

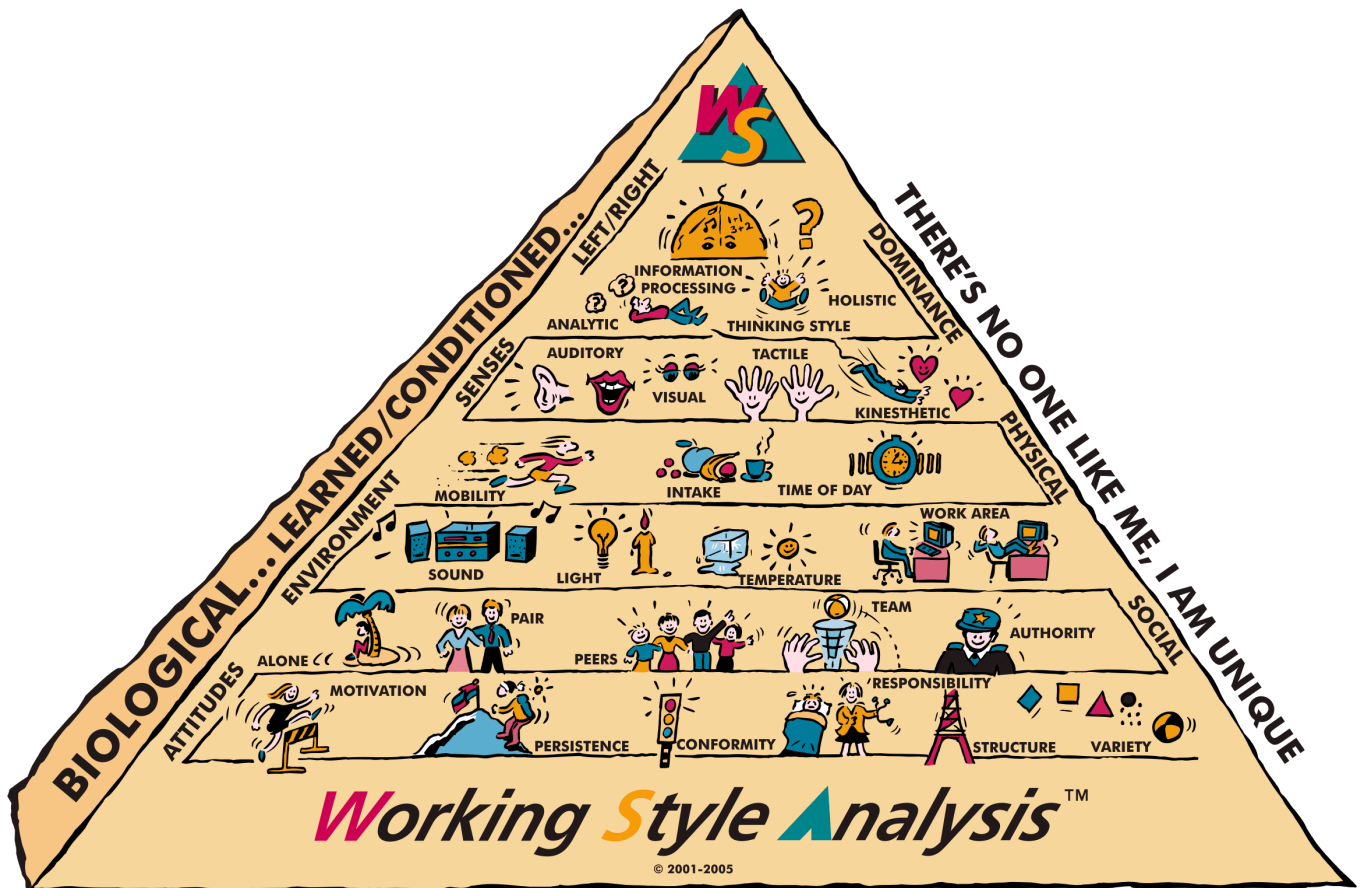
WSA-Corporate

Personal Profile

for

Nisha Tester

Entered: Thursday, 12 October 2006



How to make the best use of your WSA results:

- 1 The WSA Pyramid above shows all elements of a working style. You are welcome to mark your most important preferences, non-preferences and/or your flexibilities.
- 2 Pay particular attention to your Preferences and Non-preferences on Page 2 in your Profile Summary. Apply them when you concentrate on something new and/or difficult.
- 3 Find out how flexible your style is from the Graphs 1 & 2. Your flexibility is an additional strength in your style, particularly useful in challenging work situations.
- 4 Please note: the WSA is not a test, therefore it cannot be "passed" or "failed". There are no "right" or "wrong" results, only style differences between human beings.

