WORK PERSONALITY INDEX

LEADERSHIP

John Sample

Psychometrics

23-August-2016

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.

WORK PERSONALITY INDEX
Copyright 2014 by Psychometrics Canada Ltd. All rights reserved. Work Personality Index is a registered trademark of Psychometrics Canada Ltd. in Canada and other countries.

Your Profile

Energy and Drive

Energy

Ambition

Leadership

Social Confidence

Persuasion

Multi-Tasking

Working with Others

Outgoing

Teamwork

Concern for Others

Democratic

Work Style

Dependability

Persistence

Rule-Following

Attention to Detail

Planning

Problem Solving Style

Innovation

Analytical Thinking

Dealing with Pressure and Stress

Self-Control

Stress Tolerance

Identifying and Managing Change

Initiative

Flexibility

WORK PERSONALITY INDEX

Copyright 2014 by Psychometrics Canada Ltd. All rights reserved. Work Personality Index is a registered trademark of Psychometrics Canada Ltd. in Canada and other countries.

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

Very active

Have a high level of energy and stamina

Enjoy work that is mentally and physically challenging

Like to keep busy

Work well in demanding circumstances

Your Strengths

Maintaining stamina

Energy level

Remaining physically and mentally active

Working in demanding environments

Possible Challenges

Relaxation or remaining calm

Working in slow-paced settings

Patience

Action 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 and potentially risk burnout.

Ambition

Your Style

Ambitious and very competitive

Set difficult goals and work hard to reach them

Have high aspirations

Strong focus on achieving results

Drive and desire to succeed

Compare your performance against others

Your Strengths

Focus on results

Competitiveness

Goal setting

Drive for achievement

Self-motivation and measuring progress

Possible Challenges

Working in noncompetitive environments

Collaboration

Working in positions with limited opportunities for advancement

Action Strategies

In some situations your competitive approach may not help you reach your goals. Recognize when your competitive style conflicts with the style of others and adopt a more easygoing approach.

Consider activities that will allow you to balance both your career and personal responsibilities.

Avoid viewing less ambitious individuals as lazy or unmotivated.

WORK PERSONALITY INDEX

Copyright 2014 by Psychometrics Canada Ltd. All rights reserved. Work Personality Index is a registered trademark of Psychometrics Canada Ltd. in Canada and other countries.

Energy and Drive

Leadership

Your Style

Enjoy being in leadership positions

Comfortable influencing others

Want to have impact and influence

Like to take charge and manage people and tasks

Likely to adopt a directive leadership style

Come across as dominant and assertive

Your Strengths

Impact and influence

Initiating change

Delegation

Managing and directing people

Possible Challenges

Being a willing and effective follower

Collaboration

Letting others be in charge

Consultation

Action Strategies

Let other people take the leadership role when their skills or knowledge are more appropriate for the task or context.

Avoid telling people what to do too often, especially if they do not work for you.

Learn to recognize the situations where a consultative leadership approach may be more appropriate.

At times your direct approach may come across as being overly assertive or domineering.

Social Confidence

Your Style

Socially confident

Enjoy meeting new people

Self-assured and comfortable in social situations

Quickly feel at ease with people you have just met

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

Stepping out of the spotlight

Engaging a group without dominating the conversation

Fostering the engagement of people who are more timid and shy

Action Strategies

Your self-confidence may 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.

WORK PERSONALITY INDEX

Copyright 2014 by Psychometrics Canada Ltd. All rights reserved. Work Personality Index is a registered trademark of Psychometrics Canada Ltd. in Canada and other countries.

Energy and Drive

Persuasion

Your Style

Enjoy negotiating and bargaining

Have a talent for influencing people

Find it easy to sell things and convince people

Enjoy trying to change people's opinions and perspectives

Your Strengths

Influencing people

Negotiating and bargaining

Engaging in sales-like activities

Persuading others

Possible Challenges

Communicating your true needs and desires rather than staking out a bargaining position

Presenting yourself as genuine and authentic

Action Strategies

Not everything is up for negotiation or bargaining; at these times people may not appreciate your approach.

