

Name: **Workman, Simon W.**

ID: WBICD088

Date Scored: 2/28/2005

### How This Report Can Help You

Whether choosing a career, entering the job market, changing a job, developing your skills, or identifying your fit with a particular work environment, it is important to understand your work behaviors. This report is designed to provide information about your personal style of behaving at work. It can help you better understand your personal effectiveness and fit with work settings.

This report presents a summary of the information you provided in the Work Behavior Inventory. To aid in interpreting results, your responses have been compared to those of a large group of professionals and managers who completed the inventory.

You can use this Career Development Report to:

- ◆ Focus and guide your leadership development efforts.
- ◆ Pinpoint specific strengths that may help advance your career.
- ◆ Identify areas for training and skill enhancement.
- ◆ Identify work environments that may allow you to be most successful.
- ◆ Help guide career choice and transition decisions.

### What Information is Included?

Your styles of behaving at work may be organized in different ways, depending on the aspect of work being addressed. Consequently, your work-style results are presented within the following clusters of scales:

- ◆ **Personality Characteristics** which address work-related styles and are grouped according to five commonly recognised personality factors: Extraversion, Agreeableness, Openness to Experience, Conscientiousness, and Emotional Stability.
- ◆ **Leadership Styles** which identify how closely you match five different leadership styles.
- ◆ **Selling and Influencing Styles** which identify how likely you are to use three different selling and Influencing approaches.
- ◆ **Emotional Intelligence** which identifies the extent to which you exhibit a combination of 17 emotional competencies.
- ◆ **Occupational Success Indicators** which address your fit with and potential for success in certain career fields based on your work styles.

### How Is This Report Organized?

For your convenience, this report is organized into three easy-to-use sections:

- 1 **Quick Summary** (Pages 2 - 3): A graphic display that helps you quickly see the nature of your results. Note that descriptions characteristic of low scores appear on the left and descriptions characteristic of high scores appear on the right. The closer your score (shown by the blue diamond) is to either side, the more that description is representative of you.
- 2 **Narrative Report** (Pages 4 - 11): A more in-depth description of your work behaviors that helps you understand your behavioral styles at work. Consider your Potential Assets in terms of personal strengths that you can leverage for further success. Consider Potential Cautions as possible areas for training and development.
- 3 **Taking Action** (Page 12): An exercise and suggestions to help you use the information in this report for your career development.

NOTE: As you read your report, it is important to remember that high scores are not necessarily better than low scores, or vice-versa. Situations help determine whether a behavioral style will be a strength or a weakness. Qualities that are valued in one job or organization may not be valued in another.

### Accuracy of this Self Description

Sometimes people respond in various ways and it is important to identify whether self-descriptions are consistent and have not been distorted. An overall assessment of the consistency and relative accuracy of your self-description is presented below:

This report should be **interpreted cautiously**. WBI scores may **over represent** you. You described yourself in a more favorable manner than the majority of the Norm Group. Research indicates that reducing all scale scores by 5 to 10 points will provide a more accurate indication of how you compare to others.

