

Work Style Lens™ (WS-Lens)

Profile Report

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The Work Style Lens™ (WS-Lens) has been designed to be a reliable, fair, and valid measure of the **work styles** that contribute to and influence job success. It can be a useful tool in both hiring and development contexts, including team development. The work styles measured by WS-Lens can be thought of as the individual's **typical patterns of thinking, feeling, and behaving**. Work styles are those aspects of personality **most important for success at work**. They map directly to a taxonomy of job characteristics called O*NET, a database that provides up-to-date information about the importance of these work styles for over 900 occupations (www.onetonline.org). WS-Lens profiles offer insight into an individual's **likely fit** to the work style requirements of a given job. While people can modify their behaviors in order to be effective, a poor fit on a number of the important work styles for a job suggests the person may not be well suited to that role. There is no right or wrong personality profile. Rather, different profiles will fit better in some roles than others. Also, WS-Lens scores should be viewed as indicators of how a person is likely to behave, not absolutes. Because the results are based on self-description, the accuracy of the results depends on the respondent's honesty and openness in answering the questionnaire. WS-Lens includes an Unlikely Virtues scale that flags respondents who have responded in an unrealistic manner. **Please treat the information in this report as confidential**, do not share beyond the intended purpose, and store score reports in a secure location.

The 16 WS-Lens scales are defined below. They are organized into **four broad themes**, and each theme is color coded to highlight the similarities in the content of the scales included. Results are presented on the following four pages.

Theme	WS-Lens Scale	Definition
Relating to People	Leadership Orientation	Tends to be assertive and to take charge; willingly offering opinions, persuading and inspiring.
	Social Orientation	Tends to seek out and be comfortable in social situations. Prefers being surrounded by people and the focus of attention.
	Cooperation	Good-natured, approachable, and quick to help others.
	Concern for Others	Perceptive, caring, and in tune with other coworkers' feelings and personal problems.
Dealing With Emotions	Self-Control	Tends to maintain composure, control anger, and keep emotions in check, even in difficult situations.
	Stress Tolerance	Prefers high pressure environments, works well under stress, and accepts criticism.
	Adaptability/Flexibility	Tends to embrace new things, change, and variety.
Approaching Work	Dependability	Can be counted on to be on time, fulfill obligations, and meet deadlines.
	Attention to Detail	Tends to focus on details, catch errors, and complete all tasks thoroughly and carefully.
	Rule Following	Adheres to rules and regulations, behaves honestly and ethically, and follows set procedures.
	Achievement/ Effort	Strives for success and recognition, to get ahead, and be the best; sets difficult work goals and works hard.
	Persistence	Tends to persist and complete work tasks, even when faced with obstacles or difficulties, or when success is unlikely.
	Initiative	Willing to take on and enjoys new or additional work responsibilities and challenges.
Thinking Styles	Innovation	Prefers thinking creatively and coming up with original ideas and unique ways to solve problems.
	Analytical Thinking	Prefers analyzing complex issues in depth and using logic to address work-related issues or problems.
	Independence	Prefers freedom to guide self with little or no supervision and developing own way of doing things.

How to interpret scores:

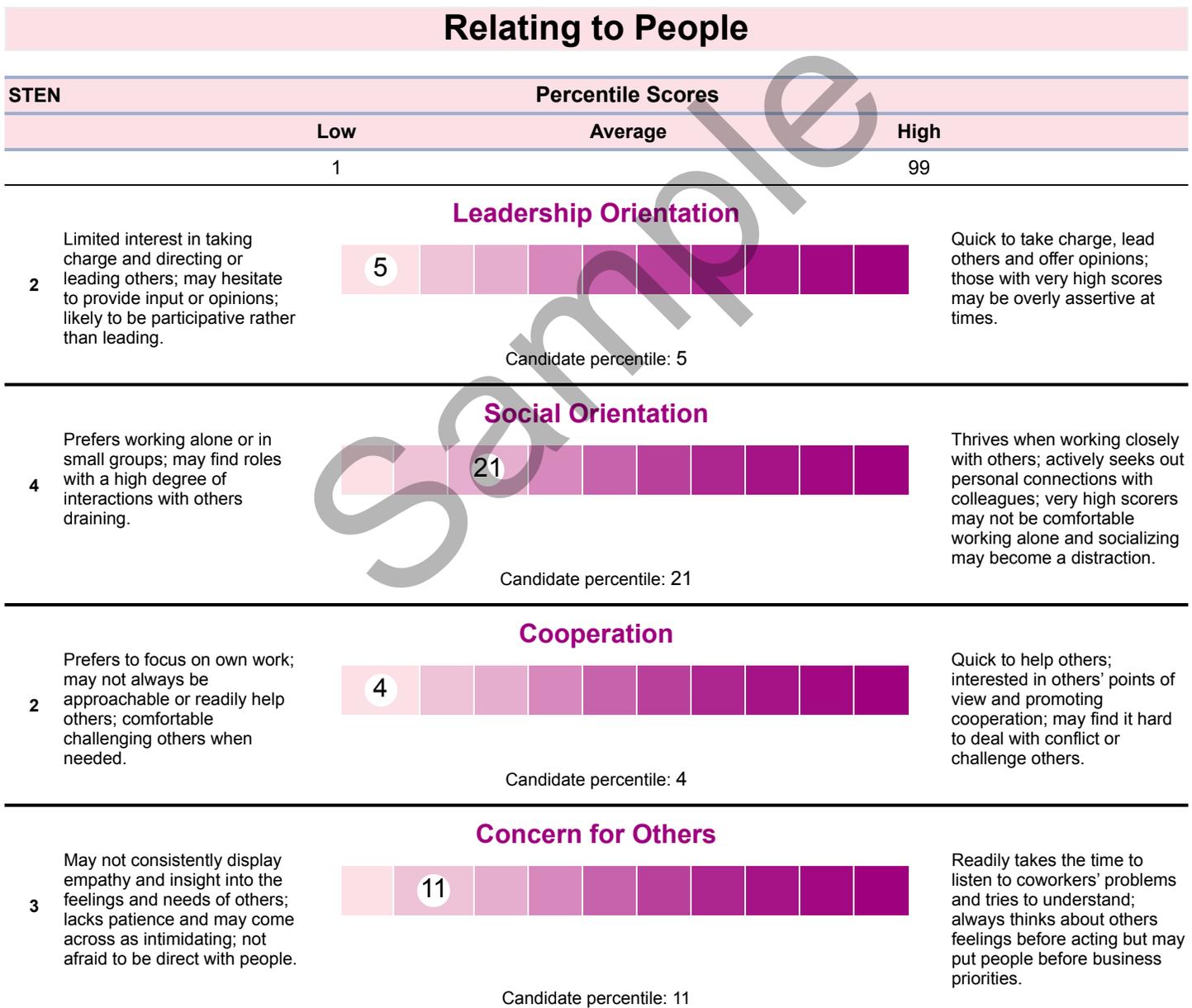
The WS-Lens scores are generated by comparing an individual's responses with those of a group of individuals who completed the instrument previously (a normative sample or norm reference group).

