



WPI Select Report

John Smith

1/29/07



About This Report

This report is a confidential summary of Mr. Smith's responses to the Work Personality Index (WPI). The WPI describes key features of Mr. Smith'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. Smith's results provide extensive information about his preferences, strengths, and weaknesses in work environments.

When interpreting Mr. Smith'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. Smith'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. Smith'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. Smith 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	
6	easy going, non-competitive, focus on achievable, less ambitious targets	Ambition■.....	sets difficult goals, has high aspirations, competitive and driven to succeed
4	prefers stable work, undertakes new projects only after discussion with others	Initiative■.....	proactive, quickly takes initiative, enjoys identifying and solving new challenges
7	values order and predictability, prefers adaptation to innovation	Flexibility■.....	prefers variety and novelty, adapts quickly to change, dislikes routine
6	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	
7	prefers work that can be completed quickly, dislikes overcoming obstacles	Persistence■.....	enjoys overcoming obstacles, very persistent, works until task is finished
6	focuses on global issues, not preoccupied with detail, will cut corners to meet deadlines	Attention to Detail■.....	well organized, methodical, enjoys detailed work
9	not restricted by rules, prefers general guidelines to specific regulations	Rule-Following■.....	follows rules and regulations even when inconvenient, likes specific guidelines
8	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	
8	formal and reserved, does best work when alone	Teamwork■.....	prefers work that involves social interaction, likes getting others involved
6	unaware of others feelings, reluctant to get involved in peoples problems	Concern for Others■.....	caring and understanding, shows concern for others, sympathetic
8	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	
6	prefers using and building upon established methods, avoids unconventional ideas	Innovation■.....	creative and original, likes solving problems, intellectually curious
5	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	
7	very open with thoughts and feelings, can be impatient and easily annoyed	Self-Control■.....	maintains composure, hides feelings from others, slow to anger
6	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

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Mr. Smith 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. Smith 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. Smith shows little interest in new challenges. This suggests he will be more effective in occupations where the content of his work rarely changes. When opportunities do present themselves, Mr. Smith tends to take a slightly cautious approach, seeking out guidance from others before taking initiative. As a result, any enterprise that he undertakes is well thought out but slowly acted upon. This tendency to solicit feedback and support may lead him to miss opportunities that need to be capitalized on quickly. In the long run, Mr. Smith will be more comfortable in positions where his tasks are stable and his responsibility for identifying business opportunities is kept to a minimum.

Mr. Smith reports a preference for variety. He appears to be flexible and open to change. This allows Mr. Smith to adapt well to most shifts in his work and personal life. It is unlikely that he will find many changes stressful, and will adjust to new work roles and different work environments. As a result of these characteristics, he will seek out novelty and variety, finding excitement in trying new things. Since Mr. Smith dislikes routine, he may change things for the sake of change, not because it is needed. While he can become unmotivated if his work is structured and predictable, his adaptability makes him effective in work settings where change often occurs.

Mr. Smith reports an average level of energy and stamina. While he enjoys work that involves some mental or physical challenges, he does become tired if his work requires too much energy. Instead, he prefers a balanced mix of demanding work, and tasks that can be completed at a steady pace. Mr. Smith finds rest and relaxation as important as challenging work or active hobbies. This balance helps to prevent him from becoming over-committed and burnt out.

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

Mr. Smith describes himself as a persistent individual who does not give up easily. He enjoys putting in a concentrated effort to overcome obstacles and solve difficult problems. On most occasions he will stay late to complete projects, rather than leave things unfinished. This persistence helps him to work through boredom and distractions. As a result, he is rarely off task. At times, his desire to overcome obstacles may be so strong that he continues to work on projects that are no longer worth the effort or resources to complete.

Mr. Smith reports having an eye for detail that is similar to that of most people. When his work occasionally requires him to pay close attention to details, few things will slip past him. However, his preference for this type of work is only moderate, meaning that he is not naturally inclined to concern himself with minor details. Therefore, when his work primarily requires him to pay close attention to specifics, he may miss some things. When tasks need to be done quickly, he is somewhat willing to cut corners. Mr. Smith is likely to work hard at striking an appropriate balance between the efficiency and exactness of his work. Unlike individuals with a strong preference for details, he will also focus on global issues and may be less likely to become bogged down meeting artificially high standards.

