



assessment
associates
international

Work Behavior Inventory

WBI-D

Individual Development Report

Individual Development Report

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Introduction

The Work Behavior Inventory (WBI) is a Big 5 personality assessment for leaders, managers, and executives. This WBI Individual Development Report has been produced from your answers to the WBI questionnaire, which assesses your preferred style of behaving at work. It summarizes your behaviors and help you identify what and how to go about your development.

You can use this WBI Development Report to:

- Focus and guide your leadership development efforts.
- Pinpoint specific strengths that may help advance your career.
- Identify potential areas for development.
- Identify specific actions that will help you improve your personal effectiveness and career potential.

Potential Strengths

Your Behavioral self-description suggests that the following three areas may be strengths for you:

1. **Persistence.** This reflects an individual's likelihood of continuing despite obstacles or difficulties, being able to concentrate intensely for long periods of time, not being distracted when working on projects, and staying motivated to overcome barriers.
2. **Adaptability.** This reflects to an individual's likelihood of adjusting quickly to changes at work, embracing new ways of doing things, continually trying new approaches, and readily adapting to environments with great ambiguity and uncertainty.
3. **Initiative.** This reflects an individual's likelihood of being a self-starter and initiating activities without being asked, volunteering for new assignments, starting activities right away rather than procrastinating, and doing more than is typically expected.

Behavioral Tendencies

- Tends to persevere and continue working despite obstacles.
- Comfortable in work settings with long-term projects.
- Likely to be an early adapter and try new approaches.
- Readily adapts to a changing market or environment.
- Tends to be a self-starter and start things on own initiative.
- Likely to volunteer for additional assignments.

Cautions for Underuse/Overuse

- May be too focused on tasks and miss other opportunities.
- May stick with a project when it is better to move on.
- May abandon work procedures for new, untested methods.
- May seek unnecessary change.
- May be frustrated when tasks are not done immediately.
- May underestimate the time it takes to complete tasks.

Suggestions for Leveraging these Strengths

1. **Leverage your strength in Persistence.** Present an "overcoming the odds" success story from your company at an industry event or professional association. Exchange best practices with other leaders. Take a new-business or international assignment that provides a long-term challenge to establish your leadership, break through resistance, and eventually deliver results.
2. **Leverage your Adaptability.** Your ability and willingness to adapt quickly to changes at work will enable you enable others to accept or embrace change. Moreover, your ability to work where there is ambiguity or uncertainty will enable you to guide others in accepting change.
3. **Leverage your Initiative.** Your inclination to be a self-starter and initiate activities without being asked suggests that you are a catalyst for action. You may volunteer for a project that will help grow the business or address an important business issue.



1. Sociability

Sociability This reflects an individual's likelihood of being approachable and easy to communicate with, quickly building rapport with others, building work relationships with a wide range of people, using humor in building relationships, and creating a network of contacts.

Your score suggests that you are more **Reserved** than others. Your strengths and cautions include:

Strengths

- Does not get distracted by a need for social interaction.
- Tends not to spend a lot of time on "small talk."
- Tends to be comfortable working alone.
- Unlikely to talk too much at meetings.

Cautions for Underuse/Overuse

- May feel uncomfortable with constant social interaction.
- May find it a challenge to network and maintain contacts.
- May under communicate with coworkers or customers.
- May avoid being the center of attention.

Suggested Development Actions:*

To enhance your effectiveness and maximize your career potential, consider implementing one or more of the following development activities:

