

Leadership Impact Personal Report

Chris Park

Professional

Styles

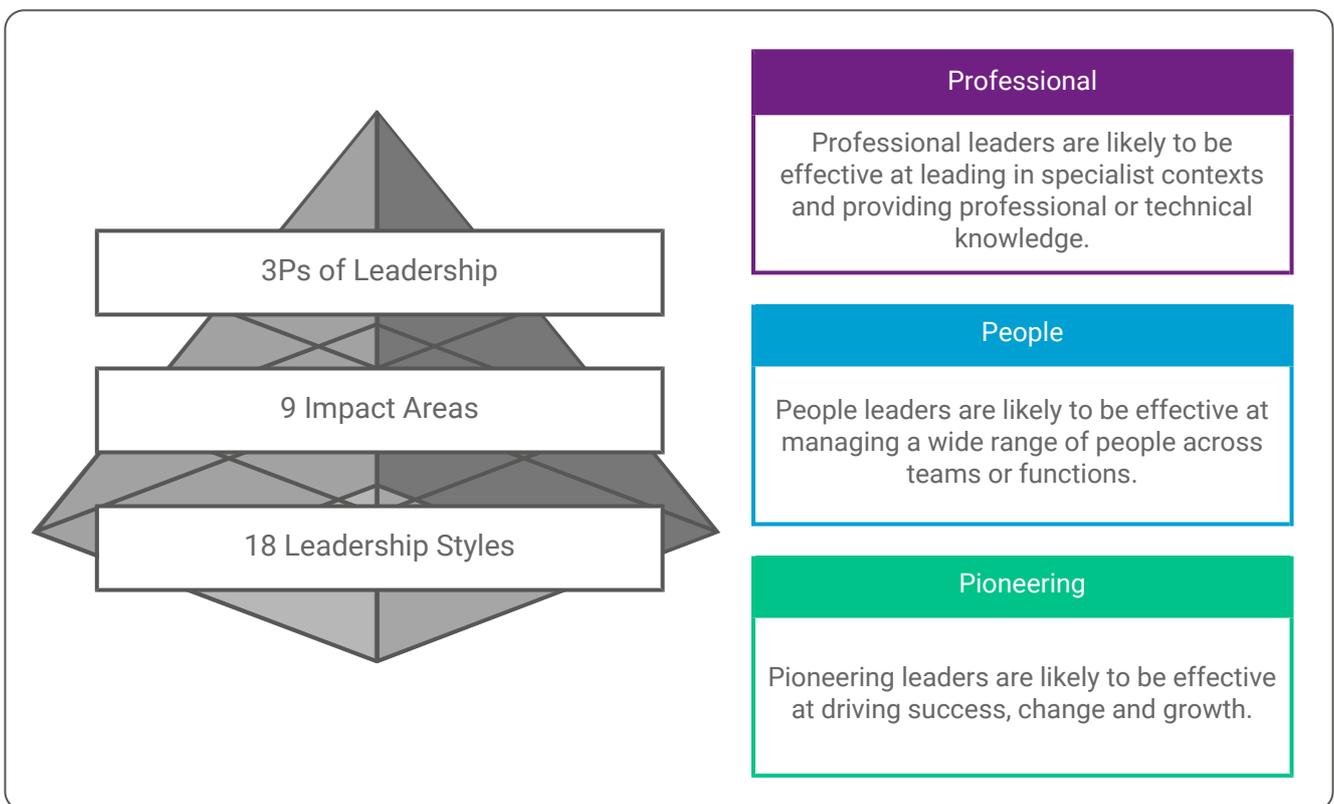
Introduction

Thank you for completing the Styles questionnaire. This report provides you with summary feedback about your Leadership Styles in a number of work relevant areas.

When reading this report of your leadership style, please remember that it is based on the information that you have provided. It describes how you perceive yourself, rather than how you might be seen by someone else. Nevertheless, research suggests that self-report can be a powerful predictor of how you will operate at work.

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. Information is provided on the Styles dimensions, which are grouped under 18 Leadership Styles headings for each of the nine Impact areas, which form the three Ps – Professional, People, Pioneering.

The diagram below shows the hierarchy of the Leadership Impact model.



Introduction

Professional, People and Pioneering Leadership Styles Profiles

The Leadership Styles Profile focuses on the nine Impact areas. Each Impact area is presented on one page and is underpinned by two leadership styles. Each of these leadership styles consists of two dimensions of behavioural style. Under each of these behavioural dimensions, detailed descriptions are given of your style based on your responses to the assessment in comparison to others. Reflections for development are given at the bottom of each page based on your two leadership styles.

