



WPI Leadership Competency Report

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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 Leadership Competency Report is designed as a tool for professional growth. It contains interpretive notes that can be useful for increasing your leadership effectiveness and highlights the competencies generally associated with your personality traits.

The focus of the WPI Leadership Competency 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. These seventeen traits are grouped into the following six categories:

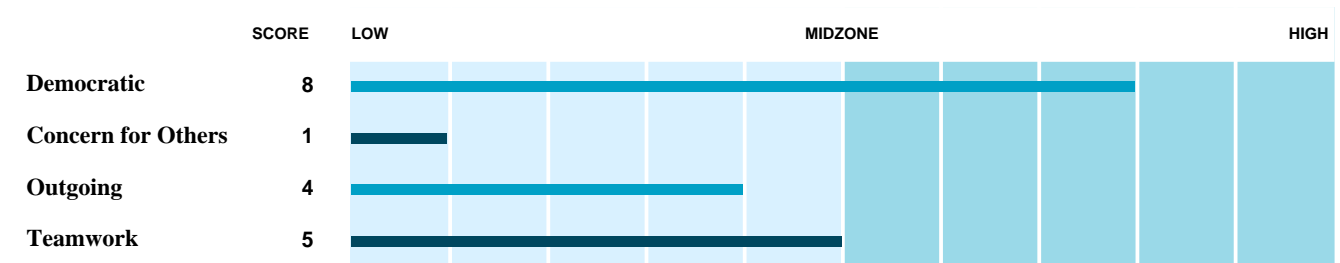
-  Working with Others
-  Dynamism
-  Work Style
-  Problem Solving
-  Dealing with Pressure and Stress
-  Identifying and Managing Change

In each of these six categories, this report contains information about your leadership preferences and the competencies that are associated with them. You will also find some tips on how to adapt and utilize skills that do not come naturally to people with your personality traits.

When reading your report, 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. The WPI measures four traits that relate directly to how you work with others. 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.

<p>Democratic</p> <p>ABOVE</p>	<ul style="list-style-type: none"> • Consult with people when making decisions • Solicit ideas and opinions to help form plans • Like to involve people in making decisions that affect them • Uncomfortable making decisions without discussion • Encourage diverse inputs
<p>Concern for Others</p> <p>LOW</p>	<ul style="list-style-type: none"> • Maintain professional, formal business relationships • Prefer impersonal analysis and decision making • Can work without harmony • Dislike dealing with people's personal concerns • Are selective with your sympathy and support • Believe people should be able to solve most problems on their own
<p>Outgoing</p> <p>BELOW</p>	<ul style="list-style-type: none"> • Reflective and quiet • Do not seek people out very often • Take time to thoroughly understand before expressing yourself • Think carefully before you present your ideas • Rarely call attention to yourself in groups • Do your best thinking when alone
<p>Teamwork</p> <p>MIDZONE</p>	<ul style="list-style-type: none"> • Prefer a mix of independent and group work • Usually cooperative and like working collaboratively with people • Do not mind working independently some of the time • Most comfortable in settings that require a balanced mix of collaborative team leadership and directive leadership

Working with Others

Relating your Personal Style to Leadership Competencies

Your personality traits influence the types of leadership competencies that come naturally and those that are more difficult to master. This section of the report links common leadership competencies with your personal style. In the *Likely Skills* section you will find competencies that people with your personality traits generally find easy to use. In the *Areas for Improvement* section you will find competencies that people with your personality traits typically have to spend extra time and effort to achieve mastery.

