

Saville Consulting Wave Professional Styles Handbook

PART 3: OUTPUTS

Chapter 11: Leadership

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11.0 Leadership Report

11.1 The Leadership Report

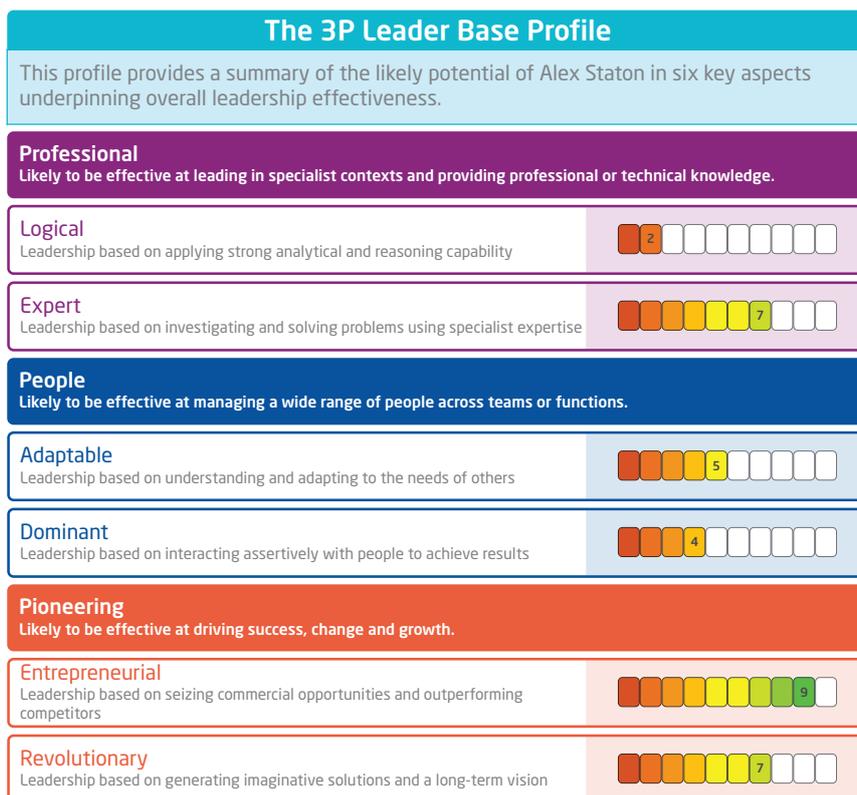
For further information on the Leadership report, please refer to the *Saville Consulting Wave Leadership Report: User Handbook*. This chapter provides some additional information and analyses.

The Leadership Report is based on Saville Consulting’s Leadership Model. It has been developed against theoretical leadership constructs and literature, and empirically validated using international workplace performance and effectiveness criterion data.

It combines styles, situations and underlying leadership potential to assess the impact of Professional, People and Pioneering leadership within organizations. As it is based on the Wave model, the Leadership Report can also distinguish between motives and talents whilst highlighting areas of potential over or under-rating.

Powered by Wave Professional Styles, the Leadership Report has a wide range of applications including selection, succession planning, coaching or development and assessing a leader’s fit to their environment.

