# WSA™ | WORKING STYLES ASSESSMENT™

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## Interpretive Report

Generated by **PAR**iConnect™

Prepared for:

**Sample Client**

06/27/2014

## Introduction

This report is intended to be used by professionals working with an individual (i.e., the user) who has completed the Working Styles Assessment (WSA). This report provides information about the strengths and preferences of the user as they relate to workplace personality.

## Overview of the WSA

The WSA is a self-assessment of workplace personality characteristics related to successful job performance. The constructs assessed with the WSA represent the strengths and preferences of the individual in his or her job. The WSA includes 18 working styles, which are grouped into five broad constructs: Drive, Interpersonal Skill, Adjustment, Responsibility, and Problem-Solving Skill. Beginning on page 4, this report describes what each of these constructs represents and which working styles they comprise. The working styles measured by the WSA are based on the Occupational Information Network (O*NET) taxonomy of work styles, a collection of traits that describes the personality characteristics associated with success across a variety of jobs.

The WSA can help individuals gain a better understanding of their personal work preferences and how they approach a variety of situations in the workplace. This information can be used to identify or narrow a list of potential occupations that an individual may find satisfying and in which he or she may perform well.  It can also provide the foundation for career exploration: individuals can use the information provided in this report, in combination with the occupational descriptions provided by the O*NET, to investigate occupations for which they are best suited based on the work styles that are important for success in those particular jobs.

Choosing a career is a complex task that requires individuals to consider a multitude of factors including their values, interests, skills, abilities, education, and experience.  The WSA is only one way to explore career possibilities. To maximize the benefits of the WSA, the results of this assessment should be evaluated in combination with other career exploration activities, such as interest inventories and discussions with the individual regarding their abilities and aptitudes.
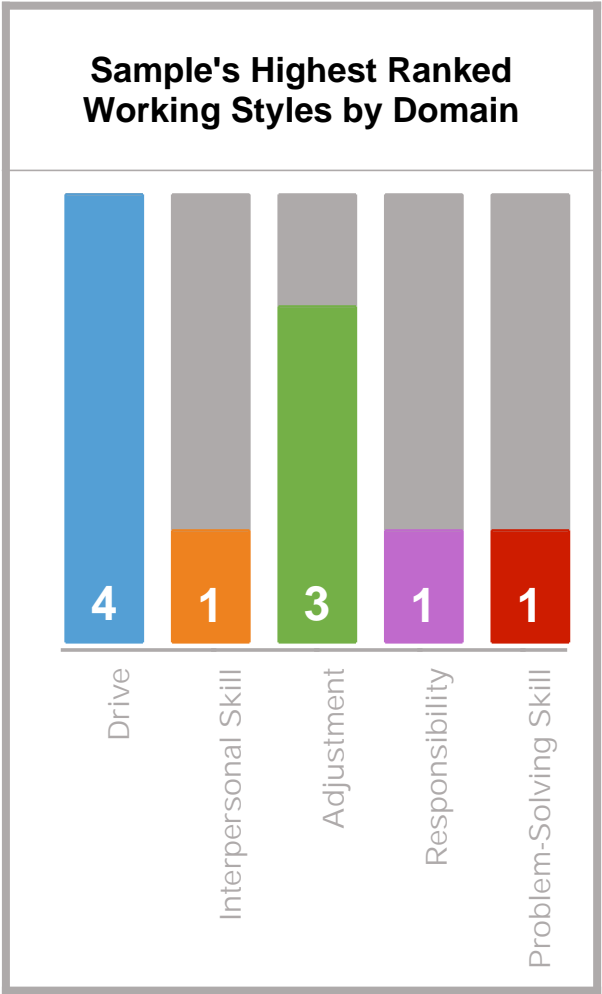
# Sample Client's Highest Ranked Working Styles

This following list represents the ranking of Sample Client's working styles with the ten highest scores. These characteristics can be considered Sample Client's core strengths and preferences, and provide a foundation for evaluating his workplace personality characteristics.

Each of the 18 working styles can be grouped into one of five broad categories of work-related personality traits. The graph below represents the number of Sample Client's highest ranked working styles from each broad category. This information can help clarify and summarize Sample's strengths.

