



Leadership Impact Expert Selection

Chris Park



Professional
Styles

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About this Report

This report is based upon the Wave Styles assessment, which explores an individual's motives, preferences, needs and talents in critical work areas.

The results are based on a comparison with an international group of over 18,000 senior managers and executives.

Since the questionnaire is a self-report measure, the results reflect the individual's self-perception. Our extensive research has shown this to be a good indicator of how people are likely to operate in the workplace. Nevertheless, due consideration must be given to the subjective nature of using an individual's self-perception in the interpretation of these data.

It should be remembered that the information contained in this report is potentially sensitive and every effort should be made to ensure that it is stored in a secure place.

The information contained within this report is likely to remain a good reflection of the individual's self-perception for 12-24 months, depending upon circumstances.

The report was produced using Saville Assessment software systems. It has been derived from the results of an assessment completed by the respondent, and reflects the responses they made.

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

The application of this assessment is limited to Saville Assessment employees, agents of Saville Assessment and clients authorized by Saville Assessment.

Introduction

Response Overview

The Response Overview provides a summary of Chris Park's responses on the questionnaire. The four indicators in the Response Summary highlight any extreme response patterns.

Summary Leadership Styles Profile

The Summary Leadership Styles Profile provides an overview of the 18 Leadership Styles arranged under the three Ps of leadership.

Professional, People and Pioneering Leadership Styles Profiles

The Professional, People and Pioneering Leadership Styles Profiles focus in turn on each of the three factors in the leadership model.

Situational Leadership Profile

The Situational Leadership Profile gives an indication of the workplace situations in which Chris Park is likely to be more or less effective as a leader. This profile shows the top and bottom ranked situations, based on responses to the Styles questionnaire.

Leadership Impact Potential Prediction

The Leadership Impact Potential Prediction gives a unique prediction of Chris Park's likely strengths and limitations in nine key Leadership Impact areas. The prediction should be interpreted against key work requirements as established through job analysis or competency profiling methods. Highly positive profiles may reflect an unrealistically positive self-view whilst low scoring profiles may reflect an overly critical self-view. In such cases it is particularly important to verify the results against other information.

Interview Questions

The Interview Questions are based on the nine Leadership Impact areas. More targeted probes are provided for underlying behaviours where Chris Park's scores indicate a potential challenge area. For each Impact area, a score interpretation is provided based on the combination of underlying Leadership Styles. Please note that this is for the interviewer's information only and is not to be fed back to the candidate

Interview Summary

Immediately after the interview, review the candidate's answers and assign a score for each interview competency.

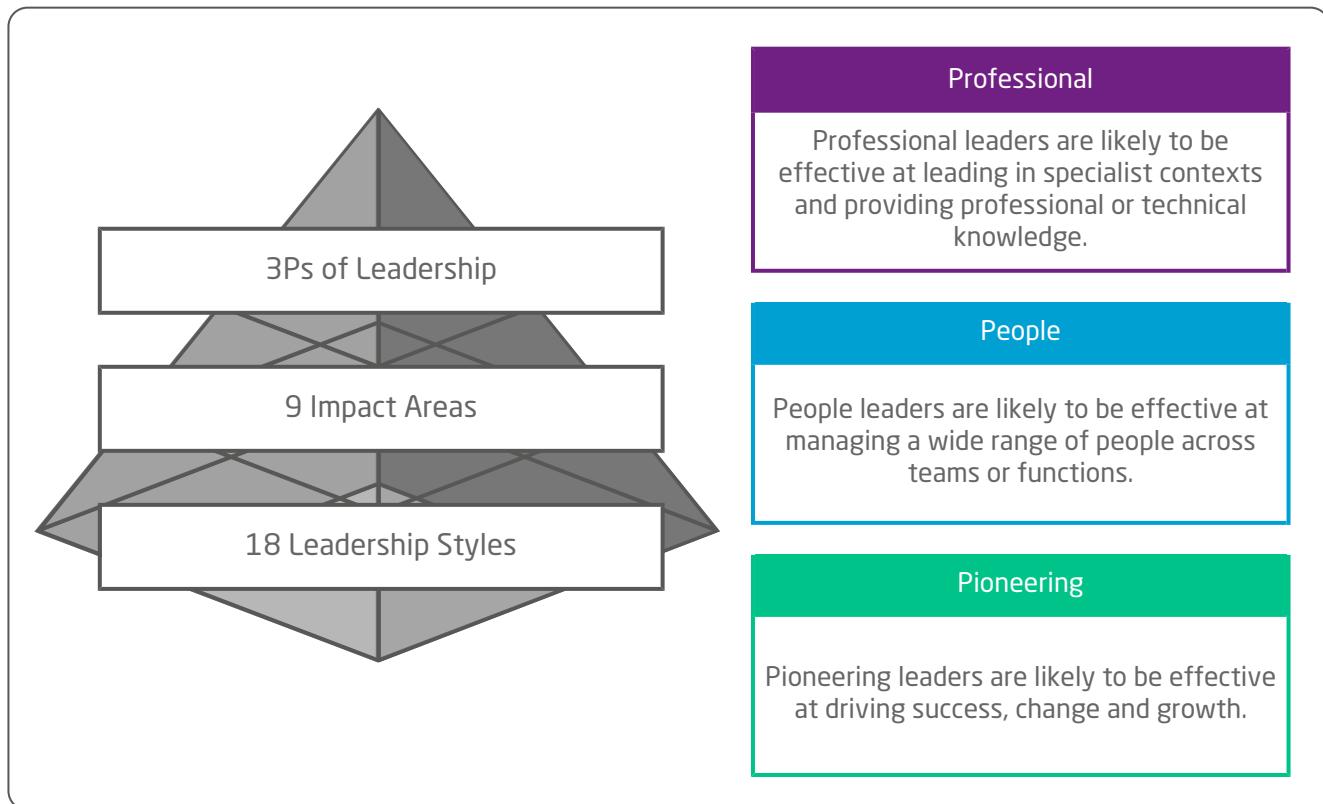
1	2	3	4	5
Poor	Marginal	Acceptable	Good	Excellent
Evidence provided is weak or even negative, and/or they are unable to provide positive examples for the competency area.	Demonstrated a limited amount of positive evidence and/or weak evidence against the competency area.	Generally provided positive evidence, with some weaker evidence against the competency area.	Provided strong positive evidence against the competency area, with limited weaker evidence.	Consistently provided very strong positive evidence against the competency area.

