



See **Talent** More **Clearly**™

Workplace Personality Inventory™ - II

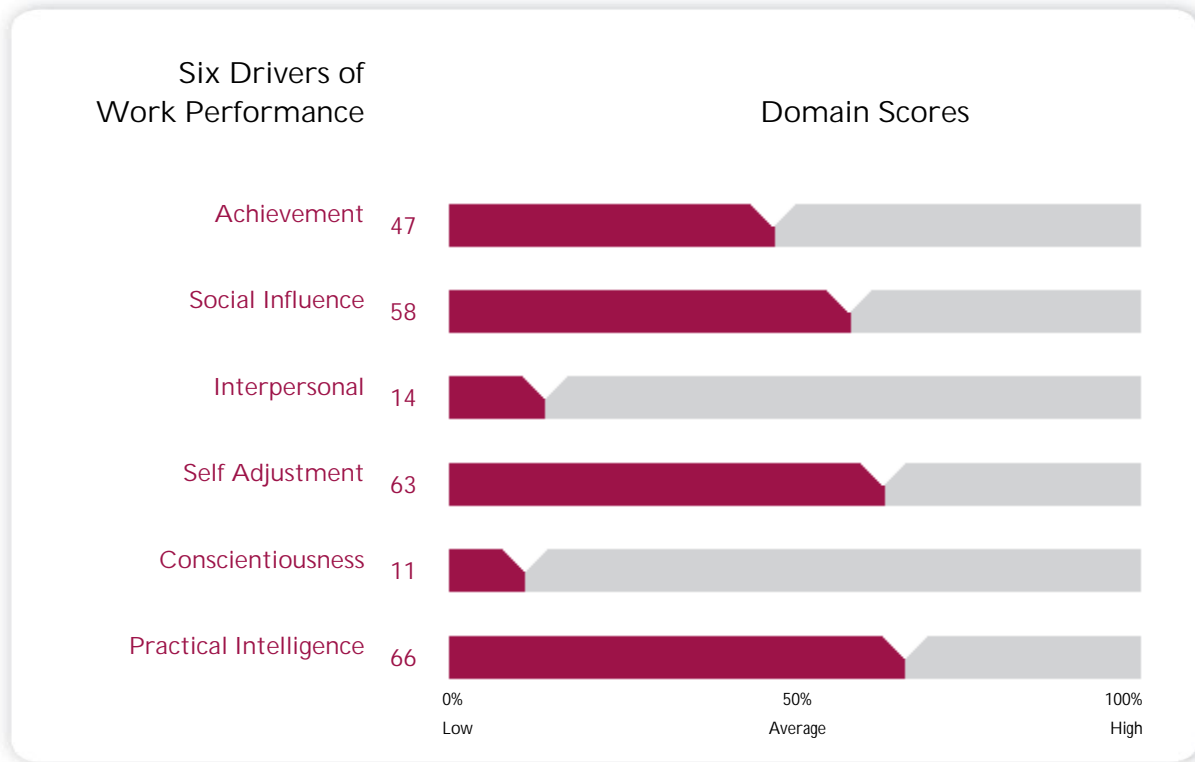
DEVELOPMENT REPORT

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How to Use the WPI-II Development Report

Understanding your work personality is an important step toward professional development. This report is designed to help you increase your self-awareness.

The WPI-II measures work-relevant attitudes and behaviors that contribute to or impede job performance. The scores reflect how someone is likely to approach their work or interact with others in a work setting.

This report begins with a snapshot of your results (see above). Pages 3–8 describe each work style domain in detail, characteristics of high and low scores, and development suggestions based on your results. Pages 9–11 offer step-by-step guidance on how to develop your skills.

