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OUTPUT REPORT

Multifactor work profile

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You are holding in your hands the results of the Work Profile questionnaire. It is a basic questionnaire offering a complex view of an individual's work style from both the perspective of main work characteristics and preferences, as well as the perspective of emphasis they place on individual phases of work activity.

The questionnaire has no perfect result. No result is positive or negative, better or worse. The result simply represents an individual work profile, points out its specifics and advantages as well as possible downsides and risks. It also contains tips for development. Each profile is valid and functional in a specific environment, team, context or position, etc. Therefore, results always need to be interpreted within the context of the situation, profession, role and purpose. They are not to be taken as a strict truth but as valuable basis for decision-making or for deeper self-awareness, better self-knowledge, and as a supporting tool in development.

CONTROL SCALES

The validity of results is to a certain degree dependant on the evaluee's approach to completing questionnaires - that is why the questionnaire is equipped with control scales which warn of possible distortions of results, especially when the consistency of replies is low and the need to succeed, i.e. to select the socially desirable option, is high.
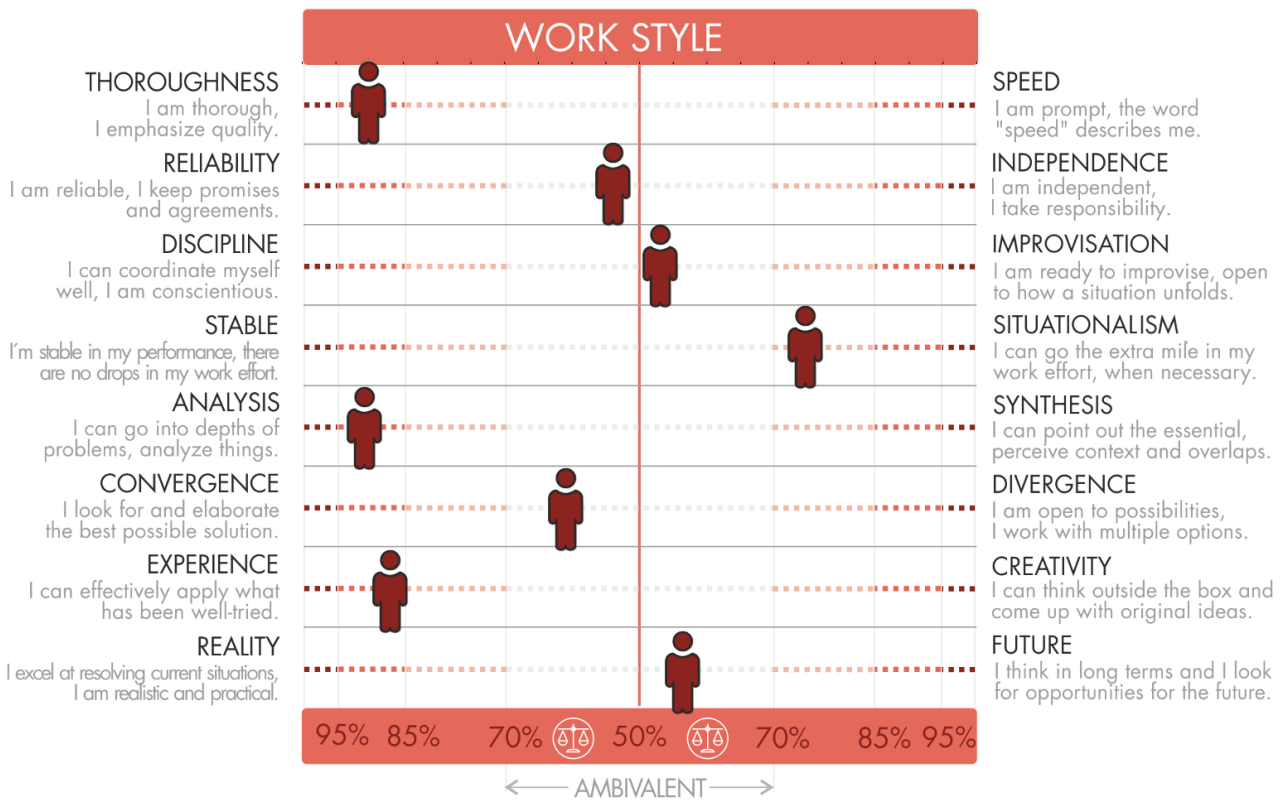
CONSISTENCY OF REPLIES: adequate data consistency

NEED TO SUCCEED: adequate openness of answers

WORK STYLE:

the background colour reflects how strongly profiled the results are: ■

The chart below offers information about an individual's work style. It reflects on how the person likes to work, which work style they prefer and at the same time it provides information about the person's main virtues and what results we can expect from them. These work characteristics should be relatively stable in time, especially those which are profiled more prominently.