# WBI CAREER DEVELOPMENT REPORT

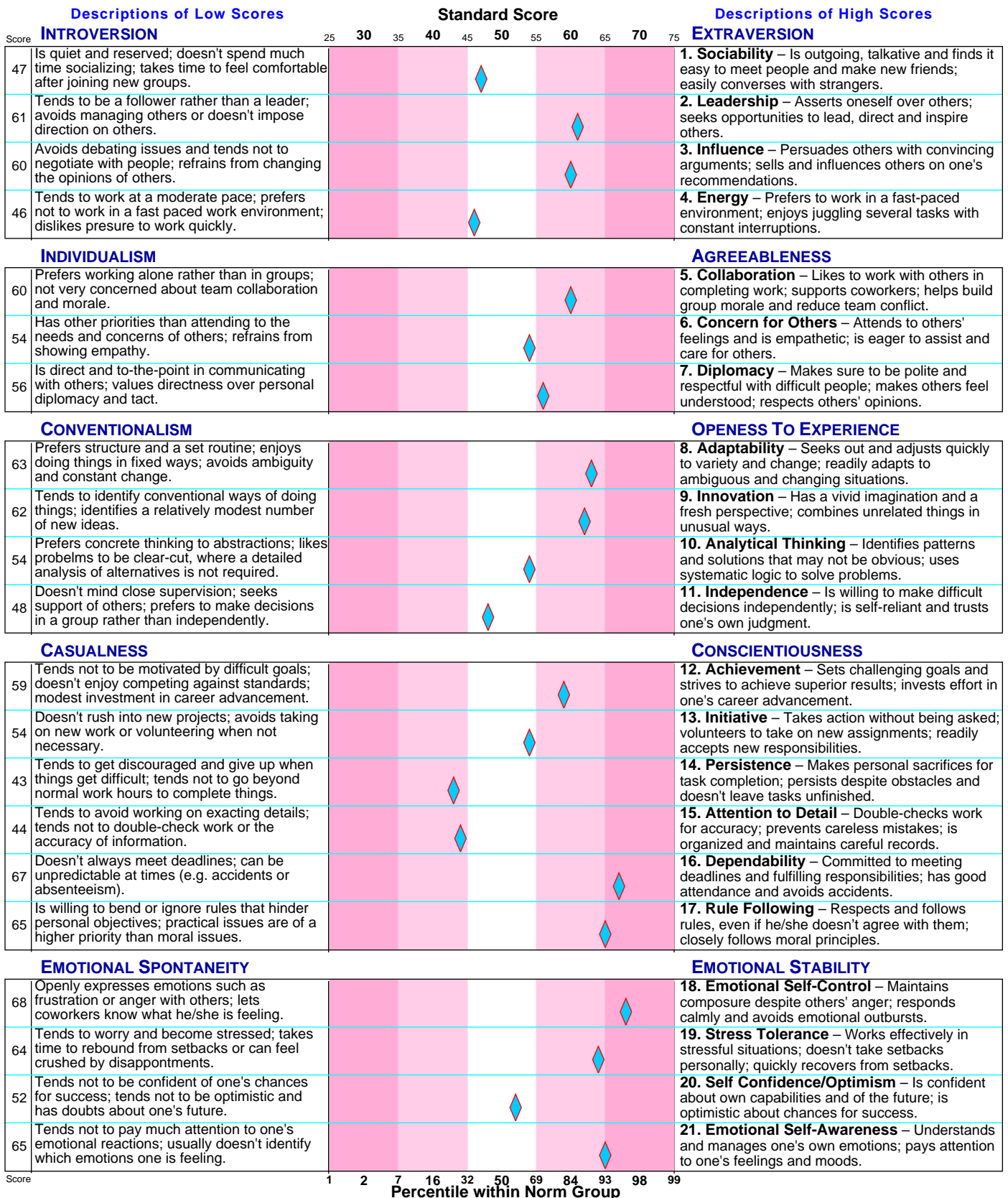
## QUICK SUMMARY

PAGE 2

Name: **Workman, Simon W.**

ID: WBICD088

Date Scored: 2/28/2005



# WBI CAREER DEVELOPMENT REPORT

## QUICK SUMMARY

Name: **Workman, Simon W.**

ID: WBICD088

Date Scored: 2/28/2005

Descriptions of Low Scores		Standard Score	Descriptions of High Scores
Score		25 30 35 40 45 50 55 60 65 70 75	<b>BIG FIVE PERSONALITY FACTORS</b>
53	Introversion - Is reserved and quiet; lets others take charge or persuade others.		<b>22. Extraversion</b> – Seeks the company of others; asserts self and tends to be persuasive.
56	Individualism - Is direct in stating opinions; unconcerned about others' problems.		<b>23. Agreeableness</b> – Is compliant and supportive; works to maintain social harmony.
61	Conventionalism - Prefers structure, a set routine and concrete thinking.		<b>24. Openness to Experience</b> – Seeks change; analyzes issues and makes own decisions.
50	Casualness - Is relaxed about goals, deadlines, opportunities, details, and rules.		<b>25. Conscientiousness</b> – Is goal-oriented, persistent, meticulous and rule following.
64	Emotional Spontaneity - Expresses emotions rather than managing them.		<b>26. Emotional Stability</b> – Interprets and effectively manages emotions.

		Standard Score	Leadership Styles
47	Hesitates to closely control staff or take sole responsibility for the group's actions; lets others determine direction.		<b>27. Directive</b> – Controls and monitors staff work by providing clear specifications; work results are the top priority.
49	Doesn't use a relaxed, "hands off" approach; may provide close guidance and/or engage staff.		<b>28. Laissez-Faire</b> – Uses a relaxed, "hands-off" approach; allows staff to define own activities and set priorities independently.
56	Tends to make decisions before consulting staff or may lose focus on achieving overall objectives.		<b>29. Consultative</b> – Uses feedback to develop ideas and to focus staff on tasks; balances work results and staff engagement.
47	Tends not to focus on engaging staff in a broad dialogue on what should be done.		<b>30. Participative</b> – Uses a consensus-building approach by encouraging discussion; staff engagement are the highest priority.
54	Tends not to be driven by achieving personal goals; prefers not to set the pace for the work group.		<b>31. Pacesetter</b> – Leads by example and doesn't often communicate or delegate; personal work results are the highest priority.

