



WorkStyle Patterns® (WSP™) On-line Individual Inventory

Report For:

Christina L Yard Emanis

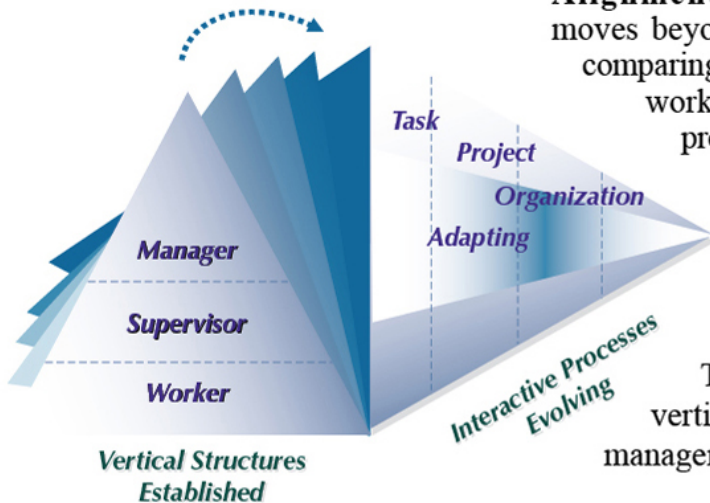
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WorkStyle Patterns® (WSP™)

Individual Inventory includes
two assessments in this one
Inventory that identify and
compare an individual's WorkStyle
preference with the work approach
requirements



The Tipped Evolving Structure for the Shifting Workplace



The Meaning of Aligned Work

This report is your personal guide to discover and utilize new information from your perspective about your Preferred WorkStyle and that of your work through the **WorkStyle Patterns® (WSP™) Alignment Process**. The principle of WorkStyle Alignment moves beyond the “what” of work to the crucial “how.” It involves comparing how the work is currently being performed (the IS) with work environment expectations (the SHOULD), and with the preferences of those doing the work (the WANT). The closer the match, the better the alignment. The **WorkStyle Patterns® (WSP™) Alignment Process** will help you recognize how to contribute even more effectively to your work while using your Preferred WorkStyle.

The cornerstone of the Industrial Society organization was a vertical hierarchy of three primary roles — workers, supervisors, managers — for direction, responsibility and control of the work.

However, since the rise of the information society in the 1950s, people and their roles have been changing. Many positions now require activities from all three roles as work environments continue to flatten their work structures to allow for more flexibility and quicker market response. Another way of viewing these changes is to imagine the vertical hierarchical tipping. Along with this tippage, new structures, roles and systems are emerging.

As a result, roles are no longer predictable or easily understood. The WSP™ Individual Inventory from the WorkStyle Patterns® Process that you just completed helps define these roles and provides a means of communicating shifts in work activities. The **WorkStyle Patterns® (WSP™) Alignment Process** also allows people to assess their fit or alignment to changing work requirements.



What is the WorkStyle Patterns® (WSP™) Individual Inventory?

Workplace Inventories based upon a comparison of



This Inventory addresses the WANT and the IS. With it, you will determine how you prefer to approach work and the approach – from your perspective – the work requires of you.

You have successfully completed your WSP™ Inventory

With the WorkStyle Patterns® Individual Inventory, there are seven steps to discover the degree of alignment between your **Preferred** WorkStyle and your **Position Actual** WorkStyle. On-line you completed Steps 1-3. This report begins with Step 4.

With the WorkStyle Patterns® Individual Inventory, you will follow seven steps to discover the degree of alignment between your Preferred WorkStyle and your Position Actual WorkStyle:

1
Introduction to the WSP™ Inventory
Completed — Practice Examples

2
Identify your **Preferred** WorkStyle Orientation and Profile
Completed — your WorkStyle Preference Assessment

3
Identify your **Position Actual** WorkStyle Orientation and Profile
Completed — a Position Actual Work Activity Assessment

4
Learn how you like to think about, communicate and perform work
Interpret your preference results; preview your WSP™ graph and Profile

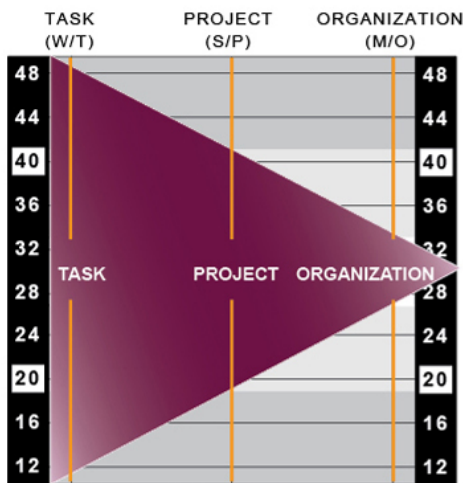
5
Learn from your perspective how your position needs you to think about, communicate and do the work.
Interpret your actual work results; preview its WSP™ graph and Profile

6
Learn about WorkStyle Stress and your Work Alignment
Compare distinctions and differences between your Preferred and Position Actual WorkStyles

7
Plan how to meet both your preference needs and your position needs
Print your results and discuss with your Certified WSP™ Facilitator