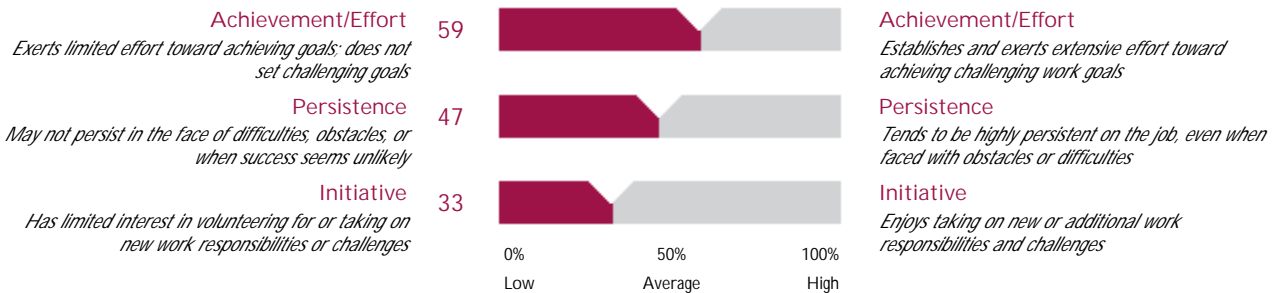
Understanding Your Results

Your scores are based on how you responded to the questions and the occupational group to which you were compared (e.g., if you are a manager, your responses were compared to those of other managers). Your scores can change over time, but change typically requires insight into your work style and focused effort to intentionally change behavior.

Comparison (Norm) Group is Managers:
The scores are presented as percentiles. A score of 75% means that you scored higher than 75% of others in your comparison group.

Validity of this Report:
Your responses suggest that you acknowledged common self limitations and responded to questions more openly than most individuals in the selected norm group. The results of your report appear to be valid.

Your Scores



Low Scorers
Deliver inconsistent results
Procrastinate
Give up too easily or compromise too quickly

**What You See
In the Workplace**

High Scorers
Pursue projects with a strong need to finish
Push self to achieve high quality results
Respond to challenging goals with hard work and positive energy

How to Become a *Higher Achiever*

- Initiative is about identifying an important need in your group/company, working hard and taking responsibility to address it. It goes beyond minimum performance goals. Ask your manager where you could take more initiative and make the biggest impact to help the team.
- Look for 1-2 projects/tasks where you can volunteer or increase your presence. Choose areas where you can make a noticeable difference. Look for projects/tasks that address an important need in your group/company.
- Get frustrated easily? Give up quickly? Make sure your emotions aren't driving your behavior. Step back and analyze the problem/obstacle. What are the issues/barriers? What would it take to remove them? Who can help? What resources are needed? Stick with it.

How Managers/Coaches Can Support Development

- Actively point out and discuss priority-setting so it becomes easier for them to see which activities are most crucial for the group's success and which ones are less so.
- Describe the phases of a project or task prior to assignment. Discuss potential barriers and brainstorm how to overcome barriers. Set the standard that problem-solving is expected when barriers arise.
- Using behavioral examples from your work setting, describe what initiative looks like and what you expect. Discuss behaviors that meet minimum job requirements and behaviors that reflect higher levels of initiative.

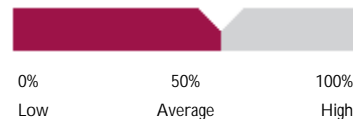
Your Scores

Leadership Orientation 48
Has limited interest in taking charge and directing or leading others; may hesitate to provide input or opinions



Leadership Orientation
Is quick to take charge, lead others and offer opinions; very high scorers may be overly assertive at times

Social Orientation 61
Prefers working alone or in small groups; does not actively seek out personal connections with colleagues



Social Orientation
Enjoys working with others; actively seeks out personal connections with colleagues; very high scorers may not be comfortable working alone

Low Scorers

*Have difficulty influencing or persuading others
Fail to establish strong interpersonal networks
Have difficulty taking charge of team projects or groups*



What You See
In the Workplace

High Scorers

*Exert influence and present a compelling message
Seek out others; come across as outgoing and friendly
Emerge as a team or project leader*

