wpi

WORK PERSONALITY INDEX

Leadership Competency Report

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John Sample

About this Report

This report provides a summary of your responses to the Work Personality Index (WPI). The WPI describes key features of your personal style that influence your approach to tasks, ways of interacting with people, and performance at work. The WPI Leadership Competency Report is designed as a tool for professional growth. It contains interpretive notes that can be useful for increasing your leadership effectiveness and highlights the competencies generally associated with your personality traits.

The focus of the WPI Leadership Competency Report is on your personal characteristics and behaviors that influence how you perform in work settings. The WPI measures seventeen traits that provide a comprehensive overview of your work personality. These seventeen traits are grouped into the following six categories:

⌘ Working with Others

✛ Dynamism

○ Work Style

() Problem Solving

◆ Dealing with Pressure and Stress

▣ Identifying and Managing Change

In each of these six categories, this report contains information about your leadership preferences and the competencies that are associated with them. You will also find some tips on how to adapt and utilize skills that do not come naturally to people with your personality traits.

When reading your report, 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 aspects of the report appear to be inaccurate, trust what you believe to be true about yourself. No questionnaire will ever know you as well as you know yourself. However, it is possible that in some circumstances, you may not have thought about certain aspects of your behavior. 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.

Due to the changing nature of your characteristics, the shelf-life of the information in this report is approximately 12-18 months. However, if you have undergone significant changes in your work roles, re-testing should be considered before you use the WPI as an aid for decision making.

Working with Others

	SCORE	LOW	MIDZONE	HIGH
Teamwork	7			
Concern for Others	6			
Outgoing	6			
Democratic	6			
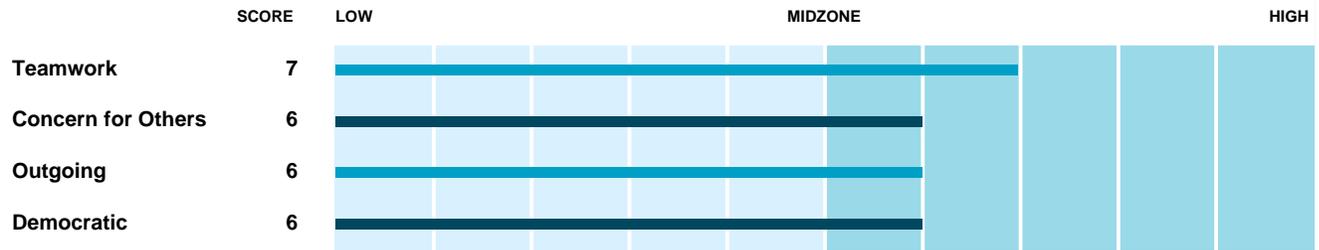
Every occupation involves some interaction with people. Your personal characteristics strongly impact both the amount and quality of interaction you prefer to have with others. This includes how you work with people and the types of relationships you like to establish. The WPI measures four traits that 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. The WPI measures four areas that relate directly to how you work with others.

Teamwork ABOVE	- Prefer to work with groups of people - Are cooperative and encouraging - Are usually seen by others as a team player - Believe many tasks are best completed by teams - Are supportive of group efforts - Adopt a collaborative leadership style
Concern for Others MIDZONE	- Have an average level of concern for others - Generally aware of individual's 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
Outgoing MIDZONE	- At ease in most social situations - Are somewhat outgoing, warm and friendly - Value having some time alone to collect your thoughts - Effective in settings that provide a mix of extraverted and introverted tasks
Democratic MIDZONE	- Consult with colleagues when making decisions with significant repercussions - Make easier decisions quickly and independently - Feel restricted in environments with a lot of supervision - Willing to ignore the advice of others if it clashes with your own thinking

Working with Others - Leadership Competencies

Your personality traits influence the types of leadership competencies that come naturally and those that are more difficult to master. This section of the report links common leadership competencies with your personal style. In the *Likely Skills* section you will find competencies that people with your personality traits generally find easy to use. In the *Areas for Improvement* section you will find competencies that people with your personality traits typically have to spend extra time and effort to achieve mastery.