1. **Encouraging Two-Way Communication.** Be sociable and show interest in communicating with others. Be available to talk with people. Walk around the workplace. Ask employees for ideas. Show your appreciation and give frequent praise for employee efforts. Strive to understand the total message. Listen attentively to understand the intent behind the message. What are they really trying to communicate?
2. **Reducing Barriers to Approachability.** Evaluate your behavior over the last 6 months. Are you frequently unavailable? Are you impatient or judgmental? If you have shown these behaviors, they are likely reducing your approachability. Take steps to reduce the behaviors when interacting with your staff. Obtain insights from colleagues about how to become more approachable.
3. **Becoming More Approachable.** Set aside and notify others of a specific time when you will be able to discuss issues, ideas, and problems with them. Show your concern for them as people by demonstrating an interest in their lives outside of job responsibilities. Show interest and concern for helping others solve any issues they may have.
4. **Using Strategic Listening to Encourage Dialogue.** Listen to the complete perspective of others. Don't cut them off. Consider people's feelings. It is important to be diplomatic and respectful. Do not be overly blunt or direct in addressing people or challenging their ideas. Use nonverbal cues. Body posture, an effective smile, and use of your hands can be effective tools. Maintain eye contact and nod to project understanding.
5. **Avoiding Miscommunication.** When miscommunication occurs, trace the line of communication to see where it went wrong. Follow up with those individuals to ensure future clarity. Seek feedback on your communication. Inquire whether there was too much or too little. Reread emails and memos before you send them and remove any unnecessary information. Summarize your main points if the email is lengthy.
6. **Fostering an "Open Door" Culture.** Invite people to discuss their ideas and issues with you. Connect with your coworkers and communicate your door is always open. Be friendly and inviting. Have a sense of humor. Listen attentively and minimize barriers that create the impression of distance. Reduce perceptions of favoritism, hierarchy, or privilege.

* These are abbreviated action-based activities from *Coaching Winners!* You will find many more detailed suggestions in chapters: **7. Interpersonal Skills & Relationship Building**, and **8. Teamwork & Team Building**.



2. Self Confidence

Self Confidence This reflects an individual's likelihood of being optimistic and confident of success, consistently believing in one's ability to succeed, being self-assured in new or challenging situations, and not being intimidated by negative feedback.

Your score suggests that you are more **Unsure of Self** than others. Your strengths and cautions include:

Strengths

- Is likely to be receptive to assertiveness from others.
- Is unlikely to take unnecessary stands on issues.
- Is likely to refrain from taking unnecessary risks.
- Tends not to impose their will on others.

Cautions for Underuse/Overuse

- May refrain from speaking up and sharing his/her perspective.
- May underestimate personal skills and abilities.
- May have difficulty dealing with criticism.
- May be easily intimidated by others.

Suggested Development Actions:*

To enhance your effectiveness and maximize your career potential, consider implementing one or more of the following development activities:

1. **Enhancing Self-Confidence.** Recognize your strengths. Make a list of your strengths, achievements, and positive attributes. Build a self-image of strength and project this image even if you don't feel it. Don't be afraid of failure. Do not avoid acting out of fear of making a mistake. Use mistakes as opportunities to identify where and how to improve your skills. Face your fears and change your perspective through a better understanding of them.
2. **Holding Confident Thoughts.** Hold confident thoughts in your mind. Mentally repeat phrases such as "I know my stuff" or "Calm confidence." Displaying inward confidence helps project confidence, and vice versa. Don't let your statements sound like questions. Don't ramble. Stand by what you say. Build your credibility by the way you do your job. Preserve confidentiality and communicate clearly when addressing conflicts or change.
3. **Communicating with Confidence.** Evaluate your conversations with others. Identify when you conveyed self-doubt. Note differences in what you said and how you said it (words, behaviors, tone of voice, etc.). Build your feeling of competence. List and review areas in which you are competent. If you truly believe you are lacking competence in an area, consult an expert to identify what you can do to increase your competence (i.e. training, reading, etc.).
4. **Reducing Your Reluctance to Face Conflict.** Do not view conflict as a breakdown, rather, view it as the foundation for new approaches. Consider that it may lead to more effective ways of doing things. Explore your reluctance to address conflict. Identify your fears and reluctance to proceed. Ask yourself: "What am I concerned about?" "Why am I hesitant to proceed?" Identify the consequences of conflict. Plan steps to minimize negative consequences.
5. **Projecting Confidence.** Maintain a professional appearance. Stay healthy to sustain physical and mental energy. Use good posture. Smile often and don't forget to make eye contact when talking. Project confidence through your body language. Make appropriate eye contact. Don't fidget. Address any habits that detract from the image you want to project. Display conviction and stand by what you say. Once you make a decision, commit to it.
6. **Improving Yourself to Increase Self-Confidence.** Find your passion and be prepared to let it show. Identify and focus on the enjoyable parts of work. Express your enthusiasm in your work and know the reasons for why you work. Constantly work to improve your skills and performance. Practice new skills. Read and stay informed. Gain new perspectives by expanding your knowledge through reading books, articles, internet resources, etc. Discuss with others about these topics.