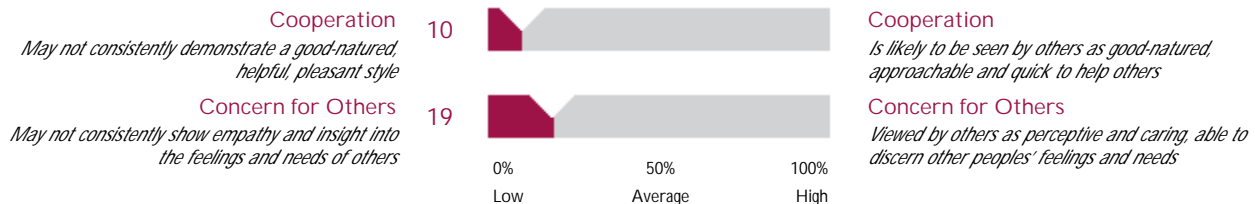
How to Increase *Social Influence*

- When leading a project or group, think about what you want to communicate before you speak. Write down the points you want to make and how you want to communicate them (e.g., level of energy, enthusiasm). Make eye contact and avoid long pauses.
- Make sure you offer your ideas and opinions when working on a team. Keep track of how often you make a comment, offer your opinion, and agree or disagree with someone. Compliment deserving others and explain why you like what they have done.
- Star performers typically have a strong network of people they can draw from when they need help. Map your network - the people who can assist you (and who you can assist) in getting work accomplished. Reach out to a few new people who will expand your network.

How Managers/Coaches Can Support Development

- Ask for their input in every meeting. Create space for them to speak and actively encourage them to offer input, opinions and advice. Help increase their visibility.
- Discuss their social network within the organization and identify people they should meet and get to know. Help them make these contacts.

Your Scores



Low Scorers
Fail to establish collaborative relations with peers
Are perceived as impersonal or insensitive
Fail to consider how their behavior impacts others

What You See
In the Workplace

High Scorers
Are seen as a team player
Gain trust and support from others
Are empathic and tactful; strive for cooperative and courteous relationships

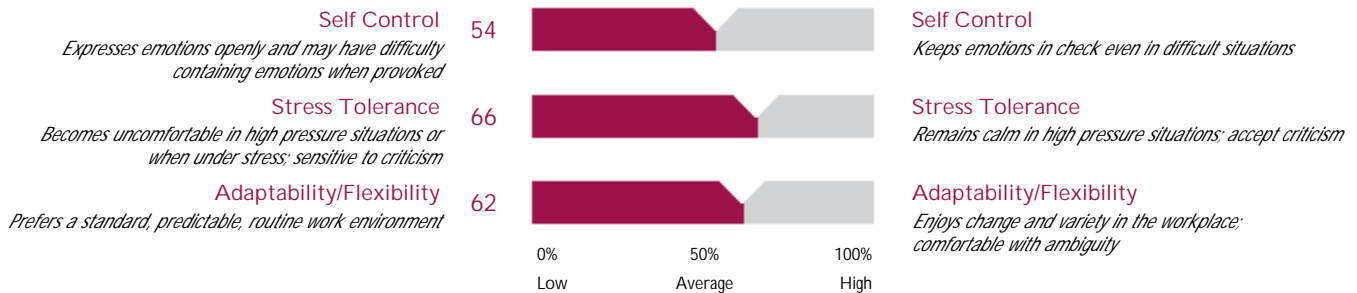
How to Increase *Interpersonal Effectiveness*

- Ask others questions so that you fully understand their role, responsibilities and what they are trying to accomplish. Look for shared goals and common ground and actively identify ways you can help others.
- Showing concern for others involves listening and understanding their perspective. Focus more on asking questions and showing interest in others and less on giving advice or pushing your position.

How Managers/Coaches Can Support Development

- Explain the importance of teamwork and collaboration in your group. Show them how you create shared goals and find common ground. Select a couple of projects and work with them to identify ways to increase collaboration. Track their progress and offer coaching.
- Drill down to the mechanics of showing concern for others: listening without interruption, taking the perspective of the other person, suspending judgments. Discuss their skill level in each area and role-model concern for others by providing ongoing constructive feedback on these skills.