Teamwork	**Your Style**	**Likely Skills**	**Areas for Improvement**
	Cooperative and encouraging, prefer working with teams	Leading teams	Working alone
		Working with others	Providing critical feedback
		Supporting group efforts	Giving subordinates freedom to work independently
		Developing personnel	
		Sharing expertise	
		Cooperating and encouraging	

Concern for Others	**Your Style**	**Likely Skills**	**Areas for Improvement**
	Try to encourage and empower others, form supportive relationships	Customer service and support	Working in conflict
		Building and maintaining positive relationships	Maintaining emotional detachment
		Diplomacy	Making decisions that impact people negatively
		Concern for staff and customers	Impersonal analysis and decision making
		Awareness of others feelings and wishes	

Outgoing	**Your Style**	**Likely Skills**	**Areas for Improvement**
	Slightly extraverted and sociable, enjoy interacting with people	Oral communication	Written communication
		Meeting and engaging people	Listening and soliciting opinions
		Establishing contacts/networking	Working without frequent social interaction
		Presentation skills	
		Sales orientation	

Democratic	**Your Style**	**Likely Skills**	**Areas for Improvement**
	Make decisions through consultation, seek advice from others	Consultation	Independent decision making
		Building consensus	Working without consultation
		Involving others in decision making	Going against popular opinion
		Soliciting information when forming plans	Decisive decision making
		Gathering diverse opinions	

Working with Others - Personal Effectiveness

This section of the report highlights some possible ways to increase your leadership effectiveness when working with others. These tips are most appropriate for situations where your natural style does not appear to be a good fit. In settings where your current style is the most appropriate, these tips may not be as useful.

Teamwork

- 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, the experience can much more positive for both 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 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

Concern for Others

- 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.

Outgoing

- Learn to recognize when you are becoming tired from either spending too much time with others, or too much time alone.
- Adopt a more introverted approach (do not talk as much, allow time for reflection) when dealing with less outgoing individuals.
- Give other people a chance to say what they think and make a point of listening.

Democratic

- 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).

Energy and Drive

	SCORE	LOW					MIDZONE				HIGH
Ambition	6										
Energy	6										
Persistence	5										
Leadership	4										
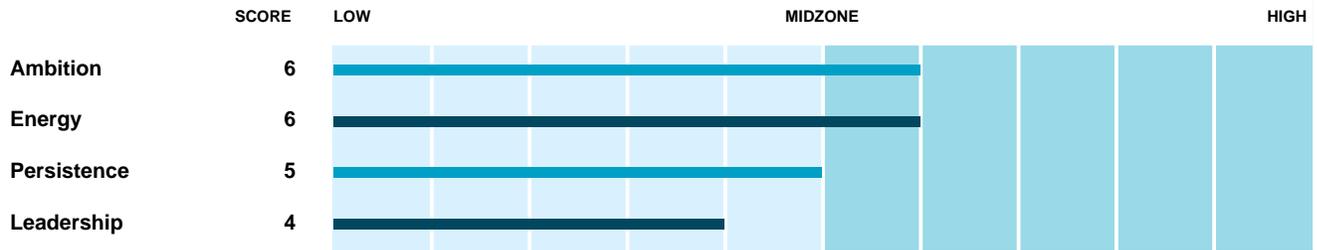
This section of the report examines your ambition, energy level, persistence, and style of leadership. These areas directly relate to how you move forward in your career and what you strive to achieve. Your leadership style will influence the situations where you will be an effective leader. Your level of energy and persistence affect how you deal with challenges and obstacles. Finally, your ambition level highlights how you work towards your goals.

