



WORK PERSONALITY INDEX

Leadership Competency Report



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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:

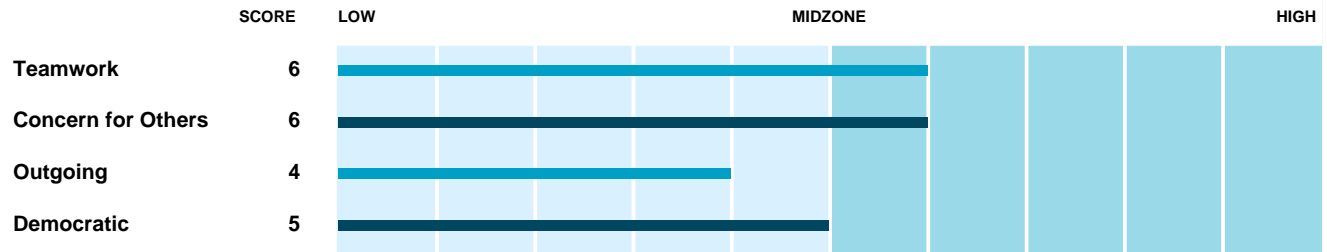
- Working with Others
- Energy and Drive
- Work Style
- Problem Solving
- Dealing with Pressure and Stress
- Identifying and Managing Change

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



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

MIDZONE

- Prefer a mix of independent and group work
- Usually cooperative 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

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

BELOW

- Reflective and quiet
- Do not seek people out very often
- Take time to thoroughly understand before expressing yourself
- Think carefully before you present your ideas
- Rarely call attention to yourself in groups
- Do your best thinking when alone

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
	Slight preference for teamwork, try to be cooperative and encouraging	<ul style="list-style-type: none"> Leading teams Working with others Supporting group efforts Developing personnel Sharing expertise Cooperating and encouraging 	<ul style="list-style-type: none"> Working alone Providing critical feedback Giving subordinates freedom to work independently
Concern for Others	Your Style	Likely Skills	Areas for Improvement
	Try to encourage and empower others, form supportive relationships	<ul style="list-style-type: none"> Customer service and support Building and maintaining positive relationships Diplomacy Concern for staff and customers Awareness of others feelings and wishes 	<ul style="list-style-type: none"> Working in conflict Maintaining emotional detachment Making decisions that impact people negatively Impersonal analysis and decision making
Outgoing	Your Style	Likely Skills	Areas for Improvement
	Introverted and reserved, rarely seek people out	<ul style="list-style-type: none"> Written communication Listening and soliciting opinions Working with infrequent personal contact Formulating ideas on your own 	<ul style="list-style-type: none"> Oral communication Meeting and engaging people Establishing contacts/networking Presentation skills Sales orientation
Democratic	Your Style	Likely Skills	Areas for Improvement
	Slight preference for making decisions independently, infrequently seek advice from others	<ul style="list-style-type: none"> Independent decision making Working without consultation Going against popular opinion Decisive decision making 	<ul style="list-style-type: none"> Consultation Building consensus Involving others in decision making Soliciting information when forming plans 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

- Identify the areas in which you feel most comfortable adopting a collaborative leadership style, and those 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.

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.

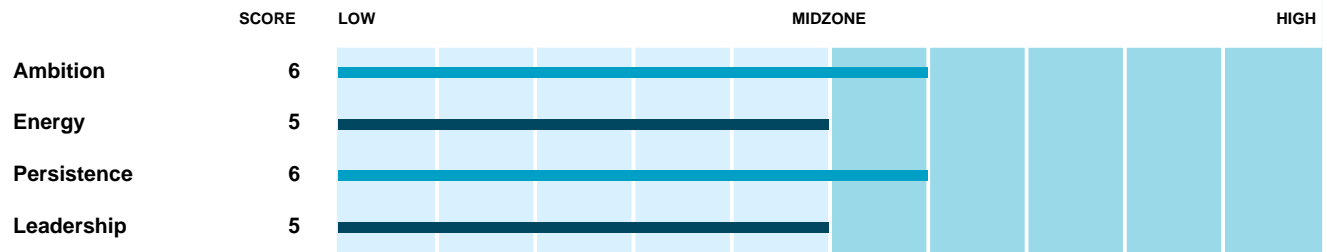
Outgoing

- Slightly introverted individuals such as yourself 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.
- Learn to recognize when you are being worn down from spending too much time with others. When this happens find some time where you can be alone and collect your thoughts, or work on a solitary task.