The graphs present the Percentile Scores for each scale, which range from 1 to 99. These indicate the percentage of individuals in the normative sample who scored the same or lower than the respondent. For example, a score at the 34th percentile means that 34% of the normative sample had scores lower or the same as the respondent.

The text to left of the graph describes the likely behaviors of those who score at the lowest levels. Similarly, the text to the right describes the likely behaviors of those who score at the highest levels. The behaviors of those who score nearer the middle of the scale will be less extreme or less consistent.

Standard Ten (STEN) scores are provided at the far left of each scale. STEN is a standardized scale ranging from 1 to 10 (with a mean of 5.5 and a standard deviation of 2 in the normative sample).

Norm Group: Managers



Dealing With Emotions

STEN	Percentile Scores		
	Low	Average	High
	1		99

Self-Control

3 Expresses emotions openly and may have difficulty containing emotions when provoked. May allow feelings to get in the way of work.



Candidate percentile: 7

Keeps emotions in check even in difficult situations. Reacts appropriately to frustration and aggression; often suppresses negative emotions.

Stress Tolerance

1 Sensitive to the environment; may react negatively to stressful situations or criticism.



Candidate percentile: 1

Enjoys and thrives in high-pressure and stressful situations; open to criticism and feedback.

Adaptability/Flexibility

3 Thrives in a standard, predictable, routine work environment; may be thrown off by unexpected changes.



Candidate percentile: 7

Enjoys change and variety in the workplace; may become bored easily; less likely to thrive in an environment with a lot of repetition.

Approaching Work

STEN	Percentile Scores		
	Low	Average	High
	1		99

Dependability

1 May be casual or inconsistent in approach to work obligations and deadlines; may miss deadlines or push work off to others when more compelling opportunities arise.



Candidate percentile: 1

Consistently on time and meets deadlines; can be counted on to fulfill obligations, but may have difficulty incorporating new demands into schedule.

Attention to Detail

6 Tends to focus on the big picture and avoids tasks that require excessive attention to detail; may miss or overlook important details.



Candidate percentile: 66

Enjoys and excels at tasks requiring a strong focus on details, double-checks work and catches errors, but may have trouble working quickly and may not see the bigger picture.

Rule Following

7 May not strictly adhere to rules or regulations across all situations; comfortable working without formal procedures; more concerned with the outcomes than the process.



Candidate percentile: 81

Strictly follows rules and regulations; does things "by the book"; not likely to question rules or procedures even when they get in the way of the work itself.

Achievement/Effort

1 Not overly concerned about advancement, may sometimes need a push to get work done.



Candidate percentile: 1

Strives for success, recognition, and to be the best; sets challenging goals; high scorers may be overly competitive.

Persistence

2 Focuses energy on doable tasks; may lack follow-through in the face of difficulties, obstacles, or when success is unlikely



Candidate percentile: 4

Doggedly continues assigned work even in the face of difficulties and obstacles; may occasionally need help redirecting efforts or prioritizing.

Initiative

2 Unlikely to take on additional work responsibilities or challenges; rarely becomes overextended.



Candidate percentile: 5

Self-starter; enjoys taking on new challenges and responsibilities; may occasionally overcommit or take on work that exceeds own capabilities.

Thinking Styles

STEN	Percentile Scores		
	Low	Average	High
	1		99

Innovation

7 Looks to apply what is already known or existing approaches when addressing issues or problems; tends to be practical and realistic; accepts the status quo; finds working creatively challenging.



Enjoys producing new and creative ideas to address work-related issues or problems; tends to be creative and imaginative; ideas may lack realism or a plan to deliver.

Candidate percentile: 79

Analytical Thinking

1 Prefers to act on instinct; may miss opportunities to use logic to resolve issues or problems.



Enjoys analyzing complex issues in depth and using logic to address work-related issues or problems, asking questions, and thinking critically; could overcomplicate the simple.

Candidate percentile: 1

Independence

1 Prefers working in structured situations with clear expectations and guidelines for getting things done; uncomfortable with ambiguity.



Prefers freedom to guide self with little or no supervision; develops own way of doing things; deals comfortably with ambiguity; high scorers could struggle in times of close supervision.

Candidate percentile: 2

Validity of this Report

Unlikely Virtues Scale = 6



This individual's responses suggest that they generally acknowledged common self-limitations and responded to questions openly. The results of this report appear to be valid.