Your Scores



Low Scorers
Lose their composure
Have trouble managing stress
Become uncomfortable with change or ambiguity

What You See
In the Workplace

High Scorers
Manage emotions productively
Remain calm in stressful or high pressure situations
Remain open to change and deal constructively with uncertainty or ambiguity

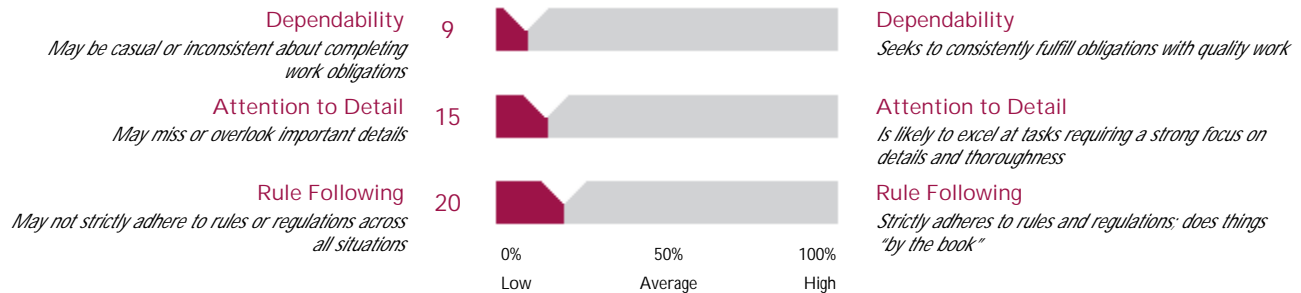
How to Increase Adjustment

- You typically manage your emotions at work. Take the next step by paying more attention to your emotional reactions - enthusiasm, frustration, impatience, etc. Notice what you are feeling and your corresponding behavior. This will help you manage nonverbal communication.
- You typically manage your stress at work, so look at situations that are most challenging for you. What triggers your stress in those situations? Is it criticism, lack of control, lack of support, risk of failure? Try to identify your personal vulnerabilities.
- You are typically comfortable with change and variety, but might feel uncomfortable in extreme situations. In these situations, seek out information that will help you understand what is happening and why (e.g., understand the organizational strategy driving the change).

How Managers/Coaches Can Support Development

- Discuss frustrations that they are likely to face in the future. Help them prepare by anticipating and analyzing these types of new situations.
- Discuss some of the more challenging stressors you face at work (or faced when in their role) and brainstorm effective ways of coping with those stressors.
- Dealing with ambiguity is usually difficult. Focus on this skill - specifically how to address risk, uncertainty, and taking action with limited information.

Your Scores



Low Scorers

*Need to be reminded about commitments and due dates
May overlook important details in plans or projects
Set their own standards or create their own rules*

What You See In the Workplace

High Scorers

*Complete work on a timely basis as promised
Are thorough in checking the quality of their work
Follow rules and protocol with great care and consistency*

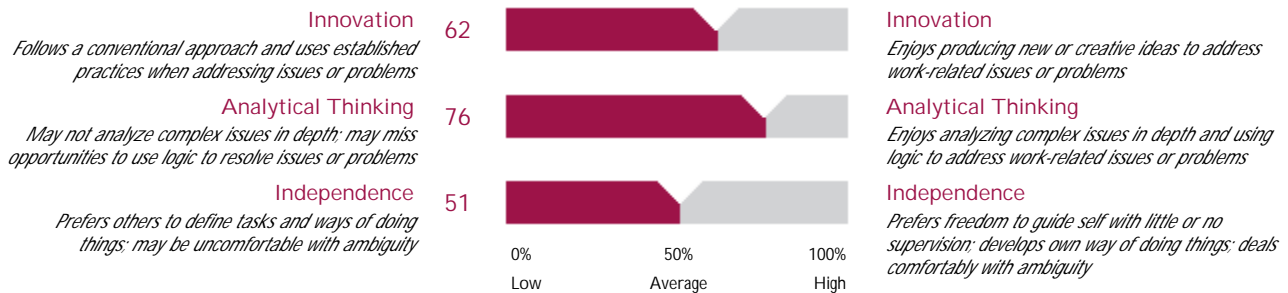
How to Become More Conscientious

- Keep a list of due dates in plain view; review project plans each day so you can easily take corrective action. Don't wait; adjust each day to stay on track.
- Make sure you have the time to concentrate when reviewing important information. Remind yourself to pay attention to the details.
- Be careful not to cut corners. Most procedures and processes were established for a reason; make sure you understand that reason before you take action.