Interpreting the Leadership Styles Profiles

Your results combine your rating and ranking responses, and have been compared with those of a large group of professionals. For each of the dimensions your score is graphically represented on a 1-10 scale. The dimension score indicates how extreme your results are: Scores of 5 and 6 are typical of the comparison group while 1 and 10 are extreme scores achieved only by about 1% of the comparison group. On some dimensions (e.g. "Reliable") most people will rate themselves highly on the relevant questions. As a consequence, and because the results are relative, you may find that you score lower than you might have expected in such areas. It is also important to bear in mind that scores should be interpreted in terms of what is desirable for a particular job role. For example, being "Conforming" may be desirable for administrative jobs that require strict adherence to rules and procedures but may be undesirable for senior roles that require some degree of risk taking and ingenuity in overcoming bureaucratic rules and procedures.

Situational Leadership Profile

The Situational Leadership Profile gives an indication of the workplace situations in which you are likely to be more or less effective as a leader. This profile shows the top and bottom ranked situations, based on your responses to the Styles questionnaire.

About this Report

The information contained within this report is likely to provide a valid overview of your motives, preferences, needs and talents at work (relative to others) for 12 to 24 months, depending upon your circumstances.

The report was produced using Saville Assessment software systems. It has been derived from the results of a questionnaire completed by you, the respondent, and reflects the responses made by you.

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.

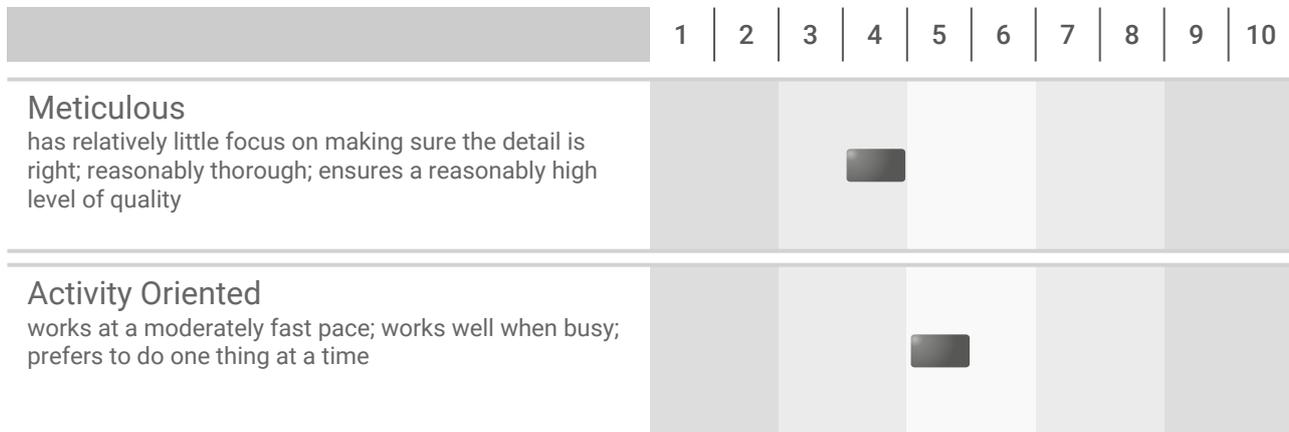
This report has been generated electronically. Saville Assessment do not guarantee that it has not been changed or edited. We can accept no liability for the consequences of the use of this report, howsoever arising.

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Leadership Styles Profile - Professional Service & Product Delivery

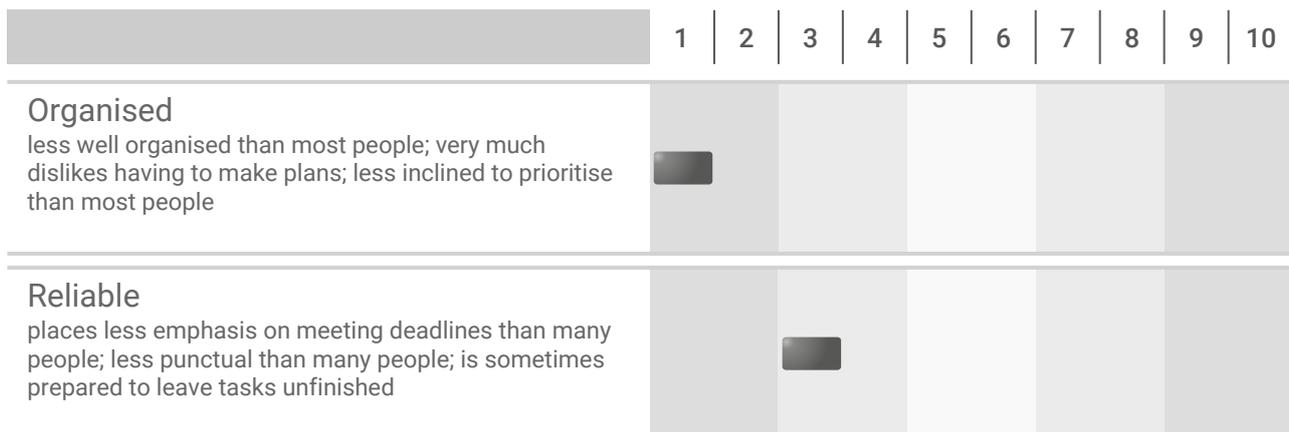
Administrator (4)

Administrators focus on the quality of work while also maintaining activity levels.