## Sample's Highest Ranked Working Styles

1. Self Control
2. Adaptability
3. Confidence
4. Persistence
5. Dependability
6. Achievement
7. Social Orientation
8. Initiative
9. Stress Tolerance
10. Analytical Thinking

## Sample's Highest Ranked Working Styles by Domain

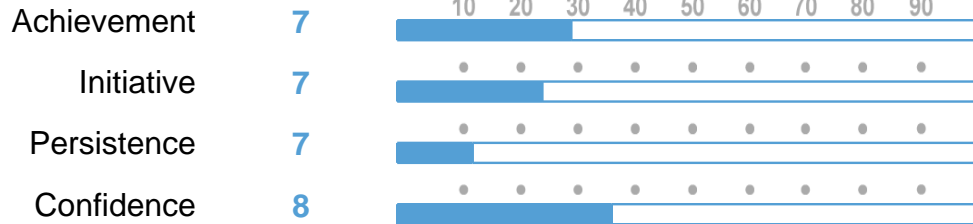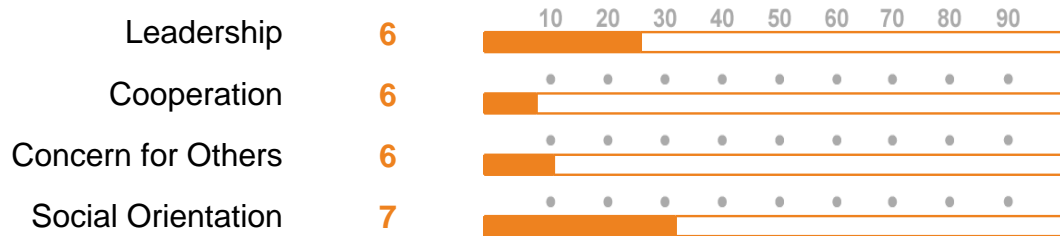| Drive | Interpersonal Skill | Adjustment | Responsibility | Problem-Solving Skill |
|-------|---------------------|------------|----------------|------------------------|
| 4 | 1 | 3 | 1 | 1 |

# Summary of Scores

**Score**
out of 14 points

**Percentiles**
indicates the percentage of individuals from the national sample whose scores are equal to or less than this score
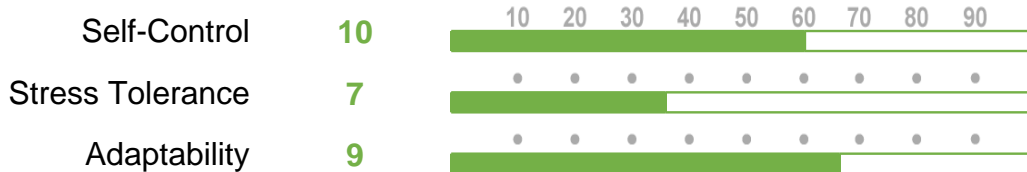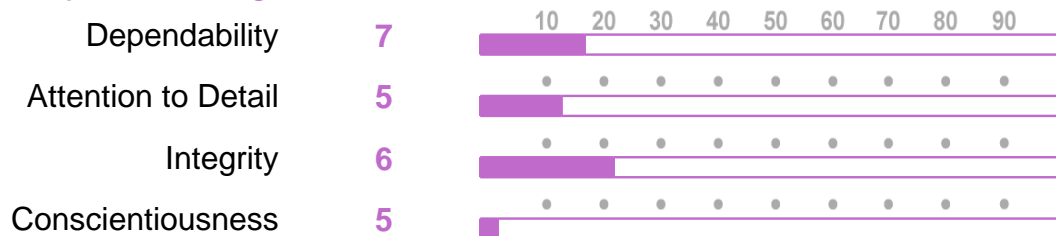
## Drive

| Scale | Score | Percentile |
|---|---|---|
| Achievement | 7 | |
| Initiative | 7 | |
| Persistence | 7 | |
| Confidence | 8 | |

## Interpersonal Skill

| Scale | Score | Percentile |
|---|---|---|
| Leadership | 6 | |
| Cooperation | 6 | |
| Concern for Others | 6 | |
| Social Orientation | 7 | |

## Adjustment

| Scale | Score | Percentile |
|---|---|---|
| Self-Control | 10 | |
| Stress Tolerance | 7 | |
| Adaptability | 9 | |

