



# Leadership Risk Report

## Chris Park



Professional

Styles

# Contents

Introduction.....	3
Leadership Risk Overview.....	5
Primary Risk Area.....	6
Secondary Risk Area.....	7
Managing Other Potential Risks.....	8

## About this Report

This report is based upon the Wave® Styles assessment, which explores an individual's motives, preferences, needs and talents in critical work areas.

The results are based on a comparison with an international group of over 18,000 senior managers and executives.

Since the questionnaire is a self-report measure, the results reflect the individual's 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

This report provides information on nine Leadership Risk areas, based on Chris Park's responses to the Styles questionnaire. There are nine risk areas which sit under the three Ps of leadership - Professional, People and Pioneering. Implications are given for the two highest potential risk areas, relating to the individual, the organisation and the culture.

## Professional Risk



### Perfectionist

- Places emphasis on the finer details and tries to ensure all work meets high standards.
- A tendency to expend effort on perfecting details could be inefficient and may result in missing critical elements of the bigger picture.



### Procedural

- Takes a considered approach to leadership and prefers to follow established procedures.
- A preference for rigorously following the rules and being cautious about taking decisions could result in opportunities being missed.



### Critical

- Takes an analytical approach to work and looks to spot potential pitfalls or problems.
- A focus on problems may be perceived as negative and could discourage important contributions.

## People Risk



### Obliging

- Favours an accommodating approach to leadership and is likely to seek the approval of others for decisions.
- A focus on accommodating the wishes of others could result in agreeing to actions which are not in the best interests of the organisation.



### Autonomous

- Works more individually and is likely to do things without feeling a regular need to consult or involve others.
- A preference for less interaction with others while working could lead to actions which take little account of other parts of the organisation.



### Expressive

- Prefers to interact regularly with others and is likely to be more dominant in social situations.
- A tendency to be socially dominant can result in others' views being overshadowed.

# Introduction

This report provides information on nine Leadership Risk areas, based on Chris Park's responses to the Styles questionnaire. There are nine risk areas which sit under the three Ps of leadership - Professional, People and Pioneering. Implications are given for the two highest potential risk areas, relating to the individual, the organisation and the culture.

## Pioneering Risk



### Disruptive

- Comes up with alternative ideas and approaches, and seeks to do things differently.
- A focus on ideas and unconventional approaches could disrupt ongoing work and waste time on unproductive activities.



