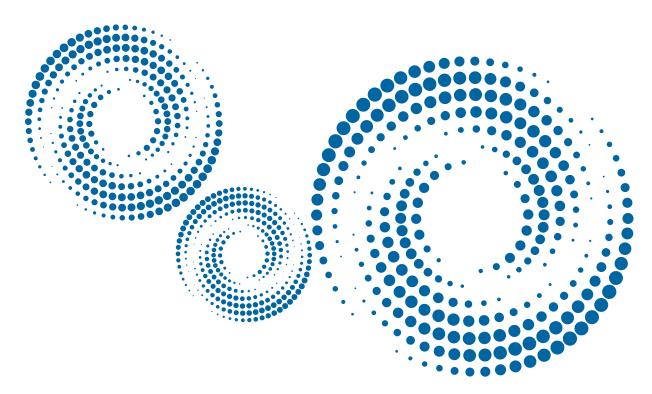




Report Business Development Manager Role



Job

Profiler

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About this Report

This report is based upon the Wave® Job Profiler which assesses the relative importance of different areas to a job role.

The results are based on the ratings provided by the raters listed on the next page and reflect their perceptions of what is important to the job role. The responses have been compared to a group of over 700 raters in order to indicate how typical or unusual the level of importance assigned to the job role is in comparison to other job roles.

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 was produced using Saville Assessment software systems. It has been derived from the results of an assessment completed by the rater(s) of the job role and reflects the responses they have 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

Raters

The rater groups created specifically for this job role profile are shown below. The results provided by each rater group are represented by a different shape. The number of individuals in each rater group is shown in brackets.

Boss (1)

Job Holder (3)

Stakeholder (3)

Report (3)

Job Role Profile - Behaviour Clusters

The overarching Wave® Behaviour Model has different levels of detail with four behaviour clusters (Solving Problems, Influencing People, Adapting Approaches, Delivering Results) at the highest level. Each cluster comprises of three sections which in turn cover three dimensions each. A behaviour dimension is defined through three facets. The results on the 36 behaviour dimensions are grouped into 12 sections with one page devoted to each behaviour cluster.

Job Role Profile - Ability Cluster

The Saville Assessment Ability Model has one ability cluster (Reasoning at Work) which is comprised of two sections that in turn each cover three dimensions. An ability dimension is defined through five facets.

Job Role Profile - Summary

The first part of the Job Role Profile Summary covers global ratings on: Applying Specialist Expertise, Accomplishing Objectives and Demonstrating Potential. This is followed by the total ratings which indicate how high or low the role requirements were rated overall on the behaviour, ability and global clusters.

Job Role Profile - Behaviour Overview

The Job Role Profile Behaviour Overview shows the combined importance scores for the 12 behavioural sections and 36 behavioural dimensions. The combined scores are based on averaging the results of the rater groups. Arrows indicate where there are differences in the ratings for the 12 behavioural sections between individual raters.

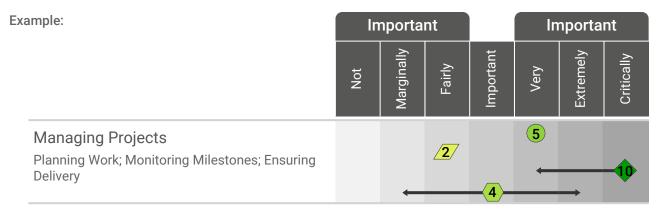
Comments

This section is a list of the comments provided by the raters.

Profile Breakdown

The results show the ratings on a work importance scale from 'Not Important' to 'Critically Important'. Each rater group is indicated by a different shaped marker as shown on the previous page.

The position of each shape on the scale indicates how the role being assessed was rated in each area. Where there is a difference between raters in a group, this is indicated by arrows either side of the marker.



In the example above, the Boss rating on 'Managing Projects' was 'Very Important', the Job Holder rating was 'Fairly Important', the Stakeholder ratings ranged from 'Very Important' to 'Critically Important' as indicated by the arrows. Finally, the Report ratings ranged from 'Marginally Important' to 'Extremely Important'.

