



Global Work Styles Inventory™ 3.0

Assessment Scale Graphs & Definitions

This document depicts the GWSI assessment scales and definitions. Individual assessment results are normally included within each empty data box on the following pages, along with additional information being provided in each assessment report.

Each actual GWSI assessment report consists of 11 pages.

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GWSI 8 PRIMARY AND 16 SECONDARY ASSESSMENT SCALES

1 Time	Single-focused/Fixed vs. Multi-Focused/Fluid Views Toward Time
2 Influence	Inner vs. Outer-Directed Control
3 Approach	Task-Driven vs. Relationship-Driven
4 Interaction	Direct vs. Indirect Communication
5 Identity	Individual (Independence) vs. Group (Interdependence)
6 Power	Equality-Focused vs. Hierarchy-Focused
7 Change	Flexibility (Open to Risk) vs. Stability (Certainty)
8 Rules	Universal (Objective) vs. Situational (Subjective)



Global Work Styles Inventory™ 3.0

REPORT PREPARED FOR:

Name

DATE OF REPORT:

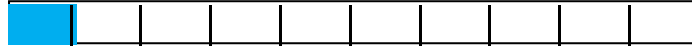
Date

1 Time

SCORE: 0 1 2 3 4 5

Single-focused/Fixed

0.0



Multi-focused/Fluid

0.0

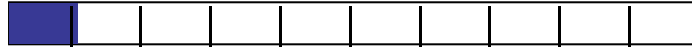


2 Influence

SCORE: 0 1 2 3 4 5

Inner-directed Control

0.0



Outer-directed Control

0.0



3 Approach

SCORE: 0 1 2 3 4 5

Task

0.0



Relationship Orientation

0.0



4 Interaction

SCORE: 0 1 2 3 4 5

Direct Communication

0.0



Indirect Communication

0.0



5 Identity

SCORE: 0 1 2 3 4 5

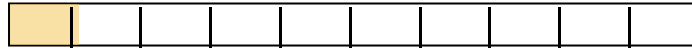
Individual

0.0



Group Orientation

0.0



6 Power

SCORE: 0 1 2 3 4 5

Equality

0.0



Hierarchy

0.0

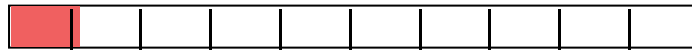


7 Change

SCORE: 0 1 2 3 4 5

Flexibility

0.0



Stability

0.0

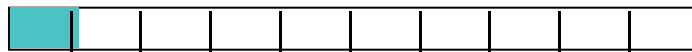


8 Rules

SCORE: 0 1 2 3 4 5

Universal

0.0



Situational

0.0





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1 Time

BUSINESS IMPACT:

Time Management, Project Deadlines, Meeting Structure and Flow, Adherence to Schedules and Agendas

YOUR SCORES:

Single-focused/Fixed

Multi-focused/Fluid

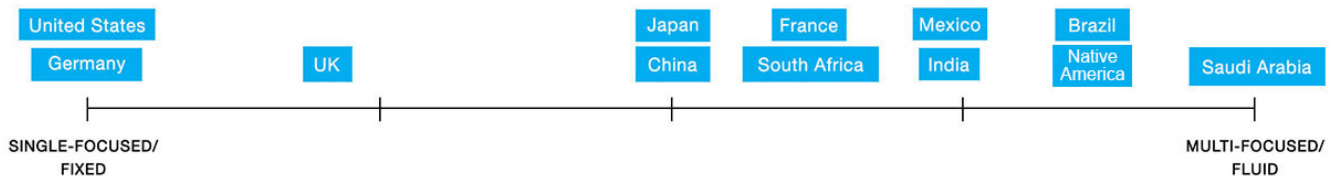
Single-focused/Fixed

vs

Multi-focused/Fluid

A single-focused approach is one that emphasizes doing one task at a time and demonstrates a precise commitment to schedules and timelines. You prefer to break work into a series of tasks that can be completed sequentially. You are generally analytical in your approach to problem solving. You tend to define and manage time precisely. Punctuality is important to you. Your way of thinking, planning and preparing for work is connected to time.

