Saville Assessment Training:

Leadership Impact Masterclass

training

training

Introduction and Course Overview

Objectives

By the end of the course, you will be able to:

- Understand the development of the Leadership Impact product portfolio and relationship with Wave
- Interpret the Leadership Impact Expert, Leadership Impact Expert Selection Report and Leadership Risk reports accurately
- Use the Leadership Impact & Risk Group Overviews
- Deliver Leadership Impact & Leadership Risk feedback sessions

This course includes one practice feedback session conducted in small groups. To help you practice giving feedback on the Leadership Impact Expert Report, another delegate will be given your report to prepare and will give you feedback on a section of your report and vice versa. We expect all course delegates to keep assessment reports and other materials confidential. If you do not give consent for your report to be shared or would prefer not to work with another delegate's assessment reports, please speak to the course director.

Introductions

Name?

Role?

Experience with Wave?

Key leadership challenges in your organization?

Course Overview

Introducing Leadership Impact

↓

Wave Refresher

↓

Leadership Impact Expert Report

↓

Leadership Impact Expert Selection Report

↓

Feedback & Practice

↓

Leadership Impact Group Overview

↓

Introducing Leadership Risk

↓

Leadership Risk Group Overview

Introducing Leadership Impact

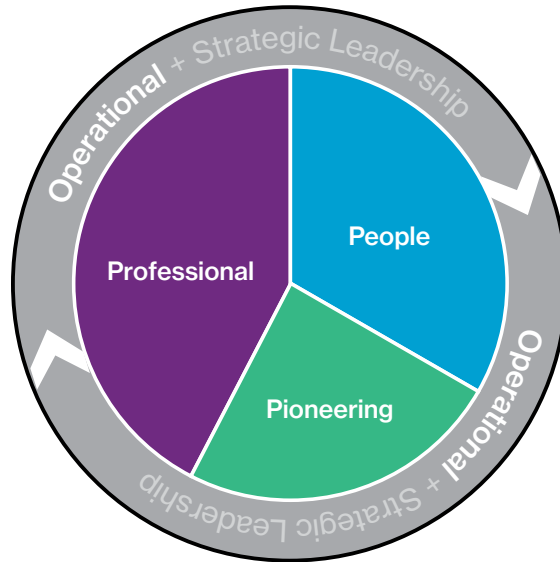## Identify Leaders to Power Your Organizations Ambitions

It's time to look beyond competencies and strengths and focus on Leadership Impact.

The leadership Impact model bridges the crucial gap between leadership behavior and organizational outcomes, assessing leaders against the results they need to achieve.
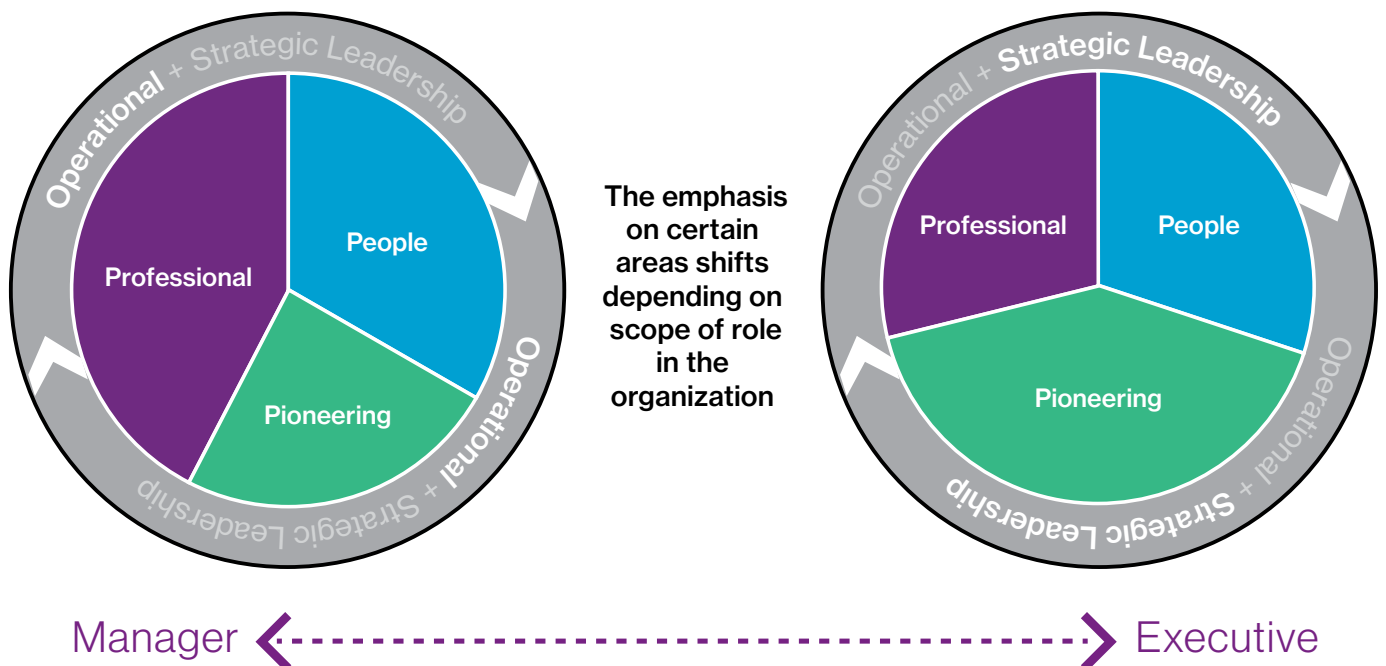
Saville Assessment Impact

3P Model

Our 3P framework of leadership identifies whether an individual has potential strengths or challenge areas in the areas of **Professional**, **People** and **Pioneering**.

This Empowers businesses to align their leadership talents to their organizational requirements.

How Does Impact Shift by Level of Leadership?

The emphasis on certain areas shifts depending on scope of role in the organization

Manager ←- -→ Executive

Introducing the Impact Areas

Professional

Professional leaders are likely to be effective at leading in specialist contexts, focusing on reputation and providing technical knowledge.

Identify leaders with the potential to deliver PROFESSIONAL impact across three key areas:

Service & Product Delivery

Maintaining productive delivery of goods and/or services; driving quality customer service; delivering appropriate solutions.

Managed Risk

Actively controlling risk; championing effective corporate governance; ensuring compliance with policies, procedures and legal requirements.

Expert Reputation

Building organizational expertise; promoting technical excellence; enhancing organizational reputation.

People

People leaders are likely to be effective at managing a wide range of people across teams, functions and geographies.

Identify leaders with the potential to deliver PEOPLE impact across three key areas:

Organizational Commitment

Creating a shared sense of purpose; enhancing employee motivation; building organizational morale.

Successful Teams

Building effective teams; attracting and developing talent; utilizing potential.

Communication

Delivering influential communication; building cross-functional/geographic communication; encouraging involvement and consultation.

Pioneering

Pioneering leaders are likely to be effective at identifying new opportunities, driving change and achieving growth.

Identify leaders with the potential to deliver PIONEERING impact across three key areas:

New Products/Markets

Identifying market gaps or routes to market; cultivating innovation; generating impactful solutions.

Organizational Transformation

Delivering organizational transformation; building commitment to change; actively managing change processes.

Organizational Growth

Increasing stakeholder value; establishing challenging organizational goals; driving organizational success.

Wave Refresher

Introducing Wave Styles

wave Professional Styles

40 mins

wave Focus Styles

13 mins

"A suite of online questionnaires measuring personality, talent, motives, competencies and preferred culture, all combined in one dynamic instrument."
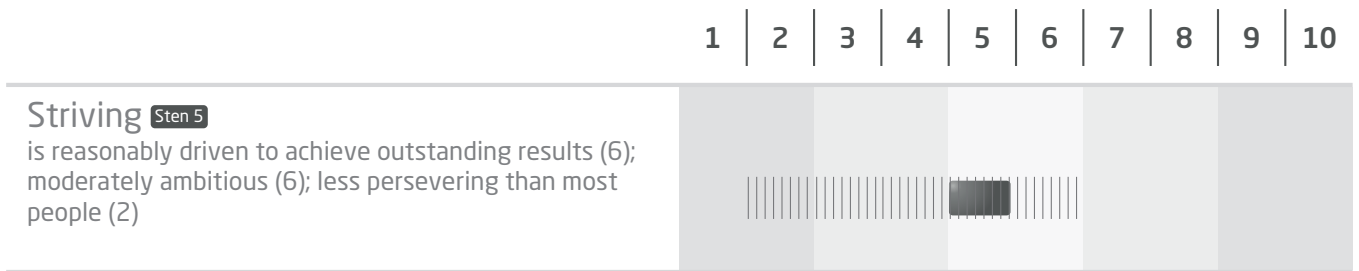
Why Wave Styles?

- Exceptional validity in predicting workplace outcomes
- Understand how both motives and talents drive performance
- Measures preferred environment/culture fit
- Online dynamic question format (rating/ranking)
- Reduces potential distortion and identifies specific areas of distortion
- One fully-integrated assessment model

Deep Dive 1: Facet Range

Where there is a range of facet scores within any dimension that is three Stens or more, the scores for the individual facets are shown on the profile. This often represents a point of uniqueness which goes against the general trend.
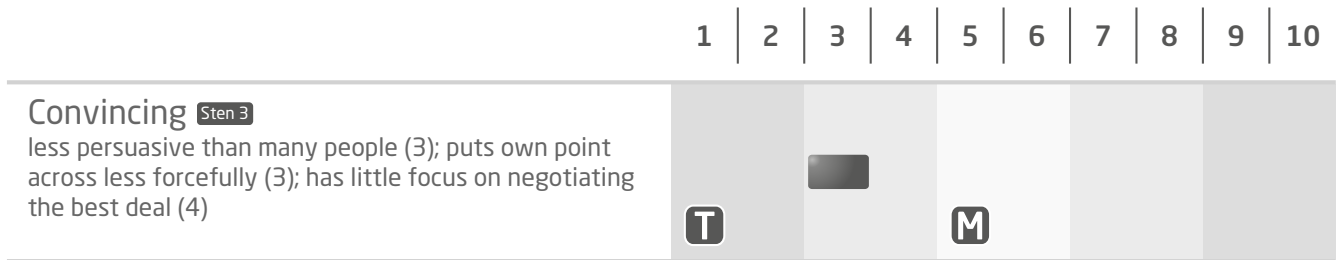
	1	2	3	4	5	6	7	8	9	10

Striving `Sten 5`
is reasonably driven to achieve outstanding results (6); moderately ambitious (6); less persevering than most people (2)

Notes:

Deep Dive 2: Motive-Talent Splits

Differences of three Stens or more between the motive and talent score on a dimension are highlighted and may indicate a point of interest.

The individual reports motive higher than talent.

	1	2	3	4	5	6	7	8	9	10

Convincing `Sten 3`
less persuasive than many people (3); puts own point across less forcefully (3); has little focus on negotiating the best deal (4)

[T] [M]

Explore the need and potential to develop.

The individual reports talent higher than motive.

	1	2	3	4	5	6	7	8	9	10

Empowering `Sten 6`
reasonably able to find ways to motivate people (6); moderately inspiring (6); reasonably encouraging to others (5)
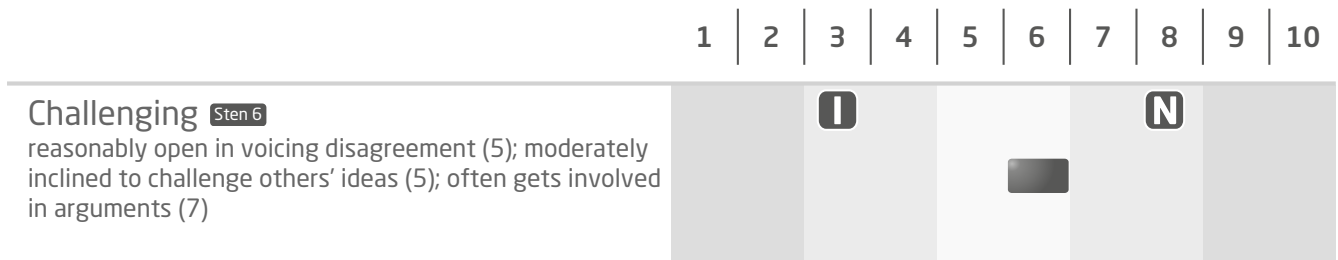
[M] [T]

Explore the discrepancy, try to understand why motive is lower and what impact this has on performance.

