Assessment Associates International

Page Work Behavior Inventory

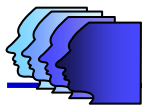# Group Comparison Report

Group Names:
Group A
Group B
Group C

1/25/2010

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Introduction

How This Report Can Help Your Organization

The Group Comparison Report allows you to quickly compare teams and other work groups' averaged results on the Page Work Behavior Inventory (PWBI), a personality and work behavior assessment based on extensive research.

This report will help you better understand how each group's "Group Personality" compares with other groups. Such understanding can enable:

♦ Appreciation of the similarities and differences among the groups within your organization.

♦ More awareness of why groups behave differently.

♦ Greater understanding of how groups might work together more effectively with one another.

♦ Deeper knowledge of how to effectively manage each group.

Group members will gain most from this report if they first understand their respective Team Comparison Reports. Therefore, we strongly recommend providing Team Comparison Reports to key stakeholders prior to reviewing this Group report.

What Information is Included?

The results compare each group's mean scores on:

♦ 21 work styles scales related to the "Big Five" commonly recognized personality factors: Extraversion, Agreeableness, Openness to Experience, Conscientiousness, and Emotional Stability.

♦ Leadership Styles

♦ Selling/Influencing Styles

♦ Behavioral Potential

♦ Occupational Fit

♦ Response Fidelity

It can be very useful to understand how the scores of one group compare to those of other groups.

How is This Report Organized?

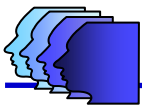For your convenience, this report is organized into the following sections:

♦ **Introduction**

♦ **Group Comparison Graphic Summary**

♦ **PWBI Work Styles Definitions**

♦ **Group Effectiveness Worksheet**

Interpreting Mean Group Scores

In the Group Comparison Graphic Summary section, the mean scores for each group are presented in terms percentile standing in comparison to a large and diverse sample of managers and professionals who have completed the PWBI. For example, a group's mean score of 40 on a scale would indicate that this group, as a whole, possess as much or more of this characteristic than 40% of managers and professionals in the norm group.

In general, a difference of 10 percentage points has practical implications. This means you are likely to see group-wide behavioral styles that are different between groups. If the difference is less than 10 points, you will not likely see group-wide behavioral style differences; however, some individuals may still have different work styles.
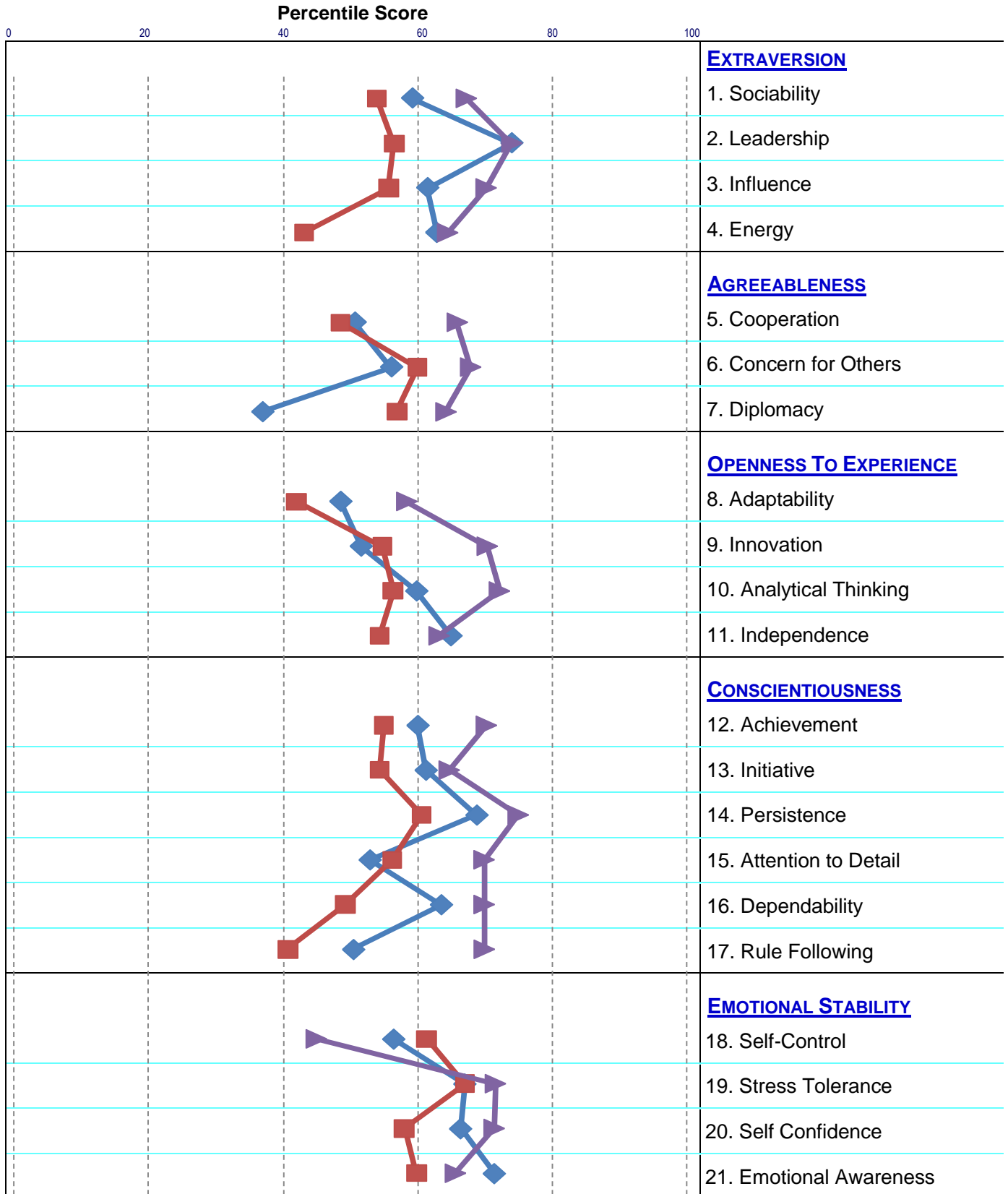
With groups as with individuals, high scores are not necessarily better than low scores. Characteristics that are helpful in one setting may not be helpful in another; every high and low score reflects both potential assets and potential cautions. Please keep this in mind as you interpret this report.
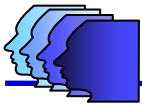
Group Comparison Graphic Summary

