

LEADERSHIP

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About this Report

The Work Personality Index® Leadership Report describes key features of your personal style to help you understand your role as a leader and maximize your impact. This report examines your results on 21 personality scales that influence your leadership style. The Work Personality Index Model is illustrated below.



In each of these areas this report describes your leadership style, strengths and challenges. Each section ends with action strategies that you might consider for your leadership development. Your results on the 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.



Your Profile

Energy and Drive



Energy



Ambition



Leadership



Social Confidence



Persuasion



Multi-Tasking

Working with Others



Outgoing



Teamwork



Concern for Others



Democratic

Work Style



Dependability



Persistence



Rule-Following



Attention to Detail



Planning

Problem Solving Style



Innovation



Analytical Thinking

Dealing with Pressure and Stress



Self-Control



Stress Tolerance

Identifying and Managing Change



Initiative



Flexibility

Energy and Drive

Energy and Drive examines your leadership style, how you present yourself to the world, how you deal with challenges and obstacles,

and how you work towards your goals. These areas relate directly to how you move forward in your career and what you strive to achieve.

Energy



Your Style

- Prefer to work at a steady pace
- Sparing with your time
- Avoid overcommitting yourself
- Get worn down in highly demanding settings

Your Strengths

- Working in slowpaced settings
- Not overcommitting yourself
- Relaxation
- Patience

Possible Challenges

- Maintaining stamina for long periods of time
- Energy level
- Remaining physically and mentally active
- Working in very demanding environments

Action Strategies

Try to commit more time and energy to your work. 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



Your Style

- As competitive as the average person
- Recognize that setting goals and working hard are required to get ahead
- Set achievable targets
- Appreciate the value in career advancement and the value in applying skills to your current setting as well
- Will push yourself and subordinates, but do not come across as a workaholic or taskmaster

Your Strengths

- Focus on results
- Competitiveness
- Goal setting
- Drive for achievement
- Measuring progress

Possible Challenges

- Working in both overly competitive and noncompetitive environments
- Collaboration
- Working in positions with very few opportunities for advancement

Action 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



Your Style

- Tend to avoid directive leadership positions
- Adopt a consultative leadership style when in charge
- Prefer not to exert pressure on people
- Comfortable following the leadership of others
- Would rather lead by example than tell others what to do
- Collaborate rather than dictate

Your Strengths

- Consultation
- Collaboration
- Being a team player and effective follower
- Letting others be in charge

Possible Challenges

- Impact and influence
- Initiating changes
- Delegation
- Managing and directing people

Action 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



Your Style

- Feel shy and timid around new people
- Are often uncomfortable with social interactions
- Prefer not to be the centre of attention
- Prefer to interact with people you know well

Your Strengths

- Engaging in groups without dominating discussions
- Presenting yourself in a way that is not intimidating to others
- Allowing others to receive attention or be in the spotlight

Possible Challenges

- Engaging in interactions with new people
- Presenting information to a group
- Starting conversations comfortably
- Presenting your competence and skills

Action Strategies

- When possible, create situations that maximize your comfort when meeting new people. For example, meet people one-on-one or by being introduced through a mutual acquaintance.
- 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



Your Style

- Prefer to avoid bargaining and negotiating
- Dislike pressuring people to change their opinions or perspectives
- Are not interested in selling
- Find it difficult to influence people

Your Strengths

- Considering the opinions of others
- Adjusting your opinion based on the feedback of others
- Recognizing the value of other perspectives
- Accepting the status quo

Possible Challenges

- Challenging faulty beliefs
- Presenting contentious information
- Convincing people to accept new ideas or perspectives
- Sharing and convincing others of your expertise
- Negotiating and bargaining

Action 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 is sometimes necessary. 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



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 WPI measures four traits that relate directly to how you work with others.

Outgoing



Your Style

- Rarely seek people out
- Introverted, reflective and quiet
- May prefer written communication over verbal
- Take time to thoroughly understand something before expressing yourself
- Think very carefully before you present your ideas
- Avoid calling attention to yourself in groups
- Do your best thinking when alone

Your Strengths

- Listening and soliciting opinions
- Working with infrequent personal contact
- Formulating ideas on your own

Possible Challenges

- Meeting and engaging people
- Establishing contacts/networking
- Presentation skills
- Sales orientation

Action 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.

Practise deciding when it's better to consider your ideas versus expressing them immediately. You may also want to consider speaking up for what you want more often. Your ideas may not gain frequent traction because you rarely present them outright.

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. Perhaps practise in small groups to get started.