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



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 too 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

MIDZONE

- Willing to assume leadership and take charge of projects
- Leadership style is marked by a mix of consultation and direction
- Comfortable following the lead of others if their expertise and experience is more applicable than your own to the situation
- Do not continually push to be in charge

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 Tend to set difficult goals, competitive, driven to succeed	Likely Skills Focus on results Competitiveness Goal setting Drive for achievement Measuring progress Self-motivation	Areas for Improvement Working in noncompetitive environments Collaboration Working in positions with few opportunities for advancement
Energy	Your Style Work at a steady pace, dislike work that requires extremely high levels of energy	Likely Skills Working in slow paced settings Not over committing yourself Relaxation Patience	Areas for Improvement Stamina Energy level Physically and mentally active Working in demanding environments
Persistence	Your Style Persistent, generally enjoy overcoming obstacles, work until job is finished	Likely Skills Perseverance Follow through Getting job done Freedom from distractibility Key competency for entrepreneurship	Areas for Improvement Recognizing when projects are not worth expending further resources
Leadership	Your Style Consultative, willing to let others lead	Likely Skills Consultation Collaboration Followership Letting others be in charge	Areas for Improvement Impact and influence Initiating changes Delegation 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.

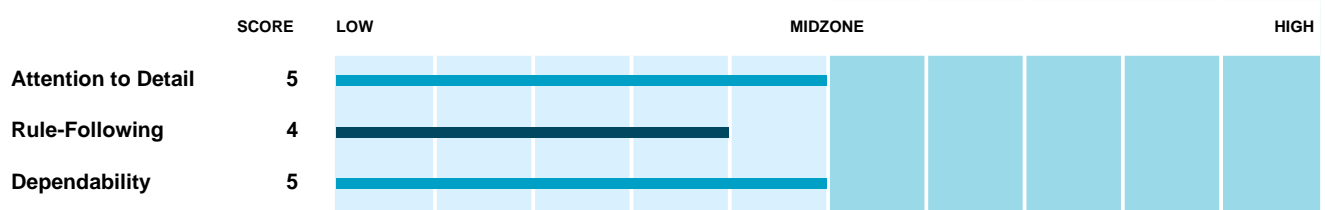
Persistence

- 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

- Review the situations you encounter at work and evaluate how your leadership style influences success in these situations.
- When your preferred leadership style is not effective, learn to adjust or allow others to assume the leadership role.
- Step in and take charge when you have the most appropriate skills and knowledge, or your leadership style is most effective.

Work Style



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

BELOW

- Adopt a casual approach toward work procedures
- Open to bending or adjusting rules to make progress
- Prefer general guidelines to specific regulations
- Dislike bureaucracy and close supervision
- Provide broad directions to subordinates

Dependability

MIDZONE

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

Work Style - Leadership Competencies

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Attention to Detail	Your Style	Likely Skills	Areas for Improvement
	Tend to focus on global issues, not overly preoccupied with detail	Strategic visioning/planning Comfort with ambiguity Acting without having all details resolved Focus on global vision and future planning	Quality control Organization Attention to detail Focus on day to day work operations Standard setting
Rule-Following	Your Style	Likely Skills	Areas for Improvement
	Not restricted by rules, prefer general guidelines to specific regulations	Changing guidelines Bending/adjusting work policy Working in unstructured organizations Risk taking	Providing clear guidelines Establishing work systems and procedures Adherence to policy Following work procedures
Dependability	Your Style	Likely Skills	Areas for Improvement
	Place less importance on meeting deadlines, casual about work requirements	Adjusting work schedule Reprioritizing tasks	Conscientious Responsible Meet obligations/deadlines Get job done

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.

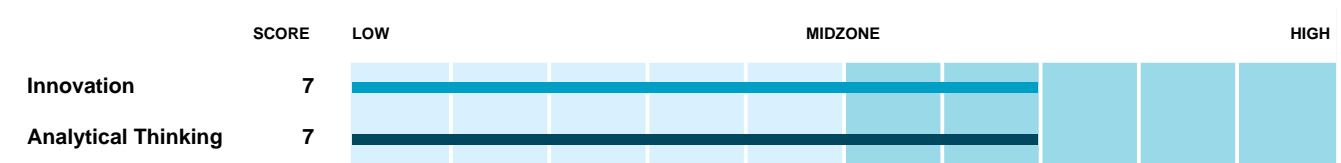
Rule-Following

- Recognize that some procedures are implemented and maintained for legitimate reasons.
- When by-passing 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.

Dependability

- 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.

