



Leadership Impact Expert Report

Chris Park



Professional
Styles

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About this Report

This report is based upon the Wave Styles assessment, which explores an individual's motives, preferences, needs and talents in critical work areas.

The results are based on a comparison with an international group of over 18,000 senior managers and executives.

Since the questionnaire is a self-report measure, the results reflect the individual's self-perception. Our extensive research has shown this to be a good indicator of how people are likely to operate in the workplace. Nevertheless, due consideration must be given to the subjective nature of using an individual's self-perception in the interpretation of these data.

It should be remembered that the information contained in this report is potentially sensitive and every effort should be made to ensure that it is stored in a secure place.

The information contained within this report is likely to remain a good reflection of the individual's self-perception for 12-24 months, depending upon circumstances.

The report was produced using Saville Assessment software systems. It has been derived from the results of an assessment completed by the respondent, and reflects the responses they made.

This report has been generated electronically. Saville Assessment do not guarantee that it has not been changed or edited. We can accept no liability for the consequences of the use of this report, howsoever arising.

The application of this assessment is limited to Saville Assessment employees, agents of Saville Assessment and clients authorised by Saville Assessment.

Introduction

Response Overview

The Response Overview provides a summary of Chris Park's responses on the questionnaire. The four indicators in the Response Summary highlight any extreme response patterns.

Summary Leadership Styles Profile

The Summary Leadership Styles Profile provides an overview of the 18 Leadership Styles arranged under the three Ps of leadership.

Professional, People and Pioneering Leadership Styles Profiles

The Professional, People and Pioneering Leadership Styles Profiles focus in turn on each of the three factors in the leadership model.

Leadership Impact Potential Prediction

The Leadership Impact Potential Prediction gives a unique prediction of Chris Park's likely strengths and limitations in nine key Leadership Impact areas. The prediction should be interpreted against key work requirements as established through job analysis or competency profiling methods. Highly positive profiles may reflect an unrealistically positive self-view whilst low scoring profiles may reflect an overly critical self-view. In such cases it is particularly important to verify the results against other information.

Situational Leadership Profile

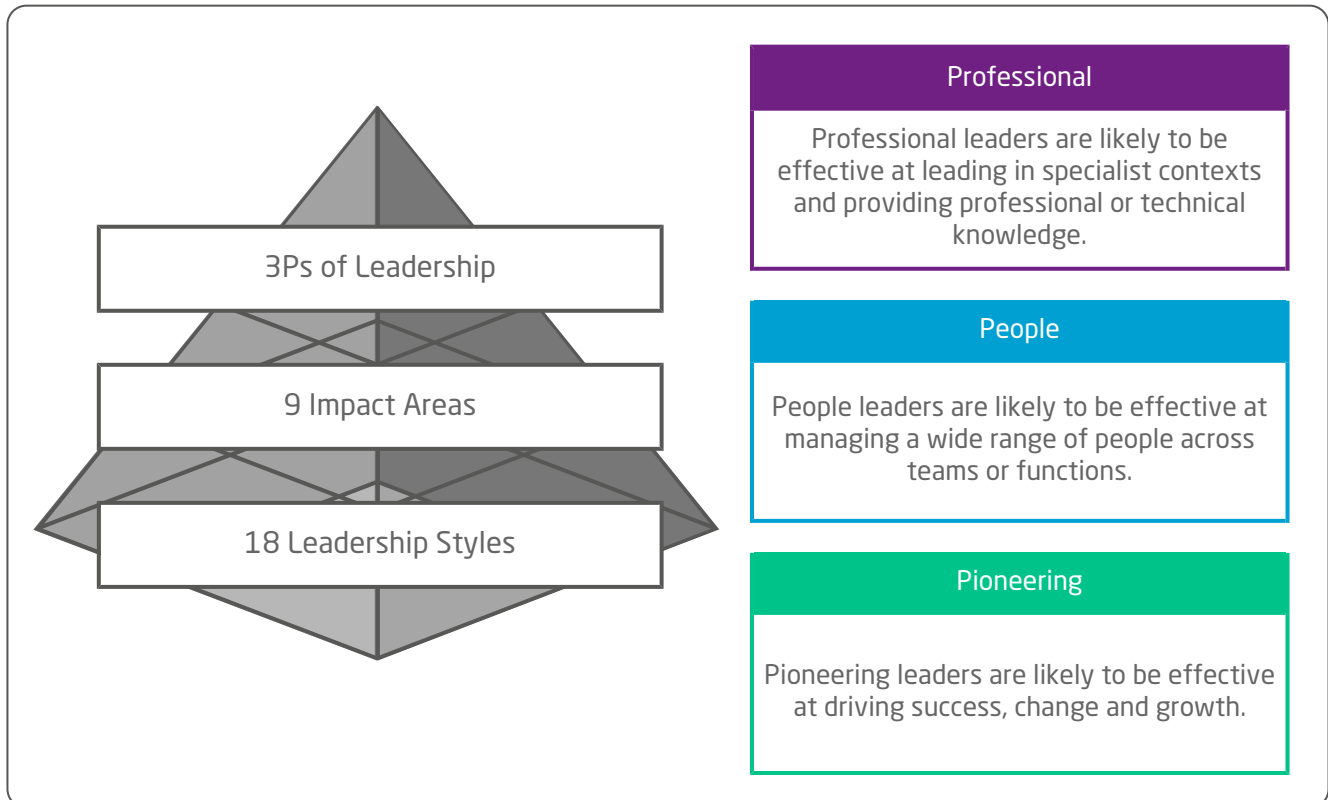
The Situational Leadership Profile gives an indication of the workplace situations in which Chris Park is likely to be more or less effective as a leader. This profile shows the top and bottom ranked situations, based on responses to the Styles questionnaire.

