



Expert Development
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 24,000 professionals and managers.

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

Executive Summary Profile

The Executive Summary Profile outlines the 12 main sections of the profile, grouped under the four major cluster headings of Thought, Influence, Adaptability and Delivery. Beneath each of the 12 section headings information is given on the three underlying dimensions - 36 dimensions in total.

Full Psychometric Profile

The Full Psychometric Profile - 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. The Full Psychometric Profile focuses on the 36 Professional Styles dimensions, which are arranged under four main cluster headings (Thought, Influence, Adaptability and Delivery), with one page devoted to each cluster. Each cluster breaks down into three sections (12 in total), each consisting of three dimensions. These 36 dimensions are each comprised of three underlying facets (108 in total), with verbal descriptions of the facet scores shown underneath the dimension name.

Summary Psychometric Profile

The Summary Psychometric Profile gives an overview of the 36 Styles dimensions of the profile on one page. It highlights where there is a facet range, and where motive or talent is higher (whichever is higher is indicated by M or T) and where normative or ipsative is higher (whichever is higher is indicated by an N or I).

Competency Potential Profile

The Competency Potential Profile has been developed based on databases which link the facets of the Styles questionnaire to detailed, independent assessments of work performance. This gives a unique prediction of Chris Park's likely strengths and limitations in 12 key performance areas. Underlying components of performance are reflected in the verbal descriptions and scores under each of the 12 competency headings. This 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.

Predicted Culture/Environment Fit

The Predicted Culture/Environment Fit gives an indication of the aspects of the culture, job and environment that are likely to enhance or inhibit a person's success. Saville Assessment's groundbreaking research suggests that people's motives and talents interact in important ways with culture, job and environment characteristics to help determine their work performance and competency.

Introduction

Development Advice

This report summarises the actions that could be taken to help develop Chris Park. Based on the results of the assessment, it outlines what actions could be considered to improve performance at work. The relevance of each piece of advice will differ for each individual and to some extent depend on the job role, and the opportunities and resources available.

There are four sections: Core Strengths, Possible Challenge Areas, Setting Development Priorities and Additional 20 Areas. Core Strengths and Possible Challenge Areas present development advice for the eight highest and eight lowest competency dimensions. Setting Development Priorities encourages reflection on key activities to plan for future development. The final section presents development advice for an additional 20 competency dimensions. The report is composed of the following three 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 potential limitations, it may be worth considering how to make the most of these strengths. This report shows Building Strengths for competency dimensions with scores of 6-10 which range from average to extremely high.

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 report shows Possible Overplayed Strengths for competency dimensions with scores of 8-10 which are all well above average.

Development Activities

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 report shows Development Activities for competency dimensions with scores of 1-5 which range from well below average to average.

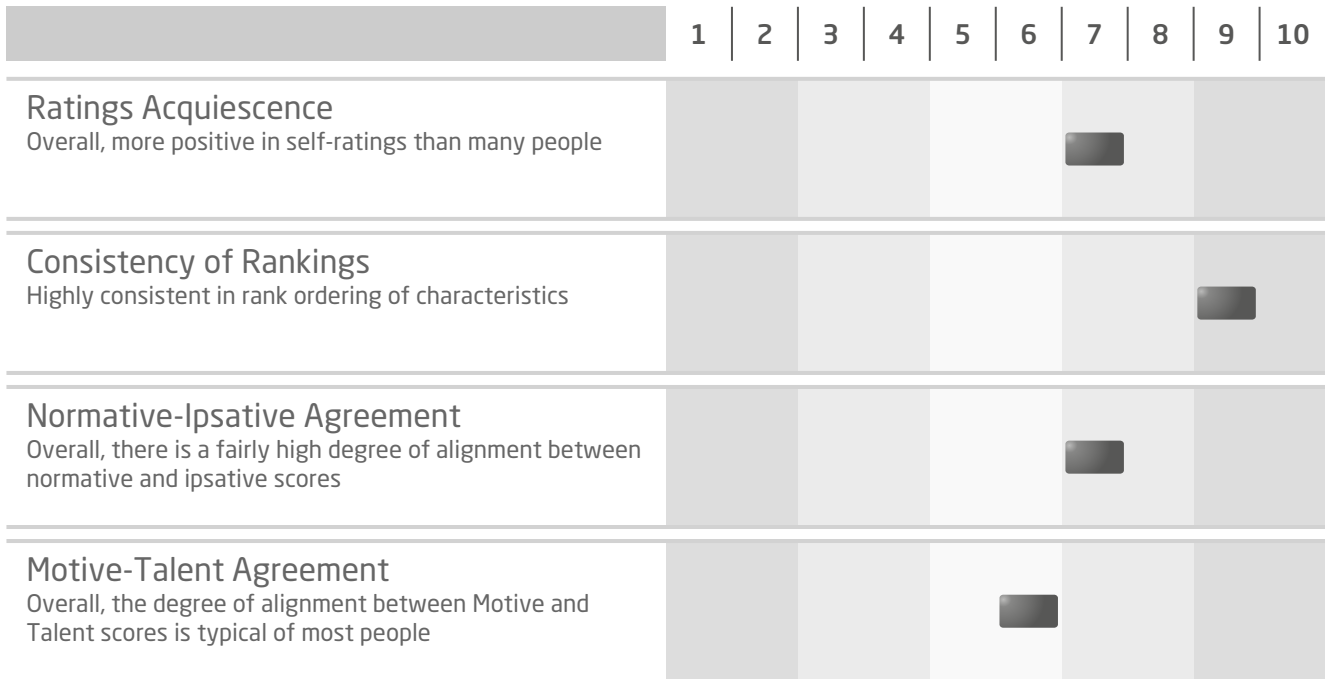
Executive Summary Profile



Full Psychometric Profile - Response Overview

This 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. The pattern of responses should be kept in mind when interpreting the Psychometric Profile. The next few pages report on the results of the four major clusters.

