WORK PERSONALITY INDEX

SELECT

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Psychometrics

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About this Report

The Work Personality Index® assessment describes key features of a candidate's personal style that influence their approach to tasks, ways of interacting with people, and performance at work. This assessment measures 21 traits that provide a comprehensive overview of work personality.

The Work Personality Index Select Report is designed as a tool for evaluating a candidate's potential fit into a role. The focus of the report is on personal characteristics and behaviors that influence how this individual will perform in a work setting, and the report contains information about the strengths and weaknesses that can emerge due to their preferences. It contains interpretive notes that can be useful for improving job fit.

Keep in mind that higher scores do not mean a better fit for the role you are evaluating. Human characteristics can be either strength or weakness depending on the situation: An asset in one setting can be a challenge in another. Everyone has their strengths and areas that may require improvement. Please review the detailed interpretation for each scale and consider the needs of the role before drawing any conclusions.

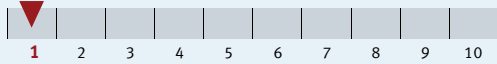Keep these questions in mind as you are reviewing the results:

- What are the demands of the role?
- What traits will help make a candidate successful in the role?
- For each trait: Is this candidate's preference a good fit for the role?
- How will the candidate need to adjust or adapt? Will the required changes be far outside of their preferences? ?
- Overall, does it seem like this candidate will fit into the role and the organizational culture?

Psychometrics

Energy and Drive

Energy
1 2 3 4 **5** 6 7 8 9 10

Ambition
1 2 3 **4** 5 6 7 8 9 10

Leadership
1 2 3 4 5 6 7 8 9 10

Social Confidence
1 2 3 4 **5** 6 7 8 9 10

Persuasion
1 2 3 4 **5** 6 7 8 9 10

Initiative
1 2 3 4 5 6 7 8 9 10

Flexibility
1 2 3 4 **5** 6 7 8 9 10

Multi-Tasking
1 2 3 4 **5** 6 7 8 9 10

Working with Others

Outgoing
1 2 3 4 5 **6** 7 8 9 10

Teamwork
1 2 3 **4** 5 6 7 8 9 10

Concern for Others
1 **2** 3 4 5 6 7 8 9 10

Democratic
1 2 3 4 5 6 **7** 8 9 10

Work Style

Dependability
1 2 3 4 5 6 7 8 9 10

Persistence
1 2 **3** 4 5 6 7 8 9 10

Rule-Following
1 2 3 4 5 6 **7** 8 9 10
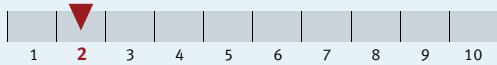
Attention to Detail
1 2 3 **4** 5 6 7 8 9 10
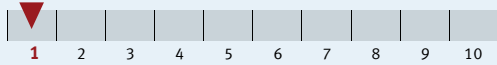
Planning
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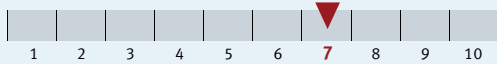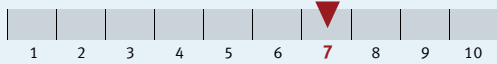
Problem Solving Style
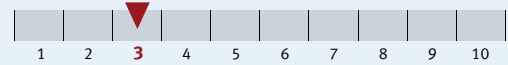
Innovation
1 **2** 3 4 5 6 7 8 9 10

Analytical Thinking
1 2 3 4 5 6 **7** 8 9 10
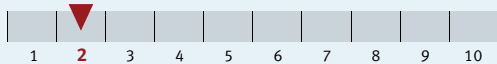
Dealing with Pressure and Stress
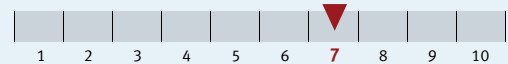
Self-Control
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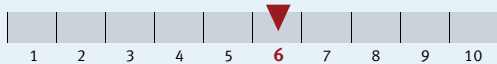
Stress Tolerance
1 2 3 **4** 5 6 7 8 9 10
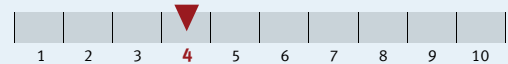
Special Scales

