



WPI Select Report

Don Sample

2/23/05



About This Report

This report is a confidential summary of Mr. Sample's responses to the Work Personality Index (WPI). The WPI describes key features of Mr. Sample's personal style that influence his approach to tasks, ways of interacting with people, and performance at work. The Select Report contains a graphic summary of his results, along with interpretive notes describing the likely meaning of his scores. The narrative descriptions are based on research findings and inferences that personality assessment experts might make given his preferences. The descriptions of his personality and behavioral style are based on Sten scores.

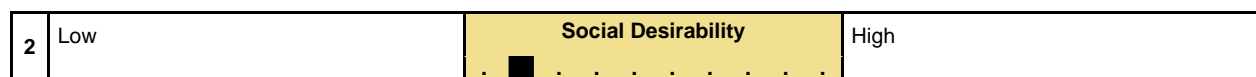
The WPI Select Report focuses on those personal characteristics and tendencies that influence how an individual performs in work settings. The WPI measures five global personality characteristics and seventeen primary traits that provide a comprehensive overview of an individual's work personality. Mr. Sample's results provide extensive information about his preferences, strengths, and weaknesses in work environments.

When interpreting Mr. Sample's results, it is important to remember that his scores are not good or bad, only more or less appropriate to certain types of work. For example, high scores on Ambition may be important for success in some occupations, but detrimental in other types of work. Therefore, Mr. Sample's results should be used to highlight his preferences and motivations and examine how they relate to more or less effective work performance.

The statements and results contained in this report should be treated confidentially. Since the results are based on Mr. Sample's own view of his behavior, the accuracy of the results depends upon both his honesty and self-awareness. Therefore, the results should be viewed as hypotheses to be validated with other sources of data such as interviews and other assessment results.

The shelf-life of the information in this report is approximately 12-18 months. However, if Mr. Sample has undergone significant changes in his work roles, re-testing should be considered.

Social Desirability



A score of 8 or above on the Social Desirability Scale indicates that the candidate may have responded in a socially desirable manner. High results should be verified through other methods.

Achievement Orientation		1 2 3 4 5 6 7 8 9 10	
5	easy going, non-competitive, focus on achievable, less ambitious targets Ambition	sets difficult goals, has high aspirations, competitive and driven to succeed
5	prefers stable work, undertakes new projects only after discussion with others Initiative	proactive, quickly takes initiative, enjoys identifying and solving new challenges
5	values order and predictability, prefers adaptation to innovation Flexibility	prefers variety and novelty, adapts quickly to change, dislikes routine
4	likes to work at a steady pace, dislikes pressure filled work Energy	very energetic, works well under pressure, tends to be involved in many activities
5	avoids leadership positions, consultative, happy to let others lead Leadership	assumes leadership positions, dominant and forceful, enjoys influencing others
Conscientiousness		1 2 3 4 5 6 7 8 9 10	
1	prefers work that can be completed quickly, dislikes overcoming obstacles	Persistence	enjoys overcoming obstacles, very persistent, works until task is finished
4	focuses on global issues, not preoccupied with detail, will cut corners to meet deadlines Attention to Detail	well organized, methodical, enjoys detailed work
7	not restricted by rules, prefers general guidelines to specific regulations Rule-Following	follows rules and regulations even when inconvenient, likes specific guidelines
2	place less importance on meeting deadlines, casual about work requirements Dependability	dependable, meets obligations and deadlines
Social Orientation		1 2 3 4 5 6 7 8 9 10	
5	formal and reserved, does best work when alone Teamwork	prefers work that involves social interaction, likes getting others involved
1	unaware of others feelings, reluctant to get involved in peoples problems	Concern for Others	caring and understanding, shows concern for others, sympathetic
4	quiet and shy, prefers small groups, rarely seeks people out Outgoing	talkative and outgoing, enjoys meeting new people
8	makes decisions independently, seldom looks for advice Democratic	makes decisions through consultation, works well with supervision
Practical Intelligence		1 2 3 4 5 6 7 8 9 10	
2	prefers using and building upon established methods, avoids unconventional ideas Innovation	creative and original, likes solving problems, intellectually curious
1	spontaneous, makes quick decisions, relies on personal instinct to guide choices	Analytical Thinking	analytical, cautious and deliberate, takes logical approach to problem solving
Adjustment		1 2 3 4 5 6 7 8 9 10	
3	very open with thoughts and feelings, can be impatient and easily annoyed Self-Control	maintains composure, hides feelings from others, slow to anger
5	dislikes high-pressure work, finds it hard to relax, quickly becomes tense Stress Tolerance	tolerates stress well, able to cope with many demands, does not take criticism personally