STEP 4

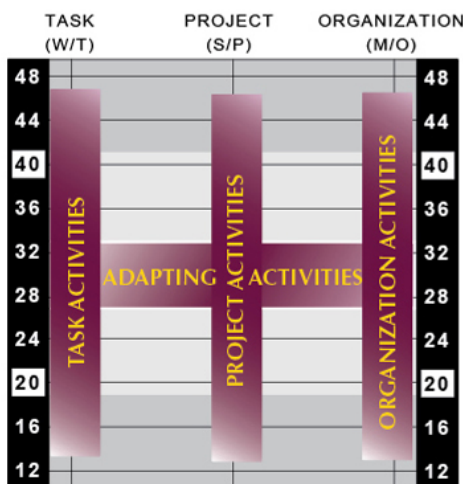
LEARN HOW YOU LIKE
TO THINK ABOUT,
COMMUNICATE AND
PERFORM WORK



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Primary Orientation:

Product or Service Project and People Goals and Results



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Primary Orientation

Product or Service Project and People Goals and Results

Interpretation of Your WSP™ Individual Inventory Results

The premise of the WorkStyle Patterns® (WSP™) Inventory is that every person prefers some TASK, PROJECT and ORGANIZATION activities. Some people prefer a balance of all three, which is a fourth Orientation called ADAPTING. The extent to which you would like to exercise activities in these four Orientations determines your Preferred WorkStyle. The extent to which your work requires each of these Orientations determines your Position Actual WorkStyle.

- Look at the two WorkStyle Patterns® (WSP™) graphs to the left.

The first WSP™ graph illustrates a framework within which the tipped vertical structure and its three roles are placed — Worker/TASK, Supervisor/PROJECT and Manager/ORGANIZATION.

The second WSP™ graph illustrates the anchoring of the TASK, PROJECT, ORGANIZATION and ADAPTING Orientations.

- The following explanation specifies what each of the WorkStyle Orientations represent:

WorkStyle Orientation Definitions

[W/T] Worker/TASK — identifies directly with the Product or Service; performs specific work activities — *work to be performed through individual contribution*

[S/P] Supervisor/PROJECT — identifies with the Project and its People; coordinates work activities — *work to be implemented for performance of others through systems / coordination / interface*

[M/O] Manager/ORGANIZATION — identifies with the Goal and Results; initiates organizational activities — *work for performance of the work environment through influence / impact / outcomes*

[ADAPTING] ADAPTING — a combined Orientation that balances activities with all three W/T, S/P and M/O Orientations — *work to be performed simultaneously through own performance, implementation for performance of others and influence for performance of the work environment*



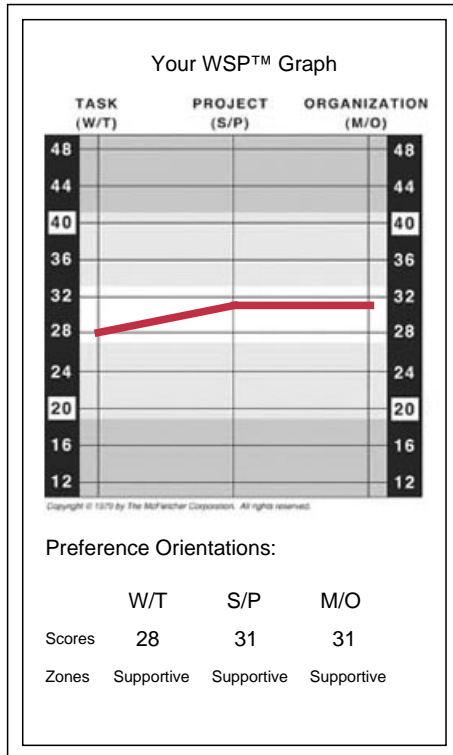
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WorkStyle Patterns® Inventories — Orientation Tendencies

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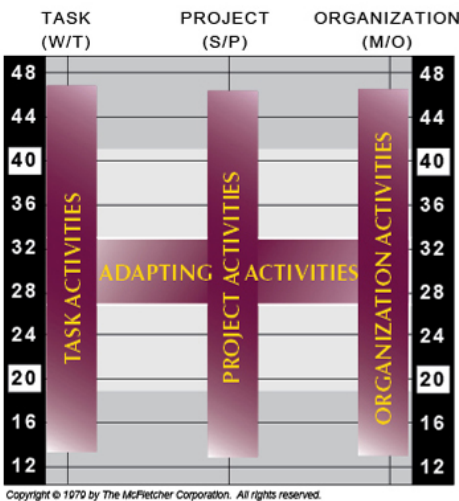
STEP 4 continued
YOUR PREFERRED
ORIENTATIONS

