



WORK PERSONALITY INDEX

Personal Effectiveness 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 Personal Effectiveness Report is designed as a tool for professional growth. It contains interpretive notes that can be useful for increasing your success at work.

The focus of the WPI Personal Effectiveness 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. This report contains information about your preferences, strengths, and techniques for increasing your effectiveness in the following areas:

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

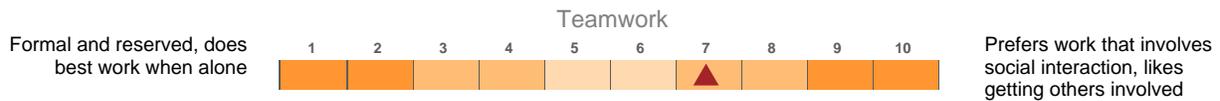
When reading your results, it is important to avoid reading good or bad into any of the statements. Human characteristics can be either a strength or weakness depending on the situation. What may be an asset in one setting can be a liability in another. Everyone has strengths and areas that may require improvement. As a result, some parts of this report will appear to be positive and other parts may concern you. If 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. Some individuals tend to be outgoing and warm, while others adopt a more formal and independent style. 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. Your preferences are discussed below.

Teamwork



You enjoy working closely with others, but do not mind some independent work. You tend to adopt a cooperative attitude and like working collaboratively with people. This is offset with some appreciation for independent tasks that allow you to work on your own. People such as yourself are usually effective in settings that involve a lot of teamwork, but require you to work independently some of the time.

Ways to Increase Your Personal Effectiveness

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

Concern for Others



You have an average level of concern for others. At times you are well aware of how people feel. However, you can be somewhat selective with your sympathy, withholding it from those you do not feel are in serious trouble. Since you prefer some emotional detachment from others, you may become tired and frustrated in settings that require you to constantly deal with the feelings and emotions of others. On the other hand, you may also experience stress when required to make decisions that impact people negatively.

Ways to Increase Your Personal Effectiveness

- Learn to identify the situations when it is appropriate to consider the concerns of others and when it is not.
- 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.

Working with Others

Outgoing

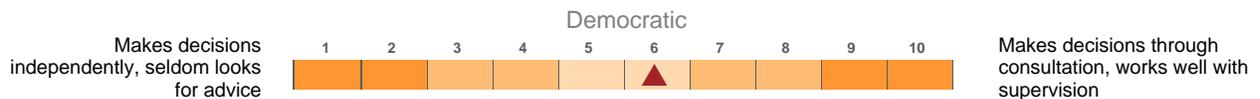


Your preference for interacting with others and meeting new people is like most individuals. You may feel at ease in most social situations, and probably come across as warm and friendly. However, you also value having some time alone, where you can collect your thoughts. At work, you will likely be effective in settings that provide a balance of extraverted and introverted tasks.

Ways to Increase Your Personal Effectiveness

- 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 keep some of your thoughts to yourself.

Democratic



When making decisions, you fluctuate between consulting with others and making independent choices depending upon the seriousness of the issue. You see the benefit of having other people participate in the decision making process. However, you are willing to go on your own and ignore the advice of others if it strongly clashes with your thinking. In positions with too much supervision, or where many people are involved in decisions, you may feel restricted. Yet you probably would not enjoy work where you could not consult with your colleagues.

Ways to Increase Your Personal Effectiveness

- 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. Your preferences are discussed below.

Ambition

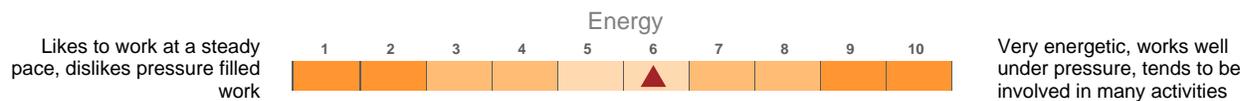


Overall, you are as competitive as the average person. Like most people you recognize that setting goals and putting forth a committed effort are required to get ahead. Yet you also appreciate a balanced approach that reflects the importance of your work and personal life. This is illustrated in your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

Ways to Increase Your Personal Effectiveness

- 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



You are as energetic as most people. You probably enjoy work that involves some mental or physical challenges. Yet you may become tired if your work requires too much energy. Overall, your style is marked by a balanced approach between working on demanding tasks and periods of relaxation. As a result, when your work requires either too much energy or is not very involving you will begin to experience dissatisfaction.

