

Work Profile Questionnaire



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Any career or job discussions must be based upon a thorough investigation of one's experience, education, aptitude, position requirements and career opportunities, coupled with one's personal circumstances.

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Introduction

Your personality has a major influence on the way you work. It affects the way you respond to other people, the way you influence and affect their actions and the way in which you deal with the demands of your job. This questionnaire provides an introduction to understanding your personality and work behavior. People are very complicated and this short report can not give you all of the subtle points that make up your total personality. It will, however, give you an insight into the most obvious aspects of your approaches and behaviors. It is these main impressions that most people will recognize in you.

Nearly everyone is apprehensive when applying for a job. Selection processes are demanding and most people find the process quite stressful. Employers are looking for potential strengths and weaknesses but rarely know applicants well enough to be direct. For you as the applicant the problem is in knowing how to demonstrate your strengths to a prospective employer and explain how your unique blend of skills and attributes is going to contribute to the success of an organization.

The WPQ report will give you an understanding of your most obvious strengths and it will also illustrate those areas in which you are weaker, thus providing you with information on how you can improve and develop your interpersonal skills. We all respond individually to different working environments. Each of us works best in particular environments and the extent to which we suit one rather than another is dependent on our differing personality characteristics.

The Work Profile Questionnaire you have completed is designed to illustrate how your choice of work environment is affected by your personality and which environment or environments best suit you. The questionnaire examines these preferences under five broad headings. This report is based on the responses you have provided to the questionnaire. The report describes the main aspects of your personality and behavior at work. In the report each of the five aspects of personality has its own section. Each section begins with a broad explanation of the particular aspect of personality being described. This is followed by a summary of your major behavior in that area. Some bullet points are then given to illustrate the types of work environment most suited to your particular personality. Not all of these situations will be applicable to you all of the time. In the same way, not all the aspects of personality mentioned will always apply but, in most situations, the vast majority will.



Your Strengths and Weaknesses

Just as each personality is best suited to particular types of working environment so every personality characteristic can be seen as either a strength or as a weakness depending on the circumstances. Your personality will be viewed, and interpreted, differently by different people.

In the final section of the report a summary is provided of the potential strengths and weaknesses. Finding the balance and sometimes emphasizing one aspect of your approach rather than another should increase your overall effectiveness. Knowing your strengths helps you to present yourself in the most positive light. We all like to play to our strengths but we sometimes develop "blind spots" that act as barriers to communication with others and to success. The report illustrates some of the most straightforward ways to avoid potential strengths being interpreted as potential weaknesses. These descriptions of actions can also be used as a guide to your future development.

It is important that the WPQ report is not considered in isolation. The questionnaire results should be read in conjunction with other information both about the individual and the position. Other information about the individual will be obtained by a variety of sources; such as former employers, colleagues, CV's and from an observation as to how the individual behaves during selection procedures. Additional information about the post will come from the job and person specifications as well as knowledge of the working culture and practices of the department and organization. It is also important to clarify any concerns or contradictions from the varied information during the interview.



WPQ Factors

WPQ has five main scales as follows:

WPQ/Big-Five Factor Descriptions

1 : Thinking Style/Change orientation

Pragmatic, adaptive, task-orientated, grounded, Innovative, change oriented

2 : Relationships with People

Independent, self reliant, resourceful Participative, team player, socially skilled, considerate

3 : Organizational focus

Accommodating, expedient, less committed to career, Quality driven, achieving, committed, conscientious

4 : Communication Style

Reserved, socially inhibited, independent, reflective, Communicative, outgoing, sociable, spontaneous

5 : Emotional Resilience

Apprehensive, worried, anxious, indecisive Calm, emotionally stable, decisive, relaxed

Thinking Style

General Definition

This factor provides a measure of the personal problem solving nature of individual creativity and the social nature of innovation. The elements of Creativity are (a) Originality, (b) Rule Nonconformity, (c) Openness to Change, (d) Assertiveness, (e) Independence and (f) Radicalness - that is, the low score end of Conscientiousness. Creative people possess the ability to generate ideas (the personal process of creativity) and to turn these into reality (the social process of innovation). They have a wide focus of interest and are open to new ideas and experiences. They invent and put new ideas and approaches into practice.

Relationships with People

General Definition

The elements of Agreeableness or Relationships with people are (a) Empathy, (b) Social Confidence, (c) Group Dependence, i.e. the low score end of Independence, and (d) Rationality. Like Extroversion, Agreeableness is a dimension, which measures how individuals relate to each other. Key elements of Agreeableness are traits such as Kindness, Warmth, Co-operation, Unselfishness, Politeness, Trust, Generosity and Fairness.