Response Summary



Profile Breakdown

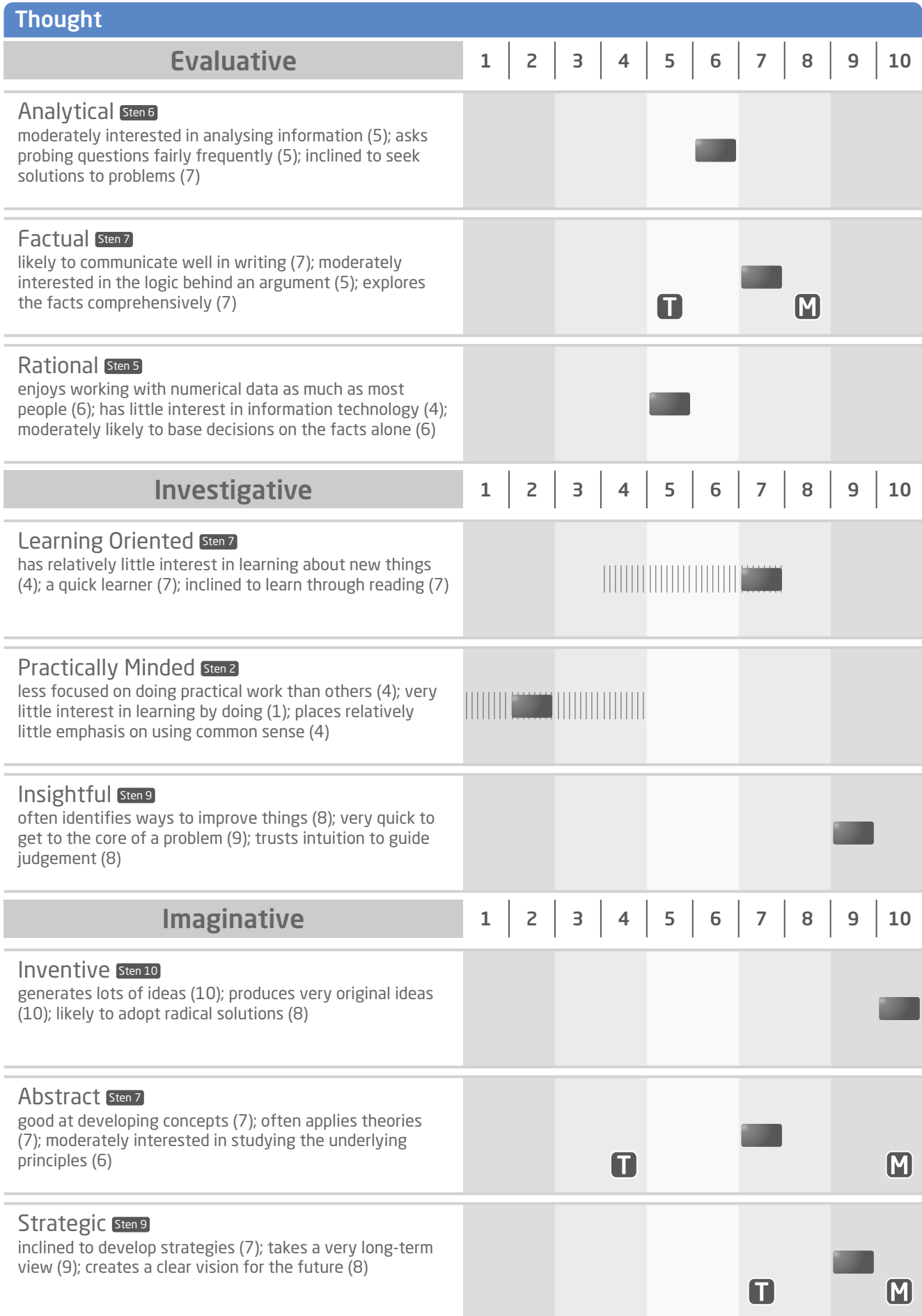
Saville Assessment's extensive research indicates the best predictor of performance at work is generally the score indicated by the Sten marker (combined normative-ipsative). Information is also provided on subtle differences highlighted by the profile, which are unique to Wave reporting:

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

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

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

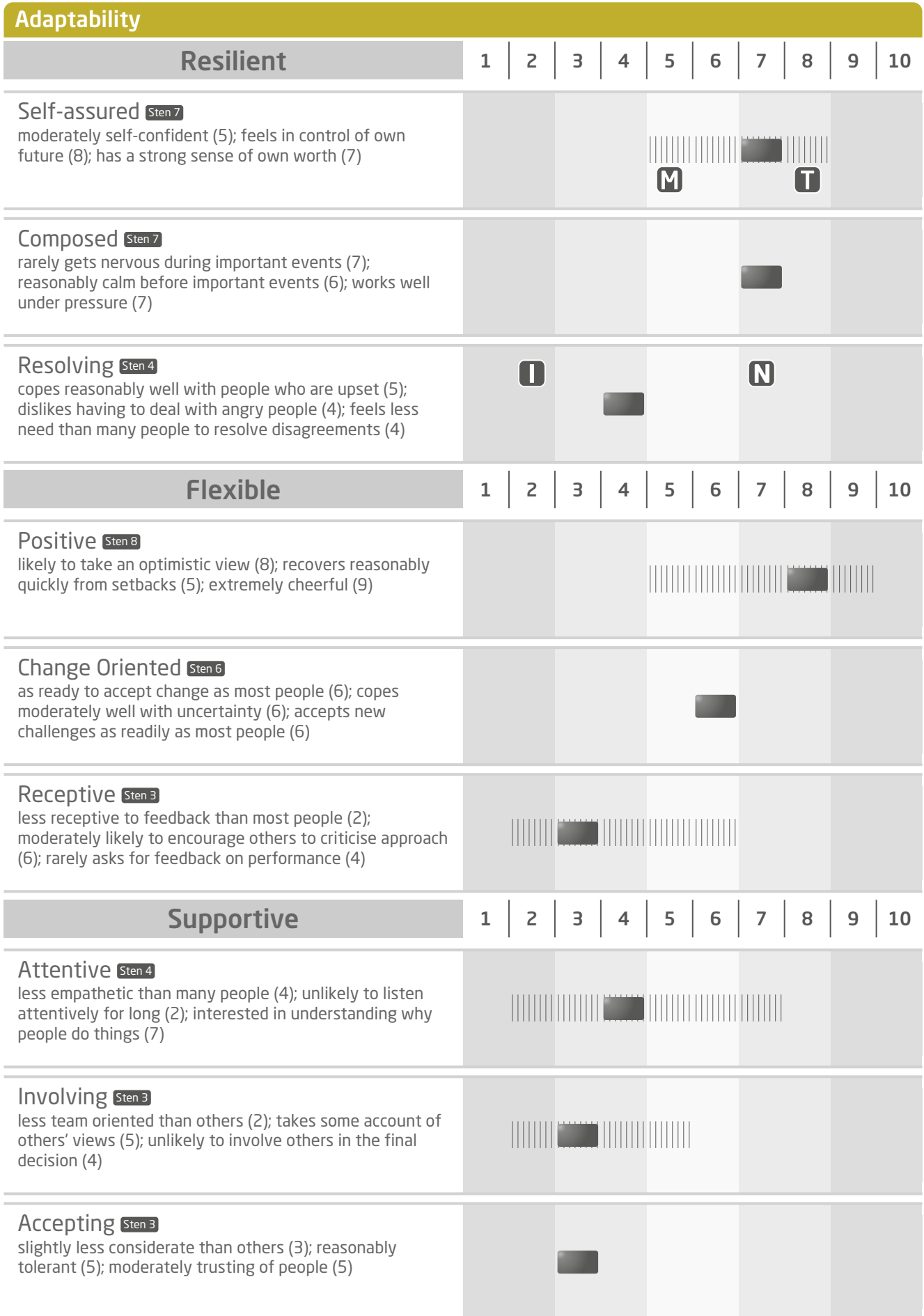
Full Psychometric Profile - Thought Cluster



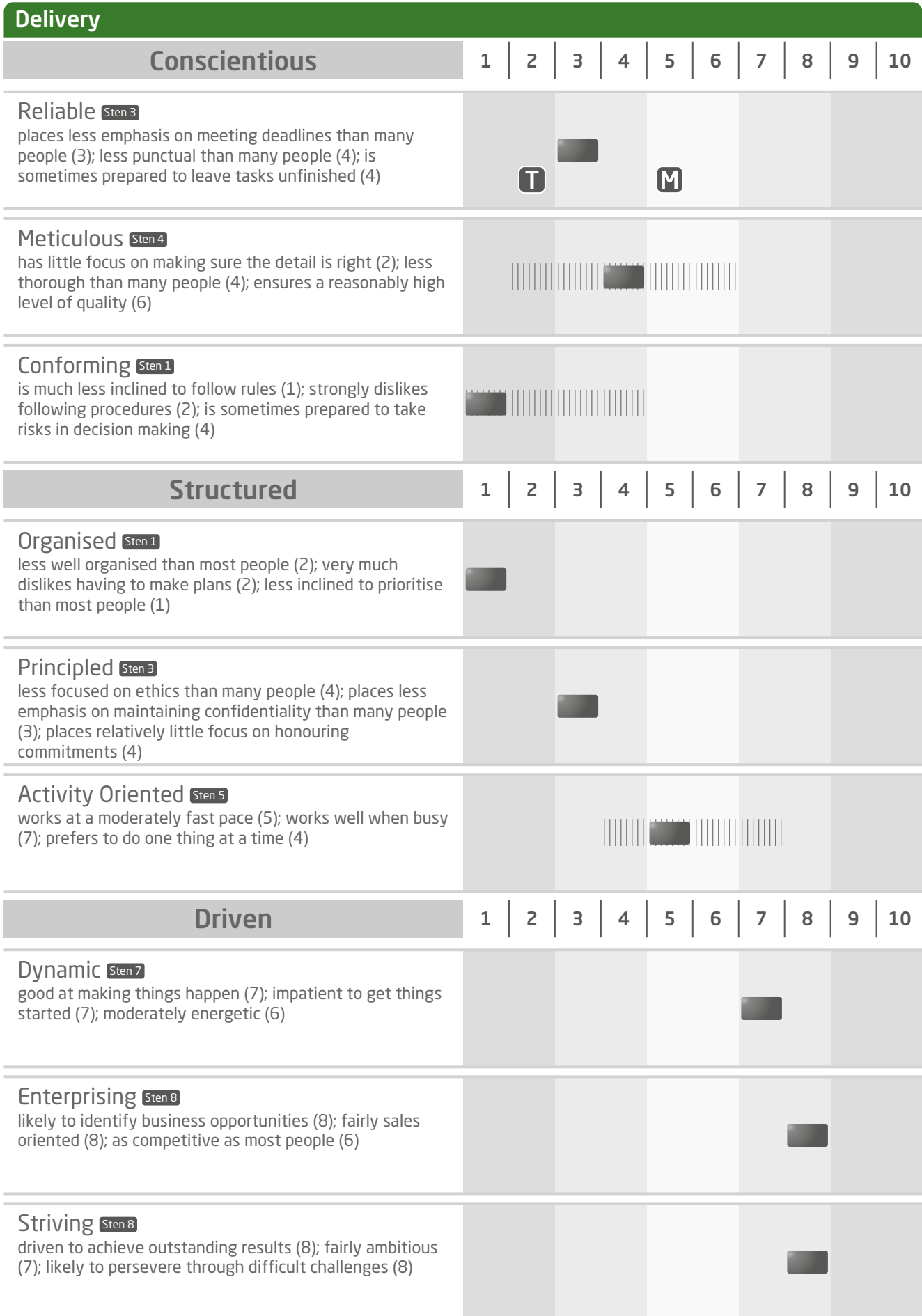
Full Psychometric Profile - Influence Cluster



