



# Summary Development Report

Jo Wilson



Focus

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 7,000 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 Jo Wilson. 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

### 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

### Convincing People

Persuading Others; Shaping Opinions;  
Negotiating



### Extremely High

performed better than 99% 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.

## Possible Overplayed Strengths

### Convincing People

Persuading Others; Shaping Opinions;  
Negotiating



### Extremely High

performed better than 99% of  
comparison group

- Be aware that, by being too determined to express your view, you may neglect to listen to relevant arguments from colleagues/customers. ACTION: Listen more carefully to clients' perspectives.
- Look out for a tendency to continue to persuade others when the case has already been won. ACTION: Observe much more closely, read the body language and resist the temptation to oversell.
- Be aware of when others are in greater command of the relevant facts. ACTION: Go away and rigorously research the facts before continuing to persuade.
- Be careful not to come across as overly pushy by constantly seeking to persuade others. ACTION: Avoid trying to persuade in situations where others may not consider it appropriate.
- Beware of trying to change people's opinion as a personal challenge. Some people have very fixed opinions that they hold strongly. ACTION: Look out for people getting angry or irritated. It may be worth considering switching topic to one where there is a greater chance of a positive outcome.
- Watch for tendencies to continue making compromises when the other side has given clear signs that the deal will happen regardless. ACTION: Be clear on your final point; stop there and resist the temptation to re-open debate.
- Beware of achieving wins for yourself more than deals where everyone is a winner. This is likely to make others lose trust in you in the longer term. ACTION: Think carefully about the benefits of long-term partnerships and how best to achieve these in the negotiation.

## Building Strengths

### Conveying Self-Confidence

Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions



### Extremely High

performed better than 99% 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.

## Possible Overplayed Strengths

### Conveying Self-Confidence

Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions



### Extremely High

performed better than 99% of comparison group

- Be careful not to put your contributions forward so strongly that others feel unable to offer their own. ACTION: Allow other people time to speak, and actively listen when they do.
- Are you failing to question your own capabilities? ACTION: Review with others what could be done better, and be open to their feedback, particularly after a significant or challenging assignment.
- Do you have a tendency to assume that everything is under control? ACTION: Build contingency into plans, particularly where there are interdependencies on projects.
- Could there be an issue with your overconfidence at times? ACTION: Review any experiences where things have gone wrong; try to establish how your own actions could have contributed to problems.
- Could other people find such strong personal confidence intimidating at times? ACTION: Consider others and be aware of their individual differences. Less confident people can still deliver effectively.
- Could your high level of confidence make you come across, at times, as self-absorbed or selfish? ACTION: Be aware of others' perceptions and try to appear more inclusive.
- Do you find yourself less inclined to contribute to organisational initiatives if they offer little prospect of personal advancement? ACTION: Get more involved. If your personal commitment to organisational initiatives is low, it will be more difficult to motivate others to be involved in them.
- Is there a risk of being seen by others as boastful or conceited? ACTION: Judge the audience carefully. Remember that sometimes it is better not to place too much emphasis on your own value/contribution.



## Building Strengths

### Impressing People

Attracting Attention; Promoting Personal Achievements; Gaining Recognition



### Extremely High

performed better than 99% of comparison group

- Volunteer for roles to represent the team to others.
- Volunteer to present and undertake activities which increase personal exposure.
- Offer to be the representative for your team. Be the spokesperson.
- Seek roles which encourage selling and influence.
- Promote the good work of the team and colleagues when appropriate.
- Think of different media to promote achievements (e.g. internal newsletters, professional bodies or trade press, etc.).
- Be factual in self-promotion. Use quantifiable data and qualitative comments of clients and stakeholders.
- Identify managers and colleagues who are happy to give support and praise when needed.
- Who has gained a less positive impression of you? Work hard at changing their impression.

## Possible Overplayed Strengths

### Impressing People

Attracting Attention; Promoting Personal Achievements; Gaining Recognition



### Extremely High

performed better than 99% of comparison group

- Watch for attracting too much unnecessary attention, particularly in extremely competitive or confrontational environments. ACTION: Maximise positive exposure and minimise negative exposure.
- Look out for being perceived as overly political or politically motivated. ACTION: Be honest, consistent and straightforward with colleagues. An incident where self-promotion has been at the expense of someone else could be viewed very negatively.
- Be aware of wasting time impressing people who are not key decision makers. ACTION: Identify the key decision makers and the people they take advice from, and ensure that a positive impression is made upon them.
- It is sometimes not appropriate to take centre stage from someone more senior or who is formally presenting information to others. ACTION: Attract attention at the right time.
- Be aware of your own status relative to others and be careful not to say anything which will be considered obvious, presumptuous or just plain wrong by others. ACTION: Attract attention in the right way.
- Be careful not to oversell yourself and consequently miss opportunities to progress to new and different areas. ACTION: Moderate self-promotion and spend time finding out about other people.
- Watch for overplaying achievements that would only be considered as modest by others. ACTION: Find out about what other people have achieved to increase your awareness of what makes an achievement stand out as exceptional.
- Be aware that good ideas could be ignored if/when people perceive behaviour as too pushy. ACTION: Self-impose time limits for making a case. Avoid repeating stories to the same audience.
- Be aware that an excessive need for praise may put people under pressure and embarrass them at times. ACTION: Learn to manage with less recognition and praise.
- Be aware of taking too much credit and failing to reward team members appropriately. ACTION: Always acknowledge the contribution of others. People will be increasingly likely to proactively collaborate on projects.

