

WORK PERSONALITY
 **INDEX**

LEADERSHIP

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About this 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 Leadership Report is designed as a tool for professional growth. It contains interpretive notes that can be useful for increasing your success in a position of leadership. The focus of the report is on personal characteristics and behaviors that influence your leadership style, and the report contains information about your leadership strengths and techniques for increasing your effectiveness.

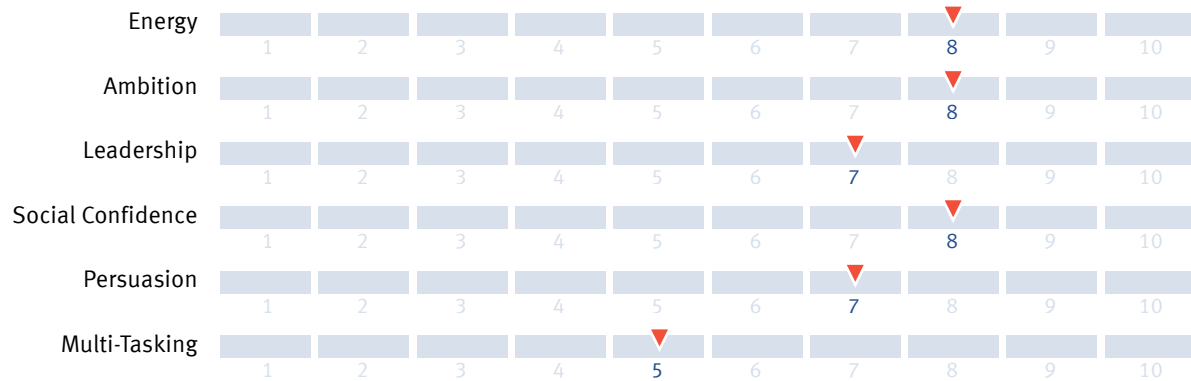
Higher scores do not mean that your leadership style is better, or that you are a better fit for a leadership position. Human characteristics can be either strength or weakness depending on the situation: An asset in one setting can be a challenge in another. Everyone has their strengths and areas that 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 in my leadership role? If so, which Action Strategies will help me harness this strength further?
- Has this preference been a challenge for me in the past? If so, which Action Strategies will help me adapt accordingly?

Your Profile

Energy and Drive



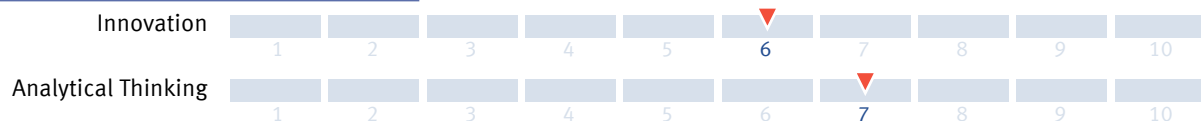
Working with Others



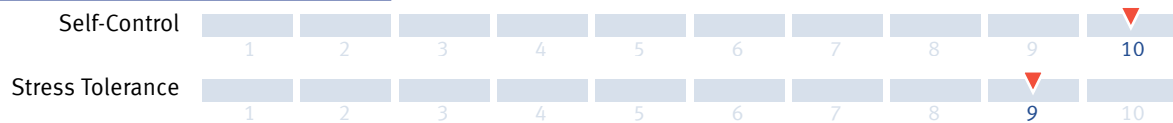
Work Style



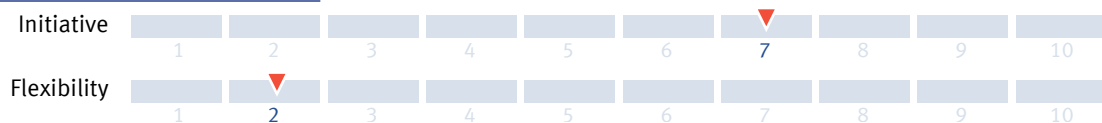
Problem Solving Style



Dealing with Pressure and Stress



Identifying and Managing Change



Energy and Drive

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

Active
 Have a high level of energy and stamina
 Enjoy work that is mentally and physically challenging
 Like to keep busy most of the time
 Work well in demanding circumstances

Your Strengths

Energy level
 Staying physically and mentally active
 Working in demanding environments

Possible Challenges

Relaxation and remaining calm
 Working in slow-paced settings frequently
 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 be very energetic. Therefore, you need to control 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



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 some multi-tasking
 Prefer to complete complex tasks without the distraction of other projects being added to your workload
 Are comfortable juggling several straightforward activities at the same time

Your Strengths

Taking on new tasks
 Juggling a busy schedule
 Coping with multiple demands
 Accepting the challenge of new responsibilities

Possible Challenges

Taking on too many tasks
 Providing sufficient focus to each task
 Ensuring completion of the many projects you work on
 Maintaining focus when needed, despite competing demands

Action Strategies

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.

Outgoing



Your Style

Extraverted, sociable and outgoing
 Lively, animated and talkative
 Enjoy meeting new people
 Friendly and approachable
 Confident in front of people
 Like work that lets you interact with many people very frequently

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, be sure to give them an equal opportunity to voice their opinions. Watch that you do not dominate conversations by being too talkative.