		Standard Score	Selling & Influencing Styles
56	Uses a "low-key" approach when selling; may show a lack of confidence and energy, or be disinclined to debate or negotiate.		<b>32. Dynamic</b> – Sells based on energy, drive and an emotional style; is ambitious, assertive, persuasive, and competes to win.
62	Disinclined to use a logical, fact-based style to influence others; little focus on features or technical aspects in selling.		<b>33. Analytical</b> – Sells based on facts and analysis; is logical, analytical, emotionally controlled, and somewhat impersonal.
53	Reluctant to spend time developing rapport before trying to convince others; avoids developing close friendships with clients.		<b>34. Interpersonal</b> – Sells based on personally connecting with others; is warm, sincere, cordial, and diplomatic.

		Standard Score	Emotional Intelligence
57	Has partially developed "emotional competencies" that are generally related to success in the workplace.		<b>35. Emotional Intelligence</b> – Uses a combination of "emotional competencies" that often relate to effectiveness in the workplace.

		Percentile within Norm Group	Occupational Success Indicators
59	Has behavioral styles that are not closely aligned with those of highly successful customer service professionals.		<b>36. Customer Service Effectiveness</b> – Has behavioral styles that lead to being effective in customer service roles.
58	Has behavioral styles that are not closely aligned with those of highly successful sales professionals.		<b>37. Sales Effectiveness</b> – Has behavioral styles that lead to being effective in sales roles.
59	Has behavioral styles that are not closely aligned with those of effective senior executives.		<b>38. Leadership Effectiveness</b> – Has behavioral styles that relate to being effective in executive and senior leadership roles.
60	Has behavioral styles that are not consistent with success in running one's own business.		<b>39. Entrepreneurial Effectiveness</b> – Has behavioral styles that are consistent with success in running one's own business.
68	Has behavioral styles that relate to lower levels of work motivation, commitment, follow-through, initiative and achievement.		<b>40. Work Engagement</b> – Has behavioral styles related to high work motivation, commitment, follow-through, initiative, and achievement.

		Response Fidelity					
30	May have an overly-positive self perception; claimed more self esteem and internal control than most people.	Caution: Scores may OVER	Not a Concern			Caution: Scores may UNDER	<b>41. Accurate Self-Assessment</b> – Recognizes and admits to personal limitations; admits having less internal control than most in Norm Group.
27	May have provided an overly-positive self description; claimed more uncommon virtues than most in the Norm Group.	Represent the respondent	Not a Concern			Represent the respondent	<b>42. Accurate Self-Presentation</b> – Presented self in a modest manner; admitted more personal flaws and vices than most in the Norm Group.
50	Interpret all WBI scores carefully if this score is over 65.	Not a Concern			CAUTION: Random		<b>43. Response Inconsistency</b> – If score is over 65, responses are likely to be random.
	Carefully completed questionnaires usually show a balanced distribution of responses across the five alternatives.	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	<b>44. Response Percentage Breakdown</b> – The percentage of responses to each response alternative.
		9	39	1	42	9	

Name: **Workman, Simon W.**

ID: WBICD088

Date Scored: 2/28/2005

### Extraversion

**Sociability**(Score: 47): You are **average** on sociability compared to others. You like to socialize a moderate amount and usually don't have difficulty meeting new people or making new friends. You feel comfortable in social situations, but also enjoy time to yourself. You likely fit well with environments that require a moderate amount of social interaction.

**Leadership**(Score: 61): You are **high** on leadership compared to others. You report ease in directing people and asserting yourself over others. You are able to take charge of a leaderless group and provide it with structure and motivation. Given your capacity for motivating others, you typically seek and enjoy leadership roles. You are a good fit with environments where you lead groups.

**Influence**(Score: 60): You are **high** on on influence compared to others. You tend to be quite influential in your dealings with others. You enjoy debating various issues and formulating arguments and you tend to have little difficulty articulating your ideas or influencing others. You are able to identify the best way to persuade others and then convince them to support your suggestion. You are likely to be effective in sales or negotiating roles.

**Energy**(Score: 46): You are **average** on energy compared to others. You tend to work at a somewhat moderate pace, or you may prefer to have the pace of your day fluctuate. You are well suited for moderately-paced work environments and you can accommodate periods of calm followed by rapid activity.

### Career Development Considerations *(based on high or low scores)*

#### Potential Assets

#### Potential Cautions

<ul style="list-style-type: none"><li>◆ You are able to bring people together to accomplish a common goal; You enable a group to accomplish more than they thought was possible</li><li>◆ Others may depend on your willingness to take charge to guide their behaviors</li></ul>	<ul style="list-style-type: none"><li>◆ You may be perceived as prone to "micro-managing" others; You may take charge of situations unnecessarily</li><li>◆ You may sometimes be perceived as too controlling or forceful, and you may have conflicts with others who also like to take charge</li></ul>
<ul style="list-style-type: none"><li>◆ You are able to convert others to your point of view quickly and easily; You are very good at selling your ideas or bargaining for things</li><li>◆ Your ideas are likely to be very influential in a group setting</li></ul>	<ul style="list-style-type: none"><li>◆ You may be perceived by some as too influential, pushy, or manipulative; You may be perceived as influencing others to satisfy your personal agenda</li><li>◆ You may be perceived by some as too argumentative</li></ul>

