



Global Work Styles Inventory™ 3.0

Assessment Results SAMPLE REPORT

Assessing personal work styles and their implications for working globally.

REPORT PREPARED FOR:

Pauline Harris

DATE OF REPORT:

April 4, 2019

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Introduction

The Global Work Styles Inventory™ (GWSI) is an individual on-line assessment that provides leaders with a personal profile relating to eight core global works styles. The GWSI is neither a personality test nor a skills test but rather a tool that provides personal insight and an action-driven snapshot of how one prefers to interact in global and cross-cultural situations. It is a self-validated assessment based upon extensive anthropological research, consulting experience and global training around the world.

Developed as a tool for assessing personal work style preferences and their implications for successful work internationally the GWSI allows individuals and teams to identify, effectively analyze, compare and contrast the impact of their individual and team work styles on global performance to then develop actions plans for successful and profitable business outcomes.

Subtle differences in global work styles can lead to costly misunderstandings, miscommunication, ineffective meetings, fruitless negotiations, delays in meeting project deadlines and lost revenue.

Let the GWSI assist you in the following areas:

- global team alignment & engagement
- mergers and acquisitions
- overseas assignments
- global leadership skill improvement
- global executive coaching
- successful negotiations across culture
- global strategic planning
- global business results improvement

Description

The GWSI is a self-administered 96 question online assessment that takes approximately 35 minutes to complete. There are three types of questions. In Type One we will ask you to choose one of five corresponding statements that best represents your preference to the given business situation. In Type Two you will be asked to select the answer that best reflects how you behave at work. In Type Three, you will be asked to select the words or phrases that best apply to you. Upon completing the online questionnaire you will receive a personal profile of your selected global work styles along a continuum of eight dimensions or global work styles.

The results will allow you to compare your preferences with the preferences of others, including colleagues, co-workers, superiors, subordinates, clients and customers leading to greater understanding and collaboration. Identifying and understanding another person's work style preferences can assist you in strategizing how a person will behave, think or feel in a given business situation.



Interpreting Your Score

Upon completion of the Global Work Styles Inventory™, you will receive a printout of your Assessment Report that represents your personal profile relating to eight different work style dimensions. These eight dimensions are: Time, Influence, Approach, Interaction, Identity, Power, Change and Rules.

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)



Within each dimension or work style you will find two separate preferences, the polar opposite of the other. Each of these two preferences shows a numerical score ranging from 1 to 5 resulting from your assessment responses. Based on your answers to the assessment questions you can now see a more dominant preference (the higher of the two scores) and a less dominant preference (the lower of the two scores). When these values are added together, they should approximate a total of 5.0.

SCORING RESULT

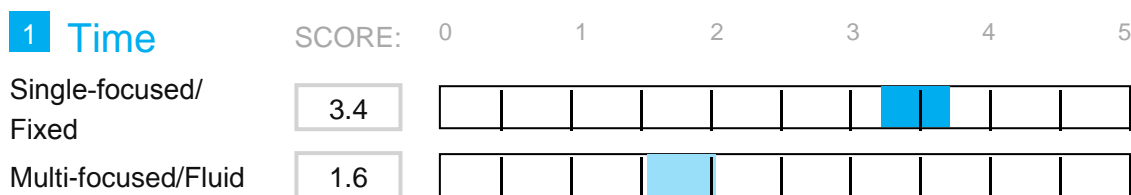
0.0	No Preference
1.0 - 2.0	Weak or Less Dominant Preference
2.5	Dual Preference
3.0 - 4.0	Strong or More Dominant Preference
5.0	Most Dominant Preference

Example:

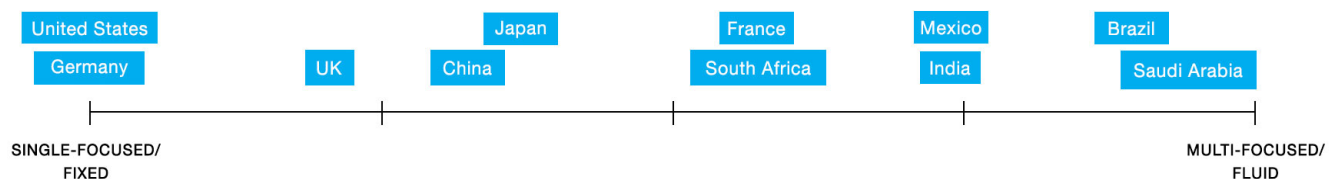
In the category of Time, which measures how you perceive and use time in your work environment, let us assume you receive the score of 3.4 for Single-focused, and the complementary score of 1.6 for Multi-focused (for a total score of 5.0).

