

Expert Development

Jo Wilson



Focus

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 31,000 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

Psychometric Profile

The Psychometric Profile - Response Overview provides a summary of Jo Wilson's responses on the questionnaire. The four indicators in the Response Summary highlight any extreme response patterns. The Psychometric Profile focuses on the 12 Focus Styles sections, which are arranged under four main cluster headings (Thought, Influence, Adaptability and Delivery). The 12 sections are each comprised of three underlying facets (36 in total), with verbal descriptions of the facet scores shown underneath the section name.

Skills Potential Profile

The Skills 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 Jo Wilson'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 skills potential headings. This prediction should be interpreted against key work requirements as established through job analysis or 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 skills potential.

Introduction

Development Advice

This report summarises the actions that could be taken to help develop Jo Wilson. 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 dimensions. Setting Development Priorities encourages reflection on key activities to plan for future development. The final section presents development advice for an additional 20 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 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 dimensions with scores of 8-10 which are all well above average.

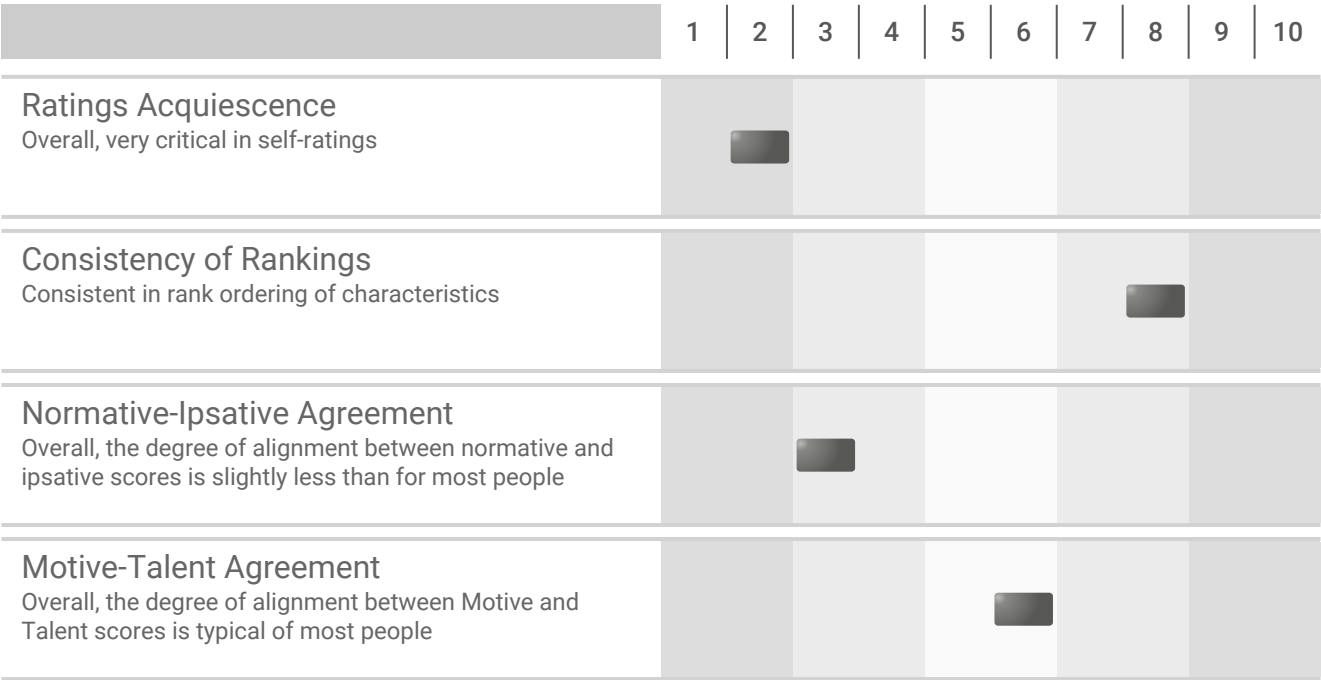
Development Activities

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 dimensions with scores of 1-5 which range from well below average to average.

