



assessment
associates
international

Work Behavior Inventory

WBI-F

A Big 5 Personality Questionnaire

Feedback Report

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Introduction

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 summarizes your results on the Work Behavior Inventory (WBI). To aid interpretation, your results are compared to those of a large group of managers/professionals who have also completed the inventory.

You can use this Feedback 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 work style results are presented in terms of the following scales:

Personality Characteristics

Address work-related styles that are grouped according to five commonly recognized personality factors:

- Extraversion
- Agreeableness
- Openness to Experience
- Conscientiousness
- Emotional Stability

Leadership Styles

Identify your scores on two leadership dimensions. These, in turn, are used to identify how you fall on four leadership styles:

- Dimensions: Task/Results Orientation, People Orientation
- Styles: Trusting Delegator, Directive/Pacesetter, Participative, Consultative

Selling & Influencing Styles

Identify how likely you are to use three different selling and influencing approaches:

- Dynamic
- Analytical
- Interpersonal

Behavioral Growth Potential

Identify the degree to which you demonstrate behaviors similar to those who advance in their careers and take on higher level responsibilities.

Occupational Fit

Address your fit with certain career fields or work environments based on your work styles:

- Customer Service
- Sales
- Leadership
- Entrepreneurship
- Emotional Intelligence

Response Fidelity

Address the consistency and fidelity with which you completed the inventory in comparison to others:

- Accurate Self-Assessment
- Accurate Self-Presentation
- Response Inconsistency



Introduction

How is This Report Organized?

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

Graphic Summary (Pages 4-5):

Graphic displays help you quickly see the nature of your results on the:

- Personality Characteristics
- Leadership Styles
- Selling & Influencing Styles
- Emotional Intelligence
- Occupational Fit
- Response Fidelity

For each scale, short descriptions characteristic of:

- Above 50%
- Below 50%

For each scale, the closer your score is to either side, the more the description on that side is representative of you.

Interpretation of Your Scores (Pages 6-14):

In-depth descriptions of your results, including:

- An explanation of your scale scores.
- Potential **Assets** that you can leverage for further success.
- Potential **Cautions** to consider for further development.

Taking Action (Page 15):

An exercise and suggestions to help you use the information in this report for your career development.

Interpreting Your Report

Scores are presented in terms of your percentile standing in comparison to a large and diverse sample of managers and professionals. For example, a score of 40 would indicate that you possess as much or more of this characteristic than 40% of managers and professionals in the norm group.

As you read your report, it is important to remember that high percentile scores are not better or worse than low percentile scores. Situations help determine whether a behavioral style will be a potential asset or potential caution. Characteristics that are valued in one job or organization may not be valued in another. Your results are unique to you; no two people are exactly alike. Your characteristics and work styles should be leveraged for future success.

Assets and Cautions

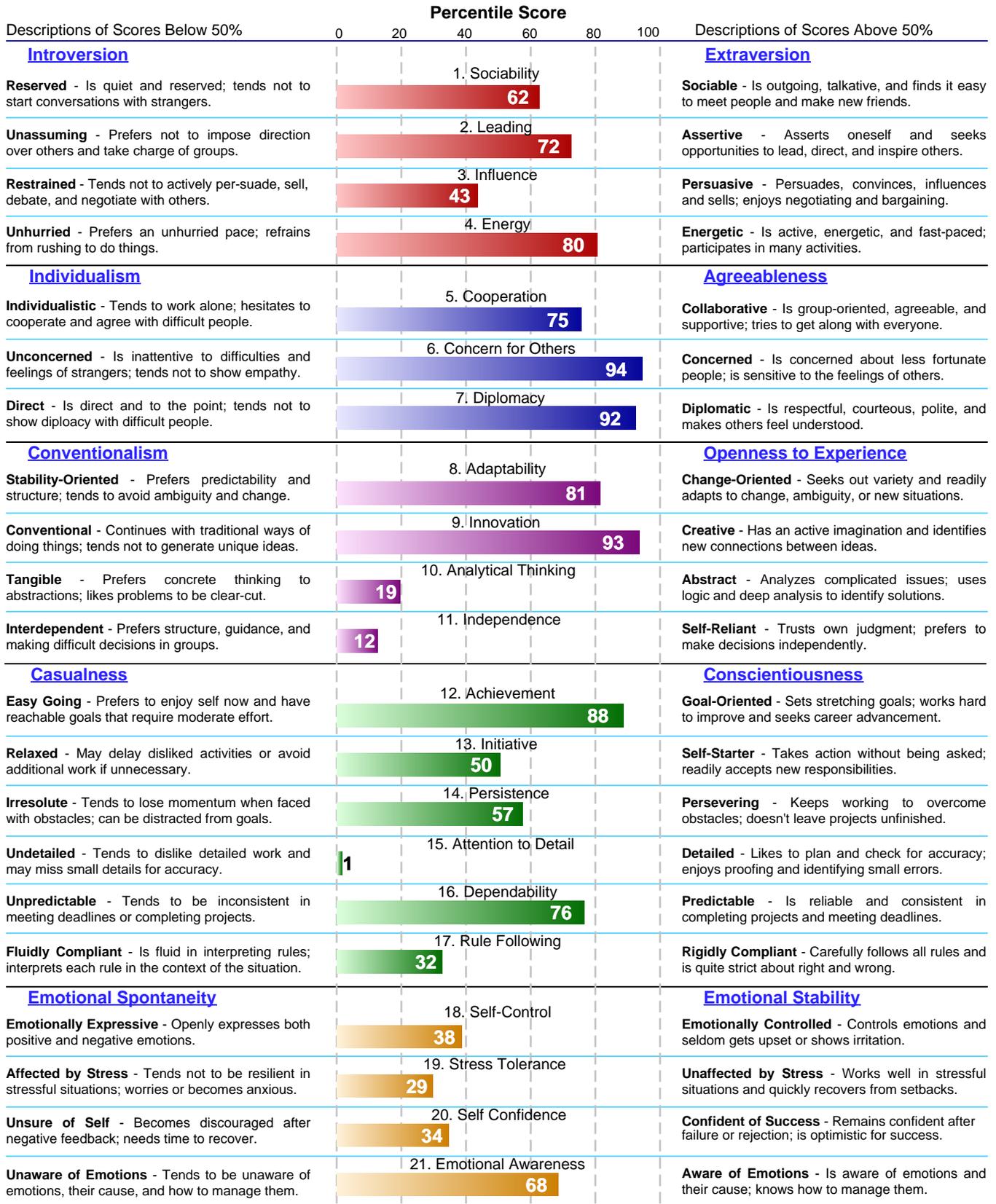
An asset describes a behavioral tendency that is typically an advantage within a particular work setting. For example, sociability can lead to behavioral tendencies that are an asset for a number of customer service positions, as these jobs tend to require an outgoing person who finds it easy to talk with people. Conversely, a caution describes a behavioral tendency that may require special effort to keep from becoming a hindrance in a specific work setting. For example, sociability can lead to behavioral tendencies that are a caution for some technical or laboratory jobs that require intense focus with little time for social interaction.