Group A (N=25) Group B (N=22)
Group C (N=28)

Percentile Score

EXTRAVERSION
1. Sociability
2. Leadership
3. Influence
4. Energy

AGREEABLENESS
5. Cooperation
6. Concern for Others
7. Diplomacy

OPENNESS TO EXPERIENCE
8. Adaptability
9. Innovation
10. Analytical Thinking
11. Independence

CONSCIENTIOUSNESS
12. Achievement
13. Initiative
14. Persistence
15. Attention to Detail
16. Dependability
17. Rule Following

EMOTIONAL STABILITY
18. Self-Control
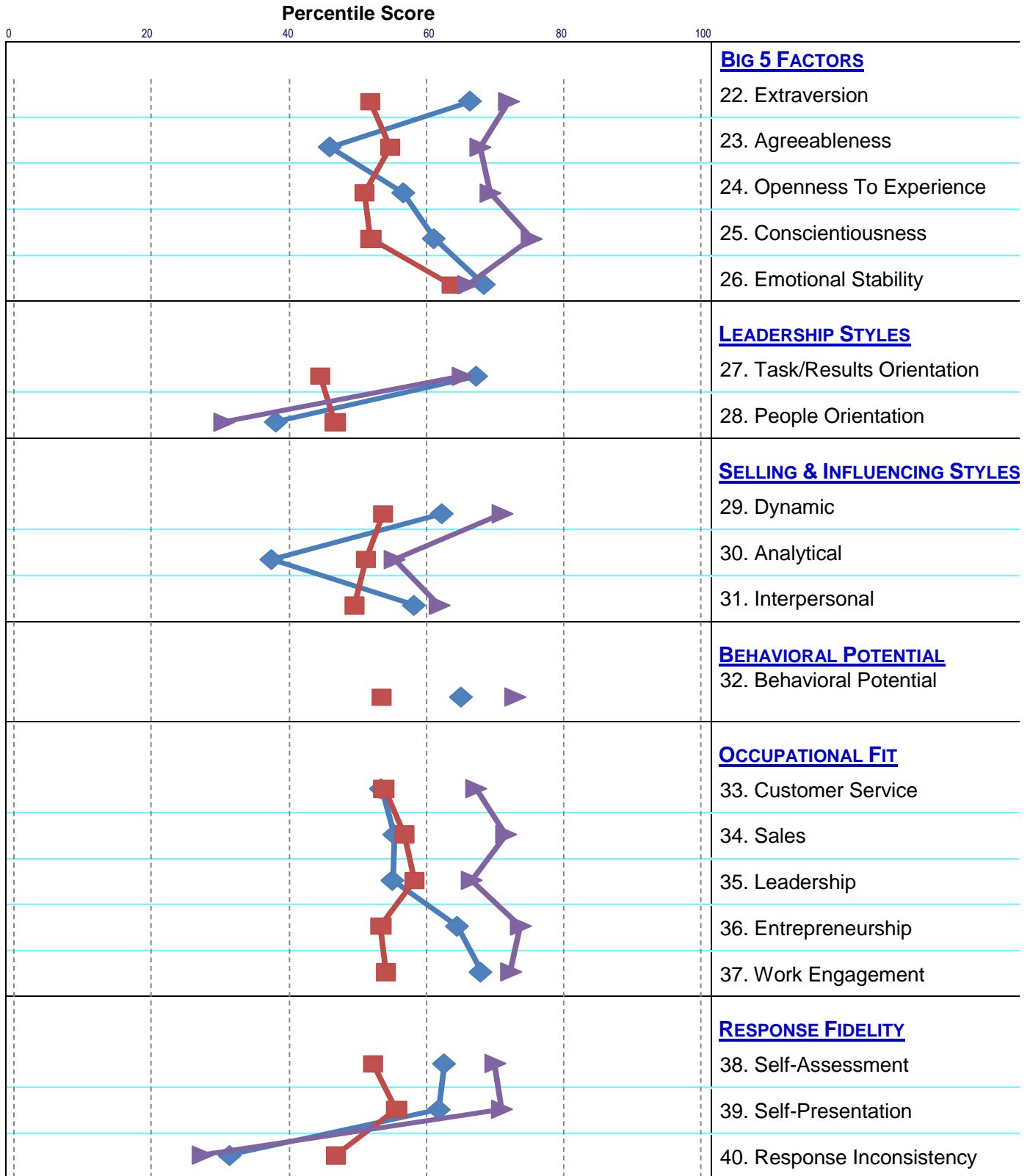19. Stress Tolerance
20. Self Confidence
21. Emotional Awareness