Introducing the Leadership Impact Model

The Leadership Impact model is a hierarchical model of leadership effectiveness. At the top of the hierarchy, the 3P factors represent three main approaches to effective workplace leadership.

Each of the three Ps can be broken down into three Impact areas. These represent nine areas at work in which leaders can exert a critical impact. The nine Impact areas can be thought of as primary components of effective workplace leadership. In the Leadership Impact model, there are also 18 Leadership Styles which are broadly aligned to the nine Impact areas.

The diagram below shows the hierarchy of the Leadership Impact model.



Leadership Impact Model Summary



Response Overview

This profile provides a summary of response patterns based on Chris Park's completion of the Styles questionnaire followed by an explanation of the profile structure. The pattern of responses should be kept in mind when interpreting the Styles Profile.

Response Summary

	1	2	3	4	5	6	7	8	9	10
Ratings Acquiescence Overall, neither overly lenient nor critical in self-ratings										
Consistency of Rankings Highly consistent in rank ordering of characteristics										
Normative-Ipsative Agreement Overall, there is a fairly high degree of alignment between normative and ipsative scores										
Motive-Talent Agreement Overall, the degree of alignment between Motive and Talent scores is typical of most people										

Profile Breakdown

Saville Assessment's extensive research indicates the best predictor of performance at work is generally the score indicated by the Sten marker (combined normative-ipsative). Information is also provided on subtle differences highlighted by the profile, which are unique to Wave reporting:

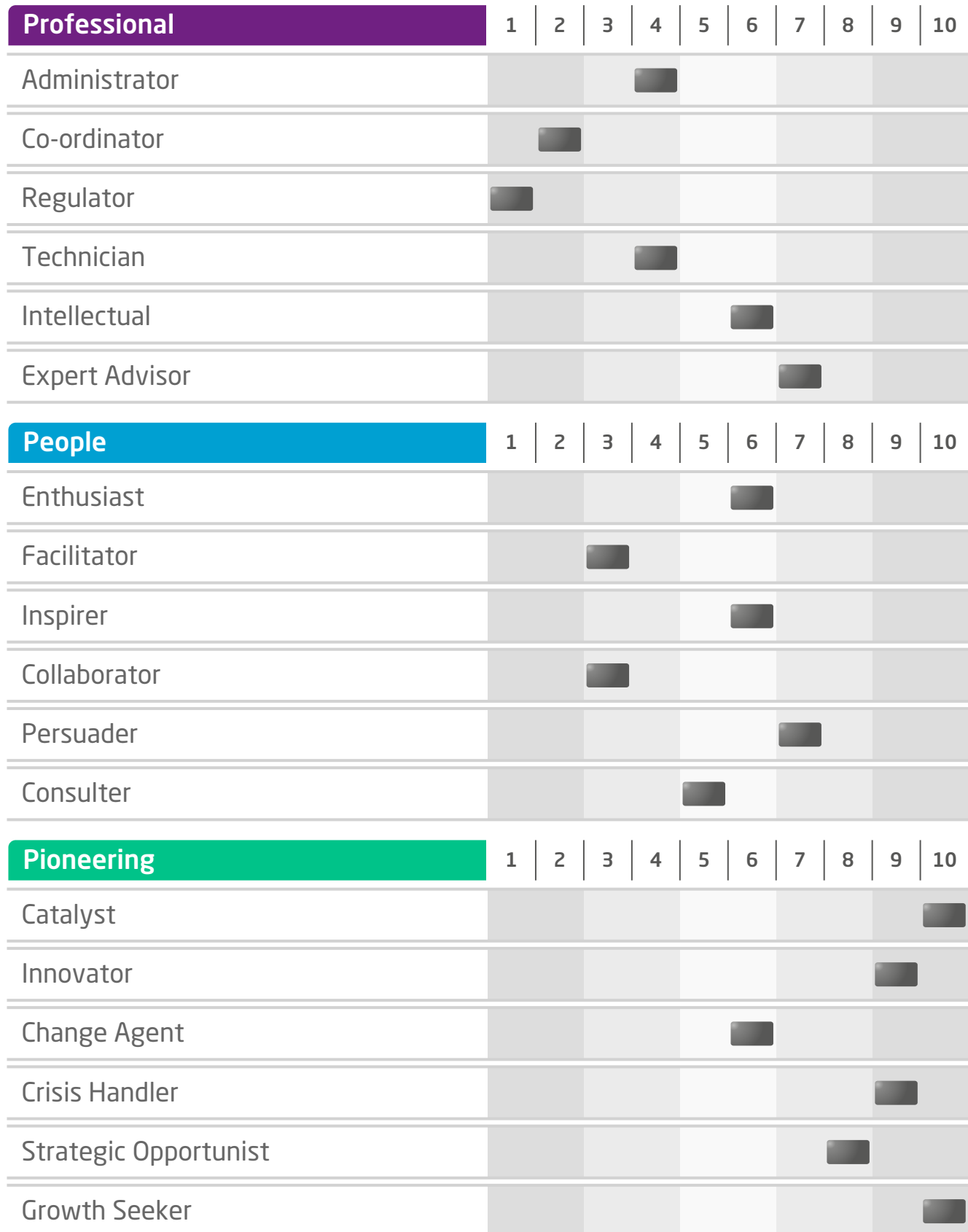
Facet Range. Where the range of facet scores within any dimension is of three Stens or more, this is indicated both by hatching on the dimension scale and the provision of individual facet scores in brackets alongside each verbal facet description.

N - I Normative-Ipsative Split. Differences between normative (rating) and ipsative (ranking) scores of three Stens or more are indicated by the markers **N** and **I**, respectively. Where ipsative scores are higher than normative ones, the person may have been overly self critical in their normative self descriptions. If normative scores are higher than ipsative, it may mean that the person has been less self critical and has possibly exaggerated their normative description. This provides specific areas for further verification, rather than one unspecified measure of social desirability.