Ambition MIDZONE	• As competitive as the average person • Recognize that setting goals and working hard are required to get ahead • Set achievable targets • Appreciate a balance between competing to get ahead, and enjoying your current setting • Will push yourself and subordinates, but do not come across as a workaholic or task master

Energy MIDZONE	• Energetic as most people • Enjoy work that involves some mental or physical challenges • Become tired when work requires to much energy • Like a balance of challenging and routine activities

Persistence MIDZONE	• Motivated to complete your work • Like having tasks finished • Persist in the face of engaging and interesting challenges • May lack persistence for uninteresting or extremely difficult tasks • Carefully gauge the amount of resources required to complete a project, against the value of the finished product

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

Energy and Drive - Leadership Competencies

Your personality traits influence the types of leadership competencies that come naturally and those that are more difficult to master. This section of the report links common leadership competencies with your personal style. In the *Likely Skills* section you will find competencies that people with your personality traits generally find easy to use. In the *Areas for Improvement* section you will find competencies that people with your personality traits typically have to spend extra time and effort to achieve mastery.

Ambition	Your Style	Likely Skills	Areas for Improvement
	Tend to set difficult goals, competitive, driven to succeed	Focus on results	Working in noncompetitive environments
		Competitiveness	Collaboration
		Goal setting	Working in positions with few opportunities for advancement
		Drive for achievement	
		Measuring progress	
		Self-motivation	

Energy	Your Style	Likely Skills	Areas for Improvement
	Somewhat energetic, tend to be involved and active	Stamina	Relaxation
		Energy level	Working in slow paced settings
		Physically and mentally active	Patience
		Working in demanding environments	

Persistence	Your Style	Likely Skills	Areas for Improvement
	Prefer work that can be completed with relative ease, dislike overcoming obstacles	Recognizing when projects are not worth expending further resources	Perseverance
			Follow through
			Getting job done
			Freedom from distractibility

Leadership	Your Style	Likely Skills	Areas for Improvement
	Consultative, willing to let others lead	Consultation	Impact and influence
		Collaboration	Initiating changes
		Followership	Delegation
		Letting others be in charge	Managing and directing people

Energy and Drive - Personal Effectiveness

This section of the report highlights some possible ways to increase your leadership effectiveness. These tips are most appropriate for situations where your natural style does not appear to be a good fit. In settings where your current style is the most appropriate, these tips may not be as useful.

Ambition

- 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

- Learn to recognize when you are getting busy so that you do not over-commit yourself.
- Since you have a preference for both challenging and routine work, you need to be aware of when your work is not providing the appropriate balance.
- Develop a list of tasks that are challenging and a list of straight-forward work. When you feel the need for a change, select a task that meets your current needs. Rather than trying to adjust your energy level, select work activities that match it.
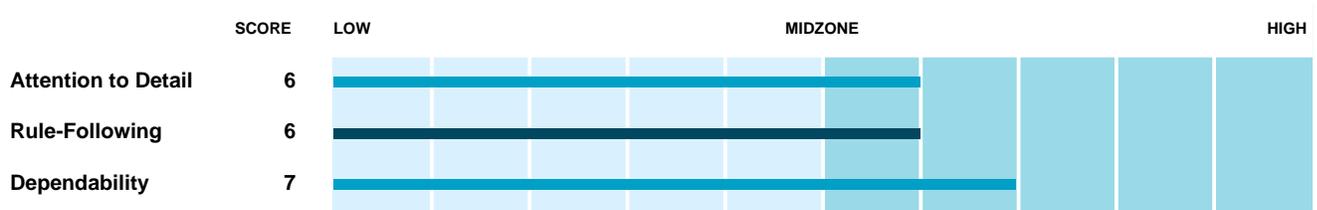
Persistence

- Watch that you do not give up on projects that are difficult but worth completing.
- Find ways to limit distractions that take you off task.
- Make time for yourself to work on projects that are less demanding.

Leadership

- 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.

Work Style

	SCORE	LOW					MIDZONE					HIGH
Attention to Detail	6											
Rule-Following	6											
Dependability	7											

Everyone approaches their work in a unique way. Differences in work style can be attributed to differences in a person's 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.

