

Saville Consulting International Conference 2014

9th & 10th October 2014 - Vinoplis, London

Day 1

Global Assessment Challenges - Client Perspective

Bev Cunningham, VP Human Resources, Ricoh Europe

Bev spoke about how Ricoh have partnered with Saville Consulting for two live projects; Building leadership and talent, and the assessment of their sales team. Bev summarized the key learning points from their multi-national and multi-language programs in five key areas.

Assess

- History of organization - different for each company.
- Business strategy and goals.
- Employee relations environment and requirements.
- Special requirements; e.g., data protection requirements and legislation.
- Ensure you have the right partner.
- Reliability and validity of the assessments across language groups/cultures.
- Can withstand challenges and resistance; are reliable.
- Cost and budget.

Design and Preparation

- Ensure you have sponsorship and understanding of the benefits for the business.
- Build a leading coalition/inner core team; engage them first.
- Involve senior management from the start so they can be ambassadors (including assessments/feedback).
- Prepare a foundation to implement the change as you are doing the change.
- Ensure process is well structured.
- Be sure that people understand why we are doing the assessments.
- How will the information be processed and used?
- What are the next steps?
- Understand local requirements.
- Consider the local language & practice.
- Saville translations have been outstanding.

Implementation

Plan communication well

- Structured communication plan that ensures consistent, easy-to-understand messages.
- Keep communicating at every step; remember five to seven rule.

- Cascade information through presentations, staff meetings, etc.
- Individual meetings, whilst time consuming, are key to success.

Be prepared for resistance

- Requires investment of time and expertise.
- Finding local people to speak the language, understand the culture.

Ensure that training and coaching are available to everyone who participates.

Measure

Put time and effort into ensuring data is managed well

- Ensure resource availability and support to control data.
- Statistical analysis.
- Structured reporting.

Sustain

- Follow up to check validity of assessments/outcomes against requirements.
- Provide ongoing feedback and updates.
- Ongoing review and process improvements.
- Organizational updates and changes.

Professor David Towner, Head of Global Assessment, BP

The focus of David's presentation was the key criteria on which to base global assessment decisions.

Diagnosis - Key Element

- Obtain understanding of the business area and the specific activities related to the assessment request.
- Ask for description of current status and what is working well, and why there is a perceived need to do something different.
- Find out who in the business is pushing for this request and the outcomes they are looking for. How strong a priority is the request?
- See what the business has done to date; who has been involved?
- Identify what the business would like to be different.

What Needs to be Assessed?

Simple 3-step model for assessment

1. Motivation

- Aspirations (now and future)
- Values; for the role and for the company.

2. Ability

- Intelligence
- Technical skills
- Knowledge
- Experience

3. Interpersonal Skills

- Personality
- Behavior
- Engagement with others

This model provides a framework for discussion and enables sequencing and positioning for end-to-end recruitment projects, and its subsequent stages from attraction, to application, from testing to final interview.

David also looked at job analysis and in particular at levels of approaching this.

Job Analysis - standard (assessment criteria)

- Characteristics of successful performance.
- Requirements of the role.

Job Analysis - enhanced (influencing factors).

Understanding of labor market

- Legal context.
- Company market competitiveness and reputation.
- Skill/educational capabilities.
- Industrial/commercial maturity.

Transition experience in to the job.

Development and career paths.

Volume Assessment: Cognitive, Behavioral Screening and SJTs

Rab Maclver, Saville Consulting UK

Rab spoke about how the traditional tools used for high volume screening are often problematic due to their low validity. However Saville Consulting's range of tools for volume assessment all show strong validities and have rigorous research to support their use. These include:

- Aptitude Assessments
- Wave Strengths
- Bespoke SJTs

In terms of the Saville Consulting aptitude assessments, there are a range of different ability areas that can be assessed including verbal, numerical, diagrammatic, abstract and error checking, depending on which are most

relevant to the specific job role.

The main unique selling points (USPs) of our aptitude portfolio are as follows:

- High validity and prediction of performance.
- Fast completion times; particularly with the Swift combined assessments.
- Can be used either to screen-out or select-in as long as cut-offs have been set appropriately.
- Pace information provided to candidates and managers explain how quickly or slowly candidates have responded to the questions.