M - T Motive-Talent Split. Differences between motive and talent scores of three Stens or more on a given dimension are indicated by the markers **M** and **T**, respectively. Such differences may suggest an incentive to develop in given areas, or indicate areas where environmental influences are having a strong impact.

Summary Leadership Styles Profile

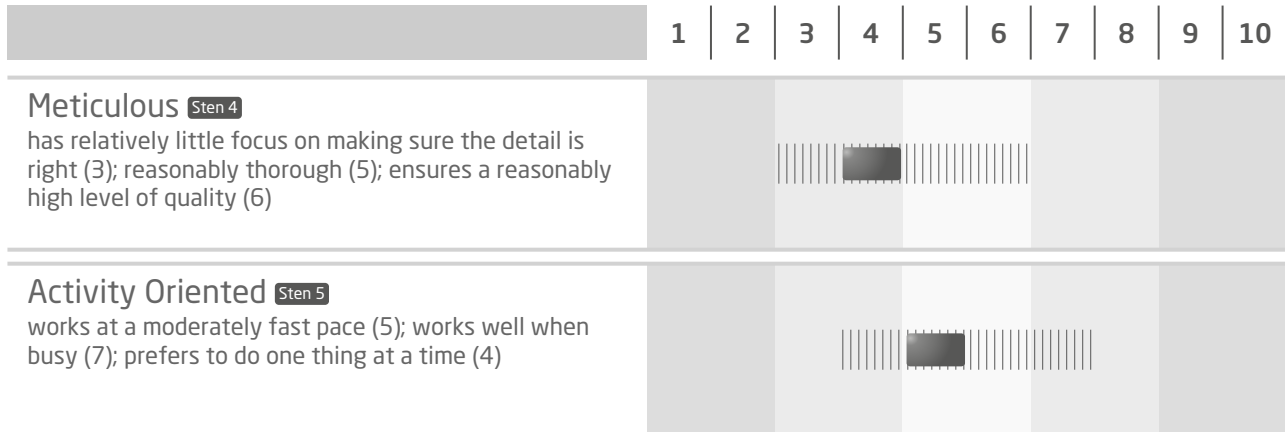
This profile provides a summary of Chris Park's Leadership Styles, with the 18 Leadership Styles shown.



Leadership Styles Profile - Professional Service & Product Delivery

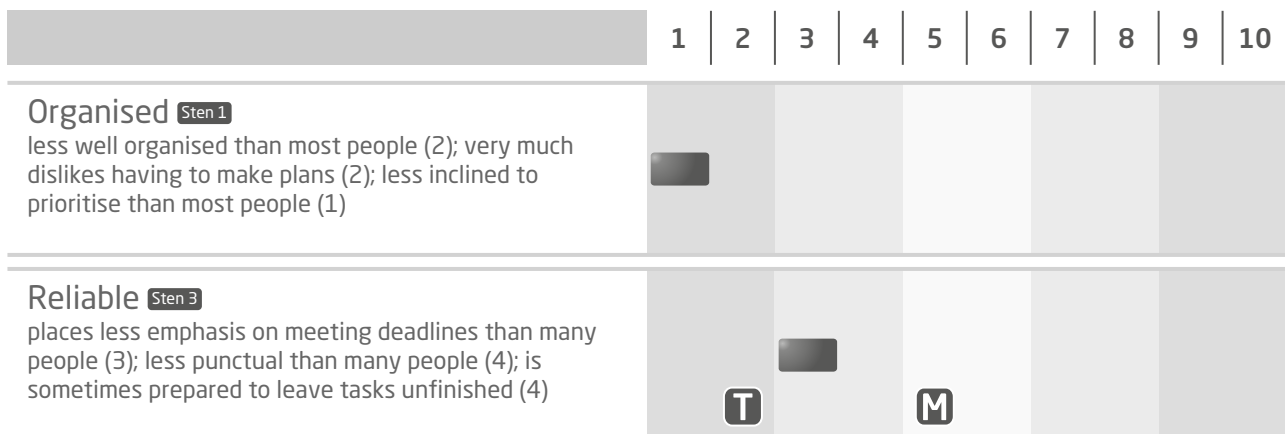
Administrator (4)

Administrators focus on the quality of work while also maintaining activity levels.



Co-ordinator (2)

Co-ordinators organise and realise detailed plans.



Service & Product Delivery - Reflections for Development

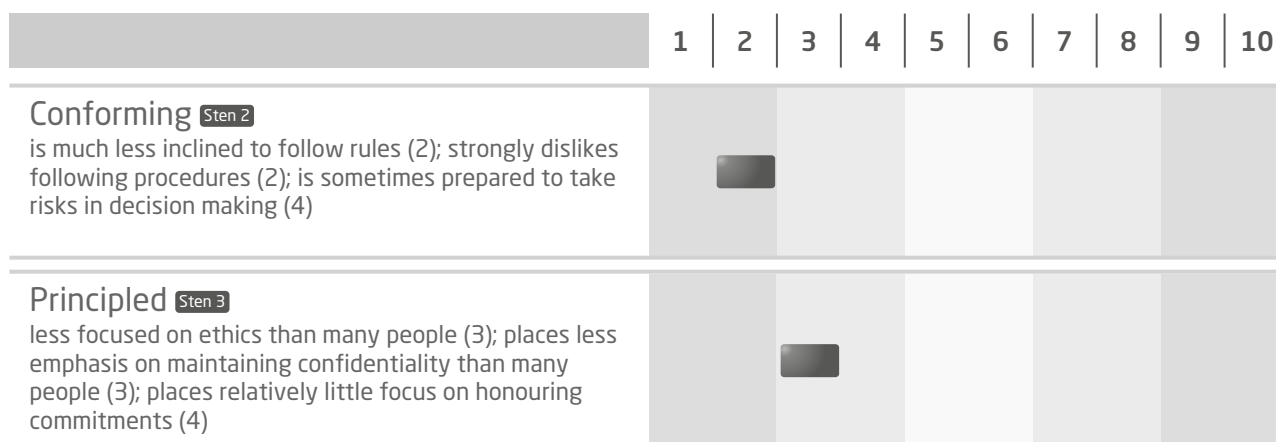
Ensure that teams and groups within the organisation are directly accountable for their work. Ensure the necessary effort and resources are invested when required and there is an expectation of high quality and deadlines being met.