Ways to Increase Your Personal Effectiveness

- 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.

Energy and Drive

Persistence



Overall you are probably as persistent as the average person. In practice, you are motivated to complete your work, but may lack persistence with uninteresting or difficult tasks. Like most people, you tend to become tired if your work involves overcoming a lot of obstacles. The major benefit of your style is that you will rarely commit too much time and resources to projects that have no realistic chance of success.

Ways to Increase Your Personal Effectiveness

- 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



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

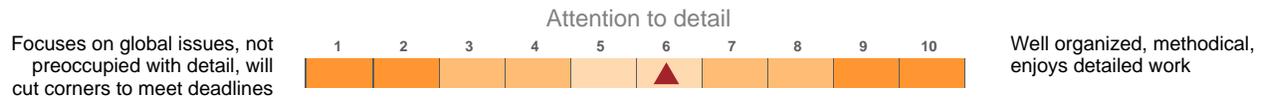
Ways to Increase Your Personal Effectiveness

- 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

Each individual approaches his/her work in a unique way. Differences in your work style can be attributed to differences in a person's attention to detail, dependability, and desire for structure and guidance. Some individuals naturally pay close attention to details. They prefer working in a structured environment, and are conscientious. Other people naturally focus on global issues and adopt a flexible approach. Your preferences in these areas will influence both the types of tasks and work environments that you will find enjoyable. Your preferences are discussed below.

Attention to Detail

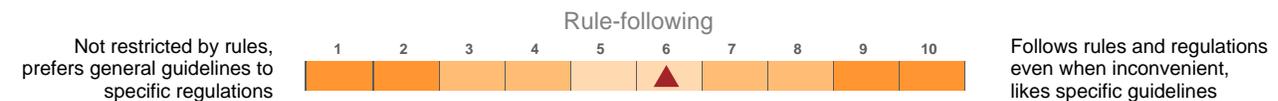


You report having an eye for detail that is similar to most people. When your work occasionally requires you to pay close attention to details, few things will slip past you. Yet people such as yourself have only a moderate preference for working with details. When things need to be done quickly, you appear to be somewhat willing to cut corners to meet deadlines. You work hard at striking an appropriate balance between the efficiency and exactness of your work.

Ways to Increase Your Personal Effectiveness

- You are not naturally inclined to focus on specific details. Take time to identify the work settings and tasks that you may find unsatisfactory or tiring because of this.
- 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



You are moderately inclined to follow rules and regulations. As a result, you do not mind work that is governed by some structure. You do most things by the book. However, you prefer general guidelines to precise regulations and are willing to ignore them if they hinder your work. Your somewhat casual approach to work procedures may be manifested in a slight dislike for red-tape. The strength of your preference is your willingness to evaluate regulations and ignore them when they are no longer effective or relevant.

Ways to Increase Your Personal Effectiveness

- 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 adopting reasonable guidelines.
- Be more willingly accept supervision and guidance on how you complete your work.

Work Style

Dependability



You place a lot of importance on meeting deadlines and work hard to complete your tasks according to schedule. Others should see you as dependable, responsible and conscientious. When working with colleagues, you may frequently stress the importance of completing work on time. You are somewhat willing to shift priorities and move deadlines if something extremely important comes up. However, your preference is to meet all your obligations as they were originally set out.

Ways to Increase Your Personal Effectiveness

- 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

People differ in how they solve problems because of differences in their thinking style. Solving problems involves two key tasks, analyzing information and developing solutions. Your personal characteristics influence how you conduct each of these tasks. Some people take a highly analytical approach when looking at information, and focus on developing solutions that are well-grounded. Other people rely more on their intuition when interpreting information, and focus on developing solutions that are both creative and original. Your preferences are discussed below.

Innovation



You report having a level of creativity and innovation that is similar to most people. You enjoy solving problems, and like finding solutions that are both original and practical. Like most people you are fairly open-minded, but would rather examine proposals and solutions that are well grounded. People such as yourself are as likely to build upon someone else's ideas as they are to come up with their own.

Ways to Increase Your Personal Effectiveness

- 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



You are more analytical and deliberate than most people. You take your time to think things through, and gather as much information as possible before moving forward. In settings where mistakes can lead to serious consequences, your analytical approach is very desirable. People with a similar style prefer to rely upon in-depth analysis rather than their intuition. While this results in few mistakes, it can be difficult to make rapid decisions.