Notes:

Deep Dive 3: Normative-Ipsative Splits

Differences of three Stens or more between an individual's normative and ipsative response on a dimension are highlighted and could represent an area of over- or under-rating to explore.
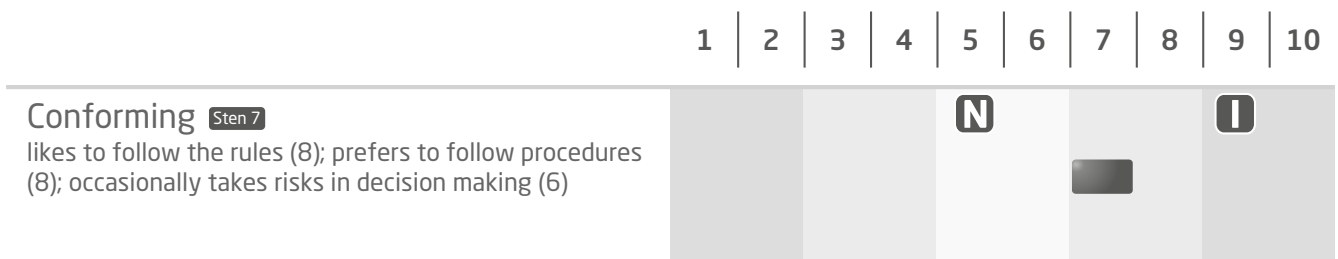
Normative score is higher than ipsative score.

	1	2	3	4	5	6	7	8	9	10

Challenging `Sten 6`
reasonably open in voicing disagreement (5); moderately inclined to challenge others' ideas (5); often gets involved in arguments (7)

I at 3, N at 8

Check/verify for potential exaggeration. Generally self-positive? (High Acquiescence)

Notes:

Ipsative score is higher than normative score.

	1	2	3	4	5	6	7	8	9	10

Conforming `Sten 7`
likes to follow the rules (8); prefers to follow procedures (8); occasionally takes risks in decision making (6)

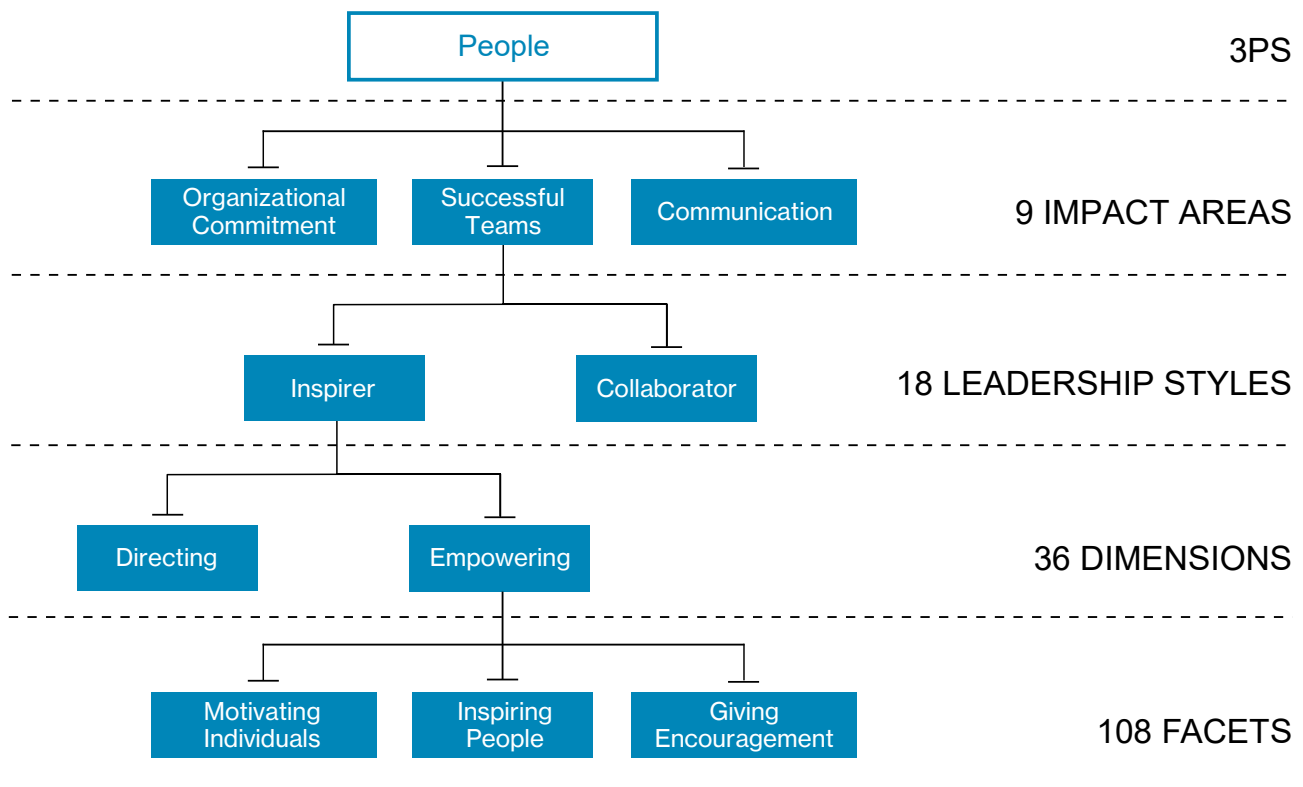N at 5, I at 9

Check/verify for potential modesty/self criticism. Generally self-critical? (Low Acquiescence)
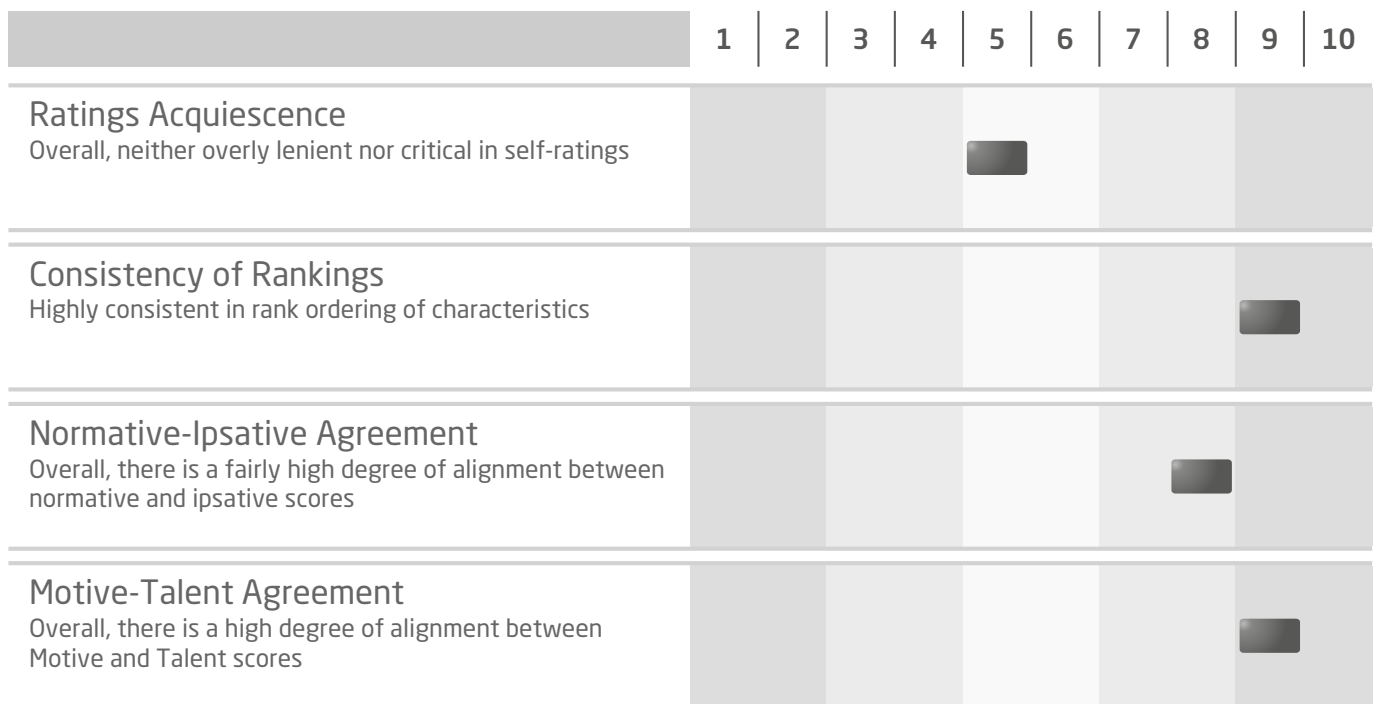
Notes:

Impact Model

3Ps	**Professional**	Service & Product Delivery Managed Risk Expert Reputation
9 Impact Areas		
18 Leadership Styles	**People**	Organizational Commitment Successful Teams Communication
36 Dimensions		
108 Facets	**Pioneering**	New Products/Markets Organizational Transformation Organizational Growth
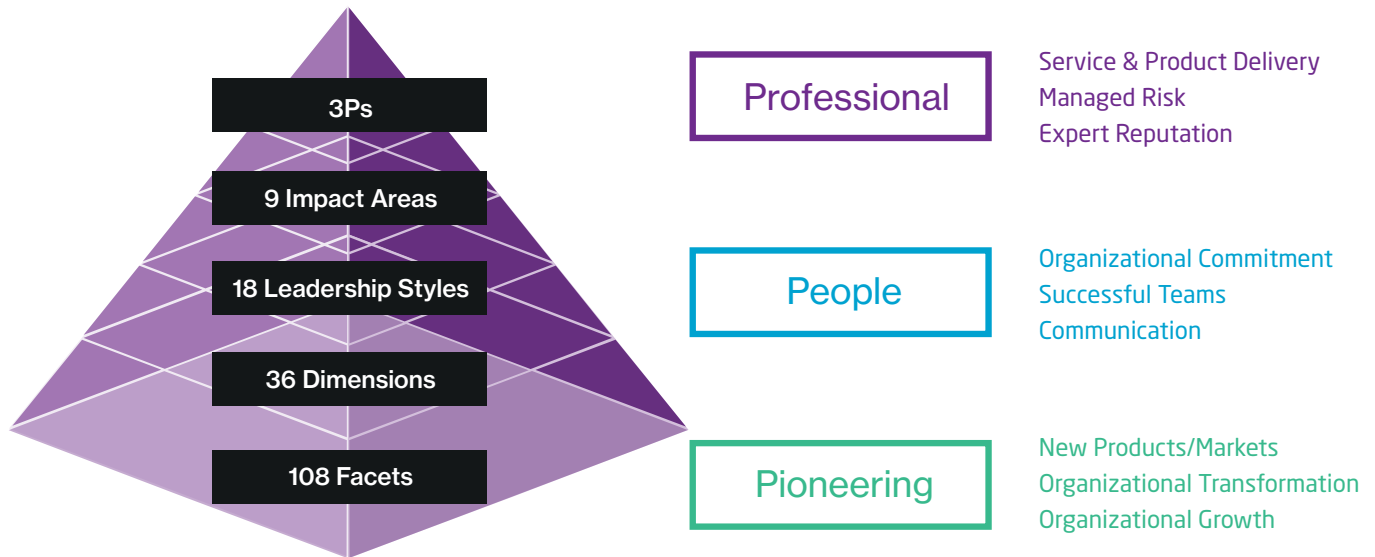
Impact Model Hierarchy

Hierarchy	Level
People	3PS
Organizational Commitment · Successful Teams · Communication	9 IMPACT AREAS
Inspirer · Collaborator	18 LEADERSHIP STYLES
Directing · Empowering	36 DIMENSIONS
Motivating Individuals · Inspiring People · Giving Encouragement	108 FACETS