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 focusing on gathering information from other people, rather than always 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

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

Your Strengths

Customer service and support
 Building and maintaining positive relationships
 Diplomacy
 Concern for staff and customers
 Awareness of the feelings and wishes of others

Possible Challenges

Dealing with conflict
 Maintaining emotional detachment or objectivity
 Making decisions that impact people negatively
 Impersonal analysis and decision making

Action Strategies

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

Democratic



Your Style

Consult with colleagues when making decisions with significant repercussions
 Make easier decisions quickly and independently
 Feel restricted in environments with a great deal of supervision
 Willing to ignore the advice of others if it clashes with your own thinking

Your Strengths

Consultation and collaboration
 Achieving consensus when necessary
 Involving others in decision making
 Seeking the balance between consultation and decisiveness

Possible Challenges

Finding the right balance between making decisions on your own and seeking input and guidance from others

Action 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



Your Style

Dependable, responsible and conscientious
 Meet your obligations and follow through on all your commitments
 Stick to your plans and strongly value meeting deadlines
 Finish what you start

Your Strengths

Keeping on schedule and meeting deadlines
 Not letting things slip through the cracks
 Completing tasks and ensuring everything is taken care of

Possible Challenges

Reprioritizing tasks and shifting deadlines
 Delegating work to others

Action Strategies

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

Persistence



Your Style

Very persistent and do not give up easily
 Stay with a project to its conclusion
 Take repeated action to overcome obstacles
 Find it easy to work through distractions
 Rarely off task
 Very strong focus on getting the job done

Your Strengths

Perseverance
 Follow-through
 Getting job done
 Freedom from distraction

Possible Challenges

Recognizing when projects are not worth expending further resources
 Maintaining work-life balance

Action Strategies

Because 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 time and effort to some things. You may be able to increase your effectiveness by dropping some things in order to maintain a healthy workload and balance.

Work Style

Rule-Following



Your Style

Prefer to stick very closely to rules and regulations
 Unwilling to bend procedures in order to get work done
 Enjoy using standard operating procedures and well-established approaches
 Comfortable working on tasks that must be completed using a clearly defined process
 Follow instructions to the letter and expect subordinates to do the same

Your Strengths

Working in structured environments
 Establishing clear work systems and procedures
 Clear and consistent adherence to guidelines

Possible Challenges

Working on tasks when given ambiguous or broad instructions
 Bending or adjusting work procedures even when necessary
 Working in unstructured environments
 Taking risks and moving forward when faced with uncertainty

Action Strategies

Seek opportunities to use your focus on structure and organization to provide both clarity and stability to work processes.
 At times, sticking with how your work has been done in the past may not be in your best interest. Consider adopting a more questioning attitude that reviews how your work could be completed more effectively.
 Review the usefulness of current procedures, take time to consider new methods, and willingly adapt and change work structures if they can be made more efficient.

Attention to Detail



Your Style

Organized, methodical and orderly
 Pay careful attention to details
 Set high standards
 Have a strong desire to do things right
 Focus on operations

Your Strengths

Quality control
 Organization
 Attention to detail
 Focus on day-to-day work operations
 Standard setting

Possible Challenges

Ambiguity is uncomfortable
 Strategic visioning/planning; lack of focus on global vision and future planning
 Acting without having all details resolved

Action Strategies

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

Work Style

Planning



Your Style

Make short- and long-term plans
Enjoy thinking about and planning for the future in a structured way
Consider many different contingencies when planning your work
Prefer to make detailed plans before starting a project

Your Strengths

Strategic planning
Future-oriented goal setting
Making detailed plans for projects
Providing clear structure and direction for others

Possible Challenges

Adjusting plans as situations evolve
Beginning tasks without a detailed plan when time is limited or the situation requires an immediate response
Shifting priorities
Making quick decisions

Action 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.

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, analytical and conceptual
 Enjoy critically analyzing information
 Are comfortable discussing abstract concepts
 Look for patterns and themes in data

Your Strengths

Critical thinking and impartial evaluation
 Seeking information and asking questions
 Using a deliberate and objective approach to problem solving and decision making

Possible Challenges

Making quick decisions with limited information
 Taking interpersonal needs into account
 Making decisions and moving forward without too much analysis

Action Strategies

Make sure that you do not overanalyze unimportant issues.
 Avoid being overly critical of others.

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

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

Your Strengths

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

Possible Challenges

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

Action Strategies

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

Stress Tolerance



Your Style

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

Your Strengths

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

Possible Challenges

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

Action Strategies

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

Identifying and Managing Change

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

Initiative



Your Style

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

Your Strengths

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

Possible Challenges

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

Action Strategies

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

Flexibility



Your Style

- 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 changes
- Comfortable with structured tasks
- Able to tolerate routine

Your Strengths

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

Possible Challenges

- Feeling comfortable 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"> 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. Does your desire for action create unnecessary confusion or uncertainty for your team? |
| <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"> Are you providing the support that your team needs in order to make decisions on their own? Working remotely may require you to make a greater number of difficult decisions on your own. |

Maintaining Relationships

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

Leading Your Team

| Your Style | Enhancing Your Leadership |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> Take an active approach to leadership and provide your team with clear direction. Enjoy having influence over projects and people. | <ul style="list-style-type: none"> Be aware that you may come across as authoritative or as a micromanager. Are you checking in with your team too frequently? Provide employees with clear objectives, but give them the freedom to determine the best way to achieve them. |
| <ul style="list-style-type: none"> Focused on people. Tactful and considerate when interacting with others and making decisions. Provide encouragement and support to your team. | <ul style="list-style-type: none"> Be sure to provide straightforward and constructive feedback to your team. This is necessary for growth and development. Are you avoiding tough conversations? As a leader, your staff will be looking for you to resolve difficult issues. |

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 |
|---------------------------------------------------|-------------------------------------------------------|------------------|------------|
| | | | |
| | | | |
| | | | |
| | | | |