Group Comparison Graphic Summary

Group A (N=25)

Group B (N=22)

Group C (N=28)

Percentile Score

BIG 5 FACTORS
22. Extraversion
23. Agreeableness
24. Openness To Experience
25. Conscientiousness
26. Emotional Stability

LEADERSHIP STYLES
27. Task/Results Orientation
28. People Orientation

SELLING & INFLUENCING STYLES
29. Dynamic
30. Analytical
31. Interpersonal

BEHAVIORAL POTENTIAL
32. Behavioral Potential

OCCUPATIONAL FIT
33. Customer Service
34. Sales
35. Leadership
36. Entrepreneurship
37. Work Engagement

RESPONSE FIDELITY
38. Self-Assessment
39. Self-Presentation
40. Response Inconsistency

PWBI Work Styles Definitions

1. **Sociability** – Propensity for socializing, including building work relationships with a wide range of individuals, being approachable and easy to communicate with, quickly building rapport with individuals, and creating a network of contacts.

2. **Leadership** – Leading and directing others including asserting oneself over others, inspiring and motivating others to achieve goals, taking charge of groups and giving orders.

3. **Influence** – Persuading and changing the opinions of others, selling ideas or products, negotiating and debating issues, and deploying strategies to influence individuals or groups.

4. **Energy** – Level of energy in work environments including working quickly and energetically, preferring to work in a fast-paced environment, and sustaining a rapid mental or physical pace over extended periods of time.

5. **Cooperation** – Collaborating with others, assisting and supporting team members and goals, helping build group morale, and actively working to resolve conflict within the group.

6. **Concern for Others** – Being sensitive to others' needs and feelings, being understanding and helpful to others, being compassionate in providing advice, and providing high levels of service.

7. **Diplomacy** – Inclination to be courteous and diplomatic, including the likelihood of interacting with tact and courtesy, not offending others, making others feel their opinions are respected, and being polite and respectful with difficult people.

8. **Adaptability** – Ease in addressing change and ambiguity, including adjusting quickly to new goals or work procedures, embracing new ways of doing things, adjusting to constant change, and working effectively under ambiguity and uncertainty.

9. **Innovation** – Propensity for generating new and creative ideas, approaching problems from a fresh perspective, having a vivid imagination, and offering original thought to arrive at inventive solutions.

10. **Analytical Thinking** – Style in analyzing issues, including gathering facts and information, systematically using logic and analysis, anticipating problems and potential solutions, and identifying connections or patterns in data.

11. **Independence** – Style in working without guidance and making decisions without others' support, including figuring out things for oneself, working with little supervision, and making decisions on one's own and accepting the consequences.

12. **Achievement Orientation** – Approach to goal setting and achieving results, including setting stretching goals; measuring performance against standards of performance, and constantly working to improve performance.

13. **Initiative** – Inclination to take action and start projects without being asked, doing more than is typically required, volunteering for new assignments, and assuming the risks that go with additional responsibilities.

14. **Persistence** – Propensity for sustaining effort, including continuing in the face of obstacles, taking responsibility to assure completion of duties, being motivated to overcome barriers, and doing whatever is necessary to complete projects.

