**Personal Effectiveness
Report For:**

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wpi

Work Personality Index

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, Dynamism, Task Orientation, 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.
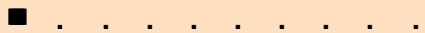
Teamwork

		Teamwork	prefer work that involves social interaction, like getting others involved
1	formal and reserved, do best work when alone	■	prefer work that involves social interaction, like getting others involved

You prefer to work independently and feel that you are most effective when you work alone. People with your style often feel hampered when working on teams. As a result you prefer to avoid tasks that are completed by teams. Your ability to work independently likely enhances your comfort providing constructive criticism and making difficult decisions. Others may see you as distant, but your preferences allow you to be effective in settings where most of the work needs to be completed independently.

Ways to Increase Your Personal Effectiveness

- Watch that your independence does not prevent you from recognizing how others can make an important contribution.
- Keep a check on your tendency to be critical and unsupportive of group efforts. This tendency may result in others seeing you as a poor team player.
- You may be able to manage group dynamics more effectively if you identify the specific tasks you need to complete for the team, and then work on them independently.

Concern for Others

		Concern for Others	caring and understanding, show concern for others, sympathetic
1	unaware of others feelings, reluctant to get involved in peoples problems	■	caring and understanding, show concern for others, sympathetic

You appear to be most comfortable maintaining formal relationships with others. People should see you as reserved, while you view your behavior as professional. People with your style tend to be selective with their sympathy and support, but are willing to help when individuals are in serious trouble. You may believe that people should be able to solve most of their own problems. Your style is often effective in positions where decisions that negatively affect others need to be made frequently.

Ways to Increase Your Personal Effectiveness

- Your reserved, formal style can come across as being unsympathetic and uncaring. You may increase your effectiveness by showing sympathy and providing support when people are encountering difficulties.
- Take time to consider the effects your decisions will have on people. If there are negative repercussions, consider ways to moderate the impact of the changes.

- Spend time developing an awareness of how other people feel. This can make you more effective in leadership, sales, and customer service applications.

Outgoing

2	quiet and shy, prefer small groups, rarely seeks people out	Outgoing	talkative and outgoing, enjoy meeting new people

You prefer to work in small groups and are uncomfortable meeting lots of new people. Instead, you may enjoy work that involves interaction with a few people that you know well. When in groups you probably do not call attention to yourself, finding more enjoyment in watching and reflecting on what occurs around you. You will probably enjoy work that does not require you to interact with strangers. However, your tendency to listen is beneficial when identifying problems. This allows you to be effective in a number of settings that involve working with people.

Ways to Increase Your Personal Effectiveness

- 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.
- Develop a greater comfort with meeting new people and presenting your ideas in front of others.

Democratic

3	make decisions independently, seldom looks for advice	Democratic	make decisions through consultation, work well with supervision

You show a slight preference for working independently and making decisions without consulting others. As a result, you come across as self-reliant and willing to stand alone. This level of independence is useful for making quick decisions and challenging commonly held beliefs. However, you may miss some situations where others could make an important contribution. In positions with lots of supervision, or where many people are involved in all decisions, you may feel restricted. In spite of your independence, you like to consult with your colleagues on serious matters. Your preferences fit well in settings where there is some supervision but you must complete most of your work on your own.
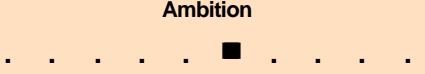
Ways to Increase Your Personal Effectiveness

- Consult with others when you need to make important decisions, or when mistakes could result in serious consequences.
- Keep a check on your tendency to ignore the advice of others.
- Be more supportive of group decisions, and willingly put your colleagues desires ahead of your own.