## Responsibility

| Scale | Score | Percentile |
|---|---|---|
| Dependability | 7 | |
| Attention to Detail | 5 | |
| Integrity | 6 | |
| Conscientiousness | 5 | |

## Problem-Solving Skill

| Scale | Score | Percentile |
|---|---|---|
| Independence | 5 | |
| Innovation | 6 | |
| Analytical Thinking | 6 | |

Normative Group: Gender Specific

# Sample Client's Working Style Characteristics

The following section describes the constructs and working styles measured by the WSA. The likely preferences and tendencies of the individual user, based on his or her WSA scores, are also described. This information is intended to provide a sense of how this individual might function in the workplace, and it can be used to guide discussions about careers that may be a good fit based on these strengths and preferences. The information presented here does not represent observed behaviors of the individual; instead, it provides general guidelines about what the user's personal characteristics may be, as suggested by their WSA scores. Incumbents and job experts have identified which working styles are the most important for a majority of the occupations in the O*NET database. In the following sections, examples of these occupations are provided for each working style.

## *Drive*

The Drive construct consists of the following working styles: Achievement, Initiative, Persistence, and Confidence. Collectively, these scales reflect the drive and motivation needed to advance in jobs. The following sections provide a definition of each working style that makes up the Drive construct and describe how Sample Client's scores on these working styles may reflect his preferences and behaviors in the workplace.

*Achievement*
Score: 7

*The Achievement scale assesses an individual's tendency to set challenging goals and work hard toward their completion, often going beyond expectations. Occupations that require high levels of achievement include Economist, Advertising Sales Agent, and Musician.*

Sample's Achievement score suggests that he tends to set attainable goals for himself. It also suggests that he is usually a hard worker, that he is generally satisfied with doing what is expected of him at work, and that he may strive to exceed expectations on occasion. It is likely that he can successfully manage more than one task at a time.

*Initiative*
Score: 7

*The Initiative scale assesses the likelihood of an individual identifying opportunities to learn and advance in his or her field and engaging in new activities and responsibilities. Occupations that require high levels of initiative include Reporter, Web Administrator, and Computer Programmer.*

Based on Sample's Initiative score, he is unlikely to volunteer for a new task and may dislike having additional responsibilities added to his workload. He also may lack interest in learning new skills that could help him at work and will wait until he is told to do something before beginning a task. His coworkers may describe him as reluctant or hesitant.

*Persistence*
Score: 7

*The Persistence scale assesses an individual's ability to see tasks through to completion despite frustrations and problems that may occur. Occupations in which persistence is important include Community Health Worker, Compliance Manager, and Talent Agent.*

Sample's Persistence score suggests that he tends to get frustrated easily by obstacles and may leave tasks unfinished. It also indicates that he prefers tasks that are easy to complete in a short timeframe and may have a hard time working on things that he finds uninteresting or challenging. His coworkers may describe him as easily distractible.

*Confidence*
Score: 8

*The Confidence scale assesses an individual's level of self-assurance and ability to clearly articulate his or her own ideas. Occupations that require a great deal of confidence include Lawyer, Entrepreneur, and Sales Representative.*

Based on Sample's pattern of responses on this scale, he is likely to be comfortable sharing his opinion but may hesitate if he senses it is unpopular. He tends to make decisions easily but may prefer to get support from coworkers and supervisors. He generally feels comfortable sharing his thoughts in front of a large group.

# Sample Client's Working Style Characteristics

## *Interpersonal Skill*

The Interpersonal Skill construct consists of the following working styles: Leadership, Cooperation, Concern for Others, and Social Orientation. As a group, these scales reflect teamwork and sensitivity towards others' feelings. The following sections provide a definition of each working style that makes up the Interpersonal Skill construct; they also describe how Sample Client's scores on these working styles may reflect his preferences and behaviors in the workplace.

**Leadership**
Score: 6

*The Leadership scale assesses an individual's ability and desire to lead groups, manage others, take charge, and direct the work of others. Leadership is an important factor in occupations such as IT Project Manager, Athletic Coach, and Music Director.*

Sample's Leadership score suggests that he is likely to accept a leadership role if it has been assigned to him, but may not volunteer to manage a group. His pattern of responses indicate that he can be assertive, but he may be uninterested in the responsibility of being in charge.

