

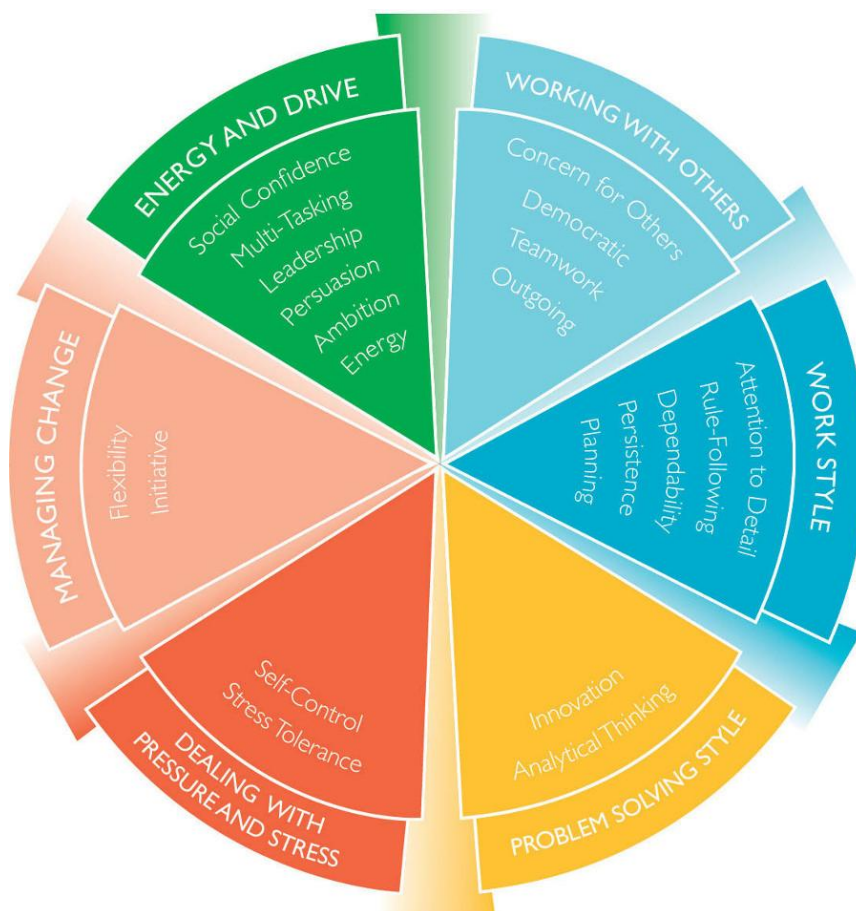
**WORK PERSONALITY**  
 **INDEX**

**LEADERSHIP**

John Sample

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 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

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**

- Enjoy being in leadership positions
- Comfortable influencing others
- Want to have impact and influence
- Like to take charge and manage people and tasks
- Tend to adopt a directive leadership style
- Come across as dominant and assertive

**Your Strengths**

- Impact and influence
- Initiating changes
- 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.
- 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 would 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.

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 focusing on one task at a time  
 Prefer to complete a project before beginning another  
 Find multi-tasking ineffective  
 Do your best work when you can stick with a project without interruption until it is done

**Your Strengths**

Assuming a realistic amount of responsibility and number of tasks  
 Providing sufficient focus to each task  
 Ensuring completion of tasks on time  
 Maintaining concentration as needed

**Possible Challenges**

Taking on new tasks when another task is not completed  
 Juggling a busy schedule  
 Coping with multiple demands  
 Accepting the challenge of new responsibilities

**Action 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.

### 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
- Are co-operative and encouraging
- Are seen by others as a team player
- Believe most tasks are best completed by teams
- Are very 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
- 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 over extend yourself.

Work independently on tasks that you can complete effectively on your own. Involving others in these types of 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**

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 with little consultation or supervision  
 Rarely seek advice from others  
 Willing to go against popular opinion  
 Will ignore the advice of others if it clashes with your own thinking

**Your Strengths**

Independent decision making  
 Working without consultation  
 Going against popular opinion  
 Decisive decision making

**Possible Challenges**

Consultation and collaboration  
 Achieving consensus when required  
 Involving others in decision making  
 Soliciting information when forming plans  
 Gathering diverse opinions

**Action Strategies**

Consult with others when you need to make important decisions, or when mistakes could result in serious consequences.  
 Monitor your tendency to ignore the advice of others.  
 Be more supportive of group decisions, and keep an open mind regarding your colleagues' ideas.



Work Style

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

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

Dependability



**Your Style**

Work hard to complete tasks according to schedule  
View deadlines as somewhat flexible  
Willing to shift priorities

**Your Strengths**

Adjusting work schedules  
Willing to shift priorities

**Possible Challenges**

Meeting all of your obligations and deadlines  
Sticking to schedules

**Action Strategies**

Ensure that you complete important tasks on schedule so that you do not come across as unreliable or irresponsible.  
Watch that you do not take too casual an approach to deadlines.  
Meet the obligations you have to others, unless a change in the situation no longer warrants doing so.

Persistence



**Your Style**

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**

Moderately inclined to follow rules and regulations

Enjoy work that is governed by some structure

Prefer general guidelines to precise regulations

Provide subordinates with some flexibility in how they complete their work

**Your Strengths**

Making adjustments to work policies and procedures when change becomes necessary

Taking moderate risks and moving forward when facing some uncertainty

Being able to work in unstructured environments for a period of time

**Possible Challenges**

Determining which procedures and guidelines to keep and which ones to revise

Working in both highly structured and unstructured environments

Finding the right balance between sticking to standard operating procedures and bending the rules to get things done

**Action Strategies**

Take time to gauge the relevance and effectiveness of work rules and regulations before adjusting or ignoring them.

