

# Saville Consulting Wave Professional Styles Handbook

## PART 2: INTERPRETATION

### Chapter 8: Case Studies

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



## 8.0 Case Studies

On the following case studies either UK or US Reports have been used.

### 8.1 Case Study 1

**Ronald J. Stouffer**

**Co-Winner Nobel Peace Prize,  
Global Warming**



Ronald J. Stouffer is a US meteorologist and contributor towards the Nobel Peace Prize 2007. He was co-author of the 2007 Intergovernmental Panel for Climate Change (IPCC) Report. The IPCC won the Nobel prize along with the former Vice President of the United States, Al Gore. Ron's research formed part of the foundational science featured in the documentary "An Inconvenient Truth".

Ron is a senior research meteorologist in the Climate Dynamics Group of the Geophysical Fluid Dynamics Laboratory (GFDL). This is the US federal research laboratory within the Office of Oceanic and Atmospheric Research and is part of the National Oceanic and Atmospheric Administration. He is one of the leading climate modelers in the world and uses complex numerical models run on supercomputers to study and predict the behavior of the earth's climate system. Thanks to his scientific contributions to climate research over the past three decades, Ron has been a central contributor to each of the assessment reports for the Intergovernmental Panel for Climate Change (IPCC) and was a chapter author for the three most recent reports.

Ron was raised in the small community of Middletown, Pennsylvania. His father worked shifts as a laborer on jet engines for the Federal Government on the local Air Force base. His mother was also employed there as a secretary. With both parents working full time, Ron grew very close to his grandparents, who lived a few blocks up the hill. In his early teens, the Air Force base closed and his father found work in New Jersey. He only came home at weekends until the family relocated to join him when Ron was thirteen.

It was the extreme snow and rain storms that hit central Pennsylvania during his childhood which led Ron to develop into a "weather weenie" and sparked teenage ambitions of becoming a weather forecaster. Ron remembers a snow drift that buried a 35 foot tree in his back yard one winter and his family contended with rain blown in around the front door during a hurricane. Consequently, he went to study meteorology as an undergraduate at the local Penn State University. Interestingly, when he first arrived, an assessment showed that he was most suited to being an earth scientist, secondly a chemist and thirdly a minister. As a first year student he took a second year chemistry course and scored very close to the top in his class. However, meteorology remained his first love.

Ron was excited about going off to university and having the freedom to “eat, drink and be merry”. Although he attended the local Lutheran church on a regular basis as a child, he went out of tradition rather than conviction. However, his first two months at Penn State were “easily the most miserable” months of his life. “You could eat and drink but you certainly couldn’t be merry, at least not my definition of merry”.

That Halloween he was “saved” by a friend’s brother from the Campus Crusade for Christ which started him down a path of relying on God and the Bible to answer life’s questions. Ron shared that since then his Christian faith has been “a core foundation of who I am”. After finishing his BSc in 1976, he made two further discoveries that directed his career trajectory away from weather forecasting and into research. Firstly, he learned that forecasters worked shifts. He knew he didn’t want that lifestyle after seeing the effect it had on his father. Secondly, there “were virtually no jobs because of a Federal hiring freeze going on... so I went into graduate school by default”.

Ron got married the following year during his Masters program at Penn State. Upon graduation he opted for the financial stability of full time employment rather than pursuing a further degree. Ron was the only person in his extended family to get an undergraduate degree and getting a PhD was considered “beyond the realm”. While he had potential job offers from NASA’s prestigious Goddard Institute for Space Studies and AccuWeather, Ron chose the Geophysical Fluid Dynamics Laboratory (GFDL) in Princeton. In large part, this was because of the opportunity to work with Syukuro (Suki) Manabe, the most celebrated scientist in his field. Critically, Suki also struck Ron as a “people person” and the location allowed him to raise a family close to both his parents and his in-laws.

Suki was very influential on Ron’s career, particularly in terms of mathematical modeling. Suki was the first scientist to join the atmosphere and ocean into a single coupled model to represent the earth’s climate system. Ron had referenced Suki’s widely-cited 1967 paper on the impact of carbon dioxide on climate change in his Master’s program. Within 18 months of joining the GFDL, the two wrote a seminal paper that further reinforced Suki’s reputation and also made Ron famous. This publication coincided with changes that flattened the hierarchical organizational structure and Ron was given the opportunity to move from the “support staff” to “scientist” career ladder.

In 1989, the first Intergovernmental Panel for Climate Change (IPCC) was formed in an attempt to gain more recognition of the implications of global warming. Prior to that, Suki had invested considerable time writing climate change reports, including some from the US National Academy of Sciences. Suki was naturally a key player for the IPCC but was rather skeptical about whether the panel would get the traction it hoped. Suki didn’t want to travel to the second meeting in Australia. Ron eagerly volunteered to stand in and was catapulted onto the international climate change stage, making his first flight overseas and appearing live on the “Good Morning Australia” TV show. Since then he has written a number of groundbreaking papers on global climate change and has presented to various international dignitaries. He estimates that he has written around 140 peer reviewed papers and “probably built more coupled models, run more simulations and got more data to archive” than anyone else in his field.

A number of Ron’s clearest areas of strength in his Wave Professional Styles profile lie in the “Thought” cluster. The whole of this cluster has been included below, to give an overall appreciation of Ron’s thought styles.

## Ron's "Thought" Styles

THOUGHT										
EVALUATIVE	1	2	3	4	5	6	7	8	9	10
<b>Analytical</b> <small>Sten 10</small> extremely interested in analyzing information (9); very frequently asks probing questions (9); inclined to seek solutions to problems (8)										
<b>Factual</b> <small>Sten 9</small> likely to communicate well in writing (7); very readily understands the logic behind an argument (9); explores the facts comprehensively (8)										
<b>Rational</b> <small>Sten 10</small> very much likes working with numerical data (9); makes full use of information technology (9); makes decisions largely on the basis of the facts alone (8)										
INVESTIGATIVE	1	2	3	4	5	6	7	8	9	10
<b>Learning Oriented</b> <small>Sten 5</small> moderately focused on learning about new things (5); strongly dislikes having to learn things quickly (2); inclined to learn through reading (8)										
<b>Practically Minded</b> <small>Sten 5</small> oriented towards practical work (7); very little interest in learning by doing (1); shows a great deal of common sense (9)										
<b>Insightful</b> <small>Sten 6</small> moderately focused on constantly improving things (6); very quick to get to the core of a problem (9); unlikely to trust intuition to guide judgment (3)										
IMAGINATIVE	1	2	3	4	5	6	7	8	9	10
<b>Inventive</b> <small>Sten 7</small> generates ideas (7); produces original ideas (8); likely to adopt radical solutions (7)										
<b>Abstract</b> <small>Sten 9</small> good at developing concepts (8); applies theories more than most people (9); very interested in studying the underlying principles (9)										
<b>Strategic</b> <small>Sten 7</small> very inclined to develop strategies (9); takes a long term view (8); unlikely to create a clear vision for the future (3)										

1 2 3 4 5 6 7 8 9 10

**Challenging** Sten 7

reasonably open in voicing disagreement (6); inclined to challenge others' ideas (8); occasionally gets involved in arguments (6)



As we might expect given Ron's significant accomplishments as an earth scientist, his profile suggests particular strengths across all three of the dimensions within the "Evaluative" section. Specifically, he is extremely interested in analyzing information, very often asks probing questions and is inclined to look for solutions. Ron is quick to grasp the

**Performance Enhancers**

- ⊕ where there is an emphasis on analyzing and solving problems and problem solving ability is really valued
- ⊕ where there is an emphasis on quantification and the use of information technology, and decisions are based on hard objective data
- ⊕ where there is an emphasis on comprehensively researching and recording the facts, and communicating them clearly in writing

underlying logic and explores facts comprehensively. He is also very inclined to work with data and IT, and generally lets the facts guide his decisions.

The Performance Culture Framework reveals specific aspects of the work context that Ron finds the most stimulating. His top three performance enhancers are shown below. Again, these emphasize how much he values the opportunity for problem analysis, using hard data and comprehensive research.

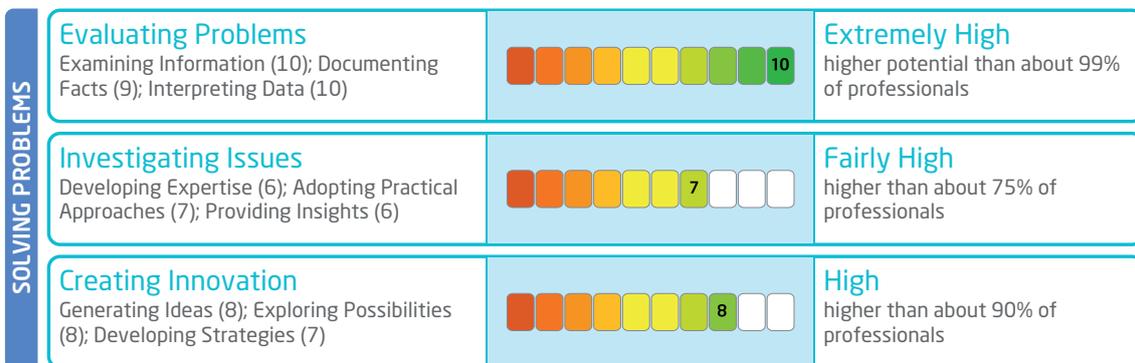
Commenting on the skills shown in his "Inventive" dimension, Ron explains that he generally tries to solve technical problems with his modeling by going through a long process of making little incremental tweaks. However, if these don't work he gets frustrated and goes into a "weird space" in which he is willing to explore all angles. It doesn't happen often: some years not at all, occasionally twice in a year. When he does need to "get free ranging", he goes for a walk with no distractions. Then he becomes very creative and will try completely new things. He seeks inspiration from others, past experiences, and finding out "what would happen if I do this..."