Co-ordinator (2)

Co-ordinators organise and realise detailed plans.



Service & Product Delivery - Reflections for Development

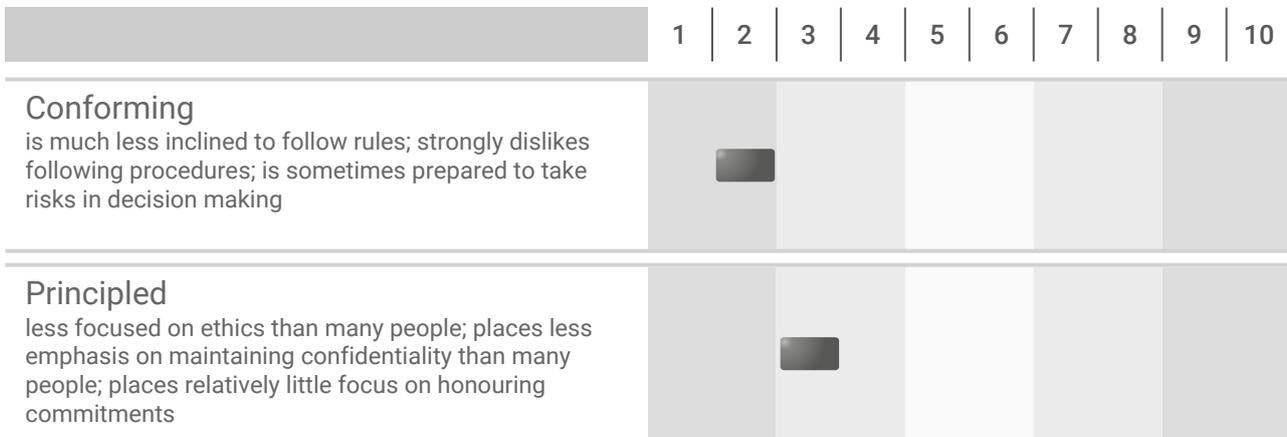
Ensure that teams and groups within the organisation are directly accountable for their work. Ensure the necessary effort and resources are invested when required and there is an expectation of high quality and deadlines being met.

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

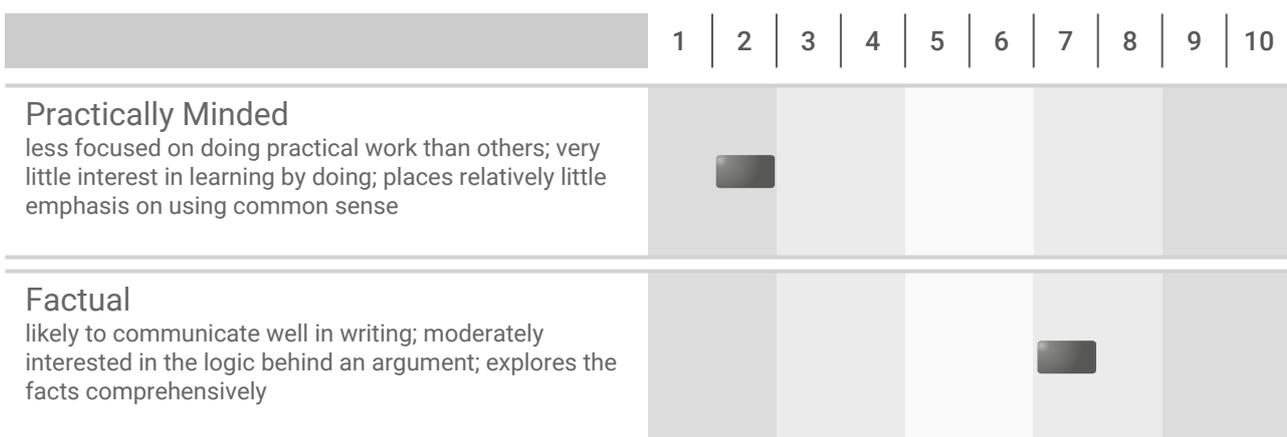
Regulator (1)

Regulators make use of established principles and procedures to guide their leadership.



Technician (4)

Technicians combine practical skills and factual understanding to develop solutions to issues.



