

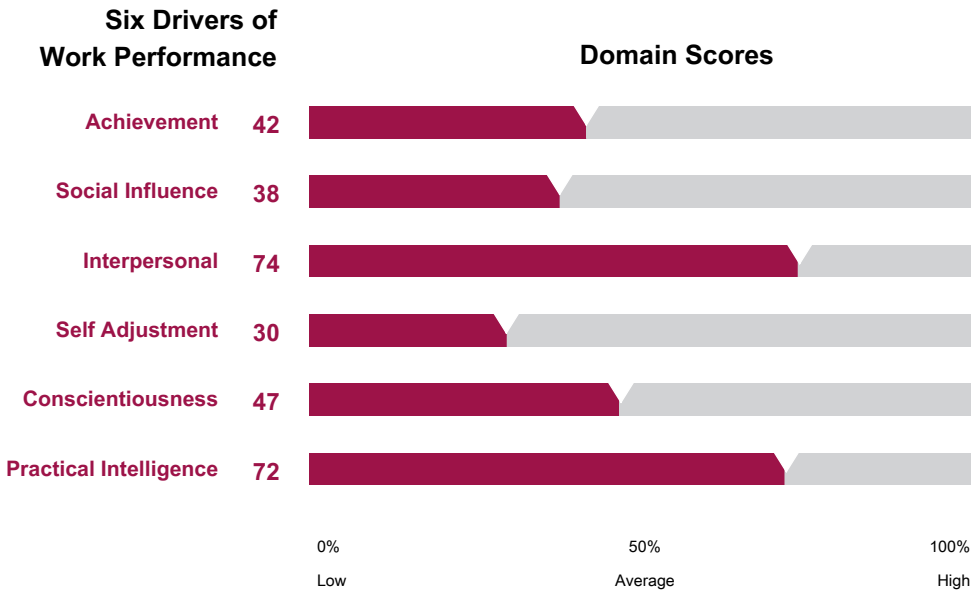
Workplace Personality Inventory™-II

DEVELOPMENT REPORT

Sample WPI

16 Jul 2024

INTRODUCTION



How to Use the Workplace Personality Inventory - 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 Workplace Personality Inventory - 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 Information Technology Professionals:

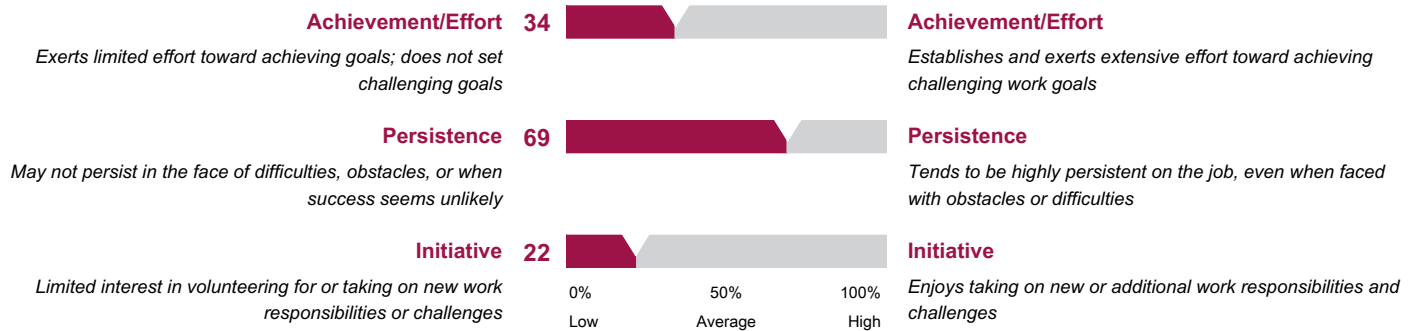
The scores are presented as percentiles. A score of 75% means that you scored higher than 75% of others in your comparison group.

Validity of this Report:

You were less likely to acknowledge common self limitations than most individuals in the selected norm group. Responses suggest that you may have tried to create a favorable impression, and as such, work style scores may be slightly inflated.

ACHIEVEMENT

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**

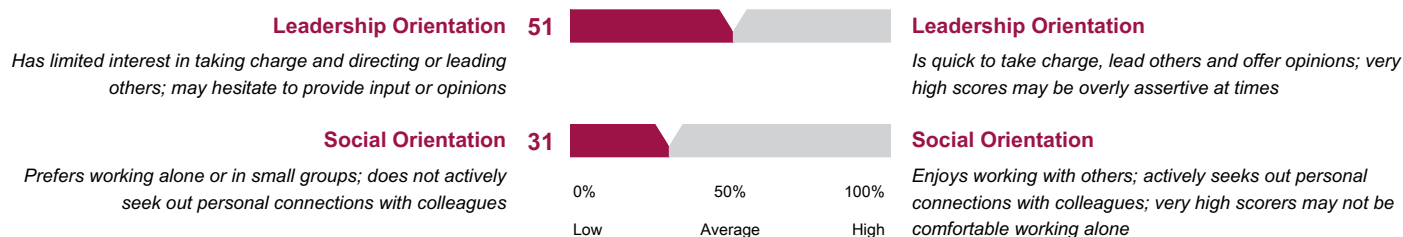
- Initiative is about identifying an important need in your group/company, working hard and taking responsibility to address it. It goes beyond minimum performance goals. Ask your manager where you could take more initiative and make the biggest impact to help the team.
- Look for 1-2 projects/tasks 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.
- Demonstrate a sense of urgency about delivering results. Focus on the goal, the critical path, being proactive, and progress milestones. Don't put off tasks until later - do them immediately.