Comparison to Others:

The results of the raters have been compared with the ratings of other roles that have previously been profiled and are based on a 1 to 10 sten scale as shown below.

1 - Extremely Low	- importance higher than only 1% of the comparison group
2 - Very Low	- importance higher than only 5% of the comparison group
3 - Low	- importance higher than only 10% of the comparison group
4 - Fairly Low	- importance higher than only 25% of the comparison group
5 - Average	- importance higher than only 40% of the comparison group
6 - Average	- importance higher than 60% of the comparison group
7 - Fairly High	- importance higher than 75% of the comparison group
8 - High	- importance higher than 90% of the comparison group
9 - Very High	- importance higher than 95% of the comparison group
10 - Extremely High	- importance higher than 99% of the comparison group

In the example above, the Boss rating on 'Managing Projects' was 'Average' compared to the comparison group. The Job Holder rating was 'Very Low' compared to the comparison group. The Stakeholder ratings were 'Extremely High' and the Report ratings were 'Fairly Low' in comparison to other individuals' ratings of the job role.

Job Role Profile - Solving Problems

		Important					Important			
	Solving Problems	Not	Marginally	Fairly	Important	Very	Extremely	Critically		
Evaluating Problems	Examining Information Processing Information; Asking Probing Questions; Finding Solutions				6-	- 6-	8 →			
	Documenting Facts Writing Fluently; Understanding Logical Arguments; Finding Facts					7 8 -	9 →			
Eva	Interpreting Data Quantifying Issues; Applying Technology; Evaluating Information Objectively					7-	8			
es	Developing Expertise Taking Up Learning Opportunities; Acquiring Knowledge and Skills; Updating Specialist Knowledge		←	2	3	6	7 →			
nvestigating Issues	Adopting Practical Approaches Applying Practical Skills; Learning by Doing; Applying Common Sense			←	4-2	5 →				
vul	Providing Insights Continuously Improving Things; Identifying Key Issues; Making Intuitive Judgements				←	6	7 → 7	→		
u	Generating Ideas Producing Ideas; Inventing Approaches; Adopting Radical Solutions				<u></u>	5-5-5-	7 → → →			
Creating Innovation	Exploring Possibilities Developing Concepts; Applying Theories; Identifying Underlying Principles				4		- 7			
	Developing Strategies Forming Strategies; Anticipating Trends; Envisaging the Future				←	6	- 7 -	10 → → →		
	─ Boss		Stakeho	older		Repor	t			

Job Role Profile - Influencing People

		In	nporta	nt	In	nporta	nt	
	Influencing People	Not	Marginally	Fairly	Important	Very	Extremely	Critically
ips	Interacting with People Projecting Enthusiasm; Making Contact; Networking						8-	9 9
Building Relationships	Establishing Rapport Putting People at Ease; Welcoming People; Making Friends						8-	9 • • • • • • • • • • • • • • • • • • •
Builc	Impressing People Attracting Attention; Promoting Personal Achievements; Gaining Recognition					6	_ 7	•
nation	Convincing People Persuading Others; Shaping Opinions; Negotiating							9 9
Communicating Information	Articulating Information Giving Presentations; Explaining Things; Projecting Social Confidence					—		10 10
Commi	Challenging Ideas Questioning Assumptions; Challenging Established Views; Arguing Own Perspective				—	6-	→	9 9 →
dir	Making Decisions Deciding on Action; Assuming Responsibility; Standing by Decisions						7- 7-	9 → → →
Providing Leadership	Directing People Leading People; Co-ordinating Groups; Controlling Things					←	7	9
	Empowering Individuals Motivating Individuals; Inspiring People; Giving Encouragement					←	9-	10
	☐ Boss ☐ Job Holder	\Diamond	Stakeho	older		Repor	t	

