



# 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 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

#### **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.

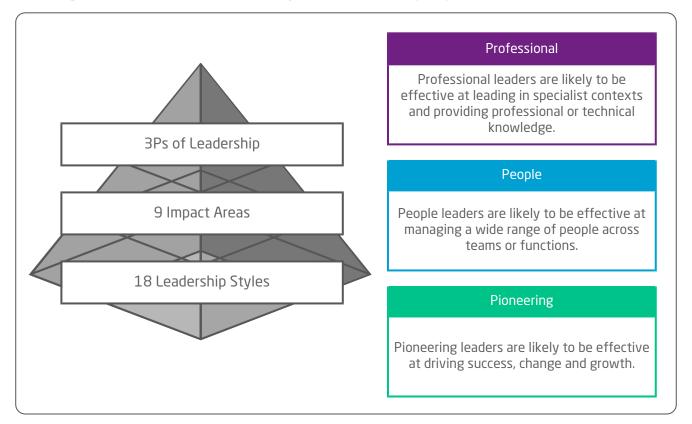


# Introducing the Leadership Impact Model

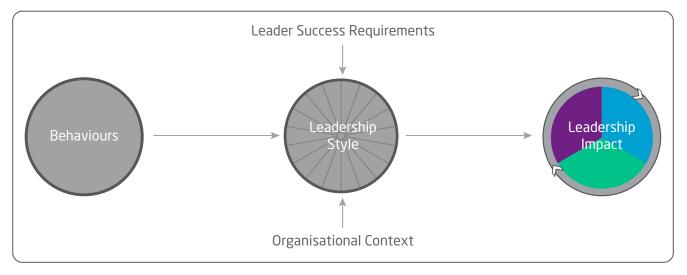
The Leadership Impact model is a hierarchical model of leadership effectiveness. At the top of the hierarchy, the 3P factors represent three main approaches to effective workplace leadership.

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						
<b>Consistency of Rankings</b> 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 - ■ 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 - ■ 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 ■, 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	3 4	5 6	7 8	9   10
Administrator					
Co-ordinator					
Regulator					
Technician					
Intellectual					
Expert Advisor					
People	1 2	3 4	5 6	7 8	9   10
Enthusiast					
Facilitator					
Inspirer					
Collaborator					
Persuader					
Consulter					
Pioneering	1 2	3 4	5 6	7 8	9   10
Catalyst					
Innovator					
Change Agent					
Crisis Handler					
Strategic Opportunist					
Growth Seeker					



# Leadership Styles Profile - Professional Service & Product Delivery

Administrator (4)				
Administrators focus on the quality of work while also maintaining activity levels.				
	1 2 3 4 5 6 7 8 9 10			
Meticulous Sten4 has relatively little focus on making sure the detail is right (3); reasonably thorough (5); 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 (4)				
Co-ordinator (2)				
Co-ordinators organise and realise detailed plans.				
	1 2 3 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)				
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)				

### 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. 1 2 3 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 (3); places less emphasis on maintaining confidentiality than many people (3); places relatively little focus on honouring commitments (4) 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 relatively little emphasis on using common sense (4)					
Factual Sten 7 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 Styles 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 5 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 (8); inclined to learn through reading (7)					

#### Expert Advisor (7)

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

	1 2	3 4	5 6	7 8	9   10
Analytical Sten6 moderately interested in analysing information (5); 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 (8); has a strong sense of own worth (7)					

### **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.

	1 2 3 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); makes new friends reasonably easily (5)	
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 othe	ers.
	1 2 3 4 5 6 7 8 9 10
Accepting Sten 3 slightly less considerate than others (3); reasonably tolerant (5); a little cautious about trusting people (4)	

#### Attentive Sten 4

less empathetic than many people (4); unlikely to listen attentively for long (2); interested in understanding why people do things (7)



### **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 Successful Teams

### Inspirer (6)

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

	1 2 3 4 5 6 7 8 9 1	.0
Empowering Sten5 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 reasonably well (6); 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 3 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)	
Involving Sten3 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 Development

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 Styles Profile - People Communication

### Persuader (7)

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

	1 2	3 4	5 6	7 8	9   10
Convincing Sten 8 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 (5); explains things reasonably well (6); reasonably confident with new people (6)					

### Consulter (5)

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

	1 2 3 4 5 6 7 8 9 10
Interactive Sten 6 fairly lively (6); moderately talkative (6); moderately interested in networking (6)	
Receptive Sten 3 less receptive to feedback than most people (2); moderately likely to encourage others to criticise approach (6); rarely asks for feedback on performance (4)	

### **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.

	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); prepared to tell people about own achievements (7); has a moderate need for praise (6)					

#### Innovator (9)

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

	1 2	3 4	5 6	7 8	9 10
Inventive Sten 10 generates lots of ideas (10); produces very original ideas (10); likely to adopt radical solutions (8)					
Abstract [Sten 8] good at developing concepts (7); often applies theories (8); interested in studying the underlying principles (7)		0	N		

### 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.

	1 2	3 4	5   6	7 8	9   10
Change Oriented Steng as ready to accept change as most people (6); copes moderately well with uncertainty (5); accepts new challenges as readily as most people (6)					
Dynamic [Sten 7] reasonably good at making things happen (6); impatient to get things started (7); moderately energetic (6)					

#### Crisis Handler (9)

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? 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 Styles Profile - Pioneering Organisational Growth

#### Strategic Opportunist (8)

Strategic Opportunists combine competitiveness with strategic awareness.

	1 2	3 4	5 6	7 8	9   10
Enterprising Sten 8 likely to identify business opportunities (7); fairly sales oriented (8); as competitive as most people (6)					
Strategic Sten 8 inclined to develop strategies (7); takes a very long-term view (9); creates a clear vision for the future (8)					

#### **Growth Seeker (10)**

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

	1 2	3 4	5 6	7 8	9   10
Striving Sten 8 driven to achieve outstanding results (8); fairly ambitious (7); likely to persevere through difficult challenges (8)					
Challenging Sten 10 very open in voicing disagreement (9); very much inclined to challenge others' ideas (9); very often gets involved in arguments (9)					

#### **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

	Service & Product Delivery maintaining productive delivery of goods and/or services; driving quality customer service; delivering appropriate solutions	2	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	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
Leopie	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
	Organisational Transformation delivering organisational transformation; building commitment to change; actively managing change processes	8	High higher potential than about 90% of the comparison group
	Organisational Growth increasing stakeholder value; establishing challenging organisational goals; driving organisational success	9	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:

Ð	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
Ð	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

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