### Unpredictable

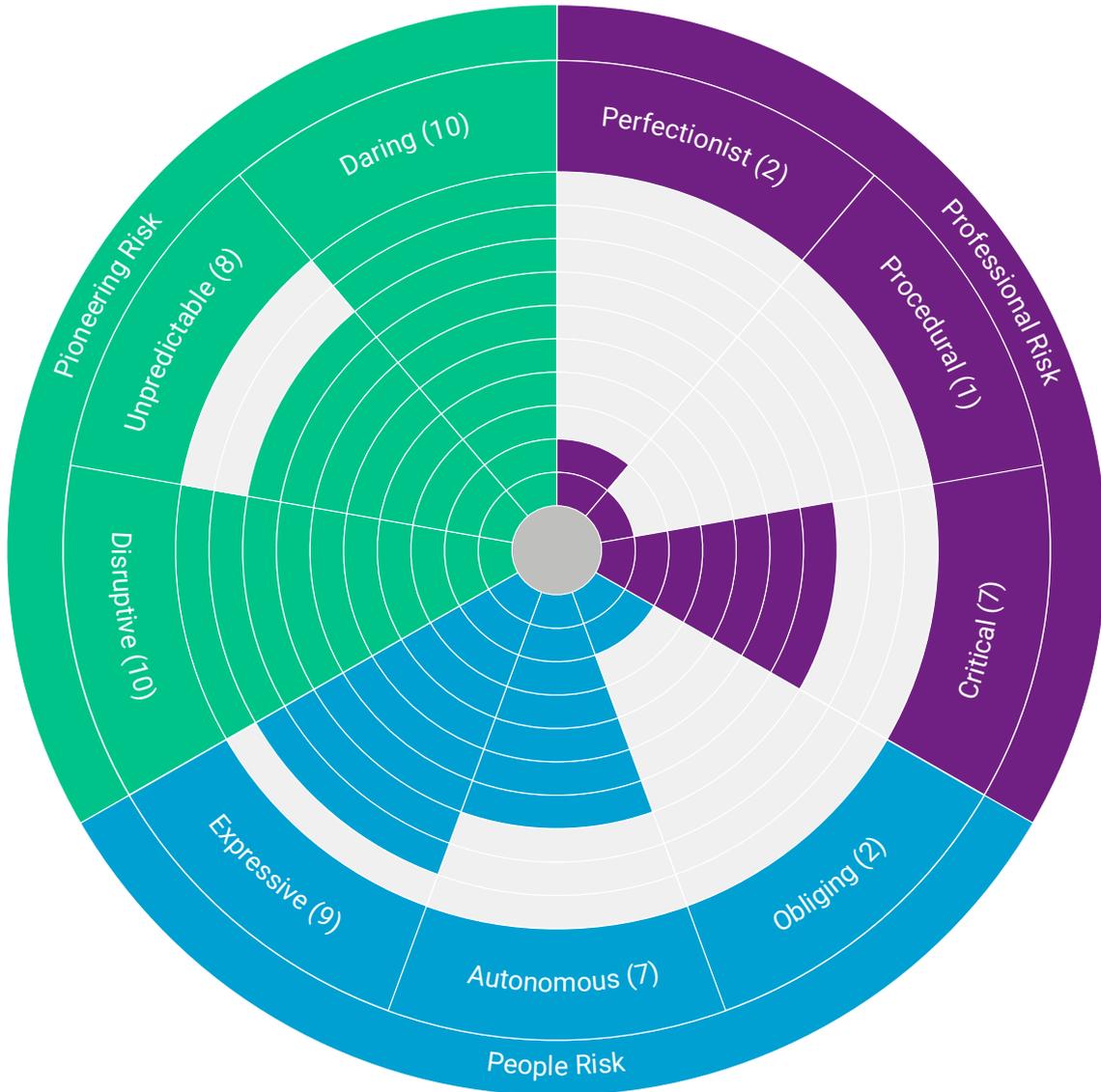
- Takes action to effect change and prefers not to feel constrained by set timescales.
- A preference for action and change could lead to a reactive work environment which is in a constant state of flux.



### Daring

- Seeks challenging new opportunities for the organisation and is willing to take some risks.
- A preference for the pursuit of new opportunities and a willingness to push the boundaries could lead to unnecessary risk.

# Leadership Risk Overview



Leadership Risk areas ranked from highest to lowest potential risk:

 Daring	Primary Risk
 Disruptive	Secondary Risk

Expressive

Unpredictable

Autonomous

Critical

Perfectionist

Obliging

Procedural

## Primary Risk Area



### Daring

Seeks challenging new opportunities for the organisation and is willing to take some risks.

#### Potential Influence on Culture

- Where a leader is regularly searching for the next big opportunity, they may inadvertently encourage staff to place too great a focus on future possibilities rather than immediate priorities.
- Where a leader has a clear focus on pursuing new opportunities and outperforming others, this may lead to a highly-competitive environment which places less emphasis on staff wellbeing.
- A results focus with little emphasis on the behaviour, ethics and attitudes of colleagues may lead to a culture where questionable work practices are not sufficiently challenged.

#### Potential Risk to the Organisation

- Pursuing only bigger opportunities may bring benefits but may also expose the organisation to greater financial risk if these opportunities are not realised.
- A more daring leader may at times push staff hard to deliver. This can lead to staff feeling overworked, resulting in dissatisfaction if this continues and fails to be recognised.
- The reputation of the organisation may be adversely affected if staff are not strongly discouraged from using questionable work practices.

