



Summary Development Report Chris Park



Professional

Styles

Contents

Introduction to Assessment Report.....	3
Building Strengths and Possible Overplayed Strengths.....	4
Development Tips and Managing Limitations.....	13
Comments/Actions.....	19

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 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 to Assessment Report

This development report summarises the actions that could be taken to develop Chris Park. Based on the results of the assessment it outlines what actions could be considered to improve performance at work. The appropriateness of each piece of advice will differ for each individual and will to some extent depend on the job role and the opportunities and resources available. The report is divided into two sections. These sections are composed of the following four types of development advice.

Building Strengths

Successful people tend to know what they are good at and play to these strengths. Before trying to make up for, or develop limitations, it may be worth considering how to make the most of these strengths. This summary report shows Building Strengths for the eight highest competency dimensions.

Possible Overplayed Strengths - 'Watch Fors'

Clear areas of strength are most likely to contribute to effectiveness at and enjoyment of work. They may, however, lead to unwanted or undesirable consequences. For each of the areas of particular strength, the potential pitfalls are highlighted together with actions to reduce or avoid their negative impact. This summary report shows Possible Overplayed Strengths for the four highest competency dimensions.

Development Tips

While building strengths is likely to be a more rewarding way to develop, it may be that there is a requirement to develop in areas which are less strong. For these areas development tips are provided on how to improve performance. This summary report shows Development Tips for the eight lowest competency dimensions.

Managing Limitations

Areas of limitation are unlikely to be areas where there is a strong desire or capability to easily change. It may be better to be realistic about these areas and rather than attempt to change them, be clear on how best to manage them. If there are no clear areas of limitation, this section will be blank. This summary report shows Managing Limitations for the four lowest competency dimensions.

Building Strengths

Generating Ideas

Producing Ideas; Inventing Approaches;
Adopting Radical Solutions



Extremely High

performed better than 99% of comparison group

- Ensure that ideas are supported by a rational argument and a strong business case.
- Be aware of who the key stakeholders and decision makers are; these are the people to sell ideas to.
- Ask for feedback on the quality of your ideas and how they are presented.
- Look at your best ideas that have previously been rejected and see if they could be revived.
- Get involved in the early stages of projects. This is where suggestions will be welcomed.
- Investigate techniques to improve creativity.
- Put together a creative group of experts from different areas to solve intractable problems.
- Present a range of ideas, offering varying degrees of change from where things are now.

Possible Overplayed Strengths

Generating Ideas

Producing Ideas; Inventing Approaches;
Adopting Radical Solutions



Extremely High

performed better than 99% of comparison group

- Is your strong focus on generating ideas sometimes at the expense of delivery? **ACTION:** Be careful not to take on too much; try out the best formed ideas, not all of the ideas.
- Does your passion for producing ideas make it difficult to listen to others' ideas and accept alternative views? **ACTION:** Treat other people's ideas with respect and review their merit alongside that of your own.
- Is your continued pursuit of ideas which have been rejected having an impact on your reputation? **ACTION:** Be clear on which ideas will always be rejected. Look to avoid these same pitfalls when putting forward new or revised ideas.
- With so many ideas, it may be difficult to prioritise and progress the key ones. **ACTION:** Identify the ideas that matter. Promote these and avoid presenting lots of ideas at once.
- Do you find that you have so many ideas it is difficult to identify the really good ones? **ACTION:** Aim for fewer, well-argued propositions.
- Is your quest for creativity at the expense of considering essential parameters and requirements? **ACTION:** Understand and adhere to the requirements of the brief.
- Does too radical an approach risk a loss of credibility with some key stakeholders? **ACTION:** Always seek feedback from stakeholders and be aware of what they are looking for.
- Is your focus on doing things differently so great that you risk losing what works well now? **ACTION:** Be clear on the reasons why things shouldn't change and be prepared to have changes as additions or new services rather than simply scrapping what went before.