Using Your Results

This report provides you with several assets and cautions based upon your scores. As you read through this report, keep in mind the types of jobs in which you are interested. Carefully read through both assets and cautions and ask yourself, "What does this mean for me?"

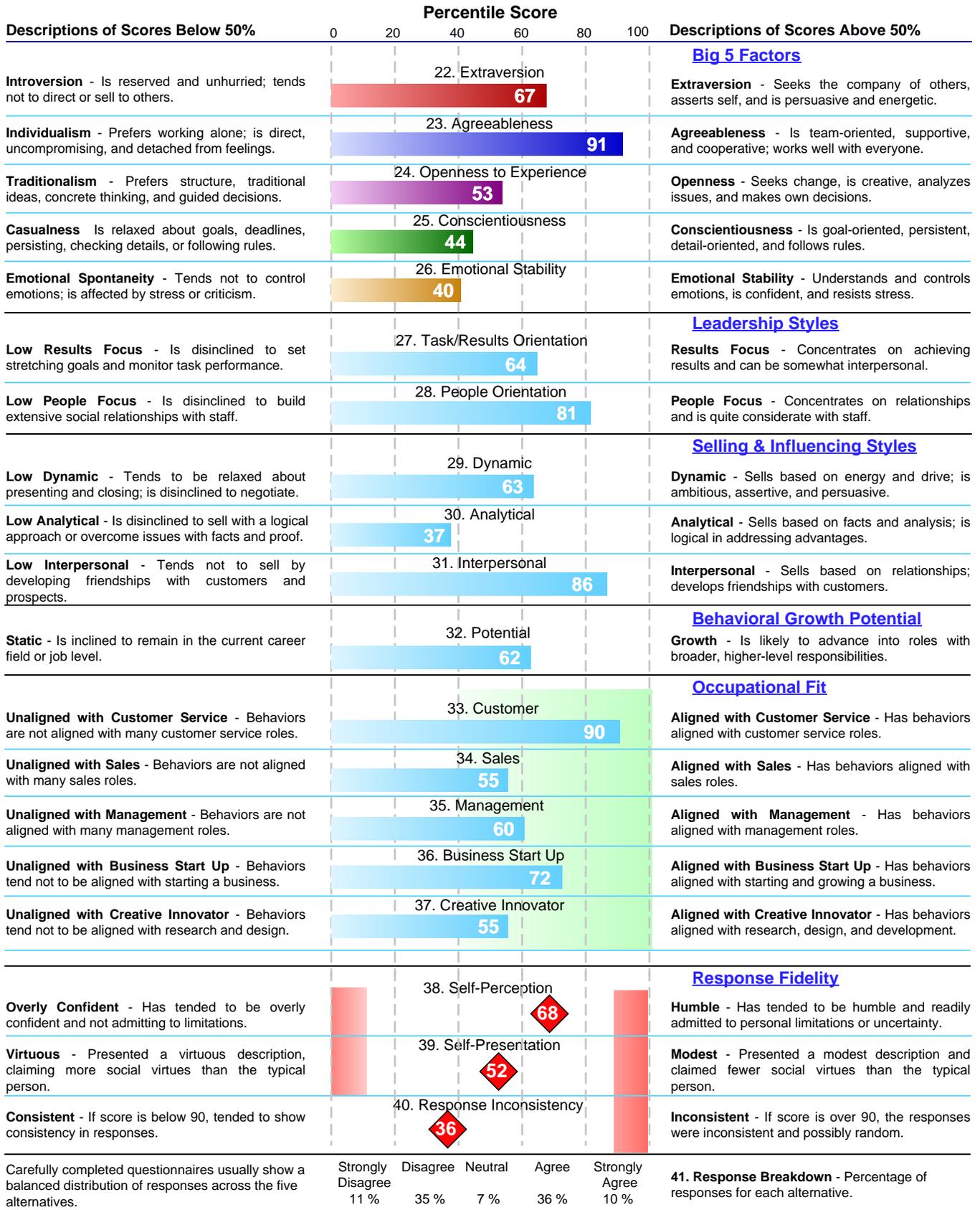


Graphic Summary





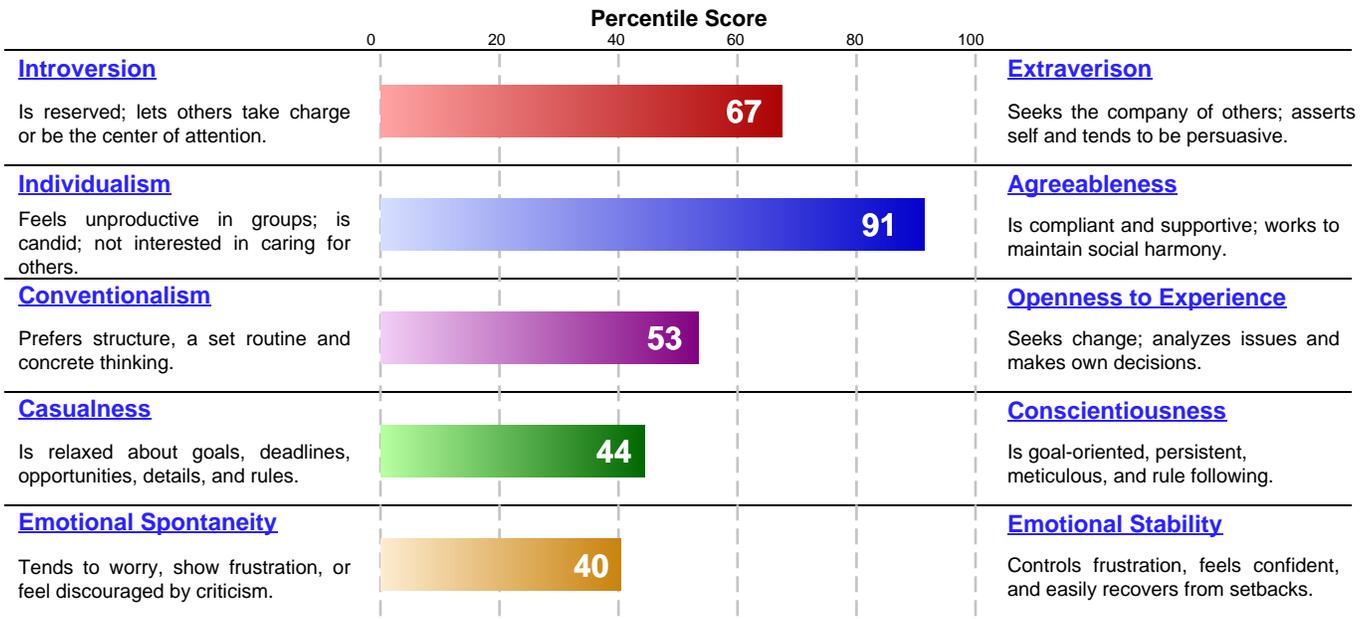
Graphic Summary





Big Five Factors of Personality

The Big Five Factor model is the most comprehensive and empirically supported model of personality. Extensive research indicates that human behavior from around the world may be summarized and described by five factors: **Extraversion**, **Agreeableness**, **Openness to Experience**, **Conscientiousness**, and **Emotional Stability**. Each of these broad factors is comprised of more specific scales, as shown on pages 4 and 5. The following describes your work styles as they relate to the Big Five Factors as well as their associated behaviors.



Extraversion

Is characterized by social poise and energy, as well as a desire to socialize and influence others. Those high on extraversion are highly attuned to people around them. They enjoy being with people and are often perceived as highly energetic. In groups, they like to talk, assert themselves, draw attention to themselves, and persuade others.

Agreeableness

Is characterized by compassion for and desire to cooperate with others. Those high on agreeableness tend to value getting along with others. They are likely thoughtful, kind, helpful, and willing to compromise. Agreeable people also enjoy working in team settings.

Openness to Experience