For more information please contact:

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Profile Summary

Your preferences and strong preferences are your strengths which you can utilise in difficult work situations, but your non-preferences become your weak spots when you have to use them over longer periods of time. This can lead to frustration, concentration problems, low motivation, communication breakdown and inconsistent job performance. You are at your best when you can work, concentrate and solve problems YOUR way whenever possible. Style matches always lead to greater professional success and job satisfaction.

Key elements of my Working Style when concentrating on something NEW and/or DIFFICULT:

My Preferences: (how I work best)

BRAIN DOMINANCE: reflective



SENSORY MODALITIES: visual (words), visual (external), visual (internal), tactile (touching)



PHYSICAL NEEDS:

none

ENVIRONMENT:

none

SOCIAL:

none

ATTITUDES: self-starting, spontaneous/fluctuating persistence, non-conforming, other-directed



My Non-Preferences: (what I need to avoid when I do something difficult)

BRAIN DOMINANCE:

none

SENSORY MODALITIES:

none

PHYSICAL NEEDS:

none

ENVIRONMENT:

none

SOCIAL:

none

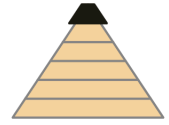
ATTITUDES:

none

Personal Report - Guidelines for Professional Development

The following Report contains a detailed interpretation of your results shown in Graphs 1 & 2. If you act on the recommendations in your Personal Report, you will not only increase your work productivity and improve your concentration but you will also enhance your learning abilities and problem solving skills.

BRAIN DOMINANCE: General Information



The categories in this graph are arranged in two groups: **ANALYTIC** (indicating a "left-brain" dominance) consisting of sequential/reflective style elements and **HOLISTIC** (indicating a "right-brain" dominance) consisting of simultaneous/impulsive style elements. A preference or strong preference in any of these elements indicates the natural ability to use different thought processes and/or a particular, natural style of thinking. Flexibilities within any of the two categories indicate that the person finds it easy to switch between the two modes if necessary.

High scores in both, left and right hemispheres (preferences and strong preferences), indicate that this person is highly integrated in using mental techniques, utilising both brain hemispheres equally strongly at any given time.

Your Personal Results:

INFORMATION PROCESSING:

You have the ability to flex between simultaneous (more right-brain) and sequential (more left-brain) approaches in working, learning or problem solving. In more emotional situations, you tend to think creatively, consider various aspects at the same time, consider the big picture and might not think logically, but rather follow your feelings. On the other hand, in more rational situations, you will think logically, proceed step by step, analyse and concentrate more on details. You are lucky to be able to quickly adjust your information processing style either to the big picture or to the necessary details. This high flexibility allows you to respond to complex situations appropriately and should make you more effective in handling logical and emotional problems.

THINKING STYLE:

Your way of thinking often depends on what you are supposed to do or learn, with whom you work, and mainly on the overall circumstances. You are hardly ever really impulsive in your thinking style and you generally prefer to reflect on things, to analyse and contemplate. This kind of flexibility enables you to adjust to adverse situations, but you tend to use reflective thinking more often than not.

MY SELF-ENHANCEMENT ACTION PLAN 1:

1. **WHAT** can I do to balance / integrate or to increase / decrease my analytic / holistic style, my sequential / simultaneous information processing, my reflective / impulsive thinking style? (my **GOAL**)
2. **HOW** will I do this? (my **ACTION**)
3. **WHEN** will I take this intended action to move closer to my desired outcome? (my **TIME FRAME**)

AT WORK:

1. WHAT? _____
2. HOW? _____
3. WHEN? _____

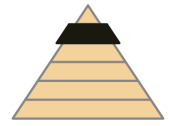
IN GENERAL:

1. WHAT? _____

2. HOW? _____

3. WHEN? _____

SENSORY MODALITIES: General Information



This part of the graph illustrates which **SENSES** a person prefers/does not prefer to use in order to take in new and difficult information; it also indicates someone's 'Sensory Learning Style' in auditory, visual, tactile and kinesthetic modes.

The more dark markings (preferences and strong preferences) someone has, the easier it is for this person to absorb new information. People with **preferences only**, are often called 'brain-gifted'.

If the result shows **mainly flexibilities/adaptabilities**, the person might find it difficult to concentrate when not interested and needs to be **motivated** to absorb and retain new information. A multi-sensory approach is therefore highly recommended!