Building Strengths

Making Decisions

Deciding on Action; Assuming Responsibility;
Standing by Decisions



Extremely High

performed better than 99% of comparison group

- Inject pace and decisiveness into project groups and make things happen.
- In meetings, always look for decisions and action points.
- Make sure your approach to risk is calculated. Assume the worst will happen and build in contingencies.
- Honestly review the quality of the decisions you have made and identify why they were right or wrong. Think about what it would have taken for the right decision to be made and learn from this.
- Facilitate the decision-making process; outline the key options/risks for everyone.
- Encourage people to make decisions and commit to action; move debate on towards a conclusion.
- Grasp opportunities and make things happen.
- Identify the experts and opinion formers who can be consulted; ask for advice before committing to important decisions.
- Invest energy in the tasks which have the most impact and benefit.
- Volunteer to lead projects and take on new tasks. Take opportunities to work outside your comfort zone.
- Look for agreement and support from others before concluding on important decisions.
- Ensure that a decision is well implemented. A common reason for having to change a decision is ineffective implementation.
- Put a sign-off process in place for key decisions.

Possible Overplayed Strengths

Making Decisions

Deciding on Action; Assuming Responsibility;
Standing by Decisions



Extremely High

performed better than 99% of comparison group

- Is there a danger of being seen as too dominant in group or team settings? ACTION: Appoint other people to chair some meetings and establish actions.
- Is there a danger of being ready to make a decision but not ensuring that it is effectively implemented? ACTION: Be sure to be involved in turning a decision into practical action.
- When there is an important but non-urgent decision to be made, are you sometimes tempted to come to conclusions quickly, without due deliberation? ACTION: Identify decisions which are important to get right but are non-urgent, and consider how best to make these decisions.
- Are there some decisions that are rarely based on any degree of consultation and seem to be imposed? ACTION: Think about how to include time spent consulting others and consider alternative views.
- Is there a risk of making decisions before colleagues are ready to implement them? ACTION: Give colleagues time to consider the implications of a decision and how to implement it effectively.
- Be aware of getting too involved in other people's areas of responsibility. ACTION: Respect the boundaries of other people's roles and concentrate on your own responsibilities.
- Overcommitment and unnecessarily increasing your workload can lead to poor delivery. ACTION: Discuss delegating responsibilities with your line manager and be wary of adding responsibilities.
- Do you almost feel a greater determination to follow a particular course of action because there is strong opposing advice? ACTION: Beware of making a particular decision purely in order to prove a point.
- Be aware that people who are seen as fixed in their view or opinionated can also be seen as lacking objectivity. ACTION: Step back and consider whether there is a danger that personal opinions or attitudes are driving decisions rather than relevant criteria.

Building Strengths

Challenging Ideas

Questioning Assumptions; Challenging Established Views; Arguing Own Perspective



Extremely High

performed better than 99% of comparison group

- Identify projects to get involved with which require change and where some resistance may have to be faced.
- Encourage colleagues to see challenges as constructive. Explain the benefits and sell ideas; don't simply stop at the point of challenge.
- Be aware of politics in the workplace. Review the best approaches with close colleagues before causing unnecessary upset.
- Be prepared to look at high profile areas that have remained unchanged for long periods of time. See how many improvements can be suggested.
- Before you begin to consider potential solutions, get people to focus on what the problems are and what it would be like if these problems did not exist.
- Join a debating society; practise presenting your viewpoint and learn from other debaters.
- Try not to allow a discussion to become too heated or personal.

