



WPP Quick Reference Guide

DIMENSION	LEFT SIDE	MID RANGE	RIGHT SIDE
NON-DOMINANT VS. DOMINANT			
<p>Leadership Orientation</p> <p>The degree to which a person is driven to take charge & lead others.</p>	<p>Driven to contribute as opposed to lead</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Agreeable & modest • Enjoys being an individual contributor or team player • Readily follows direction <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May not want to assume a leadership role • May be uncomfortable being assertive or delegating 	<p>Comfortable contributing or leading when needed</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Cooperative team member • Comfortable taking charge if necessary <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May have difficulty leading others everyday • May need some opportunity to take charge to be satisfied at work 	<p>Driven to lead others</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Assertive & self-assured • Enjoys taking charge & providing direction • Shows initiative <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May require opportunity to make independent decisions to remain engaged • May find it difficult to follow the direction of others
CONTENTED VS. ACHIEVEMENT-FOCUSED			
<p>Achievement Orientation</p> <p>The degree to which a person is focused on achieving challenging goals.</p>	<p>Motivated by modest goals</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Competent & easy-to-please • Generally satisfied with themselves & others • Comfortable with straightforward tasks or those that they have already mastered <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May find it challenging at times to maintain a high level of performance • May need support with challenging goals 	<p>Motivated by realistic, reachable goals</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Able to fulfill responsibilities & meet others' standards & expectations • Has realistic expectations of themselves & others <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May feel frustrated by expectations that they think are unreasonable • May need encouragement with goals that are difficult to reach 	<p>Motivated by challenging goals</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Self-driven & hard-working • Has high expectations of themselves & others • Enjoys difficult tasks & stretch projects • Seeks growth & self improvement <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May need to be challenged & fully utilized to be engaged • May become frustrated when personal goals or expectations are not met



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REACTIVE VS. CALM			
<p>Emotional Orientation</p> <p>The degree to which a person is tolerant of stress & pressure.</p>	<p>Reactive to stress & pressure</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Observant & responsive • Shows sense of urgency • Quick to respond to high-pressure situations <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May be tense or anxious • May become upset or discouraged when things do not go well 	<p>Tolerant to stress & pressure</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Can handle stress & pressure • Seen by others as balanced & stable <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May not always display a sense of urgency • May become distressed with prolonged periods of stress 	<p>Resilient to stress & pressure</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Even-tempered & level-headed • Thinks through possible solutions before acting • Takes heavy job demands in stride <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • Others may mistake calmness for lack of enthusiasm • May be slower to respond to urgent situations
RESERVED VS. OUTGOING			
<p>Social Orientation</p> <p>The degree to which a person enjoys social interaction.</p>	<p>Enjoys & seeks independent work</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Naturally reflective & thoughtful • Easily focuses on independent work • Carefully considers thoughts before sharing <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May prefer to work independently when involving others is required • May not openly voice ideas & opinions 	<p>Comfortable working independently or with others</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Able to work independently • Comfortable working with others <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May not enjoy events with unfamiliar people or networking • May require some opportunity to work with others to stay engaged 	<p>Enjoys & seeks social interaction</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Naturally open & communicative • Builds relationships with others quickly • Enjoys meeting new people & networking <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May prefer to involve others when independent work is required • May need verbal recognition from others to stay engaged



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DIRECT VS. EMPATHETIC			
<p>Interpersonal Orientation</p> <p>The degree to which a person is sensitive to the needs & feelings of others.</p>	<p>Concerned with objectivity & completion of tasks</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Forthright & candid • Straightforward & clear communicator • Comfortable voicing unpopular opinions • Takes an objective, non-emotional point of view <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May focus on completing tasks more than personal needs • May be perceived as insensitive to the feelings of others 	<p>Mindful of both task completion & the feelings of others</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Honest about views & opinions • Considerate of the needs & feelings of others <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May be uncomfortable dealing with people who are upset or angry • May be perceived as insensitive to highly empathetic people 	<p>Concerned with the needs & feelings of others</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Compassionate & helpful • Tactful communicator • Focused on supporting others <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May focus on personal needs more than completing tasks • May find it difficult to deliver or receive candid feedback
SPONTANEOUS VS. REGIMENTED			
<p>Task Orientation</p> <p>The degree to which a person is systematic in their approach to tasks.</p>	<p>Prefers a flexible approach to tasks</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Improvising & adaptable • Follows the most efficient route to achieving objectives • Easily grasps the 'big picture' • Not bound by rules or processes <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May neglect planning and preparation requirements • May overlook the details or cut corners 	<p>Comfortable being more flexible or systematic when needed</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Mindful of planning & preparation requirements • Able to improvise when needed <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May find it difficult to always follow a strict plan or process • May find it difficult to learn through trial & error 	<p>Prefers a systematic approach to tasks</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Conscientious & dependable • Creates & follows plans • Establish order & structure • Easily attends to details • Naturally compliant to rules & processes <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May require a detailed plan in order to complete tasks • May overlook the 'big picture'



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CONVENTIONAL VS. OPEN-MINDED			
<p>Conceptual Orientation</p> <p>The degree to which a person is receptive to new ideas or experiences.</p>	<p>Desires proven ideas & familiar experiences</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Practical & predictable • Adheres to established methods • Finds 'tried & true' solutions to problems • Stays focused on repetitive tasks <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May be resistant to new tools or methods • May need time to adapt to change 	<p>Receptive to proven or experimental approaches</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Able to build on others ideas • Has a realistic problem- solving style <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May be initially resistant ideas that involve rapid or drastic change • May feel frustrated with no task variability 	<p>Desires innovative ideas & new experiences</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Imaginative & curious • Experiments with new tools & methods • Finds creative solutions to problems • Open to change <p>POTENTIAL CHALLENGES</p> <ul style="list-style-type: none"> • May need a lot of change to remain stimulated • May not assess the practicality of new ideas before implementing