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

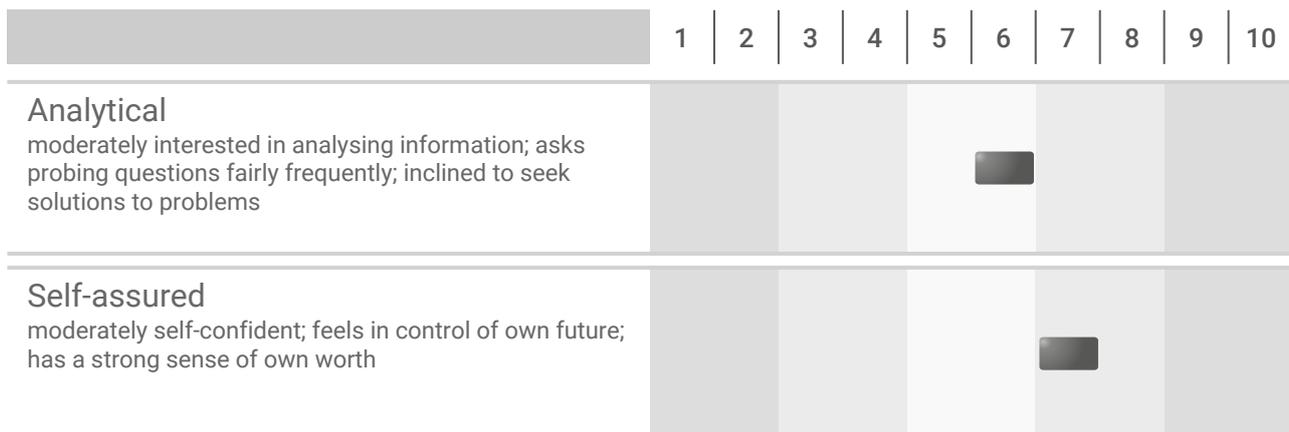
Intellectual (6)

Intellectuals lead by developing understanding and capability within their team.



Expert Advisor (7)

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



Expert Reputation - Reflections for Development

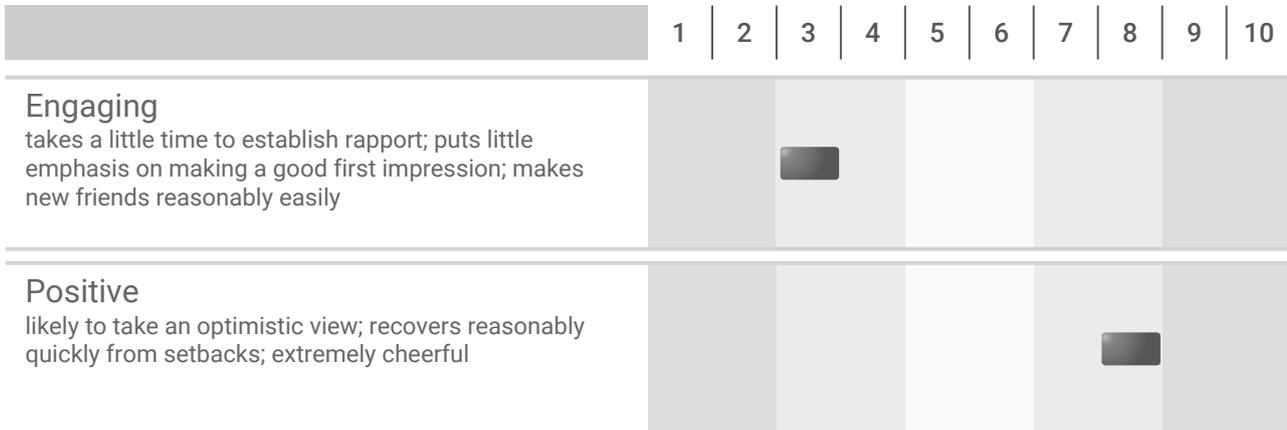
Inspire others to develop their expertise and knowledge. Encourage a culture of learning in the organisation and ensure that time is devoted to sharing knowledge and expertise.

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

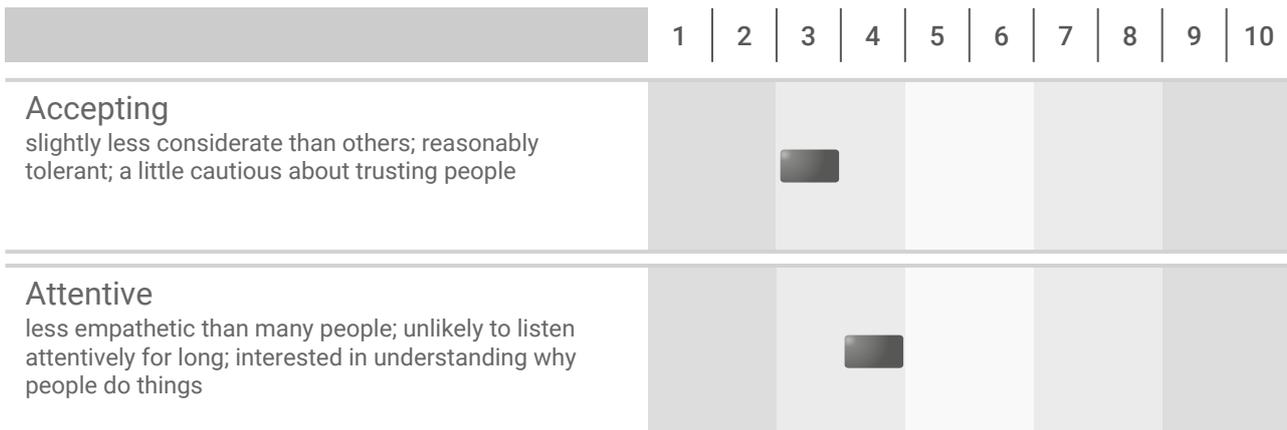
Enthusiast (6)