**Cooperation**
Score: 6

*The Cooperation scale assesses an individual's ability to work as part of a team, help others succeed, and resolve conflicts. Occupations in which cooperation is important include Chef, Event Planner, and Dental Assistant.*

Sample's Cooperation score indicates that he may tend to prefer the solitude of working independently. Lending a helping hand to coworkers is probably not a priority for him, especially when doing so takes time away from completing his own work. His colleagues may describe him as being hard to get along with at times.

**Concern for Others**
Score: 6

*The Concern for Others scale assesses an individual's predisposition to show care, empathy, and understanding of others' feelings. This is especially important in occupations such as Counselor, Social Worker, and Physical Therapist.*

Based on Sample's pattern of responses on this scale, he tends to be unaware of the feelings of his colleagues and can at times be insensitive to their needs. It is likely that he prefers his coworkers not share personal information with him, and he may find it difficult to put himself in their situation and give meaningful advice. His coworkers might describe him as indifferent or uninterested in their personal lives.

**Social Orientation**
Score: 7

*The Social Orientation scale assesses an individual's tendency to interact with others at work in a friendly and outgoing way. Social orientation is an important factor in occupations such as Restaurant Host, Flight Attendant, and Personal Trainer.*

Sample's Social Orientation score suggests that he generally tends to be friendly and outgoing. It is likely that he has good professional relationships with his coworkers but probably has few personal friendships at work.

# Sample Client's Working Style Characteristics

## *Adjustment*

The Adjustment construct consists of the following working styles: Self-Control, Stress Tolerance, and Adaptability. Collectively, these scales reflect flexibility and composure in high-pressure situations. The following sections provide a definition of each working style that makes up the Adjustment construct; they also describe how Sample Client's scores on these working styles may reflect his preferences and behaviors in the workplace.

*Self-Control*
Score: 10

*The Self-Control scale assesses an individual's ability to control his or her emotions and perform effectively despite changes in mood or emotional state. Self-control is especially important in occupations such as Security Guard, Psychiatric Nurse, and Arbitrator.*

Sample's Self-Control score reflects his tendency to be patient and difficult to aggravate. It is likely that he can control his temper easily and approach heated situations in a calm and controlled manner. He tends to avoid arguments with coworkers and can disagree without arguing. His colleagues might describe him as patient and easy-going.

*Stress Tolerance*
Score: 7

*The Stress Tolerance scale assesses an individual's tendency to remain calm in stressful situations and accept criticism with poise. It is especially important in occupations such as Correctional Officer, Police Dispatcher, and Substance Abuse Counselor.*

Based on Sample's pattern of responses on this scale, it is likely that he can work effectively in a mildly stressful environment, but may sometimes let job pressures get in the way of him concentrating on his work. He tends to be open to hearing constructive criticism.

*Adaptability*
Score: 9

*The Adaptability scale assesses an individual's attitude toward engaging in a variety of different tasks and functioning in a dynamic work environment. Occupations that require an individual to be adaptable include Primary School Teacher, Management Analyst, and Multimedia Artist.*

Sample's Adaptability score suggests that he tends to enjoy having a predictable environment at work, but also adapts well to a change in his routine. It is likely that he is open to changing the way he does things if he thinks it may lead to greater success at work, but will not switch things up just for the sake of variety.

# Sample Client's Working Style Characteristics

## *Responsibility*

The Responsibility construct consists of the following working styles: Dependability, Attention to Detail, Integrity, and Conscientiousness. Taken together, these scales reflect reliability and honesty in the workplace. The following sections provide a definition of each working style that makes up the Responsibility construct; they also describe how Sample Client's scores on these working styles may reflect his preferences and behaviors in the workplace.

### Dependability
Score: 7

*The Dependability scale assesses an individual's tendency to be punctual, responsible, and able to fulfill the commitments they make. It is especially important in occupations such as General Manager, Court Reporter, and Receptionist.*

Sample's Dependability score suggests that he may not instill confidence in his coworkers that he can complete the work he has committed to doing. They also suggests that the quality of his work may be inconsistent. His coworkers might describe him as being inconsistent or unreliable.

