



WVA Quick Reference Guide

DIMENSION	LOW	HIGH
CONFORMITY		
The degree to which a person respects rules & generally-accepted standards.	<p>Acts independently from rules & generally-accepted standards</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Questions rules & norms • Comfortable playing in the 'gray area' & using loop-holes • Not concerned with others' opinions • Seen as an independent thinker <p>CHALLENGES</p> <ul style="list-style-type: none"> • May ignore important rules or codes of conduct • May focus on what is best for them in the moment • May bend the truth to get something done 	<p>Respects rules & generally-accepted standards</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Follows rules & norms • Trusting of others' intentions • Takes their own reputation seriously • Seen as ethical & honorable <p>CHALLENGES</p> <ul style="list-style-type: none"> • May struggle with bending the rules when needed • May be overly protective of their reputation • May be too trusting of others
RESPONSIBILITY		
The degree to which a person is driven to meet others' expectations & timelines.	<p>Casual with expectations & timelines</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Flexible with commitments • Comfortable changing plans • Willing to delegate versus complete tasks themselves • Seen as understanding & flexible <p>CHALLENGES</p> <ul style="list-style-type: none"> • May struggle with punctuality or follow-through • May avoid making commitments • May be perceived as unreliable or tardy 	<p>Strict with expectations & timelines</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Follows through on commitments • Adheres to plans & timelines • Prefers to complete tasks themselves • Seen as punctual & reliable <p>CHALLENGES</p> <ul style="list-style-type: none"> • May be hesitant to change plans when needed • May over-commit to others & ignore their own needs • May be seen as rigid or inflexible

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COACHABILITY		
<p>The degree to which a person responds positively to suggestions & is motivated to improve behavior.</p>	<p>Skeptical of suggestions for improvement</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Carefully evaluates advice from others Discerning with others' feedback Requires clear justification before changing behavior Confident in own capabilities <p>CHALLENGES</p> <ul style="list-style-type: none"> May respond defensively to performance feedback May be resistant to behavior change May lack self-awareness of limitations 	<p>Responds positively to suggestions for improvement</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Seeks suggestions for improvement Readily implements others' feedback from others Highly willing to change behavior Self-aware of abilities & limitations <p>CHALLENGES</p> <ul style="list-style-type: none"> May act on advice from others without question May weight all sources of feedback equally May expect to reach unrealistic standards for self-improvement
POSITIVITY		
<p>The degree to which a person controls negative emotions & maintains an optimistic outlook.</p>	<p>Open with negative emotions & maintains realistic outlook</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Open with emotions Foresees potential downsides to plans or ideas Willing to provide critical feedback Notices potential risks <p>CHALLENGES</p> <ul style="list-style-type: none"> May be easily upset or discouraged May not realize when their words or actions discourage others May be seen as cynical or pessimistic 	<p>Controls negative emotions & maintains optimistic outlook</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> Not easily upset or discouraged Sees the upside to situations & new ideas Encouraging impact on others Seen as cooperative & upbeat <p>CHALLENGES</p> <ul style="list-style-type: none"> May not see potential downsides or risks May not voice critical feedback May not understand others with skeptical viewpoints

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AGGRESSION CONTROL		
The degree to which a person is motivated to avoid confrontation or adversarial interactions.	<p>Embraces confrontation & adversarial situations</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Guards personal boundaries • Comfortable being assertive • Readily addresses conflict • Quick to confront unacceptable behavior <p>CHALLENGES</p> <ul style="list-style-type: none"> • May be easily agitated or angered • May be argumentative when not appropriate • May engage in aggressive or retaliatory behavior 	<p>Avoids confrontation & adversarial situations</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Not easily provoked or offended • Keeps emotions under control • Avoids combative interactions • Seen as patient & understanding with others <p>CHALLENGES</p> <ul style="list-style-type: none"> • May be too passive in situations when they should assert themselves • May avoid addressing interpersonal conflict • May not confront unacceptable behaviors
OPEN COMMUNICATION		
The degree to which a person openly shares thoughts, feelings, opinions & information.	<p>Cautious sharing thoughts, feelings, opinions & information</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Strong sense of boundaries & discretion • Comfortable with limited information • Prefers listening to speaking • Unlikely to distract others with social conversation <p>CHALLENGES</p> <ul style="list-style-type: none"> • May hesitate to share information with others • May keep others at a distance • May be seen as 'closed-off' or 'secretive' 	<p>Openly shares thoughts, feelings, opinions & information</p> <p>STRENGTHS</p> <ul style="list-style-type: none"> • Initiates communication with others • Readily trusts others with information • Embraces knowledge-sharing & collaboration • Seen as transparent & approachable <p>CHALLENGES</p> <ul style="list-style-type: none"> • May lack discretion or boundaries with coworkers or customers • May talk when action is required • May require high degree of transparency & information