Your Most PREFERRED WorkStyle Patterns® (WSP™) Orientations



YOUR PREFERRED WORKSTYLE — ADAPTING WSP™ ORIENTATION YOU PREFER A BALANCE OF THE OTHER THREE WSP™ ORIENTATIONS			
YOU ARE LIKELY TO:	W / TASK (W/T)	S / PROJECT (S/P)	M / ORGANIZATION (M/O)
FEEL REWARDED BY A COMBINATION OF	<ul style="list-style-type: none">Individual accomplishments	<ul style="list-style-type: none">Success of others	<ul style="list-style-type: none">Work environment achievements
WANT MOST A BALANCE OF ACTIVITIES TO	<ul style="list-style-type: none">Perform specific tasks	<ul style="list-style-type: none">Coordinate the development and performance of others	<ul style="list-style-type: none">Mobilize and influence work environment resources
WANT LEAST A BALANCE OF ACTIVITIES WITH	<ul style="list-style-type: none">Work sharing	<ul style="list-style-type: none">Work environment reports and paperwork	<ul style="list-style-type: none">Specific, routine tasks
HAVE PATIENCE AND FLEXIBILITY WITH	<ul style="list-style-type: none">Details and own work corrections	<ul style="list-style-type: none">People and explanations	<ul style="list-style-type: none">Goals and long-term requirements
VALUE A BALANCE OF OPPORTUNITIES FOR	<ul style="list-style-type: none">Self-fulfillment	<ul style="list-style-type: none">Motivated and skilled workforce	<ul style="list-style-type: none">Work environment results
MOST ENJOY WORK ENVIRONMENTS THAT INCLUDE	<ul style="list-style-type: none">Stable work setting with defined work expectations	<ul style="list-style-type: none">Active work area with work-related interactions and meetings	<ul style="list-style-type: none">Flexible work structure with access to resources
LEAST ENJOY WORK ENVIRONMENTS THAT INCLUDE	<ul style="list-style-type: none">Multiple directives with crisis requirementsInadequate tools to work with	<ul style="list-style-type: none">Limited information and communicationMinimal contact with people	<ul style="list-style-type: none">Limited resources and restricted authority

STEP 4 continued
 YOUR PREFERRED ORIENTATIONS



Primary Orientation

Product or Service **Project and People** **Goals and Results**

More About WorkStyle Patterns® (WSP™) Orientations

TASK represents the work at the individual performance level but does not mean “tasky.” The higher your score is for this Orientation the more it indicates your preference to be the producer at work — “artist of the craft.”

For example:

- writing reports
- doing engineering designs
- teaching as an instructor
- troubleshooting – independently
- dealing with customers face-to-face

PROJECT represents the work at the coordinating level to ensure everyone can perform their work successfully.

For example:

- establishing and scheduling activities
- coaching and training others
- ensuring systems to monitor quality standards
- providing information about the work

ORGANIZATION represents influencing goals and results of the work environment.

For example:

- allocating resources
- establishing goals
- solving problems that impact results
- influencing decisions
- assessing the culture

ADAPTING represents a balance of the other three Orientations.

For example:

- doing ones own work, while
- coordinating work for others, and also
- planning for work environment goals

STEP 4 continued
PREVIEW YOUR WSP™
GRAPH — LEARN THE
MEANING OF YOUR
SCORES

Now to Your Own Preferred WSP™ Graph – Scores and Zones

The WSP™ graph has shaded zones which indicate the various degrees to which an individual prefers to engage in TASK, PROJECT, ORGANIZATION or ADAPTING activities.

- Compare the table below to your own WSP™ graph as a guide to determine what the scores in each zone reflect for you.
- Look at your own WSP™ graph. Note your TASK, PROJECT and ORGANIZATION scores and zones that are listed under the graph. Which Orientation is your most preferred? If your scores are all equal, or nearly equal such as 31, 30, 29, your preferred score set is in the medium zone, which is the ADAPTING Orientation.

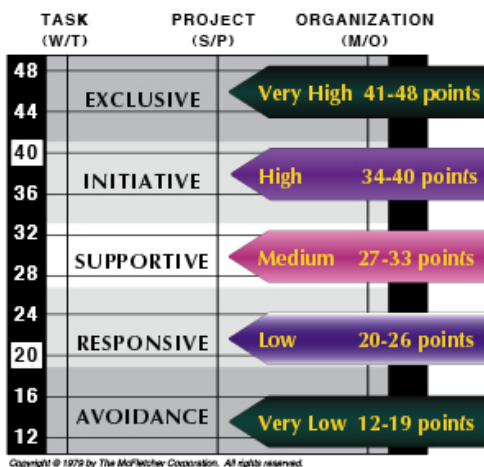
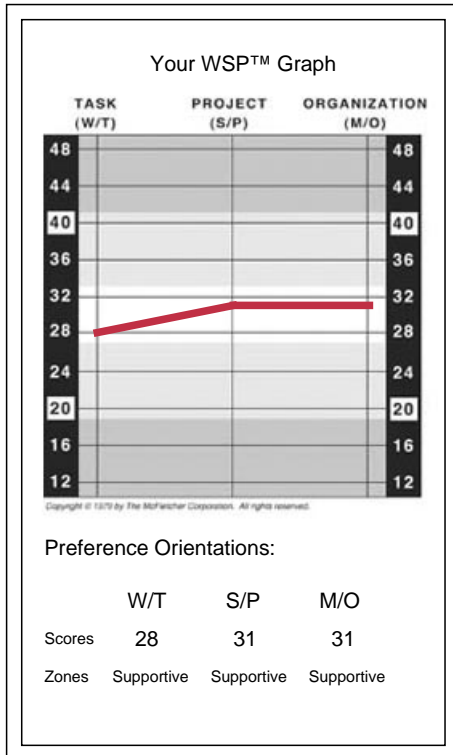
Very High represents 41-48 points in the **Exclusive Zone** —
If you have a preferred score in this zone, it indicates that you are likely to find a way to use your preference no matter what. It is a contribution that is very important to you.

High represents 34-40 points in the **Initiative Zone** —
If your highest preference score is in this zone, it indicates that you will focus here first but are likely to draw upon other Orientations as well.

Medium represents 27-33 points in the **Supportive Zone** —
A score in this zone indicates that with this Orientation you have a preference to support other Orientations as a back-up.

Low represents 20-26 points in the **Responsive Zone** —
A score in this zone indicates that with this Orientation, you like to be available to respond but only as required.