Managerial and Leadership Potential
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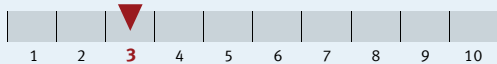
Sales Potential
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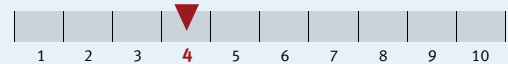
PROFILE VALIDITY The candidate's responses to the questionnaire follow a typical pattern.

WORK PERSONALITY INDEX

Psychometrics

Energy and Drive

Energy

Steady   1   2   3   4   **5**   6   7   8   9   10   Energetic

Has an average level of energy

Prefers a balance of demanding tasks and those that can be completed at a steady pace

Enjoys some challenges at work, but can get worn down if these challenges are extensive or frequent

Will require some straightforward tasks and work that does not require a high level of energy

Ambition

Easy-going   1   2   3   **4**   5   6   7   8   9   10   Competitive

Is somewhat easygoing; not intently focused on career advancement

Will not strive to outperform or surpass other people

Is more collaborative than competitive

Prefers work that is straightforward; is worn down by frequently challenging situations

Finds happiness in their current situation and does not feel the need to move up the corporate ladder

Will likely be effective in occupations that have undemanding job responsibilities and few opportunities for promotion

Leadership

Let Others Lead   **1**   2   3   4   5   6   7   8   9   10   Be In Charge

Tends to avoid positions of authority and is highly unlikely to take charge of people or tasks

Dislikes telling people what to do, and is much happier letting others lead

When placed in charge, will not exert much pressure on people

Leadership style will rely exclusively upon collaboration rather than direction

Works most effectively in positions where others consistently assume the leadership role

Very comfortable operating in the background

Does not try to exert control and influence over things

Social Confidence

Reserved   1   2   3   4   **5**   6   7   8   9   10   Confident

Reports an average level of social-confidence

Is comfortable in most social situations

Enjoys attention some of the time but appreciates opportunities to remain in the background

Is confident in social interactions with people they are familiar with but may feel less comfortable with a large group of strangers

Confident and poised in situations they are familiar with

Energy and Drive

Persuasion

Agreeable — [1] [2] [3] [4] [5]▼ [6] [7] [8] [9] [10] — Persuasive

Reports an average level of persuasion

Enjoys influencing people some of the time

Is somewhat comfortable engaging in negotiations or bargaining

May find it difficult trying to change the opinions or perspectives of others if they are not fully committed to the idea

Unlikely to be attracted to sales positions unless they truly believe in the product or service

Initiative

Prefers Stable Work — ▼[1] [2] [3] [4] [5] [6] [7] [8] [9] [10] — Takes Initiative

Enjoys very consistent and stable job responsibilities

Likely to be most effective in occupations where the content of the work rarely changes

Shows very little interest in identifying and tackling new challenges

Prefers to let others take initiative

Will start new projects only with help and direction from others

Tends to take a cautious approach, seeking out guidance from others, before taking initiative. As a result, any enterprise is likely to be thoroughly planned and slowly implemented

Flexibility

Routine and Structure — [1] [2] [3] [4] [5]▼ [6] [7] [8] [9] [10] — Change and Variety

Has an average level of flexibility

Enjoys a balance of variety and routine at work

Values having some stability and predictability at work; prefers change that occurs at a slower pace

Unlikely to make changes for the sake of change, and would rather make minor adjustments only when it makes good sense to do so

Will be uncomfortable with both frequent change and extensive routine

Multi-Tasking

One Task At A Time — [1] [2] [3] [4] [5]▼ [6] [7] [8] [9] [10] — Balance Multiple Tasks