### Attention to Detail
Score: 5

*The Attention to Detail scale assesses an individual's level of precision, organization, and ability to focus on details in his or her work. Occupations in which attention to detail is of primary importance include Financial Analyst, Architect, and Aircraft Mechanic.*

Based on Sample's responses on this scale, it is likely that he shies away from tasks that are very detailed, preferring instead to think about the "big picture." He may have a tendency to turn in work without reviewing it first, or he may turn in a less-than-perfect product in order to make sure it's done on time. His coworkers might describe him as being careless or inexact.

### Integrity
Score: 6

*The Integrity scale assesses an individual's tendency to follow the rules, tell the truth, and behave in an ethical way. Occupations that require a great deal of integrity include CEO, Comptroller, and Pharmacy Technician.*

Sample's Integrity score indicates that he tends to act according to his own set of rules and may view regulations and guidelines as suggestions rather than strict policies. He may deviate from procedure if he feels it does not apply to his specific situation. His coworkers may sometimes find his motives to be questionable.

*Conscientiousness*
Score: 5

*The Conscientiousness scale assesses an individual's level of self-discipline and his or her ability to work in a deliberate, organized, and thoughtful way. Conscientiousness is important in occupations such as Administrative Assistant, Paralegal, and Accounts Payable Clerk.*

Sample's Conscientiousness score suggests that he is likely to start working on a new task without first thinking through how he will complete it. It also suggests that he may struggle to stay organized and may find himself unprepared for the day ahead. His coworkers might find him to be undisciplined or shortsighted.

# Sample Client's Working Style Characteristics

## *Problem-Solving Skill*

The Problem-Solving Skill construct consists of the following working styles: Independence, Innovation, and Analytical Thinking. Collectively, these scales reflect creativity and objectivity in an individual's approach to workplace challenges. The following sections provide a definition of each working style that makes up the Problem-Solving Skill construct; they also describe how Sample Client's scores on these working styles may reflect his preferences and behaviors in the workplace.

*Independence*
Score: 5

*The Independence scale assesses an individual's self-reliance and his or her ability to make decisions and complete tasks without supervision. Independence is important in occupations such as Small Business Owner, Geographer, and Landscaper.*

Sample's pattern of responses on this scale indicate that he tends to prefer working under the close guidance of his supervisor. It is likely that he may be uneasy making decisions on his own and may prefer to have someone else give him clear direction on how to complete a task. His coworkers might describe him as dependent and insecure at times.

*Innovation*
Score: 6

*The Innovation scale assesses an individual's level of creativity and his or her tendency to identify alternative solutions and new ways of doing things. Innovation is important in occupations such as Copywriter, Mathematician, and Interior Designer.*

Sample's Innovation score suggests that he is likely to follow the established way of doing things and may be uncomfortable experimenting with new ideas. His scores also suggest that he prefers tasks that have clear direction; he may struggle to come up with creative solutions to a problem. His coworkers might describe him as a concrete thinker.

*Analytical Thinking*
Score: 6

*The Analytical Thinking scale assesses an individual's ability to solve problems logically and methodically by analyzing relevant information. It is important in occupations such as Actuary, Civil Engineer, and Epidemiologist.*

Sample's Analytical Thinking score suggests that he tends to shy away from theoretical discussions and tasks that require a great deal of objectivity. It also suggests that he is likely to come to a conclusion quickly and may rely primarily on his instincts to make decisions. His coworkers might find him to be impulsive and spontaneous.

# Diagnostic Signs

After reviewing the scores for each working style, a more in-depth evaluation of Sample Client's profile may be needed. The following section includes a brief description and analysis of two additional diagnostic signs that can be taken into account when reviewing Sample's WSA profile. These diagnostic signs can provide a more complete picture of Sample's work styles and preferences, and they can be especially helpful in circumstances where he may be struggling with a career choice, unsure of what careers he is interested in pursuing, or when his scores reflect a different set of strengths and preferences than he anticipated.

*Profile Elevation*
Score: 120

*Profile elevation refers to the overall level of endorsement an individual indicates across all working styles. A score for profile elevation is calculated by adding together the scale scores for each of the 18 working styles.*

Sample Client obtained a profile elevation score of 120, which is in the Low range.