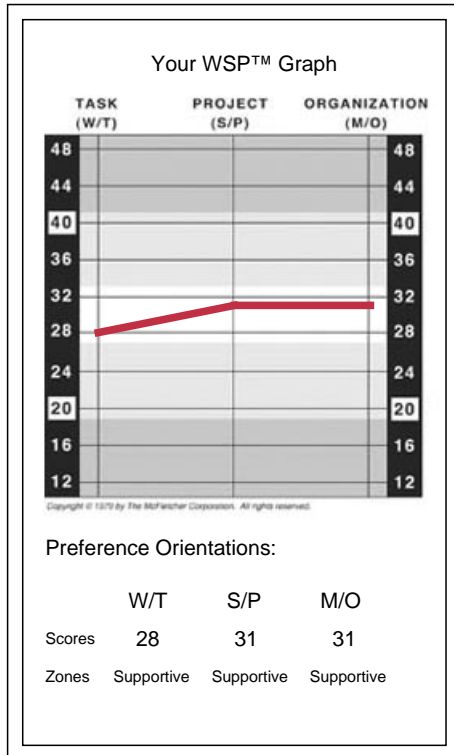
Very Low represents 12-19 points in the **Avoidance Zone** —
If you have a preferred score in this zone, it indicates that you will most likely choose to avoid work activities of this Orientation. Even though you may be very skilled with these activities, you just do not prefer to do them.



STEP 4 continued
YOUR ORIENTATION
POINT SPREAD

Significance of Your Orientation and the Point Spread Difference

The Orientation to which you attributed your highest score represents your Preferred way of thinking about work. When communicating with others, you are most likely to think and talk from this perspective. The degree to which you prefer to rely upon this way of thinking is determined by the point spread difference between your highest and second highest score. In other words, it serves as your WorkStyle flexibility gauge.



Your Orientation Point Spread

Your Orientation represents *"How you think about work."* The point spread between the TASK, PROJECT and ORGANIZATION scores on your WSP™ graph reflects your most Preferred Orientation and degree of latitude among the Orientations.

**The point spread between
your highest and second highest score is:**

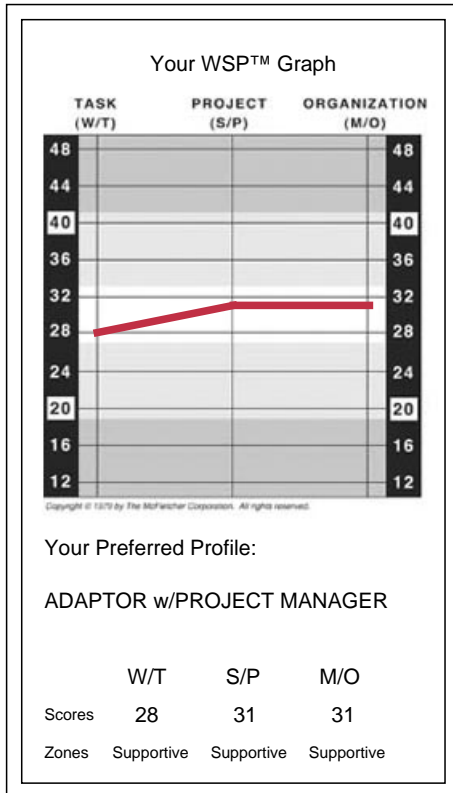
A 3 POINT OR LESS DIFFERENCE. This indicates you prefer to use a combination of two or more Orientations at all times. This represents flexibility in your thinking.

The Orientation to which you attributed your highest score represents your Preferred way of thinking about work. When communicating with others, you are most likely to think and talk from this perspective. The degree to which you prefer to rely upon this way of thinking is determined by the point spread difference between your highest and second highest score. In other words, it serves as your WorkStyle flexibility gauge.

Learn About Your Preferred WorkStyle Profile

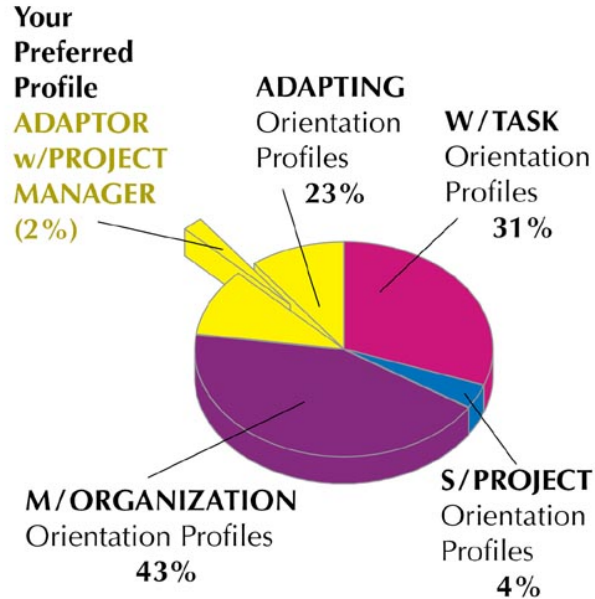
Your WSP™ Preferred Profile represents "How you want to perform your work." Your Orientation scores combine to create your Preferred WorkStyle Profile: a picture or pattern of your Preferred approach to work.