The agreeable person is one who takes account of other people's views and situations, is socially skilled and self-assured in dealing with people and has a measured and rational approach. These elements have an obvious link to a participative management style. People who score low on Agreeableness are more Independent, Individualistic and Self-reliant. It would be wrong, however, to assume this side of the domain is the wrong side. Self-reliance and Independence are important qualities in many situations.

WPQ Factors

Organizational focus

General Definition

The elements of Achievement or Organizational focus are (a) Perfectionism, (b) Conscientiousness, (c) Competitiveness, (d) Independence and (e) Decisiveness.

This factor (often called Conscientiousness) includes traits such as Responsibility, Thoroughness, an Organized approach and Reliability. Consistent with this description, the WPQ high achieving individual is quality driven, conscientious, competitive, independent and decisive. High achievement is associated with academic and occupational performance

People who score low on achievement have less drive and determination. They are less exacting and have less career commitment. They are also more willing to question traditional values and assumptions.

Communication Style

General Definition

The elements of the Extroversion or Communication style factor are (a) Communicativeness, (b) Social Confidence (c) Group Dependence - that is the low score end of Independence - and (d) Spontaneity - that is, the low score end of Rationality.

This factor includes Energy, Talkativeness, Enthusiasm, Boldness, Assertiveness and Spontaneity. These traits are significantly correlated with interest in enterprising occupations.

Extroverts are talkative, sociable, enthusiastic and assertive. Introverts are less communicative, less socially skilled, less group dependent and less spontaneous. Introversion is, however, an absence of extroversion rather than its opposite.

Emotional Resilience

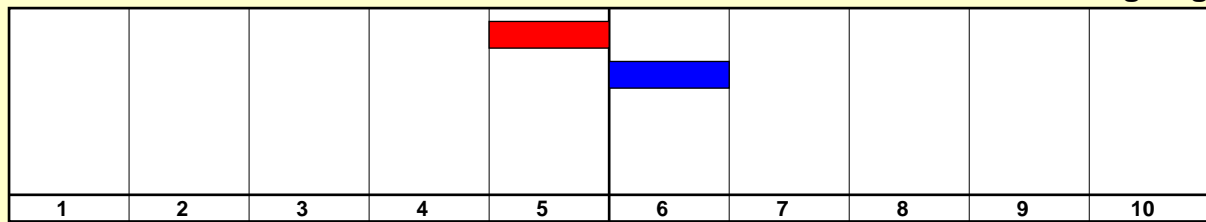
General Definition

At the stable end of the Emotional resilience continuum, people are described as calm, relaxed, unemotional and secure. They find it easy to take charge and make decisions. At the opposite end, people are more apprehensive and indecisive. Low scorers worry more when in charge and are slower to take decisions and action. They also tend to find it more difficult to cope with stress. As with the other WPQ factors, the majority of people lie between the extremes and are neither very resilient nor very tense.