Attention to Detail MIDZONE	• Able to focus on details when it is necessary • Balance an attention to detail with a focus on strategic planning/visioning • Try to pay attention to both ongoing operations and creating plans for the future

Rule-Following MIDZONE	• Moderately inclined to follow rules and regulations • Do not mind work that is governed by some structure • Prefer general guidelines to precise regulations • Provide subordinates with some flexibility in how they complete their work

Dependability ABOVE	• Dependable, responsible and conscientious • Follow through on all your commitments • Concerned about meeting your obligations • Rarely let people down

Work Style - Leadership Competencies

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Attention to Detail	**Your Style**	**Likely Skills**	**Areas for Improvement**
	Somewhat organized and methodical, can focus on detailed work	Quality control	Comfort with ambiguity
		Organization	Strategic visioning/planning
		Attention to detail	Acting without having all details resolved
		Focus on day to day work operations	Focus on global vision and future planning
		Standard setting	

Rule-Following	**Your Style**	**Likely Skills**	**Areas for Improvement**
	Prefer general guidelines to specific regulations	Working in structured organizations	Changing guidelines
		Providing clear guidelines	Bending/adjusting work policy
		Establishing work systems and procedures	Working in unstructured organizations
		Adherence to policy	Risk taking
		Following work procedures	

Dependability	**Your Style**	**Likely Skills**	**Areas for Improvement**
	Dependable, responsible, meet obligations and deadlines	Conscientious	Delegating
		Responsible	Reprioritizing tasks
		Meet obligations	
		Get job done	
		Meet deadlines	

Work Style - Personal Effectiveness

This section of the report highlights some possible ways to increase your leadership effectiveness. These tips are most appropriate for situations where your natural style does not appear to be a good fit. In settings where your current style is the most appropriate, these tips may not be as useful.

Attention to Detail
- You are not naturally inclined to focus on specific details. When you are getting worn down by detailed work, switch to a different task.
- Make decisions based on your intuition as well as concrete data.
- Check the quality and details of your work before showing it to others.

Rule-Following
- Take time to gauge both the relevance and effectiveness of work rules and regulations before ignoring them.
- Check that your slight dislike for structured work does not prevent you from complying with reasonable guidelines.
- Willingly accept supervision and guidance on how you complete your work.

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

Problem Solving

	SCORE	LOW				MIDZONE				HIGH
Innovation	**6**									
Analytical Thinking	**8**									
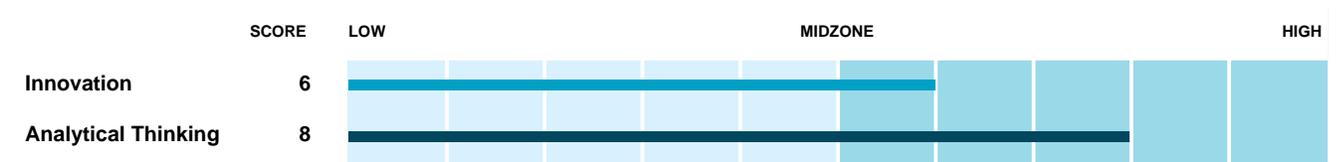
People vary in how they solve problems due in part to differences in thinking style. Solving problems involves two key tasks, analyzing information and developing solutions. Your personal characteristics influence how you conduct each of these tasks.

Innovation MIDZONE	• Enjoy solving problems • Search for solutions that are original and practical • Fairly open-minded, but prefer proven solutions to unconventional/original ones • As likely to build upon someone else's ideas as you are to come up with your own

Analytical Thinking ABOVE	• Analytical and deliberate • Seek information and ask questions • Analyze situations systematically to determine causes/consequences • Driven to understand and have insight • Attempt to keep personal needs, values, and interests out of decision making

Problem Solving - Leadership Competencies

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Innovation	Your Style	Likely Skills	Areas for Improvement
	Slightly creative and original; intellectually curious	Creativity and innovation	Pragmatism
		Generating ideas and innovative solutions	Use of proven solutions
		Curiosity	Practicality
		Dealing with change	Pushing incremental changes
		Future orientation	Focus on straight forward solutions
		Seeking a better way	
		Openness to new ideas	

Analytical Thinking	Your Style	Likely Skills	Areas for Improvement
	Calculating, cautious, deliberate, take logical approach to problem solving	Critical thinking	Relying on intuition
		Impartial evaluation	Considering peoples' needs and values
		Information seeking	Decisiveness
		Problem solving	Making decisions with limited information
		Systematic analysis	
		Drive to understand	

Problem Solving - Personal Effectiveness

This section of the report highlights some possible ways to increase your leadership effectiveness. These tips are most appropriate for situations where your natural style does not appear to be a good fit. In settings where your current style is the most appropriate, these tips may not be as useful.

