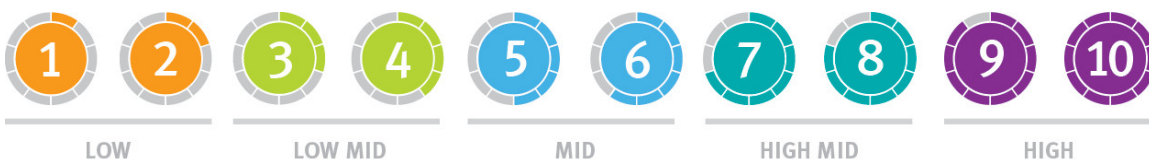# DEVELOPMENT

John Sample

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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. The WPI Development Report is designed as a tool for professional growth. It contains interpretive notes that can be useful for increasing your success at work and in life. The focus of the report is on personal characteristics and behaviours that influence how you perform in work settings. The WPI measures 21 traits that provide a comprehensive overview of your work personality. This report contains information about your preferences, strengths, and techniques for increasing your effectiveness in the areas shown in the model below.
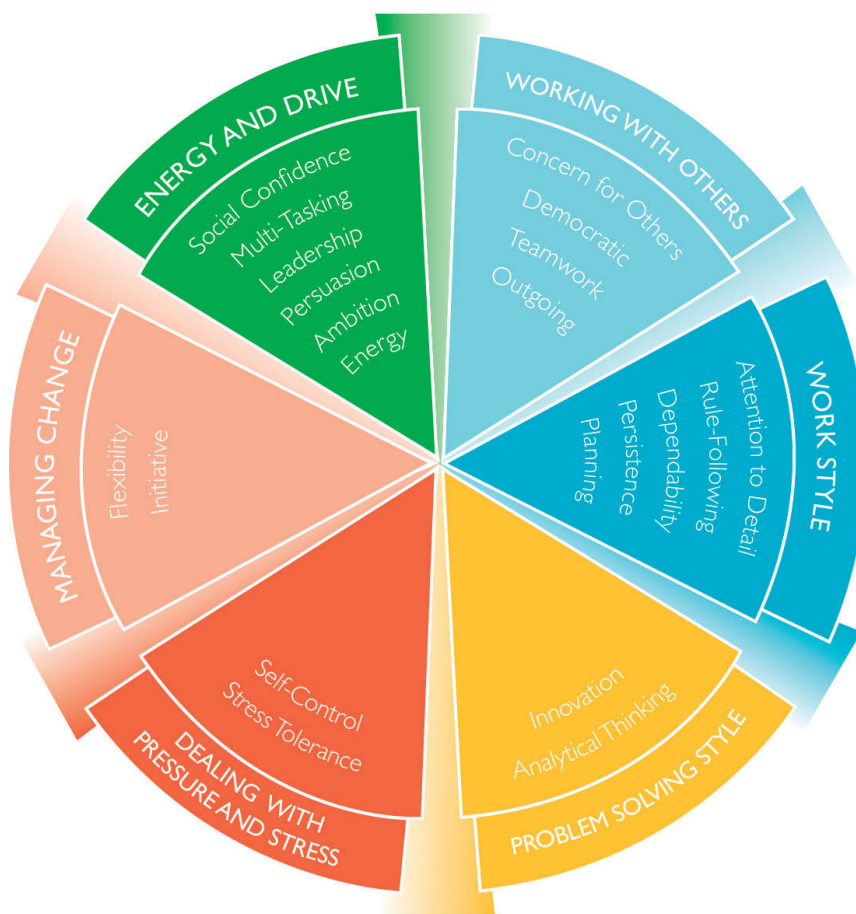
When reading your results, it is important to avoid reading good or bad into any of the statements. Human characteristics can be either a strength or weakness depending on the situation. What may be an asset in one setting can be a liability in another. Everyone has strengths and areas that may require improvement. As a result, some parts of this report will appear to be positive and other parts may concern you. If, after reflection, the information still seems to be at odds with your experience, you might want to discuss it with someone who knows you well.

Your results on the WPI scales are presented as Sten Scores, which range from 1 to 10. These scores compare your responses on the WPI 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.

| LOW | LOW MID | MID | HIGH MID | HIGH |

Your Profile

Energy and Drive				
4 Energy	**5** Ambition	**3** Leadership	**3** Social Confidence	
3 Persuasion	**5** Multi-Tasking			

Working with Others				
1 Outgoing	**5** Teamwork	**1** Concern for Others	**2** Democratic	

Work Style			
5 Dependability	**7** Persistence	**3** Rule-Following	
8 Attention to Detail	**6** Planning		

Problem Solving Style	
5 Innovation	**9** Analytical Thinking

Dealing with Pressure and Stress	
10 Self-Control	**10** Stress Tolerance

Identifying and Managing Change	
7 Initiative	**5** Flexibility

Energy and Drive

This section of the report examines the energy and drive you bring to your work and life. These areas directly relate to how you move forward and what you strive to achieve. More than any of the other areas in this report, Energy and Drive examines how you present yourself to the world, your leadership style, how you deal with challenges and obstacles, and how you work towards your goals.

