

# Saville Consulting Wave Professional Styles Handbook

## PART 4: TECHNICAL

### Chapter 23: Appendices

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## Appendix A

### Saville Consulting Wave Professional® Styles The Development Sample Group Description

This sample consisted of 1,011 participants, employed in a range of job functions across a wide range of sectors. Of these, 60% worked in the following sectors: financial and legal services, IT, human resources, consumer and retail services, leisure and hospitality, arts and media, government and public services and health and community services. The remaining 40% worked in other industry sectors including transport and logistics, manufacturing & production, environment and sciences, property development, promotions, or described their industry sector as 'other'.

The breakdown of the development sample is provided below (with response rates for each biographical section given in the foot notes):

#### Gender<sup>1</sup>

57% of the sample were female and 43% were male.

#### Age<sup>2</sup>

The age of the group ranged from 17 to 75 years, with a mean age of 34 years.

#### Language<sup>3</sup>

87% of the group had English as a first language.

#### Education (highest qualification)<sup>4</sup>

25% had a post-graduate degree as their highest qualification, 41% of the group had a degree, 25% had school level qualifications (including A Level, GCSE or equivalent), with 8% having 'other' qualifications with the remaining 1% of the group having no formal qualifications.

#### Work Experience<sup>5</sup>

23% of the group had more than 20 years' work experience, 21% had between 10 and 20 years, 13% between 6 and 9 years, 18% between 3 and 5 years, 11% 1 to 2 years, 5% 6-12 months and 9% had less than 6 months experience.

#### Cultural Background<sup>6</sup>

70% of the sample described themselves as white British and 16% as other white backgrounds (including Irish, European, American, Canadian, New Zealander)<sup>7</sup>, with the remaining 14% coming from a wide range of other backgrounds.

<sup>1</sup> Based on 100% sample response

<sup>2</sup> Based on 100% sample response

<sup>3</sup> Based on 97% sample response

<sup>4</sup> Based on 100% sample response

<sup>5</sup> Based on 100% sample response

<sup>6</sup> Based on 100% sample response

<sup>7</sup> Other backgrounds given included Armenia, Argentina, Australia, Austria, Barbados, Belgium, Bulgaria, Caribbean, Channel Islands, China, Colombia, Cyprus, Denmark, Egypt, Finland, France, Germany, Greece, Hungary, Iceland, India, Indonesia, Iran,

Italy, Japan, Kashmir, Korea, Kuwait, Lebanon, Netherlands, Oman, Philippines, Poland, Portugal, Saudi Arabia, Scotland, South Africa, South America, Spain, Sweden, Switzerland, Trinidad, USA, Vietnam, Wales, West Africa.

## Appendix B

### Saville Consulting Wave Professional® Styles The Standardization Sample

This sample consisted of 1153 participants, 96% of whom were currently employed in a range of job functions across a wide range of sectors. Of these, 75% worked in the following sectors: banking, financial services, oil/gas & utilities, hospitality, recruitment, and insurance. The remaining 25% worked in other industry sectors including consulting services, manufacturing & production, healthcare, engineering, education & training and HR.

The breakdown of the standardization sample is provided below (with response rates for each biographical section given in the foot notes):

#### Gender<sup>1</sup>

53% of the sample were female and 47% were male.

#### Age<sup>2</sup>

The age of the group ranged from 17 to 65 years, with a mean age of 36 years.

#### Cultural Background<sup>3</sup>

83% of the sample described themselves as white British, 12% as other white backgrounds (including Irish, European, American, Canadian, New Zealander and white Caribbean) with the remaining 5% of the sample describing themselves as either Indian, Pakistani, Chinese, Asian Other, Black Caribbean, Black African, or as mixed origin (e.g. White and Black Caribbean).

#### Language<sup>4</sup>

98% of the group described their understanding of written English either 'as a first language speaker' or 'fluently'.

#### Education (highest qualification)<sup>5</sup>

12% of the group had a postgraduate degree as their highest qualification, 25% of the group had a degree, 15% had a professional qualification (e.g. Chartership), 35% had school level qualifications (including A Level, GCSE or equivalent), 7% had an HNC, HND or equivalent, with 4% having 'other' qualifications (e.g. NVQ) with the remaining 2% of the group having no formal qualifications.

<sup>1</sup> Based on 100% sample response

<sup>2</sup> Based on 94% sample response

<sup>3</sup> Based on 90% sample response

<sup>4</sup> Based on 88% sample response

<sup>5</sup> Based on 86% sample response

## Work Function<sup>6</sup>

The participants worked in a range of job functions and areas. 77% of the group worked in the following functions/areas: HR, Customer Service, Accounts and Finance, Sales and Administration. The remaining 23% worked in a range of other functions/areas including Engineering, IT, Marketing, Executive, Office Management, Production, R&D and Catering.

## Work Experience<sup>7</sup>

36% of the group had more than 20 years' work experience, 33% had between 10 and 20 years, 13% between 6 and 9 years, 11% between 3 and 5 years, 5% between 6 months and 3 years and 1% had less than 6 months' work experience.

<sup>6</sup> Based on 86% sample response

<sup>7</sup> Based on 94% sample response

# Appendix C

## Saville Consulting Wave Professional® Styles Epsom Sample Group Description

The matched sample used within this analysis consisted of 308 participants, 94% of whom were currently employed in a range of job functions across a wide range of sectors. 69% were employed as permanent staff and worked full time, 13% worked as permanent part-time staff, 6% worked as temporary staff, and 7% were self-employed. The remaining 6% were either retired, students, or currently unemployed.