Is characterized by a general receptiveness towards diverse cultures, new ideas, and variety of experience. Those high on this scale are often intellectually curious, adaptable, creative, analytical, and conceptual. They are open to alternative ideas, new theories, different cultures, and different value systems. They enjoy learning new things and developing new skills.

Conscientiousness

Is characterized by setting and striving to reach difficult goals as well as being dependable, following rules, and attending to detail. Those high on conscientiousness have a preference for planned rather than spontaneous behavior. They typically like to compete against standards, work toward career advancement, and are self-starters who persist, strive to produce quality results, and are dependable.

Emotional Stability

Is characterized by emotional resilience and the awareness and management of one's emotional reactions. Individuals who score high on emotional stability are capable of controlling their own emotional reactions, including remaining calm under stress and controlling impulses such as irritation and anger. They tend not to worry, are optimistic about their future, and are in touch with their feelings and moods.



Extraversion Scales



The above scores represent your percentile standing in comparison to the norm group. Potential assets and cautions are identified below if your scale scores are low (1-30%), high (70-90%), or very high (91-100%).

Potential Assets

Because you scored High on Leadership

- You are able to bring people together to accomplish a common goal; you enable others to accomplish goals.
- Others may depend on your willingness to take charge to guide their behaviors.

Because you scored High on Energy

- Demanding workloads do not exhaust you; you can perform multiple tasks at the same time without becoming tired.
- Your energy will allow you to get things done faster than most people.