Is there a risk that services and products are being delivered too slowly, or that they're not of a sufficient level of quality? Reviewing deliverables at the end of projects can provide useful feedback for future improvements.

Leadership Styles Profile - Professional Managed Risk

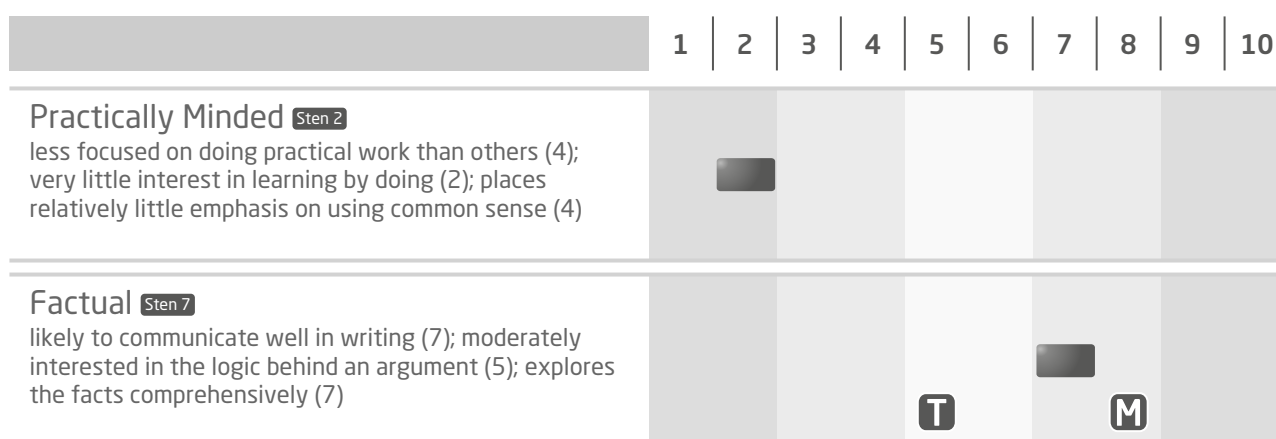
Regulator (1)

Regulators make use of established principles and procedures to guide their leadership.



Technician (4)

Technicians combine practical skills and factual understanding to develop solutions to issues.



Managed Risk - Reflections for Development

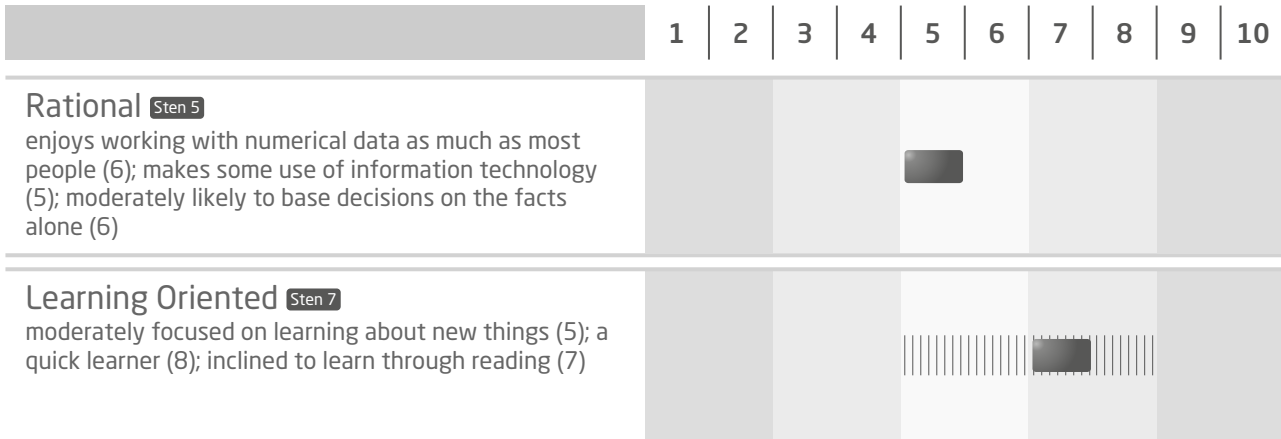
Ensure that staff have the technical resources and relevant facts to properly understand the correct way to do things.

Could increasing your focus on procedures and practicalities help ensure that things are done in the right way to avoid unnecessary risk? Try to ensure that staff understand how things should be done correctly.