It is natural that most of the population tend towards the average values on each individual scale. More pronounced profiles are rather rare. To orient yourself in the range of profiling see the percentage on the X axis of the graph as well as the intensity of the scale background colour (the darker, the more prominently profiled). Once again it applies that neither pronounced results nor results around the average are better or worse. Results closer to the population average often go hand in hand with versatility and ability to partially draw on both extremes of the scale. A more pronounced profiling entails the risk of single-sidedness, on the other hand that means better pre-requisites in that direction than in people with average results. It is, therefore, essential to compare the resulting profile with the position, requirements, and demands of the particular job.

WORK STYLE

Left		Right
THOROUGHNESS – I am thorough, I emphasize quality.		SPEED – I am prompt, the word "speed" describes me.
RELIABILITY – I am reliable, I keep promises and agreements.		INDEPENDENCE – I am independent, I take responsibility.
DISCIPLINE – I can coordinate myself well, I am conscientious.		IMPROVISATION – I am ready to improvise, open to how a situation unfolds.
STABLE – I'm stable in my performance, there are no drops in my work effort.		SITUATIONALISM – I can go the extra mile in my work effort, when necessary.
ANALYSIS – I can go into depths of problems, analyze things.		SYNTHESIS – I can point out the essential, perceive context and overlaps.
CONVERGENCE – I look for and elaborate the best possible solution.		DIVERGENCE – I am open to possibilities, I work with multiple options.
EXPERIENCE – I can effectively apply what has been well-tried.		CREATIVITY – I can think outside the box and come up with original ideas.
REALITY – I excel at resolving current situations, I am realistic and practical.		FUTURE – I think in long terms and I look for opportunities for the future.

95% 85% 70% 50% 70% 85% 95% ←— AMBIVALENT —→

OVER-ALL PROFILE

THOROUGHNESS	90%
RELIABILITY/INDEPENDENCE	NEUTRAL
DISCIPLINE/IMPROVISATION	NEUTRAL
SITUATIONALISM	75%
ANALYSIS	91%
CONVERGENCE/DIVERGENCE	NEUTRAL
EXPERIENCE	87%
REALITY/FUTURE	NEUTRAL

Note: the green (method) and blue (creativity) lines indicate the span of individual scales, grey diamonds mark the resulting individual profile. The values in the chart are weighted scores. The percentage values at the top of the chart show what percentage of population appears/scores in the given column and thus they point out the significance of profiling.

In the following parts of the report you will find a verbal interpretation of the profile, summary of main advantages, potential risks and recommendations for further development.

ADVANTAGES	POSSIBLE RISKS

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- focus on quality, effort to think solutions through and perfect them, precision in execution and high quality solutions

- ability to make great endeavour and extraordinary work effort from time to time, ability to adapt own performance to deadlines, client requests etc.

- ability of thorough analysis, attention to detail and dissimilarities, ability to get to the root of a problem and work through the problem

- ability to effectively take advantage and make use of existing experience, emphasis on effectiveness and practicality of solutions, effort to maintain and improve the tried-and-tested and functional

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- meticulousness at the expense of effectiveness in terms of time and energy, possible tendencies to perfectionism, resulting in a slower pace of work

- less predictable for people around, alternates between extraordinary results and dips in performance and motivation, swings in effort and energy

- may analyse at the expense of seeing a problem in the bigger picture, in its correct context and connections or at the expense of being able to abstract the essential, generalise the main principles, group pieces of information together effectively

- lower need to innovate, look for new possibilities, ways of doing things differently, in a new way; may lead to a tendency to linger on the 'well-trodden paths', and fall into a routine way of doing things