* These are abbreviated action-based activities from *Coaching Winners!* You will find many more detailed suggestions in chapters: **23. Leading Courageously**, **16. Delegation & Performance Management**, and **18. Managing Execution**.



3. Energy

Energy This reflects an individual's likelihood of working quickly and energetically, preferring a fast-paced work environment, becoming involved in many activities, and sustaining a rapid mental or physical pace over extended periods of time.

Your score suggests that you are more **Unhurried** than others. Your strengths and cautions include:

Strengths

- Likely succeeds in work environments having a regular routine.
- Adjusts well to low-stimulation environments (e.g., night guard).
- Fits well with work environments where mobility is restricted.
- Likely to feel comfortable with steady, methodical work.

Cautions for Underuse/Overuse

- When work demands pick up, may find it difficult to work quickly.
- May be perceived as lacking energy and enthusiasm.
- May have difficulty in fast-paced work environments.
- Prefers not to be rushed.

Suggested Development Actions:*

To enhance your effectiveness and maximize your career potential, consider implementing one or more of the following development activities:

1. **Developing Energetic Habits.** Show enthusiasm, passion, and excitement about what you are doing. Be passionate about getting work done. Your energy will help you and coworkers be more prolific. Display a sense of urgency. Try to complete assignments quickly. Work hard to meet deadlines and complete tasks in an efficient manner. Build endurance. Exercise regularly to build up your physical and mental stamina.
2. **Building Energy and Endurance.** Exercise regularly. Exercising regularly will increase your overall energy level and you will be able to maintain higher levels of energy longer. Eat healthy. By eating healthy you give your body the nutrients it needs to work at its best. Get plenty of sleep. Try to establish a routine before bed and go to bed at the same time every night to maintain your body's circadian rhythm.
3. **Showing Energy and Enthusiasm.** Embrace multi-tasking. Show you can handle interruptions, think on your feet, and adjust priorities. Prioritize your time when assigned multiple deadlines and competing priorities. Be willing to make quick decisions so you can move on to other issues and get things done. Address pressure energetically. Show energy when you are given more work than normal. Don't hesitate to be stretched with multiple assignments or tight deadlines.
4. **Maintaining Energy Despite Setbacks.** Always remain confident in your ability to get the job done in an effective manner. Act confidently even if you don't feel it and maintain dynamic energy and enthusiasm. Do not take rejection or failure personally, but maintain your persistence and energy. Stay positive and enthusiastic. An attitude of optimism and excitement will enable you to be more dynamic and successful.
5. **Working in a Fast-paced Work Environment.** Show up to work early and ready to start. Do not walk into work with a lethargic attitude or tired demeanor. Come to work with a cheerful attitude. Start your work right away. Avoid negative phrases such as "I'm tired" or "There's so much work to do today." Project confidence and optimism in your words and actions even if you do not feel it. Deal with interruptions right away instead of putting them off until later.
6. **Stretching for a Fast Pace.** Address pressure energetically. Demonstrate that you can be energized when under pressure to get things done. Show energy when you are given more work than normal. Don't hesitate to be stretched with multiple assignments. Embrace multi-tasking and adjust to priorities. Serve on multiple project teams simultaneously. Take on an assignment with a tight-deadline and display drive, energy and initiative.