WPQ Profile Chart

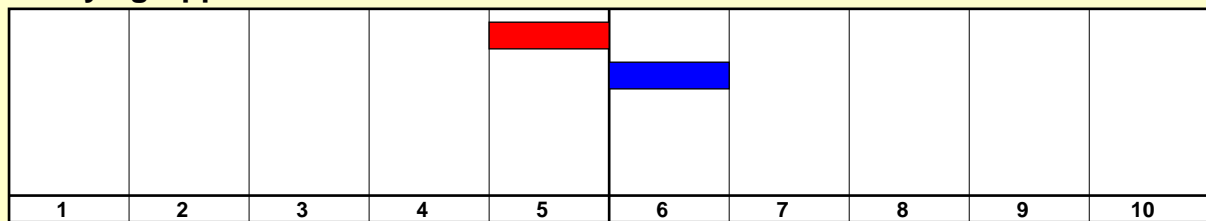
Reserved/Introvert

Extrovert/Outgoing



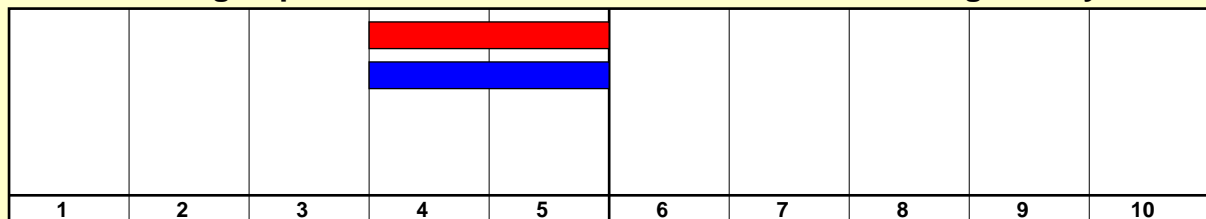
Worrying/Apprehensive

Resilient/Calm



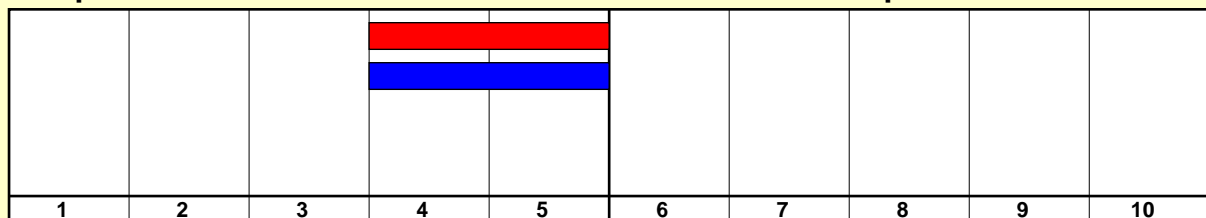
Accomodating/Expedient

Achieving/Quality Driven



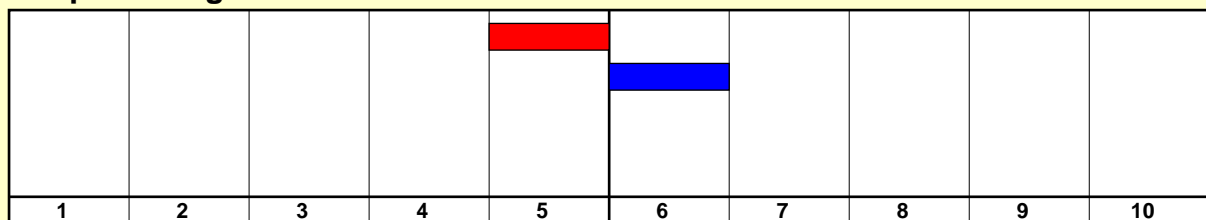
Independent/Self-Reliant

Participative/Team Oriented



Adaptive/Pragmatic

Creative/Innovative



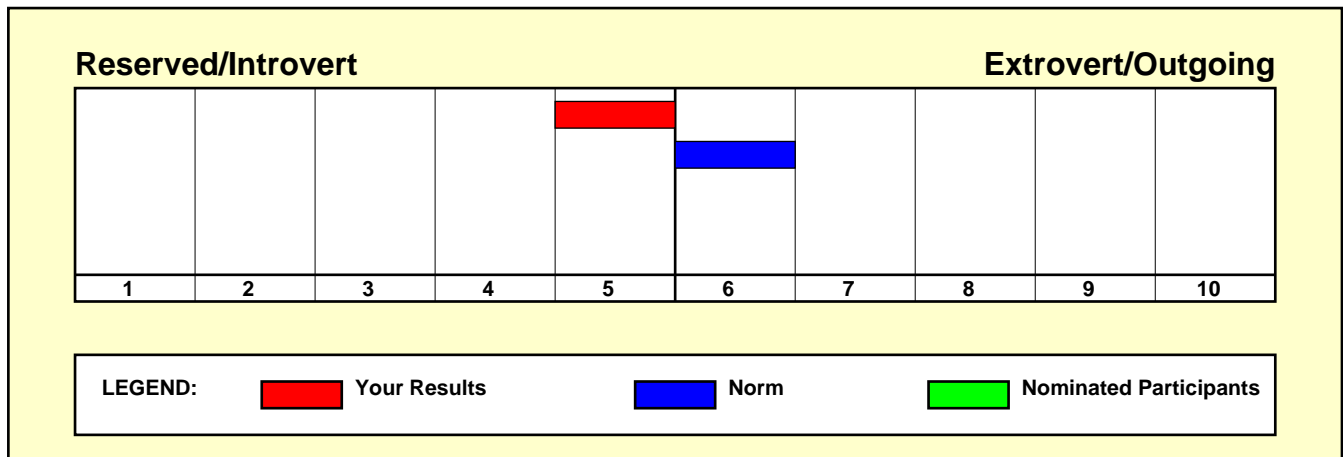
LEGEND:

Your Results

Norm

Nominated Participants

Communication Style (Extroversion)



Communication is about how we relate to one another. At one end of the spectrum people are often described as extrovert, socially outgoing, uninhibited, talkative and good at making and maintaining interpersonal contacts. People at this end of the spectrum find it difficult to do without the contact with others and dislike being on their own. Other people are an important part of their working environment. At the other end of the spectrum we have people who are described as introvert, quiet, reflective, restrained and poor at making or maintaining personal contacts. People at this end of the spectrum can often find others something of an intrusion and much prefer to do things for themselves. If they have less experience of being with others they can easily become less socially skilled.