The breakdown of the sample is provided below (with response rates for each biographical section given in the foot notes):

### Gender<sup>1</sup>

69% of the sample were female and 31% were male.

### Age<sup>2</sup>

The age of the group ranged from 18 to 64 years, with a mean age of 36 years.

### Cultural Background<sup>3</sup>

84% of the sample described themselves as white or white British, 11% as other white backgrounds (including Irish, European, American, Canadian, New Zealander and white Caribbean) with the remaining 5% of the sample describing themselves as either Indian, Other Asian, Black Caribbean, Other Black, South African, Hispanic, or as mixed origin (e.g. White and Asian).

### Education (highest qualification)<sup>4</sup>

19% had a postgraduate degree (including a masters or a post graduate certificate/diploma) as their highest qualification, 26% of the group had a first degree, 22% had a professional qualification, 25% had school level qualifications (e.g. GCSE, O Level or equivalent), 6% obtained higher education qualifications (e.g. A Level, BTEC, HNC, HND or equivalent) with the remaining 2% of the group having no formal qualifications.

### Work Function<sup>5</sup>

The participants worked in a range of job functions and areas. 16% worked in the area of health and education, 12% in HR, training/development, 10% in sales and marketing, 8%

<sup>1</sup> Based on 75% sample response

<sup>2</sup> Based on 66% sample response

<sup>3</sup> Based on 78% sample response

<sup>4</sup> Based on 75% sample response

in finance and law, 7% in customer services (including public relations, call centers and communications) 6% in IT and data processing, 6% in administrative roles, 6% in public safety and welfare/social services and 4 % in engineering and construction. The remaining 25% worked in a range of other functions/areas including the arts/entertainment, hospitality, leisure, research, insurance, etc.

## Work Experience<sup>6</sup>

34% of the group had more than 20 years' experience, 30% had between 10 and 20 years work experience, 12% had between 6 and 9 years, 13% had between 3 and 5 years, 6% had between 1 and 2 years, 2% had between 6 months and one year, and 2% had less than 6 months' experience.1% had stated that this was not applicable.

<sup>5</sup> Based on 75% sample response

<sup>6</sup> Based on 77% sample response

## Appendix D

### Saville Consulting Wave Professional® Styles UK Senior Managers & Executives Group Description

This sample consisted of 4,276 participants, employed in a range of job functions across a wide range of sectors. Of these, 70% worked in the following sectors: local government, healthcare, financial services, telecommunications, education/training, consultancy, construction, information technology and insurance. The remaining 30% worked in other industry sectors including manufacturing and production, consumer and retail services, arts and entertainment, property development, environment and sciences, leisure and hospitality, social services, tourism and travel or described their industry sector as 'other'.

The breakdown of the group is provided below (with response rates for each biographical section given in the foot notes):

#### Gender<sup>1</sup>

34% of the sample were female and 66% were male.

#### Age<sup>2</sup>

The age of the group ranged from 20 to 81 years, with a mean age of 43 years.

#### Education (highest qualification)<sup>3</sup>

33% had a postgraduate degree as their highest qualification, 20% had a first/undergraduate degree, 38% had a professional qualification, 7% had school level or some college qualifications, with the remaining 2% of the group having 'Other' or no formal qualifications.

#### Work Experience<sup>4</sup>

63% of the group had more than 20 years' experience, 31% had between 10 and 20 years work experience, 5% had between 6 and 9 years and 1% had less than 5 years' work experience.

#### Cultural Background<sup>5</sup>

61% of the sample described themselves as white or white British, 30% as other white backgrounds (including European, American, South African, Canadian, New Zealander and white Caribbean) with the remaining 9% coming from a wide range of other backgrounds<sup>6</sup>.

<sup>1</sup> Based on 98% sample response

<sup>2</sup> Based on 81% sample response

<sup>3</sup> Based on 97% sample response

<sup>4</sup> Based on 97% sample response

<sup>5</sup> Based on 88% sample response

<sup>6</sup> Other backgrounds included India, Africa, China, Pakistan, Korea, Bangladesh, Iran, Oman, Malaysia, Cyprus and Japan.

## Appendix E

### Saville Consulting Wave Professional® Styles UK Professionals & Managers Group Description

This sample consisted of 9,884 participants, employed in a range of job functions across a wide range of sectors. Of these, 80% worked in the following sectors: local government, telecommunications, healthcare, education/training, financial services, construction, information technology, consultancy and manufacturing and production. The remaining 20% worked in other industry sectors including consumer and retail services, insurance, tourism and travel, arts and entertainment, human resources, environment and sciences, leisure and hospitality, property development and social services or described their industry sector as 'other'.

The breakdown of the group is provided below (with response rates for each biographical section given in the foot notes):

#### Gender<sup>1</sup>

36% of the sample were female and 64% were male.

#### Age<sup>2</sup>

The age of the group ranged from 19 to 81 years, with a mean age of 41 years.

#### Education (highest qualification)<sup>3</sup>

30% had a postgraduate degree as their highest qualification, 24% had a first/undergraduate degree, 35% had a professional qualification, 8% had school level or some college qualifications, with the remaining 3% of the group having 'Other' or no formal qualifications.

#### Work Experience<sup>4</sup>

53% of the group had more than 20 years' experience, 34% had between 10 and 20 years' work experience, 9% had between 6 and 9 years, 3% had between 3 and 5 years and the remaining 1% had less than 3 years' work experience.