* These are abbreviated action-based activities from *Coaching Winners!* You will find many more detailed suggestions in chapters: **6. Communication & Influencing** and **24. Inspiring Others**.



4. Self-Control

Self-Control This reflects an individual's likelihood of restraining emotions and not letting others know how they are feeling, controlling emotions and avoiding emotional outbursts, and refraining from making decisions based on emotions or impulses.

Your score suggests that you are more **Emotionally Expressive** than others. Your strengths and cautions include:

Strengths

- May communicate forcefully by the open expression of emotions.
- Tends to show strong emotions that may spur others to action.
- Is easy to "read" because emotions are openly expressed.
- May be very candid in expressing feelings.

Cautions for Underuse/Overuse

- May find it difficult to remain calm in stressful situations.
- Emotional outbursts may make others uncomfortable.
- May have impulsive behavior that is later regretted.
- May become frustrated when things go wrong.

Suggested Development Actions:*

To enhance your effectiveness and maximize your career potential, consider implementing one or more of the following development activities:

1. **Enhancing Listening Skills to Control Emotions and Resolve Conflict.** When approached with a conflict, listen to everything the individual has to say. Ask questions that help you understand the underlying reason for the conflict while allowing the other individual to express more clearly their point of view. Evaluate your listening skills by reviewing past conversations. Consider what you understood the situation to be, and how well you listened.
2. **Building Self-Control by Dealing with Anger.** Communicate what is making you upset. Respectfully, let people know your stress is building. You could say something like, "I am beginning to feel very stressed and upset." Remove yourself from the situation. Implement relaxation techniques such as deep breathing or progressive muscle relaxation. Calm yourself before taking action. Focus on aspects of the situation you can control and ignore things you can't control.
3. **Managing Your Emotions by Understanding Who is in Control.** Recognize you control your actions and reactions. You do not control others' actions. Determine if the situation can be changed or needs to be accepted. Work on identifying the differences. Develop a greater personal sense of control. Learn to manage emotional reactions and become courageous enough to make changes when possible.
4. **Responding Calmly to Accusations and Complaints.** Make a list of individuals with whom you have had negative encounters (involving accusations or complaints) over the past few months. Identify patterns that emerge from the list. Is there a type of individual with which you have difficulty? Identify common ground and how you can work together to solve the problem. Identify potential difficulties prior to your interaction and anticipate your own response.
5. **Enhancing Self-Control by Asserting Yourself Productively.** Explicitly state your request to others. Do not allude to a problem diagnosis by only discussing symptoms or assume the person knows what you want. Be aware of your emotions. Identify your emotional state and ask yourself how others may interpret it. Pay attention to your non-verbal cues and try to control your facial reactions. Be aware of your assumptions and habits. Know your tendencies in difficult situations.
6. **Responding Appropriately to Emotionally-Laden Requests.** Ask for clarification when you aren't absolutely sure you understand what has been requested of you. Don't promise to fulfill a request you do not fully understand. Retain the power to say "No or not now." Be willing to say "No" to unjustified requests. Follow through with your promises. If you must break a promise, contact the other person quickly, explain the situation, and try to offer an alternative.

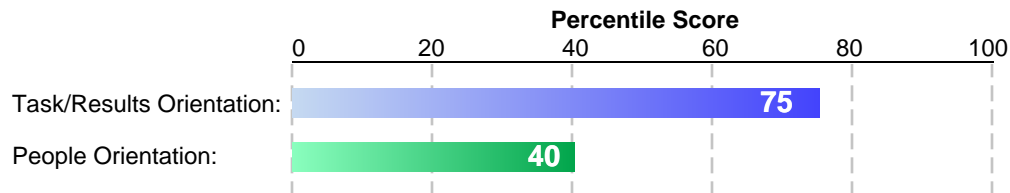
* These are abbreviated action-based activities from *Coaching Winners!* You will find many more detailed suggestions in chapters: **1. Initiative & Risk Taking** and **3. Drive for Results**.



