

WORK PERSONALITY
 **INDEX**
DEVELOPMENT

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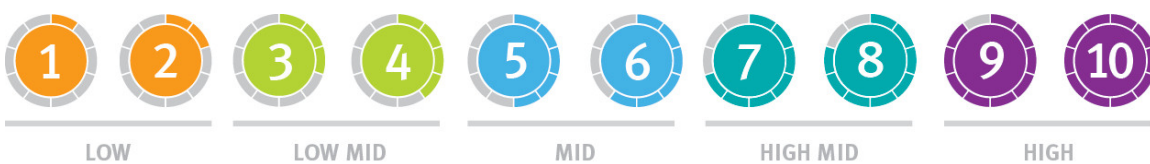
Your Report

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. The WPI Development Report is designed as a tool for professional growth. It contains interpretive notes that can be useful for increasing your success at work and in life. The focus of the report is on personal characteristics and behaviours that influence how you perform in work settings. The WPI measures 21 traits that provide a comprehensive overview of your work personality. This report contains information about your preferences, strengths, and techniques for increasing your effectiveness in the areas shown in the model below.



When reading your results, it is important to avoid reading good or bad into any of the statements. Human characteristics can be either a strength or weakness depending on the situation. What may be an asset in one setting can be a liability in another. Everyone has strengths and areas that may require improvement. As a result, some parts of this report will appear to be positive and other parts may concern you. If, after reflection, the information still seems to be at odds with your experience, you might want to discuss it with someone who knows you well.

Your results on the WPI scales are presented as Sten Scores, which range from 1 to 10. These scores compare your responses on the WPI items to those of a large sample of working adults. The number in the middle of the circle indicates your score on the scale. The range of scores is shown below.



Your Profile

Energy and Drive



Energy



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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 an active individual with a high level of energy and stamina. You should enjoy work that is mentally or physically challenging, and you like to keep busy. Others may think you have an inexhaustible amount of energy and drive. You probably work well in demanding circumstances and may become bored if your work is slow-paced.

Personal Development Strategies

- Learn skills to help you relax and approach tasks in a less hectic manner. Recognize that not everyone shares your level of energy.
- You tend to enjoy being very active. Therefore, you need to keep a check on your tendency to become involved in too many things.
- Learn to recognize when you are too busy so that you do not overcommit yourself.

Ambition



Overall, you are more competitive than the average person. You recognize that setting goals and putting forth a committed effort are required to get ahead. You also describe yourself as ambitious and somewhat competitive. This is seen in your desire for success and your hard work to get it. Like most ambitious people, you challenge yourself in many ways: setting difficult goals, comparing your performance to others, and exhibiting a desire to win. You also value some balance between your work and personal life. Therefore, while others see you as driven, few would classify you as a workaholic.

Personal Development Strategies

- In some situations your competitive approach may not help you reach your goals. Recognize when your competitive style conflicts with others and adopt a more easygoing approach.
- Consider activities that will allow you to balance both your personal and career responsibilities.
- Avoid seeing less ambitious individuals as lazy or unmotivated.

Energy and Drive

Leadership



You appear to enjoy being in positions of authority as much as most people. When necessary, you are willing to assume leadership and take charge of projects. However, you do not come across as someone who always wants to be in charge. In leadership roles, you may adopt a leadership style that is characterized by a balanced mix between consultation and direction. As a result, you will likely be more effective in positions where this form of leadership is required.

Personal Development Strategies

- Review the situations you encounter at work and evaluate how your leadership style influences success in these situations.
- When your preferred leadership style is not effective, learn to adjust or allow others to assume the leadership role.
- Step in and take charge when you have the most appropriate skills and knowledge, or your leadership style is most effective.

Social Confidence



You are comfortable and self-assured in social situations and enjoy attention from others. When meeting people for the first time you quickly feel at ease. You enjoy starting conversations with anyone you meet. You like being the centre of attention and feel self-assured and capable when speaking in front of others. You feel equally confident in formal as well as informal settings.

Personal Development Strategies

- Your self-confidence can be overwhelming and intimidating for others, particularly people who are more timid. Learn to solicit engagement from others who appear to be sitting on the sidelines. They may have great ideas but are intimidated by your exuberance.
- It is easy for you to dominate a group setting or conversation. Consciously take a step out of the spotlight sometimes. This provides an opportunity for others to shine, as well.
- When working in a group setting, give others the opportunity to engage and take charge. Your confidence may result in you naturally taking the lead, but others may also appreciate the opportunity to take on that role.

Energy and Drive

Persuasion



You are comfortable engaging in negotiations and debates. You like to persuade people to accept your ideas or perspective. People such as you enjoy negotiating, bargaining and selling and have a talent for influencing people. You are unlikely to immediately recognize positions that are not in agreement with yours without a great deal of debate.