Democratic Competencies	Your Style Make decisions through consultation, seek advice from others	Likely Skills Consultation Building consensus Involving others in decision making Soliciting information when forming plans Gathering diverse opinions	Areas for Improvement Independent decision making Working without consultation Going against popular opinion Decisive decision making
Concern for Others Competencies	Your Style Reserved and emotionally detached, establish formal relationships with people	Likely Skills Working in conflict Maintaining emotional detachment, professional distance Making difficult decisions that impact people negatively Impersonal analysis and decision making Gathering diverse opinions	Areas for Improvement Customer service and support Building and maintaining positive relationships Diplomacy Awareness of others feelings and wishes

Working with Others

Relating your Personal Style to Leadership Competencies (continued)

Teamwork Competencies	Your Style Slight preference for independence, prefer completing some tasks by yourself	Likely Skills Working independently Providing critical feedback Giving subordinates independence Working without supervision	Areas for Improvement Leading teams Working with others Supporting group efforts Developing personnel Sharing expertise Cooperating and encouraging
Outgoing Competencies	Your Style Introverted and reserved, rarely seek people out	Likely Skills Written communication Listening and soliciting opinions Working with infrequent personal contact Formulating ideas on your own	Areas for Improvement Oral communication Meeting and engaging people Establishing contacts/networking Presentation skills Sales orientation

Working with Others

Ways to increase your Personal Effectiveness

This section of the report highlights some possible ways to increase your leadership effectiveness when working with others. These tips are most appropriate for situations where your natural style does not appear to be a good fit. In settings where your current style is the most appropriate, these tips may not be as useful.

Democratic

- Make decisions that are not very important on your own, or with limited feedback.
- When decisions need to be made quickly, only consult key people and do not try to take everyone's ideas into consideration.
- Learn to recognize when your consultative style is taking too long to make a decision.

Concern for Others

- 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 of your decisions 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 a more effective leader.

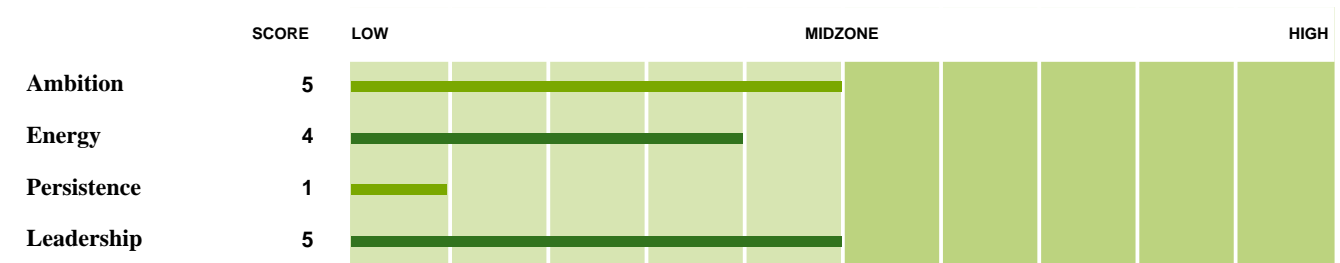
Teamwork

- Identify the areas in which you feel most comfortable adopting a collaborative leadership style, and those you work well when using a directive style.
- Use a directive style to delegate tasks that people can complete effectively on their 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 the people who work for you.

Outgoing

- Slightly 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.
- Learn to recognize when you are being worn down from spending too much time with others. When this happens find some time where you can be alone and collect your thoughts, or work on a solitary task.

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.

<p>Ambition MIDZONE</p>	<ul style="list-style-type: none"> • As competitive as the average person • Recognize that setting goals and working hard are required to get ahead • Set achievable targets • Appreciate a balance between competing to get ahead, and enjoying your current setting • Will push yourself and subordinates, but do not come across as a workaholic or task master
<p>Energy BELOW</p>	<ul style="list-style-type: none"> • Prefer to work at a steady pace • Sparing with your time • Avoid over-committing yourself • Get worn down in highly demanding settings
<p>Persistence LOW</p>	<ul style="list-style-type: none"> • Prefer work that can be completed quickly and with relative ease • Rarely commit time/resources to projects that have little chance of success • Can be easily distracted • More effective when distractions are kept to a minimum • Worn down by work that requires overcoming many obstacles
<p>Leadership MIDZONE</p>	<ul style="list-style-type: none"> • Willing to assume leadership and take charge of projects • Leadership style is marked by a mix of consultation and direction • Comfortable following the lead of others if their expertise and experience is more applicable than your own to the situation • Do not continually push to be in charge

Dynamism

Relating your Personal Style to Leadership Competencies

Your personality traits influence the types of leadership competencies that come naturally and those that are more difficult to master. This section of the report links common leadership competencies with your personal style. In the *Likely Skills* section you will find competencies that people with your personality traits generally find easy to use. In the *Areas for Improvement* section you will find competencies that people with your personality traits typically have to spend extra time and effort to achieve mastery.