Reports an average level of multi-tasking

Feels effective when they have more than one task to complete but may feel overwhelmed when dealing with too many

Can work well when they have a number of tasks to complete

Sometimes enjoy being given a new task before finishing another, but will tend to prefer to complete the task at hand before starting another

Somewhat effective in juggling multiple demands

Working with Others

Outgoing

Reflective and Thoughtful   1 2 3 4 5 **6** 7 8 9 10   Talkative and Outgoing

Preference for interacting with others and meeting new people is very similar to that of most individuals

Feels at ease in most social situations, likes meeting people, and may come across as warm and friendly, but also values some time alone

May find too much social interaction tiring but a lack of social interaction may also lead to feelings of detachment

Prefers work that provides a balance of extraverted and introverted tasks

Teamwork

Independent   1 2 3 **4** 5 6 7 8 9 10   Collaborative

Reports a below average level of teamwork

Prefers to work alone, believing this is when the best work is done

Feels less effective when working in groups

Is comfortable working independently for extended periods of time

Will work more effectively with small teams than large groups

Concern for Others

Task-focused   1 **2** 3 4 5 6 7 8 9 10   People-focused

Is very reluctant to get personally involved in others' problems

Tends to be very selective with sympathy and support

Tough-minded and task-focused

Feels more comfortable maintaining personal detachment from co-workers

Doesn't pay much attention to people's emotions and feelings

May be described as by others as insensitive

Can make unpopular decisions and take unpopular stands

Democratic

Self-directed   1 2 3 4 5 6 **7** 8 9 10   Consultative

Prefers to consult others when making decisions

Enjoys collaborating with others and willingly accepts suggestions

Seeks out advice when making decisions

Looks to others for supervision and guidance

May be uncomfortable making decisions independently

Works well in settings where decisions are made through discussion and consensus

Work Style

Dependability

Shifts Priorities | 1 2 3 4 5 6 7 8 9 10 | Meets Obligations

Reports a low level of dependability

Sees deadlines as flexible

Is very willing to shift priorities, move deadlines, and leave work unfinished

Is likely to be seen as somewhat unreliable by others

May not finish everything they start

Persistence

Prefers Undemanding Tasks | 1 2 **3** 4 5 6 7 8 9 10 | Determined And Tireless

Reports a below average level of persistence

Prefers work that can be completed quickly and with relative ease

Tends to dislike tasks that require overcoming major obstacles and may give up on projects when things become very difficult

May leave work unfinished, preferring to return to it after taking a break

Dislikes work that has a lot of complications and challenges

Attention to Detail

Broad Approach | 1 2 3 **4** 5 6 7 8 9 10 | Detailed Approach

Reports a below average level of attention to detail

Prefers tasks that do not require working with highly detailed information

Naturally focuses on the big picture and broad priorities, leaving the checking of details to others

Is comfortable completing tasks without specific guidelines or procedures

Willing to cut corners when tasks need to be completed quickly

May appear careless and disorganized to others

Works best in positions where the use of detailed information is kept to a minimum, preferring roles that allow a focus on the bigger issues

Work Style

Rule-Following

Prefers General Guidelines | 1 | 2 | 3 | 4 | 5 | 6 | **7** | 8 | 9 | 10 | Prefers Clear Procedures

Prefers to stick closely to rules and regulations

Enjoys having guidelines and clear expectations and instructions

Does things by the book, even when it is inconvenient

Is comfortable using standard operating procedures and well-established approaches

May struggle working on tasks when given ambiguous or overly broad instructions

Unwilling to bend procedures in order to get work done

Planning

Spontaneous and Adaptable | 1 | 2 | 3 | 4 | 5 | 6 | **7** | 8 | 9 | 10 | Organized and Planful

