

WPP Management Considerations

DIMENSION	LEFT SIDE	MID RANGE	RIGHT SIDE
NON-DOMINANT VS. DOMINANT			
Leadership Orientation The degree to which a person is driven to take charge & lead others.	Driven to contribute as opposed to lead others <ul style="list-style-type: none"> • May not want to assume a leadership role • May be uncomfortable being assertive or delegating tasks to others • Would benefit from coaching on leadership skills 	Comfortable contributing or leading when needed <ul style="list-style-type: none"> • May have difficulty leading others every day • May be uncomfortable being a 'tough' manager when required • May need some opportunity to take charge to be satisfied at work 	Driven to lead others <ul style="list-style-type: none"> • Can be given the authority to lead important projects or initiatives • Should be allowed to decide how and when tasks are completed • May feel frustrated if managed or monitored closely
CONTENTED VS. ACHIEVEMENT-FOCUSED			
Achievement Orientation The degree to which a person is focused on achieving challenging goals.	Motivated by modest goals <ul style="list-style-type: none"> • May need active support with demanding goals • Would benefit from learning clear standards for work quality • Would benefit from hearing performance feedback 	Motivated by realistic, reachable goals <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 • Would benefit from occasional reminders for work quality standards 	Motivated by challenging goals <ul style="list-style-type: none"> • Can be given new or challenging tasks or "stretch" projects • Should be recognized for high-quality work • May need reassurance when personal goals or standards are not met

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REACTIVE VS. CALM			
Emotional Orientation The degree to which a person is tolerant to stress & pressure .	Responsive to stress & pressure <ul style="list-style-type: none"> Should be monitored to make sure that stress levels are not too high Would benefit from positive feedback and encouragement May not be suited for demanding or high-pressure tasks and projects 	Tolerant of typical stress & pressure <ul style="list-style-type: none"> May not be suited for prolonged periods of heavy job demands May not always display a sense of urgency Will not appreciate others 'over-reacting' to minor issues or threats 	Resilient to stress & pressure <ul style="list-style-type: none"> Can be assigned demanding tasks and projects May need prompting to react immediately to urgent issues Should be encouraged openly share enthusiasm or concern, especially to those highly Reactive
RESERVED VS. OUTGOING			
Social Orientation The degree to which a person enjoys social interaction .	Enjoys & seeks independent work <ul style="list-style-type: none"> Should have independent work as a significant job component May need to be reminded when to involve others in work tasks Should be actively encouraged to share thoughts and ideas 	Comfortable working independently or with others when needed <ul style="list-style-type: none"> Should have some independent work as a job component May need encouragement to initiate relationship-building with unfamiliar people May need to be reminded to openly share ideas or opinions 	Enjoys & seeks social interaction <ul style="list-style-type: none"> Should focus on work that involves others rather than independent work Would benefit from the opportunity to interact with new people May need to be reminded to think through ideas or opinions before sharing them

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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 <ul style="list-style-type: none"> • Would benefit from direct and forthright feedback • Should be encouraged to provide frank opinions and constructive criticism • May need to be reminded to consider needs and feelings when communicating with others 	Mindful of both task completion & the feelings of others <ul style="list-style-type: none"> • Would benefit from tactful and positively-framed feedback • May need to be encouraged to be direct and forthright with others • May need from extra support in dealing with interpersonal conflict 	Concerned with the needs & feelings of others <ul style="list-style-type: none"> • Will likely need to feel that helping others is a primary goal • Would perform best in a supportive team environment • May need to be reminded when to focus on their tasks or goals over people issues
SPONTANEOUS VS. REGIMENTED			
Task Orientation The degree to which a person is systematic in their approach to tasks.	Prefers a flexible approach to tasks <ul style="list-style-type: none"> • Would be best suited for tasks that focus on 'big-picture' thinking • Should be given clear goals and standards but be allowed to decide how to reach them • Would likely require oversight for detail-oriented tasks or process completion 	Comfortable being more flexible or systematic when needed <ul style="list-style-type: none"> • Should be given a mix of 'big picture' and detailed tasks • May find it difficult to always follow a strict plan or process • May find it difficult to improvise or learn through 'trial and error' 	Prefers a systematic approach to tasks <ul style="list-style-type: none"> • Would be best suited for detail-oriented tasks • Should be given the opportunity to generate or follow plans and schedules • May need to be reminded to consider the 'big picture' when needed

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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 <ul style="list-style-type: none"> • Can be counted on to adhere to existing guidelines and policies • May need extra time or assistance to adapt to new tools or methods • Would benefit from knowing the reasons behind changes in plans or strategy 	Receptive to proven or experimental approaches as needed <ul style="list-style-type: none"> • May not be highly creative but can build upon others' ideas • May need time to adapt to significant changes • May need encouragement and reassurance when required to take risks 	Desires innovative ideas & new experiences <ul style="list-style-type: none"> • Should be given the opportunity to try new approaches to tasks • Should be included in brainstorming • May need to be reminded to assess new ideas for practicality • Would benefit from knowing the rationale when ideas are not implemented