

Survey of Work Styles (SWS)

Development Report

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Report Date: **July 24, 2021**

The Survey of Work Styles (SWS) is a profile measure of six components of the Type A behavior pattern. The 96 SWS items have been designed to reflect work behavior, but many of these same tendencies may also be experienced in other settings. The six scales of the SWS are: Impatience, Anger, Work Involvement, Time Urgency, Job Dissatisfaction, and Competitiveness. In addition, the SWS yields a Total Type A score which is based on all six SWS scales. The primary objective of this measure is to provide you with an enhanced understanding of your profile on these personality characteristics in order to assist you in developing more effective work styles and interpersonal relations.

This report is based on your responses to the SWS. Your scores show how you compare with other people in terms of the six characteristics measured by the SWS, as well as the Total Type A index. Your unique pattern of high and low scale scores serves to differentiate you from other individuals. Careful examination of your profile can aid in an understanding of the impact of your personal characteristics on others in work settings and in other areas of day-to-day living. It is important to bear in mind that there are no right or wrong answers to the questions in the SWS, nor is one particular pattern of scores necessarily superior than another.

The SWS was not designed to reveal character flaws or deviance, or to highlight psychological maladjustment. Rather, the SWS simply describes one's characteristics on a number of traits that reflect certain consistencies in the way one is likely to behave in a variety of situations. While SWS scores can be a valuable tool for enhancing self-awareness, its results provide only a partial description of who you are.

A great deal of effort and technical expertise went into developing the SWS and it is recognized as a reliable assessment device. It should be noted, however, that no such measure can be 100% accurate. Accordingly, you are encouraged to evaluate your results in light of all available information regarding your own behavior and to discuss them with a professional advisor.

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SWS Scale Descriptions

Scale	Description
Impatience	Intolerance of time delays and interruptions; unwillingness to accept ineptitude and/or tardiness on the part of others.
Anger	Propensity to become antagonized, resulting in an emotional excitement characterized by an evident display of feelings (flushed cheeks, accelerated heart rate), and a desire or intent to punish or seek revenge.
Work Involvement	Preoccupation with one's job and the demands it imposes, to the exclusion of the pursuit of recreational and/or social activities.
Time Urgency	Preoccupation with work deadlines and similar pressures, resulting in hurried, abrupt motor mannerisms and behavioral style.
Job Dissatisfaction	Absence of positive emotional state resulting from the appraisal of one's job on the following dimensions: coworker friendliness and competence, supervisory styles, working conditions, recognition of work achievements, promotional opportunities, work difficulty, and control over one's own work activities.
Competitiveness	Tendency to struggle to defeat others in order to achieve recognition or obtain a "prize" even in situations judged to be non-competitive.
Total Type A	Possession of general Type A personality, including some combination of impatience, anger, work involvement, time urgency, job dissatisfaction, and/or competitiveness.

Developmental Advice Based On Your SWS Results

Impatience

Your percentile rank on the IMPATIENCE scale is 46, placing you in the low range.

Your low score on the Impatience scale indicates that you are patient and calm across a wide variety of situations. You recognize that quality performance takes time, and cannot be rushed. The majority of patient people are excellent listeners, and as a result others often approach them when they need to talk, and/or in times of stress.

Developmental Advice:

- Although patience is a virtue, an overly patient individual may not provide enough structure to those around you. In other words, a moderate amount of direction is required if people are expected to work efficiently. Those who promote the attainment of deadlines will enhance organizational productivity. Therefore, do not allow your patient nature to cause you routinely to accept delays and excuses.
- Ensure that others do not see your patience as permission to let their commitments slip. There may be situations where a moderate amount of impatience is warranted.

Developmental Advice (continued)

Anger

Your percentile rank on the ANGER scale is 7, placing you in the low range.

Your low score on the Anger scale indicates that you are less easily instigated to raise your temper and to experience aggressive feelings than is the average person. When placed in frustrating situations, you have a tendency to remain calm and unperturbed.

Developmental Advice:

- Although maintaining low levels of anger is beneficial, it is important to recognize that there may be situations where raising one's voice is warranted. In such situations it might be useful to express your displeasure, which might cause others to take you more seriously or address your concerns.
- There are also situations where expressing a moderate amount of displeasure may prevent others from taking advantage of you. Sometimes it is beneficial to provide some indication of your frustration in order to achieve the desired response from others.
- Make sure that you stand up for what you believe in. If someone has insulted, criticized, or upset you, you might not always wish to let it pass without comment. Unfortunately, some people will take advantage of others who do not stand up for themselves.