If your interactions with people involve a lot of persuasion and attempts at influence, people may feel uncomfortable or believe that you agree with few things that are important to them.

Your skills at arguing your positions can sometimes result in pursuing acceptance of your perspectives unyieldingly.

Multi-Tasking

Your Style

Enjoy having many different projects on the go

Are comfortable doing many things at once

Find you do your best work when you have many tasks to complete

See multi-tasking as easy and enjoyable

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.

WORK PERSONALITY INDEX

Copyright 2014 by Psychometrics Canada Ltd. All rights reserved. Work Personality Index is a registered trademark of Psychometrics Canada Ltd. in Canada and other countries.

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

- Extraverted, sociable and outgoing
- Lively, animated and talkative
- Enjoy meeting new people
- Friendly and approachable
- Confident in front of people
- Like work that lets you interact with many people very frequently

Your Strengths

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

Possible Challenges

- Written communication
- Listening and soliciting opinions
- Working without frequent social interaction

Action Strategies

When meeting new people, be sure to give them an equal opportunity to voice their opinions. Watch that you do not dominate conversations by being too talkative.

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.

Make a point of focusing on gathering information from other people, rather than always presenting your own thoughts and ideas.

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.

WORK PERSONALITY INDEX

Copyright 2014 by Psychometrics Canada Ltd. All rights reserved. Work Personality Index is a registered trademark of Psychometrics Canada Ltd. in Canada and other countries.

Working with Others

Concern for Others

Your Style

Have an average level of concern for others

Generally aware of individuals' feelings

Can usually anticipate how people will react to events

Can be somewhat selective with your sympathy if people are not in serious trouble

Prefer some emotional detachment from others

Your Strengths

Customer service and support

Building and maintaining positive relationships

Diplomacy

Concern for staff and customers

Awareness of the feelings and wishes of others

Possible Challenges

Dealing with conflict

Maintaining emotional detachment or objectivity

Sometimes making decisions that affect people negatively

Impersonal analysis and decision making (some of the time)

Action Strategies

Pay careful attention to how the thoughts and feelings of people influence how you make decisions.

Find tasks that will allow you to balance your preferences for working with others in a supportive manner, and working on tasks with little interpersonal requirements.

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 PERSONALITY INDEX

Copyright 2014 by Psychometrics Canada Ltd. All rights reserved. Work Personality Index is a registered trademark of Psychometrics Canada Ltd. in Canada and other countries.

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

Dependable, responsible and conscientious

Meet your obligations and follow through on all your commitments

Stick to your plans and strongly value meeting deadlines

Finish what you start

Your Strengths

Keeping on schedule and meeting deadlines

Not letting things slip through the cracks

Completing tasks and ensuring everything is taken care of

Possible Challenges

Reprioritizing tasks and shifting deadlines

Delegating work to others

Action Strategies

Be open to shifting work priorities as new information emerges. This will allow you to complete pressing demands first, rather than those tasks that were first scheduled.

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

Your Style

Very persistent and do not give up easily

Stay with a project to its conclusion

Take repeated action to overcome obstacles

Find it easy to work through distractions

Rarely off task

Very 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

Because you are so persistent, it is important for you to 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 time and effort to some things. You may be able to increase your effectiveness by dropping some things in order to maintain a healthy workload and balance.

WORK PERSONALITY INDEX

Copyright 2014 by Psychometrics Canada Ltd. All rights reserved. Work Personality Index is a registered trademark of Psychometrics Canada Ltd. in Canada and other countries.

Work Style

Rule-Following

Your Style

See work procedures and policies as general guidelines rather than specific instructions

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

Dislike any bureaucracy and structured work environments

Provide broad directions to subordinates

Enjoy considering and utilizing a variety of methods to complete a task

Your Strengths

Challenging the effectiveness of current guidelines and work procedures

Working in unstructured organizations where there are few standard operating procedures

Dealing with uncertainty and ambiguity

Possible Challenges

Working in structured organizations

Completing tasks according to an inflexible set of procedures and guidelines

Providing detailed instructions and clear expectations to subordinates

Action Strategies

Recognize that work 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.

Consider how subordinates may require more detailed instructions and guidance than you naturally provide.