How Managers/Coaches Can Support Development

- Focus on goal-setting and include one goal that will require extra effort/growth to achieve. Establish checkpoints to discuss their progress. Make sure progress is clearly tracked and documented.
- Provide the ongoing opportunities to persist and problem-solve. Encourage them to work through problems, and ask process questions before you step in and offer solutions.
- 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.

SOCIAL INFLUENCE

Your Scores



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

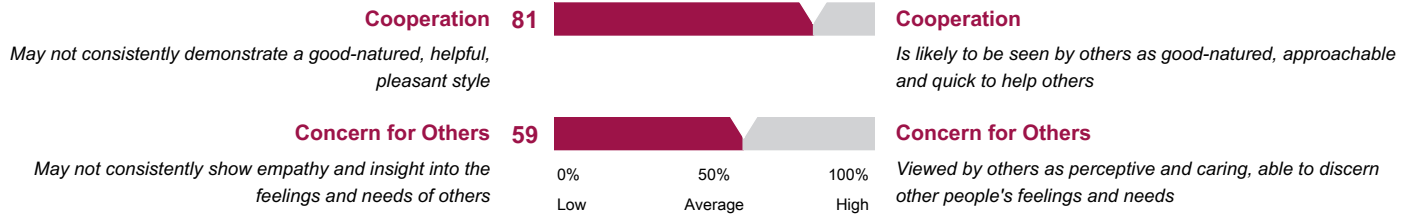
- Establishing relationships with colleagues is a key ingredient for teamwork and performance. Initiate conversations, ask questions and learn about the people on your team. Make sure people see you as approachable.
- Actively greet and engage people who are outside of your immediate team (e.g., vendors, people from other divisions). Make sure you know who they are and what they do; make sure they remember you. Keep track of your social network.
- Leadership is about influencing, inspiring and accepting responsibility for others. Which areas are your strongest? Which are your weakest? Get feedback from others so that you can focus your development efforts on communication, motivation or building trust.

How Managers/Coaches Can Support Development

- Increase leadership opportunities - assign them to lead a project, task or team that will stretch their current leadership skills.
- Help increase their social interactions; invite them to lunch with others; get to know them. Assign a few projects that require considerable interaction but do not overwhelm them with too much people contact.

INTERPERSONAL

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*

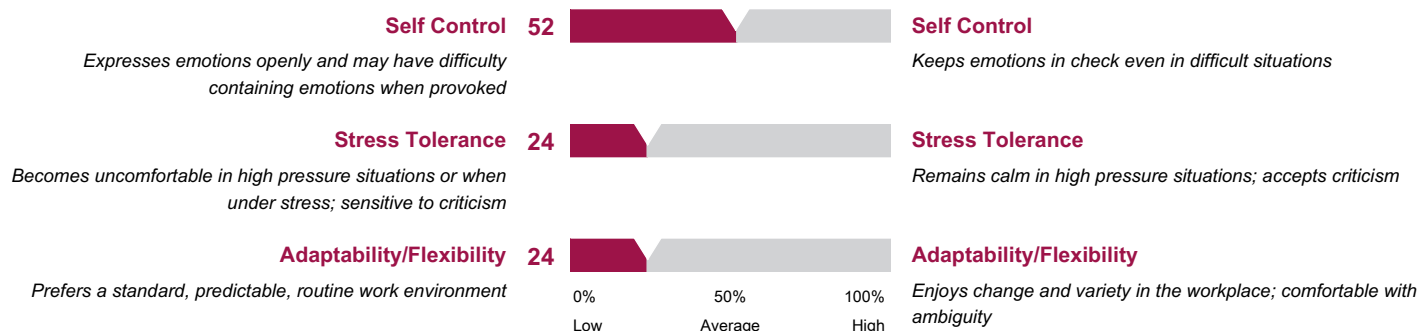
- Pay attention to when you are at your best in listening and expressing concern for others. When are you less effective? Pay attention to your own personal strengths and weaknesses (e.g., not too tired). Try to manage situations that allow you to use your strengths.
- Practice giving constructive feedback in a way that is caring and direct. Lead with positives, focus on the goal, and be clear about what needs to be done differently.
- Study three people who are very effective at cooperating with others. When do they cooperate, how do they do it, and when do they pull back? Compare your behavior with what they do and look for ways to improve.

How Managers/Coaches Can Support Development

- Coach deeper cooperation skills by focusing on how to create clear goals and outcomes for all involved and the importance of understanding work requirements as part of the collaborative effort.
- Review more complicated situations at work and ask them how they see the situation and the reactions and emotions people are experiencing. Give your perspective or read of the situation/people and explain how you arrived at that interpretation. The goal is to increase awareness of the needs of others in complicated situations.