Introducing the Leadership Impact Model

The Leadership Impact model is a hierarchical model of leadership effectiveness. At the top of the hierarchy, the 3P factors represent three main approaches to effective workplace leadership.

Each of the three Ps can be broken down into three Impact areas. These represent nine areas at work in which leaders can exert a critical impact. The nine Impact areas can be thought of as primary components of effective workplace leadership. In the Leadership Impact model, there are also 18 Leadership Styles which are broadly aligned to the nine Impact areas.

The diagram below shows the hierarchy of the Leadership Impact model.



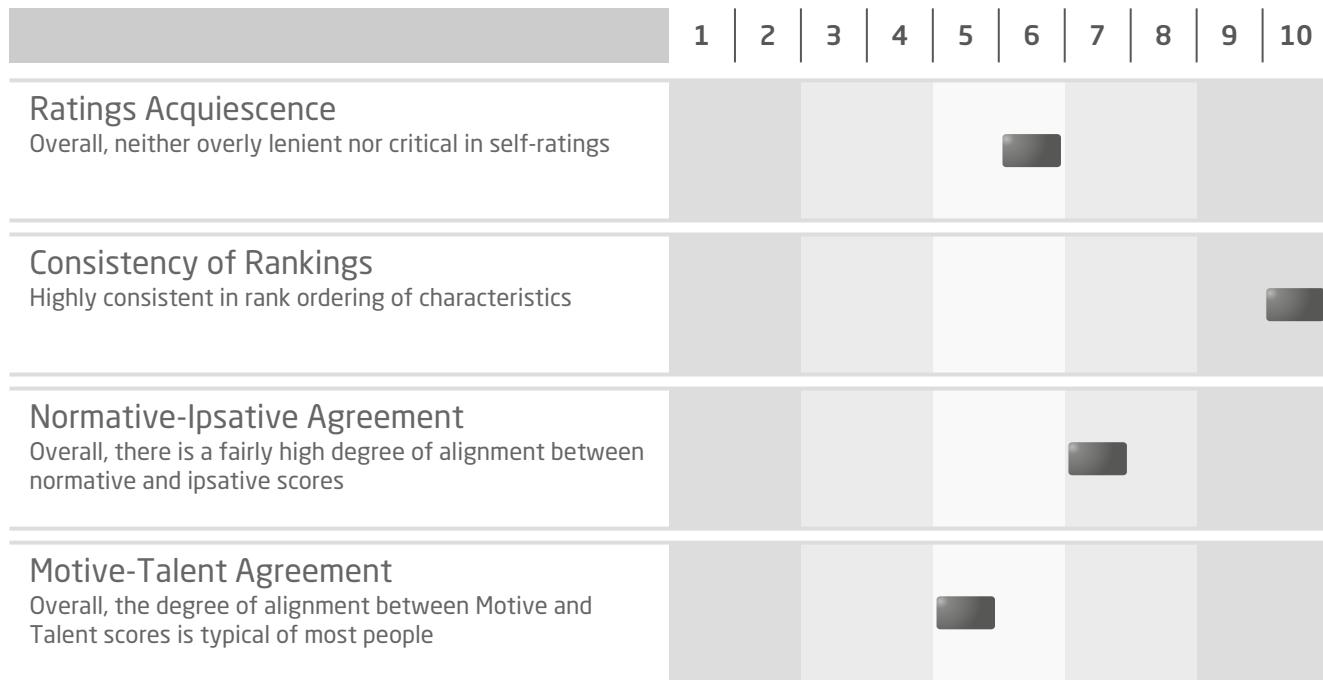
Leadership Impact Model Summary



Response Overview

