

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

#### *Personal Development Strategies*

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

### Ambition



You describe yourself as very ambitious and competitive. You report a strong desire to achieve success. Like other very ambitious people, you usually set difficult goals and work hard to reach them. You probably challenge yourself in several ways: setting goals of ever-increasing difficulty comparing your performance against others and exhibiting a strong desire to win. As a result, you should enjoy occupations where demanding goals must be met and a high level of self-motivation is required.

#### *Personal Development Strategies*

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

## Energy and Drive

## Leadership



You enjoy being in leadership positions. You are comfortable influencing others, and naturally gravitate toward leadership roles. Your approach to leading others tends to be more directive than consultative, and you enjoy controlling and managing the work you are involved with. People such as you like to take charge, even when difficult decisions need to be made. As a result, you may be most effective in positions that require a traditional form of directive, authoritative leadership.

*Personal Development Strategies*

- Let other people take the leadership role when their skills or knowledge are more appropriate.
- Avoid telling people what to do too often, especially if they do not work for you.
- Learn to recognize the situations where a more consultative leadership approach would be more appropriate.

## Social Confidence



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

*Personal Development Strategies*

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

## Energy and Drive

## Persuasion



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

*Personal Development Strategies*

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

## Multi-Tasking



You feel very effective when you have many tasks on the go and enjoy having many different things to do at once. You feel very 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 coping with the challenge associated with new responsibilities.

*Personal Development Strategies*

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

## Working with Others

Every occupation involves some interaction with people. Your personal characteristics strongly affect both the amount and quality of interaction you prefer to have with others. This includes how you work with people and the types of relationships you like to establish. The

WPI measures four traits that relate directly to how you work with others. Knowing your preferred approach for working with others is important because it influences both the types of work and personal interactions that you will find satisfying.

### Outgoing



You are very outgoing and sociable. Like others with an extraverted style, you enjoy meeting new people and are very comfortable in groups. Others should see you as lively, animated, and talkative. You seem to enjoy making new acquaintances and prefer work that gives you the opportunity to interact with lots of people. Your social boldness allows you to be effective in positions where you must frequently deal with strangers.

#### *Personal Development Strategies*

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

### 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 have an average level of concern for others. At times you are well aware of how people feel. However, you can be somewhat selective with your sympathy, withholding it from those you do not feel are in serious trouble. Since you prefer some emotional detachment from others, you may become tired and frustrated in settings that require you to constantly deal with the feelings and emotions of others. On the other hand, you may also experience stress when required to make decisions that affect people negatively.

*Personal Development Strategies*

- Learn to identify the situations when it is appropriate to consider the concerns of others and when it is not.
- 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



You have a strong desire to work independently and make decisions without consulting others. As a result you may come across as self-reliant and willing to stand alone. Your high level of independence is useful for making quick decisions and challenging commonly held beliefs. However, you may miss opportunities where others could add significant insight. Your preferences fit well in settings where there is little supervision and how you complete your work is left up to you.

*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 place a lot of importance on meeting deadlines and completing your work on time. Others should see you as dependable, responsible and conscientious. You tend to be very concerned about meeting your obligations and following through on all your commitments. When working with colleagues, you may stress the importance of not only completing the work, but also completing it on time. People such as yourself almost always follow through on their promises, and rarely let people down.

#### *Personal Development Strategies*

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

### Persistence



You are a persistent individual who does not give up easily. You enjoy putting in a concentrated effort to overcome obstacles and solve problems. You probably prefer to stay late to complete a task, rather than leave it for the next day. You may find it easy to work through distractions and periods of boredom, and are rarely off task. This style is effective in work settings where tasks require a persistent effort to be completed successfully.

#### *Personal Development Strategies*

- Since 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 energy to some things. You may be able to increase your effectiveness by dropping some things.

## Work Style

## Rule-Following

**Action Strategies**

You prefer to take a casual approach toward work procedures and codes. As a result, you are very open to bending or breaking rules in order to make progress. Like others with your style, you prefer general guidelines to precise regulations and are willing to ignore them as soon as they hinder your work. You have a strong dislike for bureaucracy and tend to resist close supervision. Your ability to recognize when regulations are no longer relevant allows you to react quickly to opportunities and adjust your work procedures in response to changing work environments.

*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



Your eye for detail is above average. Compared with others, you tend to adopt a methodical, orderly approach to your work and pay careful attention to details. You express a strong desire to do things right. As a result, others may see you as a perfectionist. You enjoy checking the details of your work, but can become worn out if you rarely get a break from detailed work. Your style is effective in settings where data must be carefully analyzed and mistakes can lead to serious consequences. Common examples include personal safety, financial, and legal matters.

*Personal Development Strategies*

- Spend time focusing on the big picture before reviewing the details.
- Avoid being overly concerned with minor details.
- Recognize when it may be necessary to sacrifice quality in order to meet deadlines.
- Do not become bogged down by artificially high standards.

## Work Style

## Planning



You feel most at ease with the structure of detailed plans and believe that efficient work routines are established with long-term plans. You enjoy making detailed plans before starting a project. People like you enjoy thinking about and planning the future in a structured way. This enables you to provide clear structure and direction for others. Having to start a project without a detailed plan or when time is limited may lead to feelings of frustration or stress.

*Personal Development 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.
- Do not neglect your own needs. Maintain your focus on planning, strategizing, and scheduling whenever it is beneficial or appropriate.

## 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 describe yourself as open-minded, curious and creative. You enjoy solving problems, and like work that requires creativity and originality. People such as you are almost always willing to consider new ideas and solutions, no matter how unconventional they are. When looking for solutions you like to utilize your active imagination and you tend to come up with far-reaching ideas. This allows you to be effective in positions where creativity and innovation are necessary.

#### *Personal Development Strategies*

- Ensure that you do not overlook the practical aspects of a situation because of your high level of creativity.
- 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 tend to be analytical and deliberate, taking your time to think things through. When you need to make a decision, you like to gather as much information as possible before moving forward. In work settings where mistakes can lead to serious consequences, your analytical approach is very desirable. People like you enjoy analyzing and discussing data. When you develop solutions your analytical approach ensures that you take most contingencies into consideration.

#### *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 describe yourself as outspoken and are very open with your thoughts and feelings. Generally, most people are quickly aware of what you are thinking and feeling. When things go well, you quickly show enthusiasm and excitement. When things go poorly, you quickly show your unhappiness.

#### *Personal Development Strategies*

- In situations where you are feeling upset, carefully evaluate what you want to say.
- Learn to recognize the situations where being outspoken can work against you.
- Avoid reliving the negative encounters you have with others.
- Walk away from situations that are making you upset, and take up the issues when you are feeling calm.

### Stress Tolerance



You tolerate stress very well. As a result you work effectively in high-pressure situations that require you to cope with many demands. You are seldom overwhelmed by concerns and maintain effective work behaviour in the face of setbacks. People such as you find it easy to relax and can act as a calming influence on others. You find it easy to manage stressful situations in a balanced, adaptive way, and see yourself as stress-free.

#### *Personal Development Strategies*

- Because you tolerate stress very well and tend not to worry, 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 approach 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 are very flexible and open to change. This allows you to adapt well to change in your work and personal life. You rarely find change stressful, and quickly adjust to new work roles and different work environments. You may also seek out novelty and variety, finding excitement in trying new things. Because you dislike routine, you may change things for the sake of variety, not because it is needed. While you can become bored in predictable, structured work, your adaptability allows you to be effective in work settings where frequent change is the norm.

#### *Personal Development 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 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