Enthusiasts engage others by building rapport and taking an optimistic approach.



Facilitator (3)

Facilitators lead by responding to the needs of others.



Organisational Commitment - Reflections for Development

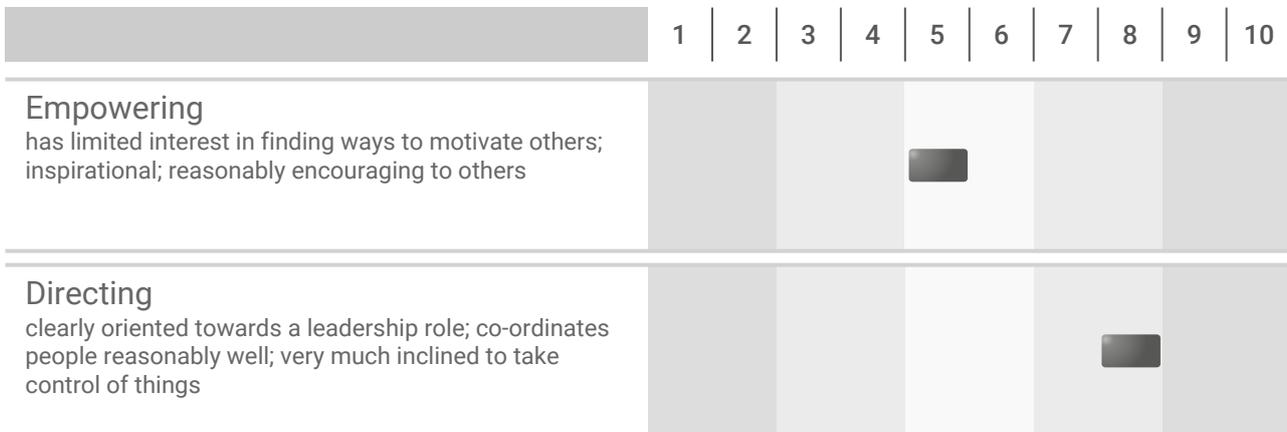
Enhance existing organisational commitment by ensuring that you are interacting widely with colleagues and spreading your enthusiasm.

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

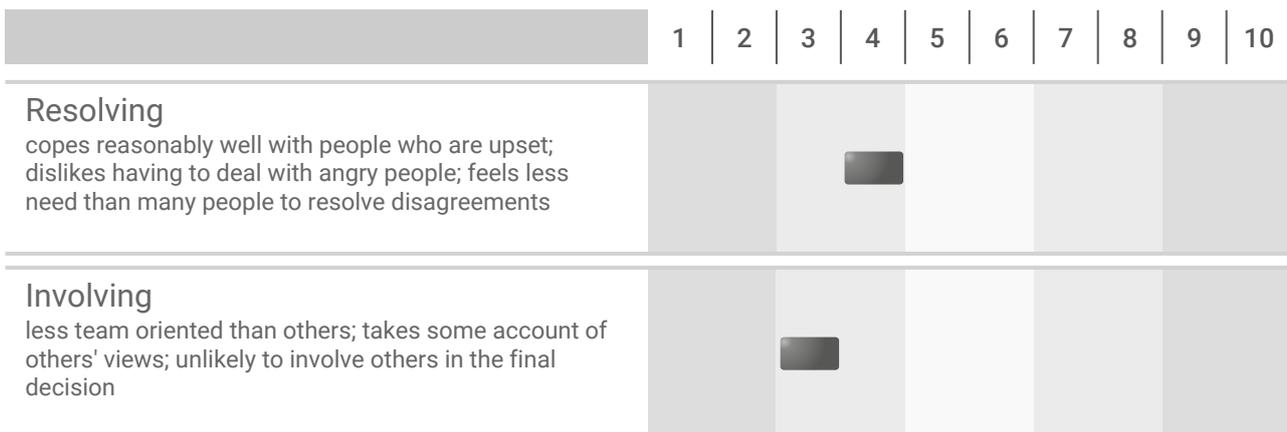
Inspirer (6)

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



Collaborator (3)

Collaborators lead by encouraging others to work together constructively in order to achieve goals.