Possible Overplayed Strengths

Challenging Ideas

Questioning Assumptions; Challenging Established Views; Arguing Own Perspective



Extremely High

performed better than 99% of comparison group

- Beware of prolonging discussion/debate and revisiting points which have already been agreed upon. ACTION: Know when to concede gracefully.
- Too great a focus on challenging and questioning ideas can delay important decision making and put deadlines at risk. ACTION: Balance the need to make a decision with the need to make the right decision.
- Some colleagues may find being constantly challenged tiresome rather than taking it as constructive criticism. ACTION: Be aware of colleagues who find criticism tiresome; limit the criticism given and balance it with positive contributions.
- Is there a danger of continuing to question despite being given a series of reasonable answers? ACTION: Avoid being unnecessarily critical of a position which is well researched and considered, as this may give the impression that you have a biased agenda.
- Beware of discussion drifting off track and reopening older talking points. ACTION: Stay focused on what the criteria for decisions are. Highlight to others if the topic is becoming too wide ranging.
- Be aware that the passion of a few in a discussion may lead to the exclusion of less vocal colleagues. ACTION: Make sure that other people have given their viewpoint and that there is no perception of forcing others into a decision.
- Is there a risk of arguing for the sake of enjoyment? ACTION: Don't start an argument when there is no significant disagreement. Remain calm and find like-minded people to debate other issues with outside of work.
- Watch for heated discussion descending into something more personal. ACTION: Remember the importance of maintaining a good relationship. Impartial observers often consider that people become personal when they have lost an argument. If you feel your anger rising in a discussion, think about possible reasons for this.
- Do you have a tendency to carry on arguing even when the debate has finished? ACTION: Realise when no-one cares or is listening.

Building Strengths

Providing Insights

Continuously Improving Things; Identifying Key Issues; Making Intuitive Judgements



Extremely High

performed better than 99% of comparison group

- Identify areas where the capacity to improve things will have the most benefit.
- Address an area which is in need of change and suggest a number of problems and solutions to key staff.
- Offer managers/team leaders your suggestions of potential enhancements and improvements. Promote the benefits of making the changes.
- Look for areas of rapid change. Plan to work with managers who are appreciative of ideas and will use the suggestions constructively.
- Help others to acquire the tools required to identify key issues. Encourage them to consider the key objectives and dependencies in projects, and to evaluate the key risks.
- Learn to understand your intuition. Reflect on when your intuition has been right and wrong. Use this information to guide when to rely on intuition in the future and where one should place greater weight on other information available.

Possible Overplayed Strengths

Providing Insights

Continuously Improving Things; Identifying Key Issues; Making Intuitive Judgements



Extremely High

performed better than 99% of comparison group

- Might providing new insights and revisiting work be causing problems for others because things keep changing? ACTION: Try to create a more structured improvement process, where a number of changes are made in a co-ordinated way and the changes are clearly communicated.
- Might very insightful people sometimes risk jumping to conclusions on the basis of very little data or analysis? ACTION: Build some review time into your thinking, and consider your approach to risk.
- Could recommendations seem as if they have been imposed upon others? Might this lessen their impact on very analytical colleagues? ACTION: Ensure that all members of the team are aware of all the issues before making decisions.
- Could less insightful colleagues feel left behind as they haven't identified the key issues as quickly? ACTION: Make the key points of an argument clear. Be prepared to justify the thinking behind an argument.
- Is the change really worth the disruption it will cause? ACTION: Ensure that improvements will demonstrate a return on investment and are worth doing.
- Could your suggested improvements be too difficult for people to implement easily? ACTION: Think about the practicalities of implementing ideas cost-effectively; are simpler changes possible?
- Could constantly seeking to improve things mean that existing processes are not sufficiently embedded and used? ACTION: Ensure that improvements will demonstrate a return on investment and are worth doing.
- Might others view the improvements you instigate as being change for change's sake? ACTION: Ensure that your suggestions for change are carefully considered and well argued.
- Is there a danger that a personal analysis of the key issues could be out of line with what matters to the key stakeholders? ACTION: Make sure you discuss personal analyses of key issues with relevant stakeholders.
- Might people who are quick to get to the core of a problem sometimes not spend sufficient time explaining their thinking to others? ACTION: Make sufficient time to justify and explain your recommendations and conclusions to colleagues.
- Is there a danger of being too quick to make assumptions and reach your own conclusions? ACTION: Challenge and evaluate your assumptions before reaching conclusions.
- Is there a risk of your being over-willing to make decisions on the basis of intuition in the absence of substantive data? ACTION: Identify key data sources to support your intuition.
- Do you sometimes feel inclined to make decisions in areas where your expertise is limited? ACTION: Be honest about your strengths. Seek advice from experts when needed.