Having Conversations Using Impact

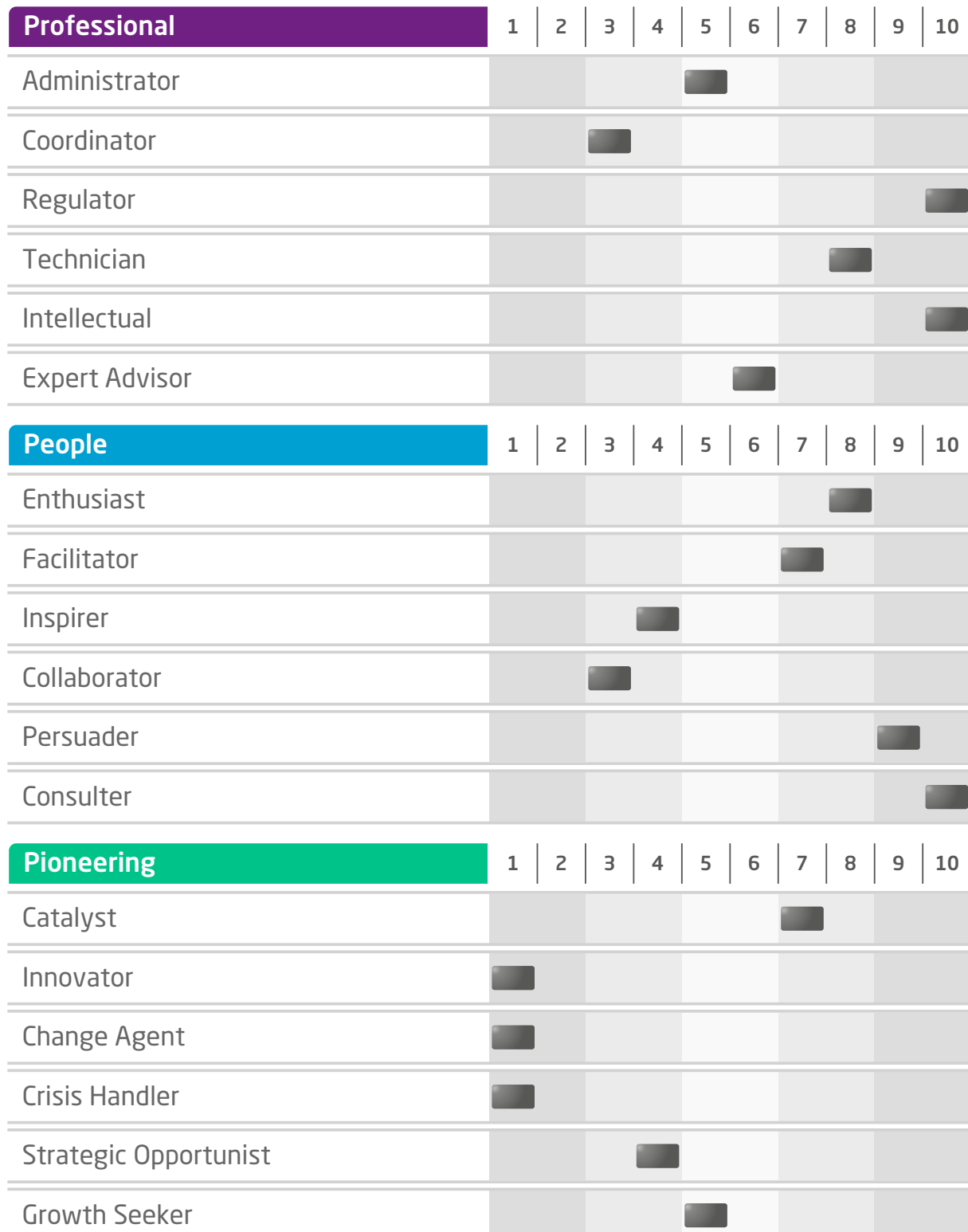|		
1 **Service & Product Delivery** Maintaining productive delivery of goods and/or services; driving quality customer service; delivering appropriate solutions. wave Leadership Impact ©2017 Saville Assessment, Willis Towers Watson. All rights reserved	**4** **Organizational Commitment** Creating a shared sense of purpose; enhancing employee motivation; building organizational morale. wave Leadership Impact ©2017 Saville Assessment, Willis Towers Watson. All rights reserved	**7** **New Products/Markets** Identifying market gaps or routes to market; cultivating innovation; generating impactful solutions. wave Leadership Impact ©2017 Saville Assessment, Willis Towers Watson. All rights reserved
2 **Managed Risk** Actively controlling risk; championing effective corporate governance; ensuring compliance with policies, procedures and legal requirements. wave Leadership Impact ©2017 Saville Assessment, Willis Towers Watson. All rights reserved	**5** **Successful Teams** Building effective teams; attracting and developing talent; utilizing potential. wave Leadership Impact ©2017 Saville Assessment, Willis Towers Watson. All rights reserved	**8** **Organizational Transformation** Delivering organizational transformation; building commitment to change; actively managing change processes. wave Leadership Impact ©2017 Saville Assessment, Willis Towers Watson. All rights reserved
3 **Expert Reputation** Building organizational expertise; promoting technical excellence; enhancing organizational reputation. wave Leadership Impact ©2017 Saville Assessment, Willis Towers Watson. All rights reserved	**6** **Communication** Delivering influential communication; building cross-functional/geographic communication; encouraging involvement and consultation. wave Leadership Impact ©2017 Saville Assessment, Willis Towers Watson. All rights reserved	**9** **Organizational Growth** Increasing stakeholder value; establishing challenging organizational goals; driving organizational success. wave Leadership Impact ©2017 Saville Assessment, Willis Towers Watson. All rights reserved

Leadership Impact Expert Report

Response Summary

Response Summary

	1	2	3	4	5	6	7	8	9	10
Ratings Acquiescence Overall, neither overly lenient nor critical in self-ratings					▪					
Consistency of Rankings Highly consistent in rank ordering of characteristics									▪	
Normative-Ipsative Agreement Overall, there is a fairly high degree of alignment between normative and ipsative scores								▪		
Motive-Talent Agreement Overall, there is a high degree of alignment between Motive and Talent scores									▪	

Summary Leadership Styles Profile

Summary Leadership Styles Profile

This profile provides a summary of Charlie L Green's Leadership Styles, with the 18 Leadership Styles shown.

Professional	1	2	3	4	5	6	7	8	9	10
Administrator					■					
Coordinator			■							
Regulator										■
Technician							■			
Intellectual										■
Expert Advisor						■				

People	1	2	3	4	5	6	7	8	9	10
Enthusiast								■		
Facilitator							■			
Inspirer				■						
Collaborator			■							
Persuader									■	
Consulter										■

Pioneering	1	2	3	4	5	6	7	8	9	10
Catalyst							■			
Innovator	■									
Change Agent	■									
Crisis Handler	■									
Strategic Opportunist				■						
Growth Seeker					■					

Detailed Profile

Leadership Styles Profile - Professional
Managed Risk

Regulator (10)

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

	1	2	3	4	5	6	7	8	9	10

Conforming `Sten 10`
really likes to follow the rules (10); strongly prefers to follow procedures (10); very much prefers low-risk options in decision making (10)

Principled `Sten 10`
behaves ethically (10); consistently respects confidentiality (10); highly focused on honoring commitments (10)

Technician (8)

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

	1	2	3	4	5	6	7	8	9	10

Practically Minded `Sten 8`
oriented towards practical work (8); prefers to learn by doing (8); shows common sense (7)

Factual `Sten 7`
likely to communicate well in writing (8); moderately interested in the logic behind an argument (6); establishing all the relevant facts is not a high priority (4)

Managed Risk - Reflections for Development

> Enhance existing control of risk by identifying challenging situations where risks are likely to be especially high. Take appropriate action where possible.

> Might there be situations where taking more of a risk could be advantageous for the organization? Reflect on whether your leadership effectiveness could be enhanced by occasionally taking more calculated risks.

Leadership Impact Potential Prediction

Leadership Impact Potential Prediction

This profile provides a summary of the likely potential of Charlie L Green to demonstrate Leadership Impact in the nine key Impact areas. It is based on Charlie L Green'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

[3]

Low
higher potential than about 10% of the comparison group

Managed Risk
actively controlling risk; championing effective corporate governance; ensuring compliance with policies, procedures and legal requirements

[10]

Extremely High
higher potential than about 99% of the comparison group

Expert Reputation
building organizational expertise; promoting technical excellence; enhancing organizational reputation

[7]

Fairly High
higher potential than about 75% of the comparison group

People

Organizational Commitment
creating a shared sense of purpose; enhancing employee motivation; building organizational morale

[7]

Fairly High
higher potential than about 75% of the comparison group

Successful Teams
building effective teams; attracting and developing talent; utilizing potential

[2]

Very Low
higher potential than about 5% of the comparison group

Communication
delivering influential communication; building cross-functional/geographic communication; encouraging involvement and consultation

[9]

Very High
higher potential than about 95% of the comparison group

Pioneering

New Products/Markets
identifying market gaps or routes to market; cultivating innovation; generating impactful solutions

[2]

Very Low
higher potential than about 5% of the comparison group

Organizational Transformation
delivering organizational transformation; building commitment to change; actively managing change processes

[1]

Extremely Low
higher potential than about 1% of the comparison group

Organizational Growth
increasing stakeholder value; establishing challenging organizational goals; driving organizational success

[3]

Low
higher potential than about 10% of the comparison group

Situational Leadership Profile

Situational Leadership Profile

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

Charlie L Green is likely to be more effective as a leader where:

- ⊕ rules, regulations and principles are essential for guiding behavior
- ⊕ there is need for a high level of expertise and knowledge
- ⊕ there is a need to interact widely and be open to feedback from different sources
- ⊕ good communication is necessary to influence others effectively
- ⊕ practical understanding is required to guide others and take a logical approach

Charlie L Green is likely to be less effective as a leader where:

- ? there is a need for people with conflicting views to work well together
- ? strong planning is critical to completing tasks
- ? creativity and new concepts are important
- ? action needs to be taken to ensure change leads to progress
- ? remaining calm and decisive under pressure is especially valuable

Interpreting the Leadership Impact Expert Report

Inspirer (4)

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

	1	2	3	4	5	6	7	8	9	10

Empowering `Sten 6`
reasonably able to find ways to motivate people (6); inspirational (8); reasonably encouraging to others (5)

Directing `Sten 2`
clearly oriented towards a leadership role (7); dislikes having to co-ordinate people (2); very rarely seeks to take control of things (1)

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 (6); dislikes having to deal with angry people (3); reasonably good at resolving disagreements (5)

Involving `Sten 3`
a little less team oriented than others (3); takes some account of others' views (6); very unlikely to involve others in the final decision (2)

Notes:

Leadership Impact Expert Selection Report

Introduction

Response Overview

The Response Overview provides a summary of Charlie L Green's responses on the questionnaire. 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 Charlie L Green'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 behaviors where Charlie L Green'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.

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 did you do to ensure that the actions taken to reduce organizational risk were fit for purpose?
- How successful was your intervention in reducing risk and increasing compliance in the longer term?

Profile indicates: Likely to be an advocate for the importance of procedures and understand the associated 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 demonstrates 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

Leadership Impact Expert Selection Report

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 capitalize on this opportunity?
- How did the goal align with the longer-term strategy of the organization?
- What did you do to pursue this opportunity when faced with challenges from others?
- What did you do that was particularly outstanding to realize the opportunity?
- How did realizing the opportunity contribute to organizational growth?

Profile indicates: Less likely to capitalize on strategic opportunities and challenge others to achieve results.

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 demonstrates 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: Charlie L Green

Interviewer(s):

Date:

Role Applied For:

Page	Area Assessed & Assessment Score	Interview Score
18	Service & Product Delivery (3)	
19	Managed Risk (10)	
20	Expert Reputation (7)	
21	Organizational Commitment (7)	
22	Successful Teams (2)	
23	Communication (9)	
24	New Products/Markets (2)	
25	Organizational Transformation (1)	
26	Organizational Growth (3)	

Recommendation

Feedback with the Leadership Impact Expert Report

Feedback for Selection

- Establish key criteria using Leadership Impact Cards

- Review Leadership Impact Potential Prediction against key criteria

- Review detailed profile against key criteria, highlighting particular points of interest to explore further (i.e. M-T splits, N-I splits)

- Review Situational Leadership Profile in line with organisational culture

- Recommend areas to focus on in follow-up assessments (e.g. panel interview) to explore strengths and areas of concern

- Options to share Personal and Summary Reports with candidates and/or relevant organisational stakeholders

Feedback for Development

- Establish Impact requirements (this may not come from the leader themselves)

- Explore expectations in line with Impact requirements using Leadership Impact Cards

- Review Summary Leadership Styles Profile and link back to Leadership Impact Cards (Leadership Styles are on the back)

- Review detailed profile in line with requirements, identifying areas for further exploration (i.e. M-T splits, N-I splits)

- Consider using the Reflections for Development points to complement the discussion and to aid action planning

- Review Leadership Impact Potential Prediction and Situational Leadership Profile to summarize and wrap up discussion

- Individual can receive Leadership Impact Expert Report following full debrief

Feedback Process

- Setting the scene: purpose, objectives, time, confidentiality

- Their experience of the questionnaire, special circumstances

- Background on current role, future aspirations

- Explain how Wave works: self-report questionnaire, structure of profile (page 3)

- Explain how scoring works (page 6) with comparison group and gauge initial reactions to shape of Summary Profile

- Discuss the Response Summary

- Feedback detail in each of the nine Impact Areas and explore implications

- Discuss splits in data

- Make links

- Use Reflections for Development

- Cover Leadership Impact Potential Prediction and Situational Leadership Profile

- Summary and conclusion

Self-Report: Whose Data Is It?

The Following self-report phrases are useful for introducing dimensions and facets:

- "You describe yourself as..."

- "You see yourself as..."

- "Your responses suggest that..."

Avoid:

- "The report says..."

- "You are..."

- "You're higher than the norm on..."

- "You scored..."

Useful Questions for Feedback Sessions

- "How does this style help you impact positively on X Impact Area?" (higher scores)

- "Give me an example of when this has allowed you to positively impact in this area?"

- "How does this style stop you from impacting positively in X Impact Area?" (lower scores)

- "Give me an example of where this has stopped you from impacting positively in this area?"