Problem Solving



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

ABOVE

- Open-minded, curious and creative
- Enjoy solving problems
- Like work that requires creativity and originality
- Willing to consider new ideas and solutions
- Easily generate new ideas and innovative solutions

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
	Creative and original, intellectually curious	Creativity and innovation Generating ideas and innovative solutions Curiosity Dealing with change Future orientation Seeking a better way Openness to new ideas	Pragmatism Use of proven solutions Practicality Pushing incremental changes Focus on straight forward solutions
Analytical Thinking	Your Style	Likely Skills	Areas for Improvement
	Calculating, cautious, deliberate, take logical approach to problem solving	Critical thinking Impartial evaluation Information seeking Problem solving Systematic analysis Drive to understand	Relying on intuition Considering peoples' needs and values Decisiveness Making decisions with limited information

Problem Solving - Personal Effectiveness

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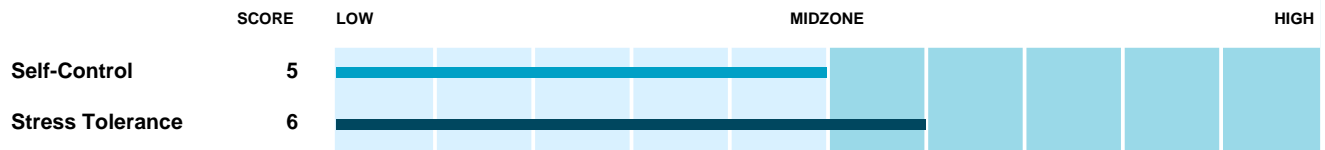
Innovation

- Ensure that you do not overlook the practical aspects of a situation because of your preference for innovation and originality.
- 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

- 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



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

MIDZONE

- Relatively calm and easy-going
- Can become upset when things go very wrong
- Try to conceal your emotions if they will be interpreted negatively
- Are not seen by others as uninvolved or over-emotional

Stress Tolerance

MIDZONE

- Able to tolerate stress as well as most people
- Do not mind working in demanding situations, but become tired from too much high pressure work
- Prefer work that provides a combination of high pressure tasks and those with limited demands
- Switch to easier activities when your stress level rises

Dealing with Pressure and Stress - Leadership Competencies

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Self-Control	Your Style	Likely Skills	Areas for Improvement
	Somewhat open with thoughts and feelings	Expressing emotions Genuineness Sincerity Straightforwardness	Emotional control Impulse control Self restraint Calmness Maintain composure Diplomacy
Stress Tolerance	Your Style	Likely Skills	Areas for Improvement
	Tolerate stress relatively well, able to cope with most demands, try not take criticism personally	Stress tolerance Stress management Resilience Constructive use of criticism Remaining calm in tense situations	Completing routine, low pressure work

Dealing with Pressure and Stress - Personal Effectiveness

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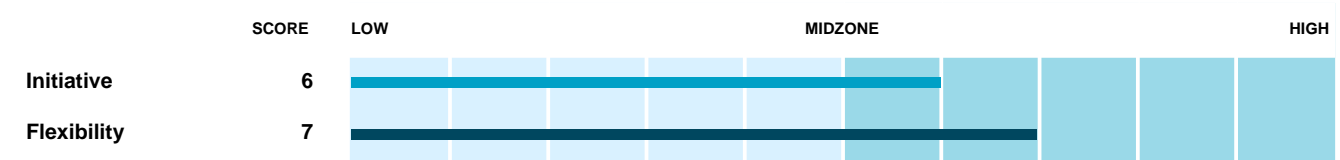
Self-Control

- In situations where you begin to feel upset, work hard to maintain your self-control and avoid expressing negative feelings.
- When upset, count to 10 and carefully evaluate your thoughts and feelings before you speak your mind.
- Walk away from situations where you do not feel you are able to maintain your self-control.

Stress Tolerance

- Learn to recognize when you are beginning to feel stressed, and shift to less demanding activities.
- Learn stress management techniques.
- Do not concern yourself with events that are beyond your control.

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

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

ABOVE

- 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

Identifying and Managing Change - Leadership Competencies

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Initiative	Your Style	Likely Skills	Areas for Improvement
	Somewhat proactive, enjoy identifying new opportunities	Identify and act on business opportunities Extend business into new areas Proactive Go beyond job requirements Exceed bounds of one's formal authority	Identify resources before moving forward Moving forward when directed Respecting chain of command
Flexibility	Your Style	Likely Skills	Areas for Improvement
	Prefer variety and novelty, adapt quickly to change, dislike routine	Comfort with change Adaptability Flexibility Openness to small and large scale improvements	Working with routine Structured work Creating stable environment for subordinates

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

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

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

Energy and Drive

Work Style

Using your WPI Leadership Competency Report

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

Problem Solving

Dealing with Pressure and Stress

Identifying and Managing Change

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

Energy and Drive

Work Style

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.

WPI Profile