Full Psychometric Profile - Adaptability Cluster

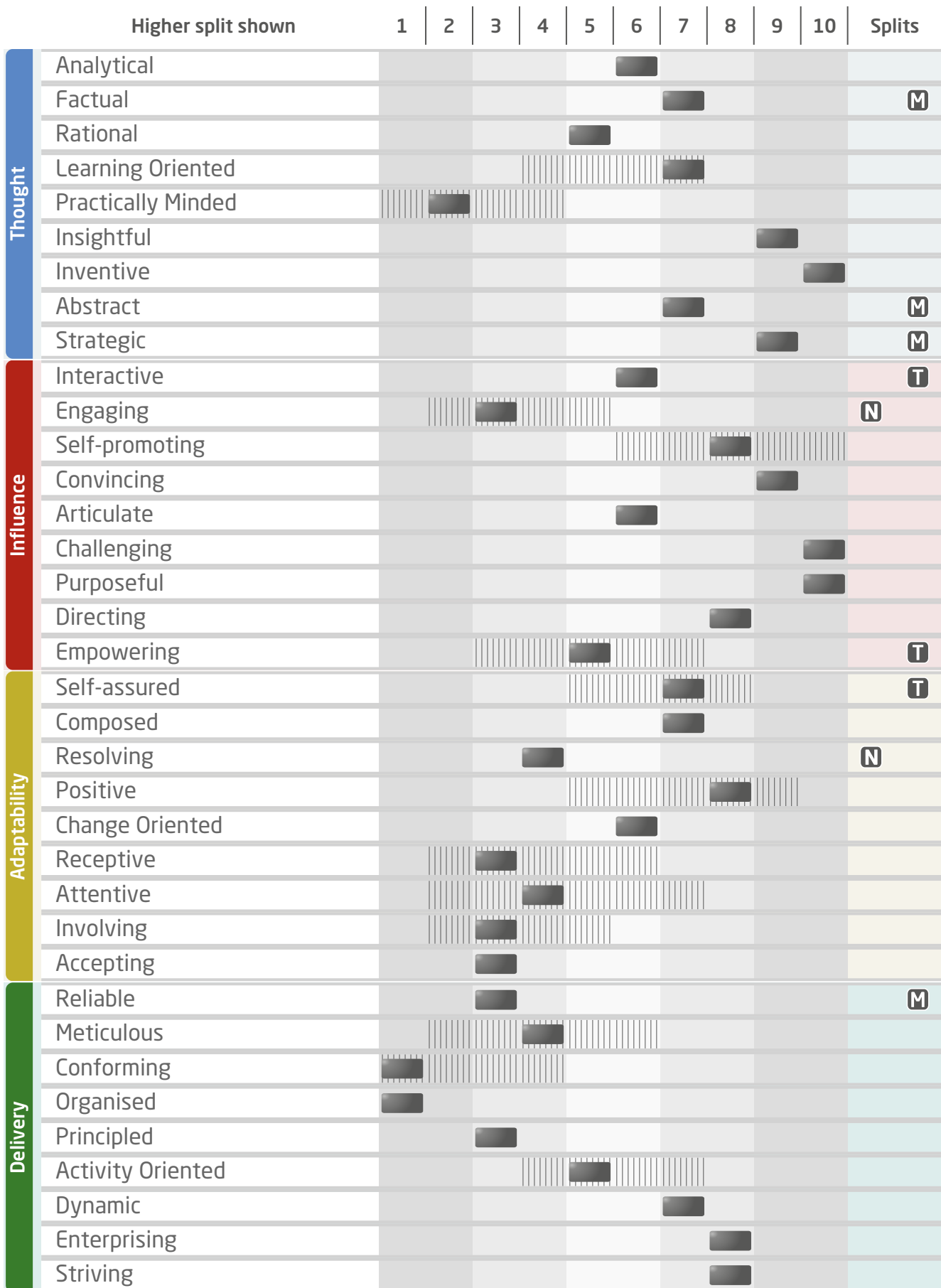


Full Psychometric Profile - Delivery Cluster



Summary Psychometric Profile

Acquiescence (7) Consistency (9) N-I Agreement (7) M-T Agreement (6)



Competency Potential Profile

This profile provides Chris Park's areas of greater and lesser potential. The measures of competency potential have been developed based on Saviile Assessment's extensive international databases linking Wave to work performance.