How Managers/Coaches Can Support Development

- Discuss situations where inconsistency in delivering results has been a problem. Brainstorm solutions and make sure they leave the meeting with 1 or 2 well-defined action items aimed at eliminating the inconsistency. Track their progress on those action items.
- Describe situations where high attention to detail is important on the job. Make sure they know when attending to details is most important. Encourage more patience and attention to quality.
- Clearly describe the importance of following rules within your organization. Make sure the lines between acceptable and inappropriate are clearly defined and understood.

Your Scores



Low Scorers

Have difficulty adapting new or innovative methods or practices

Fail to organize and analyze complex issues so that they can be solved more effectively

Struggle when required to create their own work plans and processes

What You See
In the Workplace

High Scorers

Pursue different or new ways to approaching problems

Are prone to use a logical problem-solving and decision-making approach

Guide themselves with little or no supervision

How to Increase Practical Intelligence

- Your preference for innovation is average. To increase your innovation, read about brainstorming techniques and practice them at work. Practice asking more open-ended questions and not making a quick judgment.
- Read about critical thinking (e.g., www.thinkWatson.com) and learn basic steps and techniques that will help you think more analytically. These tools will help when dealing with ambiguous and complex situations.
- You are usually comfortable defining how to accomplish your goals and projects. Challenge yourself by looking at more complex situations and thinking about how to best approach them.

How Managers/Coaches Can Support Development

- Give them assignments in areas where they are knowledgeable, and specifically ask them to come up with new and different ways to approach the situation. Pair them with people who are highly innovative to help stretch their thinking.
- Give them stretch assignments that require analysis of complex situations. Help them work through the strategic goals and how to identify which information is relevant, how to analyze it, and how to make recommendations.
- Place them on a sophisticated or troublesome project that is not clearly defined; coach them on how to clarify goals and develop and monitor work plans. Ask questions and offer feedback, but let them figure things out on their own.

PLAN YOUR DEVELOPMENT

Be specific

Building workplace skills requires a well thought-out and detailed plan of action.

1. Select a domain for development.
(see Six Drivers of Workplace Performance, p. 2).

Which domain will you focus on first?

2. Review the full page description of that domain.
(Place a ✓ by the suggestions you want to practice)

Describe what you will do in your work setting.

What will you do more frequently? What will you stop doing?

More
Stop

How can your manager/coach best help you?

Tip

It is best to focus on one development area at a time and to practice and receive feedback for 3-6 months.

Tip

Ask your manager for input. Make sure you both agree on priority.

Tip

Work on specific behaviors to build specific skills.

Understanding how specific behaviors connect to outcomes helps you learn more quickly.

Tip

Need more "how to" ideas? These resources provide detailed development suggestions:

Awaken, Align, Accelerate: A Guide to Great Leadership. Scott Nelson and Jason Ortmeier. Edina, MN: Beaver's Pond Press, 2010.

Successful Manager's Handbook. Susan Gebelein, Kristie Nelson-Neuhaus, Carol Skube, David Lee, Lisa Stevens, Lowell Hellervik, and Brian Davis. Minneapolis, MN: Personnel Decisions International Corporation, 2004.

PLAN YOUR DEVELOPMENT

Practice

Skill building requires practice. Commit to the time it will take.

1. Practice your target skills and avoid unwanted behaviors.

When or in what situations will you practice the behaviors you want to increase?

Tip

Each morning review your schedule and identify opportunities where you can practice positive and avoid unwanted behaviors.

When do you slide into behaviors that you want to stop doing (i.e., behaviors that interfere or compete with your goals)?

Tip

Create a weekly log and put a ✓ by each day that you practice the target skill. At the end of each week, review how many days you actually practiced. Practice each day. Even if it is only one action, doing something daily will help you apply your skills more consistently over time.

Get Feedback

Timely, accurate, and constructive feedback is essential for growth.

1. Give your manager a copy of your report so that he/she can use the coaching suggestions. Review the report together.

How often will you get feedback from your manager?

Who else do you want to get feedback from?

Tip

Ask for feedback from someone who will help you develop - someone who can give you informed, honest, constructive and respectful feedback.

POST YOUR PLAN

My Development Plan
Review each day to reinforce learning.

I will increase:

Action(s) I will take:

	Where	When	Resources
1			
2			
3			

Who will give me feedback?

	When
1	
2	

How will I know I'm making progress?