#### Cultural Background<sup>5</sup>

79% of the sample described themselves as white or white British, 8% as other white backgrounds (including European, American, Canadian, Australian, New Zealander and white Caribbean) with the remaining 13% coming from a wide range of other backgrounds<sup>6</sup>.

<sup>1</sup> Based on 98% sample response

<sup>2</sup> Based on 82% sample response

<sup>3</sup> Based on 96% sample response

<sup>4</sup> Based on 98% sample response

<sup>5</sup> Based on 88% sample response

<sup>6</sup> Other backgrounds included Other Caribbean, India, Africa, Pakistan, China, Bangladesh, Korea, Malaysia, Cyprus, Japan, Iran and Oman.

# Appendix F

## Saville Consulting Wave Professional® Styles UK Mixed Occupational Group Description

This sample consisted of 10,953 participants, employed in a range of job functions across a wide range of sectors. Of these, 80% worked in the following sectors: local government, telecommunications, healthcare, financial services, education/training, construction, information technology, consultancy and manufacturing and production. The remaining 20% worked in other industry sectors including community/social services, consumer and retail services, insurance, tourism and travel, human resources, environment and sciences, arts and entertainment and property development or described their industry sector as 'other'.

The breakdown of the group is provided below (with response rates for each biographical section given in the foot notes):

### Gender<sup>1</sup>

38% of the sample were female and 62% were male.

### Age<sup>2</sup>

The age of the group ranged from 16 to 81 years, with a mean age of 40 years.

### Education (highest qualification)<sup>3</sup>

29% had a postgraduate degree as their highest qualification, 25% had a first/undergraduate degree, 34% had a professional qualification, 9% had school level or some college qualifications, with 2% having 'Other qualifications and the remaining 1% of the group having no formal qualifications.

### Work Experience<sup>4</sup>

50% of the group had more than 20 years' experience, 33% had between 10 and 20 years' work experience, 10% had between 6 and 9 years, 5% had between 3 and 5 years and 2% had less than 3 years' work experience.

### Cultural Background<sup>5</sup>

77% of the sample described themselves as white or white British, 8% as other white backgrounds (including European, American, Canadian, Australian, New Zealander and white Caribbean) with the remaining 15% coming from a wide range of other backgrounds<sup>6</sup>.

<sup>1</sup> Based on 98% sample response

<sup>2</sup> Based on 98% sample response

<sup>3</sup> Based on 96% sample response

<sup>4</sup> Based on 97% sample response

<sup>5</sup> Based on 87% sample response

<sup>6</sup> Other backgrounds included India,

Other Caribbean, Africa, Pakistan, China, Bangladesh, Malaysia, Korea, Iran, Oman, Japan and Cyprus

## Appendix G

### Saville Consulting Wave Professional® Styles UK Graduates Group Description

This sample consisted of 4,021 participants, employed in a range of job functions across a wide range of sectors. Of these, 60% worked in the following sectors: telecommunications, local government, healthcare, consumer and retail services, information technology, education and training, financial and legal services, community and social services, manufacturing and production, consulting and arts and entertainment. The remaining 40% worked in other industry sectors including engineering, insurance, human resources, customer service, tourism and travel and environment and sciences, or described their industry sector as 'other'.

The breakdown of the group is provided below (with response rates for each biographical section given in the foot notes):

#### Gender<sup>1</sup>

44% of the sample were female and 56% were male.

#### Age<sup>2</sup>

The age of the group ranged from 19 to 62 years, with a mean age of 33 years.

#### Education (highest qualification)<sup>3</sup>

48% had a postgraduate degree as their highest qualification, while 52% had a first/undergraduate degree.

#### Work Experience<sup>4</sup>

58% of the group had between 10 and 20 years' work experience, 21% had between 6 and 9 years, 13% had between 3 and 5 years, 5% had between 1 and 2 years, 1% had between 6 months and one year, and 2% had less than 6 months' experience.

#### Cultural Background<sup>5</sup>

56% of the sample described themselves as white or white British, 9% as other white backgrounds (including European, American, Canadian, Australian, New Zealander, white Chinese and white Caribbean) with the remaining 35% coming from a wide range of other backgrounds<sup>6</sup>.

<sup>1</sup> Based on 99% sample response

<sup>2</sup> Based on 78% sample response

<sup>3</sup> Based on 100% sample response

<sup>4</sup> Based on 100% sample response

<sup>5</sup> Based on 100% sample response

<sup>6</sup> Other backgrounds included India, Africa, China, Other Caribbean, Pakistan, Bangladesh, Oman, Korea, Japan and Iran.

# Appendix H

## Saville Consulting Wave Professional® Styles US Senior Managers & Executives Group Description

This sample consisted of 597 participants, employed in a range of job functions across a wide range of sectors. Of these, 60% worked in the following sectors: financial and legal services, consulting, leisure and hospitality, constructing, operations, human resources, information technology, marketing and administration. The remaining 40% worked in other industry sectors including arts and media, security, healthcare, transport and logistics, manufacturing & production, environment and sciences, or described their industry sector as 'other'.

The breakdown of the group is provided below (with response rates for each biographical section given in the foot notes):

### Gender<sup>1</sup>

31% of the sample were female and 69% were male.

### Age<sup>2</sup>

The age of the group ranged from 23 to 78 years, with a mean age of 46 years.