Achievement Orientation

		1 2 3 4 5 6 7 8 9 10	
5	easy going, non-competitive, focus on achievable, less ambitious targets	Ambition █	sets difficult goals, has high aspirations, competitive and driven to succeed
5	prefers stable work, undertakes new projects only after discussion with others	Initiative █	proactive, quickly takes initiative, enjoys identifying and solving new challenges
5	values order and predictability, prefers adaptation to innovation	Flexibility █	prefers variety and novelty, adapts quickly to change, dislikes routine
4	likes to work at a steady pace, dislikes pressure filled work	Energy █	very energetic, works well under pressure, tends to be involved in many activities
5	avoids leadership positions, consultative, happy to let others lead	Leadership █	assumes leadership positions, dominant and forceful, enjoys influencing others

Mr. Sample reports having an average level of ambition and motivation. In this area he is similar to most people. While he recognizes that setting goals and putting forth a committed effort are necessary to get ahead, career success is not his only priority. Rather, Mr. Sample prefers a balanced approach that reflects both the importance of his work and personal life. He would like to advance in his career and achieve success, but does not mind doing it at a slower pace. As a result, he is likely to set more achievable, less ambitious targets, than individuals with higher scores on the Ambition scale.

Mr. Sample reports an average level of initiative. When presented with clear opportunities, he will take the initiative to make the most of them. However, he does not constantly look for new challenges, and may not capitalize upon all the opportunities that present themselves. While individuals such as Mr. Sample enjoy overcoming obstacles and solving problems, they also appreciate some consistency and stability in their work responsibilities. While Mr. Sample is willing to take on extra work, frequently adding to his responsibilities may lead him to experience stress.

Mr. Sample has a moderate preference for variety. His responses indicate that he does not mind change, but dislikes working in positions where they occur frequently. Mr. Sample values having some stability and predictability in his work. Therefore, he prefers change that occurs at a slower pace because it allows him time to adjust. When his work requires too much adaptation, Mr. Sample may begin to feel overwhelmed. It is unlikely that he will make changes for the sake of variety, since he does not mind using established ways of working. He would rather make minor adjustments only when it makes good sense to do so.

Mr. Sample reports a tendency to avoid activities that require a lot of energy. When placed in demanding situations where many tasks need to be completed in a short period of time, he will become tired. Because of this, he tends to avoid high-pressure work, or occupations that have extensive work demands. It is important to him to work at a steady pace, avoiding both bursts of energy and periods of inactivity. Mr. Sample is sparing with his time, making it unlikely that he will become over-committed or burnt out. These preferences make him effective in positions that need someone who can maintain a constant pace

throughout the day.

Mr. Sample enjoys being in positions of authority as much as most people. When required, he will willingly assume leadership and take charge of projects. However, he does not feel driven to always be in charge, and is happy to let others lead. If Mr. Sample does find himself in a leadership role, his approach will be a balanced mix between collaboration and direction. When leading others, he prefers to work with subordinates rather than adopt a strongly directive approach. Mr. Sample is likely to be effective in positions where a combination of consensus driven and directive leadership is required.

Conscientiousness

		1 2 3 4 5 6 7 8 9 10	
1	prefers work that can be completed quickly, dislikes overcoming obstacles	Persistence ■	enjoys overcoming obstacles, very persistent, works until task is finished
4	focuses on global issues, not preoccupied with detail, will cut corners to meet deadlines	Attention to Detail . . . ■	well organized, methodical, enjoys detailed work
7	not restricted by rules, prefers general guidelines to specific regulations	Rule-Following ■	follows rules and regulations even when inconvenient, likes specific guidelines
2	place less importance on meeting deadlines, casual about work requirements	Dependability ■	dependable, meets obligations and deadlines

Mr. Sample prefers work he can complete quickly and with relative ease. He tends to dislike tasks that require overcoming obstacles and may give up on projects when things become somewhat difficult. He is quite willing to leave work unfinished, preferring to return to it after taking a break. At times, he may not finish difficult projects that are nearly completed. However, he will rarely commit time and resources to projects that have little chance of success. Mr. Sample is also likely to switch tasks when bored and tends to be easily distracted. Therefore, when working on intensive undertakings, he likes to keep disruptions to a minimum.

Mr. Sample reports an interest in focusing on global issues. He prefers roles where he does not need to work with highly detailed information or concern himself with minor details. He would rather look at the big picture and leave the checking of details to others. When tasks need to be done quickly, he is willing to cut corners, and will not get hung up on artificially high standards. His dislike for details can make him look careless and disorganized. Mr. Sample will tend to gravitate toward positions where the use of detailed information is kept to a minimum, preferring a role that allows him to focus on global issues.

Mr. Sample prefers to stick closely to rules and regulations. He likes having guidelines and usually does things by the book, even when it is personally inconvenient. While this unwillingness to break rules may impede completing things quickly, his integrity ensures that rules and regulations that have been established for important reasons are not ignored. Mr. Sample will likely work well in structured settings where there is little lee-way in how tasks are completed.

Mr. Sample sees deadlines as flexible. He is very willing to shift priorities, move deadlines, and leave work unfinished. The result is that projects are often not completed according to their original schedule. This often leaves others seeing him as unreliable or irresponsible. However, this same ability to shift priorities allows him to easily adjust his work schedule to meet more pressing needs. While he will be less effective in structured work where priorities rarely change and work must be completed on schedule, Mr. Sample will perform well in positions that have frequently changing priorities.