On this scale you have scored a sten of 5. Your score is higher than 50% of the population.

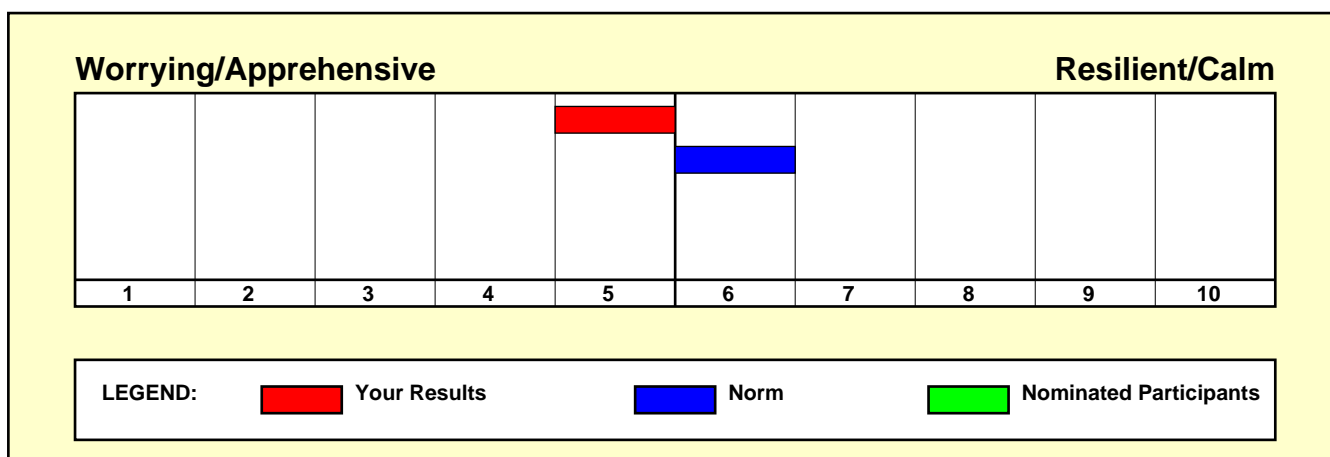
You are happiest working in an environment where there is opportunity to work both closely with others and occasionally alone. You value the time you can have to reflect and consider. At the same time you enjoy sharing ideas and opinions with your colleagues. In general you get along with others, but you will not want to be seen as always 'in their pockets'.

By balancing the social demands of your work and outside life you retain a sense of some independence and join in with those for whom you feel an affinity. You can easily be put off joining groups if their only purpose is social. You prefer to spend most of your time purposively. You are, therefore, able to 'take it or leave it' when dealing with others.

You are likely to work best in environments...

- where you can be sociable some of the time but on your own at others
- where there is some movement but usually stability around you
- where gentle enthusiasm and mild competition is encouraged
- where you can stay in the background when it suits you
- where you do not feel pressured to go to any extreme
- where you can find a balance in the demands of others between work and home
- where you are not always expected to be competitive

Emotional Resilience (Emotions)



Emotions and the way you react to the world often determine how you behave. At one end of the emotional scale, people are described as calm, relaxed, unemotional, decisive, secure and work well under pressure. People at this end of the scale cope well with stress and like a degree of pressure. When with others they find it easy to take charge. At the other end of the scale people are described as more apprehensive, worrying, tense and lacking confidence. These people find decision making difficult, as they tend to worry far more about all the details and consequences. They are more susceptible to pressure and stress. They are more reactive and show their concerns.

On this scale you have scored a sten of 5. Your score is higher than 50% of the population.