Successful Teams - Reflections for Development

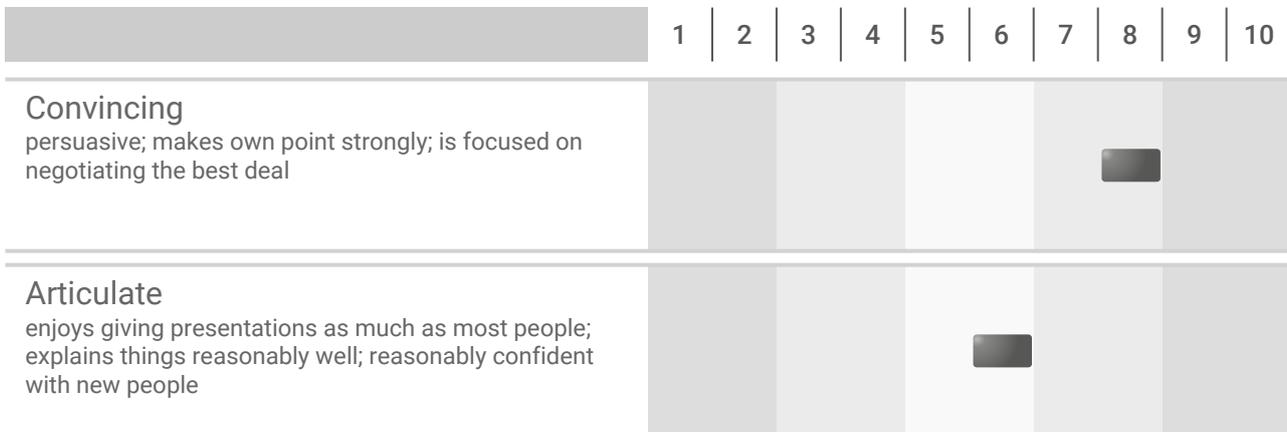
Enhance team success by ensuring time is devoted to directing and inspiring each individual within the team.

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

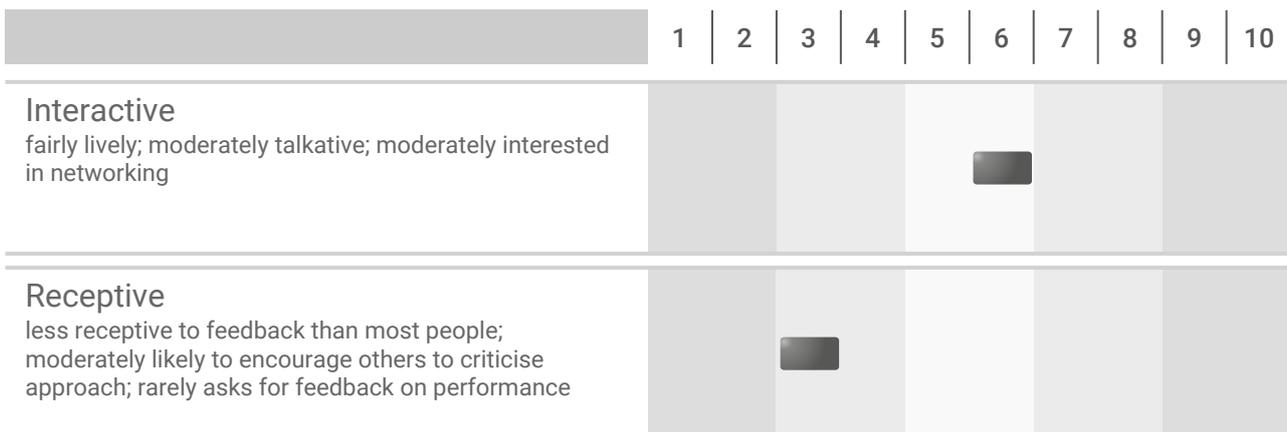
Persuader (7)

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



Consulter (5)

