

**WORK PERSONALITY**  
 **INDEX**  
**DEVELOPMENT**

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Your Report

The Work Personality Index<sup>®</sup> 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**



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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 as competitive as the average person. Like most people, you recognize that setting goals and putting forth a committed effort are required to get ahead. Yet you also appreciate a balanced approach that reflects the importance of your work and personal life. This is illustrated in your tendency to set achievable targets and not to see yourself as overly competitive. Others should see you as a driven individual, but not a workaholic.

#### *Personal Development 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 desire to be in positions of authority is slightly below average. As a result, you are unlikely to automatically take charge of people or tasks. However, you are willing to assume a leadership role when asked or required. When in leadership positions you tend to adopt a consultative style. This 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 telling 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.

## Energy and Drive

## Persuasion



You prefer harmony and are willing to accept the opinions of others and the status quo. You are not very comfortable engaging in negotiations and debates. You are likely to feel uncomfortable in situations where you have to negotiate or pressure people to change their opinions or perspectives. You will sometimes avoid engaging in arguments or debate even when you think that the other person is incorrect.

*Personal Development 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 sometimes needs to be done. 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



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



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



Like most people, you prefer a mix of independent and group work. You are usually co-operative and like working collaboratively with people. However, you do not mind working independently some of the time. People like you are usually effective in work settings that involve a balanced mix of team and independent work.

#### *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 appear to be most comfortable maintaining somewhat formal relationships with others. People may see you as reserved while you probably view your behaviour as professional. At times you can be selective with your support if you feel others are not in serious trouble. This does not mean that you are not concerned about others; rather, you may believe that people should solve minor problems on their own. You enjoy having some emotional detachment from others, and can become tired when forced to deal with the concerns of people too often.

*Personal Development Strategies*

- Your slightly reserved, formal style can come across as being unsympathetic and uncaring. You may increase your effectiveness by showing more sympathy and providing support when people are encountering difficulties.
- Take time to consider the effects your decisions have on people. When there are negative repercussions, consider ways that can moderate the impact of the changes.
- Focus on developing a greater awareness of the feelings of others. This can make you more effective in leadership, sales, and customer service roles.

## Democratic



You show a slight preference for working independently and making decisions without consulting others. As a result, you come across as self-reliant and willing to stand alone. This level of independence is useful for making quick decisions and challenging commonly held beliefs. However, you may miss some situations where others could make an important contribution. In positions with lots of supervision, or where many people are involved in all decisions, you may feel restricted. In spite of your independence, you like to consult with your colleagues on serious matters. Your preferences fit well in settings where there is some supervision but you must complete most of your work on your own.

*Personal Development Strategies*

- Consult with others when you need to make important decisions, or when mistakes could result in serious consequences.
- Keep a check on your tendency to ignore the advice of others.
- Be more supportive of group decisions, and willingly put your colleagues' desires ahead of your own.



## 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 more willing to shift priorities and move deadlines than most people. This allows you to adjust your work schedule frequently in order to meet pressing needs. This can hamper your performance in structured settings where priorities rarely change. However, you will probably work well in positions that have frequently changing demands.

#### *Personal Development Strategies*

- Ensure that you complete important tasks on schedule so that others do not see you 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



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.

**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 an above average level of creativity and innovation. You tend to enjoy solving problems, and like work that requires ingenuity and originality. You are quite open-minded, but do appreciate proposals and solutions that are well grounded. When looking for solutions you utilize your resourcefulness to come up with far-reaching ideas. People such as you are also open to building upon the ideas of others.

#### *Personal Development Strategies*

- Ensure that you do not overlook the practical aspects of a situation because of your preference for innovation and originality.
- Review your ideas and solutions carefully to ensure that they are not idealistic and impractical.
- Spend time focusing on the practical, day-to-day aspects of your job.

### 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.

## 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



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



You enjoy identifying new opportunities and quickly capitalize on them. You also have a keen interest in looking for ways to improve your work. Combined with your proactive style, you are willing to take on the extra responsibilities to make the most of opportunities. You enjoy overcoming challenges and are prepared to do extra work. If you believe something should be done, you quickly take initiative and proceed without guidance from others.

#### *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



You tend to be somewhat flexible and open to change. This allows you to quickly adjust to new work roles and different work environments. You show a preference for novelty and variety, finding excitement in trying new things. Along with this comes a slight dislike for routine. This may lead to you change things in order to bring some variety into your work, not because it is needed. Your adaptability allows you to be effective in work settings where changes occur frequently. However, in highly structured work settings where the work is very predictable, you may become bored.

#### *Personal Development Strategies*

- Watch that you make changes only when warranted, not because you desire variety.
- Recognize the need for some structure and routine at work.
- Work positively with others who are not as flexible.

## 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