Dynamism

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.
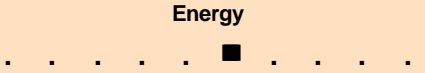
Ambition

6	easy going, non-competitive, focus on achievable, less ambitious targets	**Ambition** .　.　.　.　.　■　.　.　.　.	set difficult goals, have high aspirations, competitive and driven to succeed

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.
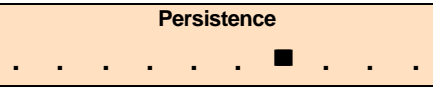
Energy

6	like working at a steady pace, dislike pressure filled work	**Energy** .　.　.　.　.　■　.　.　.　.	very energetic, work well under pressure, tend to be involved in many activities

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.
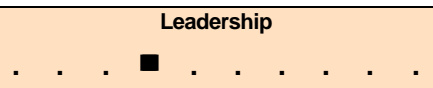
Persistence

7	prefer work that can be completed quickly, dislike overcoming obstacles	**Persistence** . . . . . ■ . . .	enjoy overcoming obstacles, very persistent, work until task is finished

You are more persistent than the average person. You enjoy putting in a concentrated effort to overcome obstacles and solve problems. On most occasions you prefer to stay late and finish what you are working on, rather than leave it for the next day. You also may find it easy to work through distractions and are rarely off task. This style is effective in settings where most of the work requires a persistent effort.

Ways to Increase Your Personal Effectiveness
- Learn how to recognize when a project is no longer worth the effort or resource to complete.
- Avoid seeing less persistent individuals as uncommitted.
- Guard against your tendency to commit too much energy to things. You may be more effective if you drop some things.

Leadership

4	avoid leadership positions, consultative, happy to let others lead	**Leadership** . . . ■	assume leadership positions, dominant and forceful, enjoy influencing others

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.

Task Orientation

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

7	focus on global issues, not preoccupied with detail, will cut corners to meet deadlines	**Attention to Detail** . . . . . . ■ . . .	well organized, methodical, enjoy detailed work

Your eye for detail is above average. Compared to others, you tend to adopt a methodical, orderly approach to your work and pay careful attention to details. You express a strong desire to do things right. As a result others may see you as a perfectionist. You enjoy checking the details of your work, but can become worn out if you rarely get a break from detailed work. Your style is effective in settings where data must be carefully analyzed and mistakes can lead to serious consequences. Common examples include personal safety, financial, and legal matters.

Ways to Increase Your Personal Effectiveness

- Spend time focusing on the big picture before reviewing the details.
- Avoid being overly concerned with minor details.
- Recognize when it may be necessary to sacrifice quality in order to meet deadlines.
- Do not become bogged down by artificially high standards.

Rule-Following

10	not restricted by rules, prefer general guidelines to specific regulations	**Rule-Following** . . . . ■	follow rules and regulations even when inconvenient, like specific guidelines

You like having specific guidelines and prefer to stick closely to the rules and regulations. You come across as someone with a high level of integrity because you do things by the book, even when it is personally inconvenient. As a result, you enjoy working in structured settings where there is little variation in how tasks are completed. You follow instructions to the letter, and leaders likely consider you very easy to supervise.

Ways to Increase Your Personal Effectiveness

- Willingly adapt and change regulations and work structures if they can be made more efficient and the changes do not result in serious consequences.
- Frequently review whether the guidelines used to direct your work remain effective.
- At times, sticking with how your work has been done in the past may not be in your best interest. A more questioning attitude that reviews how your work could be completed better may be more appropriate.

Dependability

6	place less importance on meeting deadlines, casual about work requirements	**Dependability** . . . . . ■	dependable, meet obligations and deadlines

You work hard to complete your tasks according to schedule, but do view deadlines as somewhat flexible. Your willingness to shift priorities and move deadlines may get in the way of completing work at the originally scheduled time. Your ability to reorganize priorities enables you to meet more important deadlines and let less important work wait. As a result, you may perform well in positions where priorities sometimes change.

Ways to Increase Your Personal Effectiveness

- 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 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

1	prefer using and building upon established methods, avoid unconventional ideas	**Innovation** ■　.　.　.　.　.　.　.　.　.	creative and original, like solving problems, intellectually curious

You prefer using and building upon established methods. When change is required, you tend to come up with practical ideas that bring about incremental change. Others may see you as pragmatic and grounded. You appreciate proven procedures and have an inherent distrust for ideas that have not yet shown their usefulness.