<p>Ambition Competencies</p>	<p>Your Style Somewhat easy going, focus on achievable targets</p>	<p>Likely Skills Working in noncompetitive environments Collaboration Working in positions with few opportunities for advancement</p>	<p>Areas for Improvement Focusing on results Competitiveness Goal setting Drive for achievement Measuring progress</p>
<p>Energy Competencies</p>	<p>Your Style Like to work at a steady pace, dislike pressure filled work</p>	<p>Likely Skills Working in slow paced settings Not over committing yourself Relaxation Patience</p>	<p>Areas for Improvement Stamina Energy level Physically and mentally active Working in demanding environments</p>
<p>Persistence Competencies</p>	<p>Your Style Prefer work that can be completed with relative ease, dislike overcoming obstacles</p>	<p>Likely Skills Recognizing when projects are not worth expending further resources</p>	<p>Areas for Improvement Perseverance Follow through Getting job done Freedom from distractibility</p>
<p>Leadership Competencies</p>	<p>Your Style Consultative, willing to let others lead</p>	<p>Likely Skills Consultation Collaboration Followership Letting others be in charge</p>	<p>Areas for Improvement Impact and influence Initiating changes Delegation Managing and directing people</p>

Dynamism

Ways to increase your Personal Effectiveness

This section of the report highlights some possible ways to increase your leadership effectiveness. These tips are most appropriate for situations where your natural style does not appear to be a good fit. In settings where your current style is the most appropriate, these tips may not be as useful.

Ambition

- 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

- Commit more time and energy to your work. This can improve your personal effectiveness in a number of work settings.
- Show vigor and enthusiasm when interacting with others. Other people may see your relaxed attitude as indifference or a lack of motivation.
- Be more generous with your time and energy. Often after beginning a project or activity, you will find that the energy requirements are not that extensive.

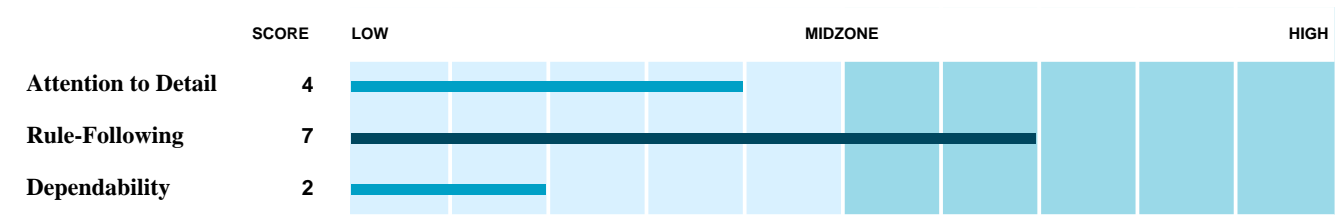
Persistence

- Find ways to limit distractions when you need to complete demanding tasks. Common techniques include closing your office door, minimizing interruptions, and not taking phone calls.
- You rarely commit too much time and resources to futile projects. However, watch that you do not give up on difficult tasks that are worth completing.
- You may be able to improve your effectiveness by motivating yourself to stick with tasks until they are completed.

Leadership

- Review the situations you encounter at work and evaluate how your leadership style influences success in these situations.
- When your preferred leadership style is not effective, learn to adjust or allow others to assume the leadership role.
- Step in and take charge when you have the most appropriate skills and knowledge, or your leadership style is most effective.