Teamwork



Your Style

- Prefer a mix of independent and group work
- Usually co-operative and like working collaboratively with people
- Do not mind working independently some of the time
- Most comfortable in settings that require a balanced mix of collaborative team leadership and directive leadership

Your Strengths

- Working with others
- Supporting group efforts
- Developing personnel
- Sharing expertise
- Co-operating and encouraging
- Working alone when necessary

Possible Challenges

- Always working alone
- Providing critical feedback
- Giving subordinates freedom to work independently

Action Strategies

Identify the areas in which you feel most comfortable adopting a collaborative leadership style, and those in which you work well when using a directive style.

Use a directive style to delegate tasks that people can complete effectively on their 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 the people who work for you.

Working with Others

Concern for Others



Your Style

- Maintain professional, formal business relationships
- Prefer impersonal analysis and decision making
- Can work without harmony
- Dislike dealing with people's personal concerns
- Are selective with your sympathy and support
- Believe people should be able to solve most problems on their own

Your Strengths

- Dealing with conflict
- Maintaining emotional detachment, professional distance
- Making difficult decisions that affect people negatively
- Impersonal analysis and objective decision making

Possible Challenges

- Customer service and support
- Building and maintaining positive relationships
- Diplomacy
- Awareness of the feelings and wishes of others

Action 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 of your decisions 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 a more effective leader.

Democratic



Your Style

- Like to make decisions independently
- Self-reliant and willing to stand alone
- Work without consultation or supervision
- Rarely seek advice from others
- Willing to go against popular opinion
- Will ignore the advice of others if it clashes with your own thinking

Your Strengths

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

Possible Challenges

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

Action Strategies

Consult with others when you need to make important decisions, or when mistakes could result in serious consequences.

Control your tendency to ignore the advice of others.

Be more supportive of group decisions and seek out input and guidance from others.

Work Style

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

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

Dependability



Your Style

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

Your Strengths

- Adjusting work schedules
- Willing to shift priorities

Possible Challenges

- Meeting all of your obligations and deadlines
- Sticking to schedules

Action Strategies

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

Persistence



Your Style

- Persistent, enjoy overcoming obstacles, work until job is finished
- Persistent and do not give up easily
- Stay with project to its conclusion
- Take repeated action to overcome obstacles
- Find it easy to work through distractions
- Rarely off task
- 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

- 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 let certain things go.

Work Style

Rule-Following



Your Style

- Prefer general guidelines to specific operating procedures
- Willing to bend or adjust rules and processes in order to make progress
- Dislike bureaucracy and highly structured work environments
- Provide broad directions to subordinates
- Willing to consider a number of different ways to complete a task

Your Strengths

- Changing guidelines and work procedures
- Working in unstructured organizations
- Comfortable with some uncertainty and ambiguity
- Challenging current processes and seeking improvements

Possible Challenges

- Working in highly structured organizations
- Completing tasks according to an inflexible set of procedures and guidelines
- Establishing detailed work processes and policies

Action 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



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

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

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

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

Your Strengths

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

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

Providing flexible plans and structure to subordinates

Possible Challenges

Recognizing when to stick with or change long-term plans

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

Action Strategies

Identify the areas in which careful planning is beneficial, as well as the areas that can benefit from your flexibility.

Use your flexibility to lead the team through shifting of priorities as demands change.

Make sure you recognize when it is important to engage in planning before beginning a task. This will be especially critical when time is limited but the task is complex.

Problem Solving Style

Problem solving style involves characteristics such as insight, imagination, originality, openness to new ideas, and maintaining an analytical approach to work. Solving problems involves two key tasks,

analyzing information and developing solutions. Your personal characteristics influence how you conduct each of these tasks.

Innovation



Your Style

- Somewhat creative and original
- Seek solutions that are innovative but also practical and pragmatic
- Are fairly open-minded, but prefer proven solutions to highly unconventional ones
- Are as likely to build upon someone else's ideas as you are to come up with your own

Your Strengths

- Balancing innovation and pragmatism
- Remaining open to new ideas but striving to implement them in a practical manner

Possible Challenges

- Finding the balance between creative solutions and practical needs
- Bridging the gap between innovative approaches and the immediate needs of the organization

Action Strategies

- Keep an open mind to unconventional ideas and solutions.
- Carefully review the ideas of others before discounting them.
- Maintain a balance between developing creative ideas and focusing on the practical aspects of the job at hand.

Analytical Thinking



Your Style

- Logical, 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.
- Take time to consider how your analytical approach may come across as 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

- As flexible as most people
- Do not mind some change, but may get frustrated by frequent change
- Prefer making change at a slow pace, giving yourself and others time to adjust
- Make changes only when it makes good sense to do so
- Unlikely to make changes for the sake of change

Your Strengths

- Comfort with change
- Adaptability
- Flexibility
- Openness to small- and large-scale improvements

Possible Challenges

- Working with very routine tasks
- Structured work
- Creating stable environment for subordinates

Action Strategies

- 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.

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