Your Personal Results:

SENSORY MODALITY FLEXIBILITIES - auditory (hearing), auditory (external), auditory (internal), kinesthetic (external), kinesthetic (internal):

You have quite considerable flexibility in your sensory modalities. This means you need to use multi-sensory techniques when you are in training or whenever you learn something new and difficult. For better understanding and longer recall you must combine listening, talking, watching, reading, writing, actively participating, personally experiencing and feeling good about what you are learning and doing. When you are interested in your training or in a learning assignment you find it much easier to concentrate and remember. This also helps you to feel good and stay motivated for information intake.

VISUAL (words):

You are probably a 'book worm' as you have a strong preference for seeing written or printed words. You remember much of what you read, and you can probably close your eyes, "see" the reading material, and remember what you have read. You might like to take notes while you are listening so that you can read them later. To increase your effectiveness, you really need projects with clear, precise text passages and written instructions. Make sure you always have written information available when you deal with new and difficult concepts.

VISUAL (external):

You have a strong preference for seeing, watching and observing, and you probably love movies. Looking at works of art or things of beauty might stimulate you and your visual sense is probably very important to you. Your understanding of a text increases when pictures, diagrams and drawings are included. Rather than reading text passages, you often just like to look at the pictures. To enhance your training or understand instructions, you should use colours, pictures, mind maps and written materials with pictures and graphs. Observation might be another good way for you to take in new and difficult information.

VISUAL (internal):

You have a great imagination and visualising definitely helps you to remember. Your understanding increases considerably when you visualise what you have seen, heard, read or done. Often you might picture difficult situations and 'see' the outcome clearly in your mind. To enhance your comprehension, improve your memory and reduce stress, make sure you take time out for visualising, maybe daydreaming. As negative images in your mind tend to worry you, see that you can change them into positive ones and utilise creative visualisation more often.

TACTILE (touching):

You are a hands-on person! When you learn, work or concentrate you really like to involve your hands. You probably play with pens, tap your fingers, fiddle or doodle a lot - especially when you have to listen for a long time, when you are impatient, bored, frustrated or stressed out. To enhance your listening skills and for better memory, always involve your hands. Use Koosh balls for greater alertness, mind maps for note taking, hands-on techniques, models or real objects and manipulative learning tools for your training or studying. For your career planning it is important to consider jobs which have a high component of tactile involvement as you are probably very skilled with your hands. If you also have visual preferences, computer work might interest you.

MY SELF-ENHANCEMENT ACTION PLAN 2:

1. **WHAT** can I do to enhance my abilities in taking in new and difficult information through my senses (auditory / visual / tactile / kinesthetic)? (my **GOAL**)
2. **HOW** will I do this? (my **ACTION**)
3. **WHEN** will I take this intended action to move closer to my desired outcome? (my **TIME FRAME**)

AT WORK:

1. WHAT? _____
2. HOW? _____
3. WHEN? _____

IN GENERAL:

1. WHAT? _____
2. HOW? _____
3. WHEN? _____

PHYSICAL NEEDS: General Information



This part of the graph shows the importance of **PHYSICAL NEEDS** like mobility, need for intake and time of day preferences for concentration and information intake, and how these can strongly influence a person's work performance.

Preferences for stationary working, no need for intake and early morning preferences indicate a strong correlation with a more **analytic** working style, whereas a need for movement and intake as well as late morning, afternoon and evening time preferences indicate a strong correlation with a more **holistic** style. It is however possible that years of conditioning in the work place can often change/overrule natural (biological) needs and make the person less effective in their work performance.

Consider the physical needs in your profile carefully, analyse your job situation, compare what is not matched and consider necessary changes. A continued mismatch in these areas can lead to frustration, lack of concentration, tiredness, and burn-out, resulting in high stress levels and decreased job performance.

Your Personal Results:



MOBILITY:

In your need for mobility you are strongly influenced by what you do and it often depends on what the task is. Sometimes you can sit still for lengthy periods of time, especially when you are interested, other times you can't do your work without needing to move your body, tap your feet or fingers, or pace up and down. Your strong flexibility allows you to adjust equally well to different situations and varying conditions.

NEED FOR INTAKE:

(Attention: If you are a non-smoker please disregard the comments about smoking - they do not apply to you!)

Whether or not you eat, nibble, drink (or smoke) while working, depends on what's in the fridge and how absorbed you are in these activities. As you are very flexible in this Working Style element, you can easily go without eating or drinking if food is not available.

TIME OF DAY:

Time of day is not really an important factor for you, you can function and concentrate quite well at any given time. What is more important for you is what you do, why and with whom. Your strong flexibility allows you to adjust well to changing time conditions in your work or study scheme.