SELF ADJUSTMENT

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**

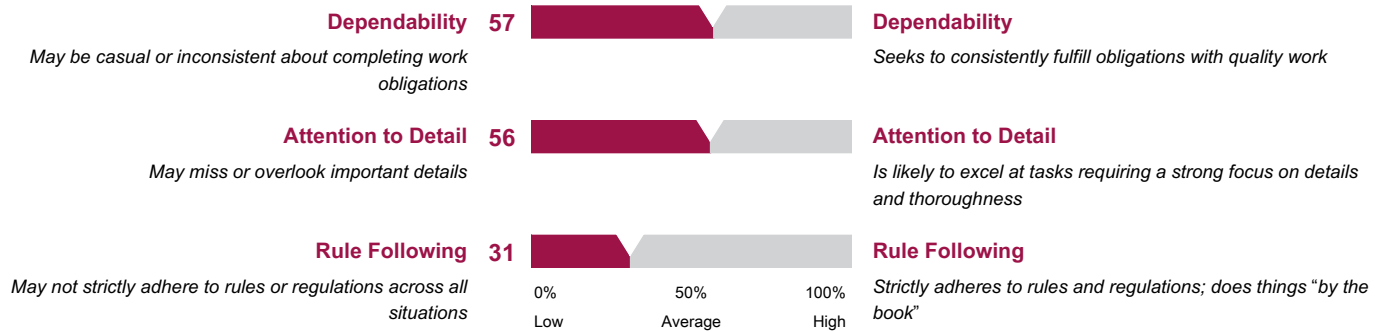
- Choose 3 projects with which you are involved and ask yourself, how can this be done differently? List as many alternatives as you can. When you create new plans, always include alternatives (Plan A, Plan B). Become comfortable with alternatives and options.
- Change has become the norm in most organizations. When change occurs, seek out information that will help you understand what is happening and why (e.g., understand the organizational strategy driving the change).
- Dealing constructively with negative information and criticism is part of being effective at work. Practice putting things into perspective and being more open to feedback. Look for ways to de-personalize the information/feedback, and open yourself up for growth.

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.
- Provide support and encouragement while also setting goals to increase resilience and the ability to maintain composure. Track their progress and offer ongoing feedback.
- Ask for alternative ways to approach projects/problems. How could it be done differently? Recommend seeking input from diverse people. Ask for contingency plans.

CONSCIENTIOUSNESS

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*

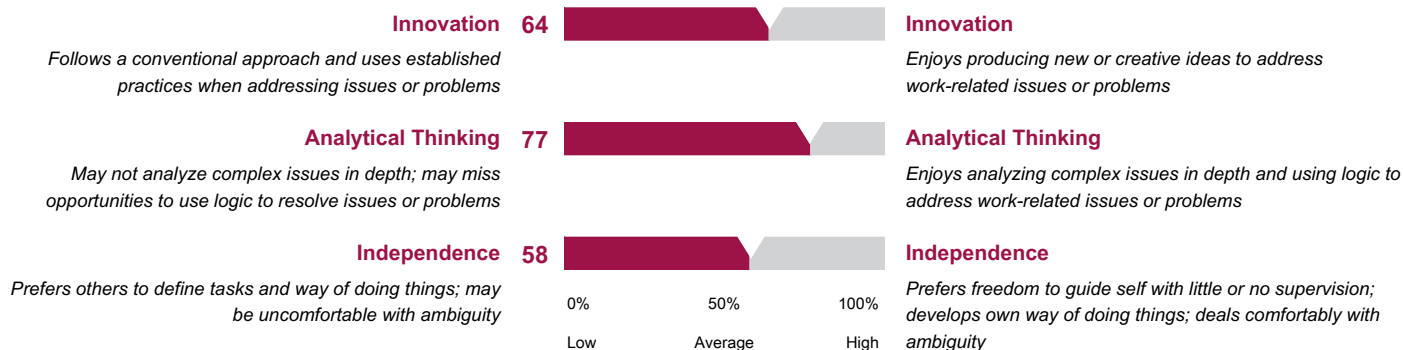
- Be careful not to cut corners. Most procedures and processes were established for a reason; make sure you understand that reason before you take action.
- Bending rules can appear self-serving and may undermine trust. Review your approach to rules and procedures. Make sure people know that they can trust you to do the right thing.
- You are reasonably careful about details and fact-checking. In most situations, this level of detail is appropriate. Give yourself extra time for high stakes material.

How Managers/Coaches Can Support Development

- Support and compliment consistency, follow-through, and commitment to delivering quality outcomes. Look for areas where this behavior is a clear and consistent strength and offer specific and positive feedback.
- Their attention to detail is average. Identify situations where a high level of detail is necessary. Help them be prepared for those special circumstances.
- Clearly describe the importance of following rules within your organization. Make sure the lines between acceptable and inappropriate are clearly defined and understood.

PRACTICAL INTELLIGENCE

Your Scores



Low Scorers

- Have difficulty adopting 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?

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.

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

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.

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.

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:

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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?

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