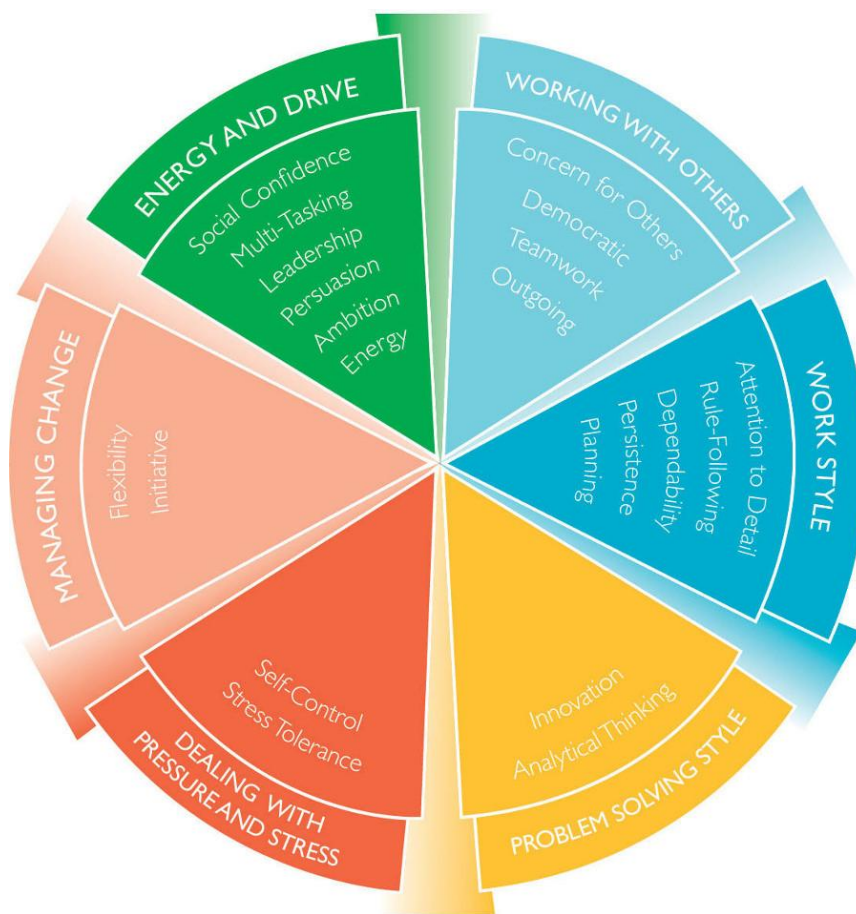


**WORK PERSONALITY**  
 **INDEX**  
**DEVELOPMENT**

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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 Work Personality Index 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 Work Personality Index 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 Work Personality Index scales are presented as Sten Scores, which range from 1 to 10. These scores compare your responses on the Work Personality Index 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



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

## 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



Overall, you are more competitive than the average person. You recognize that setting goals and putting forth a committed effort are required to get ahead. You also describe yourself as ambitious and somewhat competitive. This is seen in your desire for success and your hard work to get it. Like most ambitious people, you challenge yourself in many ways: setting difficult goals, comparing your performance to others, and exhibiting a desire to win. You also value some balance between your work and personal life. Therefore, while others see you as driven, few would classify you as a workaholic.

#### *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 personal and career responsibilities.
- Avoid seeing less ambitious individuals as lazy or unmotivated.

## Energy and Drive

### Leadership



You enjoy being in positions of authority more than most people. You are generally comfortable influencing others and gravitate toward leadership roles. Your approach to leadership tends to be more directive than consultative. This allows you to be most effective in positions that require authoritative leadership, where you need to take charge and make decisions.

#### *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 most effective when able to focus on a single task. You enjoy the opportunity to complete one task before beginning another. People like you do their best work when they can focus on one task at a time. If you have to deal with multiple tasks you may find it difficult to maintain your concentration. Having to deal with sudden additions to your work may lead you to feel frustration and stress.

#### *Personal Development Strategies*

- You can miss out on opportunities if you don't take them on when they are available. Recognize when new responsibilities are opportunities and accept the challenge, even if you already have other tasks on the go.
- Juggling a busy schedule can be daunting. Find techniques that work for you to deal with the multiple demands, such as scheduling software, "to do" lists, and 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

Work Personality Index 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 outgoing and sociable. Like others with a slightly extraverted style, you enjoy meeting new people and are comfortable in groups. You feel at ease in most social situations, and others probably see you as warm and friendly. While you enjoy making new acquaintances, you also value having some time alone to collect your thoughts. Your sociability allows you to work effectively in positions where you need to deal with strangers; however, you will find the most satisfaction in settings that also give you some time to yourself.