MY SELF-ENHANCEMENT ACTION PLAN 3:

1. **WHAT** can I do to match my **Physical Needs** during at work? (my **GOAL**)
2. **HOW** will I do this? (my **ACTION**)
3. **WHEN** will I take concrete action to move closer to matching my daily work with my physical working style needs? (my **TIME FRAME**)

AT WORK:

1. WHAT? _____

2. HOW? _____

3. WHEN? _____

IN GENERAL:

1. WHAT? _____

2. HOW? _____

3. WHEN? _____

ENVIRONMENT: General Information



This part of the graph shows how a person functions best under the **ENVIRONMENTAL CONDITIONS** of sound, light, temperature and work area. Preferences for a quiet, brightly lit, cool and formal work area indicate a strong correlation with a more **analytic** working style, whereas a need for sound, low light, warm temperatures and informal work area indicate a strong correlation with a more **holistic** style.

However, years of conditioning can often change or overrule natural (biological) needs and make the person less effective in their work performance. The mismatch of environmental needs with work conditions can ultimately lead to severe stress, burnout and even illness.

The more flexibilities/adaptabilities someone's profile shows, the easier it will be for this person to adjust to changing conditions in the work environment.

Compare the physical needs in your profile carefully, analyse your current job situation, identify what is not matched and consider necessary changes. A continued mismatch in these areas almost always leads to frustration, lack of concentration, tiredness, and burn-out, resulting in high stress levels and decreased job performance.

Your Personal Results:

SOUND:

When you concentrate, your need for sound is determined by what you do. Sometimes you need a quiet environment and sometimes you don't. You are very flexible and neither noise nor silence influences your performance. This flexibility enables you to adjust to different environments with ease as you are highly adaptable to varying sound conditions.

LIGHT:

In your need for light you are influenced by what you do and by what the task is. Your strong flexibility allows you to work equally well in dim or bright light, as you are highly adaptable to varying light conditions.

TEMPERATURE:

You are very flexible as far as temperature goes and you are more affected by what you do, by the season, and how you feel overall. Your temperature needs fluctuate depending on the situation and do not influence your performance because you are highly adaptable to varying temperature conditions.

WORK AREA:

Due to your style's strong flexibility, your need for formality in design and furniture varies while working, and you are more influenced by what you do. You have the advantage that you can adjust easily to either type of work environment because you are highly adaptable to any kind of work area and room set-up.

MY SELF-ENHANCEMENT ACTION PLAN 4:

1. **WHAT** can I do to improve my Work Environment or adjust it to my style needs? (my **GOAL**)
2. **HOW** will I do this? (my **ACTION**)
3. **WHEN** will I take concrete action to move closer to matching my work environment with my working style needs? (my **TIME FRAME**)

AT WORK:

1. WHAT? _____
2. HOW? _____
3. WHEN? _____

IN GENERAL:

1. WHAT? _____

2. HOW? _____

3. WHEN? _____

SOCIAL: General Information



The categories in this graph are arranged in two groups: **WORKING GROUPS** and **AUTHORITY**. Preferences for working alone and under supervision indicate a more solitary, **analytic** style and a preference for working with people (in a pair, with peers or in a team) and unsupervised indicate a more people-oriented, **holistic** style.

How a person reacts to authority figures in the workplace and with whom they prefer to interact will determine their work performance and job satisfaction on a daily basis. Check your report for your best combinations and consider how you can alter your situation if necessary.

Research has shown that question marks (when based on contradictory responses) in these areas are a sign of changes/insecurities/fears regarding the personnel situation at someone's work place; this can lead to severe stress when the situation is not resolved positively. Because the social elements in a person's profile are conditioned or learned, preferences, non-preferences as well as flexibilities will change more than once during a person's career; they can even change within a few days, sometimes overnight, when people and their positions change in someone's work set-up.

Please note:

The more question marks a profile shows in the social area, the more stress the person currently experiences at work!

Your Personal Results:

SOCIAL GROUPINGS

You are highly adaptable when it comes to working or interacting with people. You can work equally well alone, with one other person, with peers, or in a team. You seem to have no difficulties adjusting to different people setups and fitting into working groups. This great adaptability is a definite advantage in changing personnel conditions.

AUTHORITY:

Your strong flexibility for supervision is often an advantage in adverse work situations. You will respond well to a leader or manager if you respect that individual. Generally you do not mind being supervised, but you can work equally well with very little supervision. Your high adaptability is of great advantage, especially during times of change in organisations or institutions.