	Competency Description	Potential
Solving Problems	Evaluating Problems Examining Information (8); Documenting Facts (6); Interpreting Data (6)	Fairly High higher potential than about 75% of the comparison group
	Investigating Issues Developing Expertise (6); Adopting Practical Approaches (3); Providing Insights (10)	Fairly High higher potential than about 75% of the comparison group
	Creating Innovation Generating Ideas (10); Exploring Possibilities (9); Developing Strategies (9)	Extremely High higher potential than about 99% of the comparison group
Influencing People	Building Relationships Interacting with People (5); Establishing Rapport (3); Impressing People (8)	Average higher potential than about 40% of the comparison group
	Communicating Information Convincing People (8); Articulating Information (6); Challenging Ideas (10)	Very High higher potential than about 95% of the comparison group
	Providing Leadership Making Decisions (10); Directing People (8); Empowering Individuals (5)	Very High higher potential than about 95% of the comparison group
Adapting Approaches	Showing Resilience Conveying Self-Confidence (7); Showing Composure (7); Resolving Conflict (3)	Average higher potential than about 60% of the comparison group
	Adjusting to Change Thinking Positively (7); Embracing Change (6); Inviting Feedback (3)	Average higher potential than about 60% of the comparison group
	Giving Support Understanding People (3); Team Working (2); Valuing Individuals (3)	Very Low higher potential than about 5% of the comparison group
Delivering Results	Processing Details Meeting Timescales (2); Checking Things (3); Following Procedures (1)	Extremely Low higher potential than about 1% of the comparison group
	Structuring Tasks Managing Tasks (1); Upholding Standards (2); Producing Output (4)	Extremely Low higher potential than about 1% of the comparison group
	Driving Success Taking Action (8); Seizing Opportunities (8); Pursuing Goals (9)	Very High higher potential than about 95% of the comparison group

Predicted Culture/Environment Fit

Based on extensive Saville Assessment research linking the styles of individuals to culture at work, this highlights the aspects of the culture, job and environment that are likely to enhance or inhibit Chris Park's success:

Performance Enhancers

- ⊕ where creativity and innovation are encouraged and radical ideas and solutions welcomed
- ⊕ where heated debate is valued and people are encouraged to challenge ideas, argue and voice disagreements openly
- ⊕ where people are encouraged to assume responsibility for important decisions and decisiveness is a valued characteristic
- ⊕ where the ability to get rapidly to the core of issues and readily identify solutions to problems is highly valued
- ⊕ where the development of theoretical ideas and concepts is encouraged
- ⊕ where there is a strong results focus and determination to succeed, no matter what, and people are rewarded for achieving outstanding results
- ⊕ where there is a strong strategic focus, it is seen as desirable to have a clear vision for the future and strategic thinking capability is highly valued
- ⊕ where commercialism and entrepreneurialism are valued and the emphasis is on identifying business opportunities and outperforming the competition

Performance Inhibitors

- ⊖ where conventional attitudes prevail, traditional approaches are preferred and people are discouraged from generating new ideas
- ⊖ where dissent is frowned upon and people are discouraged from challenging ideas and voicing disagreements
- ⊖ where the responsibility for major decisions rests with other people and there is little opportunity to influence the outcome
- ⊖ where little value is placed on providing new insights and identifying potential improvements
- ⊖ where there is little interest in the application of theoretical ideas and models and people are given little time to explore different options and possibilities
- ⊖ where the urge to achieve outstanding results is not great and people seldom persist in the face of difficulties
- ⊖ where the focus is short rather than longer term, tactical rather than strategic
- ⊖ where the culture is non-commercial, non-competitive and non-profit oriented

Core Strengths (Top 8)

Generating Ideas

Producing Ideas; Inventing Approaches;
Adopting Radical Solutions



Extremely High

higher potential than about 99% of
the comparison group

Building Strengths

- Ensure that ideas are supported by a rational argument and a strong business case.
- Get involved in the early stages of projects. This is where suggestions will be welcomed.
- 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 - "Watch Fors"

- Is your strong focus on generating ideas sometimes at the expense of delivery? **ACTION:** Be careful not to take on too much.
- 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.
- 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.

Core Strengths (Top 8)

Challenging Ideas

Questioning Assumptions; Challenging Established Views; Arguing Own Perspective



Extremely High

higher potential than about 99% of the comparison group

Building Strengths

- 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 prepared to look at high profile areas that have remained unchanged for long periods of time. See how many improvements can be suggested.
- Try not to allow a discussion to become too heated or personal.

Possible Overplayed Strengths - "Watch Fors"

- Beware of prolonging discussion/debate and revisiting points which have already been agreed upon. ACTION: Know when to concede gracefully.
- 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.
- 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.

Core Strengths (Top 8)

Making Decisions

Deciding on Action; Assuming Responsibility;
Standing by Decisions



Extremely High

higher potential than about 99% of
the comparison group

Building Strengths

- In meetings, always look for decisions and action points.
- Encourage people to make decisions and commit to action; move debate on towards a conclusion.
- Invest energy in the tasks which have the most impact and benefit.
- Look for agreement and support from others before concluding on important decisions.

Possible Overplayed Strengths - "Watch Fors"

- 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 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.
- 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.

Core Strengths (Top 8)

Providing Insights

Continuously Improving Things; Identifying Key Issues; Making Intuitive Judgements



Extremely High

higher potential than about 99% of the comparison group

Building Strengths

- Identify areas where the capacity to improve things will have the most benefit.
- Offer managers/team leaders your suggestions of potential enhancements and improvements. Promote the benefits of making the changes.
- 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 when to place greater weight on other information available.

Possible Overplayed Strengths - "Watch Fors"

- 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.
- 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 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 risk of 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.

Core Strengths (Top 8)

Exploring Possibilities

Developing Concepts; Applying Theories;
Identifying Underlying Principles



Very High

higher potential than about 95% of
the comparison group

Building Strengths

- Suggest links and patterns when colleagues are putting suggestions forward, to create coherent models rather than isolated ideas.
- 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.
- Practise communicating the key components of a concept.

Possible Overplayed Strengths - "Watch Fors"

- Be wary of exploring too wide a range of possibilities and consequently not delivering any clarity to others. ACTION: Keep presentations focused and simple. Concentrate on one theme at a time.
- Be wary of getting immersed in ideas and models without translating these into practical applications for potential users/customers. ACTION: Focus on the practical and commercial benefits of suggestions to end users.
- Do colleagues find your capacity to theorise distracting, particularly when deadlines are tight? ACTION: Respect the deadlines that everyone is working towards; realise that there is a time and a place for theorising and conceptualising.
- Does your great depth of understanding sometimes lead you to focus on things which are of little interest to anyone except specialists in the area? ACTION: Don't lose sight of what is important to those who are buying or selling a product or service by becoming preoccupied with detailed technicalities.