Energy

4 LOW MID

You enjoy working on teams and dislike having to work alone. You are a strong team player and prefer tasks that let you to work collaboratively with others. In most cases, working closely with people allows you to do your best work. You value encouraging and helping others, and are very cooperative, often willing to put the group's success before your own. You tend to be very accommodating and willing to set aside your own wishes and desires when working with others. Highly independent work, and tasks that require you to provide critical feedback or make unpopular decisions, will probably be less satisfying for you. Due to your strong preference for teamwork, you need to make a conscious effort to focus on your own needs, goals, and paths for career success. To best manage your career transition take advantage of your ability to collaborate with others.

Personal Development Strategies

- Commit more time and energy to your work tasks. This can improve your personal effectiveness in a number of work settings.
- Show vigour and enthusiasm when interacting with others. Other people may see your relaxed attitude as indifference or a lack of motivation.
- Be more generous with your time and energy. Often after beginning a project or activity, you will find that the energy requirements are not that extensive.

Ambition

5 MID

Overall, you are as competitive as the average person. Like most people, you recognize that setting goals and putting forth a committed effort are required to get ahead. Yet you also appreciate a balanced approach that reflects the importance of your work and personal life. This is illustrated in your tendency to set achievable targets and not to see yourself as overly competitive. Others should see you as a driven individual, but not a workaholic.

Personal Development Strategies

- Consider how your level of ambition and competitiveness influences the balance between your career and personal responsibilities.
- In some situations your competitive style may not be appropriate. When working on teams or with other individuals, it may be more effective to adopt a less competitive style.

Energy and Drive

Leadership

LOW MID

3

Your desire to be in positions of authority is slightly below average. As a result, you are unlikely to automatically take charge of people or tasks. However, you are willing to assume a leadership role when asked or required. When in leadership positions you tend to adopt a consultative style. This allows you to be effective in positions where tasks are completed by teams, and you are not required to adopt a directive leadership style. People such as you prefer to lead by example, rather than telling others what to do.

Personal Development Strategies
- Take control of tasks or teams when your skills allow you to make a significant contribution.
- Examine the situations where your consultative leadership style may be inefficient or ineffective.
- Learn how to comfortably give direction and guidance to people working under you.

Social Confidence

LOW MID

3

You may feel shy and timid around new people in some social situations. You prefer to remain in the background, particularly with new people or groups. Engaging a group of new people may leave you feeling uncomfortable. You prefer not to be the centre of attention and are quite happy to allow others to receive attention or be in the spotlight. This allows others to see you as unintimidating and thus very approachable.

Personal Development Strategies
- When possible, create situations that are most comfortable for you when meeting new people. For example, meet people one-on-one or by being introduced through a mutual acquaintance. This may be more comfortable than meeting a large group.
- When you need to present information to a group, be well prepared and mentally rehearse the presentation.
- Remember that you have some unique competencies and skills, which others don't have and can benefit from. Identify your greatest skills and where you can use them most effectively.

Energy and Drive

Persuasion

3 LOW MID

You prefer harmony and are willing to accept the opinions of others and the status quo. You are not very comfortable engaging in negotiations and debates. You are likely to feel uncomfortable in situations where you have to negotiate or pressure people to change their opinions or perspectives. You will sometimes avoid engaging in arguments or debate even when you think that the other person is incorrect.

Personal Development Strategies

- Remember that you have areas of expertise that others should hear and recognize. Although it may be difficult, push through the discomfort of challenging others and let your opinions be heard.
- Learn to challenge others' beliefs or the status quo when they seem faulty or incomplete. Your perspective can shine light on the shortcoming and may help improve the current perspective.
- Presenting an unpopular opinion can be difficult but sometimes needs to be done. To help build comfort and fluency in presenting this type of information, identify key points you want to make and mentally practise the discussion.

Multi-Tasking

5 MID

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

WPI 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

LOW **1**

You prefer to work in small groups and are uncomfortable meeting lots of new people. Instead, you may enjoy work that involves interaction with a few people that you know well. When in groups you probably do not call attention to yourself, finding more enjoyment in watching and reflecting on what occurs around you. You will probably enjoy work that does not require you to interact with strangers. However, your tendency to listen is beneficial when identifying problems. This allows you to be effective in a number of settings that involve working with people.