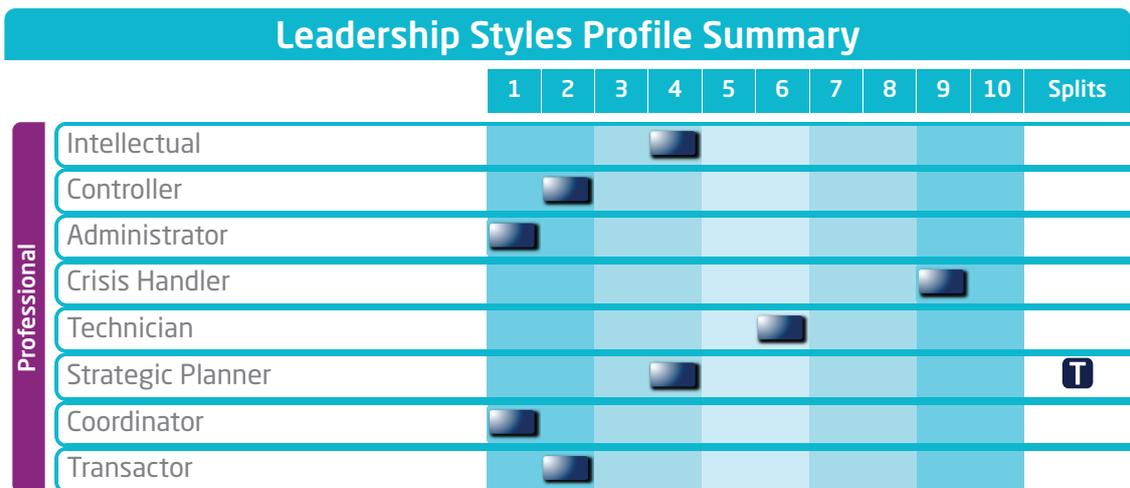
The report consists of three sections, starting with the ‘The 3P Leader Base Profile’. This summarizes scores in six key aspects of leadership, displayed under their corresponding headings of Demonstrating Capability (Professional), Working Together (People) and Promoting Change (Pioneering). The Leader Base Profile provides a rapid indication of the breath of leadership potential across situations. If an individual has high potential in just one area they are likely to be a specialist leader.



Following this, the 'Leadership Styles Profile' section presents scores on the 24 leadership styles, displayed under their corresponding 3P headings. Motive-Talent splits are displayed on this profile (for more information on splits see the 'Response Style Summary Scales' section in the 'Scale Description' chapter of this Handbook or the 'Rich Interpretation - The Deep Dives' section in the 'Feedback' chapter of this Handbook).



The 'Leadership Styles Summary Profile' section gives an overview of the 24 leadership styles on one page, without descriptive text, allowing for quick comparisons of the different styles. As with the detailed 'Leadership Styles Profile' it displays the 24 styles under their corresponding cluster headings and highlights where motive-talent splits, with the letter displayed indicating which is higher.

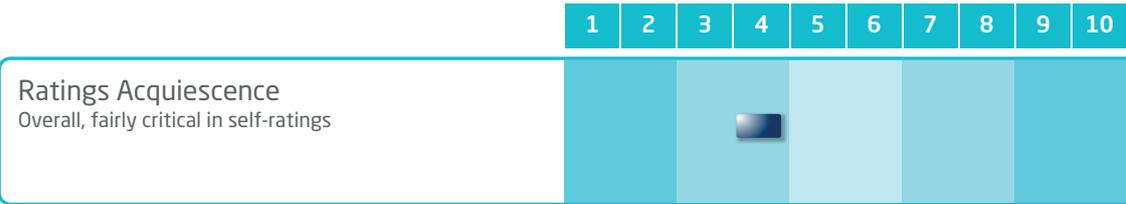


Following this, the 'Response Summary' section provides information about the manner in which the respondent completed the Wave Professional Styles questionnaire. It details the respondent's Ratings Acquiescence and Consistency of Rankings (for more information on Ratings Acquiescence and Consistency of Rankings see the 'Response Style Summary Scales' section in the 'Scale Description' chapter of this Handbook). It also details where there are potential under-ratings or over-ratings on the Leadership Styles Profile.

Response Summary

The Overall Response Summary section provides an overview of the responses of Alex Staton to Wave Professional Styles through two indicators. The pattern of responses should be kept in mind when interpreting the psychometric profile.

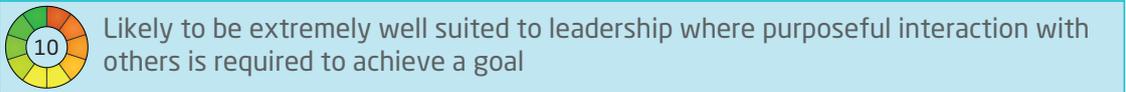
Overall Response Summary



The final section is the 'Predicted Situational Leadership Effectiveness' profile which gives an indication of the situations in which the respondent is likely to be an effective leader. The profile shows the top and bottom six ranked situations.

Predicted Situational Leadership Effectiveness

This profile indicates the situations where Alex Staton is likely to be an effective leader. The profile shows the top six followed by the bottom six situations.