### Education (highest qualification)<sup>3</sup>

63% had a postgraduate degree as their highest qualification, 27% had a first/undergraduate degree, 6% had a professional qualification, 3% had school level or some college qualifications, with the remaining 1% of the group having 'Other' qualifications.

### Work Experience<sup>4</sup>

65% of the group had more than 20 years' experience, 32% had between 10 and 20 years' work experience and the remaining 3% had less than 10 years' work experience.

### Cultural Background<sup>5</sup>

85% of the sample described themselves as white/Caucasian (including European, Australian and white Caribbean), 9% as Hispanic with the remaining 6% of the sample coming from a range of other backgrounds<sup>6</sup>.

<sup>1</sup> Based on 99% sample response

<sup>2</sup> Based on 84% sample response

<sup>3</sup> Based on 67% sample response

<sup>4</sup> Based on 99% sample response

<sup>5</sup> Based on 52% sample response

<sup>6</sup> Other backgrounds included Black/African American, Asian/Pacific Islander, African-Caribbean and Chinese.

## Appendix I

### Saville Consulting Wave Professional® Styles US Professionals & Managers Group Description

This sample consisted of 1,849 participants, employed in a range of job functions across a wide range of sectors. Of these, 60% worked in the following sectors: financial and legal services, human resources, consulting, leisure and hospitality, operation, marketing and information technology. The remaining 40% worked in other industry sectors including administration, engineering, customer services, education and training, construction, arts and media, healthcare, transport and logistics, manufacturing and production and environment and sciences, or described their industry sector as 'other'.

The breakdown of the group is provided below (with response rates for each biographical section given in the foot notes):

#### Gender<sup>1</sup>

39% of the sample were female and 61% were male.

#### Age<sup>2</sup>

The age of the group ranged from 21 to 78 years, with a mean age of 44 years.

#### Education (highest qualification)<sup>3</sup>

58% had a postgraduate degree as their highest qualification, 32% had a first/undergraduate degree, 7% had a professional qualification, 2% had school level or some college qualifications, with the remaining 1% of the group having 'Other' qualifications.

#### Work Experience<sup>4</sup>

54% of the group had more than 20 years' experience, 35% had between 10 and 20 years' work experience, 9% had between 6 and 9 years and 2% had less than 6 years' work experience.

#### Cultural Background<sup>5</sup>

83% of the sample described themselves as white/Caucasian (including European, American, Australian and white Caribbean), 9% as Hispanic, 3% as Black/African American with the remaining 5% of the sample coming from a range of other backgrounds<sup>6</sup>.

<sup>1</sup> Based on 99% sample response

<sup>2</sup> Based on 81% sample response

<sup>3</sup> Based on 67% sample response

<sup>4</sup> Based on 99% sample response

<sup>5</sup> Based on 48% sample response

<sup>6</sup> Other backgrounds included

Asian/Pacific Islander, Indian, African-Caribbean, Chinese, Native American, Afghan and Korean.

# Appendix J

## Saville Consulting Wave Professional® Styles US Mixed Occupational Group Description

This sample consisted of 2,143 participants, employed in a range of job functions across a wide range of sectors. Of these, 60% worked in the following sectors: sales, financial services, operations, human resources, consulting, leisure and hospitality, administration, marketing and engineering. The remaining 40% worked in other industry sectors including information technology, education and training, legal services, construction, arts and media, healthcare, transport and logistics, manufacturing and production, or described their industry sector as 'other'.

The breakdown of the group is provided below (with response rates for each biographical section given in the foot notes):

### Gender<sup>1</sup>

42% of the sample were female and 58% were male.

### Age<sup>2</sup>

The age of the group ranged from 20 to 78 years, with a mean age of 43 years.

### Education (highest qualification)<sup>3</sup>

55% had a postgraduate degree as their highest qualification, 34% had a first/undergraduate degree, 8% had a professional qualification, 2% had school level or some college qualifications, with the remaining 1% of the group having 'Other' qualifications.

### Work Experience<sup>4</sup>

52% of the group had more than 20 years' experience, 35% had between 10 and 20 years' work experience, 9% had between 6 and 9 years, 3% had between 3 and 5 years with the remaining 1% having had less than 3 years' work experience.

### Cultural Background<sup>5</sup>

84% of the sample described themselves as white/Caucasian (including European, American, Australian and white Caribbean), 9% as Hispanic, 3% as Black/African American, 2% as Asian/Pacific Islander, with the remaining 2% of the sample coming from a range of other backgrounds<sup>6</sup>.

<sup>1</sup> Based on 98% sample response

<sup>2</sup> Based on 81% sample response

<sup>3</sup> Based on 70% sample response

<sup>4</sup> Based on 99% sample response

<sup>5</sup> Based on 49% sample response

<sup>6</sup> Other backgrounds included Indian, African-Caribbean, Chinese, Native America, Afghan and Korean.

## Appendix K

### Saville Consulting Wave Professional® Styles US Graduates Group Description

This sample consisted of 685 participants, employed in a range of job functions across a wide range of sectors. Of these, 60% worked in the following sectors: sales, consulting, financial services, education and training, operations, human resources, marketing, administration and customer service. The remaining 40% worked in other industry sectors including leisure and hospitality, arts and media, engineering, information technology, healthcare, tourism and travel, manufacturing and production, environment and sciences, or described their industry sector as 'other'.

The breakdown of the group is provided below (with response rates for each biographical section given in the foot notes):

#### Gender<sup>1</sup>

43% of the sample were female and 57% were male.

#### Age<sup>2</sup>

The age of the group ranged from 22 to 57 years, with a mean age of 36 years.