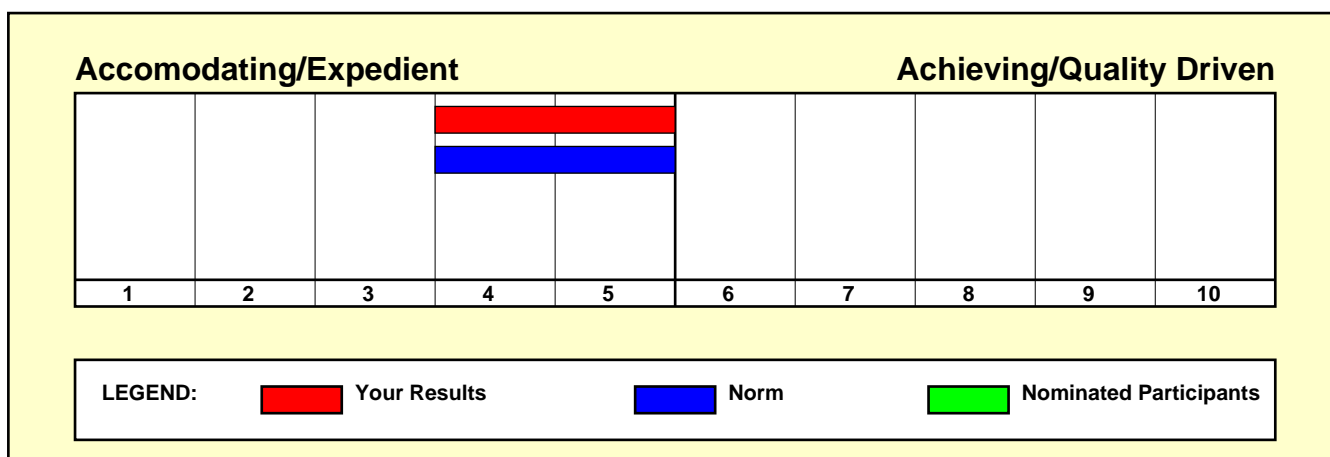
Whilst you can retain a calm exterior you often feel things more than you show them. You are able to react emotionally when you feel it appropriate and you occasionally use this approach as a safety valve to let go of tension and anxiety. Much of the time you will be resilient to the stresses and strains of everyday life but some little things will irritate you. If the situation is more obviously stressful, however, you do find it difficult to 'keep your cool'.

You are happiest when you are in a familiar environment doing a familiar task. Additional pressure and responsibility can cause you some stress but you can take this in your stride as long as the end is in sight. If the situation is too uncertain or open ended you find it much more difficult to cope with and, under these circumstances, are prone to the negative effects of stress.

You are likely to work best in environments...

- where the stresses are predictable and manageable
- where you can help to temper others' over-enthusiasm
- where you occasionally have to take decisions under pressure
- where your comfortable familiarity with your tasks is encouraged
- where pressure is occasional rather than regular
- which occasionally stretch your talents
- where you can show your balanced emotional responses

Drive and Determination (Conscientiousness)



Your drive and determination indicates how focused you are and how this affects your approach to work. Individuals at one end of the spectrum are described as quality driven, conscientious, competitive, independent and decisive. These qualities are particularly important in environments where there are clear, agreed aims and standards of success. People at the other end of the spectrum are described as accommodating, expedient, less driven and often questioning. They often set themselves more personal goals and do well in more flexible work environments. They are also less concerned with traditional values and the traditional trappings of success.

On this scale you have scored a sten of 4. Your score is higher than 40% of the population.

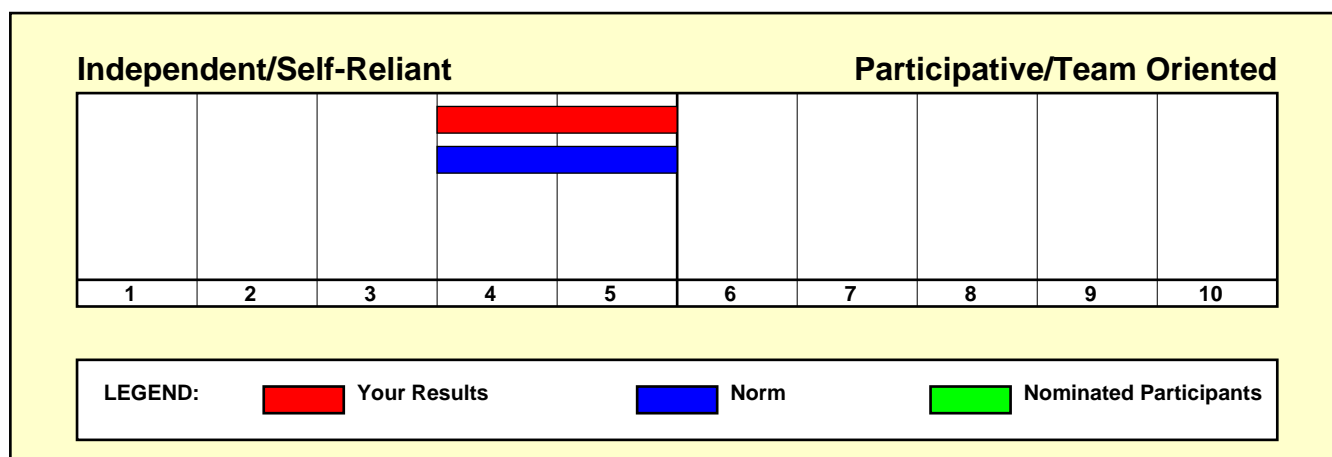
You enjoy success, but you are not motivated by the usual need to succeed. Although you are clear about your goals, you will allow yourself to be distracted by less demanding and less detailed tasks. You enjoy variety and often prefer to leave attention to detail to others. Sometimes you also prefer the big picture approach. In order to achieve an end result you are often happy with a short cut and you will not always question the route if the end is in sight. On the other hand, the quality of the end result is important to you.