#### *Personal Development Strategies*

- When meeting new people, watch that you are not too outgoing and talkative. 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.
- Focus more on gathering information from other people, rather than presenting your own thoughts and ideas.

### Teamwork



Compared with others, you have a strong preference for teamwork. You seem to enjoy tasks that allow you to work collaboratively with others. People such as yourself are co-operative and encouraging, and you probably come across as a good team player. You are willing to place the group's success before your own. Most people with your style enjoy helping people reach their goals. As a result, you can be very effective in settings where most of the work is completed by teams.

#### *Personal Development Strategies*

- 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.
- Spend time focusing on your personal goals.

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

#### *Personal Development Strategies*

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



## Work Style

Everyone approaches their work in a unique way. Differences in work style can be attributed to differences in a person's persistence, attention to detail, dependability, and desire for structure and guidance.

Your preferences in these areas will influence the kind of tasks and work environments that you will find enjoyable and where you will feel comfortable taking on leadership roles.

### Dependability



You work hard to complete your tasks according to schedule, but do view deadlines as somewhat flexible. Your willingness to shift priorities and move deadlines may get in the way of completing work at the originally scheduled time. Your ability to reorganize priorities enables you to meet more important deadlines and let less important work wait. As a result, you may perform well in positions where priorities sometimes change.

#### *Personal Development 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



Overall you are probably as persistent as the average person. In practice, you are motivated to complete your work, but may lack persistence with uninteresting or difficult tasks. Like most people, you tend to become tired if your work involves overcoming a lot of obstacles. The major benefit of your style is that you will rarely commit too much time and resources to projects that have no realistic chance of success.

#### *Personal Development 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



You are moderately inclined to follow rules and regulations. As a result, you do not mind work that is governed by some structure. You do most things by the book. However, you prefer general guidelines to precise regulations and are willing to ignore them if they hinder your work. Your somewhat casual approach to work procedures may be manifested in a slight dislike for red tape. The strength of your preference is your willingness to evaluate regulations and ignore them when they are no longer effective or relevant.

#### *Personal Development Strategies*

- Take time to gauge both the relevance and effectiveness of work rules and regulations before ignoring them.
- Check that your slight dislike for structured work does not prevent you from adopting reasonable guidelines.
- Be more willing to accept supervision and guidance on how you complete your work.

### Attention to Detail



You report having a preference for focusing on global issues. As a result, you may enjoy tasks that look at the big picture and let you leave the checking of details to others. People should see you as expedient when it comes to meeting deadlines. Completing tasks according to schedule is probably more important to you than having everything finished perfectly. When things need to be done quickly, you are willing to cut corners to get it done.

#### *Personal Development Strategies*

- Take more time to examine the concrete data and information that is available to you.
- Spend enough time organizing and completing your work so that others do not see you as disorganized or messy.
- Check the quality and details of your work before showing it to others.

## Work Style

### Planning



You feel at ease in a structured environment but with a slight preference for a flexible style that may involve spur-of-the-moment decision making. You are comfortable making detailed plans if the situation requires it. You enjoy planning for the future but feel quite comfortable changing plans as new considerations arise. You are quite happy to make quick decisions when an immediate response is required.

#### *Personal Development Strategies*

- Identify the areas in which careful planning is beneficial, as well as the areas that can benefit from your flexibility.
- Use your flexibility to lead the team through shifting of priorities as demands change.
- Make sure you recognize when it is important to engage in planning before beginning a task. This will be especially critical when time is limited but the task is complex.

## Problem Solving Style

Solving problems involves two key tasks, analyzing information and developing solutions. Personal characteristics such as insight, imagination, originality, openness to new ideas,

and an analytical approach to work influence how you conduct each of these tasks.

### Innovation



You report having a level of creativity and innovation that is similar to most people. You enjoy solving problems, and like finding solutions that are both original and practical. Like most people, you are fairly open-minded, but would rather examine proposals and solutions that are well grounded. People such as you are as likely to build upon someone else's ideas as they are to come up with their own.

#### *Personal Development 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



You tend to be slightly cautious, gathering information and carefully analyzing it in order to avoid mistakes. Yet when tasks or decisions are not serious, you act decisively and rely upon your intuition. People with your style do not enjoy relying solely upon their intuition or in-depth analysis. Instead they adopt a problem-solving approach that balances the two. Generally, this allows you to make decisions at a fairly rapid pace, while incorporating most of the information that is available.

#### *Personal Development Strategies*

- Ensure that your balance between analysis and intuition is appropriate when solving problems.
- Adopt a highly analytical approach when solving problems where mistakes can lead to serious consequences.
- Too much analysis and discussion is not your preferred style and may be tiring for you. Recognizing when you are beginning to tire will help you avoid making mistakes.