#### What are the implications of the above for you?

Name: **Workman, Simon W.**

ID: WBICD088

Date Scored: 2/28/2005

## Agreeableness

**Collaboration**(Score: 60): You are **high** on cooperation compared to others. You prefer to work in groups, make special efforts to increase team morale, support team goals before your own, and are likely to search for ways to reduce team conflict. In addition, you actively strive to provide assistance and advice to coworkers. You likely are a good fit for working in team environments.

**Concern for Others**(Score: 54): You are **average** on concern for others. You are like the typical person in your sensitivity to other's feelings and motivation to help and support others. You usually take the time to understand the concerns of others. You likely derive moderate levels of personal satisfaction out of assisting others.

**Diplomacy**(Score: 56): You are **high** on diplomacy compared to others. You're inclined to treat people with courtesy, consideration, and politeness. Even when confronted with angry or difficult people, you tend to make them feel that their concerns are understood and their opinions respected. When someone is upset, you have the ability to make them feel that they are being treated respectfully and fairly. Thus, you are well suited for work environments where diplomacy and tact are important.

### Career Development Considerations *(based on high or low scores)*

#### Potential Assets

#### Potential Cautions

<ul style="list-style-type: none"> <li>◆ You are effective at building team morale and cohesion; You perform valuable teamwork behaviors on the job that are appreciated by others</li> <li>◆ You smooth out conflicts between team members so the group can work efficiently</li> </ul>	<ul style="list-style-type: none"> <li>◆ You may be perceived as too cooperative if you tend not to voice dissenting opinions; You may work to meet others' goals or commitments before your own</li> <li>◆ Your efforts to reduce group conflict may reduce creativity and constructive criticism</li> </ul>
<ul style="list-style-type: none"> <li>◆ You are courteous and diplomatic with a wide range of people; You are generally well-suited for success in roles involving much interaction with people (particularly those who may be upset)</li> <li>◆ You can find ways to communicate negative information without offending or upsetting people</li> </ul>	<ul style="list-style-type: none"> <li>◆ You may appear so courteous and tactful that you are perceived as insincere; You may tailor your behaviors to meet others' expectations before your own</li> <li>◆ You may be perceived as "waffling on the issues" because you are so diplomatic</li> </ul>

### What are the implications of the above for you?

Name: **Workman, Simon W.**

ID: WBICD088

Date Scored: 2/28/2005

## Openess to Experience

**Adaptability**(Score: 63): You are **high** on adaptability compared to others. You cope well with change and encourage variety in your life. You are flexible when confronted with unexpected events and prefer frequently-changing work. You are probably more receptive than most to learning and using new approaches in your work. You'll be well-suited to work in rapidly changing environments.

**Innovation**(Score: 62): You are **high** on innovation compared to others. You have a vivid imagination that generates many new ideas and are good at identifying new ways of doing things. You are likely to be good at combining unrelated things in new and unusual ways and tend to have a fresh perspective on issues. You are likely to be a good fit with work environments that value innovation.

**Analytical Thinking**(Score: 54): You are **average** on analytical thinking compared to others. You like to use logic and systematic approaches to solve problems as much as the typical person. You are relatively systematic in your analysis of problems and tend to evaluate the pros and cons of an issue before making a decision. Instead of relying solely on facts and logic, though, you also sometimes allow yourself to rely on your intuition when making decisions.

**Independence**(Score: 48): You are **average** on independence compared to others. You are like the typical person in terms of being self-reliant and preferring to work independently. You are able to define your own responsibilities and make independent decisions. You are moderately willing to assume the risks that go with making important decisions by yourself.

### Career Development Considerations *(based on high or low scores)*

#### Potential Assets

#### Potential Cautions

<ul style="list-style-type: none"> <li>◆ You frequently seek out opportunities for learning and change in the workplace</li> <li>◆ Even if the demands of work change, you will still be able to solve problems and tasks</li> </ul>	<ul style="list-style-type: none"> <li>◆ You may be bored by steady and unchanging work environments; You may force change on others simply because you enjoy change</li> <li>◆ Coworkers may have difficulty adjusting to your inconsistent routine</li> </ul>
<ul style="list-style-type: none"> <li>◆ You are likely to be the "go to" person for innovative ideas in your work group; you are an "idea generator"</li> <li>◆ You may generate creative solutions to previously unmet challenges; You are likely to come up with inventions, new product ideas, or new opportunities within the marketplace</li> </ul>	<ul style="list-style-type: none"> <li>◆ You may spend a lot of energy finding new ways to do things when established methods are more efficient</li> <li>◆ Your creative ideas may be perceived as extreme; Your preference for innovation and novelty may be unconventional and cause unnecessary change</li> </ul>

#### What are the implications of the above for you?

Name: **Workman, Simon W.**

ID: WBICD088

Date Scored: 2/28/2005

## Conscientiousness

**Achievement**(Score: 59): You are **high** on achievement orientation compared to others. You are likely to set goals that stretch your abilities, are motivated to outperform others, and seek opportunities for career advancement. You also invest a lot of time and effort into improving your performance. You are competitive in your career and are willing to invest considerable effort to reach your goals.