You will have your own expectations about what is important to you and methods you use to determine your own sense of success. At the same time, external indicators may play a role for you but are unlikely to motivate you if they differ from your own ideas.

You are likely to work best in environments...

- where flexibility is expected and supported
- where the bigger picture is appreciated
- where a certain amount of informality is tolerated
- where there is some organisation and planning with few rigid rules
- in which everyone is conscious of overall objectives and support
- where you will often need to be organised and focused
- where formal procedures are enforced only when they are relevant
- in which great attention to detail is only appropriate occasionally

Relationships with People (Agreeableness)



Another important aspect of relationships with others is illustrated in this section. At one end of this scale, you would expect to find people who are socially skilled and self-assured. They enjoy dealing with others and they take account of others' views. In short they are seen as being participative. At the other end of the scale, you would expect to find those who are more independent, self-reliant and individualistic. They sometimes show less warmth and can be seen as ruthless and tough. For them factual activity is more important than the niceties of contact. In short they are more likely to be seen as independent and authoritarian.

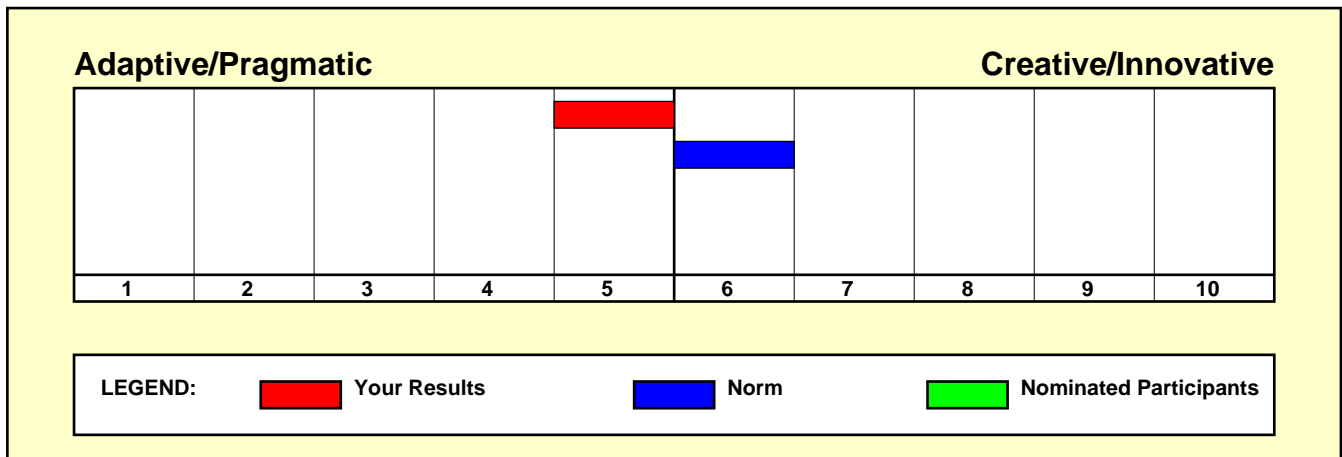
On this scale you have scored a sten of 4. Your score is higher than 40% of the population.

You are generally frank and sincere in your dealings with colleagues and as such you find it difficult to deceive or manipulate them in pursuit of your goals. You are occasionally sceptical about their motives but more usually keep an open mind. Whilst you are usually willing to respond to the needs of people around you, you are capable of standing your ground. This is most noticeable where there is pressure to achieve results quickly. Compared to others you are more likely to show aspects of hard-headedness and realism. You maintain general popularity at work and can be an effective team member if the need arises.

You are likely to work best in environments...