Ways to Increase Your Personal Effectiveness
- Keep an open mind to unconventional ideas and solutions.
- Carefully examine the ideas of others before discounting them.
- Learn to recognize when adapting a previous solution is not effective and a more creative, original solution is necessary.

Analytical Thinking

5	spontaneous, make quick decisions, rely on personal instinct to guide choices	**Analytical Thinking** .　.　.　.　■　.　.　.　.　.	analytical, cautious and deliberate, take logical approach to problem solving

You tend to be slightly cautious, gathering information and carefully analyzing it in order to avoid mistakes. Yet when tasks or decisions are not serious, you act decisively and rely upon your intuition. People with your style do not enjoy relying solely upon their intuition or in-depth analysis. Instead they adopt a problem-solving approach that balances the two. Generally, this allows you to make decisions at a fairly rapid pace, while incorporating most of the information that is available.

Ways to Increase Your Personal Effectiveness
- Ensure that your balance between analysis and intuition is appropriate when solving problems.
- Adopt a highly analytical approach when solving problems where mistakes can lead to serious consequences.
- Too much analysis and discussion is not your preferred style and may be tiring for you. Recognizing when you are beginning to tire will help you avoid making mistakes.

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

7	very open with thoughts and feelings, can be impatient and easily annoyed	Self-Control . . . . . . ■ . . .	maintain composure, hide feelings from others, slow to anger

Compared to others you are relatively calm and easy-going. You tend to keep your emotions in check and rarely get upset when things go wrong. You prefer to maintain a high level of self-control, often so well that people who know you are not aware of your feelings. People with a similar style may experience anger but are unlikely to express it. In tense situations you rarely say things you 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

8	dislike high-pressure work, find it hard to relax, quickly become tense	Stress Tolerance . . . . ■ . .	tolerate stress well, able to cope with many demands, do not take criticism personally

Your ability to tolerate stress is above average. You do not mind working in demanding situations and cope well in high-pressure work environments. While too many demands may leave you tired, you are seldom overwhelmed. People such as yourself usually find it easy to relax and can act as a calming influence on others in tense situations. You may find it easy to manage stress in an adaptive way, and usually see yourself as relatively stress free.

Ways to Increase Your Personal Effectiveness

- Since you tolerate stress well, 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 attitude 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

2	prefer stable work, undertake new projects only after discussion with others	Initiative . ■	proactive, quickly take initiative, enjoy identifying and solving challenges

You prefer occupations where the content of your work rarely changes. You are not overly interested in new challenges, and when opportunities do present themselves you adopt a cautious approach. Any enterprise or change that you undertake is well thought out. You probably do not describe yourself as entrepreneurial, but rather see yourself as a stable, reliable worker. In the long run, you are usually more comfortable in positions where your tasks change infrequently and your responsibility for identifying business opportunities is kept to a minimum.

Ways to Increase Your Personal Effectiveness
- Be more open to new opportunities and take the initiative to capitalize on them.
- Do not let your current responsibilities prevent you from looking to the future.
- Watch that your preference for stability does not negatively influence your evaluation of new opportunities.
- Adopt an entrepreneurial approach and be more willing to take risks.

Flexibility

3	value order and predictability, prefer adaptation to innovation	Flexibility . . ■	prefer variety and novelty, adapt quickly to change, dislike routine

You appear to have a moderate preference for structured work that has a consistent routine and few changes. You like using established ways of working that have proven useful in the past. While you are able to cope with change, if it is drastic or far reaching you will probably experience stress and discomfort. In general, you are more effective in occupations where most of your responsibilities are well defined and rarely change.

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 a positive outlook that focuses on how the changes can improve your life.
- Learn techniques to help you manage change more effectively.

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.