



# WorkStyle Patterns® (WSP™) Position Expectation Inventory

## Position Expectation Inventory Report

*Completed by:* Raphael Garcia

*for the Position of:*

Customer Service Representative

*Includes those currently in the position or candidates:*

Sue Smith, John Jones



WorkStyle Patterns® (WSP™) Position Expectation clarifies and prioritizes work approach expectations. This report represents your expectation for how a position should be performed.



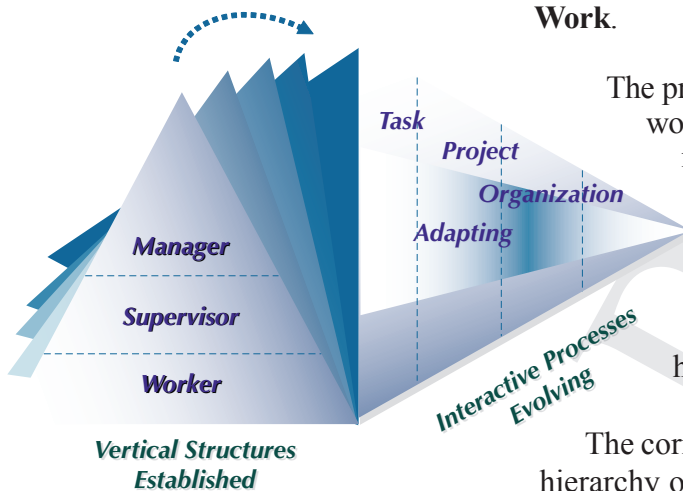
May 31, 2011



# WorkStyle Patterns® (WSP™) Position Expectation Inventory

Raphael Garcia

## *The Tipped Evolving Structure for the Shifting Workplace*



## **You Have Successfully Completed the WSP™ Position Expectation Inventory**

You are now ready to discover and utilize information from your perspective of the work you just assessed through the **WorkStyle Patterns® (WSP™) Alignment Process — the Meaning of Aligned Work.**

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 clarify even more effectively your expectations for how a position, role or assignment should be performed.

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™ Position Expectation Inventory 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.

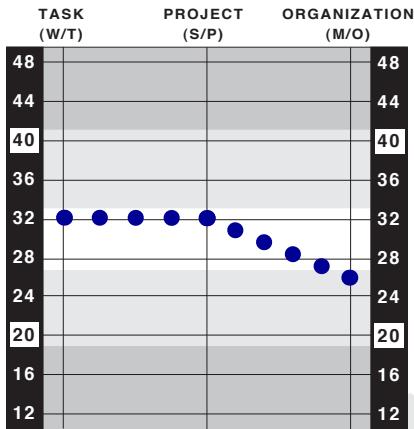


# WorkStyle Patterns® (WSP™) Position Expectations Results

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## Interpretation of the Expectation Results

### Position Expectation WSP™ Graph



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#### Position Expectation Profile:

#### ADAPTOR w/SUPERWORKER

#### Orientations:

|        | W/T        | S/P        | M/O        |
|--------|------------|------------|------------|
| Scores | 32         | 32         | 26         |
| Zones  | supportive | supportive | responsive |

## Your WorkStyle Patterns® Assessment Orientation, Profile and Activities

- The right side of the Assessment Pyramid reflects how, from your perspective, the work assignment you assessed requires those who perform the work to “think” about their work activities — its Orientation and the WSP™ Profile that best describes how you expect them to perform the work.
- The left side reflects Preferred WorkStyles which are identified in a separate Inventory to be completed by those who are performing the work.

