

WORK PERSONALITY
 **INDEX**
LEADERSHIP

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 **Psychometrics**

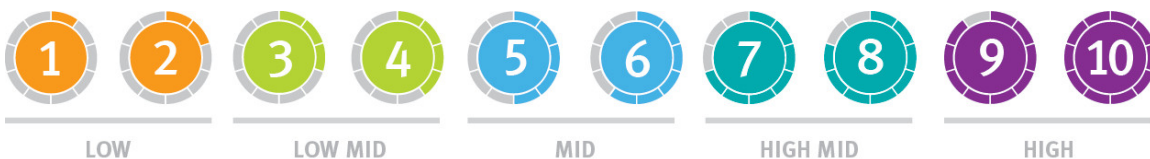
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About this Report

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



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Flexibility

Energy and Drive

Energy and Drive examines your leadership style, how you present yourself to the world, how you deal with challenges and obstacles,

and how you work towards your goals. These areas relate directly to how you move forward in your career and what you strive to achieve.

Energy



Your Style

Energetic as most people
 Enjoy work that involves some mental or physical challenges
 Become tired when work requires a great deal of energy for long periods of time
 Like a balance of challenging and routine activities

Your Strengths

Maintaining stamina
 Energy level
 Remaining physically and mentally active
 Working in demanding environments some of the time

Possible Challenges

Relaxation
 Working in slowpaced settings very frequently or always
 Patience

Action Strategies

Learn to recognize when you are getting busy so that you do not overcommit yourself.
 You have a preference for both challenging and routine work, so you need to be aware of when your work is not providing the appropriate balance.
 Develop a list of tasks that are challenging and a list of straightforward work. When you feel the need for a change, select a task that meets your current needs. Rather than trying to adjust your energy level, select work activities that match it.

Ambition



Your Style

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

Generally comfortable and self-assured in social situations
 Have an average level of social confidence
 Your comfort in social interactions will depend on the context and environment
 Enjoy spending time with people you know well

Your Strengths

Meeting new people
 Engaging people in formal and informal settings
 Presenting yourself as capable and competent
 Speaking with others in a self-assured and secure manner

Possible Challenges

Finding the balance between engaging others and operating in the background

Action Strategies

Identify the situations in which you feel most comfortable and the situations in which your comfort wanes. This will help you identify areas in which you can work on developing confidence in dealing with situations and presenting yourself.
 Continue developing competence and skills relevant to your role, as this will expand the areas in which you possess greater confidence in yourself.

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 doing a few different things at once
- Prefer having many different things to do
- Feel you do your best work when you have multiple tasks to complete
- Enjoy sometimes being given new tasks before finishing another

Your Strengths

- Taking on new tasks
- Juggling a busy schedule
- Coping with multiple demands
- Accepting the challenge of new responsibilities

Possible Challenges

- Taking on too many tasks
- Providing sufficient focus to each task
- Ensuring completion of the many projects you work on
- Maintaining focus when needed, despite competing demands

Action Strategies

Although you are comfortable 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 tasks and projects 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.

Outgoing



Your Style

- Introverted, reflective and quiet
- Do not seek people out very often
- Take time to thoroughly understand something before expressing yourself
- Think carefully before you present your ideas
- Rarely call attention to yourself in groups
- Do your best thinking when alone

Your Strengths

- Written communication
- Listening and soliciting opinions
- Working with infrequent personal contact
- Formulating ideas on your own

Possible Challenges

- Meeting and engaging people
- Establishing contacts/networking
- Presentation skills
- Sales orientation

Action Strategies

Slightly introverted individuals such as yourself 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.

Learn to recognize when you are being worn down from spending too much time with others. When this happens find some time when you can be alone and collect your thoughts, or work on a solitary task.

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 frequent expression of other people's personal concerns
- Are somewhat selective with your sympathy and support
- Believe people should be able to solve most problems on their own

Your Strengths

- Working in and dealing with conflict
- Maintaining emotional detachment, professional distance
- Making difficult decisions that may affect people negatively
- Impersonal analysis and decision making

Possible Challenges

- Customer service and support
- Building and maintaining positive relationships
- Diplomacy
- Concern for staff and customers
- Awareness of the feelings and wishes of others

Action Strategies

Your slightly reserved, formal style can come across as being unsympathetic and uncaring. You may increase your effectiveness by showing more empathy 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 you can moderate the impact of the changes.

