

WORK PERSONALITY
 **INDEX**
DEVELOPMENT

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Your Report

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

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 in and in life. The focus of the report is on personal characteristics and behaviors that influence how you perform in a work setting, and the report contains information about your strengths and techniques for increasing your effectiveness.

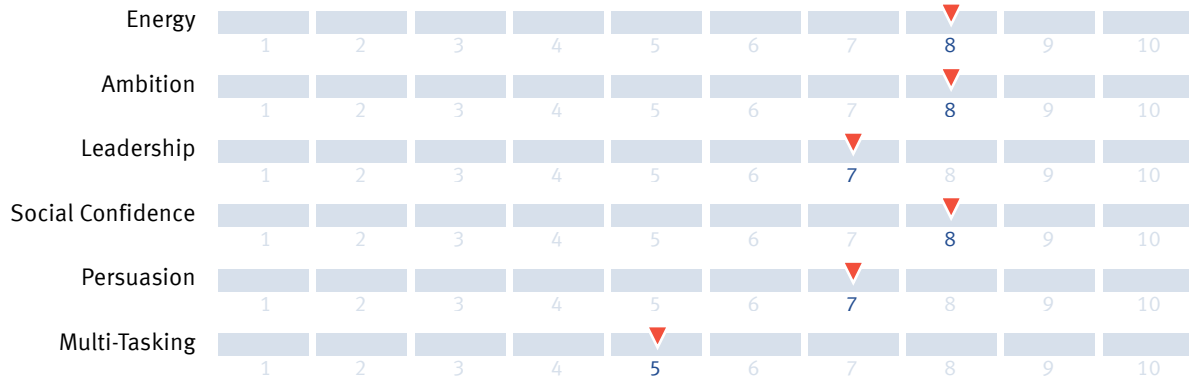
Higher scores do not mean a better fit for the role you are in or are aspiring to achieve. Human characteristics can be either strength or weakness depending on the situation: An asset in one setting can be a challenge in another. Everyone has their strengths and areas that may require improvement. Please review the detailed interpretation for each scale, and consider your individual circumstances, before drawing any conclusions.

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

- Does this description resonate with me?
- Is this preference a strength? If so, which Personal Development Strategies will help me harness this strength further?
- Has this preference been a challenge for me in the past? If so, which Personal Development Strategies will help me adapt accordingly?

Your Profile

Energy and Drive



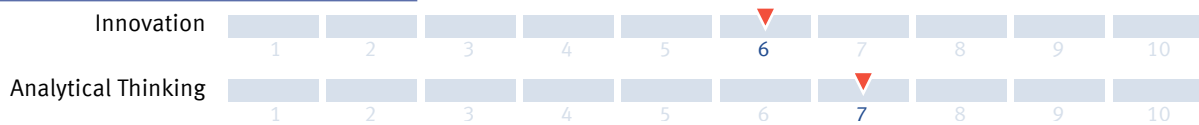
Working with Others



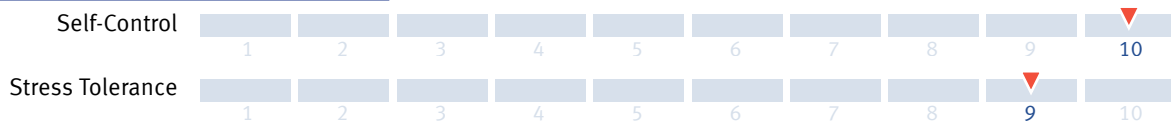
Work Style



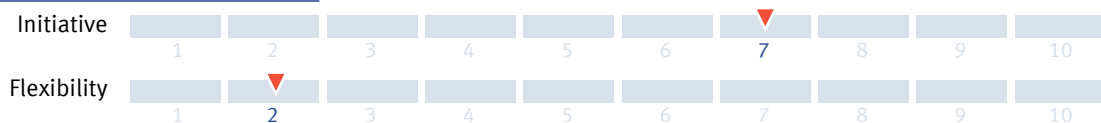
Problem Solving Style



Dealing with Pressure and Stress



Identifying and Managing Change



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 an above average level of energy and stamina. You should enjoy work that involves mental or physical challenges, and you like keeping busy. While a lot of demanding work can leave you tired, you quickly become bored if your work is slow-paced and unchallenging. People with your style usually work well in demanding circumstances, but do require some down time to regain their energy.