This profile provides a summary of response patterns based on Chris Park's completion of the Styles questionnaire followed by an explanation of the profile structure. The pattern of responses should be kept in mind when interpreting the Styles Profile.

Response Summary



Profile Breakdown

Saville Assessment's extensive research indicates the best predictor of performance at work is generally the score indicated by the Sten marker (combined normative-ipsative). Information is also provided on subtle differences highlighted by the profile, which are unique to Wave reporting:

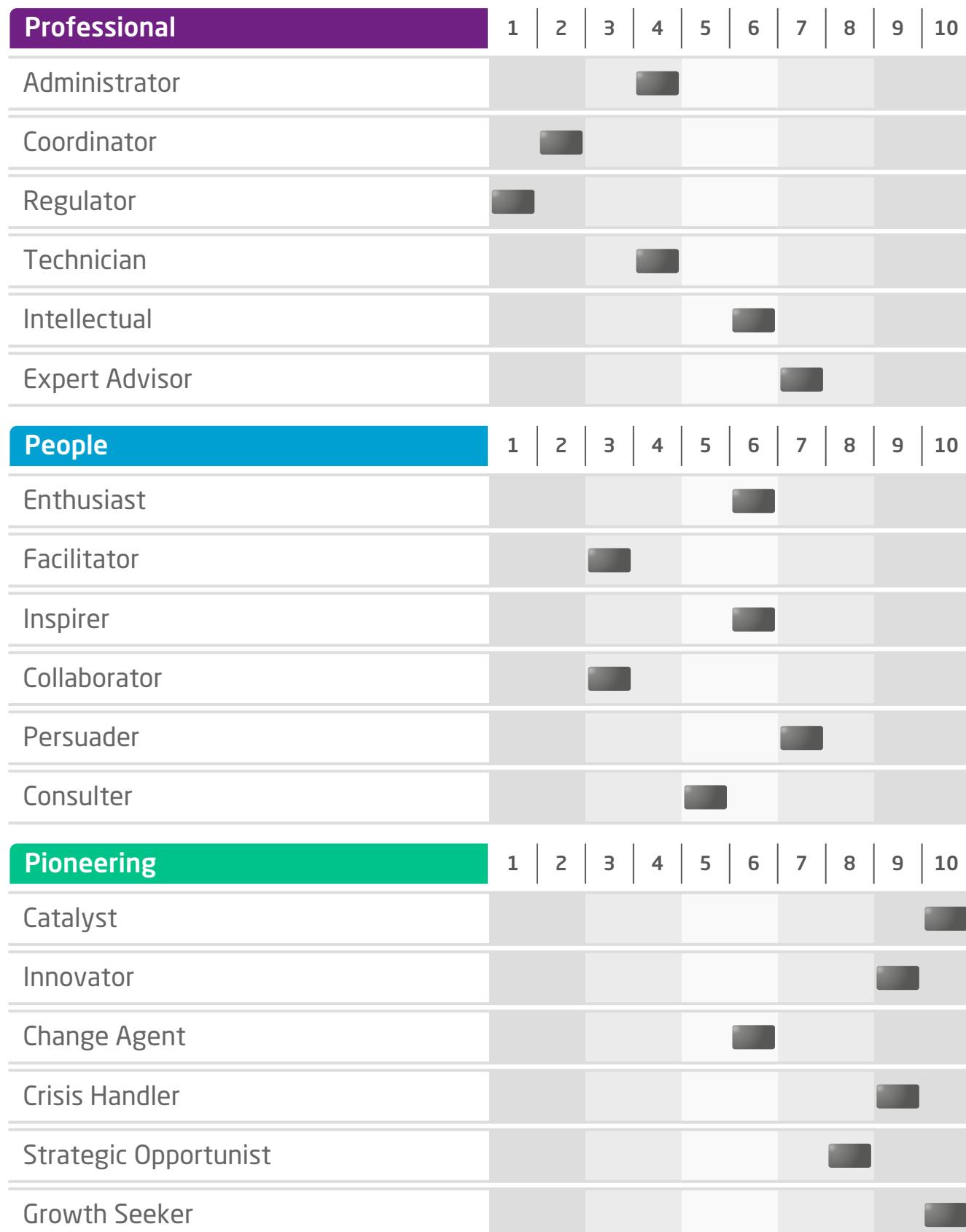
||||| **Facet Range.** Where the range of facet scores within any dimension is of three Stens or more, this is indicated both by hatching on the dimension scale and the provision of individual facet scores in brackets alongside each verbal facet description.

