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OUTPUT REPORT

Multifactor work profile

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

There is no perfect result for this questionnaire. No score or outcome is positive or negative, better or worse. The result simply represents an individual work profile, highlights its specifics and advantages as well as possible downsides and risks. It also contains tips for development. Each profile is legitimate and applicable to a certain environment, team, context or position. Therefore, results always need to be interpreted within the context of the situation, profession, and role. They are not to be taken as an absolute truth but as a valuable basis for decision-making, clearer self-perception, deeper self-awareness, and as a supportive development tool.
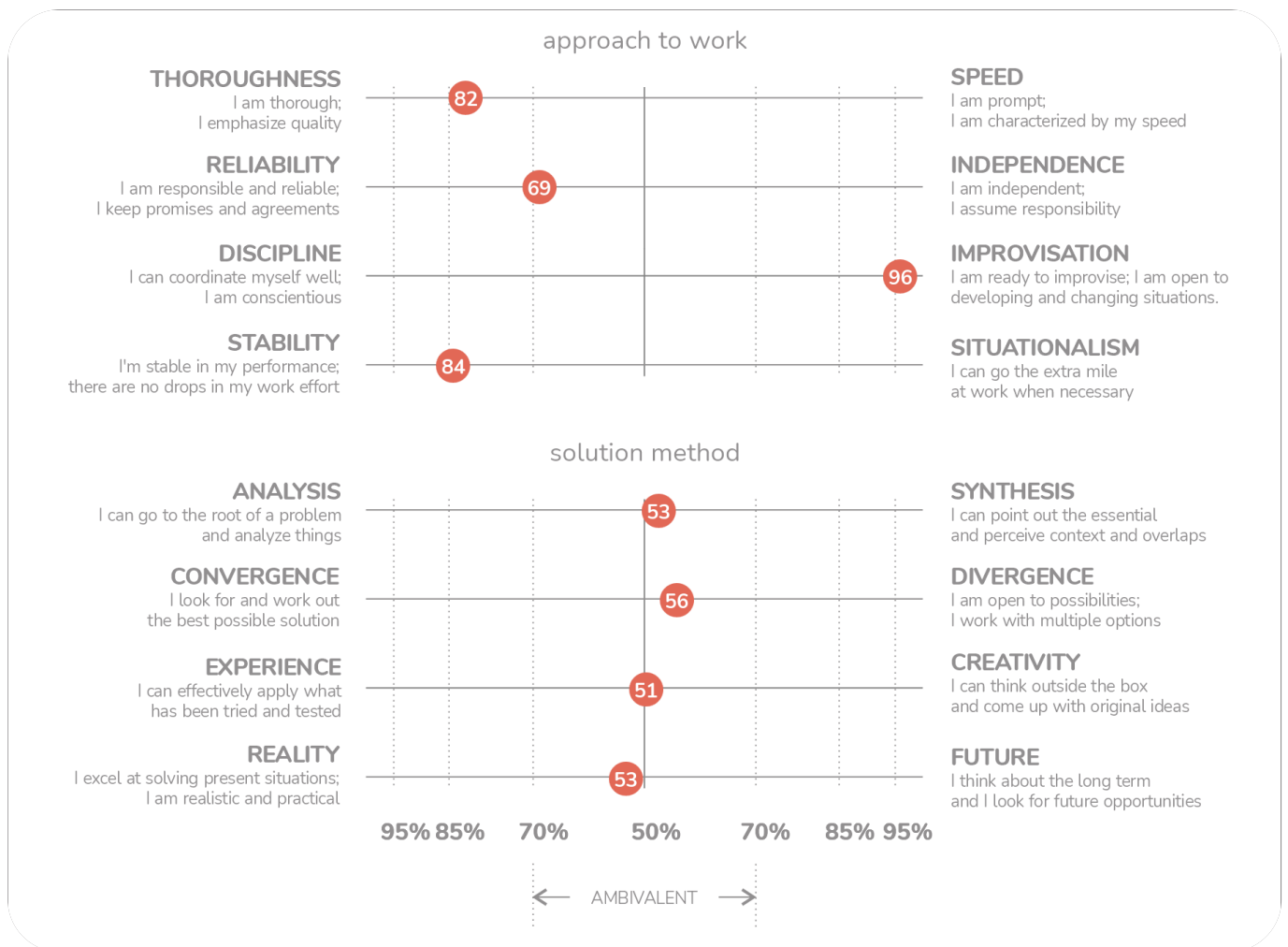
VALIDITY SCALES

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 validity scales which warn of possible distortions of results, especially when the consistency of replies is low and the social desirability, i.e. the tendency to select the socially desirable option, is high.

