

Leadership Impact Expert Report Chris Park

Professional

Styles



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About this Report

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

The results are based on a comparison with a group of over 10,000 professionals and managers in the United Kingdom.

Since the questionnaire is a self-report measure, the results reflect the individual's selfperception. 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.

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Introduction to Assessment Report

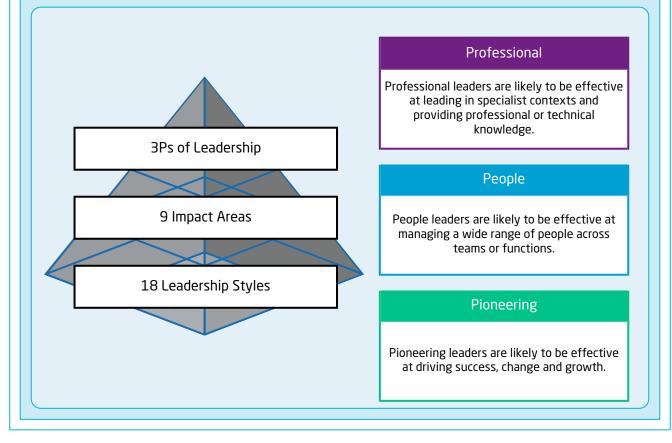
This report provides information on Leadership Styles and workplace Leadership Impact, based on Chris Park's responses to the Styles questionnaire.

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.





Introduction to Assessment Report

Response Overview

The Response Overview profile provides a detailed assessment of Chris Park's responses to the Styles questionnaire. It begins with a summary of response patterns followed by an explanation of the profile structure.

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 Professional Styles Questionnaire.





Response Overview

This profile provides a detailed assessment of Chris Park's responses to the Professional Styles questionnaire.

It begins with a summary of response patterns followed by an explanation of the profile structure.

Response Summary

	1 2	3 4	56	78	9 10
Ratings Acquiescence Overall, more positive in self-ratings than many people					
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:-

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 - ■ Normative-Ipsative Split. Differences between normative (rating) and ipsative (ranking) scores of three stens or more are indicated by the markers N and D, 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 - ■ 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.

Professional	1	2	З	4	5	6	7	8	9	10
Administrator										
Co-ordinator										
Regulator										
Technician										
Intellectual										
Expert Advisor										
People	1	2	З	4	5	6	7	8	9	10
Enthusiast										
Facilitator										
Inspirer										
Collaborator										
Persuader										
Consulter										
Pioneering	1	2	З	4	5	6	7	8	9	10
Catalyst										
Innovator										
Change Agent										
Crisis Handler										
Strategic Opportunist										
Growth Seeker										



Leadership Profile - Professional Service & Product Delivery

Service & Product Delivery												
Administrator (4)												
Administrators focus on the quality of work while a	also m	nainta	aining	activ	ity le	vels.						
	1	2	З	4	5	6	7	8	9	10		
Meticulous Sten 3 has little focus on making sure the detail is right (2); less thorough than many people (4); ensures a reasonably high level of quality (6)												
Activity Oriented Sten 5 works at a moderately fast pace (5); works well when busy (7); prefers to do one thing at a time (3)												
Co-ordinator (2)												
Co-ordinators organise and realise detailed plans.												
	1	2	З	4	5	6	7	8	9	10		
Organised Sten1 less well organised than most people (2); very much dislikes having to make plans (2); less inclined to prioritise than most people (1)		l										
Reliable Sten 3 places less emphasis on meeting deadlines than many people (3); less punctual than many people (4); is sometimes prepared to leave tasks unfinished (4)					M							
Service & Product Delivery - Reflections for	or De	velo	pme	nt								
Ensure that teams and groups within the organisa Ensure the necessary effort and resources are inv of high quality and deadlines being met.			-							on		
Is there a risk that services and products are being sufficient level of quality? Reviewing deliverables feedback for future improvements.									of a			



Leadership Profile - Professional Managed Risk

Regulator (2)

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

	1	2	З	4	5	6	7	8	9	10
Conforming Sten 2 is much less inclined to follow rules (2); strongly dislikes following procedures (2); is sometimes prepared to take risks in decision making (4)										
Principled Sten 3 less focused on ethics than many people (4); places less emphasis on maintaining confidentiality than many people (3); places relatively little focus on honouring commitments (4)		0			M					

Technician (4)

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

	1	2	3	4	5	6	7	8	9	10
Practically Minded Sten2 less focused on doing practical work than others (4); very little interest in learning by doing (2); places little emphasis on using common sense (4)										
Factual Sten 6 likely to communicate well in writing (7); moderately interested in the logic behind an argument (5); explores the facts comprehensively (7)					0			M		

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 Profile - Professional Expert Reputation

Intellectual (6)

Intellectuals lead by developing understanding and capability within their team.