**Initiative**(Score: 54): You are **average** on initiative compared to others. In addition to your regular workload, you find some places to take action, volunteer, and start new projects without being asked. You are like the typical employee in terms of accepting additional responsibilities, volunteering for assignments and getting motivated to start difficult projects.

**Persistence**(Score: 43): You are **low** on persistence compared to others. You tend to get discouraged and give up when things get difficult and are inclined not to go beyond normal work hours to complete a task. Your generally low persistence may mean that you have several partially completed projects. You may best fit work environments that require rather short, discrete tasks.

**Attention to Detail**(Score: 44): You are **low** on attention to detail compared to others. You don't enjoy exacting details or proofing documents for small mistakes or omissions. You tend not to plan work in advance, keep detailed records, or double-check work. You are likely to be effective in areas where details are not a large concern, or in areas that provide the option of delegating detail work to support staff.

**Dependability**(Score: 67): You are **very high** on dependability compared to others. You have an extreme sense of commitment to meeting your responsibilities and are quite disciplined in following through and completing assignments. You tend to be very diligent in terms of timeliness and attendance and are careful to avoid reckless behavior that may lead to accidents.

**Rule Following**(Score: 65): You are **very high** on rule following compared to others. You are driven by a strong obligation to follow rules and would rather do what is morally and ethically right than advance your personal chances of success. Indeed, you likely obey all rules even if others would not know. You are probably well suited for environments where trust and ethics are highly important.

## Career Development Considerations (based on high or low scores)

### Potential Assets

### Potential Cautions

<ul style="list-style-type: none"> <li>◆ You are likely to be quite successful in entrepreneurial or pay-for-results environments that provide rewards for going beyond what is required, including sales, management, etc.</li> <li>◆ You are willing to take calculated risks to achieve "stretch" goals; You invest considerable effort to advance your career</li> </ul>	<ul style="list-style-type: none"> <li>◆ You may focus on personal goals and success at the expense of others; Your desire to be the best may lead others to feel that you are overly competitive or trying to make others look bad</li> <li>◆ Some teammates or subordinates may feel that you are too demanding</li> </ul>
<ul style="list-style-type: none"> <li>◆ You are receptive to letting go of an assignment, particularly if it doesn't seem like progress is being made</li> <li>◆ You don't overdo it; Your laid back style implies you don't push others too hard</li> </ul>	<ul style="list-style-type: none"> <li>◆ You may be perceived as giving up too easily</li> <li>◆ You may find it a challenge to follow difficult projects through to their completion; Your quality of work may be diminished because you don't see work through until the very end</li> </ul>
<ul style="list-style-type: none"> <li>◆ You are unlikely to waste time on trivial details</li> <li>◆ Details don't keep you from seeing the broader picture</li> <li>◆ You are willing to delegate checking the details to others</li> <li>◆ In working with teammates or subordinates; you are unlikely to micro-manage</li> </ul>	<ul style="list-style-type: none"> <li>◆ You may have difficulty planning your work and that of others; Your distaste for details may make you dependent on others to perform such work for you</li> <li>◆ You may find it difficult or stressful to work in settings where details are crucial to success; Others may perceive your work as error prone because of your tendency to overlook mistakes</li> </ul>
<ul style="list-style-type: none"> <li>◆ You tend to be well suited for work environments where attendance, punctuality, and work safety is critically important</li> <li>◆ You are unlikely to procrastinate and inclined to always meet work deadlines; Teammates and supervisors are likely to enjoy working with you because they can count on you</li> </ul>	<ul style="list-style-type: none"> <li>◆ You may hesitate to use sick or personal time when you really need it</li> <li>◆ You may push others too hard or rush too much just to meet a deadline</li> <li>◆ You may worry too much about meeting some deadlines that are not crucial</li> </ul>
<ul style="list-style-type: none"> <li>◆ In choosing behaviors, you tend to consider morals and ethics before your own convenience or success and this is likely to give you the reputation of being trustworthy</li> <li>◆ Your strong moral conscience is well-suited to work settings where ethics and character are important (e.g., military, religion)</li> </ul>	<ul style="list-style-type: none"> <li>◆ You may spend unnecessary energy enforcing and following trivial rules</li> <li>◆ You may obey rules without thinking to the extent to which they are unnecessary or inappropriate for the situation</li> </ul>

### What are the implications of the above for you?

Name: **Workman, Simon W.**

ID: WBICD088

Date Scored: 2/28/2005

### Emotional Stability

**Emotional Self-Control**(Score: 68): You are **very high** on self-control compared to others. You exercise strict control over your emotions and respond calmly, even when provoked. You very rarely get upset, lose your temper, express anger, or show irritation with others. You very rarely display emotional outbursts with coworkers and may be well suited for environments where controlling emotions is important.