Low Profile Elevation scores may indicate that the individual lacks self-confidence or is unwilling to rate themselves highly on any trait. Sample may require more assistance from a professional; he may be experiencing anxiety or self-doubt about his career readiness or capabilities. It may be helpful to determine why he gave himself such low ratings and help him identify some areas of strength that he may not have considered. Exploring career options that play to these strengths may further help Sample gain a better understanding of his personality as it relates to the workplace.

*Differentiation*
Score: 5

*Differentiation refers to the level of distinctiveness of a personality or occupational profile. A differentiation score is calculated by subtracting the lowest scale score in the profile from the highest scale score. This gives an indication of the range of scores on the WSA.*

Sample Client obtained a Differentiation score of 5, which is in the Average range.

Sample's average Differentiation score indicates that he responded in varying ways across the different working styles, suggesting that he has a realistic view of his specific strengths in the workplace; he likely responded to the items in this assessment in an honest and candid manner.

# WSA Item Responses

| Section A.1 | Section C.1 | Section E.1 | Section G.1 | Section I.1 | Section K.1 | Section M.1 | Section O.1 | Section Q.1 |
|---|---|---|---|---|---|---|---|---|
| A | A | D | D | A | D | A | A | A |
| A | A | A | A | A | A | D | A | A |
| A | A | A | A | D | D | D | D | D |
| A | D | A | A | Section I.2 | A | D | A | D |
| D | D | D | D | A | A | D | A | D |
| D | D | A | D | A | Section K.2 | D | D | D |
| D | D | D | D | A | A | A | Section O.2 | D |
| D | D | D | D | D | D | Section M2 | A | D |
| D | D | Section E.2 | Section G.2 | D | A | D | A | A |
| D | D | D | D | D | D | D | A | A |
| Section A.2 | Section C.2 | D | D | D | A | A | A | Section Q.2 |
| D | D | A | D | D | D | A | A | D |
| D | D | A | A | D | D | A | A | A |
| D | D | A | A | D | D | D | D | A |
| A | D | A | A | D | D | A | A | D |

| Section B.1 | Section D.1 | Section F.1 | Section H.1 | Section J.1 | Section L.1 | Section N.1 | Section P.1 | Section R.1 |
|---|---|---|---|---|---|---|---|---|
| A | A | D | A | D | D | A | A | A |
| A | A | A | A | D | D | A | A | A |
| A | A | D | A | A | D | D | A | D |
| D | A | A | D | A | D | D | D | D |
| D | D | D | A | Section J.2 | A | Section N.2 | D | A |
| D | D | A | D | A | A | D | D | D |
| D | D | D | D | A | A | D | Section P.2 | D |
| D | D | Section F.2 | D | D | A | D | D | A |
| Section B.2 | D | A | D | A | A | D | D | A |
| D | Section D.2 | D | Section H.2 | D | Section L.2 | A | A | Section R.2 |
| D | D | A | D | A | A | A | A | D |
| D | D | D | A | D | A | A | A | A |
| D | D | A | D | A | D | A | A | A |
| A | D | D | D | D | D | A | A | A |
| A | A | A | A | D | A | A | A | A |

*Note.* A = Agree, D = Disagree.
"---" indicates a missing response.

**\*\*\* End of Report \*\*\***

*The Career Exploration Worksheet has been included as an appendix to this report. It was designed to be used by the client as a tool to further explore his career options. Please separate the following three pages from the rest of this report and provide them to the client.*

# Career Exploration Worksheet

Sample, the following pages were designed for you to use as a tool to research career options or narrow down a list of potential careers in light of your WSA results. Your top working styles are included in the personalized chart below.

Explore the O*NET at www.onetonline.org to learn more about the occupations you are interested in pursuing. The O*NET provides a wealth of information, including the working styles that are most important for success in a given job. Using the table below, write down some potential occupations that interest you in the spaces at the top. Use the O*NET to find out which working styles are most important for those jobs. When there is a match between one of your own top working styles and one of the working styles important for a potential occupation, make a check mark in the corresponding box. Count the check marks in each column and write the total in the spaces at the bottom. The higher the number of matches, the more confident you can be that you may perform well in that job.