MY SELF-ENHANCEMENT ACTION PLAN 5:

1. **WHICH** element(s) in the **SOCIAL ASPECTS** of my WSA profile cause stress, frustration and dissatisfaction on a daily basis? (my **REASON**)
2. **WHAT** can I do to change that? (my **GOAL**)
3. **HOW** will I achieve this? (my **ACTION**)
4. **WHEN** will I take concrete action to create a more satisfying social interaction at my work place to lower my stress levels? (my **TIME FRAME**)

AT WORK:

1. WHICH? _____
2. WHAT? _____
3. HOW? _____
4. WHEN? _____

IN GENERAL:

1. WHICH? _____
2. WHAT? _____
3. HOW? _____
4. WHEN? _____

ATTITUDES: General Information



This part of the graph describes a person's attitudes in the following areas:

1. **MOTIVATION:** whether someone is highly internally motivated in their job because they are interested in and love what they are doing; or because they are more influenced by external conditions like recognition, money, perks and career advancement etc.
2. **PERSISTENCE:** how someone is willing to follow through with professional tasks, particularly when they find them difficult or not very interesting; or show spontaneous persistence when they are interested; or cannot follow through and show low persistence.
3. **CONFORMITY:** how someone responds to rules and regulations imposed by their manager, division or organisational structure. This can be interpreted how well a person "fits in" or how non-conforming they can become when leadership and work conditions in the company do not appeal.
4. **RESPONSIBILITY:** how someone carries out professional duties, even when they might not always be easy or to their particular liking.
5. **STRUCTURE:** whether someone needs guidance/instructions from others; or is more self-directed and can follow their own directions in carrying out work duties.
6. **VARIETY:** whether someone enjoys change (and/or variety) and wants that in their daily work; or does not like it, rather resists it and/or fears it; also, how a person can handle routine.

Your Personal Results:



Please note:

These elements seem to be learned, not biologically or genetically determined, and they are usually influenced by general conditioning, past work experiences and a person's current professional environment. That's why it is possible - although not always easy - to change attitudes either with will power or by changing one's beliefs or circumstances.

Many of these elements and their opposing qualities can create inner tensions and/or external conflicts, particularly when they do not correlate with typical **analytic features** (self-starting, high persistence, conforming, strong responsibility, needing structure and wanting routine) or with strong **holistic tendencies** (externally motivated, fluctuating/low persistence, non-conforming, low responsibility, self-structuring and change oriented).

It is important to realise that the stronger analytical preferences are, the less conflict with 'the system' a person generally experiences, and the stronger holistic tendencies are, the more conflict a person will experience with 'the system', the harder it will be to 'fit in'.

A mismatch in these areas over longer periods of time always leads to frustration, stress, under-performance and burnout. If such a negative situation cannot be resolved, the person develops a strong desire to change the work place and, if this is not possible, the result can be disillusionment, or in the worst case, nervous break-downs or even physical illness.

MOTIVATION:

Your motivation often depends on what you are supposed to do and on the circumstances. You usually start projects with enthusiasm, but sometimes lose interest quite quickly. When you are not interested, your motivation goes down, although you usually try hard to keep motivated.

PERSISTENCE:

Whether you complete what you start mainly depends on your spontaneous interest in it. You often work on more than one project at the same time. Between your bursts of activity you prefer to take frequent breaks, or try to do something else when you should be concentrating on one task. It is often hard for you to stick to one project and you may have to be reminded to finish your work. You are at your best when you can handle several things at once, but make sure that you don't lose track, get stressed out or forget to complete what you have begun.

CONFORMITY:

You prefer to do things following your own rules. You often challenge authority and only accept it when it makes sense to you. Your non-conformist thinking can be counter-productive in strictly regulated work situations. You work best when you are interested in the task, have frequent breaks and not too much control from your managers. It is important for you to understand why a job is important, to have choices, to get rewards and to be treated collegially.

RESPONSIBILITY:

Your responses are contradictory and research with this instrument has shown there are several reasons for this:

- a. you might have changed your focus while answering this part of the questionnaire, not exclusively thinking about new and/or difficult work or learning situations; or
- b. there might be changes going on around you which are beyond your control; or
- c. you personally could be going through a transition period which often results in some form of inner confusion leading to contradictions in answering the questions; or
- d. you have probably overlooked something or an error was made transferring the results onto the Response Sheet or entering them into the computer programme.

STRUCTURE:

You don't mind being told what to do or how to do it - in fact, you may feel better when you know all the guidelines, exactly what is required, and exactly how to proceed. You may work better with managers giving you directions and you also appreciate frequent feedback. Ensure that you have all aspects of a task clear - this will greatly enhance your performance and concentration.

VARIETY:

Your need for variety is rather fluctuating and you are very flexible when it comes to following routines or adjusting to change in your work. Your success depends on what you do, why, how, when, and with whom. This strong adaptability is a definite advantage in situations that are demanding.