Job Role Profile - Adapting Approaches

		In	nporta	nporta	nt			
	Adapting Approaches	Not	Marginally	Fairly	Important	Very	Extremely	Critically
Showing Resilience	Conveying Self-Confidence Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions				—		8 8	9
	Showing Composure Staying Calm; Tolerating Stress; Dealing with Pressure			<u> </u>			8	→
	Resolving Conflict Calming Upset People; Handling Angry Individuals; Resolving Arguments				<u></u>	6-6-	8 7 →	→
usting to Change	Thinking Positively Being Optimistic; Recovering from Setbacks; Projecting Cheerfulness				—	- 6-	- 7-	9 9 —
	Embracing Change Coping with Change; Tolerating Uncertainty; Adapting to New Challenges					←	8 8 -7	9 →
PΑ	Inviting Feedback Acknowledging Criticism; Encouraging Critical Thinking; Gathering Feedback				—	6 - 5 -	8 -	→
	Understanding People Showing Empathy; Listening to People; Understanding Motivation					6-	6 	9 →
Giving Support	Team Working Working Participatively; Encouraging Team Contributions; Involving Others in Decisions					ļ ļ		10
	Valuing Individuals Showing Consideration; Tolerating Others; Trusting People					←	8-	9 → → →
	☐ Boss ☐ Job Holder		Stakeho	older		Repor	t	

Job Role Profile - Delivering Results

		In	nporta	nt	In	nporta	nt	
	Delivering Results	Not	Marginally	Fairly	Important	Very	Extremely	Critically
Processing Details	Meeting Timescales Meeting Deadlines; Keeping to Schedule; Finishing Tasks				←	7 6 — 6	→ 8 →	
	Checking Things Finding Errors; Ensuring Accuracy; Producing High-Quality Work					6-	8 8 8	
Pr	Following Procedures Adhering to Rules; Following Instructions; Minimising Risks	←		2	4	6	7 →	
	Managing Tasks Working Methodically; Planning Activities; Setting Priorities				3	5	7 →	
Structuring Tasks	Upholding Standards Behaving Ethically; Maintaining Confidentiality; Acting with Integrity				←	- 5	7 6 6	→
Ś	Producing Output Working Quickly; Maintaining Productivity; Multi- Tasking					6	7 →	
	Taking Action Making Things Happen; Using Initiative; Investing Energy					←	8 – 7 –	9 9 → →
Driving Success	Seizing Opportunities Identifying Business Opportunities; Generating Sales; Outperforming Competitors						7-	9 9 9
	Pursuing Goals Achieving Outstanding Results; Acting with Determination; Persisting through Difficulties							8 8
	─ Boss		Stakeho	older		Repor	t	

Job Role Profile - Reasoning at Work

		In	nporta	nt	In	nporta	nt	
	Reasoning at Work	Not	Marginally	Fairly	Important	Very	Extremely	Critically
ation	Working with Words Understanding Word Meaning; Comprehending Text; Making Verbal Inferences; Evaluating Written Materials; Comparing Arguments				5-		8 →	
Working with Information	Working with Numbers Understanding Tables; Comprehending Graphs; Making Numerical Inferences; Evaluating Quantities; Comparing Data					8-	9 9	
Work	Working with Details Checking Letters and Text; Checking Numbers and Tables; Checking Codes and Symbols; Identifying Mistakes; Classifying Information				6	7 ← ←		
Working with Things	Working with Systems Understanding Logical Rules; Comprehending Process Diagrams; Identifying Causes; Finding Faults; Comparing Flowchart Sequences			6	7 6 −	→	9	
	Working with Designs Estimating Lengths and Angles; Recognising Rotated Shapes; Visualising Three-Dimensional Objects; Inspecting Objects; Designing Things	4	- 5	→				
	Working with Equipment Understanding Mechanical Problems; Comprehending Physical Principles; Estimating Movement of Objects; Using Tools; Operating Machinery	4	—4					
		\Diamond	Stakeho	lder		Repor	t	