This is also tied into the facet range under "Insightful". Ron is very quick to get to the core of a problem. At the same time he reveals that he seldom uses his intuition, preferring to base his judgment on his analysis of facts and data. However, this completely changes when that approach doesn't solve the problem and he gets in his creative zone. Then he completely trusts his intuition to make that leap. Linking this to the "Abstract" dimension, he steps as far as he can away from the problem to view it abstractly. He goes back to first principles, challenges all his assumptions and generally tries to rearrange the puzzle pieces to arrive at a new outcome. He thinks "physically" (i.e. conceptually) about things, in order to figure out what the model is doing. He also considers the implications of the changes he is evaluating: "I might create a mess of new problems!"

Ron shows an interesting facet range on “Strategic”. He is unlikely to create a clear vision for the future (“In my business, nobody has a clear vision for the future - there’s no such thing”). Although past carbon dioxide emissions have put the world on a course for certain kinds of environmental changes, it is hard to predict how and when nations will react to the warnings, making it impossible to anticipate the net effects. However he does take a long term view. In fact, his models look hundreds or thousands of years out into the future.

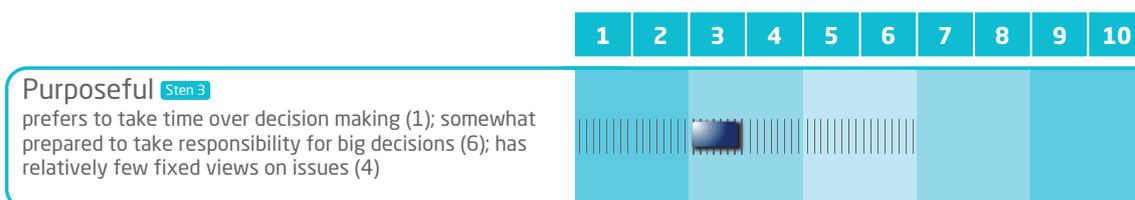
The “Practically Minded” dimension highlights that Ron shows a great deal of common sense. He sees this as one of his key strengths. Having said that, his wife has told him his common sense “isn’t all that common”, because he sees connections and solutions that others don’t. He also prefers not to learn by doing but through his research, with input from others and through reading. This clearly ties in with his strong inclination to learn through reading shown under “Learning Oriented”. Added to this, Ron emerges as strongly disliking having to learn things rapidly. “The things I’m learning are hard to learn. Having to learn them quickly is awful and in my business there’s almost never a reason to learn things quickly”. In fact, it is much more important for him to be accurate. He described how in his role in the IPCC he has been quizzed by representatives from 140 countries about his field’s research, including the supporting literature, so he must be completely up to date with current research.

The strengths Ron displayed across the entire “Thought” cluster are also translated into high levels of competency potential in all three dimensions relating to his skills in solving problems.



Next, looking at the “Purposeful” dimension (see below), Ron explains that he prefers to take time over decision making: “I don’t trust making quick decisions...there has to be a lot of brick work laid before I’m comfortable”.

Notably, Ron came across as fairly comfortable challenging others. “That’s what science is - you argue”. He joked that he and a close scientist friend agree on 95% of things but spend 95% of their time arguing about the remaining 5%. He also observed that with politicians it’s the opposite. “That’s what makes the IPCC so hard because scientists focus on their disagreements, but the IPCC is designed to focus on agreements”.

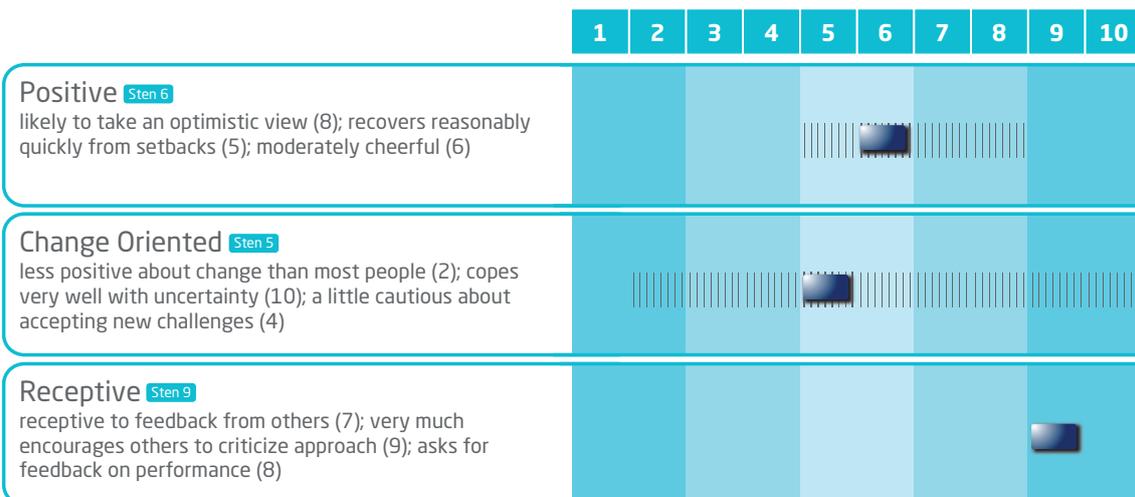


Ron's profile (see "Articulate" below) also suggests he can explain things very well, which is clearly a huge asset both in his role and outside of work. For instance, he said that when he explained baseball to a Chinese person he was complimented by a stranger in the crowd for his explanatory skills. "But I'd thought about it beforehand... I made a framework and explained it... then it all makes sense". Despite this, Ron feels very uncomfortable meeting new people. He has worked at the GDFL for over 30 years and so is very familiar with his work colleagues. Despite this, his role in the IPCC has involved considerable international travel and interaction with new contacts, so Ron has had to deal with such situations. It seems his extensive job knowledge helps him convey expertise and confidence.

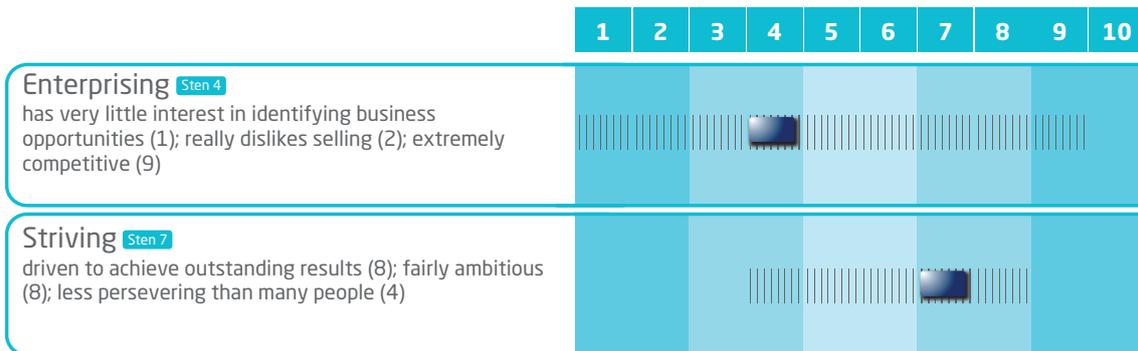


Regarding his flexibility, we can see below that Ron is very receptive: "I don't just ask for feedback, I demand it. I want to know if I'm doing a good job and how to do it better". He also emerges as being quite optimistic, moderately cheerful and recovers reasonably quickly from setbacks. He explained that the times in his career when he suffered big setbacks nearly always led to big breakthroughs. For instance, in the first coupling climate model he ran at GFDL he made a coding error so that the ocean froze by Hawaii and this resulted in his model blowing up. However, when he figured out the coding error, he also realized his framework was wrong. This ultimately resulted in him publishing a key paper in *Nature* with Suki Manabe.

When discussing his sizeable facet range on "Change Oriented", Ron says that "you live in an uncertain world when you are at the cutting edge of science". He associated being less positive about change than most people with his conservative nature: "Change isn't necessarily better".



Finally, Ron describes working in an environment of “friendly competition”. His coworkers and international colleagues are extremely bright, good problem solvers, pretty competitive and motivated in terms of getting credit for new research findings. “Being competitive, I want to get ahead, but I care about the people around me. I’m not going to get ahead by beating on them”. For him, getting ahead involves outworking others, having better judgment and good fortune, but he also commented that once you reach the top levels (where it’s a “24/7 kind of deal”), hard work is no longer a differentiator. As far as career goals go, Ron said there were no other research positions he would rather have: “I’ve achieved nirvana.”



## 8.2 Case Study 2

### Bob Wilson OBE

#### Soccer Legend, BBC TV Personality

Bob Wilson OBE is a former goalkeeper for Arsenal Football Club, an ex-Scotland international player and an iconic television sports presenter. Through natural talent, burning desire, self-belief, inspirational mentors and sheer graft, he became a world class soccer goalkeeper. Later, he was the voice of Saturday sport in the UK for an entire generation.



Bob, the youngest of six children, was born in 1941 in the English market town of Chesterfield. At Christmas in 1949 he was given a Scottish goalkeeping shirt as a present from a relative, igniting a dream to play for his father's country. Sport dominated his early life and came easily to him. His brother Hugh, his elder by three years, honed his competitive spirit by challenging him at cricket, tennis, football, boxing and other sports. Hugh's stake in the footballing success of his brother was profound. Bob concludes: "I could never accept defeat easily as a kid. The more I lost, the more I hated it". Goalkeeping became his obsession, although he admits that he never went to the extremes of one peer, Peter Shilton, who hung from a stair banister for long periods of time in order to grow taller.

At school, Bob's football playing flourished as sport took precedence. At 15 he was picked to play for England schoolboys and so patriotically Scottish was Bob's father that he couldn't watch his son's second match against their northern neighbors. On the strength of his performances, Bob was offered a football apprenticeship at Manchester United but his father refused and encouraged Bob to get an education first.

Bob applied to study Physical Education and History at Loughborough College. Back then, it was one of the best sports colleges in the country. Now, it is a university with an international reputation for sporting excellence. Maintaining a constant ambition to make the most of his football talent, Bob played initially for the college and enjoyed a giant killing run in the English Football Association's Amateur Cup. At 21 he was invited down to Arsenal Football Club for an interview with their manager, former England legend Billy Wright. The David Beckham of his day, Wright was married to one of the Beverley Sisters.