Leadership Styles Profile - Professional Expert Reputation

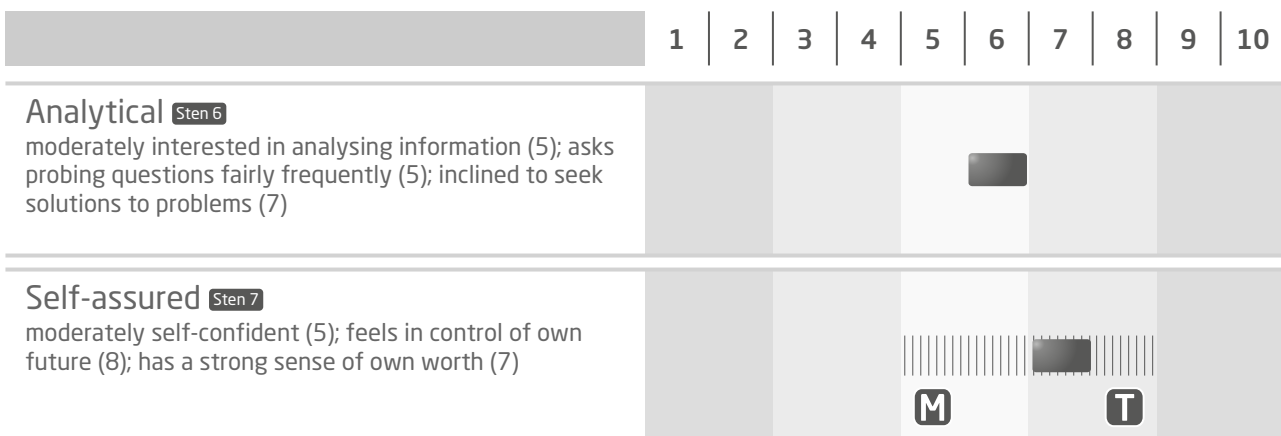
Intellectual (6)

Intellectuals lead by developing understanding and capability within their team.



Expert Advisor (7)

Expert Advisors combine analytical capability with an underlying self-confidence in their approach.



Expert Reputation - Reflections for Development

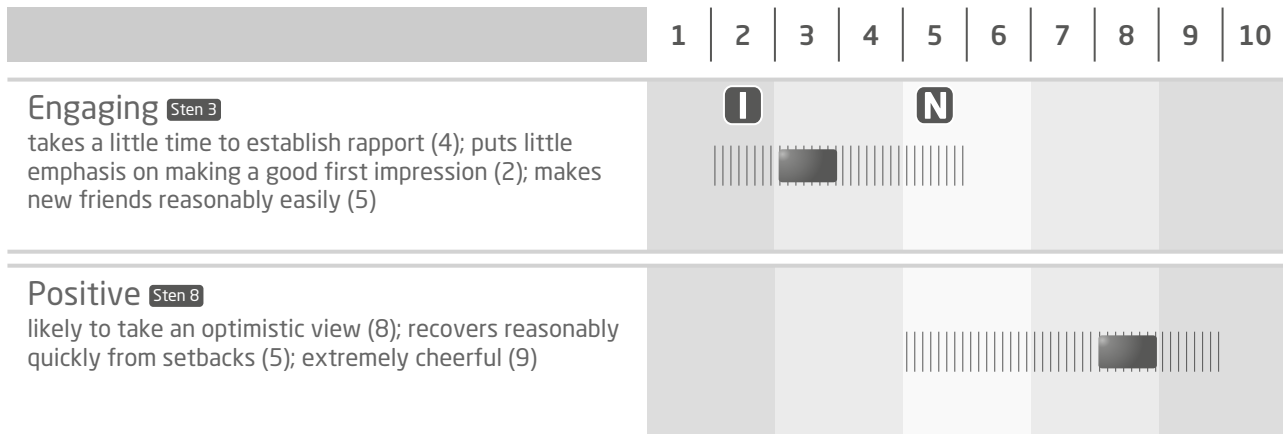
Inspire others to develop their expertise and knowledge. Encourage a culture of learning in the organisation and ensure that time is devoted to sharing knowledge and expertise.

Could your expertise be used to greater effect if you spent more time with less technically-able colleagues and staff? Reflect on how much time you spend coaching other people.

Leadership Styles Profile - People Organisational Commitment

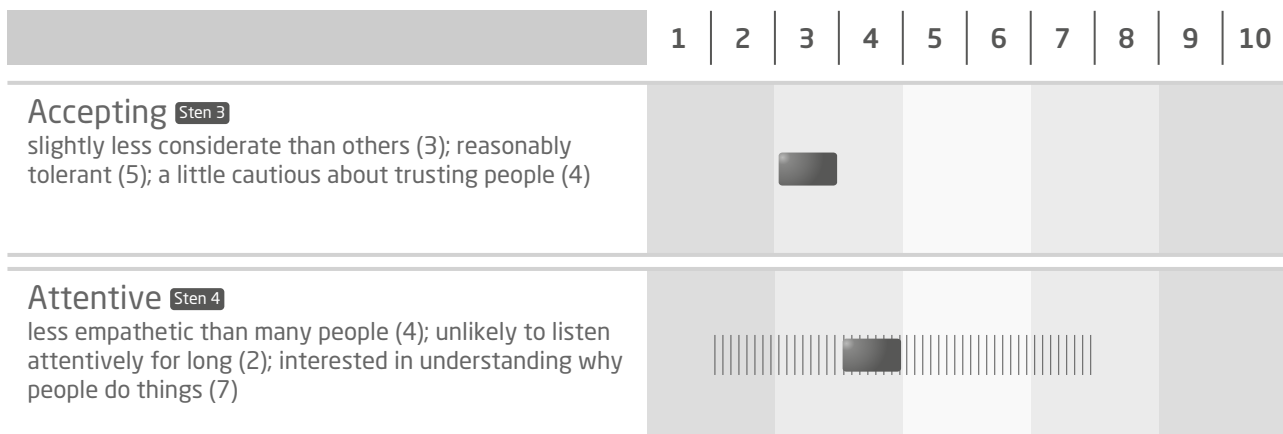
Enthusiast (6)

Enthusiasts engage others by building rapport and taking an optimistic approach.



Facilitator (3)

Facilitators lead by responding to the needs of others.