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 be very energetic. Therefore, you need to keep a check on your tendency to become involved in too many activities.
- 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 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 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 comfortable engaging in negotiations and debates. You like to persuade people to accept your ideas or perspective. People such as you enjoy 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 prefer a balance of having multiple tasks to complete and being able to focus on a single task. You feel that you can put a reasonable amount of focus and responsibility when you have a number of tasks to deal with at the same time. However, having too many tasks may lead you to feel that you are unable to provide sufficient concentration on each task.

Personal Development Strategies

- Maintain your balance of taking on new challenges and ensuring that you don't assume too many responsibilities to handle. This will ensure you capitalize on opportunities while still being able to provide sufficient focus on each task.
- When you find that you have a lot of tasks or responsibilities, find techniques that work for you to deal with the multiple demands. This may include 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 very outgoing and sociable. Like others with an extraverted style, you enjoy meeting new people and are very comfortable in groups. Others should see you as lively, animated, and talkative. You seem to enjoy making new acquaintances and prefer work that gives you the opportunity to interact with lots of people. Your social boldness allows you to be effective in positions where you must frequently deal with strangers.

Personal Development Strategies

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

Teamwork



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 above average level of concern for others. As a result, you come across as caring and sensitive. Most often you are aware of others' feelings, and you are responsive to emotional and social nuances. At times, you prefer some emotional detachment, and you may be somewhat selective with your support. Your personable style allows you to be effective in work settings where gauging the thoughts and feelings of others is important. However, your preferences can make it difficult for you to make decisions that affect people negatively.

Personal Development Strategies

- When making a decision, watch that you do not 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 your tendency to take on the problems of others.
- Ensure that your level of concern does not come across as being nosy or meddling.

Democratic



When making decisions, you fluctuate between consulting with others and making independent choices depending upon the seriousness of the issue. You see the benefit of having other people participate in the decision-making process. However, you are willing to go on your own and ignore the advice of others if it strongly clashes with your thinking. In positions with too much supervision, or where many people are involved in decisions, you may feel restricted. Yet you probably would not enjoy work where you could not consult with your colleagues.

Personal Development Strategies

- Consult with others when decisions that can result in serious consequences need to be made.
- Make minor decisions on your own.
- Learn to recognize when your decision-making style may be too slow (too much consultation) or does not allow you to gather enough information (not enough consultation).

Work Style

Everyone approaches their work in a unique way. Differences in work style can be attributed to differences in a person's persistence, attention to detail, dependability, and desire for structure and guidance. Your preferences in these areas will influence the kind of tasks and work environments that you will find enjoyable and where you will feel comfortable taking on leadership roles.

Dependability



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

Personal Development Strategies

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

Persistence



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

Personal Development Strategies

- Since you are so persistent, it is important for you to learn how to recognize when a project is no longer worth the effort or resources to complete.
- Avoid seeing less persistent individuals as uncommitted.
- Guard against your tendency to commit too much energy to some things. You may be able to increase your effectiveness by dropping some things.

Work Style

Rule-Following



You like having specific guidelines and prefer to stick closely to the rules and regulations. You come across as someone with a high level of integrity because you do things by the book, even when it is personally inconvenient. As a result, you enjoy working in structured settings where there is little variation in how tasks are completed. You follow instructions to the letter, and leaders likely consider you very easy to supervise.

Personal Development Strategies

- Willingly adapt and change regulations and work structures if they can be made more efficient and the changes do not result in serious consequences.
- Frequently review whether the guidelines used to direct your work remain effective.
- At times, sticking with how your work has been done in the past may not be in your best interest. A more questioning attitude that reviews how your work could be completed better may be more appropriate.