Bob accepted Arsenal's offer and played as an amateur, at the same time holding down a job as a PE teacher. However, stories quickly emerged in the press about unsettled Arsenal players piqued at playing "top-grade soccer with someone who couldn't attend training sessions because he was a schoolmaster". As Bob notes: "I was tolerated, not respected". In fact, he became the last amateur to play soccer in the English first division, signing a professional contract for Arsenal at the age of 22. It was the start of an epic ten year journey which took him from being a desperately keen amateur to a seasoned professional. It also saw him achieve his ambition to play for Scotland - becoming the first English-born player to do so - and Bob made two appearances for Scotland in 1972.

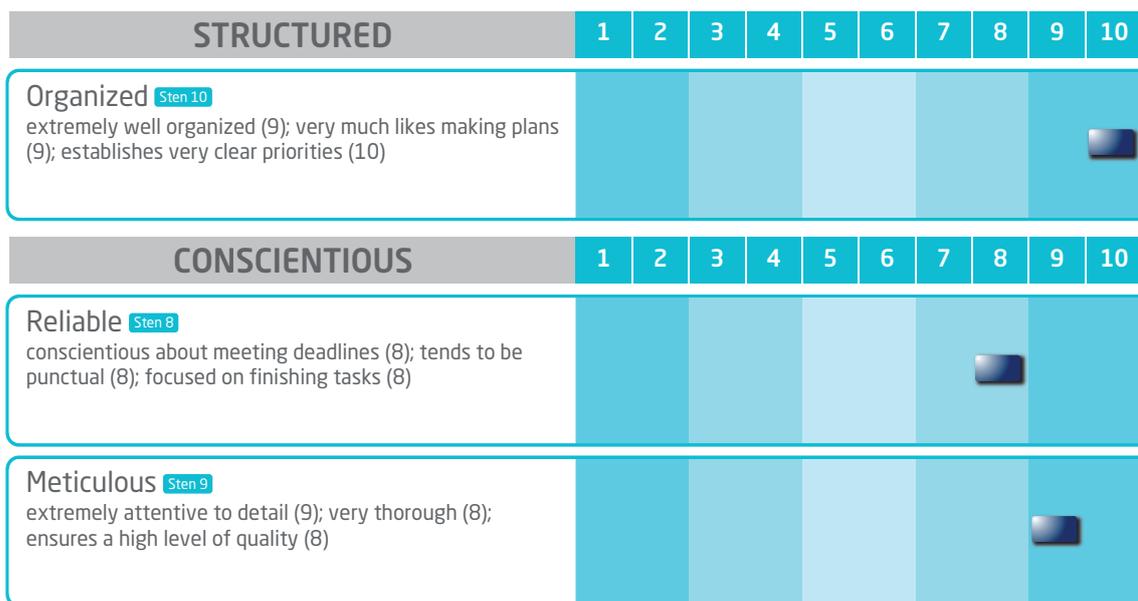
Now loyal to Arsenal for 45 years, Bob played 532 games for the club, 309 of them in the first team. In 1971 he became a legend when he helped them win both the English Football Association Cup and the first division league title. In doing so, he established himself as one of the world's best goalkeepers and earned himself the title of Arsenal's Player of the Year. In 1976, Bob became the UK's first specialist goalkeeping coach at his home club. His legacy is that every top-level English football club now has a full-time goalkeeping coach.

By this stage, Bob had also become the first professional soccer player to make the switch to television. He was the enthusiastic, expert and friendly face of BBC Sports, a role which he retained for two decades. He also found time to establish one of Britain's first goalkeeping schools and in 1998 presided over the most watched TV football match in the UK, the World Cup match between England and Argentina.

But it is not only in sport where father of three Bob has made a difference. The loss of his daughter Anna to a rare form of cancer in 1998 led to the establishment, in 1999, of the Willow Foundation. The charity, which inherited its name from Anna's nickname, organizes special days for seriously ill adults. It was set up in a back bedroom at home by his wife Megs in memory of (and "under instruction" from) their daughter, who entreated her parents to make use of what they had learned from the dreadful experience. Anna suffered a five year illness and sixteen lifesaving operations before her untimely death. The Willow Foundation helps young adults, between the ages of 16 and 40, who live with life-threatening conditions. Previously, little or no attention had been paid to this group of people. Through the Willow Foundation, they are given a chance to escape the pressures of their daily routine and to share quality time with family and friends.

Bob retired from television in 2002 and is now an accomplished author. One of his first books was a history of goalkeeping entitled *You've Got to Be Crazy*. His acclaimed autobiography *Behind The Network* was published in October 2003 and was shortlisted for sports book of the year. In 2008, Bob released *Life in the Beautiful Game*, a personal look at the footballing greats he has met in the course of his career. In 2007 he was awarded the Order of the British Empire (OBE) in recognition of his charitable services through the Willow Foundation.

The Wave Professional Styles questionnaire that Bob completed offers insights into the inspirations, turning points and key talents that enabled him to make the grade from amateur to professional footballer and develop from TV pundit to TV broadcasting professional. Bob called his first book on goalkeeping *You've Got To Be Crazy*. Gordon Banks, one of England's greatest keepers, believed that every match as a goalkeeper was like facing a firing squad and any who did it without preparation were crazy. Bob's preparation skills, seen from the "Delivery" cluster of the Wave Styles questionnaire, are central to his successful style. Three of these dimensions, "Organized", "Reliable" and "Meticulous", are shown below.



Many top class goalkeepers have been characterized as perfectionists and workaholics. Of himself, Bob says: "I had a natural agility, was quick, had a good pair of hands but had to work and work at the other key areas required of a top class keeper". Bob believes that it is preparation and consistency which separate the good from the great. As his profile indicates, he is supremely well organized, attaches importance to planning, makes effective plans and establishes very clear priorities. He is amongst the top one or two per cent of professionals in this respect. He ensures a high level of quality in wanting things done properly and considers himself very thorough in approach.

Bob is also extremely attentive to detail and will rarely leave things unfinished. Essential for goalkeeping success, his meticulous approach was a foundation of his progress and success in the TV world. Throughout his media career, Bob explains that every week was "planned like a military operation".

Over his twenty years broadcasting with the BBC, Bob was responsible for producing logs of every goal, close-up, save or worthwhile camera moment, while also making the time to work as Arsenal's goalkeeping coach. Bob considers himself conscientious about meeting deadlines, and is highly punctual. These are both attributes he needed in his time on commercial television with the ITV network. Then, overrunning into a commercial break by just a few seconds risked considerable loss of advertising revenue.

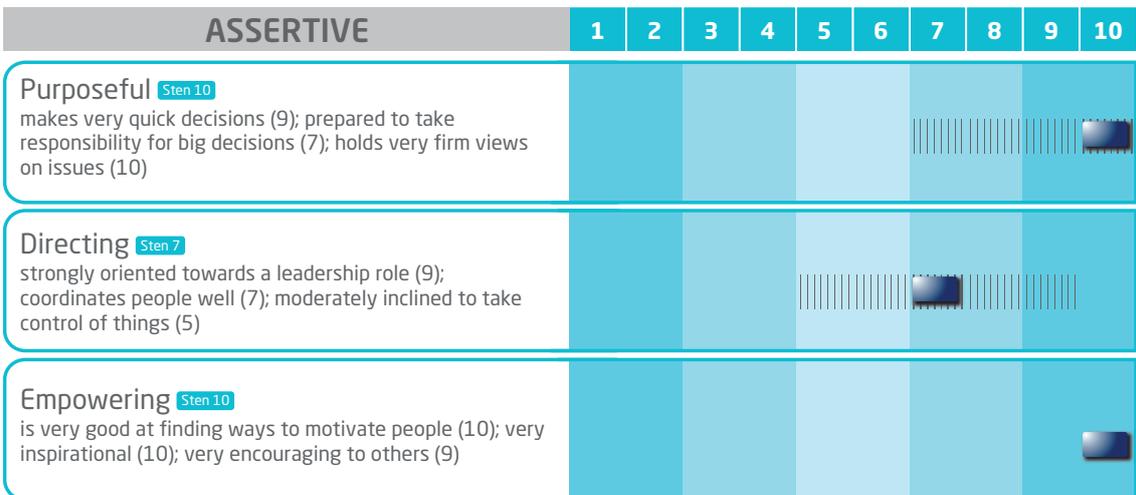
Goalkeeping is for many people the most dangerous and lonely position in soccer. As well as physical attributes, says Bob, it also relies on daring, courage and judgment. The “Insightful” dimension of his profile, which concerns his ability to make such intuitive judgments, is shown below.



Bob is discerning and quick at getting to the core of a problem. He very much trusts his intuition to guide his judgment. A good example of his strength in this area is his coverage of the controversial 1986 Soccer World Cup “Hand of God” incident between long term rivals England and Argentina.

For non-fans, this was the moment when Argentine legend Maradona scored a goal which helped knock England out of the World Cup. At the post-match conference, Maradona described the goal as being “a little with the head of Maradona and a little with the hand of God”. Immediately on seeing it live, Bob announced that Maradona had handled the ball, thus committing a clear foul. Soccer pundits accused him of his “usual goalkeeping bias” but replays insisted on by Bob and Maradona’s later confession both proved his original judgment to be correct. Bob has also prioritized “Insightfulness” rather more in the normative (free rating) task than the ipsative (forced ranking) task. This has resulted in the separate N (normative) and I (ipsative) markers in the “Insightful” dimension of his profile. One of several possible interpretations for this normative-ipsative split is that in some situations, Bob is able to be more insightful than others. Bob may, for example focus more on the facts than on his insight when under pressure and when there is little or no pressure he may be more comfortable relying on his instincts.

It is also important to consider Bob’s leadership style. Below are three dimensions relating to this, “Purposeful”, “Directing” and “Empowering”.



Goalkeeping for Bob is all about decision making. The soccer goalkeeper makes split-second decisions that affect the outcome of the game. Indecision costs goals and loses matches. As demonstrated by the profile, Bob is purposeful, makes quick decisions, and is very comfortable making quick decisions. He tends to relish responsibility and is prepared to make big decisions. Bob rarely changes his mind and holds very firm views on most issues. On the pitch, though, he kept opinions in check and never recorded a serious foul during his entire career. Bob is also strongly oriented to a leadership role. He coordinates people well and is moderately inclined to take control of things.