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

Dealing with Pressure and Stress

	SCORE	LOW	MIDZONE	HIGH
Self-Control	**9**			
Stress Tolerance	**9**			
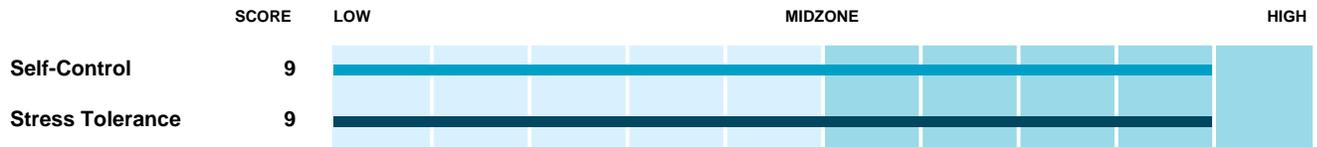
Your approach to work is influenced by how you deal with pressure and stress, and how emotionally controlled and resilient you are. People who tolerate stress well and are able to cope with many demands tend to be successful in high pressure jobs. Those who are prone to experience stress, tend to find success and satisfaction in less demanding occupations.

Self-Control HIGH	• Keep emotions under control • Restrain negative actions when faced with opposition/hostility • Maintain composure in face of difficulties • Calm, easy-going, free from anxiety • Rarely experience anger • Effective in highly emotional/tense settings

Stress Tolerance HIGH	• Tolerate stress very well • Able to cope with many demands • Manage difficult situations in a balanced, adaptive way • Are typically stress free • Can maintain your performance under stressful conditions • Respond constructively to problems when under stress • Find acceptable outlets for stress • Do not take criticism personally

Dealing with Pressure and Stress - Leadership Competencies

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Self-Control	Your Style	Likely Skills	Areas for Improvement
	Maintain composure, rarely show feelings, slow to anger	Emotional control	Expressing emotions
		Impulse control	Genuineness
		Self restraint	Straightforwardness
		Calmness	
		Maintain composure	
		Diplomacy	

Stress Tolerance	Your Style	Likely Skills	Areas for Improvement
	Tolerate stress well, able to cope with many demands, do not take criticism personally	Stress tolerance	Completing routine, low pressure work
		Stress management	
		Resilience	
		Constructive use of criticism	
		Remaining calm in tense situations	

Dealing with Pressure and Stress - Personal Effectiveness

This section of the report highlights some possible ways to increase your leadership effectiveness. These tips are most appropriate for situations where your natural style does not appear to be a good fit. In settings where your current style is the most appropriate, these tips may not be as useful.

Self-Control

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

Stress Tolerance

- Since you tolerate stress very well and tend not to worry, you may not put enough planning or preparation into tasks. Watch that your lack of anxiety does not negatively effect your level of preparation.
- Limit your exposure to routine, low pressure work. These types of activities will probably leave you feeling bored and lethargic.

Identifying and Managing Change

	SCORE	LOW					MIDZONE				HIGH
Initiative	6										
Flexibility	5										
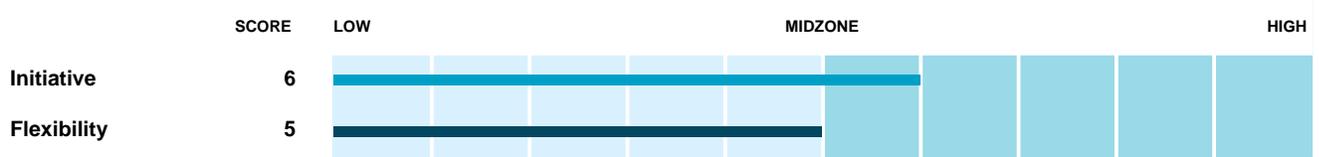
How you approach and manage change has tremendous influence on the tasks and situations in which your leadership will be effective. For the types of work that involve lots of change, people who describe themselves as flexible and future oriented seem better suited and report more satisfaction. In work 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 MIDZONE	- Take advantage of clear opportunities - Do not always look for new challenges - Enjoy having some stability and consistency in your work responsibilities - Keep an eye open for future possibilities but do not capitalize on all the opportunities that present themselves.