MY SELF-ENHANCEMENT ACTION PLAN 6:

1. **WHICH** element(s) in my **ATTITUDES** cause stress, frustration, dissatisfaction and burnout in my daily work? (my **REASON**)
2. **WHAT** can I do to change that? (my **GOAL**)
3. **HOW** will I do this? (my **ACTION**)
4. **WHEN** will I take concrete action to experience/build a more satisfying set of attitudes to lower my stress levels? (my **TIME FRAME**)

AT WORK:

1. WHAT? _____

2. HOW? _____

3. WHEN? _____

IN GENERAL:

1. WHAT? _____

2. HOW? _____

3. WHEN? _____

Nisha, you now have all the information you need about HOW you work best.
No matter WHAT you have to do, you now know your strengths and non-preferences.
Use your strengths for achieving best results in new and difficult situations!



MY PERSONAL MONITORING SYSTEM

Please state in which area(s) you intend to implement your **Personal Action Plan** and then start writing short comments about your new or changed strategies, methods, approaches, interactions with students / superiors / colleagues.

For achieving the desired outcomes at work you need to practise and monitor your new strategies / methods / behaviours for a **minimum period of 31 days**. If you want to use this Monitoring System as a worksheet in your daily work, you can use the space for Observations to monitor your new strategies 31 times.

Action Plan: _____

Goal: _____

Action: _____

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MY PERSONAL MONITORING SYSTEM

Continued

Date:

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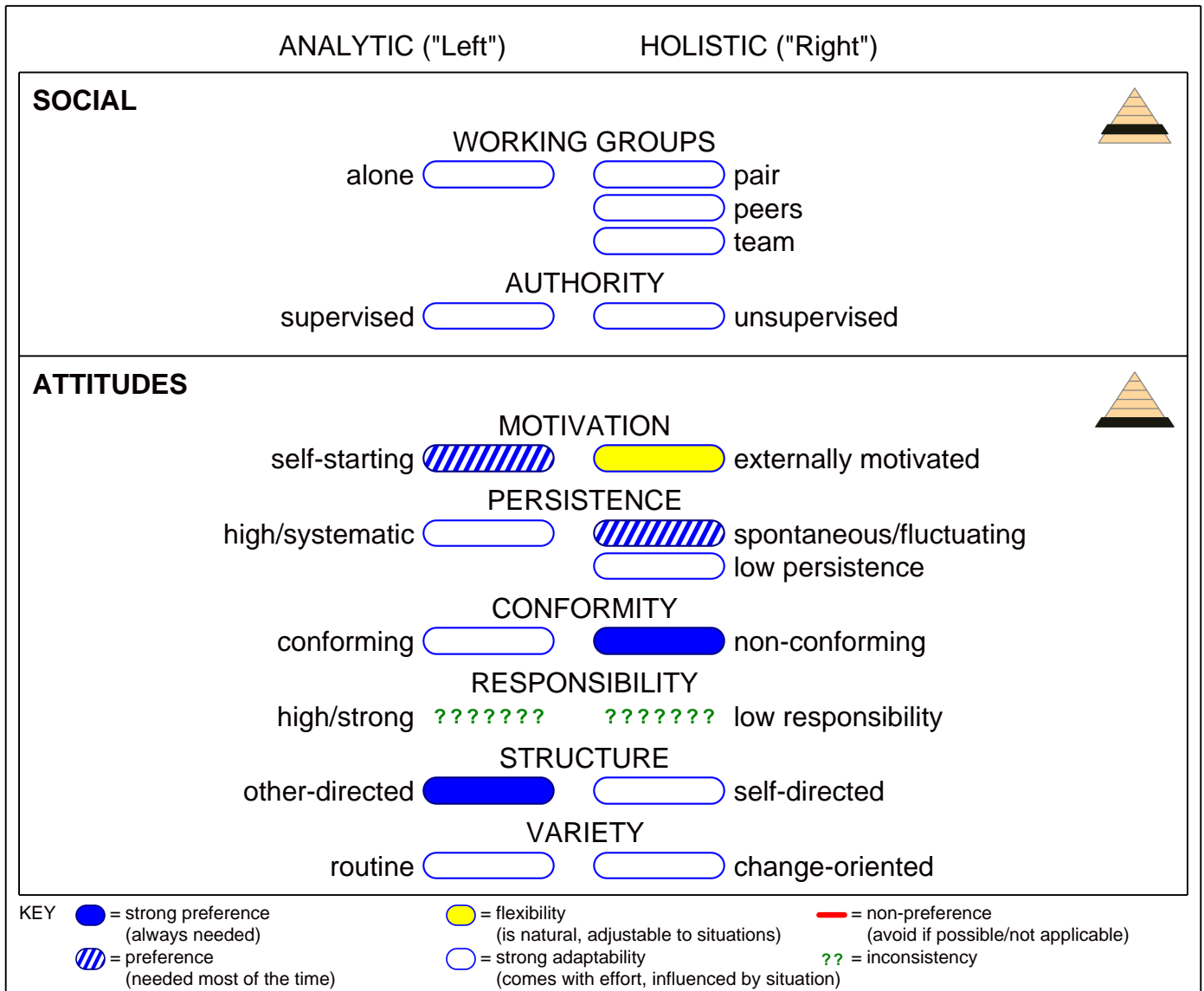
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Graph 1. Natural / Biological Elements