Commenting on teamwork and his leadership skills, Bob points to the Willow Foundation. "I look at Willow now compared to when we started in a back bedroom with just Megs and I. We are now 32 staff and provide 1400 special days. People think of the Willow Foundation as Bob Wilson. I might be the front man but it would be nothing without Megs and everyone else who is now making it what it is". Bob is an ethical man who honors his commitments and obligations to others and this is shown in the "Principled" dimension of his profile. Nevertheless, his profile also reveals him to be persuasive and good at negotiating the best deals (as shown in the "Convincing" dimension from his profile) so there is no doubt that he is a good leader and front man for the organization.

For Bob the diamond in his goalkeeping game was the ability to dive at feet, which he sees as a "God-given asset". He is clear that his quasi-kamikaze style wasn't deliberate, rather instinct. "Some elements of my game I had to work hard to be able to do, like kicking a ball over a long distance and becoming proficient on high crosses. But the one natural thing, absolutely natural, was the ability to dive head first at feet like my hero Bert Trautmann".

Whilst a sportsman needs talent and determination, a third invaluable factor for Bob is choosing an idol. "It can speed the learning process by providing unlimited inspiration which, when allied with natural talent and determination, can provide an unstoppable force". The German Bert Trautmann, a former prisoner of war, was Bob's goalkeeping hero. A Luftwaffe Paratrooper in World War Two, Trautmann was captured by the Russians and escaped. He was then caught by the French resistance and escaped again. He learned goalkeeping as a British prisoner of war and in 1956 was the first foreigner to win the Football Writers' Association Footballer of the Year award in the English league. Trautmann famously broke his neck in the 1956 FA Cup Final but carried on playing and saved a crucial goal, winning his team the game. Amid a bitter Anglo-German row over wartime responsibilities, he was awarded an Order of the British Empire in 2004 for his work fostering relations between Germany and the UK. He now has his own charitable foundation in Germany.

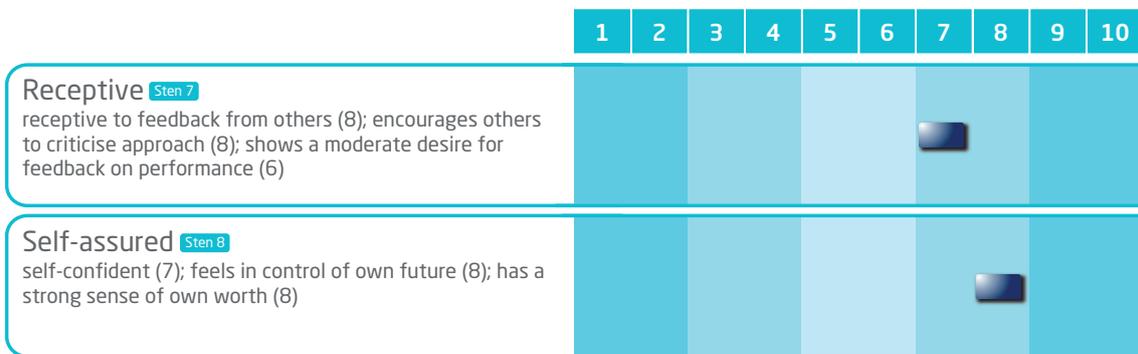
Even before he had seen him play, Bob emulated Trautmann's diving style. With his sportsmanship and daring, Bob believes that "Trautmann did more than any politician to bring two countries at war with each other together". While Trautmann holds a special place in Bob's heart as his idol, so too does his courageous daughter Anna. "In the five years of her dying, she taught us all how to live", he remarks.

As a footballer Bob was, in his own words, blessed with "enthusiasm" and a "massively competitive" nature. He had the will to have a go and faced the consequences. Over twenty stitches in his face, an eye almost torn out, a chipped shoulder bone, six broken ribs, five cracked ribs, a punctured lung, torn cartilage and ligaments, a broken arm, a dislocated elbow, several broken fingers and a broken ankle were proof of his desire to win. Such was his

determination that he once played with a dislocated shoulder. The match report recommended a medal for "gallantry above and beyond the call of duty" should be awarded to "Wilson the keeper". Bob jokes that had he fought in a war, he would have been one of the first casualties.

Being a goalkeeper is not simply technically demanding: it can also make its exponents psychologically vulnerable. As the last line of defense, their errors are a pundit's paradise, ready to spark controversy. A drop in concentration and they can go from hero to zero. When a goal is scored, goalkeepers have to move on. They have to stay positive and cannot dwell on errors. For many years Bob did not see himself as the best. It took until 1968 before he was able to break through a psychological sense of inferiority when playing for Arsenal. As he says, initially "I didn't believe in me".

Two areas concerning Bob's self-belief are shown below, "Receptive" and "Self-assured".



Bob may have felt an inferiority complex during the early stages of his career but it shouldn't be confused with fundamental insecurity. As the profile indicates, Bob is self-confident, has a strong sense of his own worth and feels in control of his own future. He has always been receptive to feedback from others. Throughout his career in football and broadcasting he made the most of opportunities and his mentors. Even now he encourages others to criticize his approach. Added to that he is self-assured, highly positive, likely to take an optimistic view and quickly recovers from setbacks. These areas can be seen below in the "Positive" dimension of Bob's profile.



In Bob’s own words: “You cannot survive forty years in the spotlight in the world of football, or thirty in television, without facing the sort of criticism that challenges even the most hardened and optimistic spirit. I have always had a natural basic enthusiasm and determination to prove people wrong”.

Below can be seen Bob’s “Composed” dimension from his Wave profile which looks at how he responds to pressure.



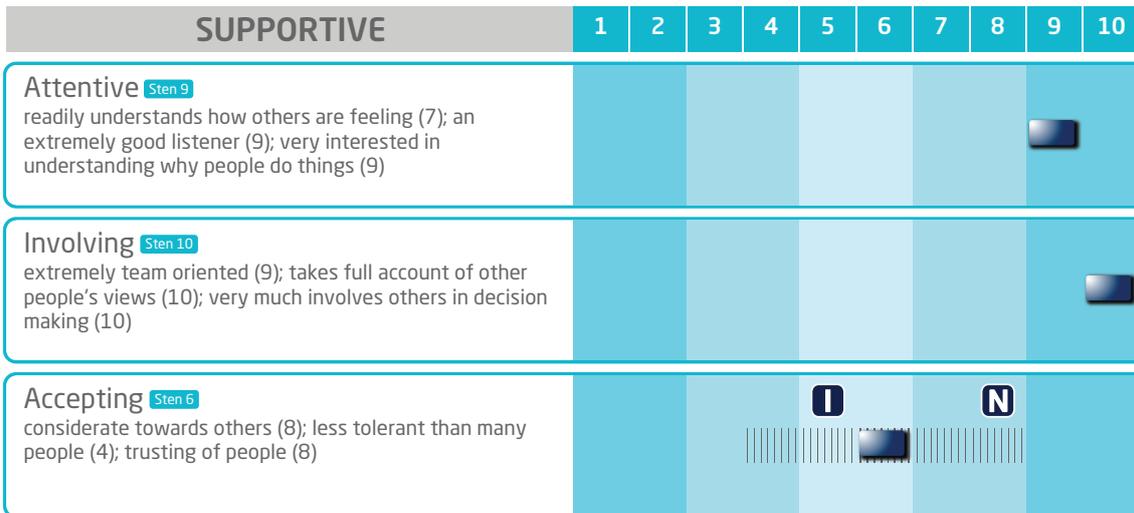
As the profile shows, Bob often worries before important events and feels slightly anxious during important events. Yet, he works well under pressure. He explains his tense approach in this way: “I had a nervous disposition as a footballer. I was desperate in the dressing room, and almost out of control coming on to the pitch. But from the moment I stepped on the field then there was this feeling that this is what I had chosen to do; and I had to now go out and prove I could do it”.

There were other personality characteristics that also made Bob stand out. As his friend Sir Michael Parkinson notes in the introduction to his autobiography, what set Bob apart from the mob of footballers was that he was charming, socially adept and articulate. Below, we can see evidence that Bob is an “Engaging” individual.



Most importantly, Bob was popular and had an affinity with the public. He is extremely focused on making a good first impression, quickly establishes rapport, and makes new friends easily. As a television personality, this engaging approach, combined with his systematic preparation, helped Bob get the best out of all the legends that he interviewed. An empathetic approach, a naturally supportive style and tendency to ask probing questions made Bob a balanced interviewer and sympathetic listener.

As a coach there is a difference between knowing where a player has to improve, and enabling the player to learn for himself. As borne out by research, an involving style combined with empathy and supportive behaviors pays dividends in the art of persuasion. The best coaches and the best salespeople are interested in what makes people tick. Through their empathy and sensitivity they are able to help people and teams change. This is Bob’s approach, seen below in the “Supportive” area of his Wave profile. Bob is highly involving and extremely team oriented. He is sensitive to others’ needs and readily understands how others are feeling. He regards himself as an extremely good listener and is very interested in why people do things. He is trusting of people (sometimes too much so, according to his wife Megs) and considerate towards others.



These strengths align closely to Bob's own perspective on goalkeeper coaching. In his view, getting to understand what motivates players was (and is) the starting point for goalkeeper coaching. As one of the most psychologically demanding positions in soccer, it was critical for him to be able to get to know his goalkeepers and to act as their mentors.

What emerges from his Wave Professional Styles profile is that Bob is able to modify his coaching strategy to different personalities. He is equally at home coaching schoolchildren and emerging talent, as he is with evergreen veterans. His disciplined and meticulous approach is balanced by passionate communication skills and natural enthusiasm. These combine with natural empathy and his supportive skills. This combination helps him to translate ideas and visions into structured step-by-step guidelines. There is also an element of the old fashioned teacher in Bob. Those he coaches know where they stand. The normative-ipsative split shown in the "Accepting" dimension of Bob's profile could suggest that while he is rather considerate and trusting of others in ideal conditions, when he comes under pressure (for example, if people try his patience), Bob may be less accepting of people. Given that Bob is less tolerant than many people and is likely to challenge others, there is a probability that he will neither suffer fools gladly, nor put up with those who do not meet his high standards.