Organisational Commitment - Reflections for Development

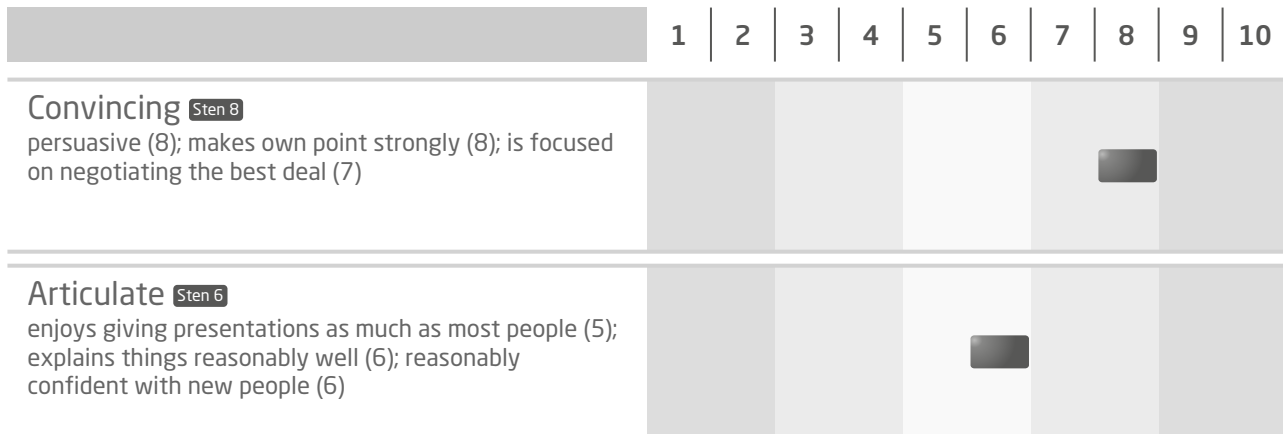
Enhance existing organisational commitment by ensuring that you are interacting widely with colleagues and spreading your enthusiasm.

Could you do more to build longer-term employee commitment? Initial enthusiasm is likely to be enhanced by better understanding people's concerns and needs.

Leadership Styles Profile - People Communication

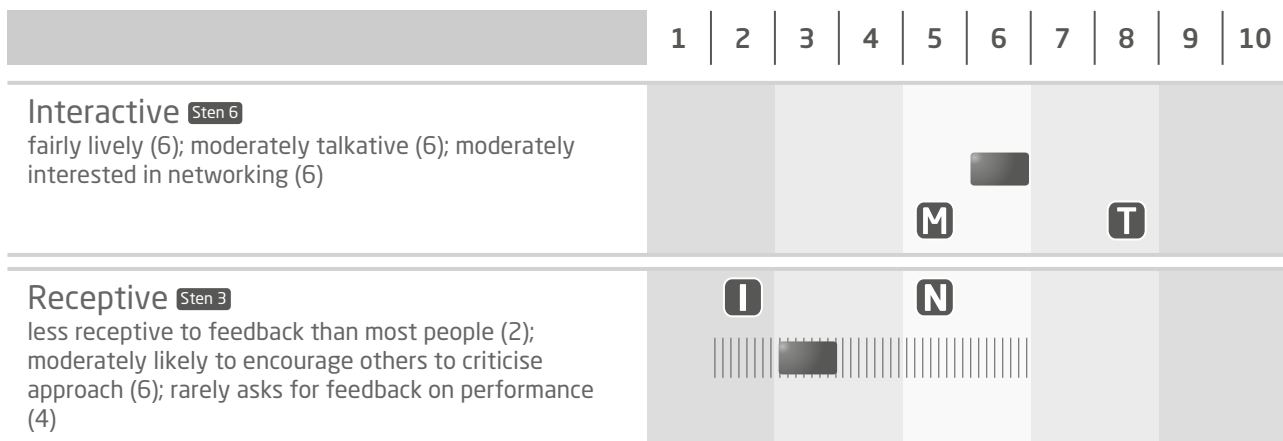
Persuader (7)

Persuaders lead through active communication and seek agreements which are mutually beneficial.



Consulter (5)

Consulters develop wide networks of contacts and are responsive to external feedback.



Communication - Reflections for Development

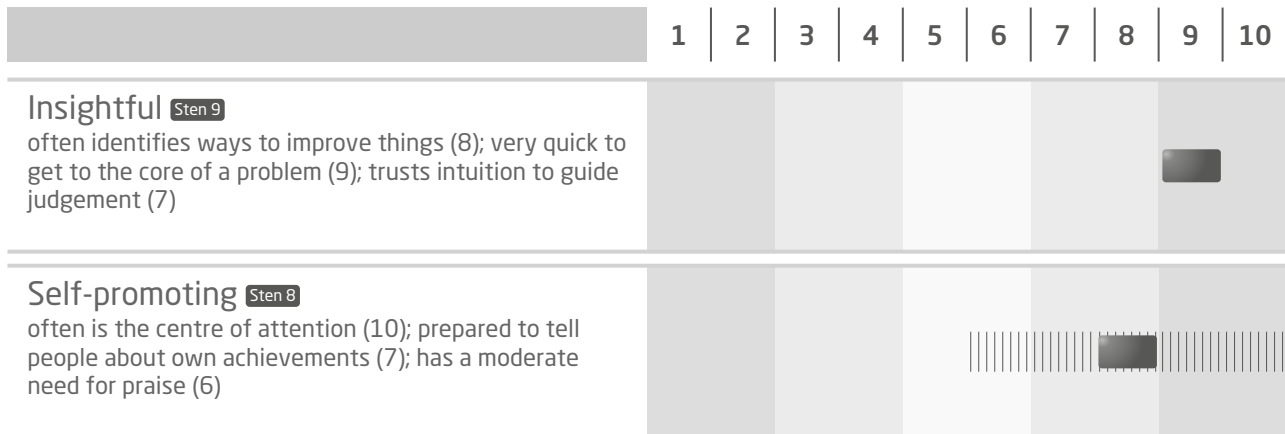
Make sure you are spending time on communicating the issues which will make a real difference both inside and outside of the organisation.

