

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 others</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 every day • 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 feel frustrated if unable to make independent decisions • May find it difficult to follow direction from 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"> • Easy-going & easy-to-please • Generally satisfied with themselves & others • Enjoys 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 active support with demanding 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 feel 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>Responsive to stress & pressure</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Vigilant & prompt Shows a 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 of typical stress & pressure</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Can handle typical work stress & pressure Generally 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 heavy job demands 	<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"> May be slower to respond to urgent situations Others may mistake calmness for lack of enthusiasm
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"> Reflective & thoughtful Easily focuses on independent work Carefully considers thoughts & ideas 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 when needed</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Capable of both independent & collaborative tasks 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"> Open & communicative Easily builds relationships with others Enjoys meeting new people & networking Readily shares thoughts & ideas <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			
Interpersonal Orientation The degree to which a person is sensitive to the needs & feelings of others.	Concerned with objectivity & task completion STRENGTHS <ul style="list-style-type: none"> • Forthright & candid • Straightforward & clear communicator • Easily voices unpopular opinions • Takes an objective, non-emotional point of view POTENTIAL CHALLENGES <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 	Mindful of both task completion & the feelings of others STRENGTHS <ul style="list-style-type: none"> • Honest about views & opinions • Considerate of the needs & feelings of others POTENTIAL CHALLENGES <ul style="list-style-type: none"> • May be uncomfortable dealing with people who are upset or angry • May find it difficult to deliver or receive negative feedback 	Concerned with the needs & feelings of others STRENGTHS <ul style="list-style-type: none"> • Compassionate & helpful • Tactful communicator • Focused on supporting others • Strives to achieve outcomes where all parties are satisfied POTENTIAL CHALLENGES <ul style="list-style-type: none"> • May focus on personal needs more than completing tasks • May put others needs ahead of their own
SPONTANEOUS VS. REGIMENTED			
Task Orientation The degree to which a person is systematic in their approach to tasks.	Prefers a flexible approach to tasks STRENGTHS <ul style="list-style-type: none"> • Improvising & adaptable • Follows the quickest route to achieving objectives • Easily grasps the 'big picture' • Not bound by rules or processes POTENTIAL CHALLENGES <ul style="list-style-type: none"> • May neglect planning & preparation requirements • May overlook details or cut corners 	Comfortable being more flexible or systematic when needed STRENGTHS <ul style="list-style-type: none"> • Mindful of planning & preparation requirements • Able to pivot when needed to meet objectives POTENTIAL CHALLENGES <ul style="list-style-type: none"> • May find it difficult to always follow a strict plan or process • May find it difficult to improvise or learn through trial & error 	Prefers a scheduled approach to tasks STRENGTHS <ul style="list-style-type: none"> • Conscientious & dependable • Creates & follows plans • Establishes order & structure • Easily attends to details • Naturally compliant to rules & processes POTENTIAL CHALLENGES <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			
Conceptual Orientation The degree to which a person is receptive to new ideas or experiences.	Desires proven ideas & familiar experiences STRENGTHS <ul style="list-style-type: none"> • Practical & predictable • Adheres to established methods • Finds 'tried & true' solutions to problems • Stays focused on repetitive tasks POTENTIAL CHALLENGES <ul style="list-style-type: none"> • May be resistant to new tools or methods • May need time to adapt to change 	Receptive to proven or experimental approaches as needed STRENGTHS <ul style="list-style-type: none"> • Able to build on others' ideas • Has a realistic problem-solving style POTENTIAL CHALLENGES <ul style="list-style-type: none"> • May be initially resistant ideas that involve rapid or drastic change • May feel frustrated with no task variability 	Desires innovative ideas & new experiences STRENGTHS <ul style="list-style-type: none"> • Imaginative & curious • Experiments with new tools & methods • Finds creative solutions to problems • Easily adapts to change POTENTIAL CHALLENGES <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