Developmental Advice (continued)

Work Involvement

Your percentile rank on the WORK INVOLVEMENT scale is 38, placing you in the low range.

Your low score on the Work Involvement scale indicates that you are not highly focused on your work, and have a tendency to complete only required job tasks. In addition, you rarely put a whole-hearted effort into occupational assignments.

Developmental Advice:

- Avoid spending too much time in pursuit of exciting opportunities. Pay attention to your responsibilities to your job, as your career is a very important aspect of your life. Think of things that you value inside the workplace and build on them.
- Take the time to listen to the concerns of those around you. Your lack of involvement with your job may prevent you from providing them with the time and attention they require.
- Do not delude yourself into thinking that extra-role behaviors go unnoticed, or that your lack of involvement with your work will not have consequences. Once in awhile make a conscious effort to go out of your way for a coworker, subordinate or supervisor. The gratitude you will receive will be very rewarding, and may strengthen your interpersonal relationships. Playing on work teams and becoming involved in other workplace activities will also improve your relationships. Acquisition of strong bonds with other employees will make your job more positive, and may increase your motivation for working.
- Perhaps your low job involvement is an indication of dissatisfaction at work. If this is the case, think of strategies to increase your job satisfaction, and motivate yourself to follow them.

Developmental Advice (continued)

Time Urgency

Your percentile rank on the TIME URGENCY scale is 86, placing you in the very high range.

Your very high score on the Time Urgency scale indicates that you are extremely focused on making every minute count in the day. You tend to impose schedules and deadlines on yourself and others, even when there are none imposed on you. In addition, you are not easily distracted from the task at hand. Most people probably regard you as highly efficient and organized, but, possibly also as a person who works under some pressure.

Developmental Advice:

- Once in a while slow down and let your senses grow still - what is happening when nothing is happening? Too much noise and endless pressure can cloud consciousness and obscure insight.
- If you find yourself rushing through projects without taking the time to review your work, learn to pay more attention to the quality of your work, and less attention to the time tasks take to complete. Quality is important in virtually all work.
- When you feel overloaded, delegate routine tasks when possible. This will enable you to manage your time more effectively.
- Don't procrastinate. Anticipate deadlines well in advance and allocate your time so that you are able to complete projects without experiencing extreme urgency near deadlines.
- Take the time to listen to your fellow employees' concerns. If you are perceived as too busy and unapproachable, problems may not be brought to your attention. As a consequence, you may be unable to prevent or resolve their concerns. This could have a substantial impact on organizational effectiveness by reducing productivity, increasing turnover, and decreasing employee satisfaction and commitment.
- When making formal presentations, be sure to deliver your message in a clear and concise manner, with sufficient time allotted for comments and questions. If your style is too fast, you may lose audience attention and fail to get your message across.
- Do not become so absorbed in your work that you forget to take a break. Working through the lunch hour is particularly problematic, as it is not only important to clear your head, but essential that you provide your body with nutrition. Your mind will be much more productive after a short break.
- If you experience time urgency during your work week, try not to take it home. Working at a leisurely pace on non-work projects may reduce your level of stress and improve your overall well-being.

Developmental Advice (continued)

Job Dissatisfaction

Your percentile rank on the JOB DISSATISFACTION scale is 92, placing you in the very high range.

Job satisfaction has been found to be derived from at least five sources: supervisory styles, job autonomy, working conditions, recognition, and relationships with coworkers. Your very high score on Job Dissatisfaction probably derives from one or more of these sources, and perhaps others as well.

Developmental Advice:

- If you have an unsatisfying relationship with your supervisor, consider arranging a frank discussion. Your supervisor might respect you for your honesty, and give you an opportunity to discuss your concerns.
- If you are not satisfied with the recognition you receive for your efforts, inform your supervisor. Perhaps your performance appraisal process requires important modifications. Performance feedback is an extremely important component to organizational effectiveness, and should be administered on a frequent basis. Communicating your concern is the first step to change. It may be to your advantage to communicate clearly your contributions to the organization. If you sit back quietly you cannot expect your achievements always to be recognized. If you have done something extraordinary, perhaps this should be communicated to the organizational newsletter editor or to some other public forum.
- If you desire increased autonomy on the job, inform your supervisor. It is often difficult for a supervisor to judge whether or not a worker is satisfied with the amount of independence afforded. Perhaps you would like more structure and clearer work goals from your supervisor. Be prepared to suggest areas where you would like more or less structure, and to discuss ways to achieve this.
- If you have unsatisfying relationships with your coworkers, you may wish to consider off-the-job social events. Informal luncheons, and recreational teams are a couple of examples of how these relationships may be enhanced. It is also important to accept the possibility that you may not be friends with everyone at work. Accordingly, do not expect all of your social satisfaction to come from your coworkers, as it might not be possible to like or be liked by everyone.
- If you are unsatisfied with organizational resources, it is important to inform your supervisor or take other steps to obtain the resources that you need. It can be frustrating when an organization lacks the tools to complete tasks in an efficient manner. It is a good idea to obtain background information on the desired resources before you approach your supervisor.

Developmental Advice (continued)

Job Dissatisfaction (continued)

- Sometimes, overall job dissatisfaction is linked to a broader dissatisfaction with other areas of life. Think about this possibility in your own case. If this possibility applies to you, consider ways in which you can develop a more satisfying life. Look for bright spots, define goals, and consider ways to achieve them. Sometimes counseling or a frank discussion with a close friend or family member can help.
- Do not let your job dissatisfaction have an impact on your motivation, and try to consider work a challenge. Even if your job isn't completely satisfying, try at least to get the satisfaction of a job well done.

Developmental Advice (continued)

Competitiveness

Your percentile rank on the COMPETITIVENESS scale is 31, placing you in the low range.

Your low score on the Competitiveness scale indicates that you tend to avoid making comparisons of your performance to that of others, and avoid giving the appearance of trying to triumph over others.

Developmental Advice:

- Once in awhile it can be useful to compare your performance to that of others in order to evaluate how well you are doing.
- Setting goals for oneself is a very strong motivational tool. Your tendency to overlook the performance and achievements of others may impede your desire to set personal goals which can be both inspiring and challenging.

Developmental Advice (continued)

Total Type A

Your percentile rank on the TOTAL TYPE A scale is 54, placing you in the high range.

Your high score on the TOTAL TYPE A scale indicates that you engage in a substantial number of the behaviors consistent with the Type A behavior pattern. Consider the developmental advice provided above for each of the components of the Type A behavior pattern.