The 3.4 for Single-focused represents your more dominant preference for emphasizing the efficient completion of one task at a time and demonstrates a precise commitment to schedules and timelines. The 1.6 score represent your less dominant preference for a Multi-focused use of time.

These results tend to indicate that you may find it challenging to work with those colleagues, partners or clients in your work environment who have the opposite dominant preference, in this case Multi-focused. An individual who tends to take a multi-focused approach to work has a more relaxed view toward timelines and deadlines, tends not to be frustrated by delays or interruptions and defines time loosely.



GWSI Generalized National Graphs: The graphs on the following pages represent GWSI profiles of national cultures and provide a general overview for discussion purposes only. It is important to validate not only your own profile but also the individual profiles of those you work with in those countries. Remember that there is generally a wide distribution of work style preferences even within a single country.





Your Personal Results

- Review the numeric value and graphic placement of your assessment scores for each preference.
- Identify your dominant scores for each.
- Read the explanatory descriptions for your dominant, and then less dominant scores in the descriptions provided with your Global Work Styles Inventory™ printout.
- Reflect and think about how these results are demonstrated daily in your work environment. (This begins the self-validation process which is outlined at the end of your GWSI report.)
- Compare and contrast these findings with observable behaviors and work styles of colleagues, clients and partners to identify gaps in preferences.
- Strategize ways to bridge those gaps for greater synergy, alignment, collaboration and improved performance as an individual and/or organization.



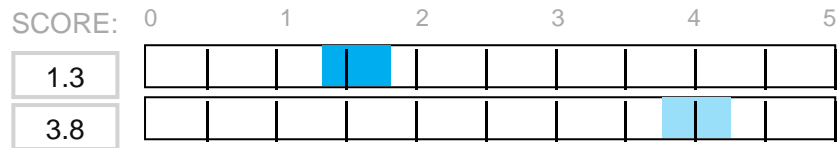
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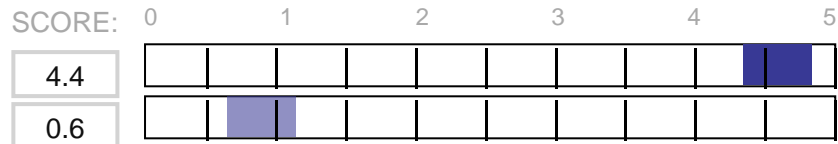
1 Time