### PREFERRED WORKSTYLE

How a person  
thinks about work

The way a person  
wants to perform  
that thinking

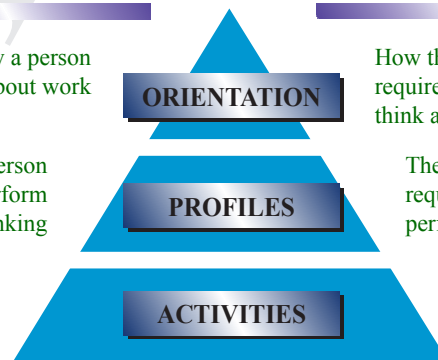
The specific  
activities a person  
most likes to do

### POSITION WORKSTYLE

How the position  
requires a person to  
think about work

The way the position  
requires a person to  
perform that thinking

The specific activities  
the work most requires  
of a person performing  
the work

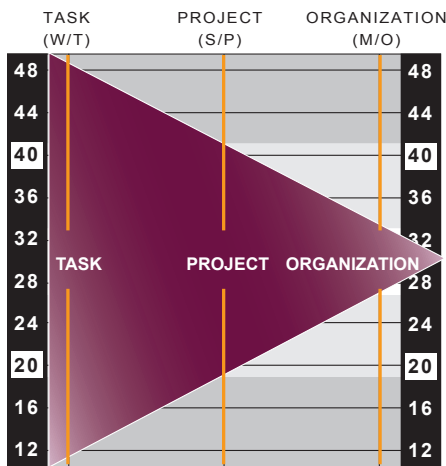




# WorkStyle Patterns® (WSP™) Inventories Orientations

Raphael Garcia

*How you expect those  
in the position to think  
about, communicate  
and perform the work*



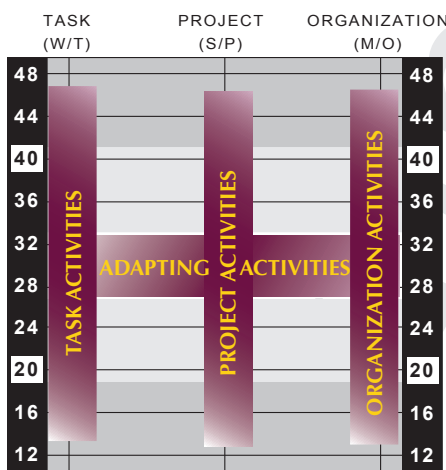
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## Primary Orientation:

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™ Position Expectation Inventory Results

The premise of the WorkStyle Patterns® (WSP™) Process is that all work requires some degree of TASK, PROJECT and ORGANIZATION activities. Some require a balance of all three, which is a fourth Orientation called ADAPTING. The extent to which the work you assessed requires each of these Orientations determines your perspective of the **Position Expectation** 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 (W/T), Supervisor/PROJECT (S/P) and Manager/ORGANIZATION (M/O).

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 Orientations

[W/T]

Worker/**TASK** – identifies directly with the Product or **Service**; performs specific work activities.

[S/P]

Supervisor/**PROJECT** – identifies with the Project and its People; coordinates work activities.

[M/O]

Manager/**ORGANIZATION** – identifies with the Goals and Results; initiates organizational activities.

[ADAPTING]

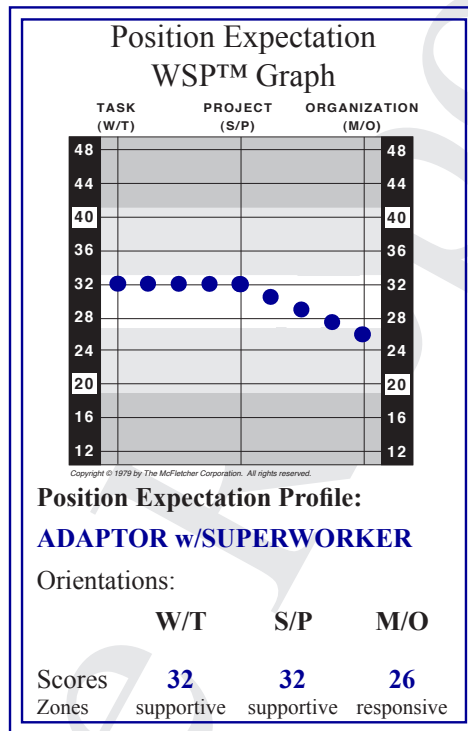
A combined Orientation that balances activities with all three Orientations.