Personal Development Strategies

- Your skills at arguing your positions can sometimes result in pursuing acceptance of your perspectives unyieldingly. Remember to take a step back from the debate to consider other opinions that may be different from your own but equally valid.
- Learn to actively listen to the opinions of others, even in the middle of debating. You will find that other people have perspectives that can add another element to your own thoughts when incorporated into your view.
- Compromising is an important skill. The best outcome or approach will not always be yours, but a combination of your and others' views.

Multi-Tasking



You feel most effective with many tasks on the go and enjoy having many different things to do at once. You feel comfortable juggling a busy schedule and coping with multiple demands. You prefer to be given new tasks before you finish the task you are presently working on. People like you enjoy the challenge associated with new responsibilities.

Personal Development Strategies

- Although you are skilled at dealing with multiple demands, make sure you don't take on too many tasks at one time. Assess the situation before assuming additional responsibilities.
- Juggling many responsibilities can result in a lack of focus, which can be challenging with complex tasks. Recognize when tasks require your focus and put everything else aside when working on it.
- Timelines can be affected when you have many pressing demands. Remain cognizant of deadlines. Use techniques that work for you to ensure those deadlines are met, such as scheduling, "to do" lists, or delegating.

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

WPI measures four traits that relate directly to how you work with 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



You are outgoing and sociable. Like others with a slightly extraverted style, you enjoy meeting new people and are comfortable in groups. You feel at ease in most social situations, and others probably see you as warm and friendly. While you enjoy making new acquaintances, you also value having some time alone to collect your thoughts. Your sociability allows you to work effectively in positions where you need to deal with strangers; however, you will find the most satisfaction in settings that also give you some time to yourself.

Personal Development Strategies

- When meeting new people, watch that you are not too outgoing and talkative. Give others an equal opportunity to talk and say what they think.
- Review your opinions before you discuss them with people you do not know very well. Outgoing people such as you can say things they later regret.
- Focus more on gathering information from other people, rather than presenting your own thoughts and ideas.

Teamwork



You enjoy working closely with others, but do not mind some independent work. You tend to adopt a co-operative attitude and like working collaboratively with people. This is offset with some appreciation for independent tasks that allow you to work on your own. People such as you are usually effective in settings that involve a lot of teamwork but require you to work independently some of the time.

Personal Development Strategies

- Identify the tasks you complete well when working independently, and those you complete well when working with others.
- Work independently on tasks that you can complete effectively on your own. Involving others in these activities is often inefficient.
- Do not avoid making difficult decisions because of your desire to work collaboratively. In some situations providing critical feedback and making unpopular decisions will increase your effectiveness and the effectiveness of your colleagues.

Working with Others

Concern for Others



You have an above average level of concern for others. As a result, you come across as caring and sensitive. Most often you are aware of others' feelings, and you are responsive to emotional and social nuances. At times, you prefer some emotional detachment, and you may be somewhat selective with your support. Your personable style allows you to be effective in work settings where gauging the thoughts and feelings of others is important. However, your preferences can make it difficult for you to make decisions that affect people negatively.

Personal Development Strategies

- When making a decision, watch that you do not give too much consideration to how it affects others.
- In some situations you may be more effective if you maintain a formal relationship with people.
- Guard against your tendency to take on the problems of others.
- Ensure that your level of concern does not come across as being nosy or meddling.

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.

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 place a lot of importance on meeting deadlines and work hard to complete your tasks according to schedule. Others should see you as dependable, responsible and conscientious. When working with colleagues, you may frequently stress the importance of completing work on time. You are somewhat willing to shift priorities and move deadlines if something extremely important comes up. However, your preference is to meet all your obligations as they were originally set out.

Personal Development Strategies

- Be open to adjusting your priorities at work. This will allow you to complete more pressing demands first.
- Guard against promising more than you can realistically deliver. When faced with too many tasks, you may experience stress and dissatisfaction meeting the deadlines you have set for yourself.

Persistence



Overall you are probably as persistent as the average person. In practice, you are motivated to complete your work, but may lack persistence with uninteresting or difficult tasks. Like most people, you tend to become tired if your work involves overcoming a lot of obstacles. The major benefit of your style is that you will rarely commit too much time and resources to projects that have no realistic chance of success.

Personal Development Strategies

- Watch that you do not give up on projects that are difficult but worth completing.
- Find ways to limit distractions that take you off task.
- Make time for yourself to work on projects that are less demanding.

Work Style

Rule-Following



You adopt a slightly casual approach toward work procedures and codes. As a result, you are willing to bend or break rules in order to make progress. People with a similar style prefer general guidelines to precise regulations and are willing to ignore them as soon as they hinder their work. You may have a slight dislike for bureaucracy and tend to resist close supervision. Your ability to recognize when regulations are no longer relevant allows you to adjust quickly in a changing environment.