Personal Development Strategies

- Introverted individuals such as you often need time to think things through before responding. Make sure you give yourself enough time to formulate your thoughts when considering serious issues.
- In some situations you may be more effective by speaking up for your ideas immediately and allowing your opinions to be formed by the discussion that follows.
- Develop a greater comfort with meeting new people and presenting your ideas in front of others.

Teamwork

MID **5**

Like most people, you prefer a mix of independent and group work. You are usually co-operative and like working collaboratively with people. However, you do not mind working independently some of the time. People like you are usually effective in work settings that involve a balanced mix of team and independent work.

Personal Development Strategies

- Identify the tasks you complete well when working independently, and those you complete well when working with others.
- Work independently on tasks that you can complete effectively on your own. Involving others in these activities is often inefficient.
- Do not avoid making difficult decisions because of your desire to work collaboratively. In some situations providing critical feedback and making unpopular decisions will increase your effectiveness and the effectiveness of your colleagues.

Working with Others

Concern for Others

LOW 1

You appear to be most comfortable maintaining formal relationships with others. People should see you as reserved, while you view your behaviour as professional. People with your style tend to be selective with their sympathy and support, but are willing to help when individuals are in serious trouble. You may believe that people should be able to solve most of their own problems. Your style is often effective in positions where decisions that negatively affect others need to be made frequently.

Personal Development Strategies

- Your reserved, formal style can come across as being unsympathetic and uncaring. You may increase your effectiveness by showing sympathy and providing support when people are encountering difficulties.
- Take time to consider the effects your decisions will have on people. If there are negative repercussions, consider ways to moderate the impact of the changes.
- Spend time developing an awareness of how other people feel. This can make you more effective in leadership, sales, and customer service roles.

Democratic

LOW 2

You have a strong desire to work independently and make decisions without consulting others. As a result you may come across as self-reliant and willing to stand alone. Your high level of independence is useful for making quick decisions and challenging commonly held beliefs. However, you may miss opportunities where others could add significant insight. Your preferences fit well in settings where there is little supervision and how you complete your work is left up to you.

Personal Development Strategies

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

Work Style

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

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

Dependability

MID **5**

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

Personal Development Strategies

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

Persistence

HIGH MID **7**

You are more persistent than the average person. You enjoy putting in a concentrated effort to overcome obstacles and solve problems. On most occasions you prefer to stay late and finish what you are working on, rather than leave it for the next day. You also may find it easy to work through distractions and are rarely off task. This style is effective in settings where most of the work requires a persistent effort.

Personal Development Strategies

- 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 things. You may be more effective if you drop some things.

Work Style

Rule-Following

LOW MID — **3**

You adopt a slightly casual approach toward work procedures and codes. As a result, you are willing to bend or break rules in order to make progress. People with a similar style prefer general guidelines to precise regulations and are willing to ignore them as soon as they hinder their work. You may have a slight dislike for bureaucracy and tend to resist close supervision. Your ability to recognize when regulations are no longer relevant allows you to adjust quickly in a changing environment.

Personal Development Strategies

- Recognize that some procedures are implemented and maintained for legitimate reasons.
- When bypassing procedures at work, carefully question your motivation for doing so. Is it because the changes make you more effective, or because you are tiring of the structure?
- Be more willing to accept some supervision and guidance on how you complete your work.

Attention to Detail

HIGH MID — **8**

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

MID 6

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

Personal Development Strategies

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

Problem Solving Style

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

Innovation

5 MID

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

9 HIGH

You tend to be analytical and deliberate, taking your time to think things through. When you need to make a decision, you like to gather as much information as possible before moving forward. In work settings where mistakes can lead to serious consequences, your analytical approach is very desirable. People like you enjoy analyzing and discussing data. When you develop solutions your analytical approach ensures that you take most contingencies into consideration.

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

HIGH **10**

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

HIGH **10**

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

HIGH MID

7

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

MID

5

Your level of flexibility is similar to that of most people. Therefore, while you do not mind change, you value having some stability and predictability in your work. When your work requires too much adaptation, you may begin to feel overwhelmed. When change is required, you prefer that it occurs at a slower pace, which allows you time to adjust. It is unlikely that you make changes for the sake of variety, instead making minor adjustments only when it makes good sense to do so.

Personal Development Strategies

- Adopt a more flexible attitude to increase your effectiveness in work settings where there is frequent change.
- Approach changes with an optimistic, positive outlook by focusing on how the changes can improve your life.
- Identify which tasks you complete best in a structured, routine manner.

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 WPI 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.

IDENTIFYING YOUR STRENGTHS

Your Strengths	Issues, Ideas and Themes related to these Strengths

IDENTIFYING YOUR DEVELOPMENTAL NEEDS

Your Developmental Needs	Issues, Ideas and Themes related to these Developmental Issues

ACTION PLAN

Skills and competencies you would like to develop	Steps needed to develop these skills and competencies	Resources needed	Time Frame