A multi-focused approach is one that emphasizes doing multiple things at the same time and demonstrates a preference to see time as a loosely defined and abundant resource. You prefer to work on a variety of tasks and/ or relationships at the same time. You are easily bored when focused on one issue exclusively. You are open-ended in your approach to planning as it relates to time. Punctuality is less important and you don't feel the need to be bound by time.



2 Influence

BUSINESS IMPACT:

Project Ownership, Meeting Deadlines, Delegation of Authority, Empowerment.

YOUR SCORES:

Inner-directed Control

Outer-directed Control

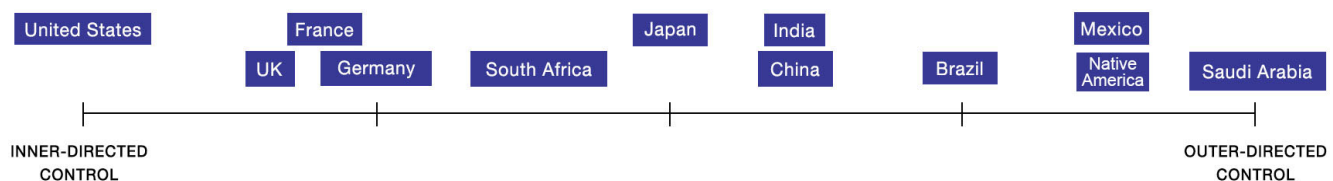
Inner-directed Control

vs

Outer-directed Control

An inner-directed person believes that they have control over their immediate environment. You often assume that your approach to solving issues and problems should be followed by others. You are proactive, take initiative and actively engage in problem solving at work. You want to take charge of situations and do not shy away from conflict and risk.

An outer-directed person believes that forces outside of their control determine outcomes in their immediate environment. You often adjust your approach to problem solving based on the expectations of others and the conditions that exist in our environment. You tend to be flexible, avoid conflict and focus on relationships to resolve problems at work. You avoid conflict and risk by adjusting your behavior to meet the expectations of others.





3 Approach

BUSINESS IMPACT:

Management Style. Sales and Marketing. New Market Development. Project Implementation.

YOUR SCORES:

Task	0.0
Relationship Orientation	0.0

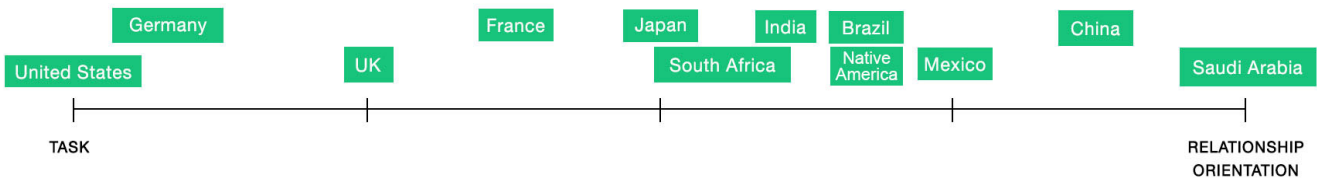
Task

vs

Relationship Orientation

A task-oriented person tends to emphasize action and the importance of task- and achievement-oriented behaviors. You are motivated by achievement, recognition and completing tasks quickly. You often feel any action is better than no action. You build relationships through the completion of tasks.

A relationship-oriented person tends to emphasize building and maintaining good relationships before taking action. You are motivated by creating good, trusting interpersonal relationships. You may be slow to trust others and tend to complete tasks after reflection. You complete tasks through existing relationships.



4 Interaction

BUSINESS IMPACT:

Management Style, Written, Verbal and Non-Verbal Communications, Presentation Style, Conflict Management, Negotiation Strategy.