Focus on developing a greater awareness of the feelings of others. This can make you a more effective leader.

Democratic



Your Style

- Like to make decisions independently
- Self-reliant and willing to stand alone
- Work with little 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
- Achieving consensus when required
- 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.

Monitor your tendency to ignore the advice of others.

Be more supportive of group decisions, and keep an open mind regarding your colleagues' ideas.

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

- Willing to shift priorities
- Comfortable changing deadlines and leaving work unfinished
- Able to frequently adjust your work schedule to meet pressing demands
- Casual about work requirements and obligations

Your Strengths

- Reprioritizing tasks and shifting responsibilities
- Adjusting your work schedule

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

- Prefer work that can be completed quickly and with relative ease
- Rarely commit time/resources to projects that have little chance of success
- Can be easily distracted
- More effective when distractions are kept to a minimum
- Worn down by work that requires overcoming many obstacles

Your Strengths

- Recognizing when projects are not worth expending further resources

Possible Challenges

- Perseverance
- Follow-through
- Getting job done
- Freedom from distraction

Action Strategies

- Find ways to limit distractions when you are working on demanding tasks. Common techniques include closing your office door, minimizing interruptions, and not taking phone calls.
- Watch that you do not give up on difficult tasks that are worth completing.
- You may be able to improve your effectiveness by motivating yourself to stick with tasks until they are completed.

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

Able to focus on details when it is necessary
 Balance an attention to detail with a focus on strategic planning/visioning
 Try to pay attention to both ongoing operations and creating plans for the future

Your Strengths

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

Possible Challenges

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

Action Strategies

You are not naturally inclined to focus on specific details. When you are getting worn down by detailed work, switch to a different task.
 Make decisions based on your intuition as well as concrete data.
 Double-check the quality and details of your work before showing it to others.

Work Style

Planning



Your Style

Adopt a very flexible approach to completing tasks and implementing strategies
 Are comfortable reacting to shifting priorities
 Believe that detailed plans inhibit your ability to work effectively
 Willing to start tasks without detailed or long-term plans

Your Strengths

Adjusting plans as situations evolve
 Beginning tasks quickly
 Dealing with emerging issues and shifting priorities as needed
 Making quick decisions when an immediate response is required
 Focusing on immediate needs

Possible Challenges

Long-term strategic planning
 Future-oriented goal setting
 Following project plans to completion
 Providing clear structure and direction to others

Action 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.

Your preference for flexibility may translate into a leadership style that provides followers with flexibility. However, 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

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

- Open-minded, curious and creative
- Enjoy solving problems with new and novel solutions
- Have original ideas and like to identify new ways to complete tasks
- Willing to consider most ideas, even those that do not appear to have an immediate application

Your Strengths

- Creativity and innovation
- Openness to new ideas and breaking new ground
- Generating innovative approaches to emerging needs
- Solving problems that you have not encountered before

Possible Challenges

- Sticking with practical rather than creative approaches
- Implementing proven strategies when you would rather seek new and original solutions
- Building a level of structure and process around the implementation of your ideas

Action Strategies

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

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.
- Avoid 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

- Relatively calm and easy going
- Try to conceal emotions which will be interpreted negatively
- Can become upset when things frequently go wrong
- Slow to anger and generally patient

Your Strengths

- Self-restraint and emotional composure
- Presenting a calm and diplomatic image when facing difficult situations
- Dealing with emotional/tense situations

Possible Challenges

- Sharing your true thoughts and feelings with others
- Expressing intensity, excitement and impatience may be uncomfortable

Action Strategies

- Consider how expressing more enthusiasm and excitement to others will better engage them.
- Let others know your thoughts and feelings. This can help you develop more effective relationships with co-workers, subordinates and customers.
- Guard against coming across as cold or uninvolved.
- Remove yourself from situations where you do not feel you are able to maintain your self-control.

Stress Tolerance



Your Style

- Able to cope with many demands
- Tolerate stress well
- Remain relaxed when under pressure or facing difficulties
- 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 very 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 stable and even 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 Style

- Flexible and open to change
- Adapt well to changes in your work and personal life
- Quickly adjust to new work roles and environments
- Seek out novelty and variety
- Dislike routine, become bored in predictable, structured work

Your Strengths

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

Possible Challenges

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

Action Strategies

- Watch that you make changes only when warranted, not because you desire variety.
- Recognize the need for some structure and routine at work.

Bring it all together

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

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

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

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

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**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.

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