Potential Cautions

Because you scored High on Leadership

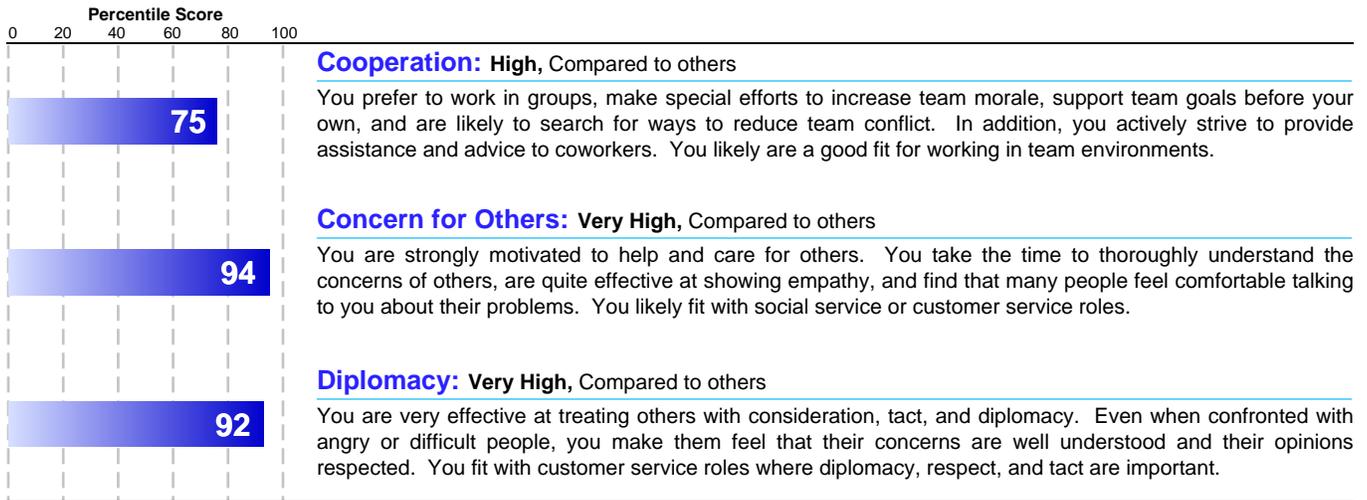
- You may be perceived as prone to "micro-managing" others; you may take charge of situations unnecessarily.
- You may sometimes be perceived as too controlling or forceful; you may have conflicts with others who also like to take charge.

Because you scored High on Energy

- You may work so quickly that you miss out on important facts; you may become bored in slow-paced work environments.
- You may overestimate others' abilities to handle interruptions in a fast-paced work setting.



Agreeableness Scales



The above scores represent your percentile standing in comparison to the norm group. Potential assets and cautions are identified below if your scale scores are low (1-30%), high (70-90%), or very high (91-100%).

Potential Assets

Because you scored High on Cooperation

- You are effective at building team morale and cohesion; you perform valuable teamwork behaviors on the job.
- You smooth out conflicts between team members so the group can work efficiently.

Because you scored Very High on Concern for Others

- It is easy for you to show compassion for others; you are strongly motivated to help and care for others.
- Others likely appreciate your concern for their well-being; you are likely to be perceived as very effective in care-giving roles.

Because you scored Very High on Diplomacy

- You are courteous and diplomatic with a wide range of people; you are likely to be effective in handling emotional people.
- You can find ways to communicate negative information without offending or upsetting people.

Potential Cautions

Because you scored High on Cooperation

- You may be perceived as too cooperative; you may work to meet others' goals or commitments before your own.
- Your efforts to reduce group conflict may reduce creativity and constructive criticism.

Because you scored Very High on Concern for Others

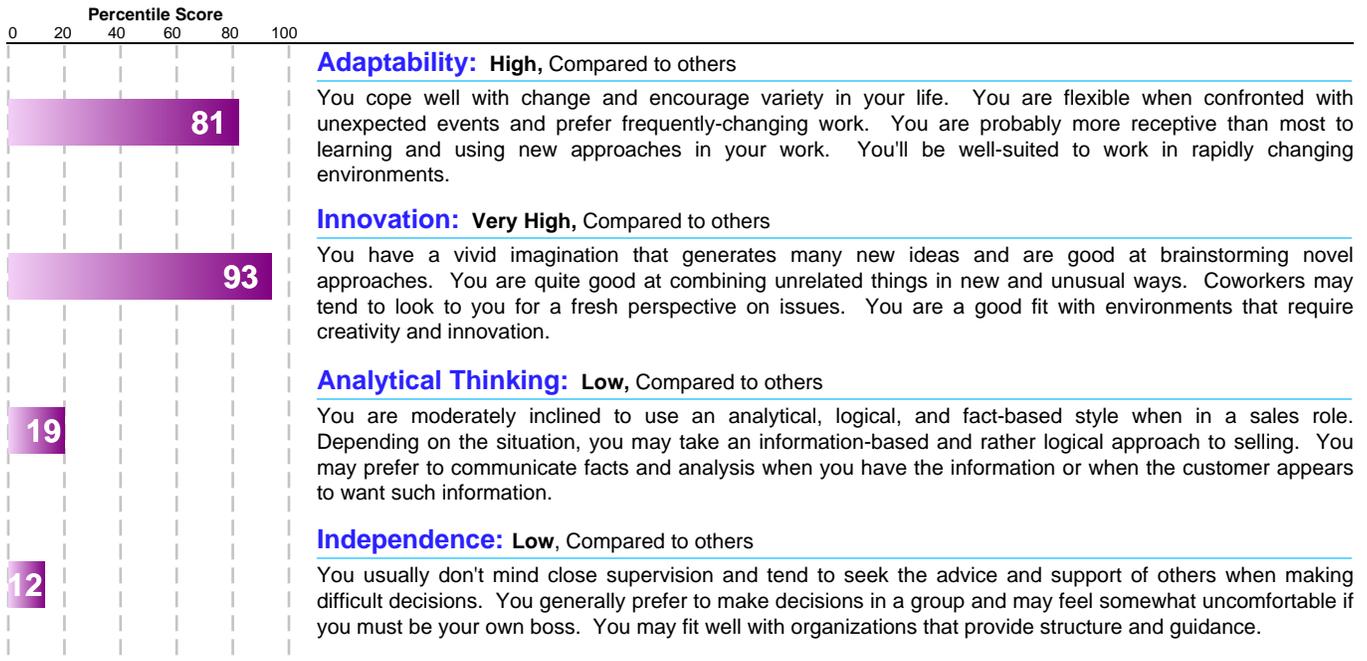
- In roles where you should not show empathy, your personal concern for others may be perceived as a liability.
- Some people might take advantage of your kindness or always come to you when they want sympathy.

Because you scored Very High on Diplomacy

- You may be so courteous that you are perceived as insincere; you may strive to meet others' expectations before your own.
- You may be perceived as "waffling on the issues" because you are so diplomatic.