Building Strengths

Exploring Possibilities Developing Concepts; Applying Theories; Identifying Underlying Principles		Very High performed better than 95% of comparison group
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- Try to get involved in the early stages of project planning when the outline ideas are being discussed.
- Suggest links and patterns when colleagues are putting suggestions forward, to create coherent models rather than isolated ideas.
- Find simple analogies to explain more complex opportunities.
- Translate thinking into user/customer friendly applications.
- Trial new concepts and approaches to see what works well, and build this into future thinking.
- Spend time with colleagues to discuss how theories could be turned into action.
- Read books about the theory and its application. Look for real-life examples.
- Practise communicating the key components of a concept.

Building Strengths

Pursuing Goals Achieving Outstanding Results; Acting with Determination; Persisting through Difficulties		Very High performed better than 95% of comparison group
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- Seek greater responsibilities and map out your personal career path for the next five years.
- Look at how goals impact other valued business metrics (e.g. sales, costs, margin, quality, efficiency, shareholder value, market share).
- Set stretch targets and focus on achieving or exceeding them.
- Seek out roles and responsibilities that maximise strengths, as these present the greatest opportunity to excel.
- Identify the most important goals to achieve; make sure that energy is focused upon these.
- Share a vision of success with others to inspire them.
- Tell stories of past victories to encourage others to keep trying in the face of adversity.

Building Strengths

Convincing People

Persuading Others; Shaping Opinions;
Negotiating



High

performed better than 90% of comparison group

- Vary your approach, particularly when dealing with regular contacts, so as not to become predictable and therefore easier to argue against.
- Consult others when putting arguments together. They may well be able to offer a unique perspective.
- Ask for feedback on persuasive skills. Look to achieve good, high-quality solutions that build relationships.
- Prepare arguments well. Consider both sides of the case in order to handle objections and counter-argue.
- Be clear on your final point and rehearse giving this message.
- Look to get involved with higher level and more difficult negotiations.
- Attend a formal negotiation skills programme.

Building Strengths

Conveying Self-Confidence

Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions



High

performed better than 90% of comparison group

- Use self-confidence as a platform to try new things and undertake challenging assignments.
- Look for roles where establishing credibility is important and valued.
- Work with a mentor and continue to pursue personal development.
- Seek high profile roles which increase exposure in the organisation.
- Look for projects which are out of your comfort zone.
- Seek feedback on your performance; do not rely solely on your own judgement.
- Be clear about your strengths, and look for opportunities to maximise using them.
- Identify other people who have strengths which can compensate for your weaker areas.
- Look at your career and consider the moves and experiences which will help you realise personal ambitions.
- Identify positive and encouraging managers and mentors who can help your career.
- Build strengths, specialist expertise and knowledge which will enable you to make a greater professional contribution.
- Avoid contributing when unsure; be honest and find more facts before committing to action.

Development Tips

Managing Tasks

Working Methodically; Planning Activities;
Setting Priorities



Extremely Low

performed better than only 1% of comparison group

- Perform or allocate tasks in line with capabilities and interests; use more appealing tasks as rewards and give people more challenging assignments.
- Take note of activities which require action. Allocate time for each activity.
- Complete one part of a task before moving on to the next. Try to reach a good finishing point before you switch to another task.
- When doing something for the first time, take a note of each step and store the notes, ready to review them before doing the task for a second time.
- Anticipate likely derailers and build contingencies for them into plans. Communicate promptly with team members as plans change.
- Review plans with a colleague.
- Build contingency into all stages of planning.
- Highlight the interdependencies in a plan. Ensure everyone understands the implications of their contribution.
- Try to balance both the urgency and importance of tasks when establishing their priority.
- Be clear about immediate priorities as well as those for the next 30 and 90 days. Review and revise them regularly.