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 PERSONALITY INDEX

Copyright 2014 by Psychometrics Canada Ltd. All rights reserved. Work Personality Index is a registered trademark of Psychometrics Canada Ltd. in Canada and other countries.

Work Style

Planning

Your Style

Make short- and long-term plans

Enjoy thinking about and planning for the future in a structured way

Consider many different contingencies when planning your work

Prefer to make detailed plans before starting a project

Your Strengths

Strategic planning

Future-oriented goal setting

Making detailed plans for projects

Providing clear structure and direction for others

Possible Challenges

Adjusting plans as situations evolve

Beginning tasks without a detailed plan when time is limited or the situation requires an immediate response

Shifting priorities

Making quick decisions

Action Strategies

Time-limited or critical situations sometimes require action without extensive advance planning. Learn to recognize when detailed plans are not necessary or feasible, as this will improve efficiency when quick responding is required.

Regardless of how good a plan or schedule is, it can be affected by unexpected changes. Although you may prefer to stick to a plan, recognize when the situation has changed and shift priorities accordingly.

The desire to plan can result in delayed decision making. Identify when quick decisions are appropriate.

WORK PERSONALITY INDEX

Copyright 2014 by Psychometrics Canada Ltd. All rights reserved. Work Personality Index is a registered trademark of Psychometrics Canada Ltd. in Canada and other countries.

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 a lot of 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.

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

WORK PERSONALITY INDEX

Copyright 2014 by Psychometrics Canada Ltd. All rights reserved. Work Personality Index is a registered trademark of Psychometrics Canada Ltd. in Canada and other countries.

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

Outspoken and open with your thoughts and feelings

Quickly show feelings of enthusiasm or frustration

May come across as intense or impatient

People are generally aware of what you are thinking

Your Strengths

Being outspoken and frank

Expressing your thoughts and emotions

Presenting your reactions in a straight forward and genuine way

Possible Challenges

Exercising self-restraint and controlling your emotions

Maintaining composure when facing difficult circumstances

Staying calm and remaining diplomatic

Action Strategies

When you are feeling upset, carefully evaluate what you want to say and how it may come across to others.

Learn to recognize the situations where being outspoken can work against you.

Walk away from situations that are making you upset. Return to the issues when you are feeling calm.

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.

WORK PERSONALITY INDEX

Copyright 2014 by Psychometrics Canada Ltd. All rights reserved. Work Personality Index is a registered trademark of Psychometrics Canada Ltd. in Canada and other countries.

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 significant changes only when warranted, not because you desire greater variety.

Recognize the need for some structure and routine at work.

WORK PERSONALITY INDEX

Copyright 2014 by Psychometrics Canada Ltd. All rights reserved. Work Personality Index is a registered trademark of Psychometrics Canada Ltd. in Canada and other countries.

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.

WORK PERSONALITY INDEX

Copyright 2014 by Psychometrics Canada Ltd. All rights reserved. Work Personality Index is a registered trademark of Psychometrics Canada Ltd. in Canada and other countries.

Bring it all together

IDENTIFYING YOUR STRENGTHS

Your Strengths	Issues, Ideas and Themes related to these Strengths

WORK PERSONALITY INDEX

Copyright 2014 by Psychometrics Canada Ltd. All rights reserved. Work Personality Index is a registered trademark of Psychometrics Canada Ltd. in Canada and other countries.

Bring it all together

IDENTIFYING YOUR DEVELOPMENTAL NEEDS

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

WORK PERSONALITY INDEX

Copyright 2014 by Psychometrics Canada Ltd. All rights reserved. Work Personality Index is a registered trademark of Psychometrics Canada Ltd. in Canada and other countries.

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.

WORK PERSONALITY INDEX

Copyright 2014 by Psychometrics Canada Ltd. All rights reserved. Work Personality Index is a registered trademark of Psychometrics Canada Ltd. in Canada and other countries.

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

WORK PERSONALITY INDEX

Copyright 2014 by Psychometrics Canada Ltd. All rights reserved. Work Personality Index is a registered trademark of Psychometrics Canada Ltd. in Canada and other countries.