Openness to Experience Scales



The above scores represent your percentile standing in comparison to the norm group. Potential assets and cautions are identified below if your scale scores are low (1-30%), high (70-90%), or very high (91-100%).

Potential Assets

Because you scored High on Adaptability

- You frequently seek out opportunities for learning and change in the workplace.
- You are likely to effectively handle ambiguity and rapid change in goals and procedures.

Because you scored Very High on Innovation

- You may generate creative solutions to previously unmet challenges; you are an "idea generator".
- You are likely to come up with inventions, new product ideas, or new opportunities within the marketplace.

Because you scored Low on Analytical Thinking

- You thrive in environments where issues are clear-cut and standardized procedures address most issues.
- You tend to rely on proven solutions and precedents when addressing issues.

Because you scored Low on Independence

- By always consulting with others before acting independently, you reduce the risk of making a wrong decision.
- You likely trust judgments of others and try to include group members when making decisions.

Potential Cautions

Because you scored High on Adaptability

- You may be bored by unchanging work environments; you may force change on others because you enjoy change.
- You may champion new and different methods and procedures before they are proven to work.

Because you scored Very High on Innovation

- You may spend a lot of energy finding new ways to do things when established methods are more efficient.
- Your preference for innovation and novelty may be unconventional and cause unnecessary change.

Because you scored Low on Analytical Thinking

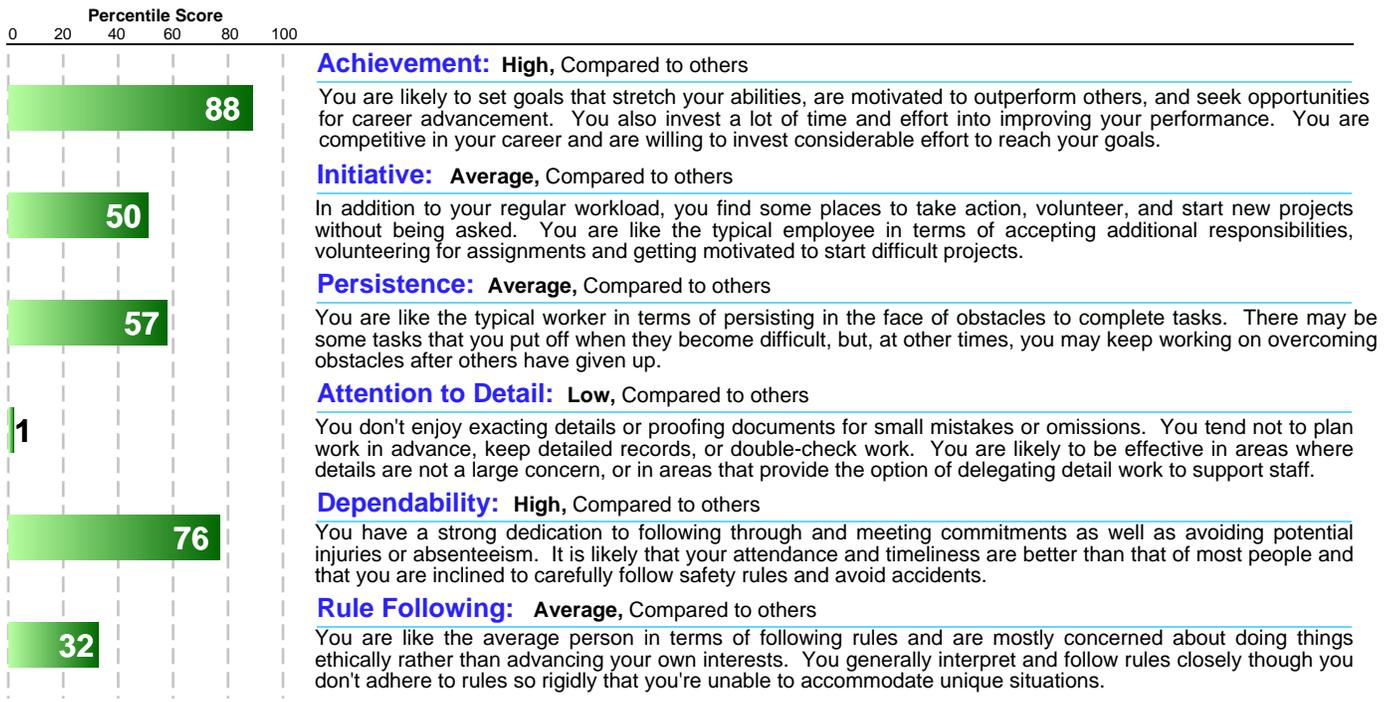
- You may rely on precedents too much and may have difficulty in identifying connections in problems and issues.
- You tend to avoid abstract concepts or you may tend not to anticipate potential problems and their possible solutions.

Because you scored Low on Independence

- You may be too inclined to seek group consensus and may be unwilling to independently make "tough" decisions.
- You may be too inclined to prefer structured work environments and unwilling to take risks in an entrepreneurial environments.



Conscientiousness Scales



Achievement: High, 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: Average, 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: Average, Compared to others
 You are like the typical worker in terms of persisting in the face of obstacles to complete tasks. There may be some tasks that you put off when they become difficult, but, at other times, you may keep working on overcoming obstacles after others have given up.

Attention to Detail: Low, 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: High, Compared to others
 You have a strong dedication to following through and meeting commitments as well as avoiding potential injuries or absenteeism. It is likely that your attendance and timeliness are better than that of most people and that you are inclined to carefully follow safety rules and avoid accidents.

Rule Following: Average, Compared to others
 You are like the average person in terms of following rules and are mostly concerned about doing things ethically rather than advancing your own interests. You generally interpret and follow rules closely though you don't adhere to rules so rigidly that you're unable to accommodate unique situations.