YOUR SCORES:

Direct Communication	0.0
Indirect Communication	0.0

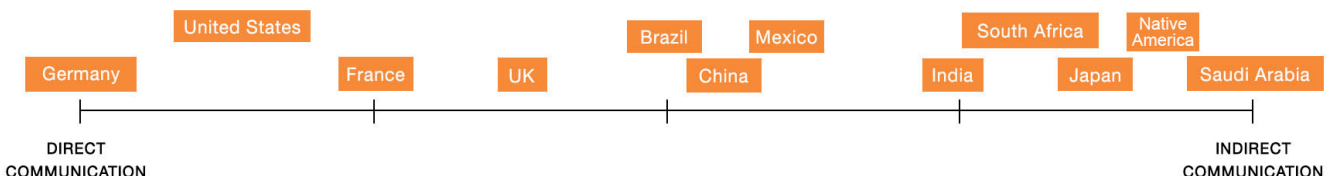
Direct Communication

vs

Indirect Communication

A direct communication style emphasizes the use of explicit communication that is precise both in speaking and in writing. You may tend to be less expressive in interactions and may be seen as impersonal. You confront others or situations in a straightforward manner. You like to resolve problems and conflicts in a constructive and positive way for quick results.

An indirect style emphasizes the use of implicit communication that relies heavily on nonverbal cues, symbolism or stories. You may tend to be expressive in interactions and may be seen as emotional. You avoid confrontation and tend to see direct criticism as a threat to personal dignity and integrity. You believe that open conflict is not beneficial and would rather use a third party to resolve problems or issues.





5 Identity

BUSINESS IMPACT:

Incentive Planning, Management and Leadership Style, Project Implementation, Team Building.

YOUR SCORES:	
Individual	0.0
Group Orientation	0.0

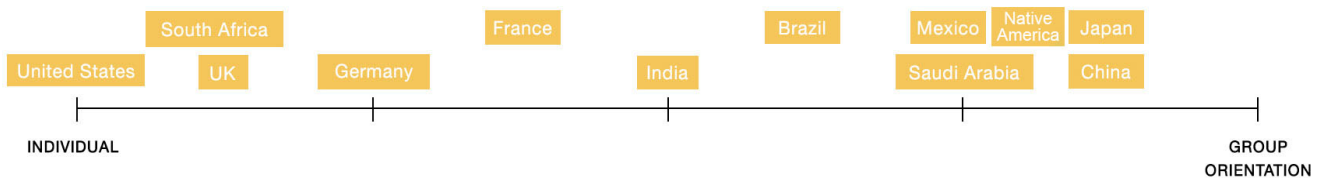
Individual

vs

Group Orientation

An individual approach to work style is emphasized by a preference for independence, personal motivation and achievement. You may prefer to act on your own. You are not comfortable relying on others to do the work and may expect to be rewarded and recognized for individual achievement. You value and admire self-driven, determined and self-motivated individuals.

A group approach to work is emphasized by a preference for interdependence, group affiliation, motivation and achievement. You prefer to act after reaching consensus with others. You rely on the efforts of the entire team to accomplish a goal and are uncomfortable when you alone are rewarded for the efforts of the group. You have a strong sense of social responsibility and obligations.



6 Power

BUSINESS IMPACT:

Project Management, Giving and Receiving Feedback, Delegation of Authority, Information Sharing, Management Issues, Communication.

YOUR SCORES:	
Equality	0.0
Hierarchy	0.0

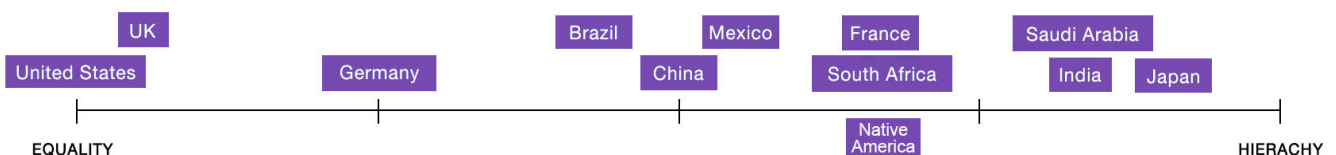
Equality

vs

Hierarchy

An equality orientation prefers to minimize the power structures in an organization and emphasizes the equality of status among individuals. You downplay differences at the business and social levels. You tend to bypass lines of authority to get tasks completed. You prefer to work in a "flat" organization. You may feel uneasy about formality or the use of official titles. You expect that everyone is included and has the same opportunities. Position and power are a result of achievement and success. Status is earned. You expect to compete with others and be recognized for your contributions.