| ANALYTIC ("Left") | HOLISTIC ("Right") | | | | | | |
|---|--|--|--|--|---|--|--------------------|
| | | | | | | | |
| <p>BRAIN DOMINANCE</p> <p style="text-align: center;">INFORMATION PROCESSING</p> <p style="text-align: center;">sequential <input type="text"/> <input type="text"/> simultaneous</p> <p style="text-align: center;">THINKING STYLE</p> <p style="text-align: center;">reflective <input checked="" type="checkbox"/> <input type="checkbox"/> spontaneous</p> | | | | | | | |
| | | | | | | | |
| <p>SENSORY MODALITIES</p> <p>AUDITORY (hearing) <input type="text"/> listening</p> <p>Auditory (external) <input type="text"/> talking/discussing</p> <p>Auditory (internal) <input type="text"/> self-talk/inner dialogue</p> <p>VISUAL (words) <input checked="" type="checkbox"/> reading</p> <p>Visual (external) <input checked="" type="checkbox"/> seeing/watching</p> <p>Visual (internal) <input checked="" type="checkbox"/> visualising/imagination</p> <p>TACTILE (touching) <input checked="" type="checkbox"/> manipulating/handling</p> <p>KINESTHETIC (external) <input type="text"/> experiencing/doing</p> <p>Kinesthetic (internal) <input type="text"/> feeling/intuition</p> | | | | | | | |
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| <p>PHYSICAL NEEDS</p> <p style="text-align: center;">MOBILITY</p> <p style="text-align: center;">stationary <input type="text"/> <input type="text"/> movement needed</p> <p style="text-align: center;">INTAKE</p> <p style="text-align: center;">not needed <input type="text"/> <input type="text"/> needed</p> <p style="text-align: center;">TIME OF DAY</p> <p style="text-align: center;">early morning <input type="text"/> <input type="text"/> late morning</p> <p style="text-align: center;"><input type="text"/> afternoon</p> <p style="text-align: center;"><input type="text"/> evening</p> | | | | | | | |
| | | | | | | | |
| <p>ENVIRONMENT</p> <p style="text-align: center;">SOUND</p> <p style="text-align: center;">quiet <input type="text"/> <input type="text"/> sound/noise/music</p> <p style="text-align: center;">LIGHT</p> <p style="text-align: center;">bright light <input type="text"/> <input type="text"/> low light</p> <p style="text-align: center;">TEMPERATURE</p> <p style="text-align: center;">cool <input type="text"/> <input type="text"/> warm</p> <p style="text-align: center;">WORK AREA</p> <p style="text-align: center;">formal <input type="text"/> <input type="text"/> informal/comfortable</p> | | | | | | | |
| <p>KEY</p> <table style="width: 100%;"> <tr> <td style="width: 33%;"> <input checked="" type="checkbox"/> = strong preference (always needed) </td> <td style="width: 33%;"> <input type="checkbox"/> = flexibility (is natural, adjustable to situations) </td> <td style="width: 33%;"> <input style="border: 1px solid red;" type="checkbox"/> = non-preference (avoid if possible/not applicable) </td> </tr> <tr> <td> <input checked="" style="background: repeating-linear-gradient(45deg, transparent, transparent 2px, blue 2px, blue 4px);"/> = preference (needed most of the time) </td> <td> <input type="checkbox"/> = strong adaptability (comes with effort, influenced by situation) </td> <td> ?? = inconsistency </td> </tr> </table> | | <input checked="" type="checkbox"/> = strong preference (always needed) | <input type="checkbox"/> = flexibility (is natural, adjustable to situations) | <input style="border: 1px solid red;" type="checkbox"/> = non-preference (avoid if possible/not applicable) | <input checked="" style="background: repeating-linear-gradient(45deg, transparent, transparent 2px, blue 2px, blue 4px);"/> = preference (needed most of the time) | <input type="checkbox"/> = strong adaptability (comes with effort, influenced by situation) | ?? = inconsistency |
| <input checked="" type="checkbox"/> = strong preference (always needed) | <input type="checkbox"/> = flexibility (is natural, adjustable to situations) | <input style="border: 1px solid red;" type="checkbox"/> = non-preference (avoid if possible/not applicable) | | | | | |
| <input checked="" style="background: repeating-linear-gradient(45deg, transparent, transparent 2px, blue 2px, blue 4px);"/> = preference (needed most of the time) | <input type="checkbox"/> = strong adaptability (comes with effort, influenced by situation) | ?? = inconsistency | | | | | |

