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About this Report

The Work Personality Index [®] Leadership Report describes key features of your personal style to help you understand your role as a leader and maximize your impact. This report examines your results on 21 personality scales that influence your leadership style. The Work Personality Index Model is illustrated below.



In each of these areas this report describes your leadership style, strengths and challenges. Each section ends with action strategies that you might consider for your leadership development. 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



Ambition



Leadership



Social Confidence



Persuasion



Working with Others



Outgoing



Teamwork



Concern for Others



Democratic

Work Style



Dependability



Persistence



Rule-Following



Attention to Detail



Problem Solving Style



Innovation



Analytical Thinking

Dealing with Pressure and **Stress**



Self-Control



Stress Tolerance

Identifying and Managing Change





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

Prefer to work at a steady pace Sparing with your time Avoid overcommitting yourself Get worn down in highly demanding settings

Your Strengths

Working in slowpaced settings Not overcommitting yourself Relaxation Patience

Possible Challenges

Maintaining stamina for long periods of time

Energy level

Remaining physically and mentally active

Working in very demanding environments

Action Strategies

Try to commit more time and energy to your work. This can improve your personal effectiveness in a number of work settings.

Show vigour and enthusiasm when interacting with others. Other people may see your relaxed attitude as indifference or a lack of motivation.

Be more generous with your time and energy. Often after beginning a project or activity, you will find that the energy requirements are not that extensive.

Ambition



Your Style

As competitive as the average person

Recognize that setting goals and working hard are required to get ahead

Set achievable targets

Appreciate the value in career advancement and the value in applying skills to your current setting as well

Will push yourself and subordinates, but do not come across as a workaholic or taskmaster

Your Strengths

Focus on results

Competitiveness

Goal setting

Drive for achievement

Measuring progress

Possible Challenges

Working in both overly competitive and noncompetitive environments

Collaboration

Working in positions with very few opportunities for advancement

Action Strategies

Consider how your level of ambition and competitiveness influences the balance between your career and personal responsibilities.

In some situations your competitive style may not be appropriate. When working on teams or with other individuals, it may be more effective to adopt a less competitive style.

Energy and Drive

Leadership



Your Style

Tend to avoid directive leadership positions

Adopt a consultative leadership style when in charge

Prefer not to exert pressure on people

Comfortable following the leadership of others

Would rather lead by example than tell others what to do

Collaborate rather than dictate

Your Strengths

Consultation

Collaboration

Being a team player and effective

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

Feel shy and timid around new people

Are often uncomfortable with social interactions

Prefer not to be the centre of attention

Prefer to interact with people you know well

Your Strengths

Engaging in groups without dominating discussions

Presenting yourself in a way that is not intimidating to others

Allowing others to receive attention or be in the spotlight

Possible Challenges

Engaging in interactions with new people

Presenting information to a group

Starting conversations comfortably

Presenting your competence and skills

Action Strategies

When possible, create situations that maximize your comfort when meeting new people. For example, meet people one-on-one or by being introduced through a mutual acquaintance.

When you need to present information to a group, be well prepared and mentally rehearse the presentation.

Remember that you have some unique competencies and skills, which others don't have and can benefit from. Identify your greatest skills and where you can use them most effectively.

Energy and Drive

Persuasion



Your Style

Prefer to avoid bargaining and negotiating

Dislike pressuring people to change their opinions or perspectives

Are not interested in selling

Find it difficult to influence people

Your Strengths

Considering the opinions of others

Adjusting your opinion based on the feedback of others

Recognizing the value of other perspectives

Accepting the status quo

Possible Challenges

Challenging faulty beliefs

Presenting contentious information

Convincing people to accept new ideas or perspectives

Sharing and convincing others of your expertise

Negotiating and bargaining

Action Strategies

Remember that you have areas of expertise that others should hear and recognize. Although it may be difficult, push through the discomfort of challenging others and let your opinions be heard.

Learn to challenge others' beliefs or the status quo when they seem faulty or incomplete. Your perspective can shine light on the shortcoming and may help improve the current perspective.