# WorkStyle Patterns® (WSP™) Inventories – Orientation Tendencies

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## Position Expectation WorkStyle Patterns® (WSP™) Orientations



| THE POSITION EXPECTATION WORKSTYLE — ADAPTING WSP™ ORIENTATION<br>A BALANCE OF THE OTHER THREE WSP™ ORIENTATIONS |  |   |   |
|--|--|---|---|
| THE POSITION   | W / TASK (W/T)   | S / PROJECT (S/P)   | M / ORGANIZATION (M/O)  |
| PROVIDE A COMBINATION OF RESULTS THROUGH   | <ul style="list-style-type: none"><li>Individual accomplishments</li></ul>   | <ul style="list-style-type: none"><li>Success of others</li></ul>   | <ul style="list-style-type: none"><li>Work environment achievements</li></ul>                                 |
| OFTEN REQUIRES A BALANCE OF ACTIVITIES FOR   | <ul style="list-style-type: none"><li>Performance of specific tasks</li></ul>  | <ul style="list-style-type: none"><li>Coordination of the development and performance of others</li></ul>                 | <ul style="list-style-type: none"><li>Mobilization of and influence with work environment resources</li></ul> |
| SELDOM REQUIRES A BALANCE OF ACTIVITIES WITH   | <ul style="list-style-type: none"><li>Work sharing</li></ul>   | <ul style="list-style-type: none"><li>Work environment reports and paperwork</li></ul>                                    | <ul style="list-style-type: none"><li>Specific, routine tasks</li></ul>                                       |
| NEEDS PATIENCE AND FLEXIBILITY WITH  | <ul style="list-style-type: none"><li>Details and own work corrections</li></ul>   | <ul style="list-style-type: none"><li>People and explanations</li></ul>   | <ul style="list-style-type: none"><li>Goals and long-term requirements</li></ul>                              |
| OFFERS A BALANCE OF OPPORTUNITIES FOR  | <ul style="list-style-type: none"><li>Self-fulfillment</li></ul>   | <ul style="list-style-type: none"><li>Motivated and skilled workforce</li></ul>   | <ul style="list-style-type: none"><li>Work environment results</li></ul>                                      |
| MOST PRODUCTIVE WORK ENVIRONMENT INCLUDES  | <ul style="list-style-type: none"><li>Stable work setting with defined work expectations</li></ul>                                 | <ul style="list-style-type: none"><li>Active work area with work-related interactions and meetings</li></ul>              | <ul style="list-style-type: none"><li>Flexible work structure with access to resources</li></ul>              |
| LEAST PRODUCTIVE WORK ENVIRONMENT INCLUDES   | <ul style="list-style-type: none"><li>Multiple directives with crisis requirements</li><li>Inadequate tools to work with</li></ul> | <ul style="list-style-type: none"><li>Limited information and communication</li><li>Minimal contact with people</li></ul> | <ul style="list-style-type: none"><li>Limited resources and restricted authority</li></ul>                    |





## WORK ENVIRONMENT POSITION EXPECTATION

### WORKSTYLE PROFILE DESCRIPTION

#### ADAPTOR w/SUPERWORKER

– TO –

#### *Respond To Situations Through Shared Efforts*

A position with the Profile of **ADAPTOR with SUPERWORKER** offers the opportunity to function in any of several roles, depending upon the circumstances. A person fulfilling a position with this Profile should be comfortable working with details and equally adept at understanding how the work fits into a larger context. The ADAPTOR w/SUPERWORKER WorkStyle Profile requires the ability to quickly accept change and often to be the first to recognize new opportunities within the work environment.

Those performing the ADAPTOR w/SUPERWORKER WorkStyle Profile need to move across organizational lines in a networking capacity. Individuals in the position should grasp total concepts, quickly mobilize facts and figures, and then enlist the interest of others to utilize this information in response to changing situations. The ADAPTOR w/SUPERWORKER WorkStyle Profile requires a position holder to be comfortable and effective in group settings and with sharing activities and assignments.

The ADAPTOR w/SUPERWORKER WorkStyle Profile requires versatility. Most positions with this Profile require that this versatility be in a response mode to the surroundings, being mobile from activity to activity and supporting the work of others. Some positions with this Profile, in fast-paced or entrepreneurial environments, require that this versatility be in a dynamic mode, being highly visible and using initiative while being mobile from activity to activity.