**Stress Tolerance**(Score: 64): You are **high** on stress tolerance compared to others. You tend not to worry and remain calm when under great stress. You are unlikely to spend time dwelling on mistakes and are able to recover quickly from setbacks. You tend to be resilient to disappointments and are rarely intimidated. You are able to fit with environments that have moderately high levels of stress.

**Self Confidence/Optimism**(Score: 52): You are **average** on self-confidence compared to others. You are like a typical person in your degree of confidence in new or uncertain situations. You are not easily intimidated and you have a reasonable sense of confidence in your capabilities and in your future. You likely fit with environments where only moderate levels of self confidence are needed.

**Emotional Self-Awareness**(Score: 65): You are **very high** on emotional awareness compared to others. You are quite aware of how your moods affect your thinking and behavior. You are able to recognize how you are feeling and adjust your behavior appropriately. You are very capable of recognizing your emotions and managing them for successful outcomes and you fit with environments where this is important.

### Career Development Considerations *(based on high or low scores)*

#### Potential Assets

#### Potential Cautions

<ul style="list-style-type: none"> <li>◆ You are likely perceived by others as calm and level-headed; You are unlikely to upset others</li> <li>◆ You are resilient to personal criticism and think before acting, even under provocation</li> </ul>	<ul style="list-style-type: none"> <li>◆ Your high level of emotional control may be seen as cold and unfeeling; You may be perceived as hiding your emotions</li> <li>◆ You may appear to be too "laid back" in some situations that might demand more emotion</li> </ul>
<ul style="list-style-type: none"> <li>◆ You don't let stress get the better of you and are able to reduce stress productively (e.g., exercising, talking to a friend, etc.); You aren't likely to blow small annoyances out of proportion</li> <li>◆ You can think rationally and remain productive in stressful situations</li> </ul>	<ul style="list-style-type: none"> <li>◆ Coworkers may bring additional problems and concerns your way if they perceive you handle them with ease; Others may get the impression that you are not emotionally invested in your work</li> <li>◆ You may overlook issues that are a problem for others; You may not be attentive to subtle cues of possible problems</li> </ul>
<ul style="list-style-type: none"> <li>◆ You are able to recognize how you are feeling and adjust your behavior appropriately</li> <li>◆ You can justify why you behaved in a certain way because you understand how you felt at that particular moment</li> <li>◆ You may be less judgmental of others' actions because you tend to understand their underlying motives</li> </ul>	<ul style="list-style-type: none"> <li>◆ You may be perceived by some as prioritizing emotions over the task at hand</li> <li>◆ You may be perceived as spending too much time "thinking and feeling" and not enough time "doing"</li> <li>◆ You may be perceived as being too sensitive to emotions; You may intimidate others because you understand their feelings</li> </ul>

#### What are the implications of the above for you?

Name: **Workman, Simon W.**

ID: WBICD088

Date Scored: 2/28/2005

## Leadership Styles

**Directive**(Score: 47): You are **average** on Directive leadership compared to others. You are moderately inclined to use a directive, “close supervision” approach when leading others. Depending on the circumstances, you may define detailed task assignments for people. At times, you may issue detailed instructions, set milestones and monitor the work of others, but you are cautious about being perceived as overbearing.

**Laissez-Faire**(Score: 49): You are **average** on Laissez-Faire leadership compared to others. At times, you use a “hands-off” approach when leading others. Depending on the circumstances, you may prefer to delegate responsibilities. Generally, you probably let staff approach you on an as-needed basis, but you will eventually monitor staff if they don’t contact you.

**Consultative**(Score: 56): You are **high** on Consultative leadership compared to others. You are inclined to be focused on both defining/achieving objectives and showing consideration for your staff. You are likely to be sensitive to your staff, gather input from them, and consider their perspectives when making important decisions. However, at the same time you are inclined to provide clear direction about goals and responsibilities and are willing to monitor progress against them.

**Participative**(Score: 47): You are **average** on Participative leadership compared to others. When leading others, you are moderately inclined to use a democratic approach that encourages dialogue and participation. Depending on the circumstances, you may assure that everyone’s perspective is heard, that consensus is built, and that the final decision is based on broad agreement.