In terms of other considerations, currently the Saville Consulting aptitude tests require Flash player in order to load. There are plans in 2015 to launch the aptitude tests in HTML5 format which will enable candidates to access the tests via iPad and other tablets. As HTML5 is supported by most devices, this will lead to lower numbers of support queries. More information will be communicated on this in 2015.

With regards to the Wave Strengths questionnaires which assess relevant behavioral areas within the workplace, there are again some important USPs:

- High validity and prediction of performance.
- Can be used with different job roles with different weightings or fit scores for each in order to create a job streaming process.
- Quick to implement as it is an off-the-shelf product so the only work required is in developing the job fit score.
- Capacity to vary cut-offs and screen-out more or less candidates depending on number of applications and number to be taken through to the next stage.
- Provides positive candidate feedback reports which can assist with individual development.

The main consideration when using a behavioral screening tool is ensuring that you identify 'what good looks like' in order to create the job fit score. There are a number of different ways that this job analysis process can take place but it is always essential to include key stakeholders and subject matter experts as part of this.

Saville Consulting has also now produced several bespoke SJTs for clients, both image-driven and multimedia-based. The main advantages with this type of assessment are:

- It provides candidates with a realistic job preview.
- It utilizes strong employer branding.
- It increases candidate engagement and retention between stages.
- There is the potential to set higher cut-offs than with aptitude tests as there is less adverse impact with SJTs - particularly those with higher fidelity.

Potential considerations with SJTs are that they are often designed bespoke for a particular role and organization, and therefore there is a higher investment required compared to an off-the-shelf product. Secondly, most SJTs on the market do not provide feedback reports to managers or candidates with individual sub-scores and development advice; they just pass back an overall score to managers. This is because many of them are designed with an ipsative question format and as a result you need lots of items in order to obtain reliable subscales. However, with Saville Consulting's approach which uses normative questions where candidates rate the effectiveness of various courses of action, it is possible to provide feedback to candidates and managers in the format of a written report.

Case Study: The one that got away... for now

Scott Ruhfus, Saville Consulting Asia Pacific

Scott shared a case study about a project with a large Australian retail bank which they were very close to winning but, for a few key reasons, eventually lost. It provided partners with a clear example of some of the biggest challenges faced when pitching for projects and learning points on how these could be overcome.

Several years ago, Scott had a strong working relationship with the retail bank and had supported them on a concurrent validation project which involved testing 21,000 applicants using both aptitude and personality questionnaires.

In 2014, SCAP were in discussions with the retail bank although there had been significant changes since the last project, and some of these changes were still ongoing. The client were looking for a supplier who could provide an assessment solution for a range of roles within the business including customer service officers, concierges, personal bankers, call center staff and graduates, with expected volumes of 35,000 per year. The main challenges which SCAP faced at this time were:

- The possibility of the client opting for a recruitment outsourcing solution provided by another consultancy business.
- The emerging shift within the organization from service-focused to sales-focused.
- Various competitors offering 'all-you-can-eat' and low-cost solutions to the client (which were not necessarily backed up by validation research).
- The technical challenges of integrating with an Applicant Tracking System (ATS).
- The CEO was strongly in favor of an alternative values-based assessment.
- Several key stakeholders were bought into other solutions such as video-based interviewing (again, some of which lacked validation research).
- The lack of a comprehensive explanation regarding the user requirement for the tests.
- A lack of cooperation from HR Business Partners within the organization

Nevertheless, the project kicked off and SCAP began work conducting job analysis across these different roles. They conducted various interviews and focus groups with subject matter experts and utilized the Commercial Strengths framework as part of this in order to establish importance ratings for each of the behaviors and map these to the client's existing competency framework. With this data they were then able to create Job Fit Score equations for each particular role as well as behavioral indicators to sit alongside each of the competencies.

E.g. Pursuing Targets - 'Looks for commercial opportunities for outperform the competition. Perseveres to achieve outstanding results'.

