach for working with others is important because it influences both the types of work and personal interactions that you will find satisfying.

Outgoing



Your preference for interacting with others and meeting new people is like most individuals. You may feel at ease in most social situations, and probably come across as warm and friendly. However, you also value having some time alone, where you can collect your thoughts. At work, you will likely be effective in settings that provide a balance of extraverted and introverted tasks.

Personal Development 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 keep some of your thoughts to yourself.

Teamwork



You prefer to work independently and feel that you are most effective when you work alone. People with your style often feel hampered when working on teams. As a result you prefer to avoid tasks that are completed by teams. Your ability to work independently likely enhances your comfort providing constructive criticism and making difficult decisions. Others may see you as distant, but your preferences allow you to be effective in settings where most of the work needs to be completed independently.

Personal Development Strategies

- Watch that your independence does not prevent you from recognizing how others can make an important contribution.
- Keep a check on your tendency to be critical and unsupportive of group efforts. This tendency 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



You appear to be most comfortable maintaining formal relationships with others. People should see you as reserved, while you view your behaviour as professional. People with your style tend to be selective with their sympathy and support, but are willing to help when individuals are in serious trouble. You may believe that people should be able to solve most of their own problems. Your style is often effective in positions where decisions that negatively affect others need to be made frequently.

Personal Development 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 your decisions will have 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 more effective in leadership, sales, and customer service roles.

Democratic



When making important decisions you like to consult with others. Allowing people to have a say in the decision-making process helps ensure that you consider most options. Your democratic style is effective in settings where decisions are rarely made independently and you may need to put the ideas of others ahead of your own. While you value consulting people, you are willing to ignore their advice if it strongly clashes with your own thinking.

Personal Development Strategies

- Make decisions that are not very important on your own, or with limited feedback.
- When decisions need to be made quickly, only consult key people and do not try to take everyone's ideas into consideration.
- Learn to recognize when your consultative style is taking too long to make a decision.

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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



You are willing to shift priorities, move deadlines, and leave work unfinished. This allows you to adjust your work schedule frequently in order to meet pressing needs. While it will hamper your performance in structured settings where priorities rarely change, you will probably work well in positions that have frequently changing priorities.

Personal Development 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



You prefer work that can be completed quickly and with relative ease. When approaching new tasks, you rarely commit time and resources to projects that have little chance of success. People such as you tend to enjoy work that allows them to switch tasks when bored. You may also be easily distracted. As a result, you are more effective at working on intensive tasks when disruptions are kept to a minimum.

Personal Development 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



You generally enjoy following rules and regulations and tend to stick closely to guidelines. You come across as someone with a high level of integrity, and you do most things by the book. As a result, you do not mind working in structured settings where there is little variation in how tasks are completed. However, you are somewhat willing to evaluate and ignore regulations if they are no longer effective. People with your style tend to follow instructions closely. As a result, leaders usually consider people like you easy to supervise.

Personal Development Strategies

- Willingly adapt and change regulations and work structures if they can be made more efficient and the changes do not result in serious consequences.
- Frequently review whether the guidelines that direct your work remain useful.
- At times, sticking with how your work has been done in the past may not be in your best interest. A more questioning attitude that reviews how your work could be completed better may be more appropriate.

Attention to Detail



You report having a preference for focusing on global issues. As a result, you may enjoy tasks that look at the big picture and let you leave the checking of details to others. People should see you as expedient when it comes to meeting deadlines. Completing tasks according to schedule is probably more important to you than having everything finished perfectly. When things need to be done quickly, you are willing to cut corners to get it done.

Personal Development 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



You feel most at ease with the structure of detailed plans and believe that efficient work routines are established with long-term plans. You enjoy making detailed plans before starting a project. People like you enjoy thinking about and planning the future in a structured way. This enables you to provide clear structure and direction for others. Having to start a project without a detailed plan or when time is limited may lead to feelings of frustration or stress.

Personal Development 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.
- Do not neglect your own needs. Maintain your focus on planning, strategizing, and scheduling whenever it is beneficial or appropriate.

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Problem Solving Style

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

Innovation



You prefer using and building upon established methods. When change is required, you tend to come up with practical ideas that bring about incremental change. Others may see you as pragmatic and grounded. You appreciate proven procedures and have an inherent distrust for ideas that have not yet shown their usefulness.

Personal Development Strategies

- Keep an open mind to unconventional ideas and solutions.
- Carefully examine the ideas of others before discounting them.
- Learn to recognize when adapting a previous solution is not effective and a more creative, original solution is necessary.

Analytical Thinking



You are more analytical and deliberate than most people. You take your time to think things through, and gather as much information as possible before moving forward. In settings where mistakes can lead to serious consequences, your analytical approach is very desirable. People with a similar style prefer to rely upon in-depth analysis rather than their intuition. While this results in few mistakes, it can be difficult to make rapid decisions.