Could impact be enhanced by taking more time to interact with people and finding out what is important to them? Be open to communication and feedback from others.

Leadership Styles Profile - Pioneering New Products/Markets

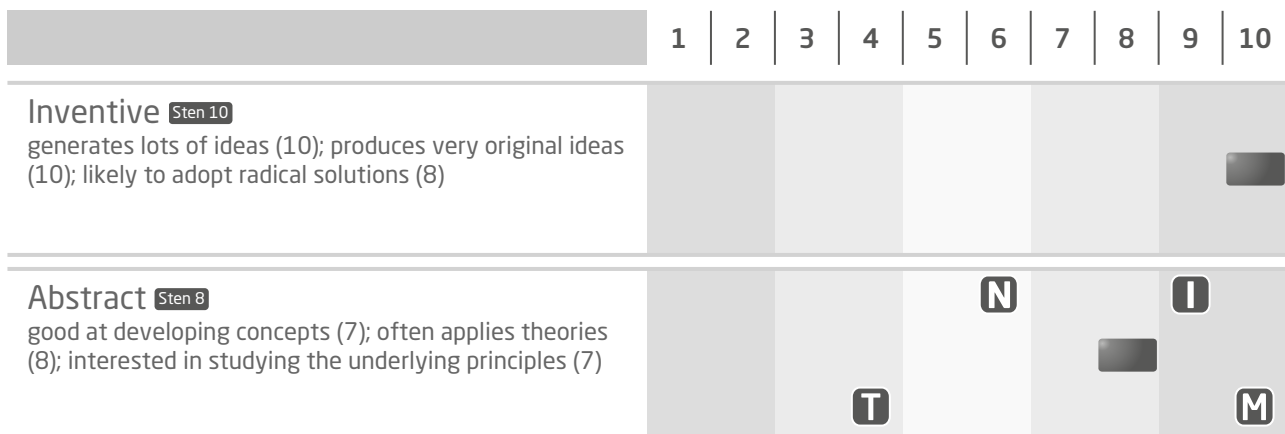
Catalyst (10)

Catalysts promote new initiatives by offering their insights and putting forward their approach.



Innovator (9)

Innovators foster a creative and conceptual environment where original thought is valued.



New Products/Markets - Reflections for Development

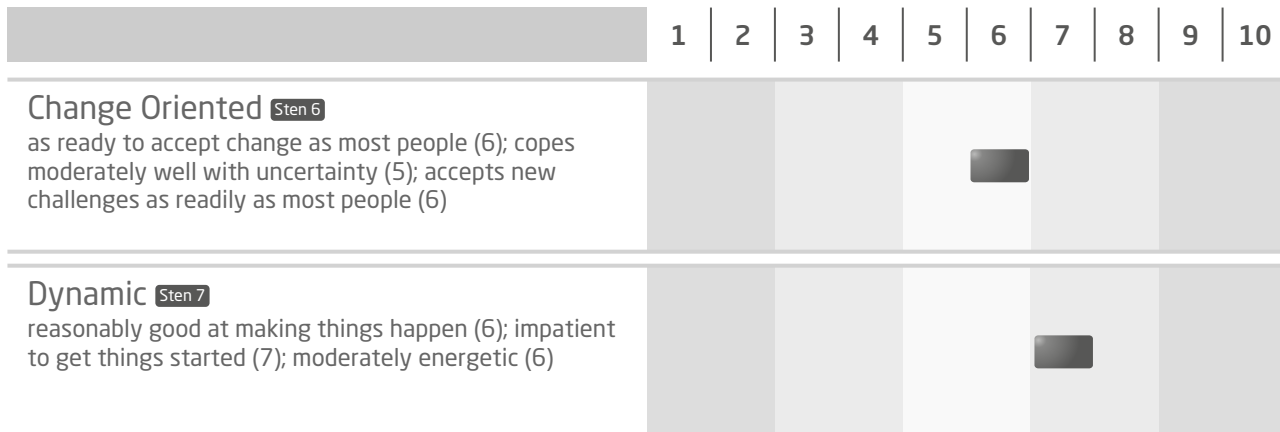
Utilise your own creativity and enhance it in others by encouraging interactions amongst especially innovative individuals.

Are you ensuring that innovation is optimised and that the best ideas are adopted, even when they're not your own? Might it be useful to spend more time building on other people's ideas?

Leadership Styles Profile - Pioneering Organisational Transformation

Change Agent (6)

Change Agents seek out change and act to get things done differently.



Crisis Handler (9)

Crisis Handlers react to issues as they arise and decisively deal with crisis situations.



Organisational Transformation - Reflections for Development

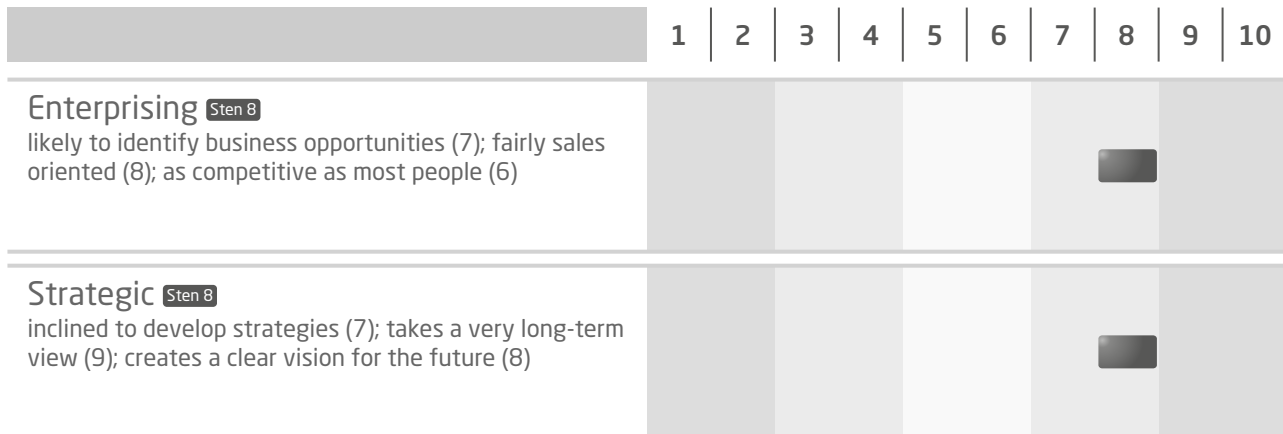
Spend time identifying where there is the greatest shortfall between expectations and actual performance. Lead others to address the issues and bring about change which makes real tangible benefits.