Feels at ease with structured and detailed plans

Believes efficient work routines need long-term plans

Enjoys making detailed plans before starting most projects

Enjoys planning and thinking about the future in a structured way

May find it difficult to adjust plans as a situation evolves

May find it difficult to begin a task without a detailed plan, when time is limited or when they must act immediately

Problem Solving Style

Innovation

Rely on Established Methods ▼ Incorporate New Ideas

1 **2** 3 4 5 6 7 8 9 10

Reports a low level of innovation

Avoids unconventional ideas, preferring to use and build upon established methods

Is likely to come up with practical ideas that bring about incremental change

Sees self as very pragmatic, and focuses on grounded, traditional pursuits

Reports being less creative and original than most people, showing a greater appreciation for proven procedures rather than new ones

Is wary of new approaches and ideas

Analytical Thinking

Intuitive and Instinctual ▼ Logical and Analytical

1 2 3 4 5 6 **7** 8 9 10

Enjoys critically analyzing information

Is comfortable discussing abstract matters

Tends to be analytical, logical and theoretical

Is deliberate and logical, taking time to think things through

Likes to search for themes and patterns in data

Seeks to understand things in-depth

Dealing with Pressure and Stress

Self-Control

Emotional ▼ Composed

1 2 3 4 5 **6** 7 8 9 10

Reports an average level of self-control

Similar to most people, is relatively calm and easy going, but may get upset when things go wrong

Generally able to conceal emotional reactions that are likely to be interpreted negatively by others

May express some negative feelings and emotions when under pressure

Stress Tolerance

Anxious ▼ Resilient

1 2 3 **4** 5 6 7 8 9 10

Tends to be less relaxed about things in general

Gets stressed more easily than most

Prefers work environments with limited demands and little high-pressure work

When faced with too many things happening at the same time, may have difficulty maintaining their effectiveness

Tends to take criticism personally

May find it difficult to think effectively when under a great deal of pressure

Psychometrics

Special Scales

Management and Leadership Potential

| 1 | 2 | **3** | 4 | 5 | 6 | 7 | 8 | 9 | 10 |

The Management and Leadership Potential score indicates the degree to which an individual's results are similar to those observed for people who are successful in management and leadership roles. Higher scores indicate a greater level of similarity to people working in management and leadership positions.

Sales Potential

| 1 | 2 | 3 | **4** | 5 | 6 | 7 | 8 | 9 | 10 |

The Sales Potential score indicates the degree to which an individual's results are similar to those observed for people who are successful in sales careers. Higher scores indicate a greater level of similarity to people working in sales roles.

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WORK PERSONALITY INDEX | **SELECT**

Finding Success When Working Remotely

Working in a remote environment comes with unique challenges that can impact an individual's performance. Candidates may need to adjust the way that they interact with others, complete tasks, and fulfill their responsibilities, compared to when they are working in an office environment. The need to connect with others, share ideas, make plans, and execute remain the same; however, the methods they need to use to address these topics are different. The table below explains how the candidate's results on four Work Personality Index scales may influence their approach, and provides challenges that they may encounter while working remotely.

Completing Tasks

Their Style	Potential Derailers
• Adopts a steady and consistent approach to their work. • Allows others to initiate change. Prefers to take care of ongoing tasks.	• Sticking with methods that are familiar, but are no longer effective. • Failing to recognize or seize opportunities when they arise.
• Operates best in environments that provide a high level of support. • Likes to consult with others before taking action.	• Lacking confidence in their own judgment. • Unwilling to make decisions without consensus.

Maintaining Relationships

Their Style	Potential Derailers
• Believes that they can do their best work when they can work on their own. • Finds team tasks inefficient and unproductive.	• Approaching tasks independently when they would be better addressed as a team. • Failing to make the necessary effort to collaborate with others and seek out other perspectives.
• Comfortable reaching out to people they know well, but are less at ease with strangers. • Will initiate conversations if no one else is doing so, or their role requires it.	• Struggling to stay connected with their extended work and social networks. • Failing to find the appropriate balance between written and verbal communication.

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