With formative skills developed at Loughborough College, Bob is a natural coach and mentor. He encourages others to give of their best with his enthusiasm and warmth. There was never an obvious dark side to his self-confessed "burning desire to succeed". This helped Bob navigate the challenge of being an outsider. He was the gentleman amateur amongst established professionals in both the sporting and TV world. Talent, a desire to improve his abilities, increasing self belief and supportive mentors helped him to achieve the pinnacle of both his professions as a goalkeeper and as a sports presenter. Natural talent also helped make him a great coach and teacher.

Existential philosopher and fellow goalkeeper Albert Camus once wrote: "All that I know most surely about morality and the obligations of man, I owe to football". Camus was simply emphasizing a belief in sticking up for your friends, of valuing courage and fair-play. He felt that people may do better to look to the simple morality of the football field than to politicians. Looking at the personality, life and times of Bob Wilson, he has a point. Bob is a hard act to follow.

## 8.3 Case Study 3

### Ajaz Ahmed

#### Entrepreneur, Founder of the £9 Billion Company Freeserve



Ajaz Ahmed is a man on a quest for his next eureka moment. He had his first ten years ago in a computer store in the north of England. He discovered that having just bought a new PC, none of the staff could explain to him how to get onto the internet. To solve this problem, which he rightly assumed to be widespread, Ajaz set up the company Freeserve with his employer, The Dixons Group. This allowed people to simply and quickly install the internet on their computer. Freeserve rapidly became the UK's largest internet service provider. Within a year it floated on the London Stock Exchange at £1.5 billion. Six months later, it had entered the FTSE 100. At its peak it had a value of £9 billion.

Although born in Lahore, Pakistan, Ajaz moved to the Yorkshire town of Huddersfield in the north of England at the age of three. He grew up in the humblest of surroundings. His father worked at a textile mill and his family lived in a terraced house with an outside toilet. Neither luxury nor success was forthcoming at an early age. Ajaz left school with nothing to show for himself, having failed every exam and without a hope of getting into university. Today he points to other very successful entrepreneurs who also failed to get a degree - individuals such as Sir Richard Branson, Bill Gates and Larry Ellison - and is keen to make a clear distinction between academic prowess and business savvy.

Despite any academic shortcomings, the young Ajaz needed to earn a living and in 1979 he was offered a £30-per-week sales assistant's job at British high street electronics retailer, Dixons. He was a successful salesman and in his twenties he became a manager, rising to take charge of the biggest store in the area within one year.

It was here that he received his inspiration for the idea that would make him one of the most successful internet entrepreneurs of his time. He recalls having heard about "this thing called the internet" which he felt he had to try. But he soon discovered, much to his personal frustration, that there was no simple way for the average person with a limited technological understanding to get online. The idea that was to become Freeserve began to crystallize. Ajaz realized that at Dixons he could do something that none of his competitors could do. He could physically talk to the customer about the internet at the point of sale. His team could get to those customers first. Ajaz worked hard to convince his seniors of the growing importance of the internet as a revolutionary technological medium. He conceived a simple system for getting people online. At a time when all internet access in the UK was via dial-up through telephone lines, Freeserve was one of the first service providers to dispense with a monthly subscription fee. Customers typically had to pay a monthly fee and then the price of a local rate phone call for every minute they were connected to the internet. But Freeserve customers could just pay the local rate and the company collected a share of that call cost.

When Freeserve was bought in 2001 by the France Telecom owned group Wanadoo, Ajaz had the opportunity to turn his attention to other areas. Since then, he has remained a successful entrepreneur working particularly with a number of companies in the science and technology fields. Having started in electronics, Ajaz feels his understanding of this area is a useful strength and prefers to focus his efforts into such businesses. He now sits on the boards of several technology companies.

Ajaz is also involved in a project called Jumble Aid, an eBay style operation which encourages people and businesses to post unwanted items on a website ([www.jumbleaid.com](http://www.jumbleaid.com)). When a customer buys an item on the site, all the money goes to a charity nominated by the seller. It is a simple and effective way to both raise money for charity and to reduce landfill.

Notwithstanding his earlier academic shortcomings, Ajaz also sits on the Governing Council of the University of Huddersfield. In another role which affords him something of an opportunity to return to his retail roots, he is also a partner in Abdul's, a chain of Asian restaurants.

Ajaz completed the Wave Professional Styles questionnaire and his profile provides a fascinating insight into an immensely successful individual. He is extremely inventive and creative and also has exceptional abilities which help him influence and interact with people. From his responses, we can probe more deeply into what motivations and talents underlie entrepreneurial success using Professor David Hall's Entrecode® Model of Entrepreneurial Potential. The Entrecode® is validated against a model developed to identify successful entrepreneurs. In order to do this, it predicts potential in six core areas of importance to entrepreneurs. Notably, Ajaz has a higher indicated potential than 99% of people who complete the Wave Professional Styles questionnaire in two of these key areas: "Seeing Possibilities" and "Opening Up to the World". "Seeing Possibilities" refers to the ability to take in information and create insights. Below is shown three of the ways by which Ajaz achieves this.



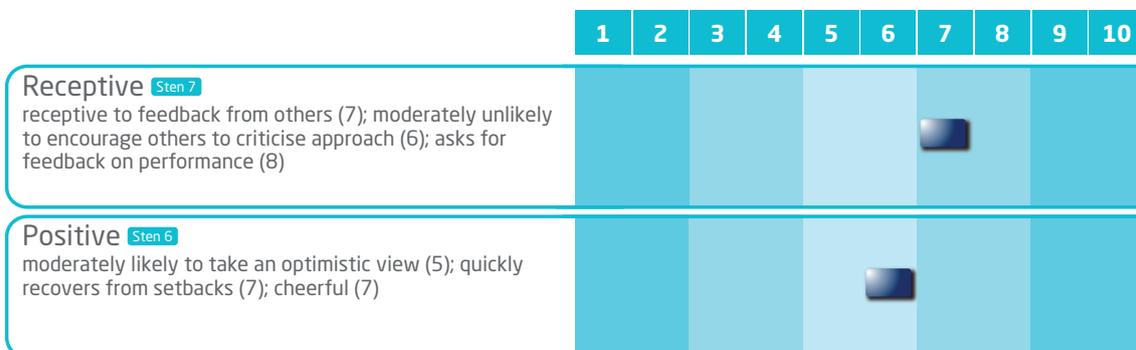
Ajaz is clearly focused on seeing the full extent of issues. From his Wave Professional Styles profile it can be seen that he nurtures a very clear vision for the future and takes a very long term view. He is also able to explore a wide range of different options. All of these are skills that would no doubt be of crucial importance to a self-made entrepreneur whose role requires him to work out which ideas are worth pursuing and which are not.

It is an example of Ajaz’s commercial savvy and ingenuity that when he and his friend Abdul set up their restaurant chain, Ajaz made the radical decision to invite British comedian Bernard Manning to officially open the venture. The presence of Manning, who was well-known for a stage act that many felt to be racist and intolerant of other cultures, ensured that national press coverage was devoted to the simple opening of a restaurant. The headline in best-selling British newspaper The Sun the following morning quipped: “Who’s a cheeky chapatti?”

Inviting Bernard Manning to open an Asian restaurant exemplifies how Ajaz can clearly “think outside of the box”. He evidently considers a variety of options to work to his advantage. His responses place him in the top 1% of people for “Options Thinking”, according to the Entrecode® model. Ajaz and Abdul also marketed an aphrodisiac-themed curry for Valentine’s Day, having discovered that many of the ingredients in curry did have aphrodisiac qualities. This enterprise had people queuing around the block and proved so successful that they subsequently extended the offer to include the two days either side of February 14th. Ever since, this has been their busiest time of the year and nobody has ever denied their claim that curry is an aphrodisiac. Ajaz confirmed this with a glint in his eye. “Well, they couldn’t, could they?”

Ajaz’s profile highlights another aspect of his behavioral style: his ability to use his own intuition and experience when making decisions. Ajaz particularly embodies this principle of successful entrepreneurship. He likes to focus on companies specializing in science and technology, as he has considerable experience in this area. Ajaz is keen to emphasize the importance of his extensive retail experience in guiding his decisions, as his grounding in this field allows him to speak to customers in jargon-free, succinct terms. He is mindful of the importance of mirroring a customer’s language when dealing with them, regardless of the context. In his role, Ajaz often needs to take people’s ideas and articulate them in a way that customers understand. He also demonstrates an aptitude for recognizing opportunities and the signals people give off when they are about to make a purchase. As a salesman at Dixons, for example, he recognized that customers who put their bags down were more likely to make a purchase than those who did not.

While he is savvy and prepared to use his own experience to guide judgments, Ajaz is also receptive to feedback from others. He recovers quickly from setbacks, as can be seen in the “Receptive” and “Positive” dimensions of his profile below.



This combination of using one’s own experience to make judgments, while at the same time being prepared to listen to others and learn from mistakes, could be of great use to a self-made entrepreneur. Many truly successful individuals learn just as much from their failures as they do from their triumphs. Certainly, Ajaz was keen to ask for feedback from others as a manager at Dixons. He frequently monitored and sought reactions from his salespeople about their communications with customers. He even recalls asking staff to find out from prospective customers where they might have gone wrong in their dealings. He sometimes asked salespeople to go out and bring customers back into the store so a deal could be closed that day, rather than letting them “go away and think about it”.

Furthermore, while Ajaz admits that he has lost hundreds of thousands of pounds and has had some failures, his outlook is such that he is keen to learn something from every experience. We can see that he is adept at recovering from poor performances and has a flexible, adaptive style. He takes this ability to adapt and learn and also applies it in his personal life. Ajaz’s world was profoundly changed when he discovered he had oral cancer on his tongue, despite never having been a drinker or a smoker. Happily, this was successfully treated by laser surgery. But the experience prompted him to make some lifestyle changes. He started going to the gym and lost a total of 30 pounds in weight. Ajaz regards his healthy lifestyle as a contributing factor to his business success.