Work Style



Everyone approaches their work in a unique way. Differences in work style can be attributed to differences in a person's attention to detail, dependability, and desire for structure and guidance. Your preferences in these areas will influence the kind of tasks and work environments that you will find enjoyable and where you will feel comfortable taking on leadership roles.

<p>Attention to Detail</p> <p>BELOW</p>	<ul style="list-style-type: none"> • Focus on strategy and vision • At ease with theory and the unknown • Comfortable working with ambiguity • Can act even though details are unresolved • Enjoy strategic thinking and creating plans for the future
<p>Rule-Following</p> <p>ABOVE</p>	<ul style="list-style-type: none"> • Stick closely to rules and regulations • Enjoy having clear guidelines and procedures • Provide clear guidelines to subordinates • Comfortable working in highly structured environments • Follow instructions to the letter and expect subordinates to do the same
<p>Dependability</p> <p>LOW</p>	<ul style="list-style-type: none"> • Willing to shift priorities • Comfortable changing deadlines, leaving work unfinished • Able to frequently adjust work schedule to meet pressing needs • Take a casual approach toward work requirements

Work Style

Relating your Personal Style to Leadership Competencies

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<p>Attention to Detail Competencies</p>	<p>Your Style Focus on global issues, not preoccupied with detail</p>	<p>Likely Skills Strategic visioning/planning Comfort with ambiguity Acting without having all details resolved Focus on global vision and future planning</p>	<p>Areas for Improvement Quality control Organization Attention to detail Focus on day to day work operations Standard setting</p>
<p>Rule-Following Competencies</p>	<p>Your Style Closely follow rules, prefer specific regulations to general guidelines</p>	<p>Likely Skills Working in highly structured organizations Providing clear guidelines Establishing work systems and procedures Adherence to policy Following work procedures</p>	<p>Areas for Improvement Changing guidelines Bending/adjusting work policy Working in unstructured organizations Risk taking</p>
<p>Dependability Competencies</p>	<p>Your Style Place less importance on meeting deadlines, casual about work requirements</p>	<p>Likely Skills Adjusting work schedule Reprioritizing tasks</p>	<p>Areas for Improvement Conscientious Responsible Meet obligations/deadlines Get job done</p>

Work Style

Ways to increase your Personal Effectiveness

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Attention to Detail

- Take more time to examine the concrete data and information that is available to you.
- Spend enough time organizing and completing your work so that others do not see you as disorganized or messy.
- Check the quality and details of your work before showing it to others.

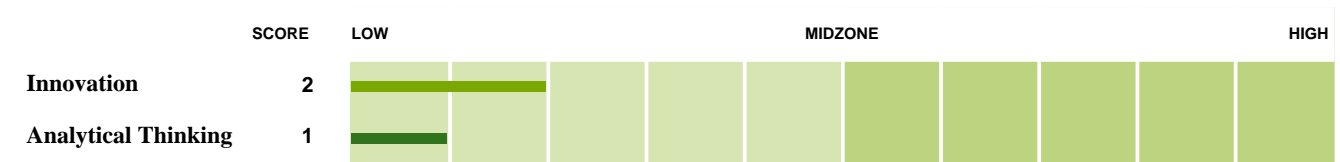
Rule-Following

- 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 that direct your work remain useful.
- 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

- Fulfill more of your obligations and responsibilities by the original deadline.
- Watch that your flexible attitude toward work deadlines does not lead others to see you as unreliable or irresponsible.
- Meet the obligations you have to others, unless a change in the situation no longer warrants.

Problem Solving



People vary in how they solve problems due in part to differences in thinking style. Solving problems involves two key tasks, analyzing information and developing solutions. Your personal characteristics influence how you conduct each of these tasks.