Social Orientation

		1	2	3	4	5	6	7	8	9	10	
5	formal and reserved, does best work when alone	Teamwork										prefers work that involves social interaction, likes getting others involved
1	unaware of others feelings, reluctant to get involved in peoples problems	Concern for Others										caring and understanding, shows concern for others, sympathetic
4	quiet and shy, prefers small groups, rarely seeks people out	Outgoing										talkative and outgoing, enjoys meeting new people
8	makes decisions independently, seldom looks for advice	Democratic										makes decisions through consultation, works well with supervision

Mr. Sample prefers occupations that allow him a mix of independent and group work. He is usually cooperative and likes working in a collaborative setting where teams work together. However, he also enjoys having some time where he can work alone, since for some tasks he feels more effective working independently. In spite of his desire to maintain a cooperative environment, he may be willing to take a stand for unpopular positions when he believes it is important.

Mr. Sample is reluctant to get personally involved in others' problems. He tends to be very selective with his sympathy and support. Mr. Sample feels more comfortable remaining personally detached from coworkers, and tends to be slow at picking up how others feel. While this may result in people describing him as insensitive, it allows him to make unpopular decisions and take unpopular stands with relative ease. This can be an important trait for working in leadership positions where tough decisions frequently need to be made.

Mr. Sample prefers small groups and does not like meeting a lot of new people. He enjoys having time alone, and may be described as somewhat shy. This does not mean that he is anti-social; rather, he simply prefers to be with fewer people and rarely seeks people out. When in groups, Mr. Sample is unlikely to call attention to himself, finding more enjoyment watching activities from the sideline. He will enjoy work that does not require him to interact with large numbers of people. However, he may be effective in some customer service and consulting positions because his tendency to listen, rather than talk, allows him to quickly highlight problems.

Mr. Sample has a tendency to consult others when making decisions. Mr. Sample does not mind having other people influence his work, and can put his own wishes behind those of his colleagues. It is

important for him to let others have their say in the decision-making process, and he feels slightly uncomfortable making decisions without support or guidance. His style allows him to work well in settings where things are decided through discussion and consensus. He would rather avoid work where he needs to make a lot of decisions on his own. This democratic style can sacrifice efficiency, but allowing others to give their opinions helps ensure that most options are considered.

Practical Intelligence

		1 2 3 4 5 6 7 8 9 10	
2	prefers using and building upon established methods, avoids unconventional ideas	Innovation . ■	creative and original, likes solving problems, intellectually curious
1	spontaneous, makes quick decisions, relies on personal instinct to guide choices	Analytical Thinking ■	analytical, cautious and deliberate, takes logical approach to problem solving

Mr. Sample avoids unconventional ideas, preferring to use and build upon established methods. When change is necessary, he will likely come up with practical ideas that bring about incremental change. He describes himself as very pragmatic, and tends to focus on grounded, traditional pursuits. Mr. Sample also reports being less creative and original than most people, showing a greater appreciation for proven procedures than new ones.

Mr. Sample trusts his intuition when he needs to solve problems. Rather than analyze large amounts of information, Mr. Sample relies on his intuition and uses an instinctive, gut-feel approach to make decisions. As a result, he is decisive and reaches conclusions very quickly. This less cautious style is commonly found in individuals who enjoy risk and are more entrepreneurial in nature. In settings where mistakes can lead to serious consequences, his approach is not very desirable. Yet in work environments where information is minimal and he must rely upon his intuition, Mr. Sample will fit in well.

Adjustment

	adjustment	1 2 3 4 5 6 7 8 9 10	
3	very open with thoughts and feelings, can be impatient and easily annoyed	Self-Control . . . ■	maintains composure, hides feelings from others, slow to anger
5	dislikes high-pressure work, finds it hard to relax, quickly becomes tense	Stress Tolerance ■	tolerates stress well, able to cope with many demands, does not take criticism personally

Mr. Sample describes himself as slightly outspoken and open with his thoughts and feelings. He finds it somewhat difficult to conceal his feelings from others, and displays his emotions clearly. Therefore, coworkers will usually know what Mr. Sample is thinking and feeling. When things go wrong, he tends to

get upset. Similarly, when things are going well, he shows enthusiasm and excitement. Mr. Sample may find it difficult to walk away from arguments and often brood over negative encounters he has with others.

Mr. Sample reports being able to tolerate stress as well as most people. He is able to deal with demanding situations at work, as long as they do not occur too frequently. While he appears to be able to take most things in stride, lots of demands or days filled with high-pressure work will leave him feeling stressful and tense. Unlike people with a high level of stress tolerance, Mr. Sample will spend larger amounts of time and energy being concerned about events. While this does add to his stress level, it also works to keep up his energy level and motivation. On the whole, Mr. Sample prefers work that provides a combination of high-pressured tasks with some activities with limited demands. This mix allows him to switch to easier activities when his stress level is rising and he feels the need to relax.