

WORK PERSONALITY
 **INDEX**

LEADERSHIP

John Sample

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



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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

- Very active
- Have a high level of energy and stamina
- Enjoy work that is mentally and physically challenging
- Like to keep busy
- Work well in demanding circumstances

Your Strengths

- Maintaining stamina
- Energy level
- Remaining physically and mentally active
- Working in demanding environments

Possible Challenges

- Relaxation or remaining calm
- Working in slow-paced settings
- 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 enjoy being very active. Therefore, you need to keep a check on your tendency to become involved in too many things.

Learn to recognize when you are too busy so that you do not overcommit yourself and potentially risk burnout.

Ambition



Your Style

- Ambitious and very competitive
- Set difficult goals and work hard to reach them
- Have high aspirations
- Strong focus on achieving results
- Drive and desire to succeed
- 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 limited 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 career and personal 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
- Likely to adopt a directive leadership style
- Come across as dominant and assertive

Your Strengths

- Impact and influence
- Initiating change
- 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 for the task or context. 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 may 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 having many different projects on the go
- Are comfortable doing many things at once
- Find you do your best work when you have many tasks to complete
- See multi-tasking as easy and enjoyable

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

Although you are comfortable dealing with multiple demands, make sure you don't take on too many tasks at one time. Assess the situation before assuming additional responsibilities.

Juggling many tasks and projects can result in a lack of focus, which can be challenging with complex tasks. Recognize when tasks require your focus and put everything else aside when working on it.

Timelines can be affected when you have many pressing demands. Remain cognizant of deadlines. Use techniques that work for you to ensure those deadlines are met, such as scheduling, "to do" lists, or 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

- 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 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

Have an average level of concern for others
 Generally aware of individuals' feelings
 Can usually anticipate how people will react to events
 Can be somewhat selective with your sympathy if people are not in serious trouble
 Prefer some emotional detachment from others

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
 Sometimes making decisions that affect people negatively
 Impersonal analysis and decision making (some of the time)

Action Strategies

Pay careful attention to how the thoughts and feelings of people influence how you make decisions.
 Find tasks that will allow you to balance your preferences for working with others in a supportive manner, and working on tasks with little interpersonal requirements.

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

- 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

See work procedures and policies as general guidelines rather than specific instructions

Willing to bend or adjust rules and processes in order to make progress

Dislike any bureaucracy and structured work environments

Provide broad directions to subordinates

Enjoy considering and utilizing a variety of methods to complete a task

Your Strengths

Challenging the effectiveness of current guidelines and work procedures

Working in unstructured organizations where there are few standard operating procedures

Dealing with uncertainty and ambiguity

Possible Challenges

Working in structured organizations

Completing tasks according to an inflexible set of procedures and guidelines

Providing detailed instructions and clear expectations to subordinates

Action Strategies

Recognize that work 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.

Consider how subordinates may require more detailed instructions and guidance than you naturally provide.

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

- Open-minded, curious and creative
- Enjoy solving problems with new and novel solutions
- Have a lot of original ideas and like to identify new ways to complete tasks
- Willing to consider most ideas, even those that do not appear to have an immediate application

Your Strengths

- Creativity and innovation
- Openness to new ideas and breaking new ground
- Generating innovative approaches to emerging needs
- Solving problems that you have not encountered before

Possible Challenges

- Sticking with practical rather than creative approaches
- Implementing proven strategies when you would rather seek new and original solutions
- Building a level of structure and process around the implementation of your ideas

Action Strategies

- Ensure that you do not overlook the practical aspects of a situation because of your preference for creativity.
- Review your ideas and solutions carefully to ensure that they are not overly idealistic or impractical.
- Spend time focusing on the practical, day-to-day aspects of your job.

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

Outspoken and open with your thoughts and feelings
 Quickly show feelings of enthusiasm or frustration
 May come across as intense or impatient
 People are generally aware of what you are thinking

Your Strengths

Being outspoken and frank
 Expressing your thoughts and emotions
 Presenting your reactions in a straight forward and genuine way

Possible Challenges

Exercising self-restraint and controlling your emotions
 Maintaining composure when facing difficult circumstances
 Staying calm and remaining diplomatic

Action Strategies

When you are feeling upset, carefully evaluate what you want to say and how it may come across to others.
 Learn to recognize the situations where being outspoken can work against you.
 Walk away from situations that are making you upset. Return to the issues when you are feeling calm.

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 very 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 stable and even 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



Your Style

- Flexible and open to change
- Adapt well to changes in your work and personal life
- Quickly adjust to new work roles and environments
- Seek out novelty and variety
- Dislike routine, become bored in predictable, structured work

Your Strengths

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

Possible Challenges

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

Action Strategies

- Watch that you make significant changes only when warranted, not because you desire greater variety.
- Recognize the need for some structure and routine at work.

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