#### Potential Risk to the Individual

- A leader who is willing to take some personal risk in the pursuit of a new opportunity may be more prepared to push the limits of acceptable behaviour.
- A leader working on a number of ambitious projects with high potential rewards, but no absolute guarantee of success, carries a risk that at some point they could become personally associated with a notable failure.
- The pursuit of individual goals may lead to conflict with others in the organisation. At the extreme, this could compromise an important work relationship and impact on future collaboration.

#### Managing the Risk

- Focusing on areas where taking risks is a necessity and ensuring that the organisation is not avoiding risk without good reason should help the organisation to maintain a competitive edge.
- Ensuring that there is focus on realising smaller opportunities as well as targeting larger prospects should help prevent an overreliance on bigger developments, which may or may not be realised.
- Sense checking with senior colleagues when the boundaries of conventional business practice are being pushed will help to ensure that risk taking is properly evaluated.
- Regularly checking on staff morale and workload can help to ensure that a drive for success is not having a detrimental effect on particular individuals.

## Secondary Risk Area



### Disruptive

Comes up with alternative ideas and approaches, and seeks to do things differently.

#### Potential Influence on Culture

- Where a focus on doing things differently and adopting more radical ideas is encouraged, this may lead to an environment where set rules and procedures are not always expected to be followed.
- A strong emphasis on challenging others' ideas can foster a culture where heated and lengthy debates may result in some important issues remaining unresolved.
- Where different views and thinking are encouraged, a culture may develop where people lack certainty of direction and a clear perspective on future plans.

#### Potential Risk to the Organisation

- Deviating from established rules may create chaos and expose the organisation to potential non-compliance, reputational damage and even financial penalties.
- Challenging debate and discussion which lacks resolution can lead to a lack of coordination and distract from delivery of the organisation's key goals.
- A lack of structure may lead to a lower focus on efficient ways of working which could inhibit organisational effectiveness and productivity.

#### Potential Risk to the Individual

- A leader who is challenging and creative may risk damaging some professional relationships by being overly dismissive when their ideas are challenged.
- A leader who drives new initiatives and thinking can take things too far too soon and risk their reputation on something that simply does not work.
- Where a leader is creative and radical, they may potentially be regarded as disruptive if they promote points of view which are not consistent with the organisational vision.

#### Managing the Risk

- Focusing on projects where creative thinking should drive business growth and working hard to test out new ideas has the potential to make a real difference.
- Involving other senior leaders in new initiatives will help to ensure that innovative thinking is not taken too far at a potential cost to the organisation.
- Ensuring that meetings are properly chaired and minuted should help to prevent discussions descending into unproductive debates. Have a project resource to turn ideas into workable plans and manage delivery.
- Establishing clear boundaries on which work processes and procedures are open to innovation and which regulations are mandatory can help to reduce the risk of non-compliance.

## Managing Other Potential Risks

This page provides additional suggestions on how to manage potential risks associated with Chris Park's third and fourth highest risk areas.

### Expressive - Third Highest Risk

- Helping staff to raise their profile across the organisation can lead to better recognition for talented individuals.
- Scheduling regular one-to-one meetings with staff to focus on any potential barriers to achieving their objectives can ensure that a leader is able to act on the concerns of others.
- Structuring meetings so that all staff have an opportunity to contribute can help to ensure a fuller understanding of different viewpoints and give staff a greater feeling of involvement.
- Setting clear controls over the amount of time a leader is in meetings and forums to present their agenda will help to ensure that colleagues and staff do not feel that the leader's agenda is more important than others'.

### Unpredictable - Fourth Highest Risk

- Focusing on parts of the organisation where change and action are required will bring benefits; however, avoid change for change's sake.
- Supporting change initiatives with detailed and extensive internal communications about the reasoning and implications can help staff to adjust.
- Agreeing processes to assess and guide the implementation of any change initiatives can help to make sure that changes are not implemented without proper evaluation.
- Consistent monitoring of core activities can help ensure that change is not interfering with the delivery of day-to-day work.