Managing Limitations

Managing Tasks

Working Methodically; Planning Activities;
Setting Priorities



Extremely Low

performed better than only 1% of comparison group

- Get administrative support if possible. If not, use automated calendars to manage appointments and store contact information efficiently.
- Not all tasks are created equal; some will come more easily, or be more interesting to you than others. Plan accordingly.
- Tackle one thing at a time and don't let distractions affect your focus.
- Get help breaking each activity into specific work steps with time frames, resources, dependencies, review dates and metrics to evaluate progress.
- Start with a simple plan in the form of a to-do list; consult and amend it daily.
- Ask about both the urgency and importance of tasks before tackling them.
- List the key priorities and have these available at all times.

Development Tips

Following Procedures

Adhering to Rules; Following Instructions;
Minimising Risks



Extremely Low

performed better than only 1% of comparison group

- Have company policy and procedure manuals at hand. Refer to them before completing new tasks.
- Learn how the key business processes benefit the department, organisation, customers, shareholders and community.
- Only argue for exceptions to the rule in truly exceptional cases.
- Be careful to follow the full set of instructions to avoid costly missed steps and work needing to be redone.
- Check if there is an established list of known risks for your organisation's industry sector. Consider which resources are at risk, what constitutes a threat, and what the consequences are.
- Learn more about legal obligations, and commit to discharging these effectively.

Managing Limitations

Following Procedures

Adhering to Rules; Following Instructions;
Minimising Risks



Extremely Low

performed better than only 1% of comparison group

- Review key company/departmental policies and procedures.
- Seek an explanation of which key business processes must be followed and the consequences of not doing so.
- Be aware of industry rules and regulations, e.g. health and safety guidelines and professional 'best practices'.
- Write down key instructions and refer to them regularly.
- Discuss the sources of risk and the probability of their occurrence with an experienced colleague.
- Find out from others about the legal obligations that should be adhered to, and commit to discharging these effectively.

Development Tips

Meeting Timescales

Meeting Deadlines; Keeping to Schedule;
Finishing Tasks



Very Low

performed better than only 5% of comparison group

- List the activities required to complete a project. Keep a record of tasks completed.
- Be realistic about how long things take. Seek advice on areas that are less familiar.
- Start seeing deadlines as fixed and important.
- Break the overall project timelines down into shorter intervals for more regular progress and process checks.
- Don't assume that more work can be done by simply flexing other deadlines without checking with the other project managers/resources first.
- Start big tasks early. Don't delay the start and leave things until the last minute.
- Create a clear schedule indicating 'who, when and where' for each activity; make regular adjustments to the schedule.
- Address the reasons that contribute to tardiness, such as distractions, over-committing, placing less value on other participants' time, poor planning.
- Allow time for contingency and review.
- Create a discipline of addressing any incomplete tasks.
- Not finishing something means that good work doesn't come to fruition. Delegate the final tasks if necessary.

Managing Limitations

Meeting Timescales

Meeting Deadlines; Keeping to Schedule;
Finishing Tasks



Very Low

performed better than only 5% of comparison group

- Ask for help splitting projects up into component tasks and work streams.
- Remove distractions when working to a deadline and defer less urgent tasks until after the deadline.
- Avoid committing to a task/project that it is not possible to deliver on time given other commitments. Ask what is required (time, skills, resources) and if necessary escalate resourcing of the task/project upwards.
- Seek advice about breaking the overall project timelines down into smaller units, perhaps setting daily or even hourly milestones.
- Appreciate that any delays will put pressure on colleagues responsible for the next stage of the process.
- Review each activity on the schedule including how long each takes to complete, the people involved and the sequencing of activities. Review progress at regular intervals or critical points.
- Clarify the start time and precise location of meetings or events. Get clear directions. Allow time for traffic or other delays.
- Agree on a precise specification of what needs to be delivered by the deadline to avoid surprises later on.