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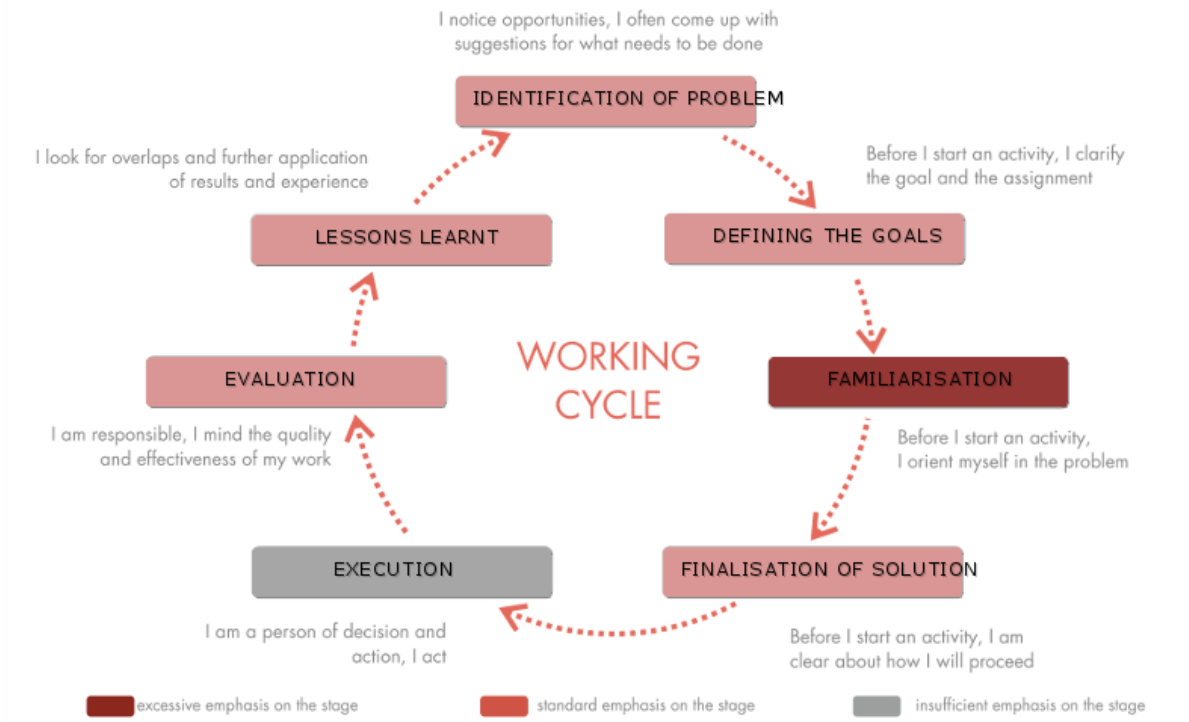</tr>
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DEVELOPMENT RECOMMENDATIONS

- Consider the returns from time and energy invested, pay closer attention to effectiveness while also regulating meticulousness and perfectionism accordingly.

- Try to expend energy evenly, actively look for motivation during dips in performance.

- See problems within the big picture, look for the common denominators of a problem and for connections to other areas.

- Consider changing the way things are, think 'outside the box' more for fresh ideas.

WAYS TO BETTER SATISFACTION AND PERFORMANCE

- tasks which need to be worked through in detail, enough time to solve them, appreciation of good work

- enough tasks and interesting opportunities, scope of work consistent with personal motivation, being needed and kept busy

- tasks requiring thorough study and detailed analysis, opportunities to present one's expertise

- possibility to apply one's own experience, well-tried solutions, and methods
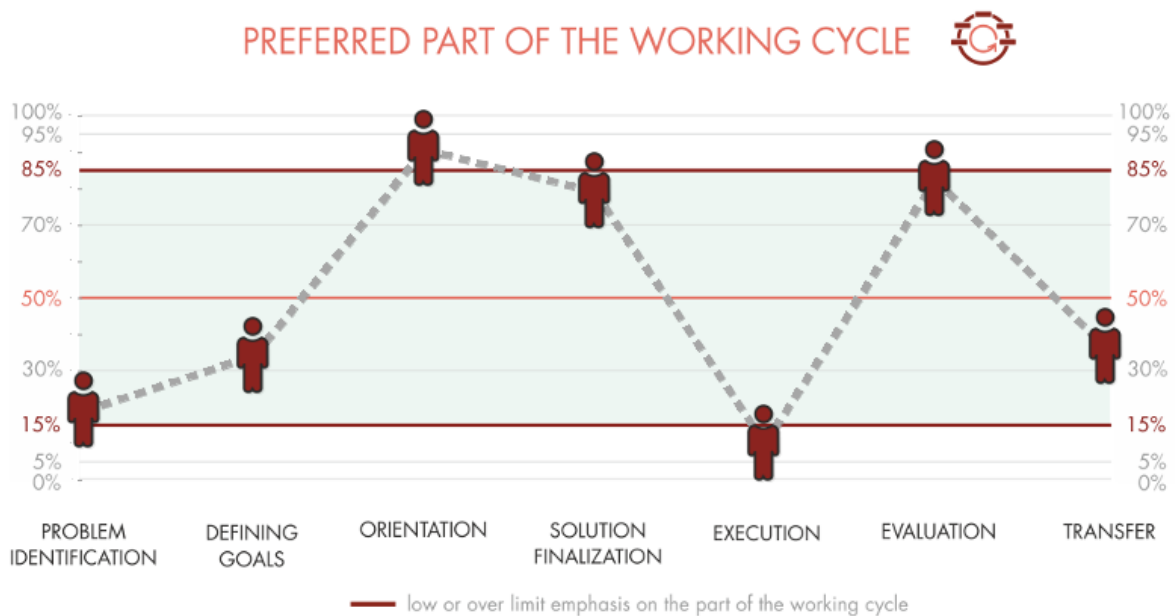
WORK CYCLE