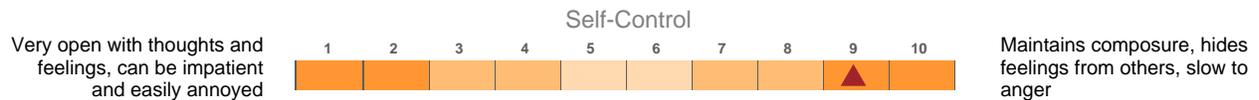
Ways to Increase Your Personal Effectiveness

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

Dealing with Pressure and Stress

Your approach to work is influenced by how you deal with pressure and stress, and how emotionally controlled and resilient you are. People who tolerate stress well and are able to cope with many demands tend to be successful in high pressure jobs. Those who are prone to experience stress, tend to find success and satisfaction in less demanding occupations. Your preferences are discussed below.

Self-Control

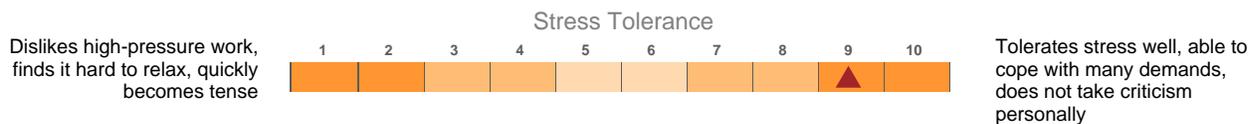


You see yourself as calm, easy-going, and free from anxiety. You tend to keep your emotions in check, often so well that people who know you are not aware of your true feelings. People with your style rarely experience anger and are unlikely to take offence at insults. In tense situations you rarely say things you later regret, and you are comfortable working in settings where emotions run high.

Ways to Increase Your Personal Effectiveness

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

Stress Tolerance



You tolerate stress very well. As a result you work effectively in high-pressure situations that require you to cope with many demands. You are seldom overwhelmed by concerns and maintain effective work behavior in the face of setbacks. People such as yourself find it easy to relax and can act as a calming influence on others. You find it easy to manage stressful situations in a balanced, adaptive way, and see yourself as stress free.

Ways to Increase Your Personal Effectiveness

- Since you tolerate stress very well and tend not to worry, you may not put enough planning and preparation into tasks. Watch that your lack of anxiety does not negatively 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.
- Help your colleagues maintain a calm, relaxed approach in tense situations.

Identifying and Managing Change

How you approach and manage change has tremendous influence on the tasks you will enjoy. 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 content. Your preferences for identifying and managing change, and the possible impact they have on your life is discussed below.

Initiative



When presented with clear opportunities, you take the initiative to make the most of them. However, you do not constantly look for new challenges, and may not capitalize on all the opportunities that present themselves. While you enjoy the excitement of identifying areas of future potential, you also like having some stability and consistency in your work. You tend to be willing to take on extra work, but when new responsibilities are frequently added to your work load, you may experience stress. In this way you are similar to most people.

Ways to Increase Your Personal Effectiveness

- 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



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

Ways to Increase Your Personal Effectiveness

- 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 this Report

The WPI Personal Effectiveness Report is designed to help you understand your unique strengths and identify areas to enhance your personal and professional effectiveness. The personal characteristics measured by the WPI have both positive aspects and liabilities. Your goal in using this report should be to learn about yourself, so that you will be able to capitalize on the assets of your characteristics and minimize the effect of their 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.

- First, read through your report a number of times. Pay close attention to what it says about you and highlight the statements you believe describe you best.
- Second, underline the statements that surprise you or indicate areas where you could improve your effectiveness. Consider these qualities and ask people who know you well about them to see if they are true. Develop a plan to avoid or guard against the behaviors that may lower your effectiveness and performance.
- Create a list of areas to address that will help you improve your work and personal life. Carefully examine your current environment and set some realistic goals for increasing your effectiveness. Then consider your future goals and outline adjustments you could make that would enable you to reach them.

While the WPI outlines a number of areas that can impact your satisfaction and success in life, 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 skills, abilities, work experience and specialized training. These also need to be reviewed when determining what you need to acquire to achieve what you desire.

Changing your approach to tasks, people and the environment requires a committed effort and time. Our preferences are not easy to change, but with practice, people can become adept at adjusting in order to meet the needs of their immediate situation. As you continue to develop your strengths, review your progress with those who know you well, and can help you remain focused on your goals and provide feedback regarding your progress.