- in which your wishes are generally put before those of your colleagues
- where you will be allowed reasonable freedom of action
- where you occasionally lead from the front
- where you can exercise a degree of control over both people and events
- where there is some emphasis on results
- where the normal approach is a degree of independence
- where you often take the responsibility for your decisions and actions
- where there is a balance between business goals and interpersonal relations
- where you can expect to occasionally influence events

Thinking Style (Openness to Change)



The final section of the questionnaire deals with your Thinking Style. This could be summarized as the way in which your thoughts influence your actions. People at one end of this scale are seen as more creative, original, less rule bound and more open to change. They will also be more assertive, more independent of social influences and more achievement orientated. They are also the change agents and dislike static situations. At the opposite end of the scale they are seen as practical, focused and are wary of change. They are also more pedantic and influenced by precedent but they are sensitive to social influences and are less obviously achievement orientated. They are far more likely to adapt and develop an idea than originate one.

Most organizations need a mixture of individuals as those with a creative style develop new ideas and solutions for those with an adaptive thinking style to implement and develop.

On this scale you have scored a sten of 5. Your score is higher than 50% of the population.

There is a balance in your approach between the need for conventional rules and creative solutions. You recognise the value of working within established procedures but you also enjoy being able to innovate and find different ways of doing things. Consequently you are happiest in environments that offer variety. You are most likely to demonstrate a creative streak when working on tasks that particularly interest you and to use tried and tested methods where you feel less confident or when you feel that they are more appropriate.

You are likely to work best in environments...

- where both tried and trusted methods and new approaches operate
- where a measure of flexibility is allowed and encouraged
- that encourage some self-motivation rather than close supervision
- where adaptation is usually favoured over innovation
- where individual creative skills are recognised
- where appropriate innovation produces enthusiasm

Team Orientation

You generally get on well with others and are able to encourage people to work together as part of a team but sometimes you choose to operate independently. You should recognise that both teamwork and individual actions have benefits and contribute equally to achieving results.

You gain fresh impetus from the quiet times you devote to reflection and thought, which is one of the reasons you enjoy working on your own. During these periods, it is important that you do not ignore or shut out those around you with whom you were previously working.

You occasionally prefer to keep yourself to yourself and your personal views and feelings private. If you develop strategies for communicating some of your views and feelings with more openness it will help you to get on better with other people.

You sometimes approach your work regardless of the social pressures and a minority of others may criticise your lack of social response. Showing clear enthusiasm when you are with others will help.

A few social situations may make you uncomfortable and a calmer approach could be developed to help when things are not going your way.

Being moderately independent, you sometimes prefer to tackle problems on your own terms. You should only do this when it is the most appropriate way of achieving the end result required. Keep others informed of your actions and make time to exchange your views with your colleagues.

As well as sometimes working by yourself, you also quite enjoy fact hunting and problem solving. You are, therefore, a valuable resource within the team. Do not always hide your light under a proverbial barrel!

Making time for your colleagues, especially when there is only a little work related contact, is never easy for you. As more is often achieved together than apart you can focus on your time together to increase your awareness of each other and mutually respond to each other's needs.

You are reasonably self-contained and enjoy freedom of action. This can be a great strength at times of pressure and conflict as it leaves you focused. At less stressed times, however, it could sometimes make you appear distant or out of touch. Moderating the expressions of independence will help others to gain a more balanced picture.

Task Orientation

You like to examine situations with a degree of care and give yourself time to arrive at decisions. This can sometimes be misinterpreted as unwillingness to act on a problem. You need to ensure that you make decisions in a timely manner and when you have made it follow it with immediate action. Then others will be more supportive of your caution.

You cope well with moderate levels of stress and pressure at work and you are generally relaxed and content. Occasionally, however, you allow yourself to side-step an issue, where you encounter difficulty. It will help you to avoid this if you plan and anticipate difficulties and problems before a project gets under way.

You sometimes take criticism to heart and similarly find it difficult not to take all criticism personally. Try to learn from, rather than worry about, criticism. Many organisations will value your balanced and measured approach with your reluctance to take undue risks. You can sometimes be demanding both of others and of yourself. You may have to guard against acting too quickly when under pressure.

Your normal easy going flexibility is particularly useful in fluid situations. At more stable times flexibility is not always seen in the same way. Try to finish each piece of work on time as much as possible and others will then recognise the times when you need to be flexible and your natural state will be truly appreciated.

You sometimes like to keep the "broader picture" in focus so dealing with detail tends to take second place. If you leave all the detail to other people, things may not always go as you planned and mistakes can happen. You can minimise this by checking how well things are going and by taking a little more interest in the detail.

You occasionally base your decisions on intuition rather than careful and rational analysis. This works well for many situations but others around you find it difficult to always understand the reasons behind the decision. Try to discuss your reasons for your decision even if it comes down to your 'gut' reactions.