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



Communication - Reflections for Development

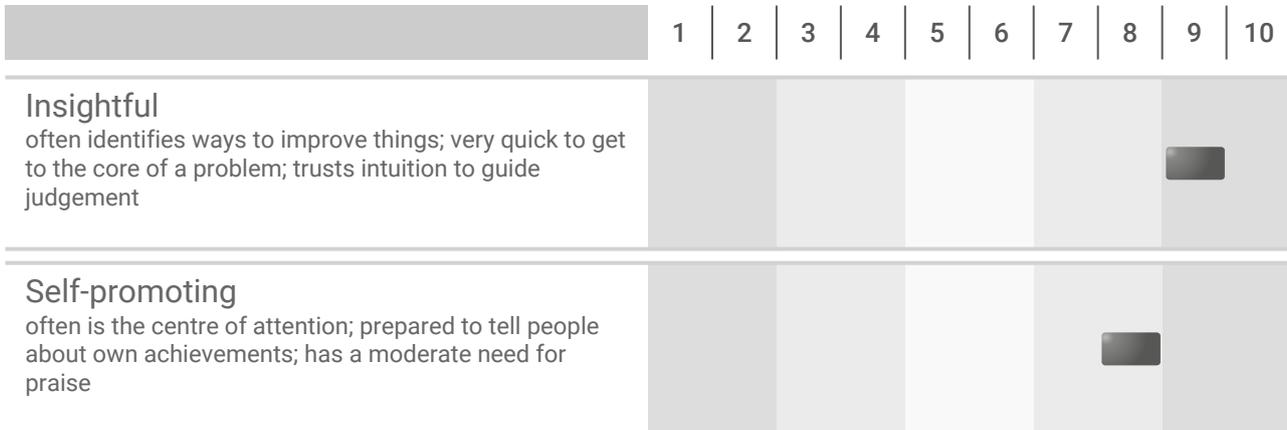
Make sure you are spending time on communicating the issues which will make a real difference both inside and outside of the organisation.

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

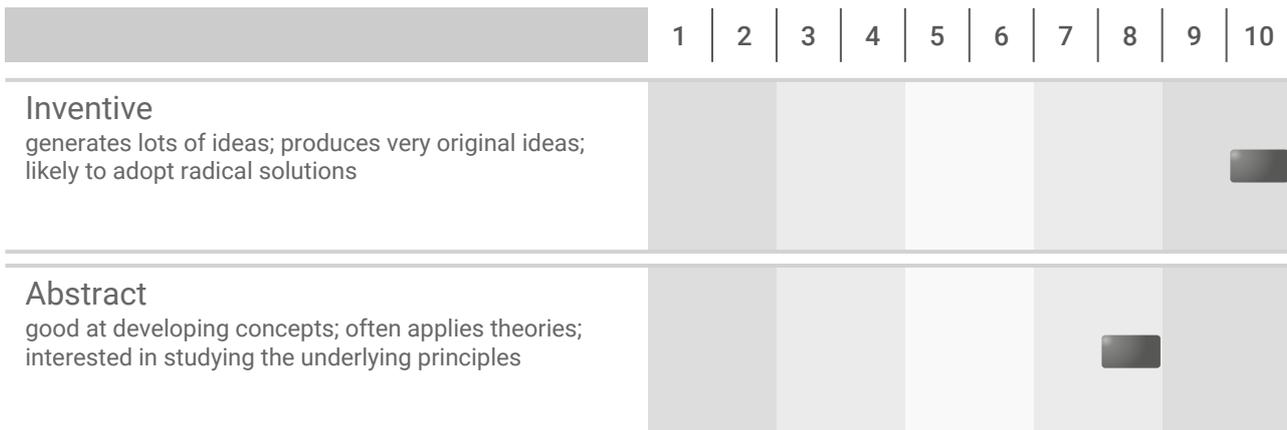
Catalyst (10)

Catalysts promote new initiatives by offering their insights and putting forward their approach.



Innovator (9)

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



New Products/Markets - Reflections for Development

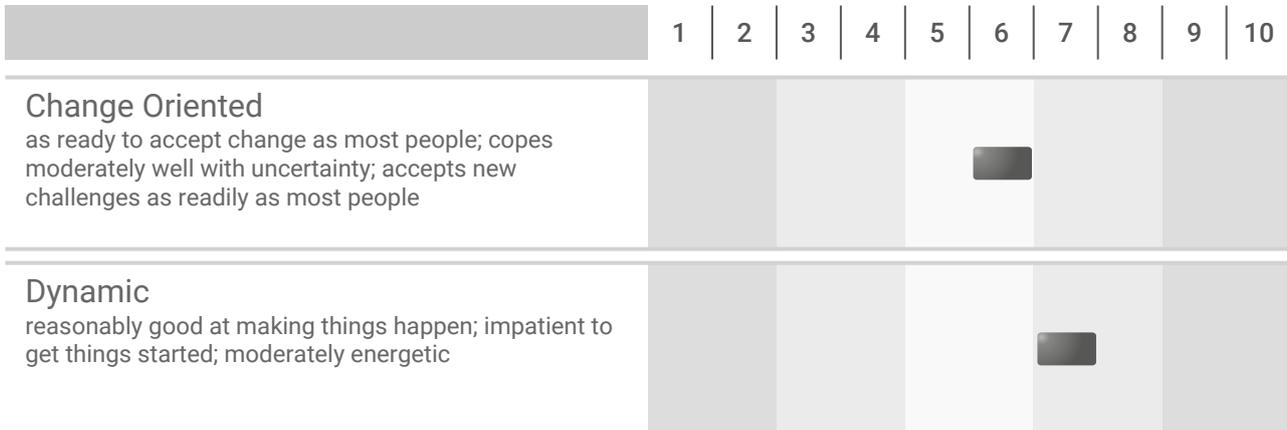
Utilise your own creativity and enhance it in others by encouraging interactions amongst especially innovative individuals.