#### Education (highest qualification)<sup>3</sup>

57% had a postgraduate degree as their highest qualification, 43% had a first/undergraduate degree.

#### Work Experience<sup>4</sup>

70% of the group had between 10 and 20 years' work experience, 20% had between 6 and 9 years', 6% had between 3 and 5 years', 1% had between 1 and 2 years', with the remaining 3% having had less than 12 months' work experience.

#### Cultural Background<sup>5</sup>

80% of the sample described themselves as white/Caucasian (European and American), 12% as Hispanic, 3% as Black/African American, 2% as Asian/Pacific Islander, with the remaining 3% of the sample coming from a range of other backgrounds<sup>6</sup>.

<sup>1</sup> Based on 99% sample response

<sup>2</sup> Based on 83% sample response

<sup>3</sup> Based on 100% sample response

<sup>4</sup> Based on 100% sample response

<sup>5</sup> Based on 76% sample response

<sup>6</sup> Other backgrounds included Caribbean, Indian, Chinese, Native American and Korean.

# Appendix L

## Saville Consulting Wave Professional® Styles International Senior Managers & Executives Group Description

This sample consisted of 953 participants, employed in a range of job functions across a wide range of sectors. Of these, 60% worked in the following sectors: financial and legal services, insurance, healthcare, government and public services and consulting. The remaining 40% worked in other industry sectors including information technology, construction, manufacturing & production, consumer products, retail, education and training and electronics, or described their industry sector as 'other'.

The breakdown of the group is provided below (with response rates for each biographical section given in the foot notes):

### Gender<sup>1</sup>

34% of the sample were female and 66% were male.

### Age<sup>2</sup>

The age of the group ranged from 21 to 69 years, with a mean age of 43 years.

### Education (highest qualification)<sup>3</sup>

41% had a postgraduate degree as their highest qualification, 22% had a first/undergraduate degree, 28% had a professional qualification, 7% had school level or some college qualifications, with the remaining 2% of the group having 'Other' or no formal qualifications.

### Work Experience<sup>4</sup>

50% of the group had more than 20 years' experience, 42% had between 10 and 20 years' work experience, 7% had between 6 and 9 years, with the remaining 1% having had less than 6 years' work experience.

### Cultural Background<sup>5</sup>

80% of the sample described themselves as white/Caucasian (including European, Asian, American, Australian and white Caribbean), 6% as Black, 6% as Hispanic, with the remaining 8% of the sample coming from a range of other backgrounds<sup>6</sup>.

<sup>1</sup> Based on 99% sample response

<sup>2</sup> Based on 83% sample response

<sup>3</sup> Based on 86% sample response

<sup>4</sup> Based on 98% sample response

<sup>5</sup> Based on 61% sample response

## Country of Completion<sup>7</sup>

20% of respondents completed Professional Styles in the UK, 20% in the US, 20% in South Africa, 17% in Mexico, 13% in Australia, 3% in Canada, 3% in France, with the remaining 4% having completed the questionnaire in various other countries (namely Bulgaria, Denmark, Germany, Spain, Italy, Netherlands and Brazil).

<sup>6</sup> Other backgrounds included Indian, Caribbean, Pakistani, and Chinese.

<sup>7</sup> Based on 100% sample response

# Appendix M

## Saville Consulting Wave Professional® Styles International Professionals & Managers Group Description

This sample consisted of 2,600 participants, employed in a range of job functions across a wide range of sectors. Of these, 70% worked in the following sectors: financial and legal services, insurance, telecommunications, consulting, healthcare, government and public services and engineering. The remaining 30% worked in other industry sectors including information technology, manufacturing and production, education and training, consulting, oil/gas/utilities, consumer products, retail and tourism and travel, or described their industry sector as 'other'.

The breakdown of the group is provided below (with response rates for each biographical section given in the foot notes):

### Gender<sup>1</sup>

40% of the sample were female and 60% were male.

### Age<sup>2</sup>

The age of the group ranged from 21 to 69 years, with a mean age of 40 years.

### Education (highest qualification)<sup>3</sup>

37% had a postgraduate degree as their highest qualification, 25% had a first/undergraduate degree, 28% had a professional qualification, 8% had school level or some college qualifications, with 2% of the group having 'Other' or no formal qualifications.

### Work Experience<sup>4</sup>

40% of the group had more than 20 years' experience, 42% had between 10 and 20 years' work experience, 11% had between 6 and 9 years, 5% had between 3 and 5 years, with the remaining 2% having had less than 3 years' work experience.

### Cultural Background<sup>5</sup>

73% of the sample described themselves as white/Caucasian (including European, Asian, American, Australian and white Caribbean), 9% as Black, 8% as Hispanic, 3% as Indian, with the remaining 7% of the sample coming from a range of other backgrounds<sup>6</sup>.

<sup>1</sup> Based on 99% sample response

<sup>2</sup> Based on 79% sample response

<sup>3</sup> Based on 85% sample response

<sup>4</sup> Based on 99% sample response

## Country of Completion<sup>7</sup>

20% of respondents completed Professional Styles in the UK, 20% in the US, 20% in South Africa, 19% in Mexico, 8% in Australia, 3% in Bulgaria, 3% in Denmark, 2% in France, 2% in Spain, with the remaining 3% having completed the questionnaire in various other countries (namely Germany, Canada, Italy, Netherlands, Brazil and Sweden).