Presenting an unpopular opinion can be difficult but is sometimes necessary. To help build comfort and fluency in presenting this type of information, identify key points you want to make and mentally practise the discussion.

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

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.

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.

Outgoing



Your Style

Rarely seek people out

Introverted, reflective and quiet

May prefer written communication over verbal

Take time to thoroughly understand something before expressing yourself

Think very carefully before you present your

Avoid calling attention to yourself in groups

Do your best thinking when alone

Your Strengths

contact

Listening and soliciting opinions Working with infrequent personal

Formulating ideas on your own

Possible Challenges

Meeting and engaging people Establishing contacts/networking Presentation skills

Sales orientation

Action Strategies

Introverted individuals such as you often need time to think things through before responding. Make sure you give yourself enough time to formulate your thoughts when considering serious issues.

Practise deciding when it's better to consider your ideas versus expressing them immediately. You may also want to consider speaking up for what you want more often. Your ideas may not gain frequent traction because you rarely present them outright.

In some situations you may be more effective by speaking up for your ideas immediately and allowing your opinions to be formed by the discussion that follows.

Develop a greater comfort with meeting new people and presenting your ideas in front of others. Perhaps practise in small groups to get started.

Teamwork



Your Style

Prefer a mix of independent and group work

Usually co-operative and like working collaboratively with people

Do not mind working independently some of the time

Most comfortable in settings that require a balanced mix of collaborative team leadership and directive leadership

Your Strengths

Working with others

Supporting group efforts

Developing personnel

Sharing expertise

Co-operating and encouraging

Working alone when necessary

Possible Challenges

Always working alone

Providing critical feedback

Giving subordinates freedom to work independently

Action Strategies

Identify the areas in which you feel most comfortable adopting a collaborative leadership style, and those in which you work well when using a directive style.

Use a directive style to delegate tasks that people can complete effectively on their 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 the people who work for you.

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

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

Like to make decisions independently Self-reliant and willing to stand alone Work without consultation or supervision Rarely seek advice from others Willing to go against popular opinion Will ignore the advice of others if it clashes with your own thinking

Your Strengths

Independent decision making Working without consultation Going against popular opinion Decisive decision making

Possible Challenges

Consultation and collaboration **Building consensus**

Involving others in decision making

Soliciting information when forming plans

Gathering diverse opinions

Action Strategies

Consult with others when you need to make important decisions, or when mistakes could result in serious consequences.

Control your tendency to ignore the advice of others.

Be more supportive of group decisions and seek out input and guidance from others.

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



Your Style

Work hard to complete tasks according to

View deadlines as somewhat flexible

Willing to shift priorities

Your Strengths

Adjusting work schedules Willing to shift priorities

Possible Challenges

Meeting all of your obligations and deadlines

Sticking to schedules

Action Strategies

Ensure that you complete important tasks on schedule so that you do not come across as unreliable or irresponsible.

Watch that you do not take too casual an approach to deadlines.

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

Persistence



Your Style

Persistent, enjoy overcoming obstacles, work until job is finished

Persistent and do not give up easily

Stay with project to its conclusion

Take repeated action to overcome obstacles

Find it easy to work through distractions

Rarely off task

Strong focus on getting the job done

Your Strengths

Perseverance

Follow-through

Getting job done

Freedom from distraction

Possible Challenges

Recognizing when projects are not worth expending further resources

Maintaining work-life balance

Action Strategies

Learn how to recognize when a project is no longer worth the effort or resources to complete.

Avoid seeing less persistent individuals as uncommitted.

Guard against your tendency to commit too much energy to things. You may be more effective if you let certain things go.