Psychometric Profile - Response Overview

This profile provides a detailed assessment of Jo Wilson'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 page reports 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:

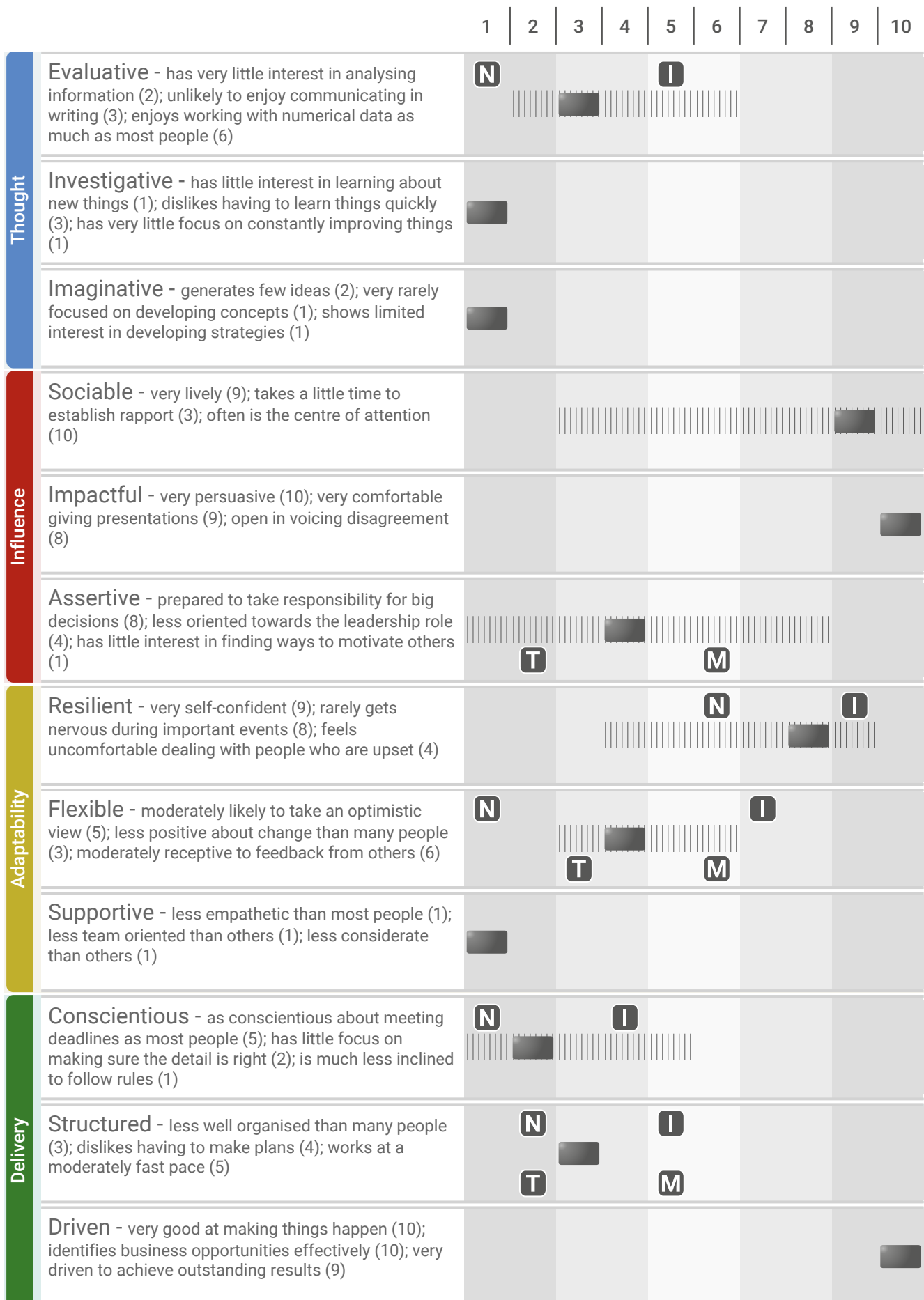
||||| **Facet Range.** Where the range of facet scores within any dimension is of three Stens or more, this is indicated both by hatching on the dimension scale and the provision of individual facet scores in brackets alongside each verbal facet description.

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.













Psychometric Profile

Acquiescence (2) Consistency (8) N-I Agreement (3) M-T Agreement (6)



Skills Potential Profile

This profile provides Jo Wilson's areas of greater and lesser potential. The measures of skills potential have been developed based on Saville Assessment's extensive international databases linking Wave to work performance.