CONSISTENCY OF REPLIES: adequate data consistency

SOCIAL DESIRABILITY SCALE   sufficiently honest answers

The chart below offers information about an individual's work style. It reflects how they like to work, which approach they prefer, and provides information about the person's key 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 leans toward 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 color (the darker, the more prominently profiled). Once again it applies that neither pronounced nor average results are better or worse. Results closer to the population average often go hand-in-hand with versatility the ability to partially draw on both extremes of the scale. A more pronounced profiling entails the risk of one-sidedness. On the other hand, that means better pre-requisites in that direction than 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:

approach to work

THOROUGHNESS	82	**SPEED**
I am thorough; I emphasize quality		I am prompt; I am characterized by my speed
RELIABILITY	69	**INDEPENDENCE**
I am responsible and reliable; I keep promises and agreements		I am independent; I assume responsibility
DISCIPLINE	96	**IMPROVISATION**
I can coordinate myself well; I am conscientious		I am ready to improvise; I am open to developing and changing situations.
STABILITY	84	**SITUATIONALISM**
I'm stable in my performance; there are no drops in my work effort		I can go the extra mile at work when necessary

solution method

ANALYSIS	53	**SYNTHESIS**
I can go to the root of a problem and analyze things		I can point out the essential and perceive context and overlaps
CONVERGENCE	56	**DIVERGENCE**
I look for and work out the best possible solution		I am open to possibilities; I work with multiple options
EXPERIENCE	51	**CREATIVITY**
I can effectively apply what has been tried and tested		I can think outside the box and come up with original ideas
REALITY	53	**FUTURE**
I excel at solving present situations; I am realistic and practical		I think about the long term and I look for future opportunities

95% 85%   70%   50%   70%   85% 95%

← AMBIVALENT →

Note: The values in the chart are weighted scores. The percentage values at the top of the chart show what percentage of the population appears/scores in the given column and thus they highlight the significance of profiling.

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

ADVANTAGES	POSSIBLE RISKS
■ focus on quality; effort to think solutions through and perfect them; precision in execution and high quality solutions	■ meticulousness at the expense of effectiveness in terms of time and energy; possible tendencies for perfectionism, resulting in a slower pace of work
■ applying common sense and intuition; ability to switch between topics, improvise and react promptly in new and unknown situations; openness to changing and developing situations	■ tends to underestimate the value of preparation and planning; weaker method and clarity of thought; tends to jump between topics and activities and digress from the plan
■ balanced performance; consistent work effort; predictability of performance; ability to expend energy evenly and use discipline to force oneself to action	■ lower situational adaptability and effectiveness in a dynamic environment; less beneficial strategies for solving creative and innovative tasks which require inspiration rather than discipline

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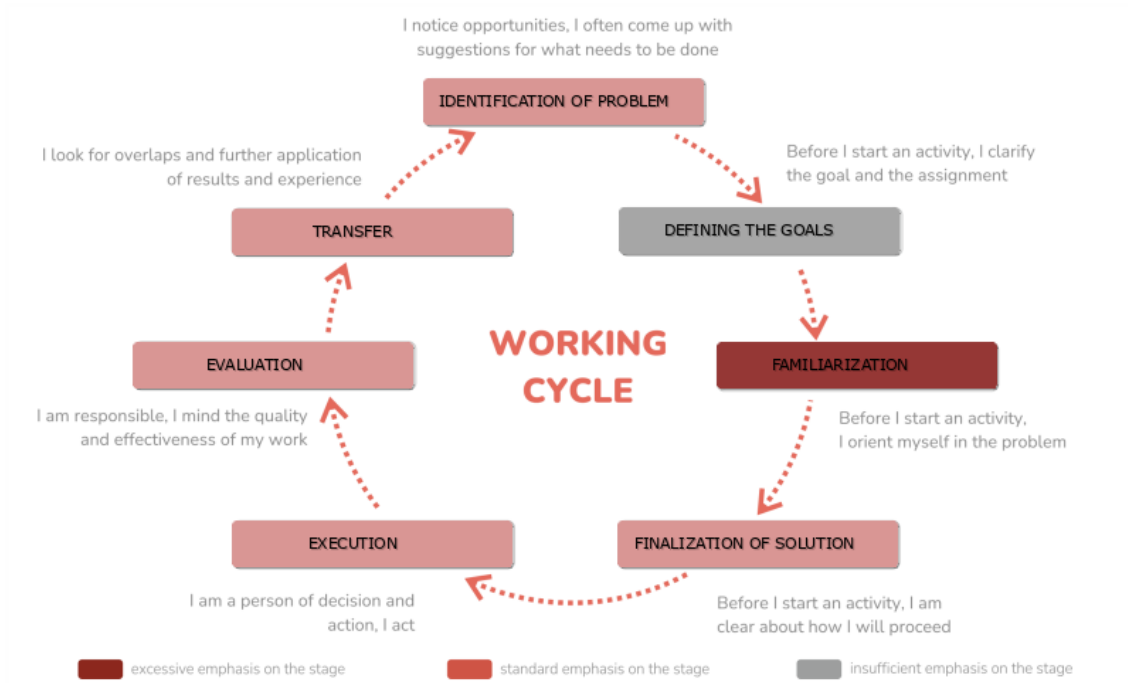
DEVELOPMENT RECOMMENDATIONS

■ Consider the returns from the time and energy you invest; pay closer attention to effectiveness while also regulating meticulousness and perfectionism accordingly.