## Building Strengths

### Interacting with People

Projecting Enthusiasm; Making Contact; Networking



### Very High

performed better than 95% of comparison group

- Look to involve the quieter members of the team in order to utilise their talent.
- Think who it is important to develop a better relationship with. Invest time in improving these relationships.
- Engage others and generate enthusiasm for achievement within the team.
- Use enthusiasm to inject energy into projects and inspire others to achieve.
- Enthusiasm can be infectious. Spend time sharing with colleagues why their ideas/new services are good.
- Improve the dynamics in slow or confrontational meetings. Inject a positive outlook and energy in these interactive forums.
- Get in contact with all new stakeholders who interface with the role/department.
- Think through ways to make contact which could improve a relationship, e.g. inviting to a particular event, going for lunch.
- Offer to introduce contacts to people who may be helpful to each other.
- Make the most of your network; ask good personal contacts to facilitate introductions with their useful contacts.
- Be sure to devote some time to networking over the phone and to use your skills in this area even when you are very busy.
- Make sure to network with purpose and spend time with people where there is potentially a mutual benefit.

## Building Strengths

### Taking Action

Making Things Happen; Using Initiative; Investing Energy



### Very High

performed better than 95% of comparison group

- Make sure others are also on board before diving into something new.
- Consider getting involved in projects that require troubleshooting and a consultation process.
- Gain experience through short-term contracts or secondments.
- Seek opportunities to start new initiatives or business ventures, or to turn poorly performing areas around.
- Look for things that really need to be done, but there is inertia and indecisiveness. Move them on.
- Develop a reputation for taking the initiative and resolving issues before they escalate.
- Use your high energy level to bring vigour and enthusiasm to projects when people are feeling dejected.
- Take something which seems to be stop-start and for which there is little motivation, and get it moving along.

## Building Strengths

### Articulating Information

Giving Presentations; Explaining Things;  
Projecting Social Confidence



### Very High

performed better than 95% of  
comparison group

- Consider attending a media presentation course.
- Spend some time both developing and delivering training material.
- Present on different subjects and to different audiences. Offer to speak externally as well as internally.
- Volunteer to present at the end of discussion and project groups.
- Experiment with different multimedia approaches to presentations.
- Look for opportunities to get involved with corporate messaging/marketing.
- Look for opportunities to articulate the same information to different people. Review each time and improve.
- Record a meeting. Listen back to what is said and be clear on whether someone has taken the point someone else has made. Rephrase the point to make it clearer.
- Seek out analogies from colleagues, clients, etc. that make a point strongly in a way which other people can relate to easily.
- Learn to feel more confident. Work out what your own unique strengths are, and keep reminding yourself of them, e.g. 'I am the most diligent member of the team'.
- Spend time building your confidence prior to an important event.

## Building Strengths

### Seizing Opportunities

Identifying Business Opportunities; Generating  
Sales; Outperforming Competitors



### Very High

performed better than 95% of  
comparison group

- Show others how to seize new opportunities through professional/industry groups (e.g. present, contribute to newsletters or journal articles, write a blog).
- Develop a reputation for being responsive.
- Study the market trends and suggest potential product/service development opportunities.
- Explore how customers commission suppliers, and seek constant feedback about what they like and dislike about all their suppliers.
- Look for opportunities to support or manage larger/global/strategic customer accounts.
- Ask for referrals and recommendations; build up a list of testimonials.
- Improve your knowledge of products, so that it is comprehensive.
- Consider documenting competitor intelligence for colleagues. Share tips for defeating the competition.
- Learn from the competitive bids which have been lost. Undertake a complete review and seek full feedback from the customer.

## Development Tips

### Understanding People

Showing Empathy; Listening to People;  
Understanding Motivation



Extremely Low

performed better than only 1% 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.

## Managing Limitations

### Understanding People

Showing Empathy; Listening to People;  
Understanding Motivation



Extremely Low

performed better than only 1% of  
comparison group

- Spend more time talking to people and getting to know them.
- If someone does something unexpected, ask them why they acted in that way.
- If showing empathy is not something that comes naturally, offer to provide practical support.
- Try to show active listening skills; maintain eye contact and give people your full attention.
- Volunteer at the start of meetings to take notes and summarise the key points and actions raised.
- Ask others what drives their motivation and that of those around them.