N - I Normative-Ipsative Split. Differences between normative (rating) and ipsative (ranking) scores of three Stens or more are indicated by the markers **N** and **I**, respectively. Where ipsative scores are higher than normative ones, the person may have been overly self critical in their normative self descriptions. If normative scores are higher than ipsative, it may mean that the person has been less self critical and has possibly exaggerated their normative description. This provides specific areas for further verification, rather than one unspecified measure of social desirability.

M - T Motive-Talent Split. Differences between motive and talent scores of three Stens or more on a given dimension are indicated by the markers **M** and **T**, respectively. Such differences may suggest an incentive to develop in given areas, or indicate areas where environmental influences are having a strong impact.

Summary Leadership Styles Profile

This profile provides a summary of Chris Park's Leadership Styles, with the 18 Leadership Styles shown.



Leadership Styles Profile - Professional Service & Product Delivery

Administrator (4)

Administrators focus on the quality of work while also maintaining activity levels.



Meticulous Sten 4

has relatively little focus on making sure the detail is right (3); reasonably thorough (5); ensures a reasonably high level of quality (6)



Activity Oriented Sten 5

works at a moderately fast pace (5); works well when busy (7); prefers to do one thing at a time (4)



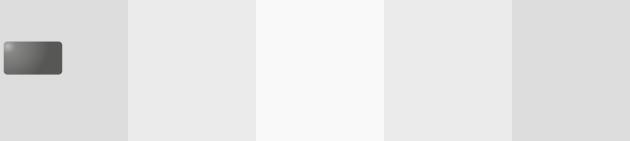
Coordinator (2)

Coordinators organize and realize detailed plans.



Organized Sten 1

less well organized than most people (2); very much dislikes having to make plans (2); less inclined to prioritize than most people (1)



Reliable Sten 3

places less emphasis on meeting deadlines than many people (3); less punctual than many people (4); is sometimes prepared to leave tasks unfinished (4)

T M



Service & Product Delivery - Reflections for Development

Ensure that teams and groups within the organization are directly accountable for their work. Ensure the necessary effort and resources are invested when required and there is an expectation of high quality and deadlines being met.

Is there a risk that services and products are being delivered too slowly, or that they're not of a sufficient level of quality? Reviewing deliverables at the end of projects can provide useful feedback for future improvements.

Leadership Styles Profile - Professional Managed Risk

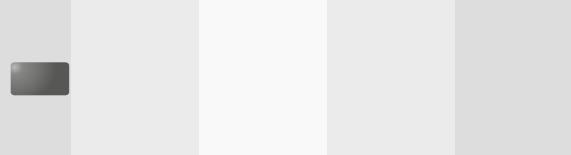
Regulator (1)

Regulators make use of established principles and procedures to guide their leadership.



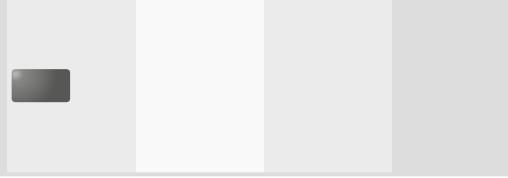
Conforming Sten 2

is much less inclined to follow rules (2); strongly dislikes following procedures (2); is sometimes prepared to take risks in decision making (4)



Principled Sten 3

less focused on ethics than many people (3); places less emphasis on maintaining confidentiality than many people (3); places relatively little focus on honoring commitments (4)



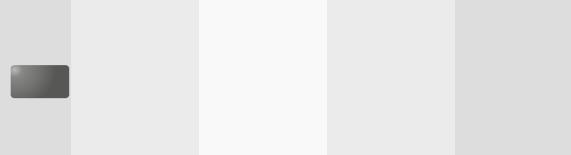
Technician (4)

Technicians combine practical skills and factual understanding to develop solutions to issues.