	1	2	3	4	5	6	7	8	9	10
Rational Sten 6 enjoys working with numerical data as much as most people (6); makes some use of information technology (5); moderately likely to base decisions on the facts alone (6)										
Learning Oriented Sten 7 moderately focused on learning about new things (5); a quick learner (7); inclined to learn through reading (7)										

Expert Advisor (7)

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

	1	2	3	4	5	6	7	8	9	10
Analytical Sten 6 moderately interested in analysing information (6); asks probing questions fairly frequently (5); inclined to seek solutions to problems (7)										
Self-assured Sten 7 moderately self-confident (5); feels in control of own future (7); has a strong sense of own worth (7)					M			Ū		

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 Profile - People Organisational Commitment

Organisationa	l Co	omn	nitr	nen	t					
Enthusiast (5)										
Enthusiasts engage others by building rapport and	takin	g an (optim	istic a	appro	ach.				
	1	2	З	4	5	6	7	8	9	10
Engaging Sten 3 takes a little time to establish rapport (4); puts little emphasis on making a good first impression (2); unlikely to seek new friends actively (4)										
Positive Sten 8 likely to take an optimistic view (8); recovers reasonably quickly from setbacks (5); extremely cheerful (9)										
Facilitator (3)										
Facilitators lead by responding to the needs of oth	ers.									
	1	2	З	4	5	6	7	8	9	10
Accepting Sten4 slightly less considerate than others (3); reasonably tolerant (5); moderately trusting of people (5)										
Attentive Sten 3 less empathetic than many people (3); unlikely to listen attentively for long (1); interested in understanding why people do things (7)										
Organisational Commitment - Reflections	for D	evel	opm	ent						
Put initiatives in place which bring people togethe value of people interacting with each other in sup	er and	l celel	brate		SUCC	esses	. Chan	npior	ı the	
Could you do more to understand people and how more time devoted to considering staff needs cou					l insp	ire th	em? E	iven a	a little	5



Leadership Profile - People Successful Teams

Inspirer (7)

Inspirers lead by motivating others while asserting themselves in the leadership role.

	1	2	3	4	5	6	7	8	9	10
Empowering Sten 5 has limited interest in finding ways to motivate others (3); inspirational (7); reasonably encouraging to others (5)										
Directing Sten 8 clearly oriented towards a leadership role (7); co- ordinates people well (7); very much inclined to take control of things (9)										

Collaborator (3)

Collaborators lead by encouraging others to work together constructively in order to achieve goals.

	1	2	З	4	5	6	7	8	9	10
Resolving Sten 4 copes reasonably well with people who are upset (5); dislikes having to deal with angry people (4); feels less need than many people to resolve disagreements (4)	0									
Involving Sten 3 less team oriented than others (2); takes some account of others' views (5); unlikely to involve others in the final decision (4)										
Successful Teams - Reflections for Develo	pmei	nt								

Enhance team success by ensuring time is devoted to directing and inspiring each individual within the team.

Could leadership effectiveness be enhanced by intervening more quickly when the team is not doing so well? Get involved when it matters most.



Leadership Profile - People Communication

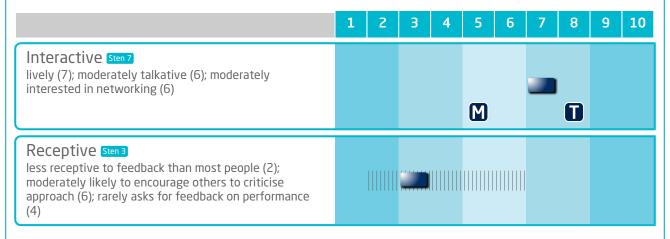
Persuader (8)