Make sure that your slight dislike for overly structured work does not prevent you from complying with reasonable work procedures.

Attention to Detail



**Your Style**

Focus on global issues, not preoccupied with detail

Focus on strategy and vision

At ease with the unknown

Comfortable working with ambiguous or theoretical concepts

Can move forward even though details are unresolved

Enjoy strategic thinking 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 detail

Focus on day-to-day work operations

**Action 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



**Your Style**

Comfortable making detailed plans or acting without them, depending on the situation

Enjoy planning for the future but are comfortable adjusting them as new information becomes available

Believe that the optimal level of planning is dependent on the situation

**Your Strengths**

Balancing the need for long-term strategic plans with responding to emerging issues in a flexible way

Setting broad goals and objectives to guide day-to-day activities

Providing flexible plans and structure to subordinates

**Possible Challenges**

Recognizing when to stick with or change long-term plans

Finding the appropriate balance between thinking through many details and paying attention to key priorities

**Action 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

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

Logical and somewhat analytical  
 Enjoy solving problems and considering abstract concepts some of the time  
 Devote greater amount of energy when analyzing serious topics, but prefer to make less important decisions quickly

#### Your Strengths

Critical thinking and impartial evaluation  
 Seeking information and asking questions  
 Seeking a balance between analysis and action

#### Possible Challenges

Making many decisions with little time for analytical thinking  
 Having to provide extensive analysis of issues much of the time; this may leave you desiring more action and forward progress

#### Action Strategies

Take time to consider how well you are able to balance your desire for analysis and action. Given a specific topic, are you paying the appropriate amount of attention to each?  
 When faced with a serious problem, commit to using your critical skills even when you would prefer to move on.

## Dealing with Pressure and Stress

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

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

### Self-Control



#### Your Style

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

#### Your Strengths

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

#### Possible Challenges

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

#### Action Strategies

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

### Stress Tolerance



#### Your Style

Able to cope with many demands  
 Tolerate stress well  
 Remain relaxed when under pressure or facing difficulties  
 Respond constructively to problems when under stress  
 Do not take criticism personally

#### Your Strengths

Stress tolerance and stress management  
 Remaining calm in tense situations  
 Constructive use of criticism

#### Possible Challenges

Sticking with routine, low-pressure tasks that have few challenges  
 Working in undemanding work environments

#### Action Strategies

Others may not be able to deal with stress as effectively as you can. Find ways that you can better support them through difficult situations.  
 What you find exciting and engaging, others may find stressful and difficult. Take time to consider how other people may have different needs when tackling challenges.

## Identifying and Managing Change

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

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

### Initiative



#### Your Style

- Enjoy identifying new opportunities
- Seize opportunities as they arise
- Proactive and quickly take initiative
- Act before being asked or forced to by external events
- Handle crises swiftly
- Recognize and act on new business opportunities
- Willing to do extra work and take on extra responsibilities

#### Your Strengths

- Identifying and acting on business opportunities
- Extending business into new areas
- Being very proactive
- Going beyond job requirements
- Exceeding bounds of one's formal authority

#### Possible Challenges

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

#### Action Strategies

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

### Flexibility



#### Your Style

- Like using established ways of working that have proven successful in the past
- Enjoy work settings where changes are minor and infrequent
- Suspicious of large-scale rapid change
- Comfortable with structured tasks
- Able to tolerate routine

#### Your Strengths

- Working with routine
- Structured work
- Providing order and predictability
- Creating stable environment for subordinates

#### Possible Challenges

- Dealing with change
- Being adaptable
- Being flexible
- Openness to small- and large-scale improvements

#### Action 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 present new leadership challenges that you wouldn't experience with your team in the office. It changes the way that you interact with others, and impacts how you lead your team and fulfill your responsibilities. The need to connect with others, share ideas, make plans, and delegate remain the same; however, the methods you need to use to address these topics are different. The table below explains how your results on six Work Personality Index scales may influence your approach and how you can adapt to thrive in this environment.

### Completing Tasks

Your Style	Enhancing Your Leadership
<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>Does your desire for action create unnecessary confusion or uncertainty for your team?</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>Does your team know what you are doing, where you are going, and how it aligns with broader goals?</li> <li>Involve others in the decision-making process, as you may be missing out on important perspectives and ideas.</li> </ul>

### Maintaining Relationships

Your Style	Enhancing Your Leadership
<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>Are you encouraging your team to act independently? In a remote environment, self-sufficiency is needed, even as everyone works towards the same goals.</li> <li>Not every task is a team task, sometimes an individual approach is more appropriate.</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>Are you putting too much energy into building connections and neglecting more important, but less engaging, tasks?</li> <li>Your team may find it more helpful to receive information via written communication, rather than verbally.</li> </ul>

### Leading Your Team

Your Style	Enhancing Your Leadership
<ul style="list-style-type: none"> <li>Take an active approach to leadership and provide your team with clear direction.</li> <li>Enjoy having influence over projects and people.</li> </ul>	<ul style="list-style-type: none"> <li>Be aware that you may come across as authoritative or as a micromanager. Are you checking in with your team too frequently?</li> <li>Provide employees with clear objectives, but give them the freedom to determine the best way to achieve them.</li> </ul>
<ul style="list-style-type: none"> <li>Attempt to strike a balance between completing a task and considering the impacts on people.</li> <li>Are comfortable providing some support and encouragement, but adopt an objective view when making decisions.</li> </ul>	<ul style="list-style-type: none"> <li>You may not always be able to anticipate how others will react. Check in with your team to get their feedback.</li> <li>Don't let supporting your team come at the expense of achieving goals, or vice versa.</li> </ul>

## 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