## Development Tips

### Developing Expertise

Taking up Learning Opportunities; Acquiring Knowledge and Skills; Updating Specialist Knowledge



Extremely Low

performed better than only 1% of comparison group

- Plan a certain amount of personal development time every month, with a view to achieving two personal development targets every month.
- List the areas which would make your job easier if they could be done better; plan to action these one at a time.
- Build up a network of experts in different fields who can give good advice on key areas and help develop expertise.
- Identify others who engage in regular self-development, to identify how they make the most of learning opportunities.
- Practise skim reading and highlighting the key learning points in articles.
- Set aside time every month to keep up to date with relevant journals and research.
- Use travelling time to read updates and articles or to listen to informative CDs/DVDs/podcasts.
- Read a business or specialist book per month and summarise its content. Email the key points to others who would be interested.

## Managing Limitations

### Developing Expertise

Taking up Learning Opportunities; Acquiring Knowledge and Skills; Updating Specialist Knowledge



Extremely Low

performed better than only 1% of comparison group

- List the risks of being out of date with key advances in your work domain, considering the implications of not growing your skills.
- Making no investment in developing one's own expertise may result in one's role becoming very restrictive and repetitive.
- If you have too little time to learn or research a potentially important new area or approach, ask another member of staff to research it for you and present their findings back to you and others.
- Avoid situations where there is a need to learn new skills or acquire new knowledge under time pressure/at short notice.
- Check own understanding of key learning points with an expert to ensure essential information has been identified.
- Avoid situations where the primary learning method is reading written information.
- Identify ways to keep up with specialist knowledge that don't rely solely upon reading.

## Development Tips

### Team Working

Working Participatively; Encouraging Team Contributions; Involving Others in Decisions



Extremely Low

performed better than only 1% 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



Extremely Low

performed better than only 1% 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

### Exploring Possibilities

Developing Concepts; Applying Theories;  
Identifying Underlying Principles



Extremely Low

performed better than only 1% of  
comparison group

- Ask colleagues to explain their rationale for advocating a solution which appears overly complex. This could help their thinking as well as your own understanding.
- Spend time with colleagues who are more conceptual. Try to understand their arguments. It may be that it is best to do this in short bursts rather than in longer sessions.
- Underpin arguments with theory where relevant.
- Consider concepts suggested by colleagues and investigate how these can be developed further.
- Try to get involved in something new that relies on a different theory or approach.
- Practise thinking through the key components of a concept.

## Managing Limitations

### Exploring Possibilities

Developing Concepts; Applying Theories;  
Identifying Underlying Principles



Extremely Low

performed better than only 1% of  
comparison group

- Be patient with more theoretical colleagues.
- Leave the conceptualising to others and concentrate on understanding which possibilities have practical merit.
- Focus on abstract ideas where there are tangible benefits to the organisation.
- Put time aside to understand the more complex suggestions being made by others.
- Ask experienced colleagues to talk through the core concepts that are important.
- Talk through with others any theories that are applied in your work.
- Spend time delving deeper and discussing the underlying principles with colleagues.



## Development Tips

### Upholding Standards

Behaving Ethically; Maintaining Confidentiality;  
Acting with Integrity



### Extremely Low

performed better than only 1% 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

### Empowering Individuals

Motivating Individuals; Inspiring People; Giving  
Encouragement



### Extremely Low

performed better than only 1% of  
comparison group

- Spend time understanding what people want to do and why.
- Identify and understand other individuals' strengths, motivations and development requirements.
- Praise clearly and unambiguously; acknowledge achievements and celebrate success.
- Get to know your team and colleagues well and develop a sense of unified purpose.
- Discuss people's aspirations and ambitions with them.
- Explore what people find most satisfying in their job.
- Present a clear vision of the future.
- Express your personal commitment to and enthusiasm for the vision.
- Find opportunities to praise people and recognise good performance.
- Acknowledge and congratulate additional and extra effort.

## Development Tips

### Valuing Individuals

Showing Consideration; Tolerating Others;  
Trusting People



Extremely Low

performed better than only 1% of  
comparison group

- Accept people for who they are; appreciate their capabilities and contribution. Focus on the things that matter.
- When someone else makes a mistake or misjudgement, reflect on your own previous deficiencies to keep the scale of the error in context.
- Work at being more approachable, and showing empathy for the problems people have to deal with.
- Separate out which of people's problems are genuinely important, and be sympathetic and supportive about these.
- Reflect on which of a person's problems they may see as genuine and important and try to be sympathetic about these.
- Work at not showing your impatience and frustration with others.
- Different strengths can be highly effective in combination. Try to recognise where others provide complementary strengths to your own.
- Explain how people can earn trust; make your expectations clear.
- Make it clear to people when they have breached your trust.

## Development Tips

### Developing Strategies

Forming Strategies; Anticipating Trends;  
Envisaging the Future



Extremely Low

performed better than only 1% of  
comparison group

- Create opportunities to work alongside a strategic thinker.
- Get involved in more strategic projects; learn from others.
- Research different models of strategic thinking.
- Read and keep up to date with case studies on implementing strategy and changing the course of a business.
- Spend time thinking about where the corporate strategy is relevant to the role/team/function.
- Summarise the strategy for your area in three sentences.
- Create time to review future possibilities once a quarter.
- Look at the longer term objectives as well as the shorter term deliverables.
- Try to align short and medium term deliverables against longer term objectives.

## Comments/Actions