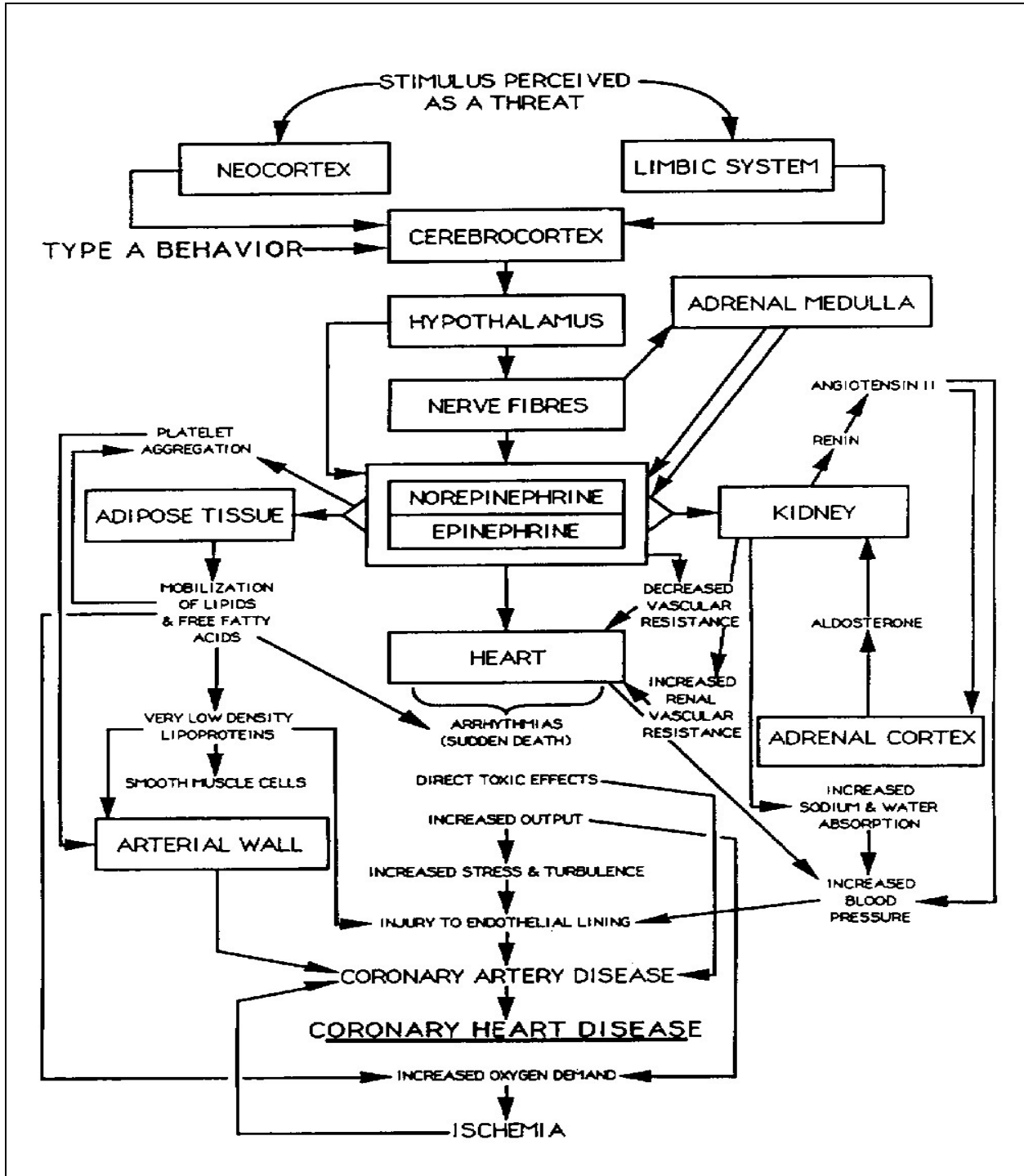
The Type A Behavior Pattern

Over the past three decades, the Type A behavior pattern has generated considerable research attention. It has been characterized by vigorous verbal and psychomotor mannerisms, a sense of time urgency, easily aroused anger and hostility, competitiveness, and impatience. Each of the facets of the Survey of Work Styles has been designed to relate to one of the facets of the Type A behavior pattern. Although these characteristics are believed to occur together, a better way of looking at them is as distinct sets of behavioral patterns. Accordingly, separate patterns have different implications for work performance and the quality of interpersonal relations.

The Type A behavior pattern has been linked in some studies to increased probability of premature coronary heart disease. Although this evidence is not entirely consistent, the figure on the following page presents certain hypothesized behavioral and physiological mechanisms that can result in long term physiological changes. Inspection of this figure reveals that the specific mechanisms involved in this process are complex, and center around the sympathetic nervous system.

Specifically, it has been suggested that Type A individuals have a tendency to react to situations with high levels of sympathetic nervous system arousal, which may result, for example, in increased platelet aggregation on arterial walls which in turn can increase the probability of coronary heart disease and/or hypertension. Physiological mechanisms that are linked to increased sympathetic arousal include blood pressure, heart rate, and levels of epinephrine and/or norepinephrine. Research indicates that the most consistent evidence is the relationship between sustained predisposition to anger arousal and coronary heart disease.

Figure 1. Physiological mechanisms linking Type A behavior and coronary disease.



Your SWS Responses

<u>Item Number</u>	<u>Responses</u>
1 - 10:	5 3 5 4 2 4 3 2 1 2
11 - 20:	4 4 4 2 2 4 2 4 5 4
21 - 30:	1 5 4 1 5 3 3 2 2 4
31 - 40:	2 2 4 4 3 4 4 4 2 5
41 - 50:	3 4 4 5 2 5 2 1 4 5
51 - 60:	3 5 4 2 5 2 2 4 1 4
61 - 70:	4 1 3 1 1 4 1 1 4 4
71 - 80:	5 3 2 4 4 5 4 5 4 3
81 - 90:	2 4 4 4 2 5 4 2 4 2
91 - 96:	3 4 3 3 2 3

- 1 = Extremely Uncharacteristic
- 2 = Moderately Uncharacteristic
- 3 = Neutral
- 4 = Moderately Characteristic
- 5 = Extremely Characteristic
- * = Unscorable Response

SWS Administrative Indices

Percentage of Scorable Responses: **100**

Number of Unscorable Responses: **0**