You manage to strike a good balance between innovation and implementation. You are a team player who also has the ability to stand your ground and push your own ideas forward when necessary. Take care always to listen to others' viewpoints and be ready to accept their ideas and stay alert to the needs of the team as a whole.

You understand the value of established rules and procedures. You can be tempted at times to become inflexible. Continue to look for ways of managing the introduction of new working methods and improvements in procedures.

You endeavour, with much success, to keep both feet on the ground. You are interested in solutions to problems that are both practical and original.

You are happy both developing and adapting established practice as much as trying out new ideas. Neither seem to you to hold the complete answer. Maintain your healthy scepticism.

Interview Questions. Interpersonal Skills

Communication Style - Balanced tendency, explore experience - Working in Groups
- Describe a situation you worked in where open communication and collective problem solving was necessary.

Communication Style - Balanced tendency, explore experience - Results Focus
- Describe a situation where you had to work independently and persistently toward a goal.

Communication Style - Balanced tendency, explore experience - Oral Communication
- Tell me about a time when you had to make a presentation to your supervisor or co-workers.

Communication Style - Balanced tendency, explore experience - Influencing
- Describe a situation where you had to persuade co-workers, customers or your supervisor to buy into a course of action.

Interview Questions. Interpersonal Skills

Relationships with Others - Probe slight potential problem - Team leadership
- Describe a situation where you needed to foster cooperation and teamwork in order achieve a work goal.

Relationships with Others - Probe slight potential problem - Working in Groups
- Tell me about a project where you provided support that contributed to the team's objective.

Relationships with Others - Verify slight positive tendency - Results Focus
- Can you tell me about a situation where you had to achieve a work goal despite opposition and distractions.

Relationships with Others - Verify slight positive tendency - Planning and Execution
- In your daily work, describe how you organized resources and established priorities to achieve the work goals.

Interview Questions. Your Approach to Tasks

Emotions - Balanced tendency, explore experience - Action Orientation

- Tell me about a time when quick action was needed and you had to act on your own authority in an uncertain situation.

Emotions - Balanced tendency, explore experience - Results Focus

- Tell me about a time you took advantage of an opportunity to take on more responsibility in order to further your goals and objectives.

Emotions - Balanced tendency, explore experience - Stress management

- Tell me about a particularly demanding time at work and how you managed the increase in stress.

Emotions - Balanced tendency, explore experience - Working in Groups

- Describe your reaction and actions when a serious disagreement occurred in your work group.

Interview Questions. Your Approach to Tasks

Organisational Focus - Probe slight potential problem - Results Focus

- Describe important work goals you were asked to achieve and explain how you were able to meet them.

Organisational Focus - Probe slight potential problem - Problem Solving and Decision Making

- Tell me about a difficult problem you had to solve and describe your approach to solving it.

Organisational Focus - Verify slight positive tendency - Flexibility

- Describe how you have adapted your work methods and behaviour in ways that have increased your effectiveness.

Organisational Focus - Verify slight positive tendency - Working in Groups

- Describe a situation you worked in where teamwork and cooperation were critical to achieve the work goal, and what was your role.

Interview Questions. Your Approach to Tasks

Change Orientation - Balanced tendency, explore experience - Influencing

- Describe a situation where you had to persuade co-workers, customers or your supervisor to buy into a course of action.

Change Orientation - Balanced tendency, explore experience - Flexibility

- Describe how you have adapted your work methods and behaviour in ways that have increased your effectiveness.

Change Orientation - Balanced tendency, explore experience - Interpersonal Skills

- Describe how you have adjusted your interpersonal style to fit a variety of situations and people.

Change Orientation - Balanced tendency, explore experience - Working in Groups

- Describe a situation you worked in where teamwork and cooperation were critical to achieve the work goal, and what was your role.

Development suggestions

This output report has offered a wide range of feedback, which needs to be carefully considered as part of an overall picture of an individual's ability to deal with other people and potentially to work in an effective way. This report provides only one part of a large 'jigsaw' of inputs to any view that may be formed (with an individual's experience, education, aptitude, position requirements and career opportunities, coupled with personal circumstances all playing their part). However, there are some particular conclusions that can be drawn from completing the WPQ assessment in terms of future skill building and action planning to improve your ability in the future. Individuals may therefore like to use the form below to collect and summarize their thoughts and to action plan for the future:

Summary

A) How would you describe your strengths based on your WPQ results?

B) How would you describe your development needs based on your WPQ results?

Action plan

C) What actions do you now plan to take to emphasize and draw upon your strengths in your future work?

D) What actions do you now plan to take to compensate for your apparent development needs in your future work?