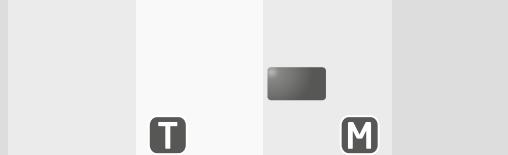
Practically Minded Sten 2

less focused on doing practical work than others (4); very little interest in learning by doing (2); places relatively little emphasis on using common sense (4)



Factual Sten 7

likely to communicate well in writing (7); moderately interested in the logic behind an argument (5); explores the facts comprehensively (7)



Managed Risk - Reflections for Development

Ensure that staff have the technical resources and relevant facts to properly understand the correct way to do things.

Could increasing your focus on procedures and practicalities help ensure that things are done in the right way to avoid unnecessary risk? Try to ensure that staff understand how things should be done correctly.

Leadership Styles Profile - Professional Expert Reputation

Intellectual (6)

Intellectuals lead by developing understanding and capability within their team.



Rational Sten 5

enjoys working with numerical data as much as most people (6); makes some use of information technology (5); moderately likely to base decisions on the facts alone (6)



Learning Oriented Sten 7

moderately focused on learning about new things (5); a quick learner (8); inclined to learn through reading (7)



Expert Advisor (7)

Expert Advisors combine analytical capability with an underlying self-confidence in their approach.



Analytical Sten 6

moderately interested in analyzing information (5); asks probing questions fairly frequently (5); inclined to seek solutions to problems (7)



Self-assured Sten 7

moderately self-confident (5); feels in control of own future (8); has a strong sense of own worth (7)



Expert Reputation - Reflections for Development

Inspire others to develop their expertise and knowledge. Encourage a culture of learning in the organization and ensure that time is devoted to sharing knowledge and expertise.

Could your expertise be used to greater effect if you spent more time with less technically-able colleagues and staff? Reflect on how much time you spend coaching other people.

Leadership Styles Profile - People Organizational Commitment

Enthusiast (6)

Enthusiasts engage others by building rapport and taking an optimistic approach.



Engaging Sten 3

takes a little time to establish rapport (4); puts little emphasis on making a good first impression (2); makes new friends reasonably easily (5)

I **N**



Positive Sten 8

likely to take an optimistic view (8); recovers reasonably quickly from setbacks (5); extremely cheerful (9)



Facilitator (3)

Facilitators lead by responding to the needs of others.



Accepting Sten 3

slightly less considerate than others (3); reasonably tolerant (5); a little cautious about trusting people (4)



Attentive Sten 4

less empathetic than many people (4); unlikely to listen attentively for long (2); interested in understanding why people do things (7)



Organizational Commitment - Reflections for Development

Enhance existing organizational commitment by ensuring that you are interacting widely with colleagues and spreading your enthusiasm.

Could you do more to build longer-term employee commitment? Initial enthusiasm is likely to be enhanced by better understanding people's concerns and needs.

Leadership Styles Profile - People Successful Teams

Inspirer (6)

Inspirers lead by motivating others while asserting themselves in the leadership role.

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Empowering Sten 5

has limited interest in finding ways to motivate others (3); inspirational (7); reasonably encouraging to others (5)

M **T**

Directing Sten 8

clearly oriented towards a leadership role (7); co-ordinates people reasonably well (6); very much inclined to take control of things (9)

M **T**

Collaborator (3)

Collaborators lead by encouraging others to work together constructively in order to achieve goals.

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Resolving Sten 4

copes reasonably well with people who are upset (5); dislikes having to deal with angry people (4); feels less need than many people to resolve disagreements (4)

I **N**

Involving Sten 3

less team oriented than others (2); takes some account of others' views (5); unlikely to involve others in the final decision (4)

I **N**

Successful Teams - Reflections for Development

Enhance team success by ensuring time is devoted to directing and inspiring each individual within the team.

Could leadership effectiveness be enhanced by intervening more quickly when the team is not doing so well? Get involved when it matters most.

Leadership Styles Profile - People Communication

Persuader (7)

Persuaders lead through active communication and seek agreements which are mutually beneficial.



Convincing Sten 8

persuasive (8); makes own point strongly (8); is focused on negotiating the best deal (7)

Articulate Sten 6

enjoys giving presentations as much as most people (5); explains things reasonably well (6); reasonably confident with new people (6)

Consulter (5)

Consulters develop wide networks of contacts and are responsive to external feedback.