Development Tips

Team Working

Working Participatively; Encouraging Team Contributions; Involving Others in Decisions



Very Low

performed better than only 5% of comparison group

- Spend time getting to know team members, their roles and contribution.
- Discuss how to work together to ensure mutual benefit.
- Check that all the relevant people who may use a product or service are involved in some way.
- Recognise the benefit of having more than one point of view to consider, and think about the value others can bring with their suggestions.
- It may be better to talk to some people one-to-one before a meeting to get their views.
- Make sure that all relevant parties have been given the opportunity to make their views known.
- Set clear timescales for consultation and decision making.
- Ensure that everyone knows who is responsible for the overall decision.

Managing Limitations

Team Working

Working Participatively; Encouraging Team Contributions; Involving Others in Decisions



Very Low

performed better than only 5% of comparison group

- Seek opportunities to work independently, particularly following times when you have been working closely with others.
- Think about whom at work has a style complementary to your own, and who is enjoyable to work with.
- Be clear about what needs to be done with others and what can be done alone.
- Think about areas in which it would be useful to seek others' contributions, and consider how best to do this, e.g. via email, team meetings, etc.
- Determine which stakeholders are impacted by a decision and use others to facilitate their input.

Development Tips

Understanding People

Showing Empathy; Listening to People;
Understanding Motivation



Low

performed better than only 10% of comparison group

- Encourage people to talk about themselves.
- Ask open questions and make an effort to get to know people.
- Ask what motivates people and why they have made the choices they have.
- Show individuals that you understand any problems or difficulties they are facing.
- Find ways to support others by giving them practical help where possible.
- Talk less and give others the opportunity to explain and discuss in full.
- Demonstrate your understanding by summarising the key points you have heard.
- Ask people what motivates them and why they have made the choices they have.

Development Tips

Establishing Rapport

Putting People at Ease; Welcoming People;
Making Friends



Low

performed better than only 10% of comparison group

- Practise conversational skills with family and friends, focusing on introductions and questioning.
- Ask open questions. Encourage people to talk about themselves.
- Learn from others who have improved their skills in establishing rapport. Discuss ways of starting conversations and meeting new people.
- Set personal targets for improving social contact.
- Watch experienced hosts. See how they create a positive climate.
- Seek out new staff; make a point of making an introduction.
- Encourage more social contact in non-work life. Look at opportunities to join clubs and try new activities.

Development Tips

Upholding Standards

Behaving Ethically; Maintaining Confidentiality;
Acting with Integrity



Low

performed better than only 10% of comparison group

- Look for new opportunities to behave consistently with company values.
- Always play by company rules when it comes to managing finances/equipment, sharing information and interactions with others.
- If in any doubt, check whether information is confidential.
- Don't break commitments unless it is really unavoidable, and even then have a back-up plan.
- Show integrity by acting in line with what you expect from others. Try to avoid dealing with people or situations inconsistently.

Development Tips

Checking Things

Finding Errors; Ensuring Accuracy; Producing High Quality Work



Low

performed better than only 10% of comparison group

- Take responsibility for your work and learn from past mistakes; don't expect others always to check and correct details.
- Use spell check, Excel and other software tools to spot spelling and grammatical errors, mathematical errors, formatting problems, etc.
- Be disciplined about thoroughly checking the accuracy of facts and figures.
- Aim to get it right first time. Monitor the level and number of modifications and corrections spotted by others and reduce this over time.
- Allow time to apply the final touches to a key deliverable and create added value.

Comments/Actions

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