- "Has this ever resulted in negative impact here?" (closed question for reflection...'planting the seed')

- "What specifically do you need to do to have greater impact in this area?"

  - Encourage them to think about specific behaviors and specific actions they could take

Practical Session

1. Establish Impact requirements using cards

2. Prepare your feedback session

3. Give your feedback after lunch

12

Lead Talent
Impact Question Card

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1

Service & Product Delivery

Maintaining productive delivery of goods and/or services; driving quality customer service; delivering appropriate solutions.

wave
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4

Organizational Commitment

Creating a shared sense of purpose; enhancing employee motivation; building organizational morale.

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7

New Products/Markets

Identifying market gaps or routes to market; cultivating innovation; generating impactful solutions.

wave
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2

Managed Risk

Actively controlling risk; championing effective corporate governance; ensuring compliance with policies, procedures and legal requirements.

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5

Successful Teams

Building effective teams; attracting and developing talent; utilizing potential.

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8

Organizational Transformation

Delivering organizational transformation; building commitment to change; actively managing change processes.

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3

Expert Reputation

Building organizational expertise; promoting technical excellence; enhancing organizational reputation.

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6

Communication

Delivering influential communication; building cross-functional/geographic communication; encouraging involvement and consultation.

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9

Organizational Growth

Increasing stakeholder value; establishing challenging organizational goals; driving organizational success.

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Lead Talent
Impact Question Card

Where does X need to have impact?

12

Meticulous
Activity Oriented
Organized
Reliable

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

Co-ordinators
Co-ordinators organize and realize detailed plans.

1

Engaging
Positive
Accepting
Attentive

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

Facilitators
Facilitators lead by responding to the needs of others.

4

Insightful
Self-Promoting
Inventive
Abstract

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

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

7

Conforming
Principled
Practically Minded
Factual

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

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

2

Empowering
Directing
Resolving
Involving

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

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

5

Change Oriented
Dynamic
Composed
Purposeful

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

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

8

Rational
Learning Oriented
Analytical
Self-Assured

Intellectuals
Intellectuals lead by developing understanding and capability within their team.

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

3

Convincing
Articulate
Interactive
Receptive

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

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

6

Enterprising
Strategic
Striving
Challenging

Strategic Opportunists
Strategic Opportunists combine competitiveness with strategic awareness.

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

9

Personal & Summary Report

Leadership Styles Profile - Professional
Managed Risk

Regulator (10)

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

	1	2	3	4	5	6	7	8	9	10
Conforming really likes to follow the rules; strongly prefers to follow procedures; very much prefers low-risk options in decision making										■
Principled behaves ethically; consistently respects confidentiality; highly focused on honoring commitments										■

Technician (8)

Technicians combine practical skills and factual underst...

	1

Practically Minded oriented towards practical work; prefers to learn by doing; shows common sense	
Factual likely to communicate well in writing; moderately interested in the logic behind an argument; establishing all the relevant facts is not a high priority	

Managed Risk - Reflections for Development

Enhance existing control of risk by identifying challeng...
especially high. Take appropriate action where possible...

Might there be situations where taking more of a risk c...
Reflect on whether your leadership effectiveness could...
calculated risks.

Leadership Impact Potential Prediction

This profile provides a summary of the likely potential of Charlie L Green to demonstrate Leadership Impact in the nine key Impact areas. It is based on Charlie L Green'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	3	**Low** higher potential than about 10% of the comparison group
	Managed Risk actively controlling risk; championing effective corporate governance; ensuring compliance with policies, procedures and legal requirements	10	**Extremely High** higher potential than about 99% of the comparison group
	Expert Reputation building organizational expertise; promoting technical excellence; enhancing organizational reputation	7	**Fairly High** higher potential than about 75% of the comparison group
People	**Organizational Commitment** creating a shared sense of purpose; enhancing employee motivation; building organizational morale	7	**Fairly High** higher potential than about 75% of the comparison group
	Successful Teams building effective teams; attracting and developing talent; utilizing potential	2	**Very Low** higher potential than about 5% of the comparison group
	Communication delivering influential communication; building cross-functional/geographic communication; encouraging involvement and consultation	9	**Very High** higher potential than about 95% of the comparison group
Pioneering	**New Products/Markets** identifying market gaps or routes to market; cultivating innovation; generating impactful solutions	2	**Very Low** higher potential than about 5% of the comparison group
	Organizational Transformation delivering organizational transformation; building commitment to change; actively managing change processes	1	**Extremely Low** higher potential than about 1% of the comparison group
	Organizational Growth increasing stakeholder value; establishing challenging organizational goals; driving organizational success	3	**Low** higher potential than about 10% of the comparison group

Leadership Impact Group Overview

Group Overview

	Group Impact Summary	
Senior Managers and Executives (US IA, 2021) Group Size: 43		?
Impact Areas ▼	**Challenge ▼**	**Strength ▼**
Service & Product Delivery	28%	42%
Managed Risk	23%	47%
Expert Reputation	36%	16%
Organizational Commitment	35%	37%
Successful Teams	23%	37%
Communication	26%	51%
New Product Markets	37%	30%
Organizational Transformation	30%	33%
Organizational Growth	23%	33%
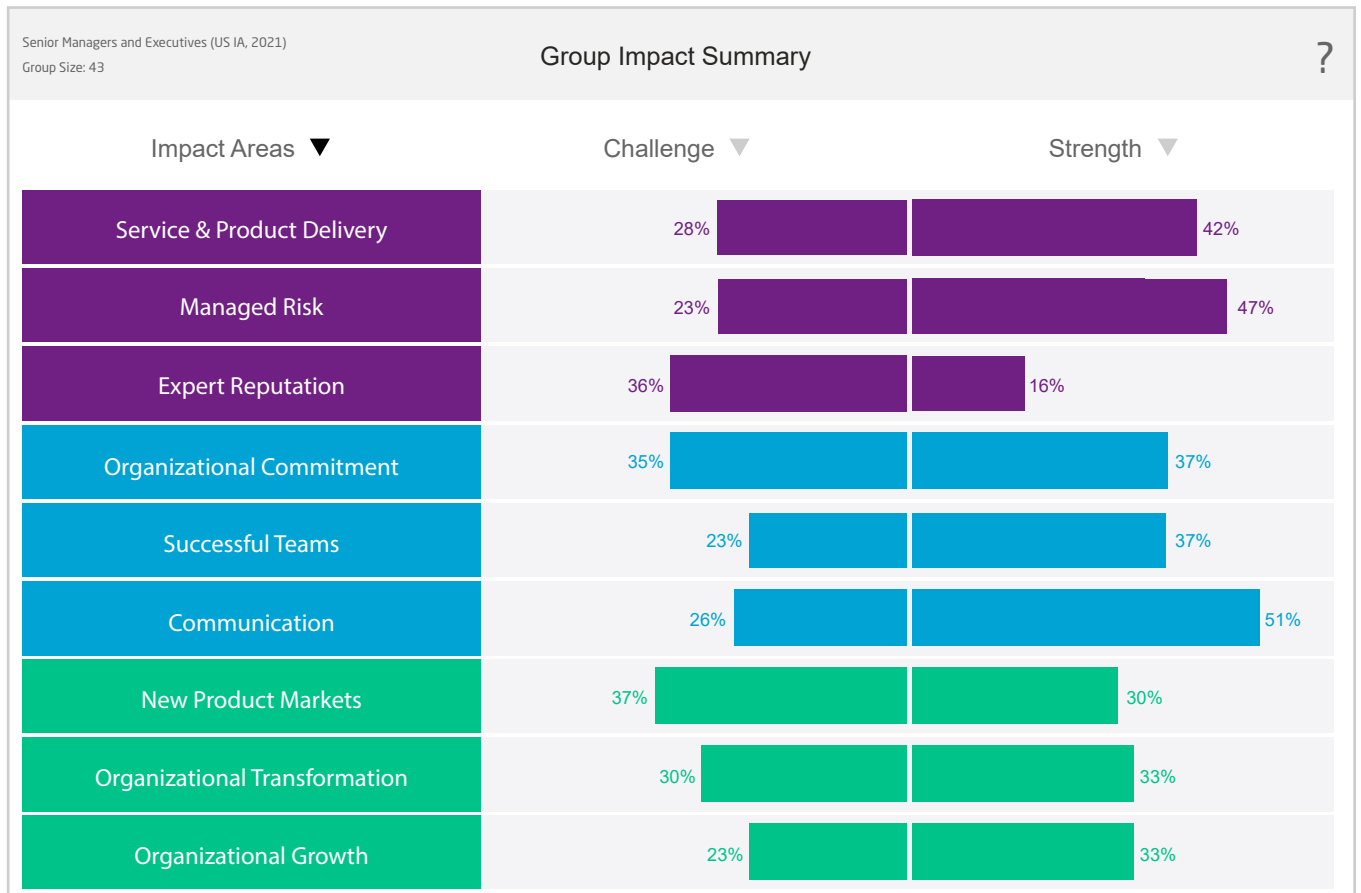
Leadership Risk

The unintended negative consequences of behavior combinations

The Organization

What impact could leadership risk have on organizational outcomes?

The Culture

What influence could leadership risk have on employee attraction, retention and engagement?

The Individual

What effect could risk factors have on an individual leader's reputation and career?

Risks

Professional Risk

Perfectionist
- Places emphasis on the finer details and tries to ensure all work meets high standards.
- A tendency to expend effort on perfecting details could be inefficient and may result in missing critical elements of the bigger picture.

Procedural
- Takes a considered approach to leadership and prefers to follow established procedures.
- A preference for rigorously following the rules and being cautious about taking decisions could result in opportunities being missed.

Critical
- Takes an analytical approach to work and looks to spot potential pitfalls or problems.
- A focus on problems may be perceived as negative and could discourage important contributions.

People Risk

Obliging
- Favors an accommodating approach to leadership and is likely to seek the approval of others for decisions.
- A focus on accommodating the wishes of others could result in agreeing to actions which are not in the best interests of the organization.

Autonomous
- Works more individually and is likely to do things without feeling a regular need to consult or involve others.
- A preference for less interaction with others while working could lead to actions which take little account of other parts of the organization.

Expressive
- Prefers to interact regularly with others and is likely to be more dominant in social situations.
- A tendency to be socially dominant can result in others' views being overshadowed.

Pioneering Risk

Disruptive
- Comes up with alternative ideas and approaches, and seeks to do things differently.
- A focus on ideas and unconventional approaches could disrupt ongoing work and waste time on unproductive activities.

Unpredictable
- Takes action to effect change and prefers not to feel constrained by set timescales.
- A preference for action and change could lead to a reactive work environment which is in a constant state of flux.

Daring
- Seeks challenging new opportunities for the organization and is willing to take some risks.
- A preference for the pursuit of new opportunities and a willingness to push the boundaries could lead to unnecessary risk.

Linking Impact & Risk
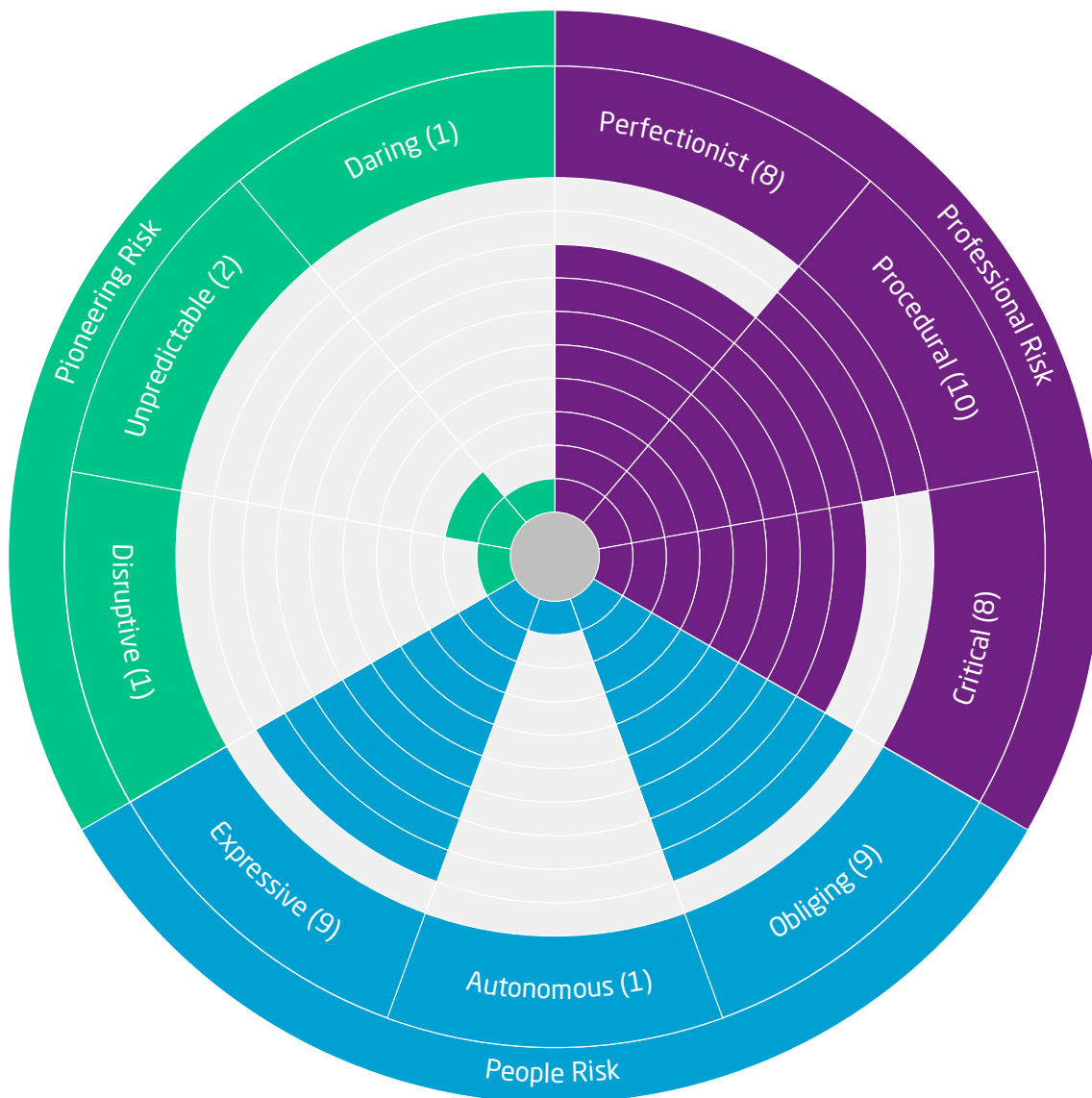
Leadership Risk areas ranked from highest to lowest potential risk:

Procedural	Primary Risk
Expressive	Secondary Risk

High Scores (e.g. Sten 8-10): Indicates greater potential risk

Low Scores (e.g. Sten 1-3): Indicates a lower potential risk

Linking Impact & Risk

Leadership Risk Area	Related Leadership Impact Area	Relationship Between Impact and Risk Area	Interpretation of Risk Area
Perfectionist	Service & Product Delivery	Very high positive	Service & Product Delivery at the expense of overall innovation
Procedural	Managed Risk	High positive	Managed Risk at the expense of providing direction and drive
Critical	Expert Reputation	High positive	Expert Reputation at the expense of supporting others
Obliging	Organizational Commitment	Very high positive	Organizational Commitment at the expense of challenging others and driving innovation
Autonomous	Successful Teams	Strong negative	Lack of Successful Teams, interacting with and supporting others
Expressive	Communication	Fairly high positive	Communication at the expense of structure and rules
Disruptive	New Products/Markets	Very high positive	New Products/Markets at the expense of structure, rules and supporting others
Unpredictable	Organizational Transformation	Fairly high positive	Organizational Transformation at the expense of stability and structure
Daring	Organizational Growth	Very high positive	Organizational Growth at the expense of managing details and risk

Underlying Model

Risk Area	Positive Loading	Negative Loading
Perfectionist	Meticulous	Change Oriented
	Organized	Strategic
	Reliable	
Procedural	Conforming	Enterprising
	Principled	Directing
		Purposeful
Critical	Rational	Positive
	Analytical	Accepting
	Challenging	
Obliging	Engaging	Purposeful
	Positive	Challenging
	Attentive	
Autonomous	Enterprising	Empowering
	Activity Oriented	Involving
		Interactive
Expressive	Articulate	Receptive
	Interactive	Attentive
	Self-Promoting	
Disruptive	Inventive	Conforming
	Abstract	Organized
	Challenging	
Unpredictable	Change Oriented	Composed
	Dynamic	Reliable
		Receptive
Daring	Enterprising	Principled
	Striving	Conforming
		Attentive

Leadership Risk Report

Leadership Risk Overview
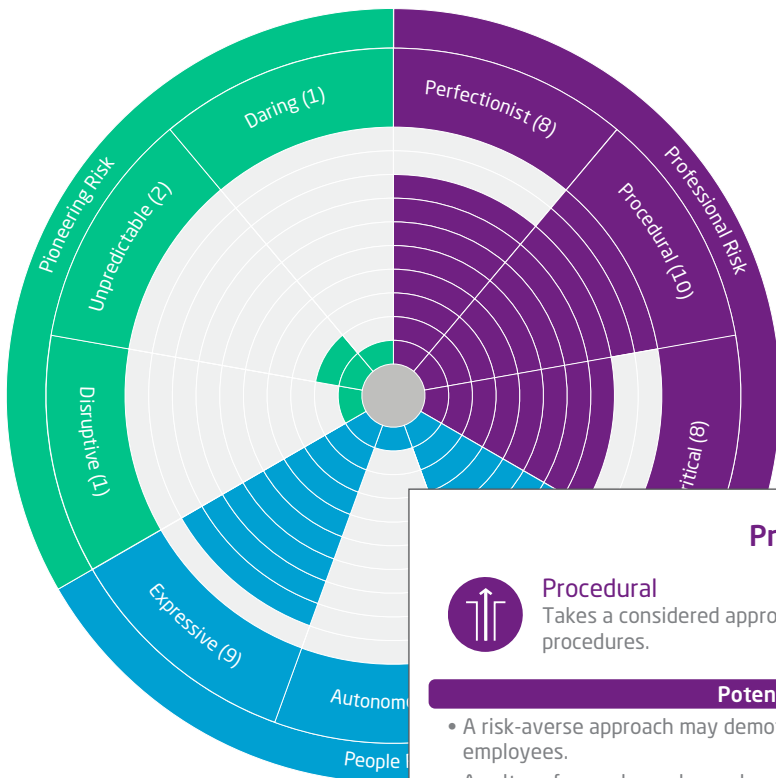
Leadership Risk areas ranked from highest to low

🛡	Procedural
💬	Expressive

Obliging

Critical

Perfectionist

Unpredictable

Autonomous

Daring

Disruptive

Primary Risk Area

Procedural
Takes a considered approach to leadership and prefers to follow established procedures.

Potential Influence on Culture
- A risk-averse approach may demotivate more commercially-minded or creative employees.
- A culture focused on rules and procedures can lead to a lack of readiness from staff to make judgments when something unexpected happens.
- Frustration can set in amongst staff when important things do not get decided and genuine opportunities are not fully taken advantage of.

Potential Risk to the Organization
- Lucrative commercial opportunities that require the agility to take a calculated risk are more likely to be missed.
- Where staff feel they are required to consistently follow rules and procedures, the organization could appear inflexible and insufficiently responsive, particularly when something out of the ordinary happens.
- Cautious leadership leads to slower decision making which may be perceived by staff as a lack of clear direction.

Potential Risk to the Individual
- Taking a long time to make decisions may unnecessarily delay projects and be viewed by others as creating obstacles to progress.
- Being more risk averse may restrict available career options, as a leader may be less prepared to take on new roles and responsibilities.
- A leader's more cautious approach to decision making may cause others to work around them or take key decisions without them.

Managing the Risk
- Creating processes for how to approach and manage more speculative opportunities can potentially minimize risks and increase the chances of commercial success.
- Escalating difficult decisions to a leadership group who have appropriate authority can ensure that important issues are dealt with quickly.
- Scheduling meetings around milestones can help to ensure that decisions are made (and communicated) by a leader when they need to be.
- Involving others who are focused on the development of new opportunities can provide a balance in terms of addressing the potential benefits, as well as the risks.

Reviewing Your Own Risk Report

- "Do you agree with your Risk areas?"

- "How do your Risk areas correspond to your Impact profile?"

- "How could this Risk area actually help you create Impact?"

- "When have you seen this Risk come into play? What examples can you provide?"

- "How does this impact on others? Your team? Your colleagues?"

- "Which comments resonate most with you?"

- "Which 'Managing the Risk' actions will you commit to?"

Risk Group Overview
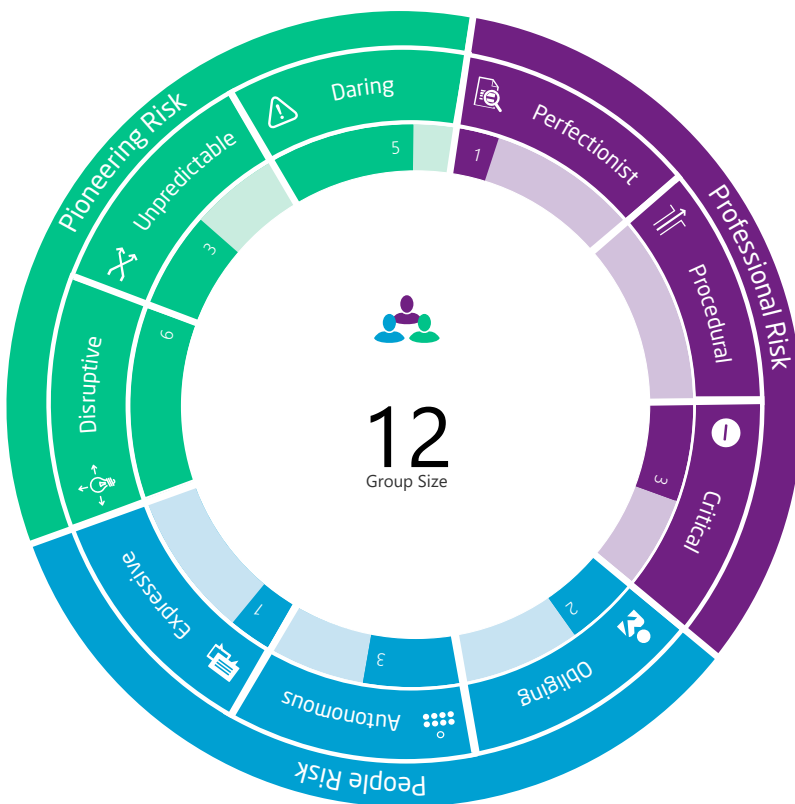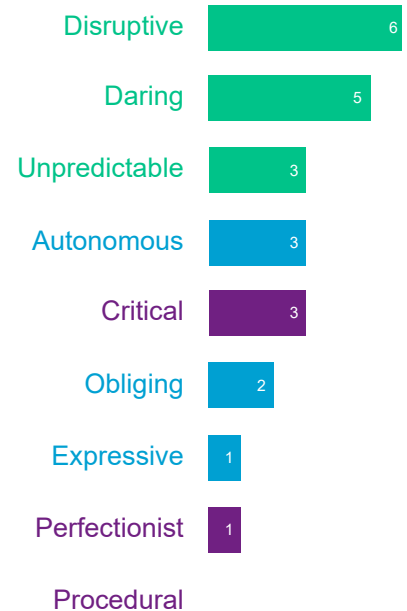
Technical Information

Reliability of Impact and Risks

Alternative Form Reliability

9 Leadership Impact Areas

Mean .92 (range .87 - .94)

N= 1,153

9 Leadership Risk Scales

Mean .91 (range .84 - .95)

N= 1,153

Test-Retest Reliability

9 Leadership Impact Areas

Mean .81 (range .70 - .86)

N= 100

9 Leadership Risk Scales

Mean .79 (range .71 - .83)

N= 100

How Much Impact Does Impact Have?

Impact Area	Correlation with Overall Performance
Service & Product Delivery	.66
Managed Risk	.54
Expert Reputation	.48
Organizational Commitment	.44
Successful Teams	.43
Communication	.46
New Products/Markets	.34
Organizational Transformation	.60
Organizational Growth	.30

Correlations have been adjusted for attenuation based on the reliability of the criteria (based on 263 pairs of criterion ratings).

What Happens When Impact Turns into Risk

Impact Area	Correlation with Overall Performance	Matched Risk Area	Correlation with Overall Performance	Result
Service & Product Delivery	.17	Perfectionist	-.03	⬇
Managed Risk	.00	Procedural	-.37	⬇
Expert Reputation	.40	Critical	.01	⬇
Organizational Commitment	.15	Obliging	-.06	⬇
Successful Teams	.25	Autonomous	.10	N/A
Communication	.36	Expressive	.14	⬇
New Products/Markets	.15	Disruptive	.04	⬇
Organizational Transformation	.48	Unpredictable	.07	⬇
Organizational Growth	.43	Daring	.33	⬇

Correlations have been adjusted for attenuation based on the reliability of the criteria (based on 263 pairs of criterion ratings).