STEP 4 *continued*
 INTERPRET YOUR
 PREFERENCE PROFILE



**WorkStyle Patterns® (WSP™)
 Profile Percentages
 Preference**

How your Preferred WorkStyle compares with that of others (n=19,170)



You may be wondering how your Preference compares with that of others. The percentages in the above pie chart include a study group of 19,170 individuals working in a wide variety of industries and professions. Two percent (2%) of the represented workforce prefers the same WorkStyle Profile as you.

Because each Profile is unique and has a special WorkStyle to offer, acknowledge and celebrate your Preferred way of working! Be proud of your WorkStyle and then learn how to extend your strengths.



YOUR PREFERRED WORKSTYLE PROFILE — DESCRIPTION

ADAPTOR w/PROJECT MANAGER

– TO –

Respond To Situations Through Practicality

People who prefer the **ADAPTOR with PROJECT MANAGER** WorkStyle Profile enjoy the freedom of being able to function in any of several roles, depending upon the circumstances. Individuals like you with this Profile are typically comfortable working with details and equally at ease with activities that make it necessary to understand how the product or service fits into a larger context. Preferring an ADAPTOR w/PROJECT MANAGER approach to work, you are likely to be quick to accept change and often the first to recognize new opportunities within the work environment.

Those of you with an ADAPTOR w/PROJECT MANAGER Preference often enjoy moving across organizational lines in a networking capacity. Preferring to grasp total concepts and quickly mobilize facts and figures, you may tend to enlist the interest of others to utilize this information in response to changing situations. With this Preferred work approach, you may seek opportunities to work in group settings and to share activities and assignments.

At times, the versatility of those like you who demonstrate a preference for the ADAPTOR w/PROJECT MANAGER WorkStyle Profile can appear to others as being inconsistent. Many people preferring this WorkStyle choose to adapt in a response mode to their surroundings, being mobile from activity to activity and supporting the work of others. Some with this Preferred Profile display their versatility in a dynamic mode, being highly visible and using initiative while moving from activity to activity.

People like you preferring the ADAPTOR w/PROJECT MANAGER WorkStyle Profile enjoy combining flexibility with steadfastness in how you work. With this WorkStyle Profile, you are likely to facilitate cross functionally to initiate and follow through on projects. You may prefer to address roadblocks in a flexible manner, often using existing resources rather than seeking or creating new resources. Those of you with this Preferred Profile can be prone, however, to substitute your own efforts for project completion if resources are scarce, problems arise, or when you wish to become more adept yourself with the project activities. This involvement may prevent you from establishing the training and coaching needed for the success of others.

CONTRIBUTIONS PREFERRED TO OFFER WORK ENVIRONMENTS

characteristics	responsive, practical, interdependent and organized
task orientation	“show people what needs to be accomplished, then offer encouragement and they’ll respond”
work orientation	plans with others and then assists to integrate resources for project development
responsibility	facilitates others through close presence and understanding of their work requirements
accountability	involves others in planning projects and guiding their accomplishments
problem solving	seeks solutions through standard procedures and input from others
communication	uses personal qualities to build and maintain goal-oriented communication networks within the work environment
area of expertise	initiates flexible approaches for utilizing others’ skills to achieve objectives
pride	takes pride in practical response to project goals and accomplishing these goals through use of work environment resources

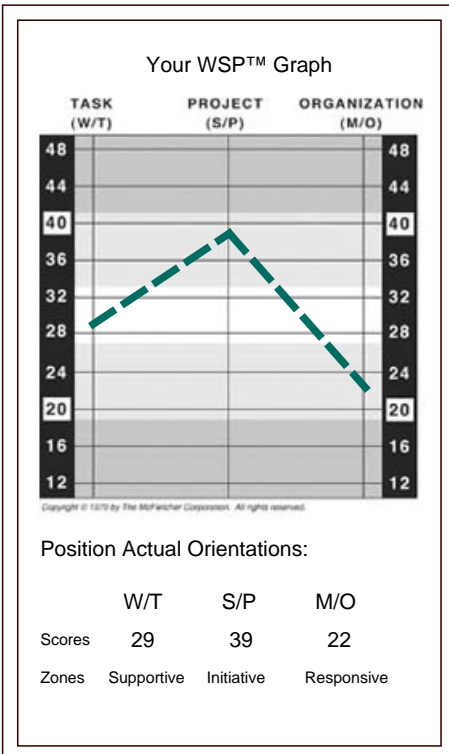


STEP 5

LEARN FROM YOUR
PERSPECTIVE HOW
YOUR POSITION
NEEDS YOU TO

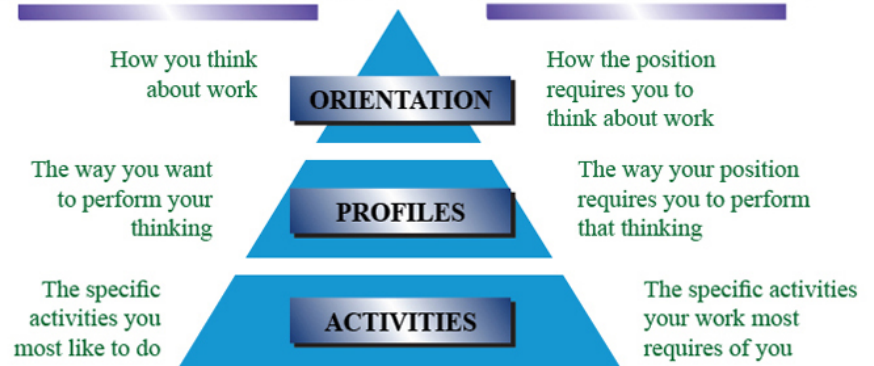
Your Position Actual Work Activity Graph — How You Are or Have Been Working

Now that you understand your **Preferred** Orientation and Profile — the left side of the Assessment Pyramid — you will move, in this step, on to your Position **Actual** Orientation and Profile — the right side of the Assessment Pyramid. This reflects how, from your perspective, your position requires you to “think” about your work activities — its Orientation and what Profile best describes how you have been working.