The above scores represent your percentile standing in comparison to the norm group. Potential assets and cautions are identified below if your scale scores are low (1-30%), high (70-90%), or very high (91-100%).

Potential Assets

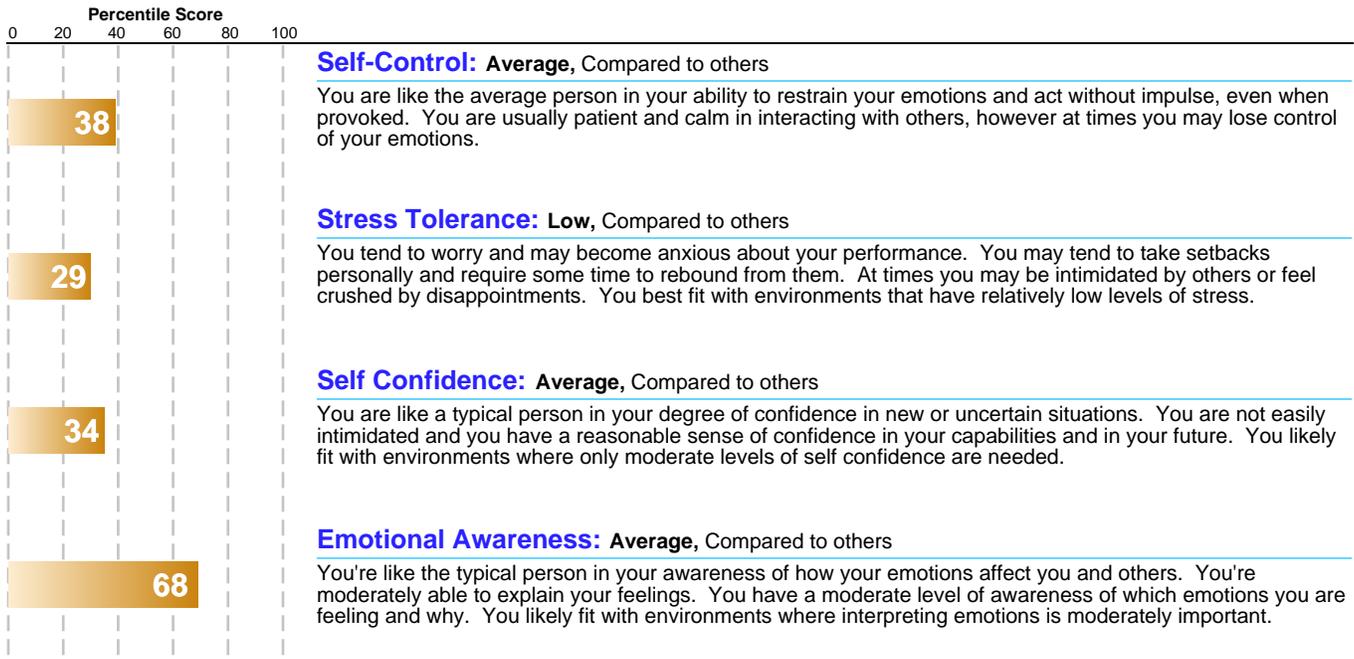
- Because you scored High on Achievement
- You likely thrive in entrepreneurial or pay-for-results environments that provide rewards for working hard.
 - You are willing to take calculated risks to achieve "stretch" goals; you invest considerable effort to advance your career.
- Because you scored Low on Attention to Detail
- You are unlikely to waste time on trivial details; details don't keep you from seeing the broader picture.
 - You are willing to delegate checking the details to others and are unlikely to micro-manage their performance.
- Because you scored High on Dependability
- You tend to be well suited for work environments where attendance, punctuality, and work safety is critically important.
 - You are unlikely to procrastinate and almost always meet work deadlines; teammates and superiors can count on you.

Potential Cautions

- Because you scored High on Achievement
- You may focus on personal goals and success at the expense of others; others may feel that you are too demanding.
 - Your desire to be the best may lead others to feel that you are overly competitive or too demanding.
- Because you scored Low on Attention to Detail
- You may have difficulty planning your work and that of others; you may depend on others to perform detail-oriented work for you.
 - You may find it difficult or stressful to work where details are crucial to success; others may perceive your work as prone to errors.
- Because you scored High on Dependability
- You may push others too hard just to meet a deadline; you may worry too much about meeting deadlines that are not crucial.
 - You may be so dependable that you are perceived to be rigid or too predictable.



Emotional Stability Scales



The above scores represent your percentile standing in comparison to the norm group. Potential assets and cautions are identified below if your scale scores are low (1-30%), high (70-90%), or very high (91-100%).

Potential Assets

Because you scored Low on Stress Tolerance

- You are inclined to be aware of escalating stress in the workplace and bring it to the attention of others.
- You are inclined to worry about issues that may contribute to identifying potential problems.

Potential Cautions

Because you scored Low on Stress Tolerance

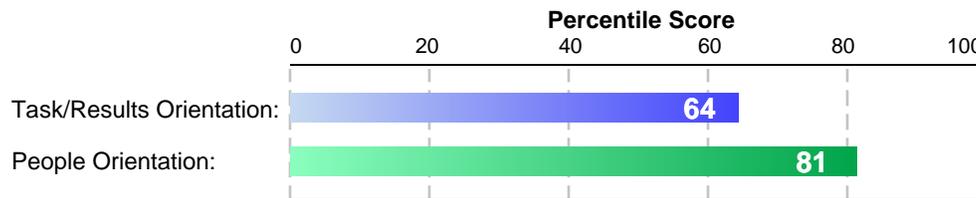
- You may be less able to deal with stress and take a long time to recover from setbacks.
- You may engage in ineffective methods of stress reduction and work less productively under stress.