Summary and Next Steps

Next Steps

Start administering assessments

Register on our website to access the online resource centre

Access your free Wave Reports

Join free webinars & masterclasses
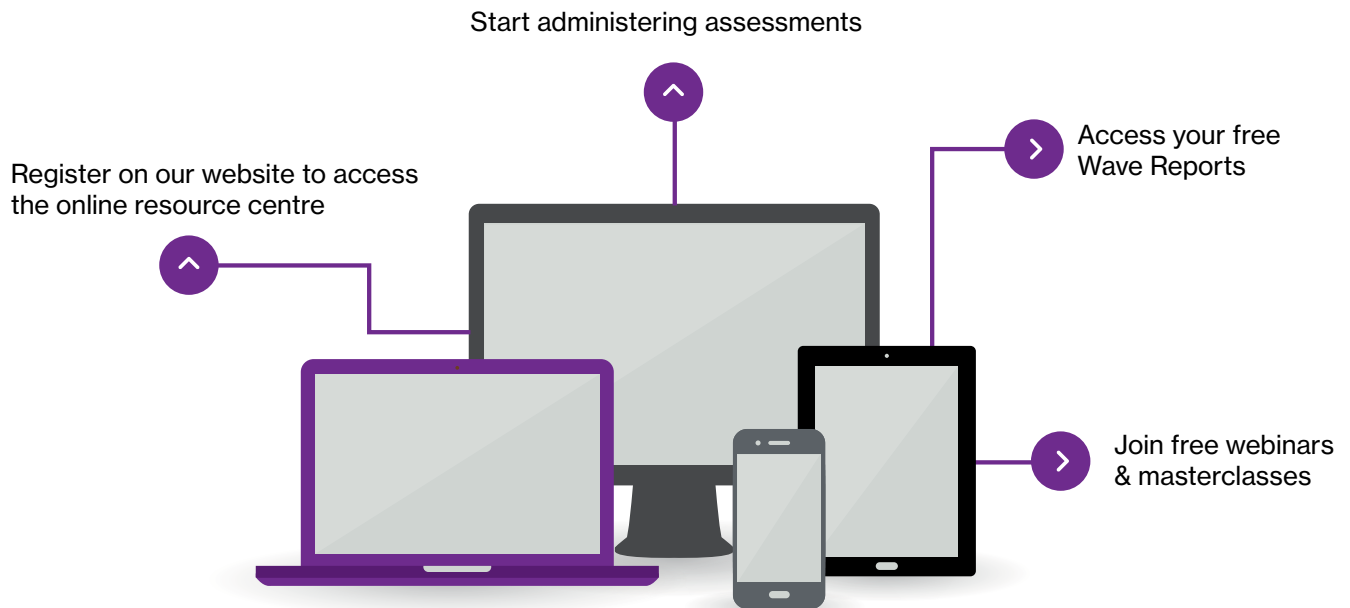
The Saville Assessment Community

What you can expect:

- Invitations to webinars and practitioner masterclasses
- Discussion on industry-specific news and topics
- Networking opportunities with other professionals
- Privileged offers

Contact our Duty Consultant for additional support.

+44 (0)208 619 9000

info@savilleassessment.com

@savilleassess

www.linkedin.com/company/saville-assessment

www.facebook.com/SavilleAssess/

Case Study

Facebook
February 2014

Announces it has purchased WhatsApp for $19 billion.

963k   472k comments   368k shares

👍 Like   💬 Comment   ➦ Share

Facebook
June 2015

Stock rises 3% to an all time high market value of nearly $245 million.

844k   546k comments   295k shares

👍 Like   💬 Comment   ➦ Share

Facebook
April 2016

Shares rise to an all time high of $118 after it reveals first quarter sales jumped 53% and sales were up nearly 200% on the first quarter of 2015.

638k   176k comments   293k shares

👍 Like   💬 Comment   ➦ Share

Facebook
September 2017

Reveals it sold about $100,000 worth of advertising during the 2016 presidential election cycle from inauthentic accounts and pages likely opened out of Russia.

361k   101k comments   77k shares

👍 Like   💬 Comment   ➦ Share

Facebook

October 2017

Announces new transparency measures including a requirement for election related adverts to disclose the individual or organization who paid for the post.

493k   372k comments   33k shares

Like   Comment   Share

Facebook

March 2018

Announces it is suspending a data firm called Strategic Communication Laboratories (SCL) and its subsidiary Cambridge Analytica which provided the Donald Trump presidential campaign with digital outreach services. Zuckerberg and Sandberg heavily criticised in media outlets for keeping a low profile.

964k   842k comments   331k shares

Like   Comment   Share

Facebook

March 2018

A joint investigation by The New York Times and The Observer reports Cambridge Analytica obtained data from 50 million American Facebook users.

999k   853k comments   659k shares

Like   Comment   Share

Facebook

March 2018

A group of Facebook investors file a Federal Lawsuit against the company for allegedly making "materially false and misleading statements" about its privacy policies. Stock market value plunged nearly $50 billion in a Wall Street sell off triggered by the Cambridge Analytica scandal.

915k   663k comments   476k shares

Like   Comment   Share

Facebook

March 2018

During an interview with CNN Zuckerberg says "I'm really sorry this happened", acknowledging Facebook made mistakes and should have responded more robustly to secure user data.

736k   429k comments   531k shares

👍 Like   💬 Comment   ➤ Share

Facebook

April 2018

Zuckerberg appears before congress to personally answer questions about his company and how Facebook handled personal data.

994k   849k comments   623k shares

👍 Like   💬 Comment   ➤ Share

Facebook

Decemeber 2018

Facebook apologizes after a security flaw exposes unpublished photos to app developers.

963k   465k comments   476k shares

👍 Like   💬 Comment   ➤ Share

Facebook

October 2019

The FTC fined Facebook $5 billion over violations of user privacy, which was a record-breaking fine for a tech company.

804k   786k comments   478k shares

👍 Like   💬 Comment   ➤ Share

Facebook

February 2020

Facebook executive: We're trying to double our diverse workforce in 4 years, even if it doesn't work. The company's latest annual diversity report received much criticism after its findings revealed only a modest uptick in the number of female, Black and Hispanic hires over the past year.

😮😂😡 736k   429k comments   531k shares

👍 Like   💬 Comment   ➤ Share

Facebook

October 2021

Facebook CEO Mark Zuckerberg announced the social media giant will change the name of its holding company to Meta, in a rebrand that comes as the company faces a series of public relations crises.

👍❤️😮 804k   786k comments   478k shares

👍 Like   💬 Comment   ➤ Share

Facebook

December 2021

71,970 full-time employees as of December 2021

👍❤️😮 674k   628k comments   572k shares

👍 Like   💬 Comment   ➤ Share

Facebook

February 2022

Despite Zuckerberg's and Meta's apparent effort to "live in the future," as one of its new values dictates, the social media giant still has to wrestle with many of the same old problems that have plagued it for months or, in some cases, years. If anything, some of its challenges only seem to be getting worse.

😮😂😡 921k   739k comments   410k shares

👍 Like   💬 Comment   ➤ Share

Facebook 'No Longer the Company Started in your College Dorm'

f 🐦 ✉ ⋘ **Share**

Zuckerberg brought up the Harvard dorm room origins of Facebook multiple times between his testimonials. Rep. Bobby Rush pointed out Facebook has grown a lot since its inception, and Zuckerberg needs to take accountability for the changing needs of the social media network.

"It's grown so big, so fast," Rush said. "It's no longer the company you started in your dorm room. Instead it's one of the great American success stories. That much influence comes with enormous social responsibility, on which you have failed to act and to protect and consider." Rep Greg Walden added, "Whilst Facebook has certainly grown, I worry it has not matured. I think it is time to ask whether Facebook has moved too fast and broke too many things."

Share this story

f 🐦 ✉ ⋘
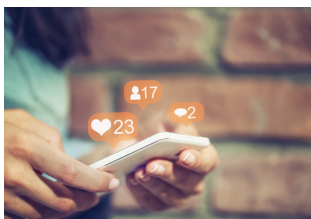
Related articles

Facebook Needs to Improve Hiring Practices

Better to Ask for Forgiveness than Permission?

Facebook 'No Longer the Company Started in your College Dorm'

Facebook Needs to Improve Hiring Practices

Democratic Rep G.K. Butterfield focused on another pressing matter: the lack of diversity in the tech field. Demanding that Facebook improve its hiring practices Butterfield asked; "Why are there no people of colour on your leadership team?" Butterfield showed a screenshot of Zuckerberg's website with five people listed in leadership positions, none of whom are black. While Zuckerberg countered there are more people on Facebook's leadership team, Butterfield noted they're not visible on the website. In 2012 documents showed that Facebook's core leadership team was entirely comprised of workers younger than 45.

As of 31st December 2017, Facebook employed 25,108 employees.

Share this story

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Better to Ask for Forgiveness than Permission?

Facebook 'No Longer the Company Started in your College Dorm'
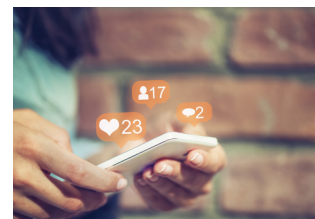
Facebook Needs to Improve Hiring Practices

Better to Ask for Forgiveness than Permission?

Share

Rep. Jan Schakowsky specifically cited all of Zuckerberg's apologies in regard to Facebook. "You have a long history of growth and success, but you also have a long list of apologies. So it seems to me that self-regulation does not work."

Zuckerberg said that social media regulation is inevitable; "The internet is growing in importance in people's lives. It's inevitable that there will be regulation. We need to be careful about the regulation we put in place.

Confronted by lawmakers who were sceptical of Facebook's ability to keep hate speech and abusive content of its platform Zuckerberg repeatedly referred to the power of AI to help solve the problem.

Share this story

Related articles

Facebook 'No Longer the Company Started in your College Dorm'
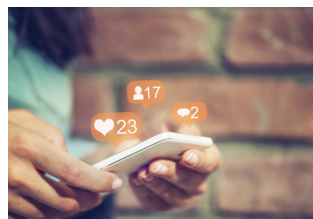
Facebook Needs to Improve Hiring Practices

Better to Ask for Forgiveness than Permission?

Facebook Management Team

Mark Zuckerberg

Founder, Chairman and Chief Executive Officer

Mark is the Founder, Chairman and CEO of Facebook, which he founded in 2004. Mark is responsible for setting the overall direction and product strategy for the company. He leads the design of Facebook's service and development of its core technology and infrastructure. Mark studied computer science at Harvard University before moving the company to Palo Alto, California.

Sheryl Sandberg

Chief Operating Officer

Sheryl Sandberg is chief operating officer at Facebook, overseeing the firm's business operations. Prior to Facebook, Sheryl was vice president of Global Online Sales and Operations at Google, chief of staff for the United States Treasury Department under President Clinton, a management consultant with McKinsey & Company, and an economist with the World Bank.

Sheryl received a BA summa cum laude from Harvard University and an MBA with highest distinction from Harvard Business School.

Sheryl is the co-author of Option B: Facing Adversity, Building Resilience, and Finding Joy with Wharton professor and bestselling author Adam Grant. She is also the author of the bestsellers Lean In: Women, Work, and the Will to Lead and Lean In for Graduates. She is the founder of the Sheryl Sandberg & Dave Goldberg Family Foundation, a nonprofit organization that works to build a more equal and resilient world through two key initiatives, LeanIn.Org and OptionB.Org. Sheryl serves on the boards of Facebook, Women for Women International, ONE, and SurveyMonkey.

Dave Wehner

Chief Financial Officer

Dave is Chief Financial Officer of Facebook, where he leads the finance, facilities and information technology teams. Prior to becoming CFO in June 2014, Dave served as Facebook's Vice President, Corporate Finance and Business Planning, since he joined Facebook in 2012. From 2010 through 2012, Dave served as Chief Financial Officer of Zynga Inc. Before Zynga, Dave was a Managing Director at Allen & Company, an investment bank focused on media and technology, which he joined in 2001.

Dave holds a B.S. in Chemistry from Georgetown University, and an M.S. in Applied Physics from Stanford University.

Mike Schroepfer

Chief Technology Officer

Mike Schroepfer is chief technology officer at Facebook. In that role, he leads the development of the technology strategies and teams that will enable Facebook to connect billions of people around the world and make significant breakthroughs in fields like artificial intelligence and virtual reality. Before Facebook, Mike was vice president of engineering at Mozilla Corporation, where he led the global and open product development process behind Firefox. Mike was formerly a distinguished engineer at Sun Microsystems, which acquired his company, CenterRun. He began his career working at various startups, including a digital effects software startup where he developed software that has been used in several major motion pictures. Mike holds a bachelor's degree and a master's degree in computer science from Stanford University and has filed two US patents.

Chris Cox

Chief Product Officer

Chris leads Facebook's Product Management, Design, and Marketing functions globally. He is responsible for the core products and features that shape the social experience for everyone who uses Facebook. Chris joined Facebook in 2005 as a software engineer and helped build the first versions of key Facebook features, including News Feed. He then became director of human resources, where he set the tone for Facebook's culture and drove the development of its mission, values and people strategy.