The second of the six core Entrecode® competencies where Ajaz demonstrates higher potential than 99% of people is “Opening Up to the World”. This reflects his ability to present appropriate information to the appropriate people. It also concerns building networks and forming those relationships that enable a business to develop.

Ajaz has a very high potential for networking purposefully and is skilled at negotiating with people. He builds strong commercial partnerships. However, what must be of particular use to him is that he is skilled at conveying passion for what he does. He is therefore able to express his ideas persuasively and inspires people. The particular methods by which Ajaz is able to effectively open up to the world are shown in the diagram below.



We have seen that Ajaz is adept at seeing possibilities, influencing people appropriately and can also use his own intuitions and experiences when judging a wide-range of options. However, he reports that he is less organized, meticulous and reliable than most people. As Ajaz is so successful, it is clear that these areas aren't so important to his success. In his job, Ajaz makes judgments about whether something will be successful or not and forms profitable relationships with others. He is not required to pay close attention to detail or to work to regular deadlines. Ajaz believes in the principles of Monkey Management. If a problem is represented as a monkey, it is important to prevent other people passing their monkeys on to you for feeding. Ajaz is the ideas man. His skill is in persuading and empowering people to get their own monkeys off their backs.

When considered with his ability to create a clear vision for the future, it would be interesting to see whether developing his planning abilities would help Ajaz further improve his already formidable capacity for recognizing business opportunities. Ajaz's interest in identifying business opportunities can be seen in the "Enterprising" dimension of his profile (below), so this may well prove to be an area he would be keen to develop. For example, he might find that planning could enhance his ability to identify the goals he wants to achieve from a particular project.



As has already been touched upon, Ajaz's interpersonal skills are a key factor in his successful behavioral style. He is very persuasive and assertive in putting his points across and explains things well. Combined with his very strong networking skills, it appears that Ajaz projects himself to the appropriate people as an articulate and convincing individual. He remains very liberal and likes to be tolerant of other people and cultures and there is no doubt that this outlook also helps him to interact well with others. Ajaz also knows when to tell people about his achievements and is comfortable being the centre of attention if necessary, as indicated by the "Self-Promoting" dimension of his profile. Such useful skills, employed judiciously, no doubt aid Ajaz in his interactions with others.

It is interesting to explore further the exact nature of Ajaz's influence over others. He reports that he is adept at finding ways to influence people, is inspirational and is clearly oriented towards leadership. But he also says that he is less team-oriented than many people and has little desire to co-ordinate people. Ajaz affirms that he wouldn't want to be a CEO again, because his interests lie in vision and creativity, rather than in co-ordinating people and "their monkeys", which he can find frustrating. In his day-to-day work he is primarily responsible only for himself and doesn't actually have much involvement with teams of people. His profile responses seem to reflect that team working skills are not important to Ajaz, rather than that he lacks these skills per se.

In his Wave profile, an interesting motive-talent split becomes apparent in the "Purposeful" dimension. As shown below he is rather more motivated by, rather than talented in, this area. His talent for making quick decisions and taking responsibility for decisions is typical



Being practically-minded, factual and rational is quite different from being good at abstract thought. These practical areas are prioritized a good deal lower in Ajaz's responses and he is much less inclined to follow the rules of others. We can see that Ajaz has creative ideas and is talented at empowering people. His empowering skills may be the key to explaining how he is so good at realizing creative ideas despite being less interested in the practicalities of those ideas. Ajaz himself corroborates this hypothesis. He believes that many people are capable of having "eureka" moments, but that a key skill is acting appropriately on these ideas. For him, entrepreneurs are those who are able to do this and direct others to align with their vision. He read and studied how other people achieved success and believes aspiring individuals should do the same.

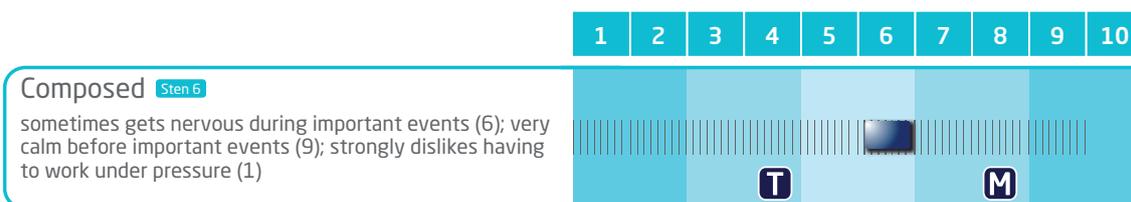
It is also interesting to speculate how Ajaz's clear thought style might contribute to his success. Perhaps the fact that he is less rule-bound, factual and risk-averse than many people helps him to produce exceptionally creative ideas, unconstrained in the ways that many people are. Ajaz's "Conforming" dimension of his profile can be seen below.



In Ajaz's view: "History is littered with examples of ordinary people achieving extraordinary things because they could see things that were completely obvious before anyone else could. That's what life is about, doing the obvious before everyone else and not trying to complicate everything". It seems this combination of a lack of constraint by rules and a very strong creative vision helps Ajaz to see things that are "obvious" before other people do. Ajaz muses: "How many times have I heard people say to me 'I had that idea!?' But the problem is that they didn't do anything about their idea. That's the tragedy".

We can also use the various reports from the Wave Professional Styles questionnaire as tools for guiding feedback in a variety of ways. For example, we have seen that Ajaz's Entrecode® Entrepreneurial Potential profile indicates that he has great flair for maintaining the networks needed for business and that he is inspiring and persuasive. However, while Ajaz's reported talent for resolving situations is lower than that for many people, his reported motivation to resolve situations is somewhat higher. He may therefore already be inclined to focus on these supportive skills. Ajaz is an immensely successful individual, so it is likely that he can effectively self-regulate changes in his behavioral styles in order to maximize success in a range of different situations.

From Ajaz's profile, we can consider areas where his success might be used to extend advice to others. There is a large facet range on "Composed", where Ajaz reports that he is very calm before important events. He is only slightly anxious during important events, but dislikes having to work under pressure. This is illustrated in the diagram below.



It would be enlightening to know when such anxiety can be a help and when it is a hindrance, because Ajaz is certainly very comfortable giving presentations. He reports disliking working under pressure and in a busy working environment, but appears able to flourish in other situations such as networking and giving presentations. In addition, there is a large motive-talent split in this section of Ajaz’s profile. Here, he reports wanting to be a good deal more composed than he feels he is currently capable of being. It appears that Ajaz would like to be able to work even better under pressure and it is probable that if he focused on developing this skill, his impressive range of skills here would appear even stronger. Ajaz likely has the necessary insight to bring about such self-development. Crucially, he believes that “success is an attitude” so if you can go into a difficult situation believing that you will be successful, that is half of the battle.

The Wave Professional Styles reports for Ajaz Ahmed are a fascinating case-study into the very individual behavioral styles of an immensely successful and self-motivated entrepreneur. Clear strengths for Ajaz are indicated in his creative thought and interpersonal skills, which allow him to effectively influence people in order to develop his business. He also demonstrates a remarkable ability to invoke his own experience and intuitions to make discerning commercial judgments. The importance of this skill is something he is at pains to stress.

However, what is perhaps heartening for others is that Ajaz believes that ordinary people can do extraordinary things given the right motivations. He explains how one famous British television commercial affected him profoundly. An advertisement for Hovis bread showed a millworker walking down a cobbled street as he retires from a hard life’s work. He clutches the clock that has been given him as a leaving gift and looks back at the mill where he has faithfully served his whole life. He returns home and cuts a slice of Hovis bread, when the advert reveals that Hovis is “as good today as it has always been”. The message is meant to be one of good old-fashioned values and tradition, but Ajaz saw it in a rather different light.

Millworkers like his father left with nothing but a token gift to show for their life’s work. He wasn’t going to retire with nothing to show for his toil. For him, success is about wanting to have something to show for your life’s work. Ajaz believes that most workers spend six months of the year thinking about the holiday they’re going to take and then another six months talking about what they did on holiday. They don’t try to make a difference. The desire to make a difference was the driving force of his success.

Ironically, Ajaz’s colleagues at Dixons did present him with a clock as a leaving gift, but his drive, determination, creativity and influencing skills have carried him much further than that humble millworker. For many people, the advice, beliefs and behaviors demonstrated by Ajaz Ahmed form the cornerstone of a successful entrepreneur. There is no doubt that he embraces them with verve and aplomb.

## 8.4 Case Study 4

### Kathryn McCusker

#### Australian Opera Star

Kathryn McCusker is a celebrated opera singer from Perth, Australia. She was Principal Soprano at the Sydney Opera for seven years, a position seen by many as the highest accolade in Australian opera. Her numerous awards and prestigious roles include first prize in the 1991 National Finals of the ABC Young Performers Award and the Remy Martin Australian Opera Award 1994. Kathryn has had a variety of eminent roles including Tytania in the acclaimed production of *A Midsummer Night's Dream*, directed by *Strictly Ballroom* and *Moulin Rouge* director Baz Luhrmann, which was performed at the 1994 Edinburgh Festival. She also played Susanna in John Copley's production of *Le nozze di Figaro* and Iphigénie in a new production of *Iphigénie en Tauride*.



Kathryn came from a family where art, creativity and music formed an integral part of her childhood. Her father was a barrister who is "a good singer, even though he never did it professionally" and her mother is an artist who runs a gallery in Perth. Her elder sister was a lawyer who is now raising a family and her younger brother is involved in the wine business.

For Kathryn, music was always a part of her and a way of finding joy in life. From an early age, she sang and played the piano and flute. However, she remembers specifically and vividly the conception of her love of classical music: "I saw at my high school a woman who came to perform and she sang an aria to us. I felt incredibly inspired". She recognized her encounter with this woman, Marybeth Williamson, as "one of those pivotal moments". Upon meeting Marybeth, they both realized that Kathryn had "a talent that needed to be nurtured". Marybeth soon went on to become Kathryn's singing teacher.