When solving most work problems or tasks, we should ideally go through the following steps or phases of solution. In practice, however, each of us may accentuate or, conversely, underestimate to the point of completely skipping one or more of the below mentioned phases and thus proceed less effectively. That is why, the chart and diagram below offer information about what is typical for us in our work cycle and they can inspire us as to how to take full advantage of our profile, tell us which phases to focus on, and thus improve our effectiveness.

I notice opportunities, I often come up with
suggestions for what needs to be done

IDENTIFICATION OF PROBLEM

I look for overlaps and further application
of results and experience

Before I start an activity, I clarify
the goal and the assignment

LESSONS LEARNT

DEFINING THE GOALS

WORKING CYCLE

EVALUATION

FAMILIARISATION

I am responsible, I mind the quality
and effectiveness of my work

Before I start an activity,
I orient myself in the problem

EXECUTION

FINALISATION OF SOLUTION

I am a person of decision and
action, I act

Before I start an activity, I am
clear about how I will proceed

■ excessive emphasis on the stage   ■ standard emphasis on the stage   ■ insufficient emphasis on the stage

ACTIVITY PHASES

The chart below offers a more detailed look into the phases of activity. It shows how prominent the emphasis placed on individual steps is in comparison to a population sample (see the percentage values on the sides of the chart which represent the percentage of the population to score at a given level). The blue to green ratio for individual phases of the work cycle represents how creative or methodical an approach the person deploys in this phase.

PREFERRED PART OF THE WORKING CYCLE

PROBLEM IDENTIFICATION · DEFINING GOALS · ORIENTATION · SOLUTION FINALIZATION · EXECUTION · EVALUATION · TRANSFER

— low or over limit emphasis on the part of the working cycle

Note: The results in the chart are in the form of weighted scores. The risk threshold calls attention to those phases of problem or task-solving, which are overaccentuated or, conversely, underestimated. Both extremes carry some specific risks.

In the following passages of the report, you will find a verbal interpretation and summary of the main advantages, potential risks and recommendations for meaningful further development.

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OVERACCENTUATED PHASES

FAMILIARISATION

This phase represents the effort to familiarise oneself with the task at hand before commencing any activity or making any decisions. It encompasses the acquisition of essential information, thinking about the problem, its potential pitfalls and risks, and analysis of the materials necessary for the ideal solution. Strong emphasis on this phase shows meticulousness and thoroughness. On the other hand, it may entail lower decisiveness and heightened need for assurance. As a result, it may be lead to the postponing of decisions, stagnation in the analysis phase, and finding more and more additional information.

INSUFFICIENTLY ACCENTUATED PHASES

EXECUTION

This phase represents the transition to action, it involves the execution and resolution of a specific problem. Weak emphasis on this phase may be generally related to a low need for action and preference for theoretical considerations, or it may be connected with hesitance and heightened need for certainty about the goal and the course of achieving it. Furthermore, it may have to do with perfectionism and the need to study the problem perfectly beforehand and find out as much information as possible, even information which is not essential for the solution itself.

DEVELOPMENT RECOMMENDATIONS

- build up decisiveness and the ability to plunge into new activities even when all necessary information is not at hand, improve the ability to face a certain level of risk, prioritise when preparing for an activity, consider all information which is key to finding and focusing only on the right solution.