Line managers were extremely impressed with this framework and thus the work continued with SCAP working with SCUK in order to check the factorial structure of the final competency model and weightings, norming this data and then developing auto progress rules for the ATS. IT also began liaising with the ATS in order to develop the interface between the two systems. At the same time as this, SCAP worked to develop bespoke training modules for the client as well as user guides and case studies to share with them. However, following delivery of the training, the client cancelled their agreement with SCAP and moved to another provider.

SCAP were disappointed with this outcome, however there were a few essential learning outcomes from this project:

- Some clients have complex internal politics which can be difficult to deal with as an external provider.

- It is extremely important to have support from senior stakeholders at the top of the organization.
- It is also important to work with the client in a way that the HR team is shown in a positive light.
- Education of in-house HR and Occupational Psychologists is essential.
- Be prepared for threats from 'all-you-can-eat' providers and have a strong argument as to why your solution is more rigorous.
- Also be prepared for threats from data analytics providers and a strategy as to how to overcome this.
- Keep in close and regular contact with the ATS.

Upon reflection, Scott felt proud of the work that they had done for this client and that it had all been delivered to a very high standard. Although not able to complete this particular project, the future still looks promising and it seems likely that this is not the last they've heard from the client.

Case Study: Delivering a Graduate Program for a Multinational Financial Services Company

Adam Vassar, Quintela Group LLC

Adam began by giving an overview of Quintela Group and the variety of services that they deliver on top of psychometrics. They offer a unique Software as a Service (SaaS) platform which enables custom assessment dashboards, custom interview guide systems and custom job profilers, making them a popular provider for many global Fortune 500 clients.

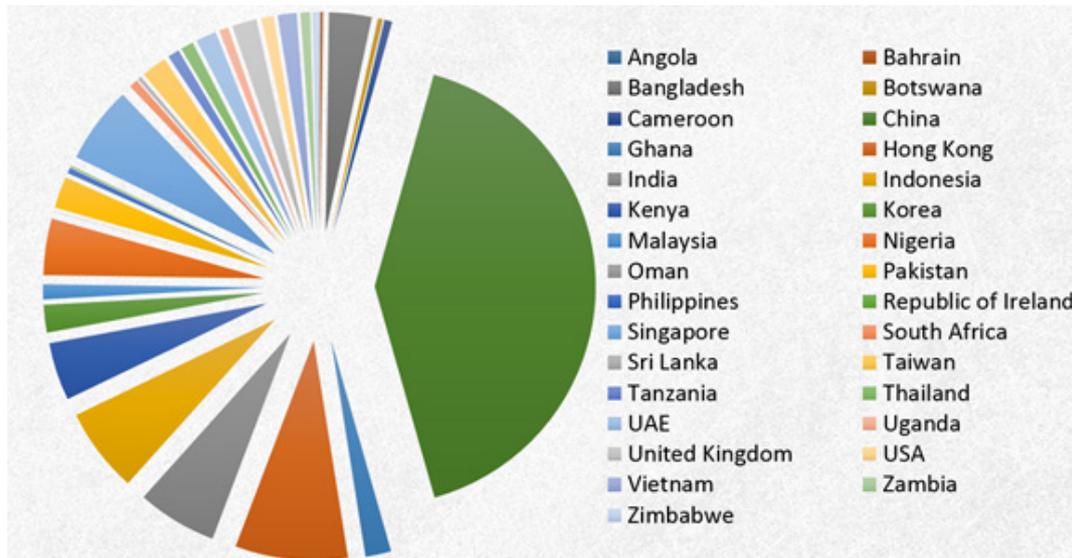
Quintela Group had worked closely with a major client in the financial sector to deliver their graduate program over the past three seasons and the client was looking to commence the 4th season of graduate recruitment. The project scope was to assess up to 100,000 candidates in order to make approximately 500 hires.

The selection process was a multi-stage process with candidates completing firstly the Abstract Reasoning Aptitude test in English, followed by the Numerical Analysis Aptitude test in English and then finally the Work Strengths behavioral assessment in their chosen language. Previous validation research with the client had demonstrated that the Numerical Analysis Aptitude test was most predictive in terms of its correlation with performance measures across graduate roles.