	Description	Potential
Solving Problems	Evaluating Problems Examining Information (2); Documenting Facts (5); Interpreting Data (4)	 Fairly Low higher potential than about 25% of the comparison group
	Investigating Issues Developing Expertise (1); Adopting Practical Approaches (7); Providing Insights (3)	 Extremely Low higher potential than about 1% of the comparison group
	Creating Innovation Generating Ideas (3); Exploring Possibilities (1); Developing Strategies (1)	 Extremely Low higher potential than about 1% of the comparison group
Influencing People	Building Relationships Interacting with People (9); Establishing Rapport (6); Impressing People (10)	 Very High higher potential than about 95% of the comparison group
	Communicating Information Convincing People (10); Articulating Information (9); Challenging Ideas (8)	 Extremely High higher potential than about 99% of the comparison group
	Providing Leadership Making Decisions (9); Directing People (6); Empowering Individuals (1)	 Average higher potential than about 40% of the comparison group
Adapting Approaches	Showing Resilience Conveying Self-Confidence (9); Showing Composure (8); Resolving Conflict (2)	 Fairly High higher potential than about 75% of the comparison group
	Adjusting to Change Thinking Positively (6); Embracing Change (2); Inviting Feedback (4)	 Low higher potential than about 10% of the comparison group
	Giving Support Understanding People (1); Team Working (1); Valuing Individuals (1)	 Extremely Low higher potential than about 1% of the comparison group
Delivering Results	Processing Details Meeting Timescales (4); Checking Things (3); Following Procedures (2)	 Low higher potential than about 10% of the comparison group
	Structuring Tasks Managing Tasks (3); Upholding Standards (1); Producing Output (6)	 Extremely Low higher potential than about 1% of the comparison group
	Driving Success Taking Action (9); Seizing Opportunities (9); Pursuing Goals (7)	 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 Jo Wilson's success:

Performance Enhancers

⊕	where there is the opportunity to be the centre of attention and people are aware of one's achievements and status
⊕	where the ability to make a persuasive case is highly valued and influence is by means of persuasion and negotiation rather than the exercise of authority
⊕	where people are encouraged to assume responsibility for important decisions and decisiveness is a valued characteristic
⊕	where self confidence is regarded as an asset and people are encouraged to know their own worth and take responsibility for their own workload
⊕	where energy levels are high, there is a strong action orientation and people are rewarded for taking the initiative and making things happen
⊕	where the ability to explain things clearly and confidently is highly valued and there are frequent opportunities for giving formal presentations
⊕	where commercialism and entrepreneurialism are valued and the emphasis is on identifying business opportunities and outperforming the competition
⊕	where there are numerous opportunities for making new contacts and developing relationships, and good networking is seen as a key to success

Performance Inhibitors

⊖	where one is in a low profile position and achievements go unrecognised
⊖	where influence is by means of command and control rather than by persuasion and negotiation
⊖	where the responsibility for major decisions rests with other people and there is little opportunity to influence the outcome
⊖	where self confidence is equated with arrogance and denigrated, and people are discouraged from taking control of their own workload
⊖	where energy levels are low and people show little initiative
⊖	where relatively little importance is attached to the ability to explain things well and there are few opportunities for giving presentations
⊖	where the culture is non-commercial, non-competitive and non-profit oriented
⊖	where there are few networking opportunities

Core Strengths (Top 8)

Impressing People

Attracting Attention; Promoting Personal Achievements; Gaining Recognition



Extremely High

higher potential than about 99% 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.

Core Strengths (Top 8)

Convincing People

Persuading Others; Shaping Opinions;
Negotiating



Extremely High

higher potential than about 99% 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.

Core Strengths (Top 8)

Making Decisions

Deciding on Action; Assuming Responsibility;
Standing by Decisions



Very High

higher potential than about 95% 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)

Conveying Self-Confidence

Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions



Very High

higher potential than about 95% 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.

Possible Overplayed Strengths - "Watch Fors"

- 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.
- 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.
- 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.

Core Strengths (Top 8)

Taking Action

Making Things Happen; Using Initiative;
Investing Energy



Very High

higher potential than about 95% 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?'

Core Strengths (Top 8)

Articulating Information

Giving Presentations; Explaining Things;
Projecting Social Confidence



Very High

higher potential than about 95% 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'.

Possible Overplayed Strengths - "Watch Fors"

- People who are articulate have to be careful not to say too much. ACTION: Ask for feedback on this. Try to say what matters in half the time or less.
- Watch for volunteering to give presentations when the content is technical and not an area of personal expertise. ACTION: Review what a presentation needs to consist of and the nature of the audience before committing to it.
- Be aware of explaining too much in one attempt. ACTION: Check understanding levels before continuing to the next point when explaining something complex.
- Over-confidence could lead to taking risks and preparing less well, or at the last minute. ACTION: Always incorporate preparation time before presenting. Show respect for the audience.

Core Strengths (Top 8)

Seizing Opportunities

Identifying Business Opportunities; Generating Sales; Outperforming Competitors



Very High

higher potential than about 95% 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.