Chris holds a bachelor's degree in symbolic systems with a concentration in artificial intelligence from Stanford University.

Discussion Points

Part 1 – Assessment in Action – Leadership Impact Card Sort Exercise

Where does the Facebook Management Team need to have impact?

1.

2.

3.

4.

Part 2 – Assessment in Action – Leadership Impact Expert Report

As Facebook looks to recruit a new member into the Management Team, using the Leadership Impact Expert report provided:

1. How positively would the individual impact in the areas you have identified as key?

2. What questions might you want to ask them at interview?

Part 3 – Assessment in Action – Impact Group Overview

Looking at the Leadership Impact Expert Report and Leadership Impact Group Overview provided:

1.   What could the individual bring to the team?

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2.   What challenges could this individual face working with the team already in place?

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Part 4 - Assessment in Action – Leadership Risk

The Facebook Management Team needs to manage the risk of being...

1.

2.

3.

Using the Leadership Risk Report provided:

1.   Which risk behaviors might you need to 'watch for' if the individual is hired?

```



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2.   How might you help the individual manage these?

```



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Leadership Impact Expert Report
Charlie L Green

Professional

Styles

Contents

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 Charlie L Green'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.

Leadership Impact Potential Prediction

The Leadership Impact Potential Prediction gives a unique prediction of Charlie L Green'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.

Situational Leadership Profile

The Situational Leadership Profile gives an indication of the workplace situations in which Charlie L Green 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.

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.

3Ps of Leadership

9 Impact Areas

18 Leadership Styles

Professional
Professional leaders are likely to be effective at leading in specialist contexts and providing professional or technical knowledge.

People
People leaders are likely to be effective at managing a wide range of people across teams or functions.

Pioneering
Pioneering leaders are likely to be effective at driving success, change and growth.

Leadership Impact Model Summary

Leader Success Requirements

Behaviors → Leadership Style → Leadership Impact

Organizational Context

wave
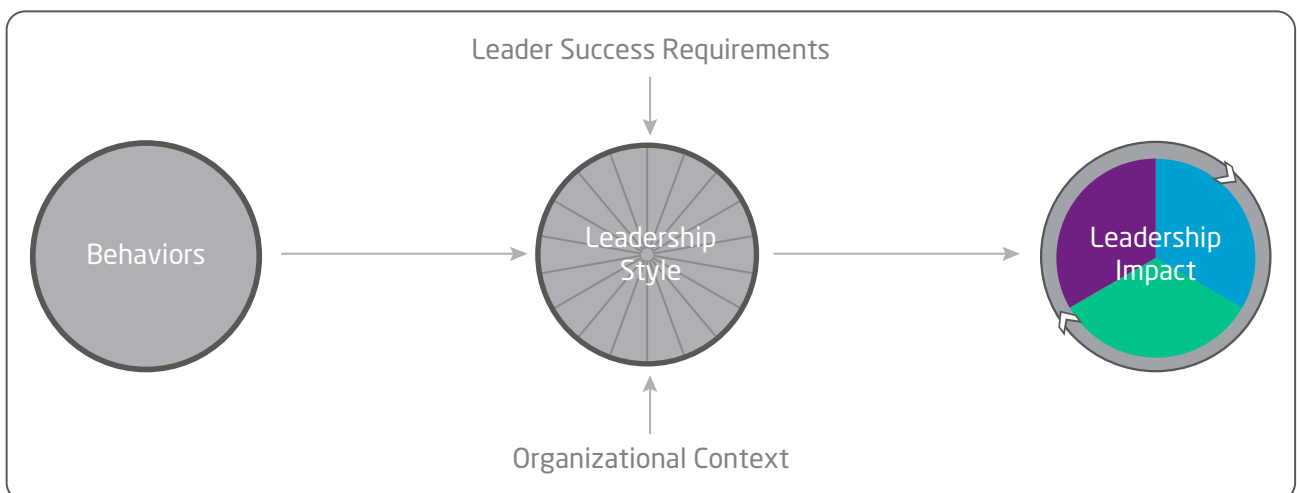
Response Overview

This profile provides a summary of response patterns based on Charlie L Green'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

	1	2	3	4	5	6	7	8	9	10
Ratings Acquiescence Overall, neither overly lenient nor critical in self-ratings					■					
Consistency of Rankings Highly consistent in rank ordering of characteristics									■	
Normative-Ipsative Agreement Overall, there is a fairly high degree of alignment between normative and ipsative scores								■		
Motive-Talent Agreement Overall, there is a high degree of alignment between Motive and Talent scores									■	

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 Charlie L Green's Leadership Styles, with the 18 Leadership Styles shown.

Professional	1	2	3	4	5	6	7	8	9	10
Administrator					■					
Coordinator			■							
Regulator										■
Technician								■		
Intellectual										■
Expert Advisor					■					

People	1	2	3	4	5	6	7	8	9	10
Enthusiast								■		
Facilitator							■			
Inspirer				■						
Collaborator			■							
Persuader									■	
Consulter										■

Pioneering	1	2	3	4	5	6	7	8	9	10
Catalyst							■			
Innovator	■									
Change Agent	■									
Crisis Handler	■									
Strategic Opportunist				■						
Growth Seeker					■					

wave
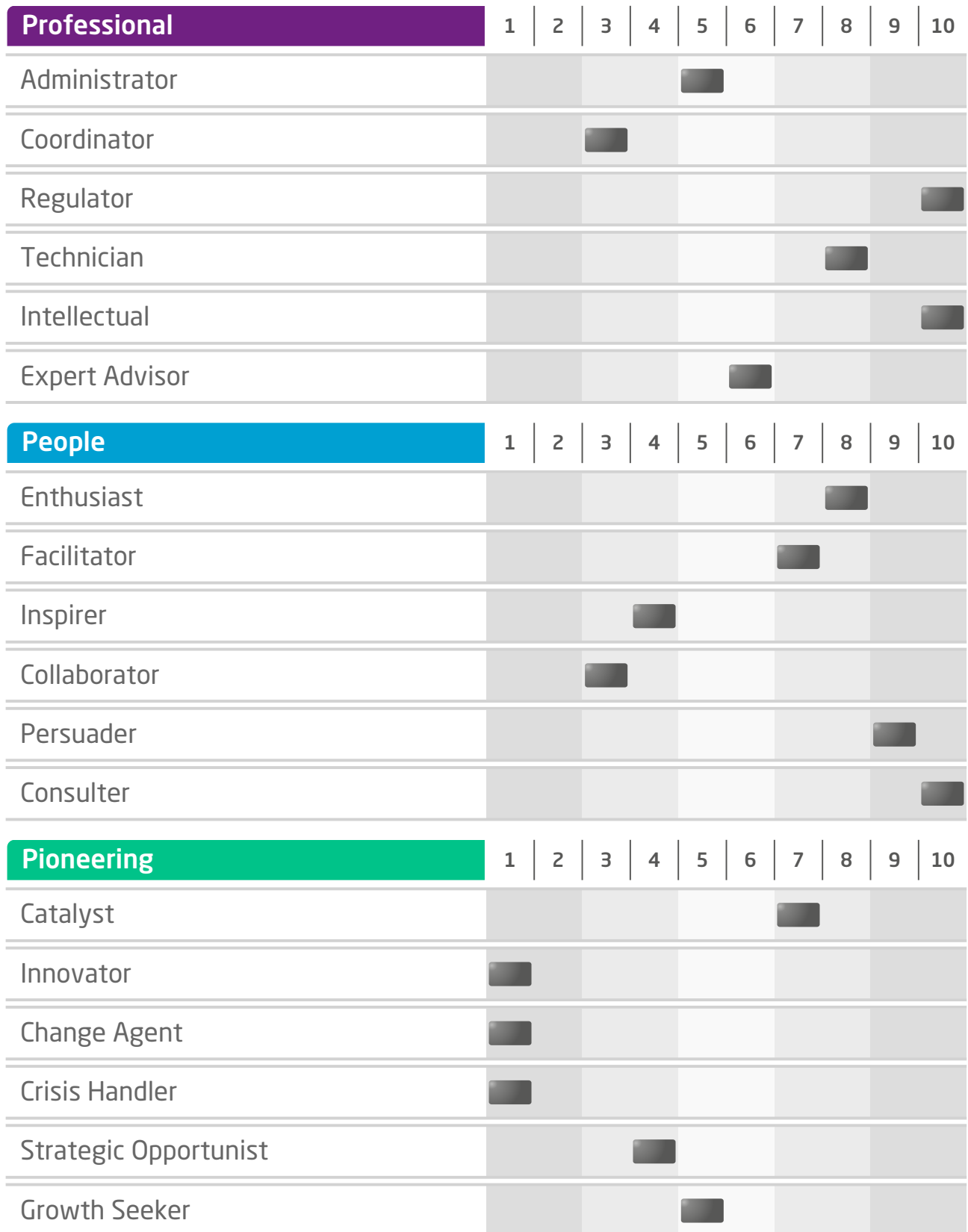
Leadership Styles Profile - Professional
Service & Product Delivery

Administrator (5)

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

	1	2	3	4	5	6	7	8	9	10

Meticulous `Sten 8`
pays close attention to detail (7); very thorough (8); ensures a high level of quality (8)

Activity Oriented `Sten 2`
likes to work at a steady pace (4); dislikes being really busy (3); likes to do one thing at a time (2)
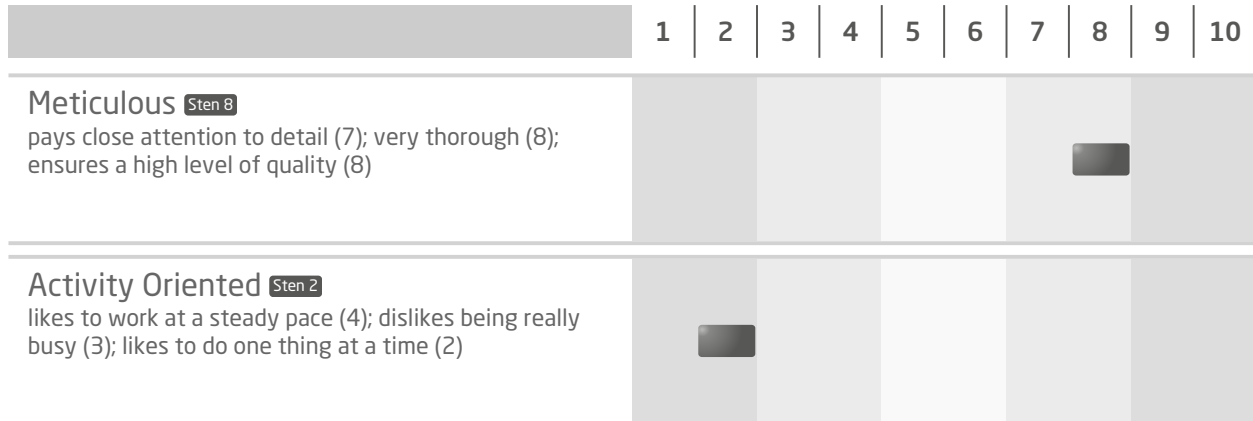
Coordinator (3)

Coordinators organize and realize detailed plans.

	1	2	3	4	5	6	7	8	9	10

Organized `Sten 3`
less well organized than most people (2); moderately inclined to make plans (5); less inclined to prioritize than many people (4)

Reliable `Sten 3`
places less emphasis on meeting deadlines than many people (4); less punctual than many people (4); is sometimes prepared to leave tasks unfinished (4)
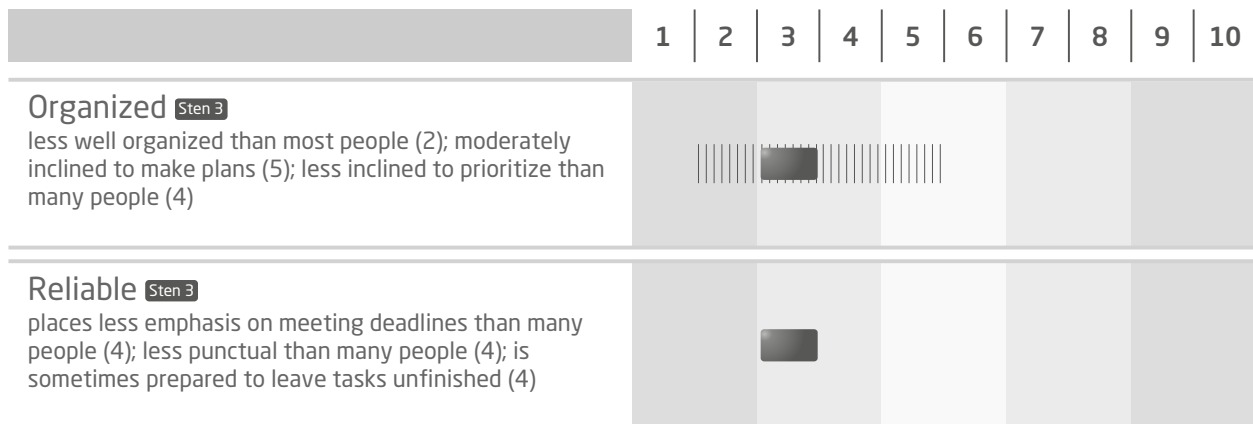
Service & Product Delivery - Reflections for Development

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 (10)

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

	1	2	3	4	5	6	7	8	9	10

Conforming `Sten 10`
really likes to follow the rules (10); strongly prefers to follow procedures (10); very much prefers low-risk options in decision making (10)

Principled `Sten 10`
behaves ethically (10); consistently respects confidentiality (10); highly focused on honoring commitments (10)

Technician (8)

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

	1	2	3	4	5	6	7	8	9	10

Practically Minded `Sten 8`
oriented towards practical work (8); prefers to learn by doing (8); shows common sense (7)

Factual `Sten 7`
likely to communicate well in writing (8); moderately interested in the logic behind an argument (6); establishing all the relevant facts is not a high priority (4)

Managed Risk - Reflections for Development

Enhance existing control of risk by identifying challenging situations where risks are likely to be especially high. Take appropriate action where possible.