There were a few key challenges which Quintela Group faced with this project:

1. Constant change year-on-year in terms of the internal staff managing the project and their specific requirements.
 - Over the course of the four seasons of graduate recruitment, the graduate program team changed three times, meaning that new relationships had to be built each time and stakeholders had to be bought into the process and assessments being proposed.
 - As well as this, the client's chosen ATS changed and this involved substantial IT development work each time in order to integrate the two systems.
 - Additionally, the combination and order of assessments was adjusted each year, firstly to transform separate abstract reasoning and numerical reasoning tests into one combined assessment, then to include the Work Strengths instrument and also changes in terms of the other assessments which took place at later stages in the process such as online case studies and online interviews.
2. International span of applicants across over 30 different countries (as shown below).
 - Leading to aptitude score differences and having to set different thresholds for different countries.
 - Requiring translation work to ensure that all necessary languages were covered by Work Strengths.

- Warranted a new norm group to ensure representativeness of all regions.



3. Item exposure concerns

- Although the tests were item-banked, there were still concerns around item exposure and security of test content meaning that online forums and searches had to be monitored.

Despite these challenges, Quintela Group managed the project successfully for a 4th season and the client continue to be extremely pleased with the service they receive.

Chris Small - Client Case Study

Chris shared a case study providing an overview of the creation of a bespoke situational judgment test which was used to screen graduates at Jaguar Land Rover (JLR). JLR is a British multinational automotive company, owned by Tata Motors. Over the past five years JLR has experienced an extensive period of growth and, as a result, the Head of Graduate Recruitment was looking for a new solution when screening graduates and wanted to replace the existing competency-based application form.

Requirements

- **Scaleable:** JLR had seen graduate numbers increase from 8,000 to nearly 20,000 over a period of two years and were expecting another increase for the next application cycle. JLR needed a screening solution which would be able to cope with the large growth in applications year-on-year.
- **Innovative:** JLR are known for their innovative products and cutting-edge technology; the recruitment team at JLR were keen to reflect this in the graduate assessment processes they used.
- **Engaging:** Data showed that 29% of individuals who began the scored application form did not see it through to completion. The recruitment team were worried that they were losing potential talent who were bored by the application process and so sought out a solution that would appeal to Generation Y, portraying the benefits of working for JLR.
- **Standardized:** The assessment needed to be a fair and robust process, which could be used to screen large numbers of candidates.

Solution

Saville Consulting worked with JLR to develop two tailored multimedia situational judgment tests that provided candidates with a realistic preview to showcase the opportunities, challenges, products and environments they could be faced with. Focus groups were conducted with the current graduate job holders, line managers and HR stakeholders. This ensured that the scenarios developed depicted the types of situations graduates would be exposed to; along with showcasing the benefits of the graduate program. The scoring key was developed following interviews with subject matter experts and trials with current graduate incumbents. Finally, bespoke preparation and recruiter guides were created to support the situational judgment test.

Outcomes

- Improved Candidate Engagement: Candidate withdrawal rates dropped from 29% to 8% (SJT compared to application form) and there were positive comments on social media.
- Faster Decision Making: The time taken to respond to candidates decreased from an average of two to three weeks, to less than 24 hours. These figures take into account the 14,000 extra candidate applications compared to the previous year.
- Good Psychometric Properties: Strong reliability and good distribution was seen, with clear differentiation between candidates' scores.
- Raise Caliber of Candidates: There was a substantial increase in the number of people passing the Online Aptitude Testing stage in 2013 compared to 2014 (67% vs. 21%), following the completion of the situational judgment test.

Roundtable Discussions

On the Thursday afternoon of the conference, the delegates broke into smaller groups to share case studies and client projects which they had been working on (case study write ups are available in the delegate folder given at the beginning of the conference). Along with case study presentations, the groups discussed challenges and USPs of Wave in their region. A summary of these discussions is highlighted below:

What are the main challenges in your region?

- Partners expressed difficulty in identifying and contacting the key decision makers within an organization.
- Furthermore, if a key decision maker moves businesses, individuals expressed a challenge in identifying how best to continue and develop existing working relationships.
- Our partners highlighted the challenges of working with global companies who have local assessment policies and how best to untangle these processes so that you are pitching at the appropriate level.
- A few partners expressed the challenge of end users not being very psychometrically 'savvy' and the need to spend time educating clients in assessment processes.
- The reluctance of clients to conduct job analysis was also highlighted as a challenge.