<sup>5</sup> Based on 62% sample response

<sup>6</sup> Other backgrounds included Asian/Pacific Islander, Native American, Chinese, Pakistani, Other Caribbean, Japanese and Afghan.

<sup>7</sup> Based on 100% sample response

# Appendix N

## Saville Consulting Wave Professional® Styles International Mixed Occupational Group Description

This sample consisted of 3,095 participants, employed in a range of job functions across a wide range of sectors. Of these, 70% worked in the following sectors: insurance, financial and legal services, healthcare, telecommunications, government and public services, consulting, information technology, education/training and engineering. The remaining 30% worked in other industry sectors including manufacturing and production, oil/gas/utilities, construction, administration, community and social services, consumer products, retail, customer services, sales, tourism and travel, human resources and electronics, or described their industry sector as 'other'.

The breakdown of the group is provided below (with response rates for each biographical section given in the foot notes):

### Gender<sup>1</sup>

43% of the sample were female and 57% were male.

### Age<sup>2</sup>

The age of the group ranged from 19 to 69 years, with a mean age of 39 years.

### Education (highest qualification)<sup>3</sup>

33% had a postgraduate degree as their highest qualification, 27% had a first/undergraduate degree, 25% had a professional qualification, 12% had school level or some college qualifications, with 3% of the group having 'Other' or no formal qualifications.

### Work Experience<sup>4</sup>

37% of the group had more than 20 years' experience, 38% had between 10 and 20 years' work experience, 12% had between 6 and 9 years, 7% had between 3 and 5 years, 3% had between 1 and 2 years', with the remaining 3% having had less than 12 months' work experience.

### Cultural Background<sup>5</sup>

68% of the sample described themselves as white/Caucasian (including European, Asian, American, Australian, New Zealand and white Caribbean), 14% as Black, 7% as Hispanic, 4% as Indian, with the remaining 7% of the sample coming from a range of other backgrounds<sup>6</sup>.

<sup>1</sup> Based on 99% sample response

<sup>2</sup> Based on 78% sample response

<sup>3</sup> Based on 86% sample response

<sup>4</sup> Based on 98% sample response

## Country of Completion<sup>7</sup>

20% of respondents completed Professional Styles in the UK, 20% in the US, 22% in South Africa, 16% in Mexico, 8% in Australia, 4% in Denmark, 3% in Bulgaria, 2% in Spain, 2% in France, with the remaining 3% having completed the questionnaire in various other countries (namely Germany, Canada, Italy, Netherlands, Brazil and Sweden).

<sup>5</sup> Based on 63% sample response

<sup>6</sup> Other backgrounds included Asian/Pacific Islander, Caribbean, Chinese, Native American, Pakistani, Afghan and Japanese.

<sup>7</sup> Based on 100% sample response

# Appendix O

## Saville Consulting Wave Professional® Styles International Graduates Group Description

This sample consisted of 1,423 participants, employed in a range of job functions across a wide range of sectors. Of these, 60% worked in the following sectors: financial and legal services, insurance, consulting, and telecommunications. The remaining 40% worked in other industry sectors including education/training, healthcare, government and public services, manufacturing and production, retail, information technology, consumer products, agriculture, construction, oil/gas/utilities and community and social services, or described their industry sector as 'other'.

The breakdown of the group is provided below (with response rates for each biographical section given in the foot notes):

### Gender<sup>1</sup>

49% of the sample were female and 51% were male.

### Age<sup>2</sup>

The age of the group ranged from 19 to 59 years, with a mean age of 33 years.

### Education (highest qualification)<sup>3</sup>

51% had a postgraduate degree as their highest qualification, 49% had a first/undergraduate degree.

### Work Experience<sup>4</sup>

53% of the group had between 10 and 20 years' work experience, 18% had between 6 and 9 years, 14% had between 3 and 5 years, 7% had between 1 and 2 years, 4% had between 6 and 12 months, with the remaining 4% having had less than 6 months' work experience.

### Cultural Background<sup>5</sup>

59% of the sample described themselves as white/Caucasian (including European, American, Australian and white Caribbean), 21% as Black, 8% as Hispanic, 6% as Indian, with the remaining 6% of the sample coming from a range of other backgrounds<sup>6</sup>.

<sup>1</sup> Based on 99% sample response

<sup>2</sup> Based on 80% sample response

<sup>3</sup> Based on 100% sample response

<sup>4</sup> Based on 100% sample response

## Country of Completion<sup>7</sup>

18% of respondents completed Professional Styles in the UK, 17% in the US, 26% in South Africa, 16% in Mexico, 7% in Australia, 5% in Germany, 3% in Spain, 2% in France, 2% in Denmark, 2% in Bulgaria, with the remaining 2% having completed the questionnaire in various other countries (namely Canada, Italy, Netherlands and Brazil).

<sup>5</sup> Based on 72% sample response

<sup>6</sup> Other backgrounds included Chinese, Asian/Pacific Islander, Native American, Pakistani, Bangladeshi, Korean, Caribbean and Arab/Middle Eastern.

<sup>7</sup> Based on 100% sample response

# Appendix P

## Saville Consulting Wave Professional® Styles Australian Professionals & Managers Group Description

This sample consisted of 474 participants, employed in a range of job functions across a wide range of sectors. Of these, 70% worked in the following sectors: financial and legal services, insurance and oil/gas/utilities. The remaining 30% worked in other industry sectors including information technology, healthcare, manufacturing and production, consultancy, local government, property development, community/social services, aerospace/aviation, education/training, and leisure and hospitality or described their industry sector as 'other'.