The ADAPTOR w/SUPERWORKER WorkStyle Profile requires those in the position to work alongside others and share the workload, thus energizing the work environment and maintaining the flow of work in a responsive manner. Individuals performing this approach to work also need to network and to mobilize facts and people in normal and crisis situations with a 'we' mentality to meet goals through a flexible use of their own efforts and those of others. At times, this approach to work can cause those fulfilling this WorkStyle Profile to become the personal source of information rather than to rely upon the work environment's means of transmitting information

### CONTRIBUTIONS EXPECTED BY THE WORK ENVIRONMENT

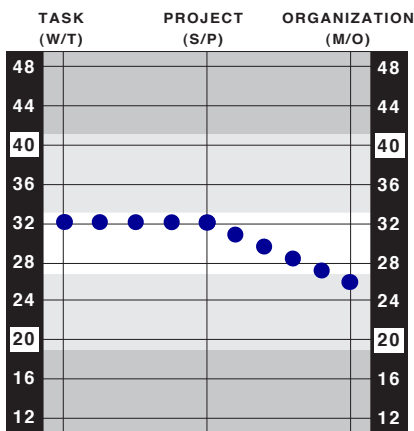
|                          |  |
|--------------------------|--|
| <b>characteristics</b>   | be responsive, supportive, flexible and energetic  |
| <b>task orientation</b>  | avoid asking people to do that which we aren't all willing to participate and do                             |
| <b>work orientation</b>  | combine own skills with the efforts of others to accomplish work requirements in a responsive manner         |
| <b>responsibility</b>    | concentrate on balancing people and activity demands; sacrifice personal comfort to meet these demands       |
| <b>accountability</b>    | identify with end result accomplishments through use of own efforts and those of others                      |
| <b>problem solving</b>   | interact with others to solve problems in situations where personal involvement is needed                    |
| <b>communication</b>     | create communication networks to become informed and conversant for connecting of others' activities         |
| <b>area of expertise</b> | master knowledge and skills of work activities for own role, as well as those of other roles                 |
| <b>pride</b>             | take pride in meeting goals through flexible response to and involvement with others' efforts ("We did it!") |



# WorkStyle Patterns® (WSP™) Inventories Profile Comparisons

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## Position Expectation WSP™ Graph



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Orientations:

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## WorkStyle Patterns® (WSP™) Profile Percentages

### Work Environment Position Expectation

How the Position Expectation WorkStyle Profile (previously referred to as EmployER Actual), as assessed by you or others in your work environment, compares with other workplace role expectations (n=4,619).

### Work Environment Position Profile ADAPTOR w/SUPERWORKER (2%)

ADAPTING  
Orientation  
Profiles  
13%

M/ORGANIZATION  
Orientation Profiles  
23%

W/TASK  
Orientation  
Profiles  
39%

S/PROJECT  
Orientation  
Profiles  
25%

### Comparison With Other Workplace Roles

Two percent (2%) of the roles studied require the same WorkStyle Profile as your Work Environment Position Expectation. The percentages in the above pie chart include work expectation input from a study group of 4,619 participants, such as executives, line managers, design team members and HR staff, who represent a wide variety of industries and workplace settings.\*

To learn more about how your Position Expectation WorkStyle Profile compares with that of other workplace roles, explore this with your Certified WSP™ Facilitator or a McFletcher consultant.\*\*

\* Percentages shown may exceed 100% due to rounding

\*\* Position Expectation is a generic term for reference purposes



## WorkStyle Patterns® (WSP™) Inventories

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### **Congratulations — You have completed your participation in Work Alignment for Work of Promise!**

- You may re-enter to review and print the results at any time. The information will remain available for your reference and also for your Certified WSP™ Facilitator.
- To re-enter, begin from [www.mcfletcher.com](http://www.mcfletcher.com) as you did to take this assessment. You will need your **Access Code**, **Username** and **Password**.
- 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](http://www.mcfletcher.com).



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

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