Innovation

LOW

- Practical, pragmatic and grounded
- Look for proven solutions
- Distrustful of unconventional ideas
- Prefer to use straightforward solutions to problems

Analytical Thinking

LOW

- Rely on intuition to make decisions
- Spontaneous
- Decisive and reach conclusions quickly
- Rarely analyze large amounts of information before making decisions
- Comfortable taking action without large amounts of information

Problem Solving

Relating your Personal Style to Leadership Competencies

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<p>Innovation Competencies</p>	<p>Your Style Build upon established methods, avoid unconventional ideas</p>	<p>Likely Skills Pragmatism Use of proven solutions Practicality Pushing incremental changes Focus on straight forward solutions</p>	<p>Areas for Improvement Creativity and innovation Generating ideas and innovative solutions Curiosity Dealing with significant changes Future orientation Seeking a better way Openness to new ideas</p>
<p>Analytical Thinking Competencies</p>	<p>Your Style Spontaneous, make quick decisions, rely on personal instinct to guide choices</p>	<p>Likely Skills Relying on intuition Considering peoples' needs and values Decisiveness Making decisions with limited information</p>	<p>Areas for Improvement Critical thinking Impartial evaluation Information seeking Problem solving Systematic analysis Drive to understand</p>

Problem Solving

Ways to increase your Personal Effectiveness

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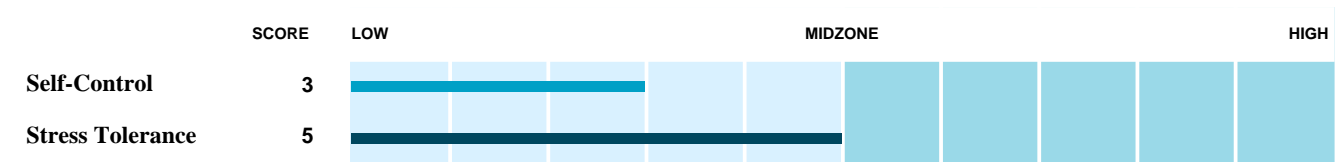
Innovation

- 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 an original solution is necessary.

Analytical Thinking

- While your intuition is a key strength, avoid making important decisions with limited information.
- Take the time to carefully analyze information.
- Discuss your ideas and solutions with people who have a more analytical style.
- 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.

Self-Control

BELOW

- Outspoken
- Open with your thoughts and feelings
- Quickly show feelings of enthusiasm or unhappiness
- People are aware of what you are thinking
- Come across as genuine and straightforward

Stress Tolerance

MIDZONE

- Able to tolerate stress as well as most people
- Do not mind working in demanding situations, but become tired from too much high pressure work
- Prefer work that provides a combination of high pressure tasks and those with limited demands
- Switch to easier activities when your stress level rises

Dealing with Pressure and Stress

Relating your Personal Style to Leadership Competencies

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Self-Control Competencies	Your Style Open with thoughts and feelings, can be impatient and easily annoyed	Likely Skills Expressing emotions Genuineness Sincerity Straightforwardness	Areas for Improvement Emotional control Impulse control Self restraint Calmness Maintain composure Diplomacy
Stress Tolerance Competencies	Your Style Dislike a lot of high pressure work, become tense when faced with many demanding situations	Likely Skills Completing routine, low pressure work	Areas for Improvement Stress tolerance Stress management Resilience Constructive use of criticism Remaining calm in tense situations

Dealing with Pressure and Stress

Ways to increase your Personal Effectiveness

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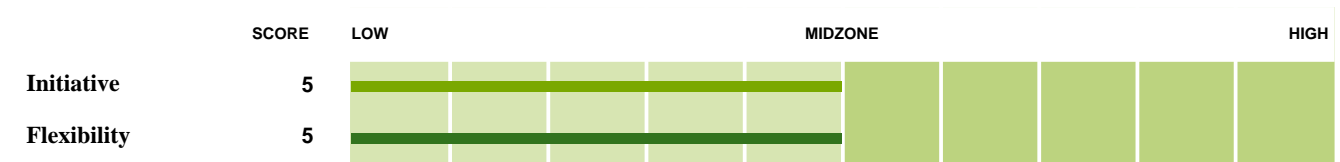
Self-Control

- In situations where you are feeling upset, carefully evaluate what you want to say.
- Learn to recognize the situations where being outspoken can work against you.
- Avoid reliving the negative encounters you have with others.
- Walk away from situations that are making you upset. Take up the issues when you are feeling calm.

