

**WORK PERSONALITY**  
 **INDEX**

**LEADERSHIP**

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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**

- 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 competitive
- Set difficult goals and work hard to reach them
- Have high aspirations
- Strong focus on achieving results
- Drive and desire to succeed
- Frequently 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 few 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 personal and career responsibilities.

Avoid viewing less ambitious individuals as lazy or unmotivated.

Energy and Drive

Leadership



**Your Style**

Consultative, willing to let others lead  
 Willing to assume leadership and take charge of projects  
 Leadership style is characterized by a mix of consultation and direction  
 Comfortable following the lead of others if their expertise and experience is more applicable than your own to the situation  
 Do not continually push to be in charge

**Your Strengths**

Consultation  
 Collaboration  
 Letting others be in charge  
 Directing when necessary

**Possible Challenges**

Impact and influence  
 Initiating changes  
 Delegation  
 Managing and directing people

**Action Strategies**

Review the situations you encounter at work and evaluate how your leadership style influences success in these situations. When your preferred leadership style is not effective, learn to adjust or allow others to assume the leadership role. Step in and take charge when you have the most appropriate skills and knowledge, or your leadership style is most effective.

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.

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 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**

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

**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, watch that you do not dominate the conversation. Give others an equal opportunity to talk and say what they think.

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 gathering information from people, rather than first presenting your own thoughts and ideas.

**Teamwork**



**Your Style**

- Prefer to work with groups of people most of the time
- Are co-operative and encouraging
- Are usually seen by others as a team player
- Believe many tasks are best completed by teams
- Are supportive of group efforts
- Adopt a collaborative leadership style

**Your Strengths**

- Working with others
- Supporting group efforts
- Developing personnel
- Sharing expertise
- Co-operating and encouraging

**Possible Challenges**

- Working alone for extended periods of time
- Providing critical feedback
- Giving subordinates freedom to work independently

**Action Strategies**

While it may be difficult for you, providing constructive feedback can help people perform better. It is only through experience that you will become more comfortable with providing constructive criticism. However, by focusing on how the information will help people improve, you can make the experience much more positive for yourself and the people you are guiding.

Your desire to work collaboratively may lead you to promise more than you can deliver. Watch that you do not overextend yourself.

Work independently on tasks that you can complete effectively on your own. Involving others in these activities is often inefficient.

Do not neglect your own needs. Due to your strong preference for teamwork, you may need to make a conscious effort to focus on your own needs, goals, and paths for career success.

Working with Others

Concern for Others



**Your Style**

- Are caring and sensitive
- Have a genuine concern for subordinates
- Use a supportive and understanding leadership style
- Are responsive to emotional and social nuances
- Focus on supporting customers and colleagues in appropriate ways
- Are helpful, supportive and considerate
- Consider the affect on others when making decisions

**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
- Making decisions that impact people negatively
- Impersonal analysis and decision making

**Action Strategies**

- When making a decision, be careful not to give too much consideration to how it affects others.
- In some situations you may be more effective if you maintain a formal relationship with people.
- Guard against taking on the problems of others.
- Ensure that your level of concern does not come across as being nosy or intrusive.

Democratic



**Your Style**

- Consult with people when making decisions
- Often seek out advice from others
- Like to involve others in decisions that affect them
- Uncomfortable making decisions without discussion
- Encourage diverse inputs

**Your Strengths**

- Consultation
- Gaining consensus
- Involving others when making decisions
- Gathering diverse opinions

**Possible Challenges**

- Independent decision making
- Moving forward without guidance or advice from others
- Going against popular opinion
- Making quick decisions

**Action Strategies**

- Make decisions that are not very important on your own, or with limited feedback.
- Learn to recognize when your consultative style is taking too long to make a decision.
- When decisions need to be made quickly, only consult key people and do not try to take everyone's ideas into consideration.



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 almost everything that 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**

Motivated to complete your work  
 Like having tasks finished  
 Persist in the face of engaging and interesting challenges  
 May lack persistence for uninteresting or extremely difficult tasks  
 Carefully gauge the amount of resources required to complete a project against the value of the finished product

**Your Strengths**

Knowing when effort has exceeded effect  
 Perseverance  
 Follow-through  
 Getting job done  
 Freedom from distraction

**Possible Challenges**

Recognizing when projects are not worth expending further resources

**Action Strategies**

Watch that you do not give up on projects that are difficult but worth completing.  
 Find ways to limit distractions that take you off task.  
 Make time for yourself to work on projects that are less demanding.

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 flexible approach to completing tasks and implementing strategies

Are comfortable reacting to shifting priorities

Believe that overly 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**

- Somewhat creative and original
- Seek solutions that are innovative but also practical and pragmatic
- Are fairly open-minded, but prefer proven solutions to highly unconventional ones
- Are as likely to build upon someone else's ideas as you are to come up with your own

**Your Strengths**

- Balancing innovation and pragmatism
- Remaining open to new ideas but striving to implement them in a practical manner

**Possible Challenges**

- Finding the balance between creative solutions and practical needs
- Bridging the gap between innovative approaches and the immediate needs of the organization

**Action Strategies**

- Keep an open mind to unconventional ideas and solutions.
- Carefully review the ideas of others before discounting them.
- Maintain a balance between developing creative ideas and focusing on the practical aspects of the job at hand.

**Analytical Thinking**



**Your Style**

- Comfortable relying on intuition and instinct to guide choices
- Prefer dealing with straight forward and concrete topics
- Prefer action to analysis
- Decisive and reach conclusions quickly

**Your Strengths**

- Making quick decisions with limited information
- Action-oriented and focused on tangible issues
- Adopt a hands-on, practical approach to problems

**Possible Challenges**

- May not gather enough information before making a decision
- In-depth, critical analysis can be tiring
- Considering multiple angles to a problem

**Action Strategies**

- Consider how your preference for action over analysis may lead you to make decisions too quickly.
- Discuss your ideas and solutions with people who have a more analytical style and can provide you with a critical review.

**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**

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

**Your Strengths**

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

**Possible Challenges**

- As a result of your high level of self-control, others may not know your true thoughts and feelings
- Expressing intensity and impatience may be difficult

**Action Strategies**

- Consider how expressing more enthusiasm and excitement to others will better engage them.
- Let others know your thoughts and feelings. This can help you develop more effective relationships with co-workers, subordinates and customers.
- Guard against coming across as cold or uninvolved.

**Stress Tolerance**



**Your Style**

- Able to cope with many demands
- Tolerate stress 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 proactive
- Going beyond job requirements
- Exceeding bounds of one's formal authority

**Possible Challenges**

- Identifying resources before moving forward
- Moving forward when directed
- Respecting chain of command

**Action Strategies**

- Make sure that your desire to identify and make the most of new opportunities does not come at the expense of fulfilling your current responsibilities.
- Discuss the opportunities you have identified with others before acting on them.
- Complete your day-to-day tasks at work, even if they are boring.
- Make sure that you do not take on so many new responsibilities that you cannot complete them all satisfactorily.

Flexibility



**Your Style**

- As flexible as most people
- Do not mind some change, but may get frustrated by frequent change
- Prefer making change at a slow pace, giving yourself and others time to adjust
- Make changes only when it makes good sense to do so
- Unlikely to make changes for the sake of change

**Your Strengths**

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

**Possible Challenges**

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

**Action Strategies**

- Approach changes with an optimistic, positive outlook by focusing on how the changes can improve your life.
- Identify which tasks you complete best in a structured, routine manner.

## 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