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.



Crisis Handler (9)

Crisis Handlers react to issues as they arise and decisively deal with crisis situations.



Organisational Transformation - Reflections for Development

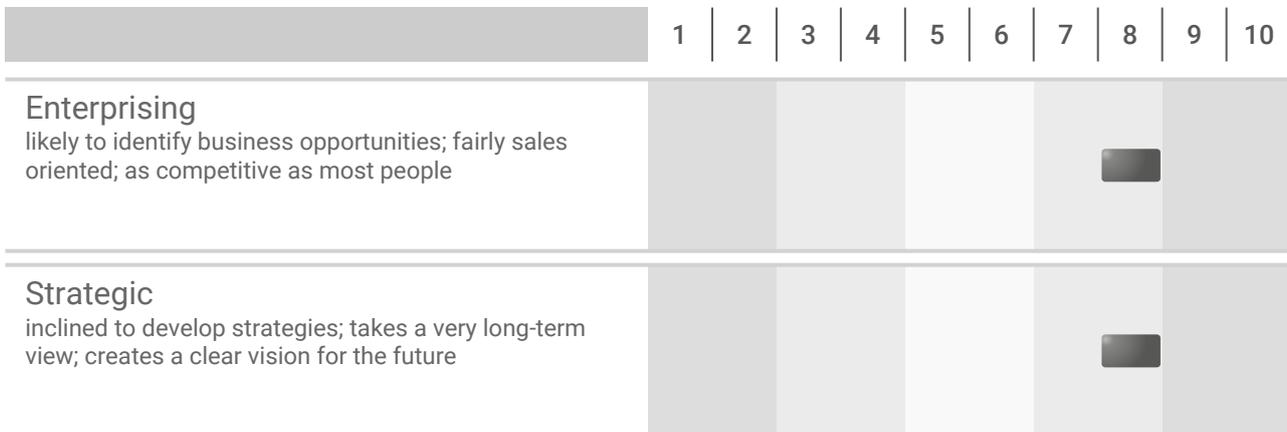
Spend time identifying where there is the greatest shortfall between expectations and actual performance. Lead others to address the issues and bring about change which makes real tangible benefits.

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

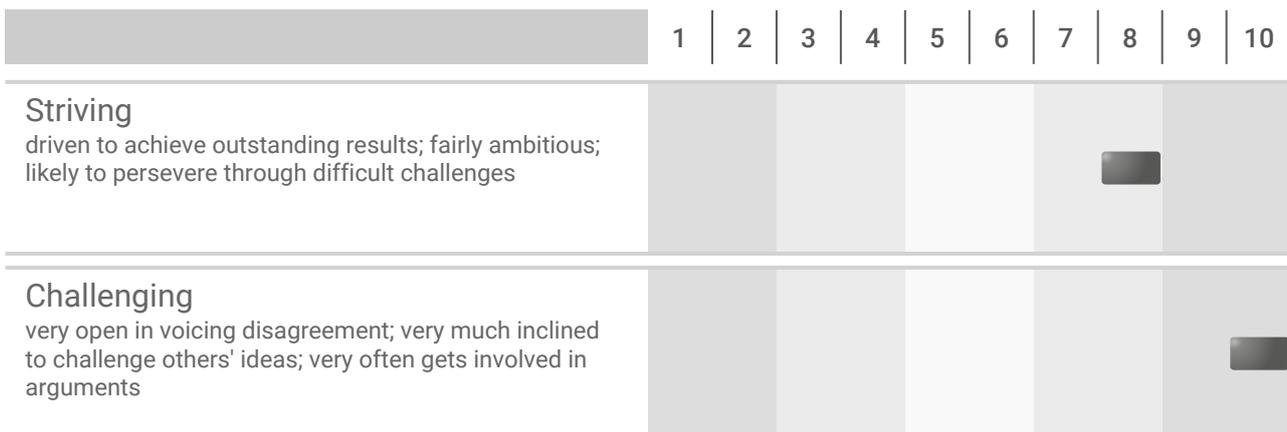
Strategic Opportunist (8)

Strategic Opportunists combine competitiveness with strategic awareness.



Growth Seeker (10)

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



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.

Situational Leadership Profile

This profile gives an indication of the workplace situations in which you are likely to be more or less effective as a leader.

You are likely to be more effective as a leader where:

- + 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
- + remaining calm and decisive under pressure is especially valuable
- + taking a longer-term view and capitalising on opportunities is important for future success

You are likely to be less effective as a leader where:

- ? rules, regulations and principles are essential for guiding behaviour
- ? strong planning is critical to completing tasks
- ? there is a need for people with conflicting views to work well together
- ? there is a real requirement to show empathy and a concern for others
- ? practical understanding is required to guide others and take a logical approach