A further important step in nurturing this talent was taken when Kathryn completed a Bachelor of Music degree at the Western Australian Conservatorium of Music. She describes how she was very fortunate to have another teacher there who encouraged her and recognized her gift. It was this teacher, Janice Taylor-Warne, who urged Kathryn to audition for the Australian Opera after finishing her degree. Kathryn's considerable ability clearly shone through and she won a scholarship into the young artist program. "They say I was the youngest or maybe the second youngest they have ever had on their young artist program. I had a very mature voice for my age. Even I was sometimes a little bit surprised by it".

In 1991 she was awarded first prize in the National Finals of the ABC Young Performers Award and took part in the 1993 and 1995 Opera Foundation of Australia's National Vocal Symposium. After only three years in the young artist program, Kathryn was honored not only with the Remy Martin Award but also the position of Principal Soprano with Opera Australia. In 1999 her "mature voice" won her the Vienna State Opera award in Australia and as a result she spent four months working as a Company Principal with the Vienna State Opera.

Kathryn covered the role of Donna Elvira in *Don Giovanni* for Glyndebourne Festival Opera in their 2000 season and, at very short notice, sang the second performance to the delight of the conductor Sir Andrew Davis and a very enthusiastic audience. In 2001 she debuted with the English National Opera. In the UK, concert performances have included *The Messiah* in Swansea, Handel's *Belshazzar* at the Dartington International Summer School and a tour of major UK concert venues performing Handel arias with the London Chamber Orchestra. Kathryn has performed in Bath Abbey and recently was a soloist in the debut concert of The Australian Classical Era Orchestra, performing Mozart arias.

Now based in London, Kathryn is also a certified teacher of Kundalini Yoga and shares her skills in the UK capital, as well as running retreats overseas. As the new millennium dawned, Kathryn discovered this yoga of awareness in the Yucatan, Mexico. Kundalini is considered to be one of the most potent and effective systems of self-transformation and personal development. It aims to create emotional balance and to enhance intuition by harnessing the energy of the mind and the emotions, rather than being controlled by thoughts and feelings.

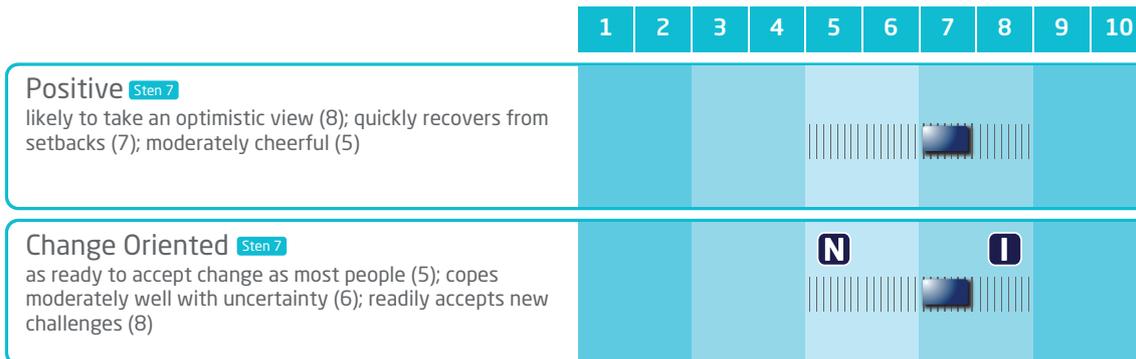
Kathryn completed the Wave Professional Styles questionnaire and was intrigued to explore how the work-based profile would relate to her holistic approach to life. From her profile, Kathryn presents herself as an inspirational individual, who is encouraging and engages well with others. She is also dynamic and driven in her activities. Moreover, she combines these areas with a thoroughly adaptable style, possessing an overall self-assured and positive manner. Yet, she remains very interested in understanding why people do things. Along with her appetite for yoga and her desire to unlock potential, Kathryn's profile demonstrates a fusion of interest in other people's behaviors and thoughts. She has the ability to question and challenge beliefs and, as we shall see, she does all of this in an intuitive, rather than mechanistic, manner.

On first inspection, and unsurprisingly given the emphasis of Kundalini Yoga on the energies of the body, one of Kathryn's greatest areas of strength is her dynamism. Her responses to questions relating to her energy levels suggest she is more energetic than 99% of people who complete the same questionnaire. While she is also slightly more inclined to initiate action than many people are, one of the most important features of the "Dynamic" dimension of Kathryn's profile (shown below) is her high level of motivation to be dynamic.



In Kathryn's "Dynamic" dimension, she has rated the questions relating to her motivation to be a dynamic individual as more important to her than the questions about how dynamic she feels she really is (her talent). This is consistent with the "Activity Oriented" dimension of her profile, which indicates that she likes to be busy and to work at a fast pace.

She is also ready to accept new challenges and copes well with uncertainty. One of the behavioral areas which seems common in many successful people is their ability to respond flexibly and to adapt to different situations. Kathryn shows strength across all sections relating to her “Adaptability” and particularly as regards her responses to change. She is likely to take an optimistic view and quickly recovers from setbacks. Kathryn also feels she works well under pressure, as it keeps her busy and inspires her to perform. The “Positive” and “Change Oriented” dimensions of her profile are shown below.



Kathryn is so energetic, optimistic and ready to accept challenges that one gets a sense that when she focuses her energy, she *will* achieve. This is further reinforced by the fact that Kathryn is striving and likely to persevere through difficult challenges. The normative-ipsative split shown in the “Change Oriented” dimension of her profile suggests that she may actually have been quite self-critical in this regard. When forced to rank the statements in the Wave questionnaire, Kathryn prioritized statements about her orientation to change somewhat higher than when she was given the choice to freely rate how oriented to change she was. The separate normative and ipsative measures provide two different perspectives on an individual’s work styles and are a useful mechanism for investigating how people view themselves in different contexts and situations. For example, separate normative-ipsative measures help indicate when an individual is likely to have been overly-positive or overly-self-critical in their responses. Here, it appears that Kathryn may be more strongly oriented towards change than she has indicated in her free rating response. Two possible hypotheses here are that the ipsative score is more representative of how oriented to change Kathryn is under pressure, or instead that Kathryn is not certain of the extent of her orientation to change.

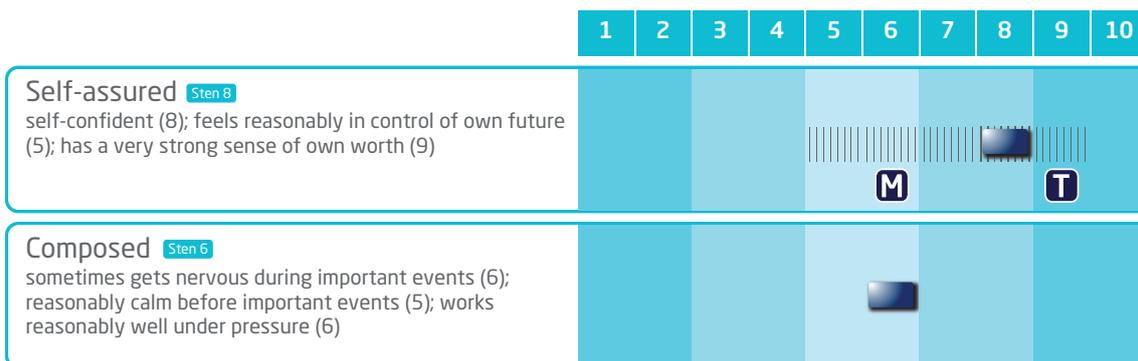
Kathryn’s profile indicates that she readily accepts new challenges. She recognizes that the challenges she undertakes allow her to further refine her expertise and technique. Dame Joan Sutherland, one of Kathryn’s inspirations, also made this point in an interview, emphasizing that “technique is the basis of every pursuit. If you are a sportsman, a swimmer or a singer, you have to develop a basic technique to know what you are doing at any given time”.

Kathryn points out that she was very good at sport when at school and agrees “it is that same kind of psychology behind it”. She explains that when you go out on stage it is like going out on track as a sportsperson. “There are sacrifices too in your social life with the way you maintain yourself; your physical, emotional, and vocal sides. You can’t have gone out ‘socializing’ until four in the morning when you know you have to sing a major role at the Sydney Opera House the next day”.

Like many successful people, Kathryn can also name specific individuals who have inspired her to make these sacrifices and keep focused. Dame Joan Sutherland, Björk, Katherine Hepburn and Audrey Hepburn all spring to her mind. “They’re strong female artists who are passionate about what they do and are true to their art form”, she says.

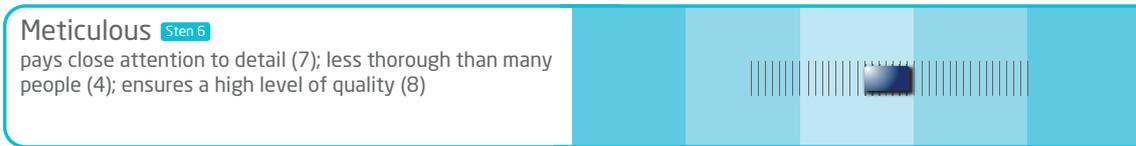
The late Franz Schalk, an early-twentieth century conductor of the Vienna State Opera, commented that “every theatre is an insane asylum, but an opera theatre is the ward for the incurables”. With so many sacrifices and so much discipline required in the demanding environment of professional opera, Kathryn is acutely aware how temperamental artistic individuals can be. Many creative people and artists have, as she puts it, “fragile egos”. When an opera singer is working in a rehearsal room, they have to deal with a conductor, a director and different singers: sopranos, baritones, tenors and basses. She says, “Everyone should come in with the purpose to create a great product, a great piece of theatre and music, but sometimes people’s egos get in the way. People, artists, can be very vulnerable, very sensitive. When you work you have to be sensitive because you collaborate collectively and creatively. You have to be conscious that everyone adds to the mix”.