Interactive Sten 6

fairly lively (6); moderately talkative (6); moderately interested in networking (6)

M **T**

Receptive Sten 3

less receptive to feedback than most people (2); moderately likely to encourage others to criticize approach (6); rarely asks for feedback on performance (4)

I **N**

Communication - Reflections for Development

Make sure you are spending time on communicating the issues which will make a real difference both inside and outside of the organization.

Could impact be enhanced by taking more time to interact with people and finding out what is important to them? Be open to communication and feedback from others.

Leadership Styles Profile - Pioneering New Products/Markets

Catalyst (10)

Catalysts promote new initiatives by offering their insights and putting forward their approach.

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Insightful Sten 9

often identifies ways to improve things (8); very quick to get to the core of a problem (9); trusts intuition to guide judgment (7)

Self-promoting Sten 8

often is the center of attention (10); prepared to tell people about own achievements (7); has a moderate need for praise (6)

Innovator (9)

Innovators foster a creative and conceptual environment where original thought is valued.

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Inventive Sten 10

generates lots of ideas (10); produces very original ideas (10); likely to adopt radical solutions (8)

Abstract Sten 8

good at developing concepts (7); often applies theories (8); interested in studying the underlying principles (7)

N I T M

New Products/Markets - Reflections for Development

Utilize your own creativity and enhance it in others by encouraging interactions amongst especially innovative individuals.

Are you ensuring that innovation is optimized and that the best ideas are adopted, even when they're not your own? Might it be useful to spend more time building on other people's ideas?

Leadership Styles Profile - Pioneering Organizational Transformation

Change Agent (6)

Change Agents seek out change and act to get things done differently.

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Change Oriented Sten 6

as ready to accept change as most people (6); copes moderately well with uncertainty (5); accepts new challenges as readily as most people (6)

Dynamic Sten 7

reasonably good at making things happen (6); impatient to get things started (7); moderately energetic (6)

Crisis Handler (9)

Crisis Handlers react to issues as they arise and decisively deal with crisis situations.

1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10

Composed Sten 7

rarely gets nervous during important events (7); reasonably calm before important events (6); works reasonably well under pressure (6)

Purposeful Sten 10

makes quick decisions (8); prepared to take responsibility for big decisions (8); holds very firm views on issues (10)

Organizational Transformation - Reflections for Development

Spend time identifying where there is the greatest shortfall between expectations and actual performance. Lead others to address the issues and bring about change which makes real tangible benefits.

Is there a risk of being too focused on 'change for change's sake'? Focusing on novelty can often be valuable, but avoid imposing unnecessary change where established approaches are already effective.

Leadership Styles Profile - Pioneering Organizational Growth

Strategic Opportunist (8)

Strategic Opportunists combine competitiveness with strategic awareness.



Enterprising Sten 8

likely to identify business opportunities (7); fairly sales oriented (8); as competitive as most people (6)



Strategic Sten 8

inclined to develop strategies (7); takes a very long-term view (9); creates a clear vision for the future (8)



Growth Seeker (10)

Growth Seekers combine a drive to achieve with a willingness to challenge the approaches of others.



Striving Sten 8

driven to achieve outstanding results (8); fairly ambitious (7); likely to persevere through difficult challenges (8)



Challenging Sten 10

very open in voicing disagreement (9); very much inclined to challenge others' ideas (9); very often gets involved in arguments (9)



Organizational Growth - Reflections for Development

Challenge different organizational areas and/or individuals to achieve more outstanding results. Invest more of your resources in creating a high performance culture.

Is there ever a risk of challenging others too much and being seen to strive for results at all costs? Be aware of individuals feeling so pressurized that their effectiveness and motivation declines.

Situational Leadership Profile

This profile gives an indication of the workplace situations in which Chris Park is likely to be more or less effective as a leader.

Chris Park is likely to be more effective as a leader where:

- (+) there is a need to drive success, including challenging current working practices
- (+) there is value in the leader promoting themselves and their suggestions to improve things
- (+) creativity and new concepts are important
- (+) remaining calm and decisive under pressure is especially valuable
- (+) taking a longer-term view and capitalizing on opportunities is important for future success

Chris Park is likely to be less effective as a leader where:

- (?) practical understanding is required to guide others and take a logical approach
- (?) there is a real requirement to show empathy and a concern for others
- (?) there is a need for people with conflicting views to work well together
- (?) strong planning is critical to completing tasks
- (?) rules, regulations and principles are essential for guiding behavior

Leadership Impact Potential Prediction

This profile provides a summary of the likely potential of Chris Park to demonstrate Leadership Impact in the nine key Impact areas. It is based on Chris Park's responses to the Styles questionnaire.