Core Strengths (Top 8)

Pursuing Goals

Achieving Outstanding Results; Acting with Determination; Persisting through Difficulties



Very High

higher potential than about 95% of the comparison group

Building Strengths

- Seek greater responsibilities and map out your personal career path for the next five years.
- Seek out roles and responsibilities that maximise strengths, as these present the greatest opportunity to excel.
- 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.

Possible Overplayed Strengths - "Watch Fors"

- Watch out that the pursuit of individual goals isn't at the expense of overall team or organisational performance. ACTION: Make sure that personal goals are closely aligned with team and wider goals.
- How valued and appreciated do those contributing to success feel? ACTION: Ensure others receive the credit that is due to them. Regularly acknowledge their efforts/support.
- Is there a danger of pushing people unnecessarily hard? ACTION: Be aware of the impact which your determined approach might have on other people's work-life balance.
- Is there a risk of becoming too immersed in difficult tasks which are not of great importance relative to other things? ACTION: Regularly re-evaluate the cost-benefit of investing time in trying to salvage a bad situation.

Core Strengths (Top 8)

Developing Strategies

Forming Strategies; Anticipating Trends;
Envisaging the Future



Very High

higher potential than about 95% of
the comparison group

Building Strengths

- Include tactics and thoughts on effective implementation alongside strategy.
- Compare the strategies employed by different organisations in the same sector.
- Compare changes in your own function/sector with change in other organisations.
- Learn more about the whole organisation's functioning; seek to spend time working in different departments.

Possible Overplayed Strengths - "Watch Fors"

- Could your focus on the long term be at the expense of dealing with the present?
ACTION: Switch between an operational and strategic focus as time permits; do not let one dominate the other.
- Is your strong strategic focus leading you to build strategies with little or no consultation of others? ACTION: Check strategic thinking with experienced practitioners.
- Is it possible that your predictions of trends might be wrong, or partly incorrect? ACTION: Be prepared to justify predictions for the future and build some different scenarios of what might happen into strategic thinking.
- Is your vision for the future the right one? Remember that most leaders who got it wrong were convinced at the time that their vision was right. ACTION: Question regularly whether insufficient weight has been put on the importance of a particular issue, e.g. new technology, potential new legislation.

Core Strengths (Top 8)

Seizing Opportunities

Identifying Business Opportunities; Generating Sales; Outperforming Competitors



High

higher potential than about 90% of the comparison group

Building Strengths

- Show others how to seize new opportunities through professional/industry groups (e.g. present, contribute to newsletters or journal articles, write a blog).
- Study market trends and suggest potential product/service development opportunities.
- Ask for referrals and recommendations; build up a list of testimonials.
- Learn from the competitive bids which have been lost. Undertake a complete review and seek full feedback from the customer.

Possible Overplayed Strengths - "Watch Fors"

- Watch out for spending more time/energy seeking new opportunities than dealing with existing demands. ACTION: Be careful not to get distracted by the allure of fresh new opportunities to the extent that other work is affected.
- Could focusing too greatly on pursuing one or two big opportunities which never seem to materialise mean that you miss out on opportunities which are more likely to come to fruition? ACTION: Question regularly where best to apply time and effort to realise the best results.
- How is your focus on the next big sale impacting longer-term account development? ACTION: Aim to develop lasting customer relationships through strong account management, superior service and excellent execution.
- Is your competitive spirit always channelled appropriately? ACTION: Ensure competitive energy is directed externally instead of towards team members or other departments.

Possible Challenge Areas (Bottom 8)

Managing Tasks

Working Methodically; Planning Activities; Setting Priorities



Extremely Low

higher potential than about 1% of the comparison group

Development Activities

- Perform or allocate tasks in line with capabilities and interests; use more appealing tasks as rewards and give people more challenging assignments.
- 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.
- Anticipate likely derailers and build contingencies for them into plans. Communicate promptly with team members as plans change.
- Try to balance both the urgency and importance of tasks when establishing their priority.

Following Procedures

Adhering to Rules; Following Instructions; Minimising Risks



Extremely Low

higher potential than about 1% of the comparison group

Development Activities

- 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.

Meeting Timescales

Meeting Deadlines; Keeping to Schedule; Finishing Tasks



Very Low

higher potential than about 5% of the comparison group

Development Activities

- List the activities required to complete a project. Keep a record of tasks completed.
- Break overall project timelines down into shorter intervals for more regular progress and process checks.
- Create a clear schedule indicating 'who, when and where' for each activity; make regular adjustments to the schedule.
- Create a discipline of addressing any incomplete tasks.

Possible Challenge Areas (Bottom 8)

Team Working

Working Participatively; Encouraging Team Contributions; Involving Others in Decisions



Very Low

higher potential than about 5% of the comparison group

Development Activities

- Spend time getting to know team members, their roles and contribution.
- 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.
- Make sure that all relevant parties have been given the opportunity to make their views known.

Upholding Standards

Behaving Ethically; Maintaining Confidentiality; Acting with Integrity



Very Low

higher potential than about 5% of the comparison group

Development Activities

- 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.
- Show integrity by acting in line with what you expect from others. Try to avoid dealing with people or situations inconsistently.

Checking Things

Finding Errors; Ensuring Accuracy; Producing High Quality Work



Low

higher potential than about 10% of the comparison group

Development Activities

- Take responsibility for your work and learn from past mistakes; don't expect others always to check and correct details.
- Use spell check 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.