Job Role Profile - Summary

		In	nporta	nt		In	nporta	nt
	Performing at Work	Not	Marginally	Fairly	Important	Very	Extremely	Critically
Global	Applying Specialist Expertise Utilising Expert Knowledge; Applying Specialist Skills; Sharing Expertise			—	4		8-	9 →
	Accomplishing Objectives Achieving Personal Targets; Contributing to Team Objectives; Furthering Organisational Goals						7	9 9
	Demonstrating Potential Seeking Career Progression; Demonstrating the Capabilities Required for High-Level Roles; Showing Potential for Promotion				6-	7 -6-	─ /8	
	Total Behaviour Profile Rating Summary of importance ratings across 36 behaviour dimensions					←(10 8 8	
Total	Total Ability Profile Rating Summary of importance ratings across 6 ability dimensions				6 6			
	Total Global Rating Summary of importance ratings across 3 global performance dimensions					♦	9 9 7	
	○ Boss	\Diamond	Stakeho	older		Repor	t	

Job Role Profile - Behaviour Overview

		In	nporta	nt		In	nporta	nt
	SUMMARY	Not	Marginally	Fairly	Important	Very	Extremely	Critically
Solving Problems	Evaluating Problems Examining Information (7); Documenting Facts (8); Interpreting Data (8)					— [7 →	
	Investigating Issues Developing Expertise (5); Adopting Practical Approaches (4); Providing Insights (6)				—	5	→	
Sol	Creating Innovation Generating Ideas (5); Exploring Possibilities (5); Developing Strategies (8)				—	-8-	→	
ople	Building Relationships Interacting with People (9); Establishing Rapport (9); Impressing People (7)						← [9 →
Influencing People	Communicating Information Convincing People (9); Articulating Information (9); Challenging Ideas (8)					—		9 →
lhfl	Providing Leadership Making Decisions (8); Directing People (8); Empowering Individuals (9)					—		9 →
ches	Showing Resilience Conveying Self-Confidence (7); Showing Composure (8); Resolving Conflict (7)				—		-8-	→
Adapting Approa	Adjusting to Change Thinking Positively (8); Embracing Change (8); Inviting Feedback (6)					—	-8-	→
Adap	Giving Support Understanding People (7); Team Working (8); Valuing Individuals (8)					—	-8-	→
ults	Processing Details Meeting Timescales (7); Checking Things (7); Following Procedures (5)			—			-	
Delivering Results	Structuring Tasks Managing Tasks (5); Upholding Standards (6); Producing Output (6)				—		6 →	
Deliv	Driving Success Taking Action (8); Seizing Opportunities (8); Pursuing Goals (8)						—	9

Comments

What key words best describe the purpose of the job?

Boss 1: Developing a team, achieving success through others. Managing and

motivating a growing team. Building partnerships with accounts and ensuring that we are linked to their strategies. High level business

development with major accounts.

Job Holder 1: Winning business. Opening new accounts. Generating profits. Driving the

team to success.

Job Holder 2: No comments were made

Job Holder 3: Identifying business opportunities. Generating sales. Networking.

Stakeholder 1: Driving business wins. Generating new accounts. Recruiting and managing

good sales people. Supporting and motivating colleagues.

Stakeholder 2: The purpose of the job is to ensure the team meet their targets. This is by

working effectively alongside consultants of different levels who have the technical expertise and understanding of which approach is best and how long different activities take. Important to foster constructive relations between sales and consultants. Needs to ensure team has the technical understanding to sell products and projects that provide effective and

profitable solutions.

Stakeholder 3: Meeting sales targets. Motivating the team to succeed. Creating new

channels for business. Improving communication and collaboration

between teams.

Report 1: Building a successful team. Achieving sales targets. Identifying new high

level accounts.

Report 2: To motivate the team to deliver on targets and objectives. To provide staff

with knowledge and insights into products and client management. To Keep people focused on their objectives, key accounts and accompany

staff on meetings and key events.

Report 3: No comments were made

Comments

Please provide any additional information, including any special aspects or requirements of the job:

Boss 1: Motivational skills are key as is a range of performance management

techniques and experience.

Job Holder 1: Good product knowledge. Negotiating skills are important.

Job Holder 2: No comments were made

Job Holder 3: Excellent knowledge of markets, customer trends and product technology.

Stakeholder 1: Experience in the HR sector is helpful.

Stakeholder 2: No comments were made Stakeholder 3: No comments were made

Report 1: Negotiation skills. Management skills.

Report 2: No comments were made Report 3: No comments were made