The breakdown of the group is provided below (with response rates for each biographical section given in the foot notes):

### Gender<sup>1</sup>

55% of the sample were female and 45% were male.

### Age<sup>2</sup>

The age of the group ranged from 21 to 61 years, with a mean age of 39 years.

### Education (highest qualification)<sup>3</sup>

30% had a postgraduate degree as their highest qualification, 38% had a first/undergraduate degree, 25% had a professional qualification, 5% had school level or some college qualifications, with the remaining 2% of the group having 'Other' or no formal qualifications.

### Work Experience<sup>4</sup>

40% of the group had more than 20 years' experience, 38% had between 10 and 20 years' work experience, 9% had between 6 and 9 years, 7% between 3 and 5 years, 3% between 1 and 2 years, with the remaining 3% having had less than 5 years' work experience.

<sup>1</sup> Based on 99% sample response

<sup>2</sup> Based on 75% sample response

<sup>3</sup> Based on 96% sample response

<sup>4</sup> Based on 55% sample response

## Appendix Q

### Saville Consulting Wave Professional® Styles UK Individual Contributors Group Description

This sample consisted of 3,190 participants, employed in a range of job functions across a wide range of sectors. Of these, 65% worked in the following sectors: human resources, finance, sales, consulting, administration, engineering, information technology, health, education and construction. The remaining 35% worked in other industry sectors including operations, marketing, customer service, law, production, science/research, call centre, design, hospitality, media, distribution, public safety, transport, public relations, security, travel, welfare or described their industry sector as 'other'.

The breakdown of the group is provided below (with response rates for each biographical section given in the foot notes):

#### Gender<sup>1</sup>

47% of the sample was female and 53% were male.

#### Age<sup>2</sup>

The age of the group ranged from 18 to 70 years, with a mean age of 34 years.

#### Education (highest qualification)<sup>3</sup>

26% had a postgraduate degree as their highest qualification, 29% had a first/undergraduate degree, 21% had a professional qualification, 20% had school level or some college qualifications, with the remaining 4% of the group having 'Other' or no formal qualifications.

#### Work Experience<sup>4</sup>

27% of the group had more than 20 years experience, 32% had between 10 and 20 years work experience, 19% had between 6 and 9 years, 14% had between 3 and 5 years, 5% had between 1 and 2 years and the remaining 3% had less than 1 year work experience.

#### Cultural Background<sup>5</sup>

61% of the sample described themselves as White or White British, 18% as other white backgrounds (including European, American, Canadian, Australian, New Zealander and South African), 8% as Asian (including Indian, Chinese, Bangladeshi, Japanese, Malaysian and Korean), 6% as Black (including African, Caribbean, American and Asian) with the remaining 7% coming from a range of other backgrounds<sup>6</sup>

<sup>1</sup> Based on 97% sample response

<sup>2</sup> Based on 81% sample response

<sup>3</sup> Based on 96% sample response

<sup>4</sup> Based on 95% sample response

<sup>5</sup> Based on 86% sample response

<sup>6</sup> Other backgrounds included Arabic, Other Caribbean, Hispanic, Pacific Islander and mixed race.

# Appendix R

## Saville Consulting Wave Professional® Styles US Individual Contributors Group Description

This sample consisted of 323 participants, employed in a range of job functions across a wide range of sectors. Of these, 80% worked in the following sectors: consulting, human resources, sales, education, engineering, information technology, finance, administration, marketing and purchasing. The remaining 20% worked in other industry sectors including health, operations, law, customer service, travel, call centre, production and research or described their industry sector as 'other'.

The breakdown of the group is provided below (with response rates for each biographical section given in the foot notes):

### Gender<sup>1</sup>

55% of the sample was female and 45% were male.

### Age<sup>2</sup>

The age of the group ranged from 18 to 68 years, with a mean age of 38 years.

### Education (highest qualification)<sup>3</sup>

37% had a postgraduate degree as their highest qualification, 45% had a first/undergraduate degree, 14% had school level or some college qualification, 3% had a professional qualification with the remaining 1% of the group having 'Other' or no formal qualifications.

### Work Experience<sup>4</sup>

31% of the group had more than 20 years experience, 36% had between 10 and 20 years work experience, 16% had between 6 and 9 years, 13% had between 3 and 5 years and the remaining 4% had less than 3 years work experience

### Cultural Background<sup>5</sup>

81% of the sample described themselves as White/Caucasian (including American and European), 6% as Hispanic, 6% as Black (including American, African and Caribbean) with the remaining 7% coming from a range of other backgrounds<sup>6</sup>.

<sup>1</sup> Based on 97% sample response

<sup>2</sup> Based on 77% sample response

<sup>3</sup> Based on 84% sample response

<sup>4</sup> Based on 98% sample response

<sup>5</sup> Based on 72% sample response

<sup>6</sup> Other backgrounds included Indian, Pacific Islander, Other Asian, Lebanese or mixed race.

## Appendix S

### Saville Consulting Wave Professional® Styles International Individual Contributors Group Description

This sample consisted of 2,202 participants, employed in a range of job functions across a wide range of sectors. Of these, 70% worked in the following sectors: human resources, finance, administration, sales, consulting, information technology, customer service, engineering, law, marketing, education, health and production. The remaining 30% worked in other industry sectors including operations, construction, data processing, purchasing, research, travel, media, hospitality, distribution and call centre or described their industry sector as 'other'.