PREFERRED WORKSTYLE

ACTUAL WORKSTYLE



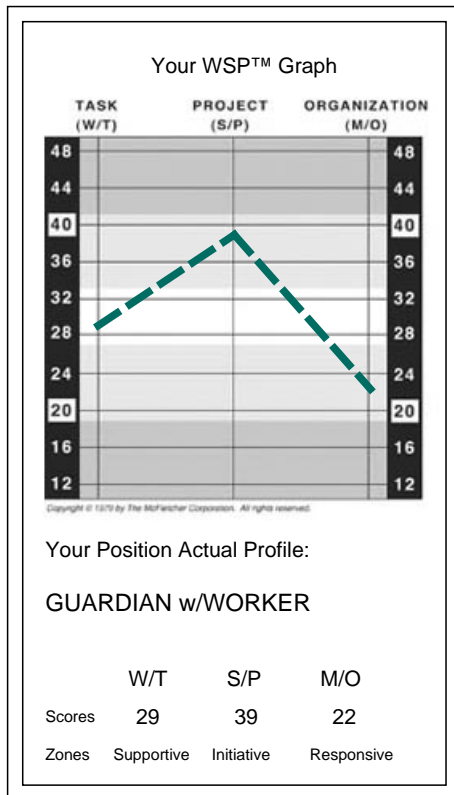


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WorkStyle Patterns® Inventories — Position Actual Profile

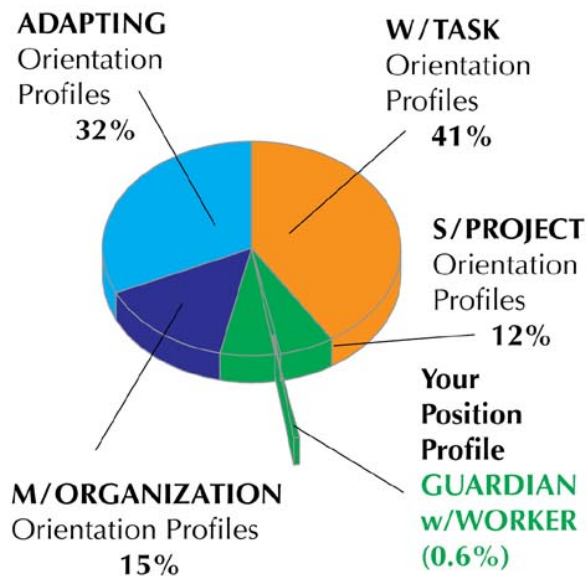
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STEP 5 *continued*
INTERPRET YOUR
POSITION ACTUAL
WORK RESULTS



WorkStyle Patterns® WSP™ Profile Percentages **Position Actual**

How your Position Actual WorkStyle compares with that of others (n=19,170)



Perhaps you would like to see how your Work / Position Actual Profile compares with how others in the workforce are working. The percentages* in the above pie chart include a study group of 19,170 individuals representing a wide variety of industries and diverse professions.

The positional breakdown of how these individuals are working is as follows:

Total WSP™ Study Group:	19,170
Managers, Middle/Top:	3,477
Supervisors/Team Leads:	4,343
Non-Management:	11,350

Six tenths of one percent (0.6%) of the represented workforce is working through the same WorkStyle Profile as you. Explore with your Certified WSP™ Facilitator how this WorkStyle Profile aligns with your Preference and work environment needs.

*Percentages shown may exceed 100% due to rounding



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WorkStyle Patterns® Inventories — Position Actual Profile

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YOUR POSITION ACTUAL WORKSTYLE PROFILE — DESCRIPTION

GUARDIAN w/WORKER

– TO –

Respond To Needs Of Other

A position with the Profile of **GUARDIAN with WORKER** WorkStyle Profile requires being involved in the middle of interactions, and in turn, knowing what is occurring at all times and keeping others informed. The GUARDIAN w/WORKER WorkStyle Profile, therefore, requires the ability to seek the most strategic locations within the work environment to be available for others. This Profile also needs policies and practices that make it possible for the position holder to be directly in the flow of all major communications.

In an organizational setting, the GUARDIAN w/WORKER WorkStyle Profile is depended upon to create a motivating work culture. This Profile requires skills in being very responsive to the needs of others, in listening attentively and in helping solve others' problems. The position holder needs to place a high value on relationships with the perspective that this closeness will hold everyone and everything about the work together. Unless exercised with discretion, however, others may have the impression that the position holder is meddling. It is important, therefore, that they view communication as facilitated rather than blocked or controlled.

The GUARDIAN w/WORKER WorkStyle Profile requires the position holder to work closely with others and offer own knowledge and skills to help others with their work activities. The greater the need, the more intensive and comprehensive the position holder will need to be with assistance, even though this may cause others to feel constrained or somewhat controlled. A position with this Profile can be performed most effectively in a highly structured environment in which there is a clear need for specific activity-related support.