In this respect Kathryn is good at resolving difficulties and disagreements with others and for her own part is self-assured and reasonably composed. Below are the “Self-assured” and “Composed” dimensions of Kathryn’s profile.



Interestingly, Kathryn has only a moderate motivation to be self-assured. She is evidently comfortable with herself and has a very strong sense of self worth. She is reasonably calm before important events and likes her space to prepare. This helps add to the “adrenaline rush” of performing and that can give her “the edge” in performance. As she points out, she performs well in front of an audience and likes to visualize what she does before she does it.

Kathryn takes what she does seriously and wants to get things exactly right. She has a good technical knowledge of what she does and enjoys gaining that technical understanding. It is apparent, moreover, that through her meticulous approach Kathryn is able to deliver when it counts. She recognizes that concentration matters and focuses totally on what needs to be done. Her desire to ensure a high level of quality is illustrated below in the “Meticulous” dimension of her profile.



From the “Self-assured” dimension of Kathryn’s profile presented earlier, we can see that she has a very strong sense of self-worth. John Berry, artistic director for the English National Opera, recently commented that many people turn down the opportunity to work in opera because they fear it will be too difficult: “If a director doesn’t have a real inner confidence, you know you’re in trouble from the beginning. The film industry is tough, but all of the film directors I’ve spoken to can’t believe how tough and savage the opera world can be. It stops a lot of very fine artists from coming in”. For Kathryn, this resonates: “Opera is a challenging and costly art form and this applies worldwide. In any performance art form you have to have a very strong inner core and confidence. You have also to be able to tolerate high levels of physical, emotional, and mental stress”.

Reiterating the fact that some of the artists she has dealt with are sensitive by nature, Kathryn describes her valuable talent of “juggling all of those different temperaments and personalities in one space”. She adds, “It’s important to be able to blend and mould people to work together to deliver on stage”. From Kathryn’s profile, her skills for dealing with upset or angry people and multi-tasking well would also be useful in this context. She is able to work well with a diverse group of people. She adds that she has worked with people who are insecure and who crave and need to be the centre of attention, but she finds that those who create themselves as “prima donnas” are those who are really insecure with themselves. But that’s okay by Kathryn: “I’m not judging that, I just choose not to be that person”.

Kathryn sees opera as a team activity and as a principal protagonist, she is clearly oriented towards a leadership role (see “Directing” dimension below). Her skills lie very much in empowering and encouraging individuals to find their own approaches. This is demonstrated directly in the “Empowering” dimension below.



For many people this is one of the most acceptable styles of leadership and, when deployed appropriately, should be expected to earn Kathryn respect. It could also help her to realize the results she seeks. This style of “team leadership” seems to be shared by a large number of successful individuals. Kathryn, for one, thinks that “being able to collaborate in a team is important for opera, as in sports; that’s always been one of my strengths”.

While Kathryn is clearly skilled at managing diverse personalities, she likes to “live in the moment” and this is attested to by several areas of her profile. For example, she rarely focuses on long-term issues, is ready to accept change and only has a moderate inclination to make plans. Far from this being a weakness, however, it may well help Kathryn deliver results more effectively and to adapt to changing situations. She emphasizes that she does like to have goals and projects on the go, but not “five year goals” or to project “too much into the future”. Certainly, she creates a clear vision for the future, but isn’t so focused on long term issues. This can be seen below in the “Strategic” dimension.



Here, the facet range, illustrated by the hatching marks, stems from the fact that Kathryn creates a clear vision for the future but rarely focuses on long term issues. For most people who complete the Wave Professional Styles questionnaire, these two issues are more closely related. One possible reason for this might be that Kathryn’s vision is not simply business oriented, but comes from a more spiritual perspective than most. To appreciate this distinction, we have to look a little deeper into her philosophy.

Kathryn finds having a coherent understanding of a situation critical. “When I work with directors or when I work with people on a project, I need to know what the motivation is. It’s method acting, I suppose. It’s important for me to understand why I am doing something. I need to have a depth of understanding. I need to have a deep insight into the psychological complexities of the character. It helps me create a much more profound character”. Central to her views too are major existential questions. This helps explain why Kathryn is less concerned about the underlying logic and facts of a situation, instead favoring a more intuitive or “instinctive” approach. Kathryn is interested in deeper issues. Reflecting on both the origins of opera and the essence of yoga, she asks: “How do we evolve through our lives? What motivates us? Why do we do things that we do? How are we governed by fate and destiny? All of these things I find fascinating”. She combines her love of yoga with interest in the Dharmic traditions of Indian religions - a set of philosophies considering the ultimate reality of the universe - which help her reflect on these deeper issues.

Dr Johnson once described opera as an exotic and irrational entertainment. Looking at the “Rational” dimension from Kathryn’s profile (below), we can see that she has less interest in numerical data (“I was never good at math. Good at humanities, theatre, art, music, but never math”) and prefers not to base her decisions on the facts alone.



However, while Kathryn isn't so interested in analyzing information, she is likely to combine her intuitive approach with probing questions and a desire to learn. This orientation towards enquiry is shown below in the "Analytical" dimension of her psychometric profile.



In her own words, Kathryn says: "I am very curious. Directors always say that about me. They say 'Kathryn, you're like a child. You want to know everything'". And through her questioning Kathryn is better able to understand the nuances of the character she is playing, as well as the perspective of the director. Kathryn's roots in opera also govern her approach to life. Opera combines music, theatre and dance and yet it remains a specialized form of art. "It's a heightened form of emotion. Through music, through the voice, you can access those kinds of heightened emotions, those dimensions, as you would through yoga and exploring the meaning of life. There is something very primal about the voice, whether it's communication through music or just speaking. It's one of the most creative centers in the human body".

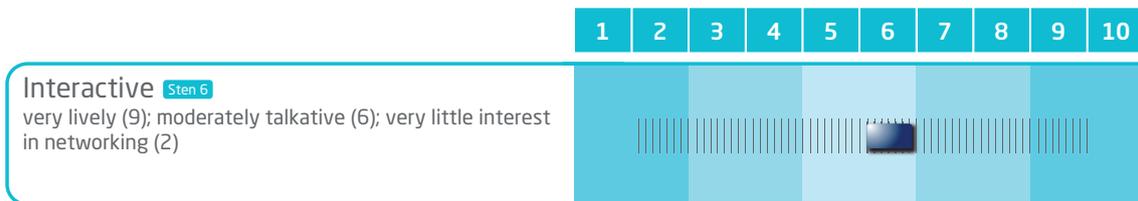
For Kathryn, individual voices are very revealing. They show "many different colors and layers, many different complexities". She says she "really tunes to people's different timbres and colors", adding: "I work on a sensory level. I am more in tune with the way someone speaks; the way someone walks; their rhythm; the way someone smells; the way someone looks; the way someone feels; their energy levels".

While Kathryn is very much in tune with other people, she also demonstrates an independent streak where she does take account of the views of others, but is unlikely to involve them in the final decision: "I was talking to a friend on the phone who is very similar to me," she says. "We were saying we like to get the opinions of others, but at the end of the day I will do exactly what I want to do".

She is less rule-conscious than many people and is prepared to question something if she doesn't believe in it. If a maverick is someone who stays true to their vision and will break rules if necessary, Kathryn is comfortable with this epithet. She is also pragmatic and points out that to be on stage you have to be able to take direction from the conductor, the language coach and from the director. "If you can't, you are not going to be able to get on well in that ensemble". Like a number of successful people, Kathryn scores lower on conforming than much of the general population, but also retains an awareness that sometimes you have to be compliant, manageable and flexible.

Although she does not see herself as an entrepreneur in the conventional sense, she shares a good deal of characteristics with “classic” entrepreneurs. Based on David Hall’s Entrecode® model of Entrepreneurial Potential, Kathryn demonstrates high potential for areas such as “Getting in the Zone” and “Staying in the Zone”. These relate to her ability to focus energy on a very specific target in order to help herself and others. She is also good at “Creating Superior Opportunities”. Kathryn herself has been approached by others who recognize her entrepreneurial potential. “People have said to me ‘Kathryn, you are really assertive and you have this incredible conviction, so do you like selling?’”. The answer is a resounding “no”.

But while Kathryn doesn’t have the motivation to sell herself (and her profile indicates very little interest in networking, as in the “Interactive” dimension on the next page) she does like selling something she believes in. She believes in and sells “principles or philosophies; techniques or creative ideas”. As she explains, she makes a choice: “I can network, I have the capacity to approach people, but I am not driven by that force”.



Below are some of the key areas where Kathryn demonstrates high entrepreneurial potential.



If one were to sum up Kathryn McCusker’s behavioral style in just two words, perhaps “creative passion” would be a good starting point. It is immediately apparent on meeting her that she has a breadth and depth of perception. She possesses an insight into the nature of individuals and also her own journey through life. This is backed up by a repertoire of competencies which underline the demands of performing at the highest level.

Kathryn achieved early success in her profession and has enjoyed some of the most prestigious roles within it. She has been blessed with creative vision, spirituality and an interpersonally sensitive approach which has facilitated her opera career and yoga

teaching alike. Kathryn also possesses a drive for success which makes her an assertive and self-assured individual, capable of investing considerable amounts of time and effort in ensuring excellence. Success has not been accidental. Kathryn perceives a strong link between opera and her role as a teacher of Kundalini Yoga: the two complement each other. One of the aims of Kundalini Yoga is to increase radiance and the impact the practitioner has on others. There are few yoga teachers who have commanded the stage at Sydney Opera House. For Kathryn, teaching is performing too. It is important to do both authentically.

Kathryn is currently writing a book about Kundalini Yoga, meditation and her journey through this as a successful performer. She's also producing a mantra CD which helps her integrate her perspective on yoga through classical music. As she summarizes, there are issues that count in life and as you get older they get more significant. "For me it is important to live life in a certain way and value system, to question what you are here for, what you stand for". Kathryn wants to "live life consciously with awareness and the understanding of why you do something and what effect that has on another person".

Like those people who inspired her, not only is Kathryn true to herself but also to her art form. Whatever path she follows in life, it will be the Dharmic Way.