Graph 2. Conditioned / Learned Elements



DIFFERENCES BETWEEN BIOLOGICAL & LEARNED ELEMENTS:

The results in Graph 1 represent your natural biological needs when concentrating, solving a problem or taking in new and difficult information. Preferences and non-preferences in these areas are usually hard to change and remain mostly stable over a lifetime. When they are mismatched over a long period of time, they will influence your motivation, persistence, responsibility and even your work morale in a negative way. For lasting success in the work place, make sure that all your preferences are being matched most of the time.

The results in Graph 2 reveal your conditioning, and show with whom you work best and what your attitudes are when it comes to dealing with something new and difficult. These elements are not stable in your profile and can change quite rapidly. This usually happens when there are changes going on inside yourself or in the world around you. To be successful at work, it is very important that you know your own as well as other people's styles and that you match work conditions with your natural style as much as possible, because your preferences become your strengths when you use them wisely.

Graph 3. Working Style Tendencies

Compare this graph with your Left/Right Brain Dominance on Graph 1

If your results show a natural fit, i.e. analytic/left brain preferences in both graphs, or holistic/right brain preferences in both, you will experience not much stress or mismatch between your Brain Dominance and your overall Working Style Tendencies.

However, if you have **analytic preferences** in the graph below and **right brain preferences** on Graph 1 (or vice versa), you will most likely experience a mismatch between the way you have to work and the way you think and/or would like to work and function in your job. Such a combination almost always leads to stress, job dissatisfaction and loss of motivation; it should be resolved rather sooner than later.

| ANALYTIC ("Left") | HOLISTIC ("Right") |
|--|--|
| quiet <input style="width: 80px;" type="text"/> | <input style="width: 80px;" type="text"/> sound/noise/music |
| bright light <input style="width: 80px;" type="text"/> | <input style="width: 80px;" type="text"/> low light |
| formal work area <input style="width: 80px;" type="text"/> | <input style="width: 80px;" type="text"/> informal work area |
| high persistence <input style="width: 80px;" type="text"/> | <input style="width: 80px;" type="text"/> low persistence |
| no/low intake <input style="width: 80px;" type="text"/> | <input style="width: 80px;" type="text"/> intake needed |

Three or more of the following elements: preferring quiet, bright light, formal design, high persistence (to complete tasks without interruptions) and low need for intake tends to suggest an ANALYTICAL (sequential) processing style. On the other hand, preferring sound, soft lighting, informal design, low persistence (completing tasks in spurts while working on multiple tasks simultaneously) and need for intake suggests a GLOBAL/HOLISTIC (simultaneous) processing style (Bruno, 1988; Dunn, Cavanaugh, Eberle, and Zenhausern, 1982).

Recommendations

FOR EXECUTIVES AND MANAGERS:

Please reflect on the results in your WSA Profile, particularly on your preferences and non-preferences. Find out which areas of mismatch could cause you stress and tension in your daily work. If you are in a team situation you could also compare your colleagues' individual profiles with your own to become more aware of your compatible areas and how you can better complement each other.

FOR EMPLOYEES:

The WSA Personal Profile is designed to help you better understand your working style; manage the daily duties of your job in a more effective and less stressful way. To achieve performance improvement, please share and discuss your WSA results with your manager, trusted colleagues, or team members. Compare how your style features match your work or team situation, and find out where there are mismatches. Creating an Action Plan by yourself or with a colleague or manager can help you to focus on individual areas of your working style you want or need to improve.

If you follow the recommendations in the Personal Report section you will experience better work performance and greater job satisfaction.

FOR TRAINEES AND APPRENTICES:

To improve your work skills, follow the suggestions in your Personal Report, observe your own success and/or have your progress monitored by your manager. For better performance, make sure your style preferences and needs are matched as much as possible. This is particularly important when you have to concentrate on something new or difficult.

If you are planning a career change, it is advisable to consider your WSA results because the more your work is matched to your personal style, the more job satisfaction you will experience.

The results provide a practical framework for better understanding yourself in your interaction with colleagues and managers- both in work-related activities and professional communication in general.