■ Devote time to preparation and thinking through methods; make plans (however general) and adhere to them; try to be clear in your methods.

■ In tasks requiring a creative solution, consider adequate conditions, including time and space to relax.

WAYS TO BETTER SATISFACTION AND PERFORMANCE

■ giving enough time to tasks that need to be worked through in detail; appreciation of good work

■ a dynamic workplace with loosely established processes; being given tasks that require a prompt reaction as the situation unfolds

■ having a quiet work environment, a consistent workload over extended periods, and enough time to complete given tasks
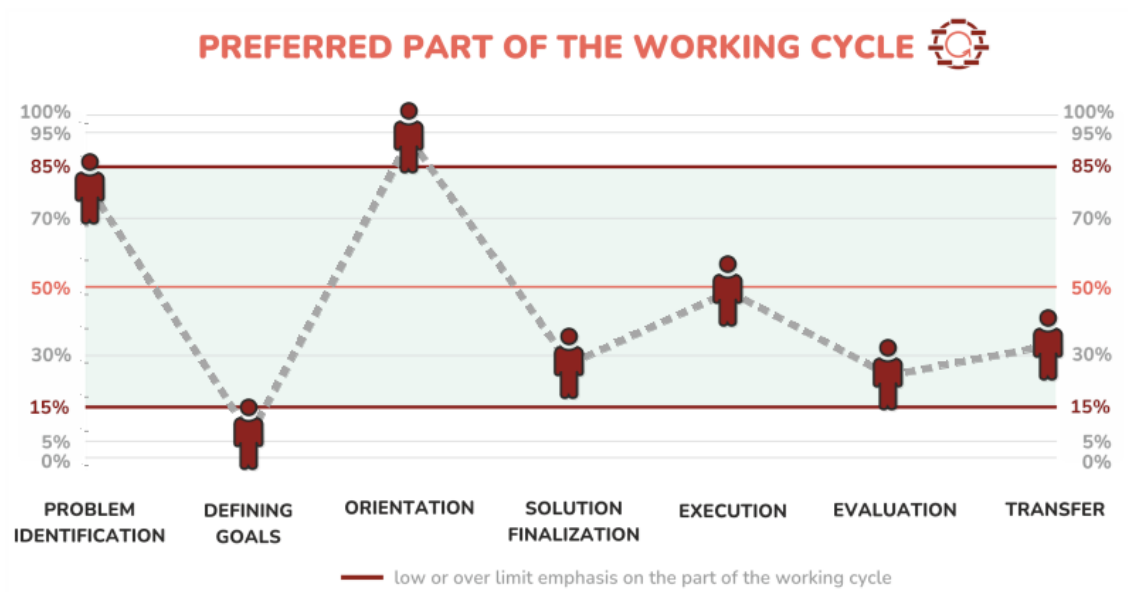
WORK CYCLE

When solving most work problems or tasks, we should ideally go through the following steps or phases of a 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 can inspire us to take full advantage of our profile. They can 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

TRANSFER

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

DEFINING THE GOALS

WORKING CYCLE

EVALUATION

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

FAMILIARIZATION

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

EXECUTION

I am a person of decision and action, I act

FINALIZATION OF SOLUTION

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 at 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).

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 that 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.

OVERACCENTUATED PHASES

FAMILIARISATION

This phase represents the effort to familiarize 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 highlight indecisiveness and a heightened need for assurance. As a result, it may be lead to postponing decisions, stagnation in the analysis phase, and finding more and more additional information.

INSUFFICIENTLY ACCENTUATED PHASES

DEFINING GOALS

This phase comprises the clarification of objectives which the activity is supposed to achieve. It focuses on understanding its meaning and purpose as well as forming a clear idea of the output and results of this activity. It includes considering priorities, key parameters of the assignment such as the target group, resources and possibilities, and time allocation. Underestimating this phase represents a risk of failure to complete the assignment or of diverging from the goal. Potentially, the results of one's work may be less targeted in terms of the actual needs and possibilities.

DEVELOPMENT RECOMMENDATIONS

- spend enough time clarifying the objectives of an activity or task; make sure you understand the assignment; think through a solution, or ask about priorities and key parameters which determine the correctness of a solution; get a clear idea of the operation before beginning an activity