Leadership Styles

Understanding Your Leadership Style

Your Leadership Style is expressed as your primary, or most natural style. It does not prescribe the way you behave in all leadership situations. Leadership styles are plotted on a graph, and each quadrant is “typical” for a combination of people and task/results orientations. Leaders will often use a different leadership style depending on the situation they are facing (i.e. the nature of the challenge, the nature of the people being led, and the amount of time pressure felt to achieve a desired result). In situations where you have to react quickly, you will likely rely on your primary style.



The Four Leadership Styles

Two scores are used to determine Leadership Style:

- Task/Results Orientation
- People Orientation

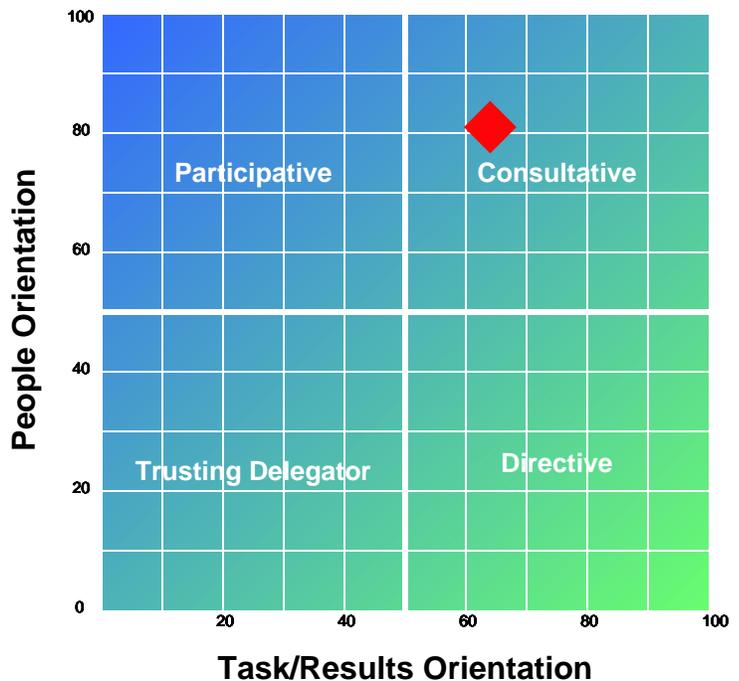
The resulting four Leadership Styles include:

Trusting Delegator: tend to trust others to do the job and don't give close direction/oversight.

Directive: tend to tell their subordinates what needs to be done and how to do it, and then monitor results.

Participative: tend to foster employee interaction and participation, trusting results to follow.

Consultative: tend to show consideration and engage staff, while driving efforts toward organizational goals.



Your Primary Leadership Style: **Consultative**

You are very likely to use a goal-focused and engaging approach when leading others. You are inclined to show consideration for your staff and engage them in defining and achieving objectives. You are likely to be sensitive to your team, gather input from them, and consider their perspectives when making important decisions. Your engaging style tends to foster participation, loyalty, and commitment among your staff. However, in spite of engaging staff, you will be focused on goal attainment and will take responsibility for making things happen and will make the difficult decisions. You typically seek input from staff, but provide clear direction on goals and expectations, and follow up by monitoring progress and achievement.

You Are Most 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.
- Subordinates have a diversity of opinions, experiences, and backgrounds that the leader should utilize and unite in his/her final analysis

You Are Least Effective When:

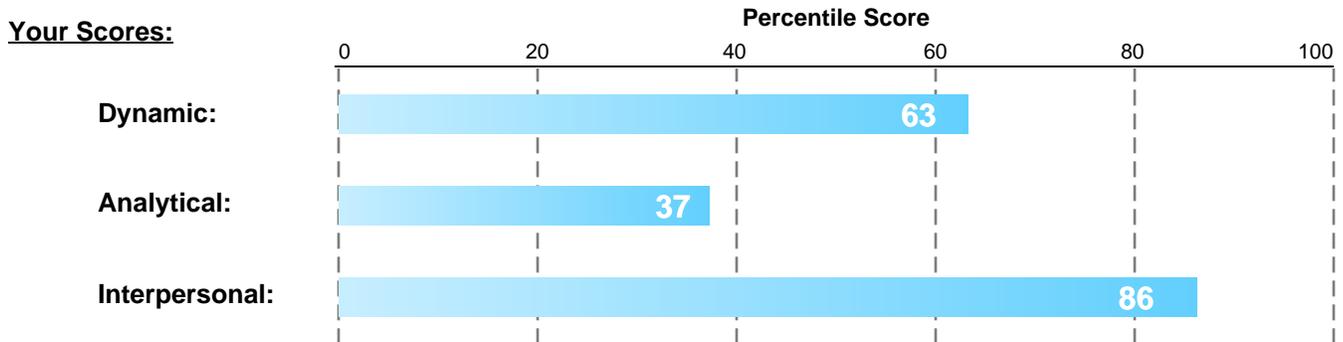
- In crisis situations where a leader must take control of the situation and allocate responsibilities quickly and efficiently.
- In production-oriented environments where everyone knows their role and responsibilities.
- Teams with low trust and lacking confidence in decision making.



Selling & Influencing Styles

The Three Selling & Influencing Styles

People tend to communicate, influence, and sell one another in one or a combination of three styles. These styles tend to reflect your dominant behavioral characteristics and understanding your style will help you to communicate and influence more effectively. The first style is Dynamic which is characterized by someone who uses energy, enthusiasm, ambition and drive to communicate. Second, Analytical is characterized by someone who uses facts and analysis to communicate. Finally, the Interpersonal style is characterized by someone who uses warmth, sincerity, and builds relationships with others to communicate. The higher ones score on each of these styles, the more they will embody these characteristics.



The Candidate's Primary Selling & Influencing Style: Interpersonal

You are likely to use a people-oriented and interpersonal style when in a sales role. You are inclined to be comfortable in building relationships with people, such that they know and trust you, and then use your personal influence to convince them of your recommendations. Because they have a warm relationship with you, they are inclined to trust you and be swayed by your recommendations.