**Pacesetting**(Score: 54): You are **average** on Pacesetting leadership compared to others. When leading others, you are moderately inclined to adopt a style in which you work independently and set an example of industriousness and achievement. Depending on the situation, you may engage subordinate staff in discussing and reviewing objectives and goals. At the same time, you are also reasonably inclined to strive for results and provide an example of striving to reach goals.

### Implications for Leading in Specific Work Settings (*based on high scores*)

Your highest score may indicate your preferred leadership style or style that you use most frequently. Note that you may be most effective when you use a leadership style that is compatible with particular employees and settings. You may want to adapt your leadership style based on situational demands, subordinate needs, and personal preference.

#### Where your Leadership Style is Likely to Be Effective

- ◆ When meeting task objectives and including team members are both equally important to the employer
- ◆ In dynamic settings where well-informed, intelligent decisions need to be made reasonably quickly
- ◆ When subordinates have a diversity of opinions, experiences, and backgrounds that the leader should utilize in his/her final analysis

#### Where your Leadership Style is Likely to Be Ineffective

- ◆ In crisis situations where a leader must take control of the situation and allocate responsibilities quickly and efficiently
- ◆ In production-oriented environments where everyone knows their role and responsibilities
- ◆ When team members are more skilled than their leader, poor decisions may result and staff may perceive their views as devalued

### What are the implications of the above for you?

Name: **Workman, Simon W.**

ID: WBICD088

Date Scored: 2/28/2005

## Selling & Influencing Styles

**Dynamic**(Score: 56): You are **high** on dynamic selling compared to others. You are likely to use a dynamic, enthusiastic, and high-energy approach when in a sales role. You are likely to be effective in appealing to the emotions of customers and using your enthusiasm and drive to convince them of your suggestions. You likely respond positively when competing against sales targets.

**Analytical**(Score: 62): You are **high** on analytical selling compared to others. You are likely to use an analytical, logical and fact-based approach when in a sales role. Your approach is information-based and analytical and may stress features, advantages and benefits. You may be most effective with potential buyers who prefer to make level-headed, rational decisions rather than basing their decisions on irrational factors, such as emotions.

**Interpersonal**(Score: 53): You are **average** on interpersonal selling compared to others. You are moderately inclined to use a people-oriented and interpersonal style when in a sales role. Depending on the situation, you may attempt to establish rapport and build close personal connections with potential customers as a means of winning their support and influencing their decisions.

### Implications for Selling in Specific Work Settings *(based on high scores)*

Your highest score may indicate your preferred selling and influencing style, or the style that you use most frequently. Keep in mind that certain customers may prefer buying from a salesperson that uses a particular sales style. You may want to adapt your selling & influencing style based on situational demands, customer needs and personal preference.

#### Where your Selling Style is Likely to Be Effective

#### Where your Selling Style is Likely to Be Ineffective

<ul style="list-style-type: none"> <li>◆ When initiative and persistence are necessary to develop new sales prospects</li> <li>◆ When there are stretching sales goals or incentive programs</li> <li>◆ With quick decision makers</li> </ul>	<ul style="list-style-type: none"> <li>◆ When customers resist an enthusiastic sales person as too "pushy"</li> <li>◆ When customers prefer a "soft" sales approach</li> <li>◆ When customers just want to place an order and don't want to be sold</li> </ul>
<ul style="list-style-type: none"> <li>◆ When working with technically inclined and comparison shoppers</li> <li>◆ When clients require custom solutions</li> <li>◆ When there are competing products or services similar to those you are selling</li> </ul>	<ul style="list-style-type: none"> <li>◆ When the client is not interested in facts and is more swayed by intuition or emotions</li> <li>◆ In selling services where there are no unique features or advantages</li> </ul>

### What are the implications of the above for you?

Name: **Workman, Simon W.**

ID: WBICD088

Date Scored: 2/28/2005

## Emotional Intelligence & Occupational Success Indicators

### Emotional Intelligence

**Definition of Emotional Intelligence:** Emotional Intelligence (EI) is a composite measure of one's overall competence and effectiveness at work as measured by the ability to accurately express appropriate skills and behaviors so as to achieve optimal effectiveness. It is a composite of 17 WBI scales, which include: Sociability, Leadership, Persuasiveness, Cooperation, Concern for Others, Adaptability, Innovation, Achievement, Initiative, Persistence, Dependability, Rule Following, Emotional Self Control, Self Confidence, Emotional Self-Awareness, Accurate Self-Assessment, and Accurate Self-Presentation.

**Emotional Intelligence**(Score: 57): You are **high** on Emotional Intelligence (EI) compared to others. This suggests that you tend to have a high level of competencies in understanding your emotions and the emotions of others, regulating your emotions, using your emotions to motivate you, and handling emotions in social situations. However, if there are particular competencies you feel you may be low in, you can use this report to help you pinpoint capabilities that you could benefit from developing.