Single-focused/Fixed
Multi-focused/Fluid



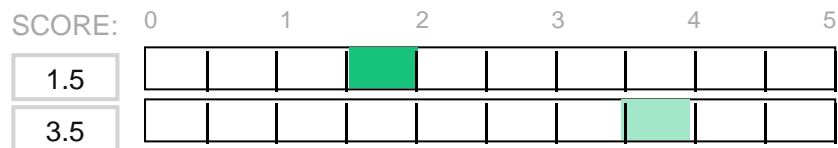
2 Influence

Inner-directed Control
Outer-directed Control



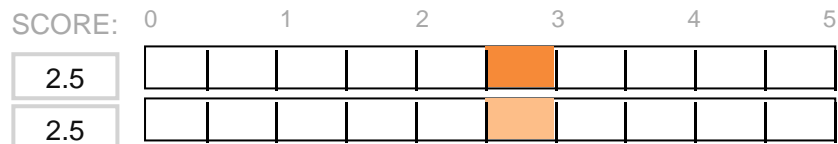
3 Approach

Task
Relationship Orientation



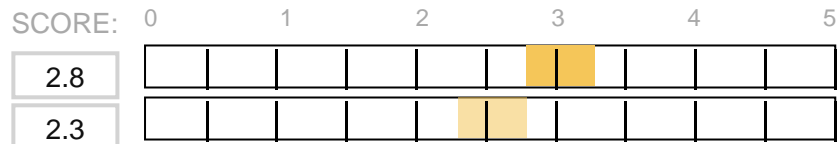
4 Interaction

Direct Communication
Indirect Communication



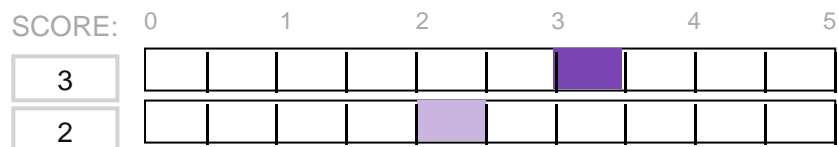
5 Identity

Individual
Group Orientation



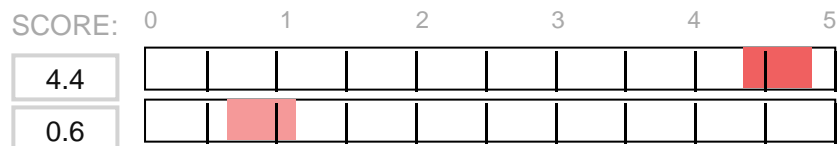
6 Power

Equality
Hierarchy



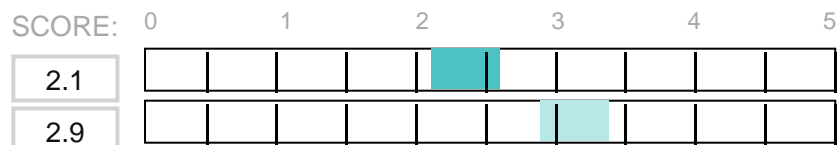
7 Change

Flexibility
Stability



8 Rules

Universal
Situational





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

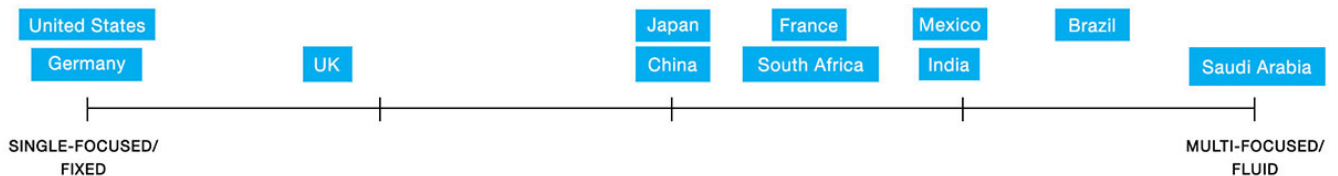
Single-focused/Fixed

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

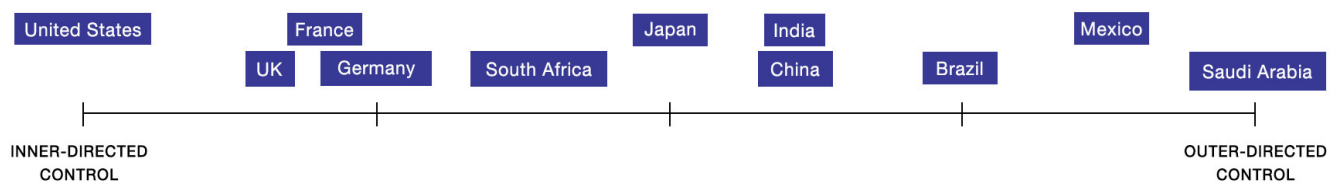
Inner-directed Control

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	1.5
Relationship Orientation	3.5

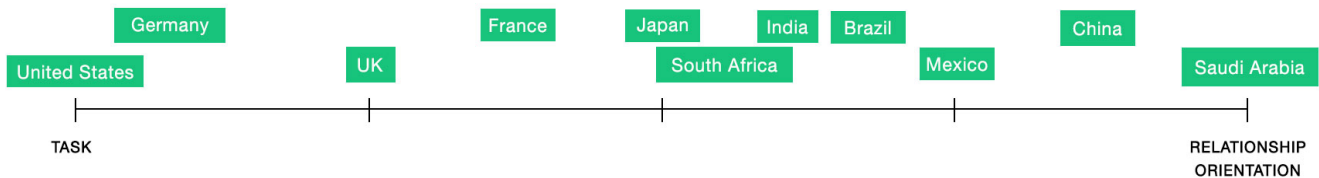
Task

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	2.5
Indirect Communication	2.5