11.2 The Universal Leader

While different styles of leadership are suited to different work contexts, a leader who is able to demonstrate a number of styles is likely to be more effective than one who only makes use of one or two styles. The Saville Consulting Leadership Model is designed to harness leadership potential, leadership styles and the situational aspects of leadership in order to provide a comprehensive picture of an individual's likely effectiveness as a workplace leader. The Saville Consulting Leadership Report measures leadership using the Wave Professional Styles online assessment and then matches a person's leadership style to a situation where their style is most likely to be suited.

Kurz et al. (2009) provide evidence of three factors of effectiveness representing three well-known psychological constructs: 'Working Together', 'Promoting Change' and 'Demonstrating Capability'. 'Working Together' relates to the Big Five's 'Agreeableness' and 'Emotional Stability'. 'Promoting Change' relates to the Big Five's 'Openness' and 'Extraversion' as well as the constructs 'Need for Achievement' and 'Need for Power'. Finally, 'Demonstrating Capability' is associated with ability and behavior items which reflect the dependability aspects of the Big Five's 'Conscientiousness' construct, as well as the construct of 'Reasoning'. These three factors of effectiveness can be extrapolated as leadership styles. 'Working Together' can be aligned with the construct of a 'People Leader', 'Promoting Change' with a 'Pioneering Leader' and 'Demonstrating Capability'

with a 'Professional Leader'. The 3P Model of Leadership is depicted below, with 'The Universal Leader' at the top.



Evidence of the 3Ps

Factor analyses were conducted using Performance 360 multi-rater data and Professional Styles self-report data (N=13,017 and N=10,953 respectively) to establish evidence for the three Ps.

Analysis 1: Performance 360 data (N=13,017)

Thirty-six behavior, six ability and three global performance items were measured using the Wave Performance 360. Individual scores were averaged within one rater category (Boss, Self, Peer, Report) and then across these four categories (N=13,017). Principle Components Analysis with Varimax rotation was conducted on the 45 items and three factors were extracted, accounting for 46 per cent of variance. The factors extracted replicated those originally extracted by Kurz et al. (2009). The first factor labelled 'Pioneering' reflects the construct of visionary leadership, covering entrepreneurial, strategic and action-oriented behaviors. The second factor, labelled 'People' reflects the construct of people-focused leadership. The third factor, labelled 'Professional', reflects the constructs of task-based leadership and the expert leader. On the first unrotated component all 45 Performance 360 items loaded positively with the lowest value of .25 for the scale Working with Equipment and the highest value of .75 for the scale Accomplishing Objectives.

Table 11.2 illustrates the rotated components of the analysis of Performance 360 items averaged across self and external ratings (N=13,017). Factor loadings below .40 are omitted. Where an item failed to load onto any factor above .40, all loadings are presented in grey.

Table 11.2 The rotated components of Principle Components Analysis, extracting a three factor solution using Performance 360 data (N=13,017)

| | Pioneering | People | Professional |
|--------------------------------|------------|--------|--------------|
| Generating Ideas | .71 | | |
| Developing Strategies | .69 | | |
| Seizing Opportunities | .69 | | |
| Taking Action | .68 | | |
| Conveying Self-Confidence | .66 | | |
| Providing Insights | .66 | | |
| Pursuing Goals | .66 | | |
| Challenging Ideas | .63 | | |
| Convincing People | .63 | | |
| Demonstrating Potential* | .62 | | |
| Exploring Possibilities | .60 | | |
| Making Decisions | .60 | | |
| Impressing People | .58 | | |
| Accomplishing Objectives* | .58 | | |
| Directing People | .58 | .41 | |
| Articulating Information | .56 | | |
| Examining Information | .49 | | .43 |
| Developing Expertise | .46 | | |
| Embracing Change | .44 | | |
| Adopting Practical Approaches | .43 | | |
| Understanding People | | .79 | |
| Establishing Rapport | | .76 | |
| Valuing Individuals | | .76 | |
| Team Working | | .72 | |
| Resolving Conflict | | .69 | |
| Empowering Individuals | .41 | .67 | |
| Interacting with People | .42 | .61 | |
| Inviting Feedback | | .55 | |
| Thinking Positively | .41 | .52 | |
| Showing Composure | | .49 | |
| Upholding Standards | | .44 | .42 |
| Checking Things | | | .70 |
| Working with Details† | | | .67 |
| Working with Systems† | | | .64 |
| Working with Numbers† | | | .62 |
| Following Procedures | | | .60 |
| Managing Tasks | | | .57 |
| Interpreting Data | | | .57 |
| Meeting Timescales | | | .50 |
| Working with Designs† | | | .49 |
| Documenting Facts | | | .48 |
| Producing Output | .44 | | .45 |
| Applying Specialist Expertise* | .41 | | .43 |
| Working with Equipment† | | | .42 |
| Working with Words† | .23 | .13 | .39 |