	Impact Area	Leadership Impact Potential
Professional	Service & Product Delivery maintaining productive delivery of goods and/or services; driving quality customer service; delivering appropriate solutions	 Very Low higher potential than about 5% of the comparison group
	Managed Risk actively controlling risk; championing effective corporate governance; ensuring compliance with policies, procedures and legal requirements	 Extremely Low higher potential than about 1% of the comparison group
	Expert Reputation building organizational expertise; promoting technical excellence; enhancing organizational reputation	 High higher potential than about 90% of the comparison group
	Organizational Commitment creating a shared sense of purpose; enhancing employee motivation; building organizational morale	 Fairly Low higher potential than about 25% of the comparison group
	Successful Teams building effective teams; attracting and developing talent; utilizing potential	 Fairly Low higher potential than about 25% of the comparison group
	Communication delivering influential communication; building cross-functional/geographic communication; encouraging involvement and consultation	 Average higher potential than about 60% of the comparison group
	New Products/Markets identifying market gaps or routes to market; cultivating innovation; generating impactful solutions	 Extremely High higher potential than about 99% of the comparison group
	Organizational Transformation delivering organizational transformation; building commitment to change; actively managing change processes	 High higher potential than about 90% of the comparison group
	Organizational Growth increasing stakeholder value; establishing challenging organizational goals; driving organizational success	 Very High higher potential than about 95% of the comparison group

Interview Questions - Professional Service & Product Delivery

When have you significantly improved the delivery and quality levels of an important product or service?

- What specific steps did you take to ensure standards of quality were improved throughout the delivery?
- What important details did you focus on?
- How did you ensure an increased volume of output was delivered?
- How did your planning contribute to how timely the delivery was?
- What did you do to increase the efficient use of people and resources?
- How effective was your approach in meeting all deadlines?
- What benefits did the improved delivery of this product or service bring to the organization?

Profile indicates: Less likely to deliver high-quality services and products to time.

Interview Score - Service & Product Delivery

Negative	1	2	3	4	5	Positive
Does not improve delivery of high-quality products and services						Improves delivery of high-quality products and services
Fails to take personal action to ensure improved quality						Takes personal action to ensure improved quality
Avoids making clear plans to ensure timely delivery						Makes clear plans to ensure timely delivery

Total

Interview Questions - Professional Managed Risk

Give an example of when you have taken a course of action to reduce organizational risk and increase compliance.

- Why was compliance important in managing the risk?
- What specific actions did you take to ensure increased compliance?
- What ethical considerations did you face?
- What did you do to ensure that the actions taken to reduce organizational risk were fit for purpose?
- How did you practically demonstrate that there was greater compliance and reduced risk?
- How successful was your intervention in reducing risk and increasing compliance in the longer term?

Profile indicates: Less likely to follow established procedures and may not fully understand the associated technical practicalities.

Interview Score - Managed Risk

Negative	1	2	3	4	5	Positive
Puts little effort into managing organizational risk						Actively manages organizational risk
Fails to demonstrate use of established principles and procedures						Demonstrates use of established principles and procedures
Demonstrates little understanding of the practical implications of managing risk						Demonstrates understanding of the practical implications of managing risk

Total

Interview Questions - Professional Expert Reputation

When have you worked with a team to build their analytical expertise?

- Why did they need to build their expertise?
- How did you work with them to use technology effectively to enhance analysis?
- What specialist knowledge did you bring?
- How did building this expertise affect the reputation of the team and beyond?

Profile indicates: Likely to use analytical capability to confidently build expertise in themselves and others.

Interview Score - Expert Reputation

Negative	1	2	3	4	5	Positive
Demonstrates little evidence of building expertise to enhance reputation						Demonstrates evidence of building expertise to enhance reputation
Does not build knowledge, expertise and understanding in self and others						Builds knowledge, expertise and understanding in self and others
Displays little confidence in specialist expertise						Confidently shares specialist expertise

Total

Interview Questions - People Organizational Commitment

Tell me about a time when you have strengthened the commitment of others within your organization.

- What actions did you take to engage positively with others?
- How did you build rapport with everyone involved?
- How did you respond to others' needs?
- What did you do to show consideration for others' concerns?
- How did you know people felt they were listened to?
- What tangible effects were there on the level of commitment in others?