## Dealing with Pressure and Stress

Your approach to work is influenced by how you deal with pressure and stress, and how emotionally controlled and resilient you are. People who tolerate stress well and are able to cope with many

demands tend to be successful in high-pressure jobs. Those who are prone to experiencing stress, tend to find success and satisfaction in less demanding occupations.

### Self-Control



You see yourself as relatively calm and easygoing, but do get upset when things go wrong. In this way you are similar to most people. Generally you try to conceal your emotions if they will be interpreted negatively. While you prefer to maintain a high level of self-control, most people are able to recognize your feelings. When you interact with others, it is unlikely that they see you as either uninvolved or overly emotional.

#### *Personal Development Strategies*

- In situations where you begin to feel upset, work hard to maintain your self-control and avoid expressing negative feelings.
- When upset, count to 10 and carefully evaluate your thoughts and feelings before you speak your mind.
- Walk away from situations where you do not feel you are able to maintain your self-control.

### Stress Tolerance



Your ability to tolerate stress is above average. You do not mind working in demanding situations and cope well in high-pressure work environments. While too many demands may leave you tired, you are seldom overwhelmed. People such as you usually find it easy to relax and can act as a calming influence on others in tense situations. You may find it easy to manage stress in an adaptive way, and usually see yourself as relatively stress-free.

#### *Personal Development Strategies*

- Because you tolerate stress well, you may not put enough planning and preparation into tasks. Watch that your lack of anxiety does not negatively affect your level of preparation.
- Limit your exposure to routine, low-pressure work. These types of activities will probably leave you feeling bored and lethargic.
- Help your colleagues maintain a calm, relaxed attitude in tense situations.

## Identifying and Managing Change

How you approach and manage change has tremendous influence on the tasks and situations in which your leadership will be effective. For the types of work that involve lots of change, people who describe themselves as flexible and future-oriented seem better suited and report more satisfaction.

In work environments with greater stability, people who describe themselves as reliable and focused on the present are generally more successful. Your preferences for identifying and managing change, and the possible impact they have on your life, are discussed below.

### Initiative



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

#### *Personal Development Strategies*

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

### Flexibility



You appear to have a moderate preference for structured work that has a consistent routine and few changes. You like using established ways of working that have proven useful in the past. While you are able to cope with change, if it is drastic or far-reaching you will probably experience stress and discomfort. In general, you are more effective in occupations where most of your responsibilities are well defined and rarely change.

#### *Personal Development Strategies*

- Adopt a more flexible attitude to increase your effectiveness in work settings where there is frequent change.
- Approach changes with a positive outlook that focuses on how the changes can improve your life.
- Learn techniques to help you manage change more effectively.

## Finding Success When Working Remotely

Working in a remote environment can bring challenges that those who work from the office may not experience. It changes the way that you interact with others, and impacts how you complete tasks and fulfill your responsibilities. The need to connect with others, share ideas, make plans, and execute remain the same; however, the methods you need to use to address these topics are different. The table below explains how your results on four Work Personality Index scales may influence your approach and how you can adapt to thrive in this environment.

### Completing Tasks

Your Style	Enhancing Your Style
<ul style="list-style-type: none"> <li>Quickly see, evaluate and act on new opportunities.</li> <li>Embody the motto "If I don't do it, no one will!"</li> </ul>	<ul style="list-style-type: none"> <li>Be aware that your high level of initiative may be seen as impulsiveness.</li> <li>Delays in implementation may be necessary to reach the goal.</li> </ul>
<ul style="list-style-type: none"> <li>Prefer work that provides high levels of autonomy.</li> <li>Make decisions on your own with little need for input or support from others.</li> </ul>	<ul style="list-style-type: none"> <li>Recognize that others may not know what you have done, where you are going and how it aligns with broader goals.</li> <li>Beware of sacrificing quality for speed when making decisions.</li> </ul>

### Maintaining Relationships

Your Style	Enhancing Your Style
<ul style="list-style-type: none"> <li>Enjoy working on larger teams with a variety of stakeholders.</li> <li>Believe that teamwork is the best approach for completing almost all tasks.</li> </ul>	<ul style="list-style-type: none"> <li>Recognize when a team approach is not the most efficient or effective way to get something done.</li> <li>Remote work environments often require more independent work, even if you are contributing to team goals.</li> </ul>
<ul style="list-style-type: none"> <li>Like to communicate in person rather than through writing.</li> <li>Genuinely want to connect and interact with people and groups.</li> </ul>	<ul style="list-style-type: none"> <li>Rely on written communication to share information and track goals.</li> <li>Be aware of putting too much energy into building connections and not enough into more important, but less engaging tasks.</li> </ul>

## 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 Work Personality Index 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