| Potential Occupations: | Occupation 1 _____ | Occupation 2 _____ | Occupation 3 _____ | Occupation 4 _____ |
|---|---|---|---|---|
| **Highest Scoring Working Styles** | | | | |
| Self Control | ☐ | ☐ | ☐ | ☐ |
| Adaptability | ☐ | ☐ | ☐ | ☐ |
| Confidence | ☐ | ☐ | ☐ | ☐ |
| Persistence | ☐ | ☐ | ☐ | ☐ |
| Dependability | ☐ | ☐ | ☐ | ☐ |
| Achievement | ☐ | ☐ | ☐ | ☐ |
| Social Orientation | ☐ | ☐ | ☐ | ☐ |
| Initiative | ☐ | ☐ | ☐ | ☐ |
| Stress Tolerance | ☐ | ☐ | ☐ | ☐ |
| Analytical Thinking | ☐ | ☐ | ☐ | ☐ |
| Innovation | ☐ | ☐ | ☐ | ☐ |
| Concern for Others | ☐ | ☐ | ☐ | ☐ |
| **Total Matches** | _____ | _____ | _____ | _____ |

Your working styles are most useful when they support an occupational choice you have already made, or when they help you to uncover new job possibilities that you did not previously consider. If your strongest working styles do not seem to align with an occupation that you have chosen, consider other ways in which you could utilize your strengths in that job. Remember that not all jobs with the same title will require the same set of skills and abilities. Look for specific options within that job type that best match your personal strengths.

# Next Steps

Remember: no one but you can make your occupational decision. No single resource or test can provide you with one right choice, but the WSA can help you focus on some of the more likely possibilities. Here are some other ways you can explore your career potential.

1. **Learn more about yourself.** Your working styles are just one factor that you can consider when choosing an occupation. Explore what your interests are and think about which skills and abilities are your strongest. Consider completing a vocation interest inventory, such as the Self-Directed Search®, to learn more about jobs that may interest you.

2. **Find out what training is required.** Investigate the educational requirements for the occupations that interest you. Look up these occupations on the O*NET and find out what kind of education or training is required for each occupation that you listed above. Where could you obtain the required training? Is it financially possible? Is it reasonable in terms of your learning ability, age, and family situation? Also, consider any health or physical limitations that might affect your choice and how you would cope with them.

3. **Talk to people who hold jobs that interest you.** Get more information about occupations by talking to people who are employed in the jobs that interest you most. Ask them about their strengths and how those strengths help them succeed at their job. Everyone is different, so it's a good idea to talk to several people who have the same occupation. Find out if there are opportunities to volunteer at their workplace or shadow that person for a day to get hands-on experience.

# Resources

**America's Career Info Net:** www.careerinfonet.org
Part of CareerOneStop, this Web site offers a variety of tools and resources for career exploration, education information, and job search instruction. It helps users explore career opportunities and make informed employment and education choices. It is sponsored by the U.S. Department of Labor, Employment and Training Administration.

**National Career Development Association:** www.ncda.org
This Web site is updated annually with hundreds of helpful resources, services, and tools that assist users in exploring careers, planning for the future, searching for employment, and finding the additional training necessary to pursue a dream.

**Occupational Outlook Handbook:** www.bls.gov/ooh
This Web site provides the latest information on more than 250 occupations accounting for 90% of U.S. jobs. Information includes the nature of work, places of employment, training and other qualifications, advancement, employment outlook, earnings and working conditions, and sources of additional information.

**O*NET Online:** www.onetonline.org
This Web site was created to provide broad access to the Occupational Information Network database of occupational information, which includes information on skills, abilities, work activities, and interests associated with over 950 occupations. This resource allows visitors to browse occupations using many different search terms.
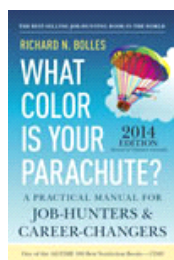
**Riley Guide:** www.rileyguide.com
The Riley Guide is a directory of job, career, and education information sources available online.

**Self-Directed Search (SDS) Web site:** www.self-directed-search.com
This Web site provides valuable information for parents, students, teachers, job seekers, and professionals. It includes training materials, news, and other resources.

**What Color is Your Parachute?** www.jobhuntersbible.com
Published annually since 1970 and with more than 12 million copies sold, Richard Bolles' book *What Color is Your Parachute? A Practical Manual for Job Hunters and Career Changers* is a complete career guide that covers the full gamut of topics related to one's career mission and strategies for accomplishing it. The companion Web site is designed as a supplement to the book.