CONTRIBUTIONS REQUIRED FOR THE WORK ENVIRONMENT

characteristics	be sensitive, responsive, urgent in approach and protective
task orientation	serve on the front line, at all times, to help others
work orientation	respond frequently in crisis situations in which immediate application of knowledge and skills is required to help others
responsibility	assume responsibility to the immediate needs of others through sharing of knowledge and skills
accountability	help others with their work activities through personal involvement
problem solving	combine concern for others with use of own knowledge and skills to resolve immediate problems
communication	create informal gatherings to gain clarity about individual's work
area of expertise	meet needs of others by working together closely and providing inspirational guidance
pride	take pride in responding directly to the needs and success of others

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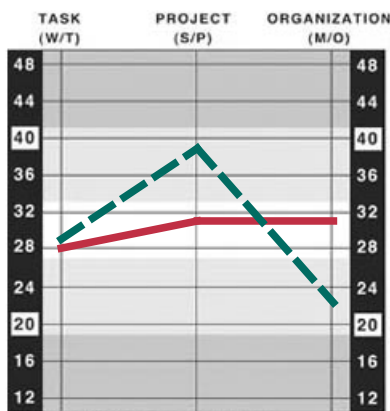
STEP 6

LEARN ABOUT
WORKSTYLE STRESS
AND YOUR WORK
ALIGNMENT

Comparing your Preferred and Actual Profiles and Interpreting WorkStyle Stress

- Compare the Profile description to your PREFERRED Profile, particularly the “Contribution to Organization.” In what ways does your PREFERRED Profile complement the ACTUAL Profile and what ways do the two Profiles conflict?
- We suggest you print these descriptions and highlight or underline 3 or 4 words or phrases that most reflect your preference and your work. Then compare for similarities and differences between each.
- The difference between Preference and Actual Profiles can also be expressed in point differences. The discrepancy scores calculated for you with your WSP™ graph represent this difference, which can be further translated into WorkStyle Stress.
- Look at the discrepancy difference for each Orientation on your WSP™ graph. Use the check boxes on the next page to determine, by Orientation, how you might experience and address personal and organizational stress to further utilize your Preference with your Position Actual.

Your WSP™ Graph



Your Preferred Profile:

ADAPTOR w/PROJECT MANAGER

Your Position Actual Profile:

GUARDIAN w/WORKER

W/T S/P M/O

Preference Scores:

	W/T	S/P	M/O
Scores	28	31	31
Zones	Supportive	Supportive	Supportive

Position Actual Scores:

	W/T	S/P	M/O
Scores	29	39	22
Zones	Supportive	Initiative	Responsive

Discrepancies:

	W/T	S/P	M/O
-1	-8	9	
Wants Less	Wants Less	Wants More	

STEP *continued*
COMPARE WORKSTYLE
DISTINCTIONS AND
DIFFERENCES

Stress Level Discrepancy Chart

Level I

A 3 point or less difference

– on each of all three Orientation axes –
indicates a comfortable match

Level II

A 4 to 8 point difference

– on any one Orientation axis –
*indicates a tolerable to uncomfortable
difference*

Level III

A 9 point or greater difference

– on any one Orientation axis –
indicates a conflicting difference

Comparing Your Preferred and Position Actual Profiles and Interpreting WorkStyle Stress, continued

WorkStyle Stress is very common in today's workplace. This represents a discrepancy between your Preferred WorkStyle and your Position Actual WorkStyle that can produce various degrees of stress. This may be manifested in a variety of ways. Typical personal responses include:

- **apathy and/or low productivity**
- **irritability and frequent complaints**
- **and health disorder or illness.**
- A person may make **changes in the work** to meet his or her own personal needs. This can cause both Personal and Organizational stress.

Other forms of organizational stress can be observed through misunderstandings of work expectations, product quality and customer service problems, missed deadlines and higher turnover.

PERSONAL Stress

When Preferred scores are *higher* than Position Actual scores, you may experience stress because you want to perform MORE activities of a specific kind than the work requires. You need to make a plan to more fully meet your interests.

PERSONAL Stress

- ☐ [W/T] You prefer to do MORE specific task activities than the work requires. Find ways, either within or outside of your work, to be more directly involved with the tasks related to products or services.
- ☐ [S/P] You prefer MORE specific coordinating and communicating activities than the work requires. Find ways, either within or outside of your work to be more involved in coordinating others' work activities and providing communication.
- ☐ [M/O] You prefer to have MORE influence and organizational responsibilities. Find ways to become more involved, either within or outside of your work, in such activities as defining organizational goals and influencing decisions.

ORGANIZATIONAL Stress

When Position Actual scores are *higher* than Preferred scores, the organization may experience stress because the work requires MORE activities of a specific kind than you are inclined to perform. You need to make a plan to more fully meet your position's requirements.