Possible Challenge Areas (Bottom 8)

Valuing Individuals

Showing Consideration; Tolerating Others;
Trusting People



Low

higher potential than about 10% of the comparison group

Development Activities

- When someone else makes a mistake or misjudgement, reflect on your own previous deficiencies to keep the scale of the error in context.
- Separate out which of people’s problems are genuinely important, and be sympathetic and supportive about these.
- 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.

Understanding People

Showing Empathy; Listening to People;
Understanding Motivation



Low

higher potential than about 10% of the comparison group

Development Activities

- Ask open questions and make an effort to get to know people.
- 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.
- Ask people what motivates them and why they have made the choices they have.

Setting Development Priorities

Key Development Area

Development Actions

Development Review - What, How and When?

Key Development Area

Development Actions

Development Review - What, How and When?

Setting Development Priorities

Key Development Area

Development Actions

Development Review - What, How and When?

Key Development Area

Development Actions

Development Review - What, How and When?

Additional 20 Areas

Examining Information

Processing Information; Asking Probing Questions; Finding Solutions



High

higher potential than about 90% of the comparison group

Building Strengths

- Explore techniques which could make your analysis easier and quicker, e.g. software tools.
- Review what could be improved upon in terms of the speed, accuracy and breadth of your analysis.
- Use simple probes to gather additional information quickly and efficiently, e.g. "Tell me more", "Help me understand that", "What next?"
- Test out the feasibility and effectiveness of a solution and adapt it accordingly.

Possible Overplayed Strengths - "Watch Fors"

- Do you sometimes prioritise analysis at the expense of decision making? ACTION: Ensure that analysis is supporting the decision-making process rather than slowing it down.
- Very analytical people can risk getting immersed in high volumes of information. ACTION: Resist the temptation to re-analyse. Remember what the aim of the analysis is.
- Could asking lots of probing questions sometimes be a block to progress? ACTION: Be prepared to stop asking questions, and, at times, to work with what may be incomplete information.
- Could a strong desire to find solutions mean energy is invested in addressing less important issues? ACTION: Remember to check the time spent on issues against their relative importance in the overall plan.

Additional 20 Areas

Convincing People

Persuading Others; Shaping Opinions;
Negotiating



High

higher potential than about 90% of
the comparison group

Building Strengths

- Vary your approach, particularly when dealing with regular contacts, so as not to become predictable and therefore easier to argue against.
- 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.
- Look to get involved with higher level and more difficult negotiations.

Possible Overplayed Strengths - "Watch Fors"

- 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 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.
- 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.

Additional 20 Areas

Impressing People

Attracting Attention; Promoting Personal Achievements; Gaining Recognition



High

higher potential than about 90% of the comparison group

Building Strengths

- Volunteer to present and undertake activities which increase personal exposure.
- Offer to be the representative for your team. Be the spokesperson.
- Be factual in self-promotion. Use quantifiable data and qualitative comments of clients and stakeholders.
- Who has gained a less positive impression of you? Work hard at changing their impression.

Possible Overplayed Strengths - "Watch Fors"

- Watch for attracting too much unnecessary attention, particularly in extremely competitive or confrontational environments. ACTION: Maximise positive exposure and minimise negative exposure.
- 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.
- Watch for overplaying achievements that would be considered as ordinary 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 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.

Additional 20 Areas

Taking Action

Making Things Happen; Using Initiative;
Investing Energy



High

higher potential than about 90% of
the comparison group

Building Strengths

- Make sure others are also on board before diving into something new.
- Seek opportunities to start new initiatives or ventures, or to turn poorly performing areas around.
- Develop a reputation for taking the initiative and resolving issues before they escalate.
- Take something which seems to be stop-start and for which there is little motivation, and get it moving along.

Possible Overplayed Strengths - "Watch Fors"

- Is the excitement of starting something new at the expense of doing more routine work?
ACTION: Schedule time for routine maintenance activities or to check ongoing tasks.
- Does a desire to make things happen tend to throw existing projects into disarray?
ACTION: Be careful that your initiatives do not require resources that are already fully committed to existing projects.
- Do you feel inclined to embark on new work where you have a relatively low degree of knowledge and understanding? ACTION: Consult experts before taking the initiative in a new work area.
- Is your energy being channelled as appropriately as possible? ACTION: Before rushing on to the next activity, take time out to stop and think: 'Is this the best use of time/energy?'

Additional 20 Areas

Directing People

Leading People; Co-ordinating Groups;
Controlling Things



High

higher potential than about 90% of
the comparison group

Building Strengths

- Identify opportunities to manage bigger projects and teams, where the inter-relationships and complexities are greater.
- Create a clear vision and common goals; check that others understand and are committed to them.
- Take on a role which requires co-ordinating people in different locations.
- Utilise software packages to help manage and co-ordinate projects.

Possible Overplayed Strengths - "Watch Fors"

- Look out for telling people exactly how to do everything. ACTION: Give staff clear objectives and guide them to deliver the objectives without being overly prescriptive.
- A strong inclination to take charge can lead to usurping less dominant leaders. ACTION: Avoid 'automatically' taking control in new situations.
- Watch for delegation occurring to the point of abdication. ACTION: Is there a need to identify the main objectives, regain control and clarify who is expected to do what?
- Be wary of micro-managing lots of things. ACTION: Where appropriate, get someone else to check the detail.

Conveying Self-Confidence

Projecting Inner Confidence; Determining Own
Future; Valuing Own Contributions



Fairly High

higher potential than about 75% of
the comparison group

Building Strengths

- Seek high profile roles which increase exposure in the organisation.
- Be clear about your strengths, and look for opportunities to maximise using them.
- Look at your career and consider the moves and experiences which will help you realise personal ambitions.
- Build strengths, specialist expertise and knowledge which will enable you to make a greater professional contribution.