Who are your main competitors?

- SHL
- TalentQ
- Hogan
- Smaller "all you can eat data" providers.

What do you see as being the key USPs of Saville Consulting Wave?

- Motive - Talent splits due to the additional insight they provide
- Validity - important to those discerning users of psychometrics.
- Usability of the reports, and the simple presentation combined with detail provided.
- Competency potential page as very visual, simple, configurable and easy to use with line managers.

What reasons have you received for losing projects?

- Where another questionnaire is embedded within the organization and the client may already have remaining credits to use.
- Competing against proposals which offer assessments at a lower price.

Day 2

Rab MacIver - Wave Masterclass

The masterclass saw Rab detail Wave's BPS PTC Review, published in 2014. He highlighted that the review was an independent process, undertaken by two unnamed expert reviewers at the British Psychological Society. The review was conducted against the EFPA guidelines; these guidelines provide standard criteria for assessment excellence.

Rab reasoned that, on top of the six primary criteria (of which Wave scored 27 out of 30 stars), the criteria of Reports should also be considered. Indeed the Reports are the output which the end user is in contact with, and are therefore fundamental to the correct interpretation of the instrument. When taking into account the key criteria of Reports, Wave Professional Styles scored a total of 32 out of 35 stars, more than any other questionnaire. Rab showcased a variety of responses from the review, including the following quotes:

"Innovative scoring combining ipsative and normative methods; profiles at different levels in the Wave hierarchy; analyses of the divergence between normative and ipsative, and motives and talents."

"It is a tribute to the authors that responses to just 216 items can produce so much information."

"The attractively designed and comprehensive range of computer-generated reports available is a strength of Wave professional Styles."

The second part of Rab's master class touched upon the initial findings from the research studies we had conducted on over 1000 individuals over the past year. Rab outlined the 3P's of Leadership from Saville Consulting's leadership model:

- Professional leadership is concerned with the capacity to demonstrate capability in terms of workplace tasks
- People leadership is about working with others
- Pioneering leadership is to do with promoting change and growth across the organization

Through interactive worksheets and group voting technology, Rab walked the audience through some trends in the 360 Performance data and Wave Professional Styles self-report data, relating to those with or without University Degrees and to those with more or less work experience (where more was over 10 years). He concluded with the following points:

- 'Professional' can be influenced by degree and experience
- 'Pioneering' by experience
- 'People' by neither

- The greatest impact you can (generally) have is at the beginning of an individual's career.
- Personality and style is relative; it is difficult to make comparisons between different levels, and instead it is about identifying the threshold competencies for a role.

Gabby Parry - Positioning Wave in the Marketplace

Gabby's session outlined how best to position Wave in the market in 5 simple steps

1. Win the Data War

Gabby stated the importance of utilizing the data from Project Epsom, which demonstrates the comparative validity of the Wave instruments. For clients who may not be as familiar with validity, we should look to highlight the impacts of using higher validity tools to help reduce selection errors. Gabby provided an example of how to highlight this to clients:

- If you are using a questionnaire with a validity of 0.3; it is likely that for every ten candidates selected, one will be within the bottom 20% of performers.
- Comparatively, if you move to a questionnaire that has a validity of 0.6, only one candidate out of 50 will prove to be within the bottom 20% of performers.

This reduces the chances of making serious selection errors from 10% to 2%.

2. Focus on USPs

Gabby emphasized the importance of Wave's USP's, highlighting that it is these which make Wave so popular amongst our clients. Gabby went on to consider the differences within modern 21st century assessments, maximizing the power of the internet, the three deep dives, culture fit and competency potential, along with the integrated portfolio.

"Professional Styles offers a 'one-stop shop' for a 'typical' assessment of occupational behavior, which is likely to be particularly attractive to the busy test-user".

British Psychological Society review 2014

3. Wave in Recruitment

Gabby outlined the main applications of Wave in recruitment. She stated these as being for; senior hire, shortlisting, as well as leadership selection. Gabby explained that these were for the following reasons:

- Provides a positive candidate experience with work relevant content.
- The difficulty in distorting a profile and how N-I splits can help probe further.
- The benefits Talent and Motive can provide for identifying core requirements.
- Points of uniqueness within the facet ranges.
- The opportunity to generate interview guides and sales reports.