He/she is Most Effective When:

- You need to establish long-standing relationships with clients.
- You sell a product/service that requires a lot of follow-up and customer service.
- You are dealing with highly skeptical clients.
- Working with slow decision makers.

He/she is Least Effective When:

- There is little opportunity to develop relationships and you must move quickly to the next prospect.
- Working with technically inclined and informed clients who know what they want.
- Working with comparison shoppers.
- Working with quick decision makers.

The Candidate's Secondary Selling & Influencing Style: Dynamic

Sometimes, you may use enthusiasm and lots of energy when in a sales role. Depending on the situation, you may show lots of competitive drive, enthusiasm, and energy to win over and convince others of your suggestions.

He/she is Most Effective When:

- Initiative and persistence are necessary to develop new sales prospects.
- There are stretching sales goals or incentive programs.
- Working with quick decision makers.

He/she is Least Effective When:

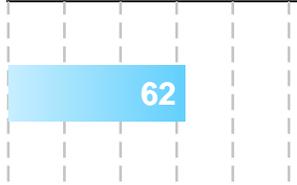
- Customers resist an enthusiastic sales person as too "pushy."
- Customers prefer a "soft" sales approach.
- Customers just want to place an order and don't want to be sold.



Behavior Growth Potential

Definition of Behavioral Growth Potential: demonstrating potential for professional growth and advancement. This includes demonstrating behaviors that relate to consistently growing the breadth of one's career-related capabilities, taking on higher-level responsibilities, and showing motivation for advancing into future roles with increased responsibilities. Showing commitment to life-long growth and learning, comfort with change, achievement orientation, career initiative, self-efficacy, and leadership.

Percentile Score
0 20 40 60 80 100



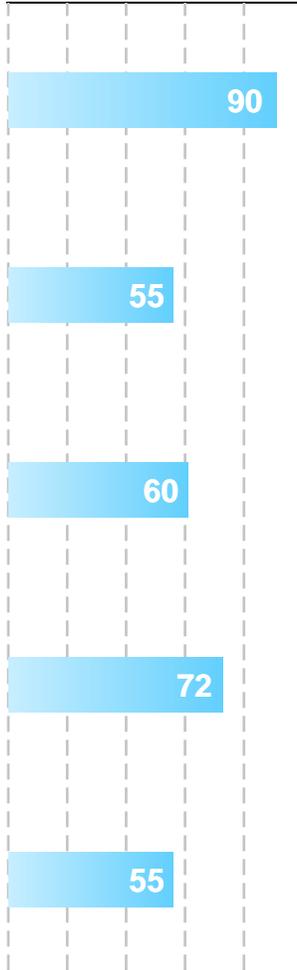
Behavioral Growth Potential: Average, Compared to others

You are **average** in Behavioral Growth Potential compared to others. You demonstrate behavioral styles similar to those whose career paths include a certain degree of advancement. You are similar to most others in growth-related aspects of self-confidence, motivation to advance in your career, adaptability, cognitive flexibility, commitment to life-long growth, and comfort with change. You are likely willing to accept additional responsibilities and have a level of career advancement that is similar to most managers.

Occupational Fit

The following scales indicate the degree to which you have work styles that fit with various occupations or work environments.

Percentile Score
0 20 40 60 80 100



Customer Service: High, Compared to others

You have a high fit with 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: Moderate, Compared to others

You have a moderate fit with sales effectiveness, indicating that you have the interest and behavioral characteristics associated with a moderately effective sales person. For example, you likely have a good capability to: start conversations with strangers; convince people with persuasive arguments; enjoy keeping busy doing lots of things at once; be highly motivated by trying to exceed standards of performance; always stay optimistic about your effectiveness and success.

Management: Moderate, Compared to others

You have a moderate fit with management effectiveness, indicating that you have the interest and behavioral characteristics associated with a moderately effective manager. For example, you likely have an average capability to: take charge of a group; get people to do more than they expected to do; inspire others; resolve group conflict; set challenging standards; project assertiveness and self-confidence; consistently be self-reliant and willing to risk making mistakes.

Business Start Up: High, Compared to others

You have a high fit with business start up effectiveness, indicating that you have the interest and behavioral characteristics associated with a highly effective business starter. 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; and working independently.

Creative Innovator: Moderate, Compared to others

You are moderate on Creative Innovation compared to others, indicating you have moderate interest and behavioral characteristics associated with creating new concepts, products, or systems. For example, you likely: find new ways to use products or systems but may prefer traditional methods; occasionally generate new or creative ideas or theories; and may develop new processes but prefer not to analyze abstract concepts. You likely fit in roles that require moderate creativity but balanced with conventional or traditional approaches.



Taking Action

An Exercise to Promote Self-Understanding

Knowing your potential assets and potential cautions is invaluable. Understanding these developmental areas 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 develop a realistic understanding of its implications for you. Review your Potential Assets listed on this report and find the six that are most important to you and your work. Write them below under "Assets."

Assets

| | |
|----|----|
| 1. | 4. |
| 2. | 5. |
| 3. | 6. |

Next, review the Potential Cautions on this report. Write the six that you feel are most relevant to your job and career below under "Cautions."

Cautions

| | |
|----|----|
| 1. | 4. |
| 2. | 5. |
| 3. | 6. |

Questions to consider regarding your Assets:

- What are the themes among your Assets?
- How do they relate to your career goals?
- How can you leverage these assets?

Questions to consider regarding your Cautions:

- What are the themes among your Cautions?
- How do they relate to your development goals?
- Are any of these impediments to your career success?

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:

- Review your results from the exercise above.
- Consider your role within the organization, its culture, and your coworkers and their style. What work behaviors are assets? What behaviors may pose difficulties?
- Consider ways in which you may develop strengths further.
- Identify specific action that you may want to take. Refer to the *Coaching Winners!* book for some suggestions.



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