### Occupational Success Indicators

**Customer Service Effectiveness**(Score: 59): You are **highly effective** on customer service effectiveness, indicating that you are likely to be highly effective in a customer service role. For example, you are likely to be highly effective in: understanding the problems and feelings of others; being sensitive, caring, tactful, and diplomatic with others; influencing others without pressuring them; being highly motivated to help and care for others. You are likely to be quite successful in jobs that require extensive customer service.

**Sales Effectiveness**(Score: 58): You are **highly effective** on sales effectiveness, indicating that you have the interest and behavioral characteristics associated with a highly effective sales person. For example, you are likely to be highly effective in: starting conversations with strangers; convincing people with persuasive arguments; keeping busy doing lots of things at once; being highly motivated by trying to exceed standards of performance; always being optimistic about your effectiveness and success. You are likely to be quite successful in jobs that require extensive sales activity.

**Leadership Effectiveness**(Score: 59): You are **highly effective** on leadership effectiveness, indicating that you have the interest and behavioral characteristics associated with a highly effective leader. For example, you likely to be quite effective in: taking charge of a group; getting people to do more than they expected to do; inspiring others; resolving group conflict; setting challenging standards; projecting self-confidence and assertiveness; consistently being self-reliant and willing to risk making mistakes. You are likely to be quite successful in jobs that require extensive leadership.

**Entrepreneurial Effectiveness**(Score: 60): You are **highly effective** on entrepreneurial effectiveness, indicating that you have the interest and behavioral characteristics associated with a highly effective entrepreneur. For example, you are likely to be quite effective in: convincing people with persuasive arguments; working in a fast-paced environment; adapting to change and uncertainty; setting ambitious goals for yourself if there is a good risk of failure; taking action without being asked; making personal sacrifices to complete projects; always expecting to succeed; working independently.

**Work Engagement**(Score: 68): You are **highly effective** regarding work engagement, indicating that you have behaviors similar to those who are highly effective in work and work performance. For example, you are likely to be very effective in most of the following: setting stretching goals for yourself and outperforming others; getting motivated to start work projects; working in a fast-paced environment with many deadlines; avoiding periodic work absences; volunteering for difficult assignments; consistently meeting deadlines; following all work rules, no matter how trivial; and showing confidence and optimism in the face of adversity.

### What are the implications of the above for you?

Name: **Workman, Simon W.**

ID: WBICD088

Date Scored: 2/28/2005

### An Exercise to Promote Self-Understanding

Knowing your true strengths and weaknesses is invaluable. Understanding your assets, areas of caution, as well as blind spots, may enable you to appropriately apply your strengths, develop further capability, and reach your full career potential.

The following is a quick exercise to help you integrate the information in this report and to develop a realistic understanding of its implications for you. Before seeing this report, what do you think your greatest strengths and development needs were? Write them in the list below.

<u>Anticipated Strengths</u>	<u>Anticipated Development Needs</u>
1	1
2	2
3	3

Now, review your Potential Strengths on this report and identify the ones that are most relevant to you. Write the three most relevant ones below under "Reported Strengths." Next, review your Potential Cautions and write the three most relevant ones below under "Reported Development Needs."

<u>Reported Strengths</u>	<u>Reported Development Needs</u>
1	1
2	2
3	3

Which characteristics appeared in both lists of anticipated and reported strengths and development needs? These represent your **Known Strengths** and your **Known Weaknesses**. You probably already find ways to use your Known Strengths to maximize your effectiveness. Similarly, you probably avoid activities that require behaviors related to your Known Weaknesses.

Which characteristics didn't match up in the two lists? Are there any work styles in your list of reported strengths (above) that you didn't expect to be identified? Similarly, were there Development Needs that you anticipated that did not show up in your report? These may be **Underestimated Capabilities** that you should have more confidence about and try to take advantage of.

Finally, look for strengths that you expected to have, but weren't identified on this report. Additionally, identify reported development needs that you didn't expect. These areas could be **Blind Spots** that you may want to spend some time examining.

### Next Steps

You should now have a good understanding of your work styles. To better understand how you fit with your job and work environment, you should:

1. Review your results from the exercise above.
2. Consider your role within the organization, its culture, and your coworkers and their style. What work behaviors are assets? What behaviors may pose difficulties?
3. Consider ways in which you may develop strengths further.
4. Identify specific actions that you may want to take.
5. If appropriate, find out about selected careers, occupations, or jobs. You can find useful information on the Internet at the following links: [www.iseek.org](http://www.iseek.org), [www.bls.gov/oco](http://www.bls.gov/oco), and [online.onetcenter.org](http://online.onetcenter.org). (Just click on these hotlinks to be taken to their web sites.)