15. **Attention to Detail** – Being careful and thorough in the details of work including carefully checking work products for accuracy and quality, identifying errors or omissions, being organized and tidy, and maintaining careful records.

16. **Dependability** – Propensity for being reliable and fulfilling responsibilities, including meeting obligations and deadlines, avoiding risks that may lead to accidents or injury, and refraining from impulsiveness that may hinder performance.

17. **Rule Following** – Approach to following proscribed behavioral norms, including consistently following policies and regulations, complying with authorities, and respecting and following inconvenient rules.

18. **Self-Control** – Inclination to control negative emotions, including maintaining composure and avoiding emotional outbursts, not showing anger or losing one's temper, responding calmly when provoked, and avoiding showing frustration.

19. **Stress Tolerance** – Approach to dealing with and working under emotional pressure, including working calmly in stressful situations, being resilient in the face of criticism, and quickly recovering from disappointments.

20. **Self-Confidence** – Style in projecting confidence and optimism, including showing confidence in one's ability to be successful, being optimistic in challenging situations, and being able to confront difficulties.

21. **Emotional Self-Awareness** – Propensity for being aware of one's emotions, recognizing how emotions affect behavior and motivation, and using one's emotions for effective outcomes.
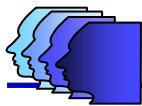
PWBI Work Styles Definitions

22. **Extraversion** – A personality factor characterized by sociability and energy, enjoyment of persuasion and influence, and a desire to lead others.

23. **Agreeableness** – A personality factor characterized by concern and consideration for others, politeness and tact, and efforts to reduce conflict and increase team cohesion.

24. **Openness to Experience** – A personality factor characterized by a preference for change and continuous learning, development of novel solutions, the use of logic and analysis to uncover subtle patterns, a desire to make decisions independently and be responsible for the consequences.

25. **Conscientiousness** – A personality factor characterized by goal setting, working to exceed standards of performance, taking action without being asked, completing work despite obstacles, attending to details, meeting deadlines and fulfilling responsibilities, and adhering to rules despite personal inconvenience.

26. **Emotional Stability** – A personality factor characterized by refraining from losing control of one's emotions, resilience to setbacks, confidence in one's abilities, and awareness of how one's emotions affect oneself.

27. **Task/Results Orientation** – Style in leading others that has a focus on obtaining results including defining structure of how work is to be accomplished, who is to undertake the work, and deadlines and standards for accomplishing the work.

28. **People Orientation –** Style in leading others that has a focus on relationships including being considerate and interactive with coworkers, being approachable, concerned about participation and morale and solicit feedback.

29. **Dynamic** – A selling style characterized by energy, enthusiasm, ambition and drive which is generally useful when selling to new prospects and quick decision makers.

30. **Analytical** – A selling style characterized by facts and analysis which is generally successful when tailored to technically inclined consumers that require custom solutions, and comparison shoppers.

31. **Interpersonal** – A selling style characterized by warmth and sincerity and a cooperative and sensitive style based on making personal connections with others which is generally successful with existing clients and contacts.

32. **Emotional Intelligence** – The extent to which an individual demonstrates the emotional intelligence competencies that are defined by Daniel Goleman and are hypothesized to lead to effectiveness in work settings.

33. **Customer Service** – The extent to which an individual has behavioral styles that are related to success in customer service fields and, consequently, will likely be successful in customer service roles.

34. **Sales** – The extent to which an individual has behavioral styles that are related to success in sales and, consequently, will likely be successful in sales roles.

35. **Leadership** – The extent to which an individual has behavioral styles that are related to success in a leadership positions and, consequently, will likely be successful in leadership roles.

36. **Entrepreneurship** – The extent to which an individual has behavioral styles that are related to success in entrepreneurial pursuits and, consequently, will likely be successful in starting and growing a business.

37. **Work Engagement** – The extent to which an individual has behavioral styles related to being engaged with work, including being motivated to perform, engaged with team efforts, volunteering for assignments, being dependable, and persisting to meet goals despite obstacles.

38. **Self Assessment** – The extent to which individuals are humble and readily admit to their own personal limitations;. Low scorers tend to over-estimate their own capabilities and not fully recognize their own limitations.

39. **Self Presentation** – The extent to which individuals are modest and admit to personal flaws or bad habits. Low scorers tend to present an overly positive description of themselves by claiming uncommon virtues.

40. **Response Inconsistency** – The extent to which individuals provide inconsistent responses. If score is above 90, responses have been quite inattentive or quite possibly random.
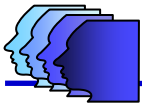
Group Effectiveness Worksheet

Please answer the following questions.

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1. What are the **largest differences** between the groups?

2. How should these groups be **managed differently**?

3. What if any **communication difficulties** might arise among the groups.

4. What action steps can help these groups **work together** more effectively?

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