ORGANIZATIONAL Stress

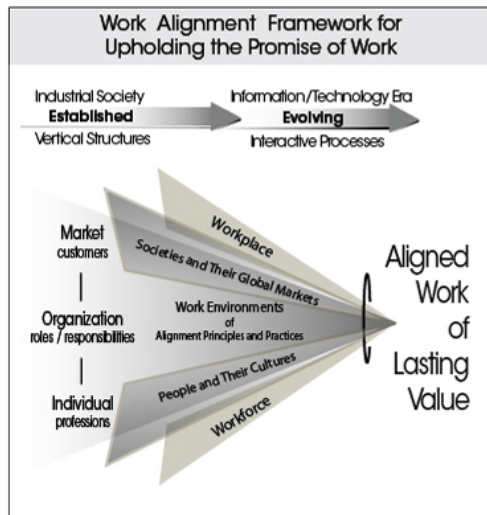
- ☐ [W/T] You prefer to do LESS specific task activities than the work requires. Find ways to meet these requirements by obtaining new skills, sharing tasks or monitoring any inclination to procrastinate.
- ☐ [S/P] You prefer LESS specific coordinating and communication than the work requires. Find ways to meet these requirements through conducting group meetings, delegating or by developing systems for others to use.
- ☐ [M/O] You prefer to assume LESS organizational responsibilities. Find ways to meet these requirements by increasing your understanding of the organization and making decisions for the organization in low-risk situations.

STEP 7

PLAN HOW TO
 MEET BOTH YOUR
 PREFERENCE NEEDS
 AND YOUR
 POSITION NEEDS

Aligned Work

Aligned work occurs when people, the work they do, the environment within which they work and those whom they serve – in relationship to each other – fulfill a shared purpose in a productive and principled manner.



The Work Alignment Framework provides a visual graphic of the movement from established vertical structures to evolving interactive processes. It also illustrates the flow and major sections of this book.

Celebrate Your Preferred Way of Working! Maximize Your WorkStyle While Meeting the Needs of Your Work!

Because each Profile is unique and has a special WorkStyle, we again suggest that you first acknowledge and celebrate your Preferred way of working, feel good about and maximize your WorkStyle. Then learn how to “extend” by using your strengths and those of others. Here are some ideas to discuss with your Certified WSP™ Facilitator or a McFletcher Consultant

- First identify ways to utilize more fully your areas of high Preference. This is for when you want to offer more than the position requires — Personal Stress. If your Preference is well-utilized in the position, you may still want to consider these productive responses to enhance your personal growth.

PRODUCTIVE RESPONSES FOR MAXIMIZING MY PREFERENCE — SELECTIONS

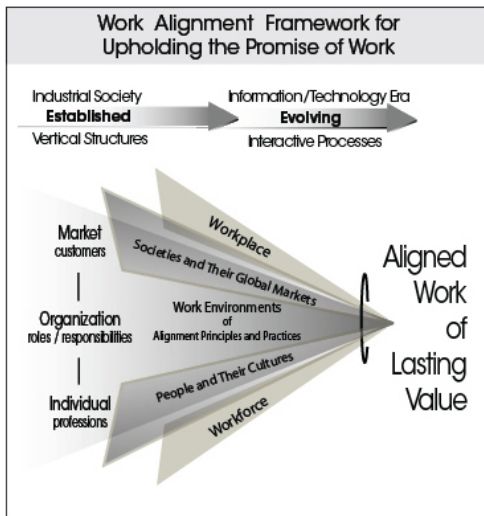
1. ***Establish outlets within the work environment to use and test my Preference(s).*** These outlets may include task assignments, special projects or committee memberships.
2. ***Establish outlets in which I can use and test my Preference(s) outside the position or work environment.*** These include hobbies, home projects, teaching, or community or church activities.
3. ***Shift the use of my high Preference in order to better meet other needs of the work environment.*** After assessing my skills and position realistically, share some of my work activities, or seek resource advice and training.

STEP 7 continued

DISCUSS YOUR
RESULTS WITH
YOUR CERTIFIED
WSP™ FACILITATOR

Aligned Work

Aligned work occurs when people, the work they do, the environment within which they work and those whom they serve – in relationship to each other – fulfill a shared purpose in a productive and principled manner.



The Work Alignment framework provides a visual graphic of the movement from established vertical structures to evolving interactive processes.

- Second, consider responses that will make it possible for you to “extend” where you have a low Preference. This is when the position needs more of an Orientation than you prefer to offer – when your Preferred score is lower than your Position Actual score and there may be ORGANIZATIONAL stress.

PRODUCTIVE RESPONSES FOR MEETING THE NEED OF MY WORK SELECTIONS

1. ***Increase my skill/interest in low Preference area(s)*** through a mentor, training, or special assignments.
2. ***Delegate, reassign or share my work activities*** with those who have a higher Preference.
3. ***Stretch my skills*** in low-risk, low-visibility projects and tasks. Take on small tasks and have backup help for more complex tasks.
4. ***Align the position’s activities*** closer to my Preference after receiving input and approval from my place of work.
5. ***Seek a different position*** which more closely matches my Preference.



The McFletcher Corporation
WorkStyle Patterns® (WSP™) Inventories Completion

Christina L Yard Emanis

STEP 7 *continued*
DISCUSS YOUR
RESULTS WITH
YOUR CERTIFIED
WSP™ FACILITATOR

**Congratulations — You Have Completed
Your Participation in
Work Alignment for Work of Promise!**

- You may re-enter to review your results. Your information will remain stored for your reference and also for your Certified WSP™ Facilitator.
- Enter from mcfletcher@mcfletcher.com as you did to take this Inventory. You will need your Access Code, username and password.
- Any suggestions or questions about your WSP™ Individual Inventory experience or the practice of Work Alignment? Feel free to contact your Certified WSP™ Facilitator or a consultant at the McFletcher Corporation. We welcome any opportunity to have a discussion with you.
- In the meantime, if you would like to learn more about WorkStyle solutions, products or research results, there are a variety of information sources for your exploration at our website, www.mcfletcher.com.

*May your work life be a blessing for you
as you bless your place of work.*