Additional 20 Areas

Thinking Positively

Being Optimistic; Recovering from Setbacks; Projecting Cheerfulness



Fairly High

higher potential than about 75% of the comparison group

Building Strengths

- Engage colleagues who are less positive and encourage them to see the benefits of proposed plans.
- Recognise that project managers and risk analysts may not be particularly optimistic. Work alongside them constructively.
- Lead by example. Show people how to learn from experience and move on quickly.
- Help to create a positive and productive work environment for the team.

Showing Composure

Staying Calm; Dealing with Pressure; Tolerating Stress



Fairly High

higher potential than about 75% of the comparison group

Building Strengths

- Watch out for potential problems as they surface and intervene calmly before things escalate.
- Look for situations where remaining calm is particularly advantageous.
- Seek work in multifaceted roles with complex demands.
- Test the relationship between pressure and performance. Find the optimum level of pressure to put yourself under to drive personal performance.

Developing Expertise

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



Average

higher potential than about 60% of the comparison group

Building Strengths

- Review personal development activities with your manager and/or mentor on a regular basis.
- Identify learning and development areas that are key for your current role and/or future progression.
- Research new approaches to learning and self-development techniques to aid retention of new information.
- Research current thinking in a relevant work area and write a critique of the key arguments.

Additional 20 Areas

Embracing Change

Coping with Change; Tolerating Uncertainty; Adapting to New Challenges



Average

higher potential than about 60% of the comparison group

Building Strengths

- Explore possibilities to work on change/transformation projects.
- Get involved in planning the communications around change.
- Look to get involved in something you are less familiar with e.g. start-up businesses or new parts of the organisation.
- Take on new and different responsibilities.

Documenting Facts

Writing Fluently; Understanding Logical Arguments; Finding Facts



Average

higher potential than about 60% of the comparison group

Building Strengths

- Explore opportunities for reinforcing the written word in documents with appropriately presented facts and figures.
- Look for opportunities to write, e.g. contribute to newsletters, marketing and training material, and seek feedback from editors and readers.
- Scrutinise the evidence used to support others' points of view - is it well researched? Look for tentativeness and lack of confidence in their approach.
- Spend time researching new sources of information.

Interpreting Data

Quantifying Issues; Applying Technology; Evaluating Information Objectively



Average

higher potential than about 60% of the comparison group

Building Strengths

- Offer to take responsibility for interpreting data in areas that are new and will stretch existing skills.
- Ensure that key numerical information is set out clearly so that the reader can locate it quickly. Identify and highlight key metrics where possible.
- Review the latest developments in information technology packages used, identifying areas which could improve your work.
- Identify opportunities to coach others in decision making, highlighting the need to consider objective information and resist subjective influences.

Additional 20 Areas

Articulating Information

Giving Presentations; Explaining Things;
Projecting Social Confidence



Average

higher potential than about 60% of
the comparison group

Building Strengths

- 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.
- Look for opportunities to articulate the same information to different people. Review each time and improve.
- 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'.

Empowering Individuals

Motivating Individuals; Inspiring People; Giving
Encouragement



Average

higher potential than about 40% of
the comparison group

Development Activities

- Identify and understand other individuals' strengths, motivations and development requirements.
- Get to know your team and colleagues well and develop a sense of unified purpose.
- Present a clear vision of the future.
- Find opportunities to praise people and recognise good performance.

Interacting with People

Projecting Enthusiasm; Making Contact;
Networking



Average

higher potential than about 40% of
the comparison group

Development Activities

- Work out who it is important to stay in regular contact with, and check that you have had a conversation with them in the last week or month.
- Praise and congratulate colleagues when they have done well.
- Aim to make two new work contacts per month.
- Join a professional organisation/association and take an active role in local events.

Additional 20 Areas

Producing Output

Working Quickly; Maintaining Productivity; Multi-Tasking



Fairly Low

higher potential than about 25% of the comparison group

Development Activities

- Work on accurately estimating the time required to complete daily tasks and activities. Use any downtime to help colleagues, work on special assignments or for professional development.
- Speed up by staying focused and avoiding unnecessary prolonged interaction with others.
- Set clear productivity targets; monitor performance and make adjustments until satisfactory levels are maintained over time.
- Set aside a dedicated period of time to focus on critical tasks; put phone calls on hold and avoid checking email.

Adopting Practical Approaches

Applying Practical Skills; Learning by Doing; Applying Common Sense



Low

higher potential than about 10% of the comparison group

Development Activities

- Concentrate on what will actually work and try to provide an immediate and practical solution to a problem.
- Ask to be shown how to use any equipment at work by someone who knows how to use it effectively.
- Build in time for reflection and review following a period of having to learn a task by doing it. Avoid concentrating on what went wrong; focus instead on what was learned.
- Spend time checking whether fundamental assumptions are met and that an approach delivers what is really needed.

Resolving Conflict

Calming Upset People; Handling Angry Individuals; Resolving Arguments



Low

higher potential than about 10% of the comparison group

Development Activities

- Identify potential problems early and take action quickly before people get angry.
- Look for occasions when it would be appropriate to deal with others who are upset.
- Empathise with people and help them to see that they are being listened to and understood.
- Understand the context for an argument and then hear both sides.

Additional 20 Areas

Inviting Feedback

Acknowledging Criticism; Encouraging Critical Thinking; Gathering Feedback



Low

higher potential than about 10% of the comparison group

Development Activities

- Ask open questions to improve the quality of feedback received.
- Seek feedback from a range of sources, not just the ones likely to be positive.
- Ask people to be critical, but constructive; focus on what could be done better and how, and not simply on what is wrong.
- Ask for timely feedback, i.e. immediately after an event/project.

Establishing Rapport

Putting People at Ease; Welcoming People; Making Friends



Low

higher potential than about 10% of the comparison group

Development Activities

- Ask open questions. Encourage people to talk about themselves.
- 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 the workplace. Look at opportunities to join groups and try new activities.