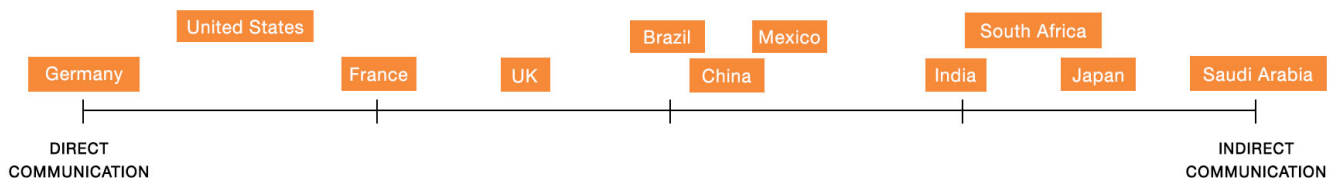
Direct Communication

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

Group Orientation

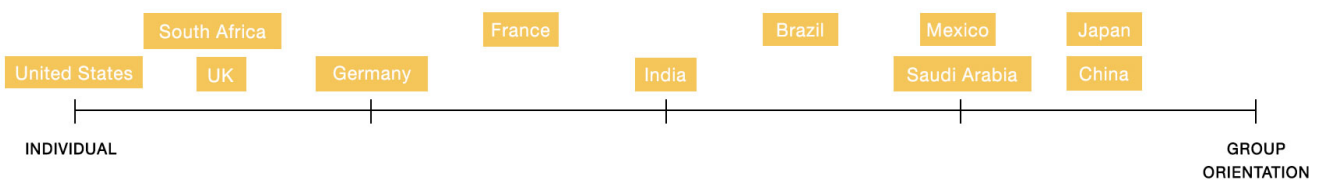
Individual

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

Hierarchy

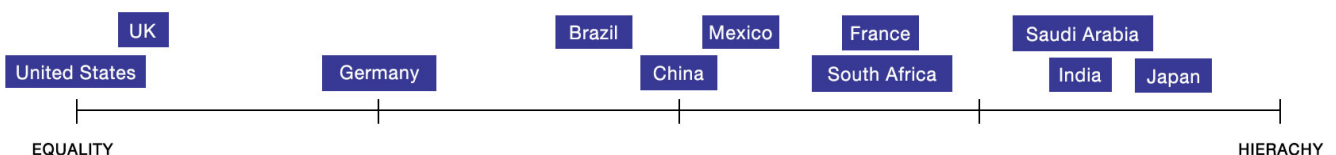
Equality

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.





7 Change

BUSINESS IMPACT:

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

YOUR SCORES:

Flexibility	4.4
Stability	0.6

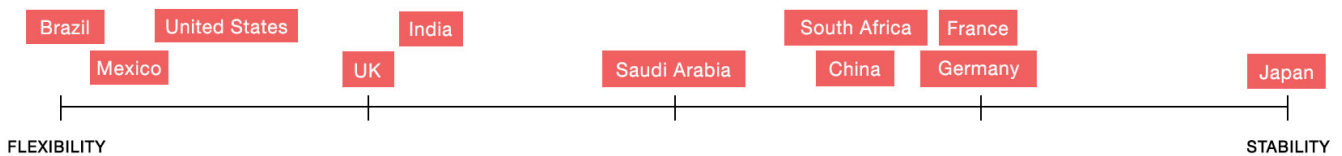
Flexibility

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	2.1
Situational	2.9

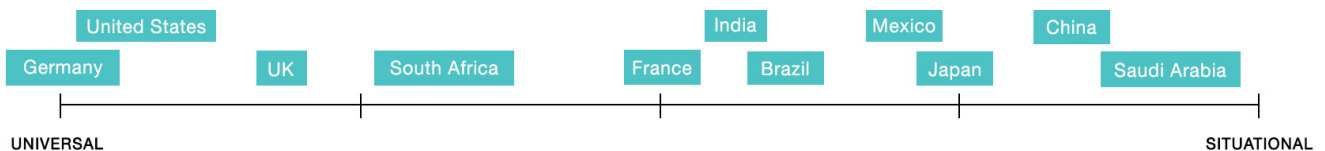
Universal

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.





Validating Your Profile

STEP ONE: To validate your profile you must identify behaviors that support or don't support each of your eight preferences. Are there preferences on your inventory that you disagree with? If so, why? Provide an example of where your behaviors don't support your stated preference.

Your scores may have been influenced by the following:

- How you would like to be seen by others
- Behaviors required at work or by others at work
- Your actual preference or style

It is best to validate your preferences with real behaviors in a work setting. Only then can you be confident that your stated preferences match your behaviors and vice versa. Once you have validated your results you can start using the results to analyze how your behavior or expectations will match those of individuals or team members you work with.

STEP TWO: Think about specific work or business situations where you interact with others. Try to think of situations where you and other individuals or groups differ in thinking or approach.

Questions to ask:

- What were your preferences?
- What were their preferences?
- Provide a descriptive example of such a situation.
- What did you observe? How did he/she/they behave?
- How successful were you or others in the given situation?
- What were your expectations of their behavior in that situation?
- What strategy or action would you take to become more effective in the future?

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STEP THREE: Some preferences may be difficult to adjust or change in a given business situation. Of the eight stated preferences on your Global Work Styles Inventory, which one(s) do you feel would be difficult or impossible for you to change? Why? Which one(s) would be easier to adjust or change? Why?

To develop your ability to adjust your work style you should:

- Observe the behaviors of who you work with on a daily or periodic basis.
- Choose a behavior – actions or words – that represents that work style or preference used by the other person.
- Think of how you should adjust your work style to meet the other person's expectations in that work or business situation?
- What behaviors should you change or use to be more effective?
- Practice, practice, practice.

It is best to validate your preferences with real behaviors in a work setting. Only then can you be confident that your stated preferences match your behaviors and vice versa. Once you have validated your results you can start using the results to analyze how your behavior or expectations will match those of individuals or team members you work with.

Awareness is the first step in bridging cultural and work style differences.

Business application of your learning is next.

Enjoy the journey!