Core Strengths (Top 8)

Interacting with People

Projecting Enthusiasm; Making Contact;
Networking



Very High

higher potential than about 95% of
the comparison group

Building Strengths

- Look to involve the quieter members of the team in order to utilise their talent.
- Engage others and generate enthusiasm for achievement within the team.
- Think through ways to make contact which could improve a relationship, e.g. inviting to a particular event, going for lunch.
- Make sure to network with purpose and spend time with people where there is potentially a mutual benefit.

Possible Overplayed Strengths - "Watch Fors"

- Is there a danger of taking up too much of other people's time? ACTION: Be careful to ascertain that the individual contacted has the time to interact.
- Be aware of being perceived as overly enthusiastic and lacking in judgement or discrimination. ACTION: Be careful to assess situations and know when to moderate natural enthusiasm.
- Could making regular contact sometimes seem needy or intrusive to less gregarious people? ACTION: Be aware of signs from others that they are not keen to talk.
- Is there a danger of sticking to the same events and networks? ACTION: Regularly consider new opportunities to network, and set clear objectives for networking.

Possible Challenge Areas (Bottom 8)

Upholding Standards

Behaving Ethically; Maintaining Confidentiality;
Acting with Integrity



Extremely Low

higher potential than about 1% 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.

Valuing Individuals

Showing Consideration; Tolerating Others;
Trusting People



Extremely Low

higher potential than about 1% 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.

Team Working

Working Participatively; Encouraging Team
Contributions; Involving Others in Decisions



Extremely Low

higher potential than about 1% 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.

Possible Challenge Areas (Bottom 8)

Understanding People

Showing Empathy; Listening to People;
Understanding Motivation



Extremely Low

higher potential than about 1% 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.

Developing Strategies

Forming Strategies; Anticipating Trends;
Envisaging the Future



Extremely Low

higher potential than about 1% of
the comparison group

Development Activities

- 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.
- Create time to review future possibilities once a quarter.
- Try to align short- and medium-term deliverables against longer-term objectives.

Exploring Possibilities

Developing Concepts; Applying Theories;
Identifying Underlying Principles



Extremely Low

higher potential than about 1% of
the comparison group

Development Activities

- 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.
- 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.

Possible Challenge Areas (Bottom 8)

Developing Expertise

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



Extremely Low

higher potential than about 1% of the comparison group

Development Activities

- Plan a certain amount of personal development time every month, with a view to achieving two personal development targets a month.
- 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.

Empowering Individuals

Motivating Individuals; Inspiring People; Giving Encouragement



Extremely Low

higher potential than about 1% 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.

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

Challenging Ideas

Questioning Assumptions; Challenging Established Views; Arguing Own Perspective



High

higher potential than about 90% 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.

Additional 20 Areas

Showing Composure

Staying Calm; Tolerating Stress; Dealing with Pressure



High

higher potential than about 90% 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.
- Test the relationship between pressure and performance. Find the optimum level of pressure to put yourself under to drive personal performance.
- Seek work in multifaceted roles with complex demands.

Possible Overplayed Strengths - "Watch Fors"

- Be aware that when you accept more tasks and responsibility, others may not realise when the pressure on you is becoming too great. ACTION: Work on understanding where your pressure points are, and be prepared to say no.
- Could your composure be interpreted by others as lack of concern or complacency? ACTION: Ensure that your concerns are clearly expressed.
- Is there a danger of not always appreciating when you are reaching your stress limits? ACTION: Look out for early warning signs that stress is starting to affect your health and performance negatively.
- Is your involvement in too many different tasks resulting in some being done less well? ACTION: There may be times when it is important to assess your workload and remove things which are time-consuming and unimportant.

Adopting Practical Approaches

Applying Practical Skills; Learning by Doing; Applying Common Sense



Fairly High

higher potential than about 75% of the comparison group

Building Strengths

- Seek involvement in activities that maximise your practical contribution, e.g. offer your services for User Acceptance Testing or reviewing user instructions.
- Help others by taking their abstract plans and ideas and translating them into manageable tasks and activities.
- Experiment with new approaches; recognise what has been successful and repeat it next time.
- Take half an hour to consider how something is going to work and question whether there are better, more straightforward and efficient ways of doing things.

Additional 20 Areas

Pursuing Goals

Achieving Outstanding Results; Acting with Determination; Persisting through Difficulties



Fairly High

higher potential than about 75% 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.

Directing People

Leading People; Co-ordinating Groups; Controlling Things



Average

higher potential than about 60% 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.