Is there a risk of being too focused on 'change for change's sake'? Focusing on novelty can often be valuable, but avoid imposing unnecessary change where established approaches are already effective.

Leadership Styles Profile - Pioneering Organisational Growth

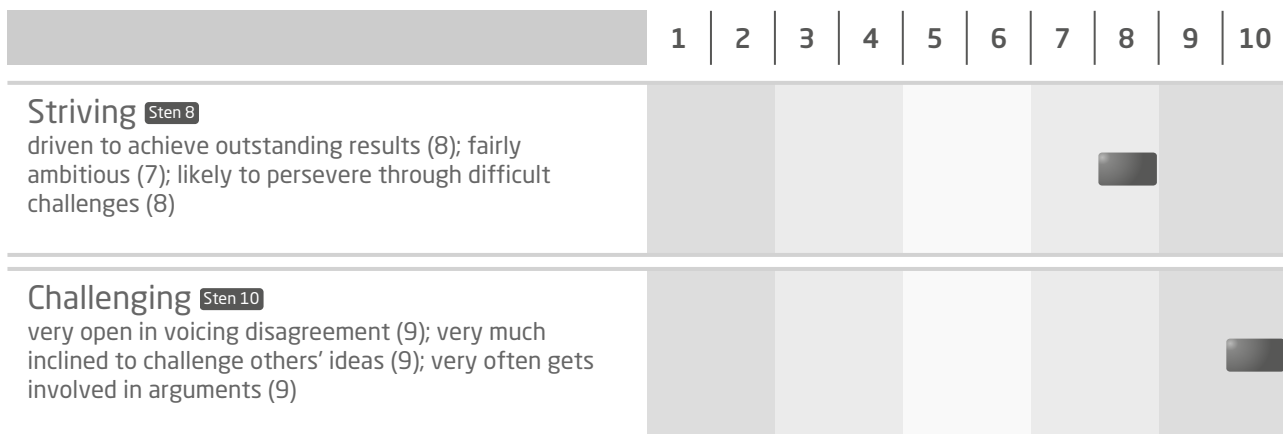
Strategic Opportunist (8)

Strategic Opportunists combine competitiveness with strategic awareness.



Growth Seeker (10)

Growth Seekers combine a drive to achieve with a willingness to challenge the approaches of others.



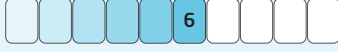
Organisational Growth - Reflections for Development

Challenge different organisational areas and/or individuals to achieve more outstanding results. Invest more of your resources in creating a high performance culture.

Is there ever a risk of challenging others too much and being seen to strive for results at all costs? Be aware of individuals feeling so pressurised that their effectiveness and motivation declines.

Leadership Impact Potential Prediction

This profile provides a summary of the likely potential of Chris Park to demonstrate Leadership Impact in the nine key Impact areas. It is based on Chris Park's responses to the Styles questionnaire.

Impact Area		Leadership Impact Potential	
Professional	Service & Product Delivery maintaining productive delivery of goods and/or services; driving quality customer service; delivering appropriate solutions		Very Low higher potential than about 5% of the comparison group
	Managed Risk actively controlling risk; championing effective corporate governance; ensuring compliance with policies, procedures and legal requirements		Extremely Low higher potential than about 1% of the comparison group
	Expert Reputation building organisational expertise; promoting technical excellence; enhancing organisational reputation		High higher potential than about 90% of the comparison group
People	Organisational Commitment creating a shared sense of purpose; enhancing employee motivation; building organisational morale		Fairly Low higher potential than about 25% of the comparison group
	Successful Teams building effective teams; attracting and developing talent; utilising potential		Fairly Low higher potential than about 25% of the comparison group
	Communication delivering influential communication; building cross-functional/geographic communication; encouraging involvement and consultation		Average higher potential than about 60% of the comparison group
Pioneering	New Products/Markets identifying market gaps or routes to market; cultivating innovation; generating impactful solutions		Extremely High higher potential than about 99% of the comparison group
	Organisational Transformation delivering organisational transformation; building commitment to change; actively managing change processes		High higher potential than about 90% of the comparison group
	Organisational Growth increasing stakeholder value; establishing challenging organisational goals; driving organisational success		Very High higher potential than about 95% of the comparison group

Situational Leadership Profile

This profile gives an indication of the workplace situations in which Chris Park is likely to be more or less effective as a leader.

Chris Park is likely to be more effective as a leader where:

- + there is a need to drive success, including challenging current working practices
- + there is value in the leader promoting themselves and their suggestions to improve things
- + creativity and new concepts are important
- + remaining calm and decisive under pressure is especially valuable
- + taking a longer-term view and capitalising on opportunities is important for future success

Chris Park is likely to be less effective as a leader where:

- ? practical understanding is required to guide others and take a logical approach
- ? there is a real requirement to show empathy and a concern for others
- ? there is a need for people with conflicting views to work well together
- ? strong planning is critical to completing tasks
- ? rules, regulations and principles are essential for guiding behaviour