A hierarchical orientation places a high value on power structures in an organization and emphasizes the power and status differences among individuals. You assume that ranks, titles, positions or age bestow certain authority or status in business and society. You follow lines of authority to accomplish work and would be uneasy about bypassing the chain of command. You prefer to work in a "vertical" organization. You may prefer formality in dress, speech and actions. Power and status has privileges. Position and power may be a result of birthright, the right schooling, age, name, title and or position in business or society and not necessarily by achievement. You expect to compete with only those at the same level or status.





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7 Change

BUSINESS IMPACT:

Change Management, Promotion of Personnel, New Project and New Market Development, Alignment.

YOUR SCORES:

Flexibility	<input type="text" value="0.0"/>
Stability	<input type="text" value="0.0"/>

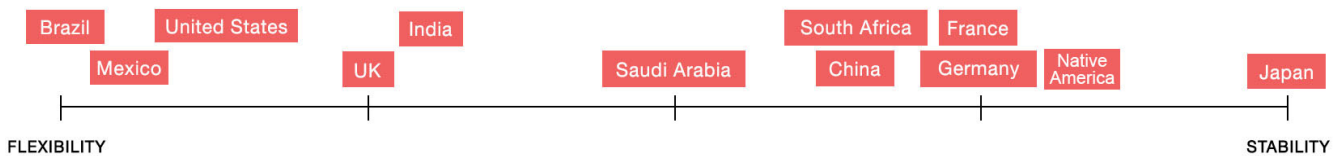
Flexibility

vs

Stability

A person who is comfortable with uncertainty or ambiguity is flexible, values change, takes risks and adapts quickly to uncertain situations. You expect things at work to change and see risk as an opportunity for growth. You are willing to adjust to new situations and seek out new relationships readily. You value innovation and are open to new behavior patterns.

A person who prefers certainty is one who values stability, the status quo and predictability and avoids risks. You expect things to stay the same and for your work environment and relationships to remain stable over time. You value rules, regulation and systematic procedures to your work. You are threatened by irregularities, uncertainty and change.



8 Rules

BUSINESS IMPACT:

Project Implementation, Human Resource Management, Business Ethics, Relationship Building.

YOUR SCORES:

Universal	<input type="text" value="0.0"/>
Situational	<input type="text" value="0.0"/>

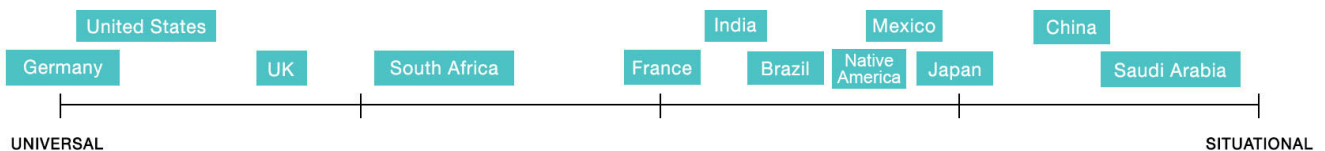
Universal

vs

Situational

A universalistic approach to rules places a high value on standards, procedures and laws. You believe that everyone has the same rights and should be treated equitably and fairly. Rules and laws are considered more important than relationships.

A situational approach to rules places a high value on the difference and uniqueness of individuals and groups. Standards, procedures, rules and laws are applied to these individuals on a case-by-case basis. Relationships and social obligations triumph over rules or laws.



For assistance please contact us at 1-480-467-0344 or GWSI@peoplesresults.com.