* global items; † ability items

Analyses 2: Professional Styles data analysis (N=10,953)

Ratings on 36 behavior items were extracted from responses to the Wave Professional Styles questionnaire. Ranking responses were removed due to the consequential interdependency of variables, leading to bipolar factors, of which integration is far less appropriate. Principle Components Analysis with Varimax rotation was conducted on the 36 items and three factors were extracted, accounting for 50 per cent of variance. The factors extracted replicated both those originally extracted by Kurz et al. (2009) and those presented in preceding analysis. On the first unrotated components all Professional Styles rating (normative) data all items loaded positively with the lowest value of .16 for the scale Conforming and the highest value of .73 for the scale Striving.

Factors were, again, labelled 'Pioneering', 'People' and 'Professional' respectively. 'Pioneering' reflected revolutionary and entrepreneurial leadership behaviors. 'People' represented adaptable and people-focused leadership behaviors while 'Professional' reflected expert and task-based leadership behaviors.

Table 11.3 illustrates the rotated components of the analysis of Professional Styles items (N=10,953). Factor loadings below .40 are omitted. None of the 36 items failed to load onto any factor above .40.

Table 11.3 The rotated components of Principle Components Analysis, extracting a three factor solution using Professional Styles rating data (N=10,953)

| | Pioneering | People | Professional |
|--------------------|------------|--------|--------------|
| Purposeful | .75 | | |
| Convincing | .72 | | |
| Inventive | .72 | | |
| Dynamic | .71 | | |
| Enterprising | .71 | | |
| Insightful | .69 | | |
| Strategic | .68 | | |
| Directing | .67 | | |
| Striving | .63 | | |
| Change Oriented | .62 | | |
| Challenging | .60 | | |
| Composed | .54 | | |
| Articulate | .52 | .49 | |
| Activity Oriented | .49 | | |
| Self-assured | .44 | | |
| Self-promoting | .43 | | |
| Attentive | | .75 | |
| Engaging | | .73 | |
| Involving | | .71 | |
| Accepting | | .68 | |
| Empowering | .52 | .61 | |
| Resolving | | .58 | |
| Positive | | .58 | |
| Interactive | .45 | .52 | |
| Receptive | | .44 | |
| Meticulous | | | .79 |
| Organised | | | .68 |
| Factual | | | .67 |
| Reliable | | | .67 |
| Conforming | | | .64 |
| Rational | | | .63 |
| Analytical | .55 | | .55 |
| Principled | | .40 | .52 |
| Abstract | | | .48 |
| Learning Oriented | | | .46 |
| Practically Minded | | | .43 |

Both factor analyses provide compelling evidence for the 3Ps of leadership and highlight the importance of situational leadership styles. The 'Professional Leader' would be most suited to leadership environments requiring specialist expert knowledge. The 'People Leader' would be most suited to situations demanding a people-focused leadership style. The 'Pioneering Leader' would be most suited to situations requiring a visionary spearhead to drive an organization forward.

11.2 Summary of Saville Consulting Leadership

The Saville Consulting Leadership model combines styles and situations together with underlying leadership potential to provide a comprehensive overview of the impact of Professional, People and Pioneering leadership within organizations.

The Leadership report summarizes succinctly preferred styles of leadership and highlights situations in which leaders are more and less likely to prosper, the specialist leader demonstrating high potential in one or two situations and the universal leader demonstrating high potential across situations. It also enables the identification of areas of potential over or under-rating and distinguishes between motives and talents, allowing for rich interpretation of an individual's profile.

For further information on the Leadership report, refer to the *Saville Consulting Wave Leadership Report: User Handbook*.