"The Wave 'deep-dives' have provided Prudential with useful information and a high level of validity to add the rigor required and reduce the risk of bad hiring decisions at a senior level"

Natalie Meredith, Prudential

4. Wave in Development

It is important to highlight the benefits and applications of using Wave within Development. Gabby highlighted how Wave is used within the development sphere of talent management and development projects, identifying higher potential, coaching and developmental action planning. Of which Gabby highlighted the benefits as being:

- Measurement of potential.
- Identification of motivation to improve (M-T splits).
- Understanding uniqueness and individuality (facet ranges).
- Probing self-critical behaviors or potential areas of exaggeration.
- Building an understanding of what is driving or hindering performance.

5. What to Use and When

Gabby highlighted that Expert reports (including Leadership and Sales) are used by Expert trained users. They contain the high level of detail, splits and need interpretation. Reports such as; Strengths, Line Manager and Interview Guides allow practitioners (e.g. hiring managers) to access and use psychometric data.

Jeremy Snape - The Winning Mindset

Jeremy Snape, former international cricketer and founder of Sporting Edge, gave an insightful presentation considering 'The Winning Mindset'. Jeremy combined the practical tools associated with Sports Psychology, with exclusive video insights from proven champions and coaches, in order to consider what is important in eliciting high level performance.

Mental Toughness and Personal Resilience

Jeremy highlighted the importance of mental toughness and personal resilience, relating this to the high level of change and unprecedented events that present themselves within corporate life. He showed a video of Ade Adepitan MBE, who is an international wheelchair basketball player and British television presenter. Ade felt that he had learnt to be mentally tough rather than being born with it, he described mental toughness as knowing what you want to do and finding a way to do it.

Challenging Yourself

The importance of challenging yourself, as well as others around you, was highlighted as a key driver of performance. Jeremy encouraged all of us to challenge one another in order to push boundaries and become better performers. Baroness Sue Campbell, former chair of UK Sport, described the tempestuous relationship she had with a former colleague, highlighting how they would challenge one another and engage in heated debates. Indeed they both realized that this was how they were most effective, and this combination encouraged the most productive results.

Maximal Performance

Jeremy used a clip from Sir Dave Brailsford CBE, General Manager of Team Sky, to illustrate the importance of performing well on the day and not to let expectation and past experience hinder performance in the present. By focusing on being the best you can be, rather than always externally benchmarking, ensures that the power to perform remains with the individual.

Self-Discipline

A clip shown of Amy Williams MBE, Winter Olympic Gold Medalist at Skeleton illustrated the need for discipline and sacrifice in order to achieve goals. Amy gave the example of being disciplined about her evening routine and the time that which she went to bed. It was fundamental that Amy did not make an exception and she explained that these sacrifices are worth it in order to achieve her goals.

Team Working

Jeremy concluded his presentation by showing an inspiring presentation about The South African national cricket team, nicknamed the Proteas. They were a highly talented side and, with continued support, realized victories in England and against Australia. Having reached great success the team inherently felt they had reached their goals and were struggling to find their combined sense of purpose. Jeremy showed a video created by the captain that revolved around the philosophy of Ubuntu. Ubuntu is a term that is often used in the philosophical sense to mean “the belief in a universal bond of sharing that connect all humanity”. The members of the team were from a diverse range of backgrounds that represented a large number of communities within South Africa. Therefore their goal and what they represented as a sports team was more than the titles they won and their victories but it was to represent the term of Ubuntu and a shared connection regardless of background.

Talent Development Day Workshop

James Hollingsworth

James kicked off an interactive session with an overview of how Saville Consulting UK deliver their Talent Development Day program.

Format

The TDD events are designed to create an environment where HR Professionals can come together to network, share ideas and discuss best practice for the talent agenda. It provides Saville Consulting with an opportunity to showcase and position our products in application of the issues being discussed and gives delegates the chance to get ‘hands-on’ with to see how they are used. It is also a good opportunity to hear what is happening in the market from the people we are trying to target and engage with.