Flexibility MIDZONE	- As flexible as most people - Do not mind some change, but get worn down by frequent changes - Prefer making adjustments 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 variety

Identifying and Managing Change - Leadership Competencies

Your personality traits influence the types of leadership competencies that come naturally and those that are more difficult to master. This section of the report links common leadership competencies with your personal style. In the *Likely Skills* section you will find competencies that people with your personality traits generally find easy to use. In the *Areas for Improvement* section you will find competencies that people with your personality traits typically have to spend extra time and effort to achieve mastery.

Innitiative	Your Style	Likely Skills	Areas for Improvement
	omewhat proactive, enjoy identifying new opportunities	Identify and act on business opportunities	Identify resources before moving forward
		Extend business into new areas	Moving forward when directed
		Proactive	Respecting chain of command
		Go beyond job requirements	
		Exceed bounds of one's formal authority	

Flexibility	Your Style	Likely Skills	Areas for Improvement
	Value some order and predictability, prefer adaptation to innovation	Working with routine	Comfort with change
		Structured work	Adaptability
		Creating stable environment for subordinates	Flexibility
			Openness to small and large scale improvements

Identifying and Managing Change - Personal Effectiveness

This section of the report highlights some possible ways to increase your leadership effectiveness. These tips are most appropriate for situations where your natural style does not appear to be a good fit. In settings where your current style is the most appropriate, these tips may not be as useful.

Initiative

- Evaluate opportunities carefully so that you capitalize on those with the best chance of success.
- Do not get caught up in new projects at the expense of your current work responsibilities.
- Make sure that you do not take on so many new responsibilities that you cannot complete them all satisfactorily.

Flexibility

- 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.

Using your WPI Leadership Competency Report

The WPI Leadership Competency Report is designed to help you understand your unique strengths and identify areas to enhance your leadership 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 downside potential.

The more you understand 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.

Carefully read through your report highlighting the areas that discuss your strengths. Follow this by taking the time to highlight those areas where you feel there is a need for improvement. Write these out on the tables on the next two pages.

Using your WPI Leadership Competency Report

Write below what you believe are your meaningful patterns and personal strengths.

Working with Others

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Energy and Drive

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Work Style

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Using your WPI Leadership Competency Report

Write below what you believe are your meaningful patterns and personal strengths.

Problem Solving

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Dealing with Pressure and Stress

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Identifying and Managing Change

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Using your WPI Leadership Competency Report

Write the skills and competencies you feel you need to acquire to increase your leadership effectiveness.

Working with Others

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Energy and Drive

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Work Style

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Using your WPI Leadership Competency Report

Write the skills and competencies you feel you need to acquire to increase your leadership effectiveness.

Problem Solving

Dealing with Pressure and Stress

Identifying and Managing Change

Using your WPI Leadership Competency Report

Putting together a comprehensive and detailed development plan with specific goals and deadlines is one of the most important steps for making successful changes. 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. Goals that are too high can be discouraging, while goals that are too low can limit your self-worth. By working through the following questions, you can create developmental goals that will allow you to make the most of your potential. Write your answers on a separate piece of paper if necessary.

- What specific skills and competencies do you want to learn more about, or aim for in the future? What are your overall career goals? The clearer your goals, the easier it will be to motivate yourself to pursue them.
- 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.
- What can you stop doing that may be working against achieving the success you desire?
- What deadlines do you need to set to make sure you reach your goals?

While the WPI outlines a number of areas that can impact your leadership satisfaction and success, it is important to recognize that many other variables can also play an important role. The WPI addresses your typical behaviors and personality characteristics, but it does not provide information on your abilities, work experience and specialized training. These also need to be reviewed when determining what skills you need to acquire to achieve your goals.

Changing your approach to tasks, people and the environment requires a committed effort and time. Personality traits 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.