Establishing Rapport

Putting People at Ease; Welcoming People; Making Friends



Average

higher potential than about 60% of the comparison group

Building Strengths

- Make sure that social skills are accompanied by substantial and meaningful content.
- Consider the sorts of people who are least likely to be put at ease by your personal style, and think of ways to amend your approach with these people accordingly.
- Before a meeting, think through topics of conversation that demonstrate some common interest.
- Broaden the range of social contacts with peers as well as management.

Additional 20 Areas

Thinking Positively

Being Optimistic; Recovering from Setbacks;
Projecting Cheerfulness



Average

higher potential than about 60% 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.

Producing Output

Working Quickly; Maintaining Productivity;
Multi-Tasking



Average

higher potential than about 60% of
the comparison group

Building Strengths

- Identify less urgent projects or tasks that can be tackled when other more pressing tasks are complete or on hold.
- Volunteer for tasks which must be done at a particularly fast pace.
- Find ways of becoming more productive by sidelining activities which are unimportant and time-consuming.
- Try to do another task in parallel with work being done.

Documenting Facts

Writing Fluently; Understanding Logical
Arguments; Finding Facts



Average

higher potential than about 40% of
the comparison group

Development Activities

- Start by creating a clear, simple structure of key headings which represent the topics to be covered in a written document.
- Review your documents and try to rewrite them with the fewest possible words, whilst maintaining the key meaning and messages.
- Take a point of view which is opposite to your own and rehearse the arguments against it.
- Seek information from as many different sources as possible; information is often not in the first place it is sought.

Additional 20 Areas

Meeting Timescales

Meeting Deadlines; Keeping to Schedule; Finishing Tasks



Fairly Low

higher potential than about 25% 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.

Interpreting Data

Quantifying Issues; Applying Technology; Evaluating Information Objectively



Fairly Low

higher potential than about 25% of the comparison group

Development Activities

- Work alongside an experienced colleague and discuss the relative merits of the different types of data analysis they use.
- Review business reports and read business/finance sections of newspapers, focusing on understanding why they report particular figures and what good data reporting looks like.
- Ask an experienced user for advice and coaching in specific areas of information technology, especially where confidence is lacking.
- List the facts for both sides of an argument and weigh these against each other.

Inviting Feedback

Acknowledging Criticism; Encouraging Critical Thinking; Gathering Feedback



Fairly Low

higher potential than about 25% 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.

Additional 20 Areas

Managing Tasks

Working Methodically; Planning Activities; Setting Priorities



Low

higher potential than about 10% 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.

Providing Insights

Continuously Improving Things; Identifying Key Issues; Making Intuitive Judgements



Low

higher potential than about 10% of the comparison group

Development Activities

- Be open to new ideas and new ways of doing things; consult colleagues and ask for suggestions.
- Consider changes that could lead to a 5-10% improvement in key result areas.
- Consider projects and tasks in a more structured way. Start by writing down what the objectives are, then draw up a list of influencing factors and outline some of the key criteria for making a decision.
- Learn to understand and use your intuition. If the facts indicate one conclusion, but raise personal doubts, then spend time working out why there are doubts; write them down and then review later which of your doubts were justified.

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.

Additional 20 Areas

Generating Ideas

Producing Ideas; Inventing Approaches;
Adopting Radical Solutions



Low

higher potential than about 10% of
the comparison group

Development Activities

- Remember that few ideas are truly original; look at similar ideas implemented elsewhere and consider how they could work for you.
- Spend time with creative colleagues; consult them regularly and build on their ideas.
- Consult others to find a powerful, unique solution.
- Use reverse logic; look at what makes things fail and then look for ways to improve these key things.

Embracing Change

Coping with Change; Tolerating Uncertainty;
Adapting to New Challenges



Very Low

higher potential than about 5% of
the comparison group

Development Activities

- List the benefits that any proposed change will bring.
- Look to be more flexible in your working practices wherever possible.
- Reduce ambiguity wherever possible; probe areas which lack clarity and actively seek answers.
- See change as offering an opportunity to increase your personal skill set.

Examining Information

Processing Information; Asking Probing
Questions; Finding Solutions



Very Low

higher potential than about 5% of
the comparison group

Development Activities

- Discuss with someone who is good at analysis how you plan to examine an issue.
- Adopt a structured approach to processing information, considering each issue individually.
- Think about the questions that need to be asked in advance of any interviews or discussions, write them down and be clear about what needs to be established.
- Look at the solutions found for similar problems that have occurred before and see whether there are any learning points.

Additional 20 Areas

Resolving Conflict

Calming Upset People; Handling Angry Individuals; Resolving Arguments



Very Low

higher potential than about 5% 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.

Following Procedures

Adhering to Rules; Following Instructions; Minimising Risks



Very Low

higher potential than about 5% 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.