Personal Development Strategies

- Do not analyze unimportant issues for a long period of time.
- Begin trusting your intuition when developing solutions.
- Avoid being critical of others with a less analytical style.

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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 experiencing stress, tend to find success and satisfaction in less demanding occupations.

Self-Control



You see yourself as relatively calm and easygoing, but do get upset when things go wrong. In this way you are similar to most people. Generally you try to conceal your emotions if they will be interpreted negatively. While you prefer to maintain a high level of self-control, most people are able to recognize your feelings. When you interact with others, it is unlikely that they see you as either uninvolved or overly emotional.

Personal Development Strategies

- In situations where you begin to feel upset, work hard to maintain your self-control and avoid expressing negative feelings.
- When upset, count to 10 and carefully evaluate your thoughts and feelings before you speak your mind.
- Walk away from situations where you do not feel you are able to maintain your self-control.

Stress Tolerance



You prefer work environments with little high-pressure work. Compared with others, you tend to be less relaxed about things. You may feel anxiety before major events and are relieved when they are over. To manage your anxiety, you may spend lots of time planning. As a result, you tend to be well prepared. Like most people with your style, you are sensitive to criticism and find it hard to ignore negative comments.

Personal Development Strategies

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



You prefer occupations where the content of your work rarely changes. You are not overly interested in new challenges, and when opportunities do present themselves you adopt a cautious approach. Any enterprise or change that you undertake is well thought out. You probably do not describe yourself as entrepreneurial, but see yourself as a stable, reliable worker. In the long run, you are usually more comfortable in positions where your tasks change infrequently and your responsibility for identifying business opportunities is kept to a minimum.

Personal Development 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



Your level of flexibility is similar to that of most people. Therefore, while you do not mind change, you value having some stability and predictability in your work. When your work requires too much adaptation, you may begin to feel overwhelmed. When change is required, you prefer that it occurs at a slower pace, which allows you time to adjust. It is unlikely that you make changes for the sake of variety, instead making minor adjustments only when it makes good sense to do so.

Personal Development Strategies

- Adopt a more flexible attitude to increase your effectiveness in work settings where there is frequent change.
- 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 bring challenges that those who work from the office may not experience. It changes the way that you interact with others, and impacts how you complete tasks and fulfill your responsibilities. The need to connect with others, share ideas, make plans, and execute remain the same; however, the methods you need to use to address these topics are different. The table below explains how your results on four Work Personality Index scales may influence your approach and how you can adapt to thrive in this environment.

Completing Tasks

Your Style	Enhancing Your Style
• Adopt a steady and consistent approach to your work. • Let others initiate change while you take care of ongoing tasks.	• Beware of sticking with methods that are familiar but no longer effective. • Take action on opportunities that you spot – others may not see them.
• Operates best in environment that provide a high level of support. • Allow yourself plenty of time to consult with people before taking action.	• Trust your judgment to tackle less important decisions on your own. • Be aware that your desire for consensus and confirmation from others can come across as a lack of autonomy.

Maintaining Relationships

Your Style	Enhancing Your Style
• Believe you do your best work when you can work on your own. • Find team tasks inefficient and unproductive.	• Consider if a specific task would be best addressed with a team approach, and act accordingly. • Be aware that you may not be seen as a “team player.”
• 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.

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Bringing it all Together

The Work Personality Index Development Report is designed to help you understand your unique strengths and identify areas to enhance your personal and professional effectiveness. The personal characteristics measured by the Work Personality Index have both positive aspects and liabilities. Your goal in using this report should be to learn about yourself, so that you will be able to capitalize on the assets of your characteristics and minimize the effect of their potential downside. The more you understand about how you approach situations, the better you will be able to work to your full potential and make decisions that result in greater satisfaction. The planning steps below should help you increase your self-knowledge and identify areas of strength and development.

- First, read through your report a number of times. Pay close attention to what it says about you and highlight the statements you believe describe you best. List these in the "Identifying your Strengths" template that can be found later in the report.
- Second, underline the statements that surprise you or indicate areas where you could improve your effectiveness. Consider these qualities and ask people who know you well about them to see whether they are true. Work on this and use the "Identifying your Developmental Needs" template.
- Develop a plan to avoid or guard against the behaviours that may lower your effectiveness and performance. Create a list of areas to address that will help you improve your work and personal life. Carefully examine your current environment and set some realistic goals for increasing your effectiveness. Then consider your future goals and outline adjustments you could make that would enable you to reach them. Use the "Action Plan" template to assist you in this task.

Changing your approach to tasks, people and the environment requires a committed effort and time. Our preferences are not easy to change, but with practice, people can become adept at adjusting in order to meet the needs of their immediate situation. As you continue to develop your strengths, review your progress with those who know you well, and can help you remain focused on your goals and provide feedback regarding your progress.

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Bring it all together

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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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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