Profile indicates: Likely to be enthusiastic and engaging, with less of a focus on understanding the needs of others.

Interview Score - Organizational Commitment

Negative	1	2	3	4	5	Positive
Provides little evidence of actions taken to enhance other' organizational commitment						Provides evidence of actions taken to enhance others' organizational commitment
Fails to engage enthusiastically with others						Engages enthusiastically with others
Feels little need to understand and respond to the needs of others						Understands and responds to the needs of others
Total	<input type="text"/>					

Interview Questions - People Successful Teams

When have you inspired a team to achieve a shared goal by working constructively together?

- How did you inspire the team?
- What did you do to ensure people were motivated to achieve the goal?
- What difficulties did you face in making the team work well together?
- How did you deal with any differences between individuals within the team?
- What actions did you take to encourage better collaboration in the team?
- How successful was the team?

Profile indicates: Likely to provide inspiration and direction, with less focus on working constructively in collaboration with others.

Interview Score - Successful Teams

Negative	1	2	3	4	5	Positive
Fails to inspire people to work together to achieve goals						Inspires people to work together to achieve goals
Lacks a directive and inspirational approach when leading teams						Demonstrates a directive and inspirational approach when leading teams
Unlikely to encourage others to work together constructively						Encourages others to work together constructively

Total

Interview Questions - People Communication

When have you successfully communicated with and influenced a wide audience?

- How did you communicate your message persuasively?
- How did you use others in developing your message?
- How did you adapt your message based on feedback from others?
- What impact did your communication have?

Profile indicates: Likely to communicate persuasively, with less consideration of input and feedback from others.

Interview Score - Communication

Negative	1	2	3	4	5	Positive
Fails to demonstrate influence through their communication						Demonstrates influence through their communication
Does not deliver communication persuasively and articulately						Delivers communication persuasively and articulately
Tends not to gather and respond to the input of others when creating their message						Gathers and responds to the input of others when creating their message

Total

Interview Questions - Pioneering New Products/Markets

When have you identified and developed an innovative product or service line that has benefited your organization?

- How did you identify the need for the product or service line?
- What input did you have into the development process?
- What was the benefit to the organization?

Profile indicates: Likely to come up with new or creative approaches as well as offering insight as to how to improve things.

Interview Score - New Products/Markets

Negative	1	2	3	4	5	Positive
Does not create solutions which have tangible benefits in new products and markets						Creates solutions which have tangible benefits in new products and markets
Fails to promote own initiatives and insights effectively						Promotes own initiatives and insights effectively
Tends not to demonstrate creative and conceptual solutions or approaches						Demonstrates creative and conceptual solutions or approaches

Total

Interview Questions - Pioneering Organizational Transformation

When have you played a significant role in shaping a challenging organizational transformation?

- What role did you take in the transformation?
- How did you deal with any particular difficulties?
- How did you impact on the outcome of the transformation?

Profile indicates: Likely to seek change and handle crisis situations decisively.

Interview Score - Organizational Transformation

Negative	1	2	3	4	5	Positive
Does not play a significant role in shaping organizational transformation						Plays a significant role in shaping organizational transformation
Demonstrates little evidence of initiating and driving change						Demonstrates evidence of initiating and driving change
Fails to remain calm and decisive during times of transformation						Remains calm and decisive during times of transformation

Total

Interview Questions - Pioneering Organizational Growth

When have you identified and pursued an opportunity to drive strategic growth?

- Why was the opportunity strategically important?
- What did you do to pursue this opportunity when faced with challenges from others?
- How did realizing the opportunity contribute to organizational growth?

Profile indicates: Likely to capitalize on opportunities to drive strategic growth.

Interview Score - Organizational Growth

Negative	1	2	3	4	5	Positive
Rarely strives to achieve important goals that impact organizational growth						Strives to achieve important goals that impact organizational growth
Fails to capitalize on important strategic opportunities						Capitalizes on important strategic opportunities
Does not demonstrate drive and a willingness to challenge in order to reach goals						Demonstrates drive and a willingness to challenge in order to reach goals

Total

Interview Summary

Candidate: Chris Park

Interviewer(s):

Date:

Role Applied For:

Page	Area Assessed & Assessment Score	Interview Score
18	Service & Product Delivery (2)	
19	Managed Risk (1)	
20	Expert Reputation (8)	
21	Organizational Commitment (4)	
22	Successful Teams (4)	
23	Communication (6)	
24	New Products/Markets (10)	
25	Organizational Transformation (8)	
26	Organizational Growth (9)	

Recommendation