Attention to Detail



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

Personal Development Strategies

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

Work Style

Planning



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

Personal Development Strategies

- Time-limited or critical situations sometimes require action without extensive advance planning. Learn to recognize when detailed plans are not necessary or feasible, as this will improve efficiency when quick responding is required.
- Regardless of how good a plan or schedule is, it can be affected by unexpected changes. Although you may prefer to stick to a plan, recognize when the situation has changed and shift priorities accordingly.
- The desire to plan can result in delayed decision making. Identify when quick decisions are appropriate.
- Do not neglect your own needs. Maintain your focus on planning, strategizing, and scheduling whenever it is beneficial or appropriate.

Problem Solving Style

Solving problems involves two key tasks, analyzing information and developing solutions. Personal characteristics such as insight, imagination, originality, openness to new ideas, and an analytical approach to work influence how you conduct each of these tasks.

Innovation



You 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 are more analytical and deliberate than most people. You take your time to think things through, and gather as much information as possible before moving forward. In settings where mistakes can lead to serious consequences, your analytical approach is very desirable. People with a similar style prefer to rely upon in-depth analysis rather than their intuition. While this results in few mistakes, it can be difficult to make rapid decisions.

Personal Development Strategies

- Do not analyze unimportant issues for a long period of time.
- Begin trusting your intuition when developing solutions.
- Avoid being critical of others with a less analytical style.

Dealing with Pressure and Stress

Your approach to work is influenced by how you deal with pressure and stress, and how emotionally controlled and resilient you are. People who tolerate stress well and are able to cope with many demands tend to be successful in high-pressure jobs. Those who are prone to experiencing stress, tend to find success and satisfaction in less demanding occupations.

Self-Control



You see yourself as calm, easygoing, and free from anxiety. You tend to keep your emotions in check, often so well that people who know you are not aware of your true feelings. People with your style rarely experience anger and are unlikely to take offence at insults. In tense situations you rarely say things you later regret, and you are comfortable working in settings where emotions run high.

Personal Development Strategies

- Show enthusiasm and excitement to your colleagues.
- Let other people know your thoughts and feelings. This will help you develop closer relationships with colleagues and customers.
- Guard against coming across as cold or uninvolved.

Stress Tolerance



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

Personal Development Strategies

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

Identifying and Managing Change

How you approach and manage change has tremendous influence on the tasks and situations in which your leadership will be effective. For the types of work that involve lots of change, people who describe themselves as flexible and future-oriented seem better suited and report more satisfaction. In work environments with greater stability, people who describe themselves as reliable and focused on the present are generally more successful. Your preferences for identifying and managing change, and the possible impact they have on your life, are discussed below.

Initiative



People like you have a keen interest in looking for new opportunities and quickly capitalizing on them. They also enjoy looking for ways to improve their work. As a result of your proactive style, you may be quite willing to take on extra responsibilities to make the most of any opportunity you identify. You enjoy overcoming challenges and are prepared to do extra work. However, if too many responsibilities are added to your workload, you may begin to experience stress.

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 prefer structured work that has a consistent routine and few changes. You like using established ways of working that have proven to be successful in the past. When faced with too many changes, you may feel overwhelmed. While you can adapt to changes, those that are comprehensive and drastic are hard for you to adjust to. In general, you are more effective in occupations where your tasks and responsibilities are well defined and rarely vary. You are prepared to do repetitive work, and are better able than most people to tolerate routine tasks.

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 that 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"> Quickly see, evaluate and act on new opportunities. Embody the motto “If I don’t do it, no one will!” 	<ul style="list-style-type: none"> Be aware that your high level of initiative may be seen as impulsiveness. Delays in implementation may be necessary to reach the goal.
<ul style="list-style-type: none"> Operate best in environments that provide a moderate level of support. Decide things on your own until the options become too complex. 	<ul style="list-style-type: none"> Reach out to others when you're not getting the level of support that you require. Working remotely may require you to take on more difficult decisions on your own.

Maintaining Relationships

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

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