The breakdown of the group is provided below (with response rates for each biographical section given in the foot notes):

#### Gender<sup>1</sup>

57% of the sample was female and 43% were male.

#### Age<sup>2</sup>

The age of the group ranged from 18 to 70 years, with a mean age of 34 years.

#### Education (highest qualification)<sup>3</sup>

28% had a postgraduate degree as their highest qualification, 31% had a first/undergraduate degree, 19% had school level or some college qualification, 10% had a professional qualification with the remaining 2% of the group having 'Other' or no formal qualifications.

#### Work Experience<sup>4</sup>

20% of the group had more than 20 years experience, 30% had between 10 and 20 years work experience, 19% had between 6 and 9 years, 18% had between 3 and 5 years, 8% had between 1 and 2 years and the remaining 5% had less than 1 year work experience.

#### Cultural Background<sup>5</sup>

43% of the sample described themselves as White/Caucasian or White British, 21% as other white backgrounds (including European, Australian, American, Canadian, New Zealander and South African), 18% as Black (including African, Caribbean and American), 6% as Asian (including Indian, Chinese, Japanese and Malaysian), 5% as Hispanic with the remaining 7% coming from a range of other backgrounds<sup>6</sup>.

<sup>1</sup> Based on 92% sample response

<sup>2</sup> Based on 65% sample response

<sup>3</sup> Based on 93% sample response

<sup>4</sup> Based on 94% sample response

<sup>5</sup> Based on 63% sample response

<sup>6</sup> Other backgrounds included Arabic, Other Caribbean, Pacific Islander or mixed race

# Appendix T

## Saville Consulting Wave Professional® Styles Test-Retest Group Description

This sample consisted of 100 participants, employed in a range of job functions across a wide range of sectors. Of these, at least 51% worked in the following sectors: Consulting, Finance, Information Technology, Education, Welfare, Media, Customer Services and Administration. The remaining worked in other industry sectors including Sales, Engineering and Data Research or described their industry sector as 'other'.

The breakdown of the group is provided below (with response rates for each biographical section given in the foot notes):

### Gender<sup>1</sup>

65% of the sample were female and 35% were male.

### Age<sup>2</sup>

The age of the group ranged from 21 to 80 years, with a mean age of 36 years.

### Education (highest qualification)<sup>3</sup>

18% had a postgraduate degree as their highest qualification, 38% had a first/undergraduate degree, 21% had a professional qualification, 22% had school level or some college qualifications, with the remaining 1% of the group having 'Other' or no formal qualifications.

### Work Experience<sup>4</sup>

28% of the group had more than 20 years' experience, 25% had between 10 and 20 years work experience, 13% had between 6 and 9 years and 33% had less than 5 years' work experience.

### Cultural Background<sup>5</sup>

28% of the group had more than 20 years' experience, 25% had between 10 and 20 years work experience, 13% had between 6 and 9 years and 33% had less than 5 years' work experience.

<sup>1</sup> Based on 100% sample response

<sup>2</sup> Based on 57% sample response

<sup>3</sup> Based on 68% sample response

<sup>4</sup> Based on 67% sample response

<sup>5</sup> Based on 68% sample response

<sup>6</sup> Other backgrounds included India, Africa, Caribbean and Mauritian.

## Appendix U

### Saville Consulting Wave Professional® Styles International Sales Group Description

This sample consisted of 311 participants, employed in a range of non-managerial job functions<sup>1</sup>. Around 74% of participants worked in sales, marketing and business development. The remaining 27% worked in functions<sup>1</sup> including call centre, retail, customer service, purchasing, insurance broking and finance. Participants in this sample were employed across a wide range of industry sectors<sup>2</sup>. Approximately 37% of participants worked in telecommunications, sales and insurance, and 31% worked in healthcare, banking, financial services, and construction. The remaining 32% of the sample were employed in other industry sectors<sup>2</sup> including advertising, manufacturing, local government, tourism, electronics, information technology, legal, aerospace, education or described their industry sector<sup>2</sup> as 'other'.

The breakdown of the group is provided below (with response rates for each biographical section given in the foot notes):

#### Gender<sup>1</sup>

56% of the sample was female and 44% were male.

#### Age<sup>2</sup>

The age of the group ranged from 21 to 63 years, with a mean age of 33 years.

#### Education (highest qualification)<sup>3</sup>

Approximately 15% had a postgraduate degree as their highest qualification, 40% had a first/undergraduate degree, 8% had a professional qualification, 31% had school level or some college qualifications, 6% had 'Other' qualifications and less than 1% of the group had no formal qualifications.

#### Work Experience<sup>4</sup>

Approximately 22% of the group had more than 20 years of work experience, 33% had between 10 and 20 years, 21% had between 6 and 9 years, 16% had between 3 and 5 years and 8% had less than 3 years.

#### Cultural Background<sup>5</sup>

62% of the sample described themselves as white or white British, 6% as other white backgrounds (including European, North American, Australian and South African) with the remaining 32% coming from a wide range of other backgrounds<sup>6</sup>.

<sup>1</sup> Based on 99% sample response

<sup>2</sup> Based on 40% sample response

<sup>3</sup> Based on 99% sample response

<sup>4</sup> Based on 77% sample response

<sup>5</sup> Based on 88% sample response

<sup>6</sup> Based on 97% sample response

<sup>7</sup> Based on 73% sample response

<sup>8</sup> Other backgrounds included African, Bangladeshi, Caribbean, Chinese, Indian, Pakistani and of mixed origin.