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

	1	2	3	4	5	6	7	8	9	10
Convincing Sten 9 persuasive (8); makes own point strongly (8); is focused on negotiating the best deal (7)										
Articulate Sten 6 enjoys giving presentations as much as most people (6); explains things reasonably well (6); reasonably confident with new people (5)										

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 Profile - Pioneering New Products/Markets

Catalyst (10)

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

	1	2	3	4	5	6	7	8	9	10
Insightful Sten 9 often identifies ways to improve things (8); very quick to get to the core of a problem (9); trusts intuition to guide judgement (7)										
Self-promoting Sten 8 often is the centre of attention (10); moderately modest about own achievements (6); has a moderate need for praise (6)										

Innovator (9)

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

	1	2	З	4	5	6	7	8	9	10
Inventive Sten 10 generates lots of ideas (10); produces very original ideas (10); extremely likely to adopt radical solutions (9)										
Abstract Sten 7 good at developing concepts (7); often applies theories (7); interested in studying the underlying principles (7)										M

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 Profile - Pioneering Organisational Transformation

Change Agent (7)

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

	1	2	З	4	5	6	7	8	9	10
Change Oriented Sten 6 as ready to accept change as most people (6); copes moderately well with uncertainty (6); accepts new challenges as readily as most people (6)										
Dynamic Sten 7 good at making things happen (7); impatient to get things started (7); moderately energetic (6)										

Crisis Handler (10)

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

	1	2	3	4	5	6	7	8	9	10
Composed Sten 7 rarely gets nervous during important events (7); reasonably calm before important events (6); works reasonably well under pressure (6)										
Purposeful Sten 10 makes quick decisions (8); prepared to take responsibility for big decisions (8); holds very firm views on issues (10)										

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 Profile - Pioneering Organisational Growth

Strategic Opportunist (9)

Strategic Opportunists combine competitiveness with strategic awareness.

	1	2	З	4	5	6	7	8	9	10
Enterprising Sten 8 likely to identify business opportunities (8); fairly sales oriented (8); competitive (7)										
Strategic Sten 9 inclined to develop strategies (7); takes a very long term view (9); creates a clear vision for the future (8)							Ū			M

Growth Seeker (10)

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

	1	2	З	4	5	6	7	8	9	10
Striving Sten9 driven to achieve outstanding results (8); fairly ambitious (7); likely to persevere through difficult challenges (8)										I
Challenging Sten 10 very open in voicing disagreement (9); very much inclined to challenge others' ideas (9); very often gets involved in arguments (10)										

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 Im	pact Potential
	Service & Product Delivery maintaining productive delivery of goods and/or services; driving quality customer service; delivering appropriate solutions	1	Extremely Low higher potential than about 1% of the comparison group
Protessional	Managed Risk actively controlling risk; championing effective corporate governance; ensuring compliance with policies, procedures and legal requirements	1	Extremely Low higher potential than about 1% of the comparison group
	Expert Reputation building organisational expertise; promoting technical excellence; enhancing organisational reputation	8	High higher potential than about 90% of the comparison group
	Organisational Commitment creating a shared sense of purpose; enhancing employee motivation; building organisational morale	4	Fairly Low higher potential than about 25% of the comparison group
Реоріе	Successful Teams building effective teams; attracting and developing talent; utilising potential	4	Fairly Low higher potential than about 25% of the comparison group
	Communication delivering influential communication; building cross-functional/geographic communication; encouraging involvement and consultation	6	Average higher potential than about 60% of the comparison group
	New Products/Markets identifying market gaps or routes to market; cultivating innovation; generating impactful solutions	10	Extremely High higher potential than about 99% of the comparison group
Ploneering	Organisational Transformation delivering organisational transformation; building commitment to change; actively managing change processes	9	Very High higher potential than about 95% of the comparison group
	Organisational Growth increasing stakeholder value; establishing challenging organisational goals; driving organisational success	10	Extremely High higher potential than about 99% of the comparison group



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 Professional Styles Questionnaire.

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

- there is value in the leader promoting ways to improve things
- there are opportunities to achieve better results by directly challenging existing practices
- e quick thinking and decisiveness under pressure are especially valuable
- new thinking is essential and valued
- taking a longer-term view of potential 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
- rules, regulations and principles are essential for guiding behaviour
- strong planning is critical to completing tasks