Personal Development Strategies

- Recognize that some procedures are implemented and maintained for legitimate reasons.
- When bypassing procedures at work, carefully question your motivation for doing so. Is it because the changes make you more effective, or because you are tiring of the structure?
- Be more willing to accept some supervision and guidance on how you complete your work.

Attention to Detail



You report having an eye for detail that is similar to most people. When your work occasionally requires you to pay close attention to details, few things will slip past you. Yet people such as you have only a moderate preference for working with details. When things need to be done quickly, you appear to be somewhat willing to cut corners to meet deadlines. You work hard at striking an appropriate balance between the efficiency and exactness of your work.

Personal Development Strategies

- You are not naturally inclined to focus on specific details. Take time to identify the work settings and tasks that you may find unsatisfactory or tiring because of this.
- Make decisions based on your intuition as well as concrete data.
- Check the quality and details of your work before showing it to others.

Work Style

Planning



You feel most at ease in a flexible environment. You approach work with a spontaneous style that involves spur-of-the-moment decision making. You will often start a task without having a detailed plan in place. You are likely to think that detailed plans inhibit your ability to do your work. You are more spontaneous and like reacting to shifting priorities as they arise.

Personal Development Strategies

- Your tendency to begin tasks quickly may result in taking action that does not sufficiently consider important factors. Before you jump into a task, remember to take a step back and consider the important details.
- Some people will require more structure and planning to feel comfortable in their jobs. Remember to provide others with clear direction and structure as needed.
- Make sure you identify the times when plans are necessary for success, then stick to the plan.

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 report having a level of creativity and innovation that is similar to most people. You enjoy solving problems, and like finding solutions that are both original and practical. Like most people, you are fairly open-minded, but would rather examine proposals and solutions that are well grounded. People such as you are as likely to build upon someone else's ideas as they are to come up with their own.

Personal Development Strategies

- Keep an open mind to unconventional ideas and solutions.
- Carefully review the ideas of others before discounting them.
- Maintain a balance between developing creative ideas and focusing on the practical aspects of the job at hand.

Analytical Thinking



You prefer using your intuition to solve problems. Rather than analyze large amounts of information, you tend to follow your instinct. As a result, you reach conclusions quickly and come across as decisive. Your slightly less cautious style is commonly found among individuals who enjoy risk and are more entrepreneurial in nature. In work environments where speed is of the essence, you will probably fit in well.

Personal Development Strategies

- While your intuition is a key strength, avoid making important decisions with limited information.
- Take the time to carefully analyze information.
- Discuss your ideas and solutions with people who have a more analytical style.
- Too much analysis and discussion is not your preferred style and may be tiring for you. Recognizing when you are beginning to tire will help you avoid making mistakes.

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



Compared with others you are relatively calm and easygoing. You tend to keep your emotions in check and rarely get upset when things go wrong. You prefer to maintain a high level of self-control, often so well that people who know you are not aware of your feelings. People with a similar style may experience anger but are unlikely to express it. In tense situations you rarely say things you regret, and you are comfortable working in settings where emotions run high.

Personal Development Strategies

- Show enthusiasm and excitement to your colleagues.
- Let other people know your thoughts and feelings. This will help you develop closer relationships with colleagues and customers.
- Guard against coming across as cold or uninvolved.

Stress Tolerance



Your ability to tolerate stress is above average. You do not mind working in demanding situations and cope well in high-pressure work environments. While too many demands may leave you tired, you are seldom overwhelmed. People such as you usually find it easy to relax and can act as a calming influence on others in tense situations. You may find it easy to manage stress in an adaptive way, and usually see yourself as relatively stress-free.

Personal Development Strategies

- Because you tolerate stress well, you may not put enough planning and preparation into tasks. Watch that your lack of anxiety does not negatively affect your level of preparation.
- Limit your exposure to routine, low-pressure work. These types of activities will probably leave you feeling bored and lethargic.
- Help your colleagues maintain a calm, relaxed attitude in tense situations.

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



People like you have a keen interest in looking for new opportunities and quickly capitalizing on them. They also enjoy looking for ways to improve their work. As a result of your proactive style, you may be quite willing to take on extra responsibilities to make the most of any opportunity you identify. You enjoy overcoming challenges and are prepared to do extra work. However, if too many responsibilities are added to your workload, you may begin to experience stress.

Personal Development Strategies

- Make sure that your desire to identify and make the most of new opportunities does not come at the expense of fulfilling your current responsibilities.
- Discuss the opportunities you have identified with others before acting on them.
- Complete your stable, mundane tasks at work, even if they are boring.
- Make sure that you do not take on so many new responsibilities that you cannot complete them all satisfactorily.

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.

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 WPI 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.

Bring it all together

IDENTIFYING YOUR STRENGTHS

Your Strengths	Issues, Ideas and Themes related to these Strengths

Bring it all together

IDENTIFYING YOUR DEVELOPMENTAL NEEDS

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

Bring it all together

ACTION PLAN

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