Benefits

- Lead generation - The event program provides the biggest single source of new leads by people registering to attend, above any other marketing activity.
- Introduce products to a captive audience - Workshop sessions position the products with how they would be used to in the workplace.
- Cross-sell - For trained users in attendance, it is an opportunity to introduce new products and areas that they might not have previously been aware of nor considered.
- Network - The Saville team can meet people they can catch up with people they may have been trying to get meetings with or new contacts for both new and existing clients.
- Research opportunity - We have previously surveyed delegates and written up research articles and reports driven by the themes and trends of the day.
- PR - The events have been featured in industry publications promoting the Saville Consulting brand.
- Branding - Opportunity to display all marketing materials directly to the target audience.

Tips

- Market early and maintain communication - 12 weeks prior to the event is a good aim to start marketing but the sooner the better. Online presence and email invitations work best. Once people are signed up, keep them engaged with the event.
- Use delegates already signed up to attract others - If you have landed some big names to attend, use them to attract others. People are keen to network with people from other well-known organizations.

- Match the agenda with audience interest and your business agenda - The workbook examples provided are guides as to how we put the workshops together and balance the content. Use your market insight about what your audience is interested in and your business objectives (sell more Wave, launch a new report) to shape the content of the sessions.
- Pitch as an opportunity to network - If the marketing comes across as a sales pitch it can put people off attending; push the networking side which is a stronger motivator for people to attend.
- Use case studies and examples to showcase where products have been applied successfully. Having a guest client speaker also works well.
- Capture data - Get information from delegates about themselves - training status, what's on their HR agenda for the year, what type of recruitment they're responsible for and get market data from them which you can use for articles as well as future marketing and PR.
- Follow up fast and follow up again - Email them a thank you almost immediately whilst the day is still fresh in their mind; they are far more likely to respond and provide that opportunity to enter into conversation with them.

Professor Peter Saville in Conversation with Tony Adams MBE

The conference closed with Peter interviewing iconic former England and Arsenal soccer Captain Tony Adams. In this candid exchange, Tony discussed his fascinating career with several anecdotes from the England dressing room. His take on the different leadership styles of the past managers he has worked with, was a reflection on his own leadership role as captain of Arsenal and England.

Prior to the conference session, Tony had completed Wave Professional Styles. A summary of his profile was shared in the interview.

The Waves Types report showed Tony to be an 'Individualist-Doer'. Characteristics of an individualist-doer's approach to leadership roles include:

- A willingness to deliver results, coupled with a highly organized approach.
- Conscientious in vigorous pursuit of goals.
- A preference for stable organizational environments where they need to be clear on what they have to achieve and how they need to achieve it.
- Avoiding fronting projects where it's required to convince others of controversial or complex arguments.

Tony's Professional Styles Expert report showed him to excel where organizational skills are highly valued and people appreciate being given clear priorities. Also where importance is attached to punctuality and reliability, and completing tasks to deadline is clearly valued. Having the opportunity to take on leadership responsibilities and to exercise control over other people and resources were also performance enhancers for Tony. The Professional Styles Expert report showed Tony is likely to perform better in an environment where people adhere to clear rules and regulations, where there are well established procedures in place and risks are minimized.

In his report, Tony was shown to have less interest in the sociable aspect of behavior; showing little interest in networking, tending to say very little and unlikely to be seen as lively.

Tony captured his report succinctly during conversation with Peter when he said;

"I don't think I ever wanted people to like me, but I did want them to respect me."

Tony displayed a strong preference for delivery in his Wave profile, preferring an organized and structured approach to getting a task done. The report showed he was directive and strongly oriented towards a leadership role. This

points towards someone who is focused on achieving the task in hand on the pitch; whose satisfaction will come from achieving the goals they have set out to do, not from adulation of peers along the way. This drive for success and approach to leadership during his career has resulted in Tony being the only remaining player to captain his side to top-flight championship wins within three different decades, having lifted the First Division trophy in 1989 and 1991, and the Premier League trophy in 1998 and 2002. His formidable reputation as a captain has been summarized by Sir Alex Ferguson who once said; 'I couldn't wait for him to retire.'