Work Style

Rule-Following



Your Style

Prefer general guidelines to specific operating procedures

Willing to bend or adjust rules and processes in order to make progress

Dislike bureaucracy and highly structured work environments

Provide broad directions to subordinates

Willing to consider a number of different ways to complete a task

Your Strengths

Changing guidelines and work procedures

Working in unstructured organizations

Comfortable with some uncertainty and ambiguity

Challenging current processes and seeking improvements

Possible Challenges

Working in highly structured organizations

Completing tasks according to an inflexible set of procedures and guidelines

Establishing detailed work processes and policies

Action 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



Your Style

Organized, methodical and orderly Pay careful attention to details Set high standards

Have a strong desire to do things right

Focus on operations

Your Strengths

Quality control

Organization

Attention to detail

Focus on day-to-day work operations

Standard setting

Possible Challenges

Ambiguity is uncomfortable

Strategic visioning/planning; lack of focus on global vision and future planning

Acting without having all details resolved

Action Strategies

Spend time focusing on the big picture as well as reviewing details.

Avoid being overly concerned with minor details.

Recognize when it may be necessary to sacrifice meticulous quality in order to meet deadlines.

Do not become bogged down by artificially high standards.

Work Style

Planning



Your Style

Comfortable making detailed plans or acting without them, depending on the situation

Enjoy planning for the future but are comfortable adjusting them as new information becomes available

Believe that the optimal level of planning is dependent on the situation

Your Strengths

Balancing the need for long-term strategic plans with responding to emerging issues in a flexible way

Setting broad goals and objectives to guide day-to-day activities

Providing flexible plans and structure to subordinates

Possible Challenges

Recognizing when to stick with or change long-term plans

Finding the appropriate balance between thinking through many details and paying attention to key priorities

Action Strategies

Identify the areas in which careful planning is beneficial, as well as the areas that can benefit from your flexibility.

Use your flexibility to lead the team through shifting of priorities as demands change.

Make sure you recognize when it is important to engage in planning before beginning a task. This will be especially critical when time is limited but the task is complex.

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



Your Style

Somewhat creative and original

Seek solutions that are innovative but also practical and pragmatic

Are fairly open-minded, but prefer proven solutions to highly unconventional ones

Are as likely to build upon someone else's ideas as you are to come up with your own

Your Strengths

Balancing innovation and pragmatism

Remaining open to new ideas but striving to implement them in a practical manner

Possible Challenges

Finding the balance between creative solutions and practical needs

Bridging the gap between innovative approaches and the immediate needs of the organization

Action 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



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.

Take time to consider how your analytical approach may come across as being overly critical of others.

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

Very calm and composed Keep your emotions under control Self-disciplined and rarely get angry or upset Do not speak out when mad or annoyed Keep your feelings to yourself

Your Strengths

Self-restraint and emotional composure

Presenting a calm and diplomatic image when facing difficult situations

Dealing with emotional/tense situations

Possible Challenges

As a result of your high level of self-control, others may not know your true thoughts and feelings

Expressing intensity and impatience may be difficult

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.

Stress Tolerance



Your Style

Able to cope with many demands

Tolerate stress very well

Remain relaxed when under extreme pressure or facing difficult challenges

Respond constructively to problems when under stress

Do not take criticism personally

Your Strengths

Stress tolerance and stress management

Remaining calm in tense situations

Constructive use of criticism

Possible Challenges

Sticking with routine, low-pressure tasks that have few challenges

Working in undemanding work environments

Action Strategies

Others may not be able to deal with stress as effectively as you can. Find ways that you can better support them through difficult situations.

What you find exciting and engaging, others may find stressful and difficult. Take time to consider how other people may have different needs when tackling challenges.

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



Your Style

Enjoy identifying new opportunities Seize opportunities as they arise

Proactive and quickly take initiative

Act before being asked or forced to by external events

Handle crises swiftly

Recognize and act on new business opportunities

Willing to do extra work and take on extra responsibilities

Your Strengths

Identifying and acting on business opportunities

Extending business into new areas

Being proactive

Going beyond job requirements

Exceeding bounds of one's formal authority

Possible Challenges

Identifying resources before moving forward

Moving forward when directed Respecting chain of command

Action 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 day-to-day 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 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.

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.

IDENTIFYING YOUR STRENGTHS

Your Strengths	Issues, Ideas and Themes related to these Strengths

IDENTIFYING YOUR DEVELOPMENTAL NEEDS

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

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.

ACTION PLAN

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