Mr. Smith prefers to stick closely to rules and regulations. He likes having specific guidelines and 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. Smith will likely work well in structured settings where there is little lee-way in how tasks are completed.

Mr. Smith places importance on meeting deadlines and completing his work on time. He reports being

concerned about meeting his obligations and following through on his commitments. This high level of conscientiousness manifests itself in Mr. Smith's work with others. When working with colleagues or providing leadership, he will stress the importance of not only completing the work, but completing it on time. He is likely to be described as responsible and trustworthy by people who know him. Mr. Smith almost always does what he promises, rarely letting people down.

Social Orientation

		1	2	3	4	5	6	7	8	9	10	
8	formal and reserved, does best work when alone	Teamwork										prefers work that involves social interaction, likes getting others involved
6	unaware of others feelings, reluctant to get involved in peoples problems	Concern for Others										caring and understanding, shows concern for others, sympathetic
8	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. Smith prefers tasks that allow him to work with people in a collaborative setting. He is cooperative, listens to others, and encourages coworkers to become involved. In most situations he will put the groups success before his own, and he values helping people reach their goals. These preferences make him a good team player. However, in his desire to help others reach their goals, Mr. Smith may promise more than he can deliver. He may also avoid making unpopular decisions and providing critical feedback.

Mr. Smith has an average level of caring and sensitivity toward others. At times, he is quite in tune to others' feelings, adopting a sympathetic and understanding approach. However, he can be selective with his sympathy, and may withhold it from people he does not feel are in serious trouble. This ability allows Mr. Smith insight into interpersonal dynamics, but also some detachment when making unpopular decisions that affect people close to him. If his work responsibilities require him to make a number of decisions that impact people negatively, he may experience stress and moments of indecision.

Mr. Smith is also outgoing and sociable. He enjoys meeting new people, and is quite comfortable in groups. Mr. Smith likes interacting with people and may find it difficult to go for an extended period of time without the contact of others. He looks forward to socializing and tends to be lively and animated in groups. At times, his exuberance can be seen as loud or overbearing. The combination of his extraversion and social boldness is important for jobs where one must deal with strangers - sales, consulting, marketing, and customer service are good examples.

Mr. Smith has a tendency to consult others when making decisions. Mr. Smith 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	
6	prefers using and building upon established methods, avoids unconventional ideas	Innovation■.....	creative and original, likes solving problems, intellectually curious
5	spontaneous, makes quick decisions, relies on personal instinct to guide choices	Analytical Thinking■.....	analytical, cautious and deliberate, takes logical approach to problem solving

Mr. Smith reports having a level of creativity and innovation that is similar to most people. He enjoys solving problems, and likes solutions that are both original and practical. He is fairly open-minded but does get frustrated when people present him with unconventional ideas and solutions. He would rather examine more grounded proposals. Mr. Smith is as likely to build upon someone else's ideas as he is to come up with his own.

Mr. Smith reports an average level of analytical thinking. He tends to be slightly cautious, gathering information and carefully analyzing it in order to avoid mistakes. However, when the tasks to be completed or decisions to be made are not serious, he can be more decisive and rely upon his intuition. Likewise, when he needs to analyze problems from too many angles, Mr. Smith may feel overwhelmed and rely on his personal feelings to guide choices. This can be detrimental when mistakes lead to serious consequences. On the positive side, he is able to work at a fairly rapid pace, while incorporating most of the available information.

Adjustment

	adjustment	1 2 3 4 5 6 7 8 9 10	
7	very open with thoughts and feelings, can be impatient and easily annoyed	Self-Control■.....	maintains composure, hides feelings from others, slow to anger
6	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. Smith sees himself as relatively calm, easy-going, and free from anxiety. He tends to keep his emotions in check, often so well that people may not know what he is feeling. Mr. Smith usually maintains his self-control and he rarely allows his emotional reactions to get in the way of what he does. He does not experience anger very often, and is unlikely to take offence at insults. At times his self-control may

appear to others as coldness or a lack of involvement. This can make it difficult for him to transmit enthusiasm and excitement. However, when faced with tense situations Mr. Smith rarely says things he later regrets. He can also work comfortably in settings where emotions run high and mediation is required to bring about a positive solution.

Mr. Smith 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. Smith 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. Smith 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.