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 different leadership styles depending on the situations 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

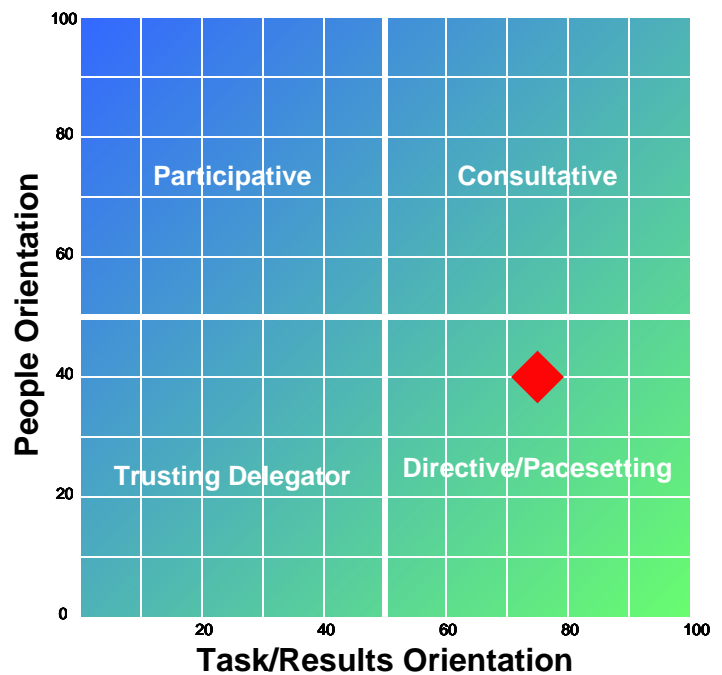
The resulting four Leadership Styles include:

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: **Directive**

You are very likely to prioritize objectives, allocate assignments, delegate activities, and monitor progress toward goals. In these situations you are very focused on what is to be accomplished and how it is to be done. However, sometimes you are likely to feel that in these situations you may be too controlling and it will be less comfortable for you. At times you may lead others by setting an example of industriousness and achievement. You may feel it is necessary in special situations to step in, tending to do many things yourself and be a "trail blazer" where you expect your subordinates to follow your example. You are a good fit in environments with new or inexperienced staff who need strong guidance.

You Are Most Effective When:

- High-stakes decisions and procedures are made and any straying from procedures could incur serious consequences.
- An organization is highly focused on meeting task objectives before developing staff.
- Leaders must quickly establish structure in crisis situations.

You Are Least Effective When:

- Team members are knowledgeable and have unique contributions to add to the organization.
- Scientists conduct independent research, or in academic settings where "academic freedom" is prized.
- Staff members are highly self-reliant and creative and want to be free to perform as they think best.



Development Planning Worksheet

Please use the following worksheet to create a specific plan of action for your development. You may use the development recommendations from this report or other ideas and resources.

Development Area #1:							
Development Objective:	Action to Take: (Specific steps, experience, process, stretch assignments, or courses.)						
Progress Update # 1 (after 3 months) Date:	Progress Update # 2 (after 6 months) Date:						
Summary of Progress Discussion (between employee and manager/coach):							
Behavior change observed (by employee and manager/coach). Place a "X" on the scale for 3 months. Place an "O" for 6 months.							
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Less Effective	No Perceptable Change	More Effective					
-5 -4 -3 -2 -1 0 +1 +2 +3 +4 +5							
Updated Plan of Action:							

Development Area #2:							
Development Objective:	Action to Take: (Specific steps, experience, process, stretch assignments, or courses.)						
Progress Update # 1 (after 3 months) Date:	Progress Update # 2 (after 6 months) Date:						
Summary of Progress Discussion (between employee and manager/coach):							
Behavior change observed (by employee and manager/coach). Place a "X" on the scale for 3 months. Place an "O" for 6 months.							
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