Stress Tolerance

- Learn to recognize when you are beginning to feel stressed, and shift to less demanding activities.
- Learn stress management techniques.
- Do not concern yourself with events that are beyond your control.

Identifying and Managing Change



How you approach and manage change has tremendous influence on the tasks and situations in which your leadership will be effective. 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 successful. Your preferences for identifying and managing change, and the possible impact they have on your life are discussed below.

<p>Initiative</p> <p>MIDZONE</p>	<ul style="list-style-type: none"> • Take advantage of clear opportunities • Do not always look for new challenges • Enjoy having some stability and consistency in your work responsibilities • Keep an eye open for future possibilities but do not capitalize on all the opportunities that present themselves.
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<p>Flexibility</p> <p>MIDZONE</p>	<ul style="list-style-type: none"> • As flexible as most people • Do not mind some change, but get worn down by frequent changes • Prefer making adjustments at a slow pace, giving yourself and others time to adjust • Make changes only when it makes good sense to do so • Unlikely to make changes for the sake of variety
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Identifying and Managing Change

Relating your Personal Style to Leadership Competencies

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Initiative	Your Style	Likely Skills	Areas for Improvement
Competencies	Prefer some stable work, undertake new projects after discussion with others	Identifying resources before moving forward Moving forward when directed Respecting chain of command	Identify and act on business opportunities Extend business into new areas Proactive Go beyond job requirements

Flexibility	Your Style	Likely Skills	Areas for Improvement
Competencies	Value some order and predictability, prefer adaptation to innovation	Working with routine Structured work Creating stable environment for subordinates	Comfort with change Adaptability Flexibility Openness to small and large scale improvements

Identifying and Managing Change

Ways to increase your Personal Effectiveness

This section of the report highlights some possible ways to increase your leadership effectiveness. These tips are most appropriate for situations where your natural style does not appear to be a good fit. In settings where your current style is the most appropriate, these tips may not be as useful.

Initiative

- 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

- 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 your WPI Leadership Competency Report

The WPI Leadership Competency Report is designed to help you understand your unique strengths and identify areas to enhance your leadership 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.

Carefully read through your report highlighting the areas that discuss your strengths. Follow this by taking the time to highlight those areas where you feel there is a need for improvement. Write these out on the tables on the next two pages.

Using your WPI Leadership Competency Report

My Leadership Strengths

Write below what you believe are your meaningful patterns and personal strengths.

Working with Others	
Dynamism	
Work Style	
Problem Solving	
Dealing with Pressure and Stress	
Identifying and Managing Change	

Using your WPI Leadership Competency Report

Areas for Improvement

Write the skills and competencies you feel you need to acquire to increase your leadership effectiveness.

Working with Others	
Dynamism	
Work Style	
Problem Solving	
Dealing with Pressure and Stress	
Identifying and Managing Change	

Using your WPI Leadership Competency Report

My Leadership Goals

Putting together a comprehensive and detailed development plan with specific goals and deadlines is one of the most important steps for making successful changes. A realistic and practical sense of direction is essential for reaching your desired goals. Your goals should be tied to your strengths and work related interests. Goals that are too high can be discouraging, while goals that are too low can limit your self-worth. By working through the following questions, you can create developmental goals that will allow you to make the most of your potential. Write your answers on a separate piece of paper if necessary.

- What specific skills and competencies do you want to learn more about, or aim for in the future? What are your overall career goals? The clearer your goals, the easier it will be to motivate yourself to pursue them.
- What experience, education or training do you need to get in order to prepare for the next stage of your career?
- What are the most significant things you can do to improve your leadership effectiveness and satisfaction?
- What do you need to start doing to ensure you reach the goals you desire? List the specific steps and activities.
- What can you stop doing that may be working against achieving the success you desire?
- What deadlines do you need to set to make sure you reach your goals?

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

Changing your approach to tasks, people and the environment requires a committed effort and time. Personality traits 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.