Might there be situations where taking more of a risk could be advantageous for the organization? Reflect on whether your leadership effectiveness could be enhanced by occasionally taking more calculated risks.

Leadership Styles Profile - Professional
Expert Reputation

Intellectual (10)

Intellectuals lead by developing understanding and capability within their team.

	1	2	3	4	5	6	7	8	9	10
Rational `Sten 9` enjoys working with numerical data (7); makes full use of information technology (10); makes decisions largely on the basis of the facts alone (8)									▓	
Learning Oriented `Sten 9` seeks opportunities to learn about new things (8); a very quick learner (9); inclined to learn through reading (7)									▓	
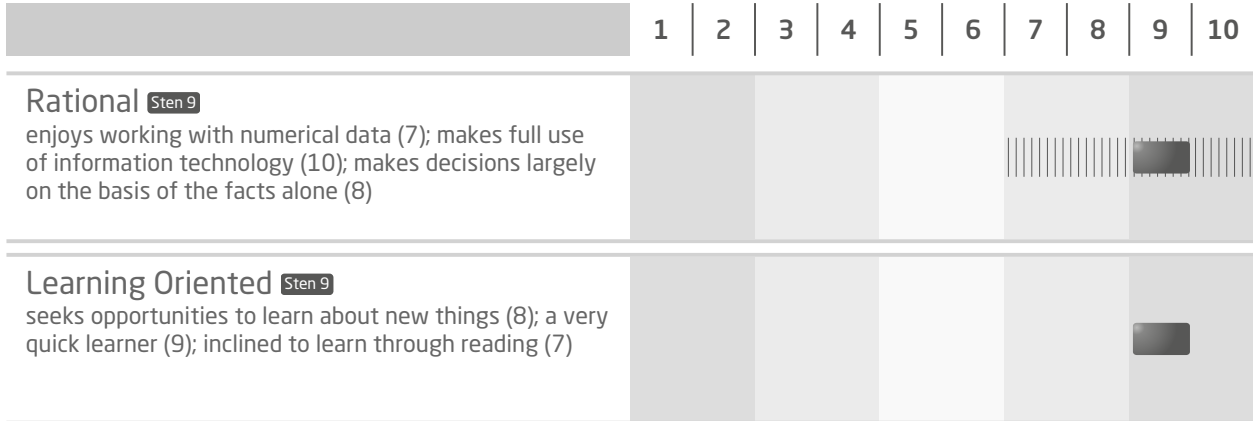
Expert Advisor (6)

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

	1	2	3	4	5	6	7	8	9	10
Analytical `Sten 6` likes to analyze information (7); frequently asks probing questions (7); not particularly focused on finding solutions to problems (4)						▓				
Self-assured `Sten 6` less self-confident than many people (4); feels in control of own future (8); has a balanced sense of own worth (6)						▓				
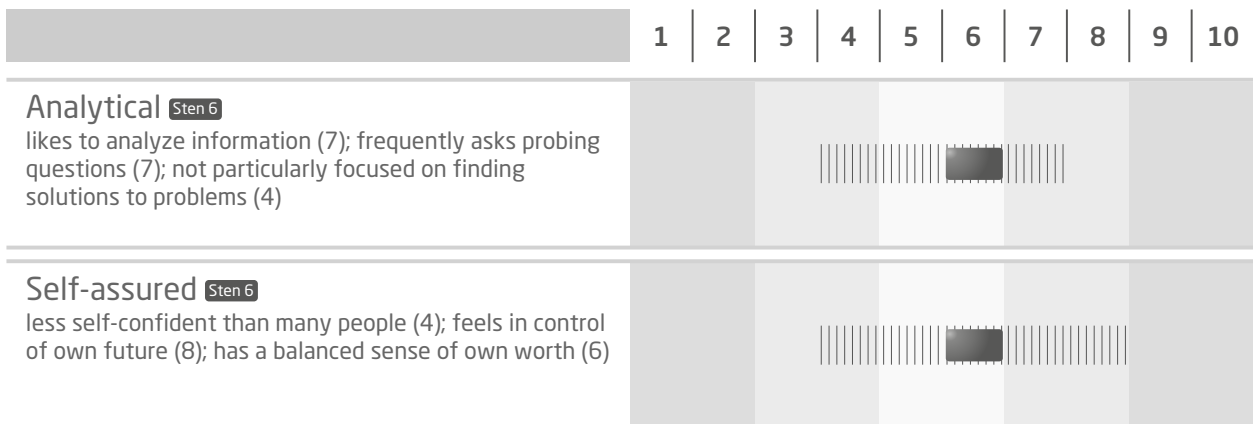
Expert Reputation - Reflections for Development

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.

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Leadership Styles Profile - People
Organizational Commitment

Enthusiast (8)

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

	1	2	3	4	5	6	7	8	9	10

Engaging `Sten 9`
quickly establishes rapport (8); is reasonably focused on making a good first impression (6); makes new friends very easily (10)

Positive `Sten 6`
likely to take an optimistic view (7); recovers reasonably quickly from setbacks (5); moderately cheerful (5)

Facilitator (7)

Facilitators lead by responding to the needs of others.

	1	2	3	4	5	6	7	8	9	10

Accepting `Sten 6`
considerate towards others (8); less tolerant than many people (4); moderately trusting of people (6)

Attentive `Sten 9`
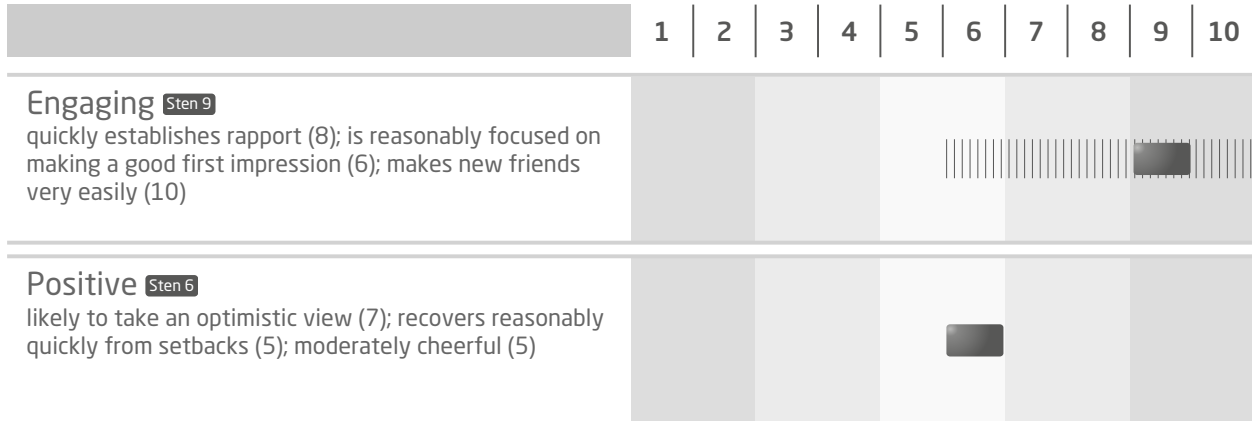as empathetic as most people (6); an extremely good listener (9); very interested in understanding why people do things (9)

Organizational Commitment - Reflections for Development
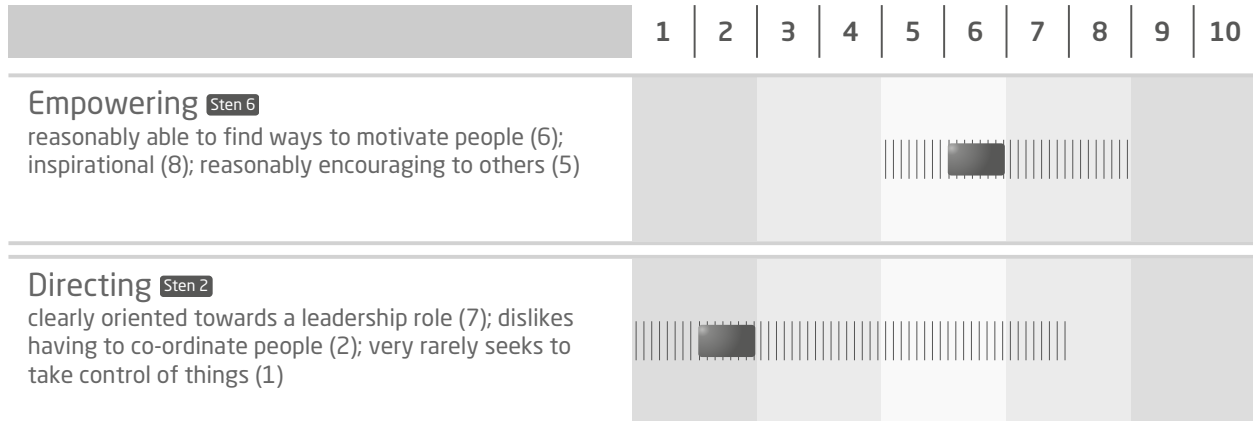
Can you do anything more to ensure that people are committed to organizational objectives that really matter? Ensure that you're directing your enthusiasm to build lasting commitment.

Is there a risk of being too enthusiastic, positive and attentive for some people? Be aware that some people may expect you to be more serious and critical when things aren't going so well.

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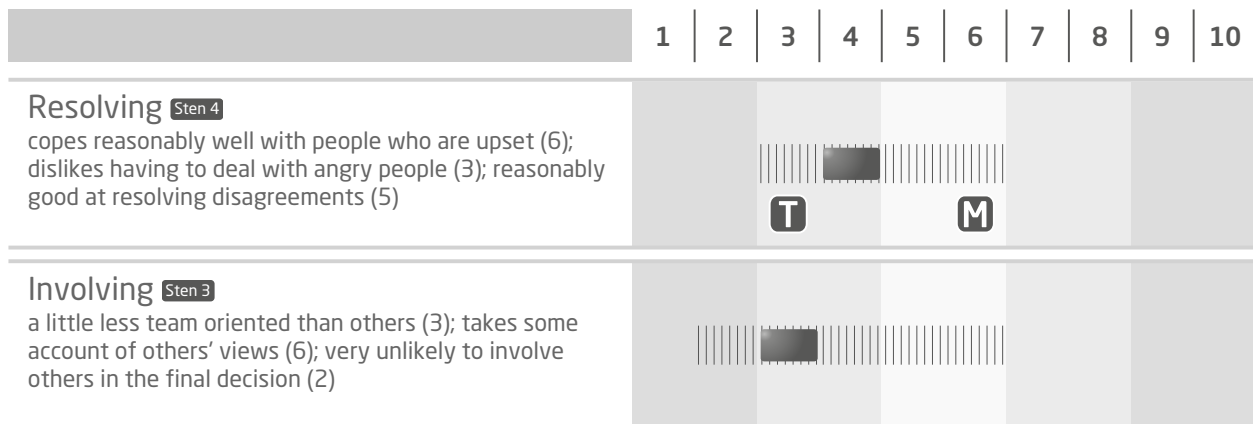# Leadership Styles Profile - People
Successful Teams

Inspirer (4)

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

	1	2	3	4	5	6	7	8	9	10

Empowering Sten 6
reasonably able to find ways to motivate people (6);
inspirational (8); reasonably encouraging to others (5)

Directing Sten 2
clearly oriented towards a leadership role (7); dislikes
having to co-ordinate people (2); very rarely seeks to
take control of things (1)

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 (6);
dislikes having to deal with angry people (3); reasonably
good at resolving disagreements (5)

Involving Sten 3
a little less team oriented than others (3); takes some
account of others' views (6); very unlikely to involve
others in the final decision (2)

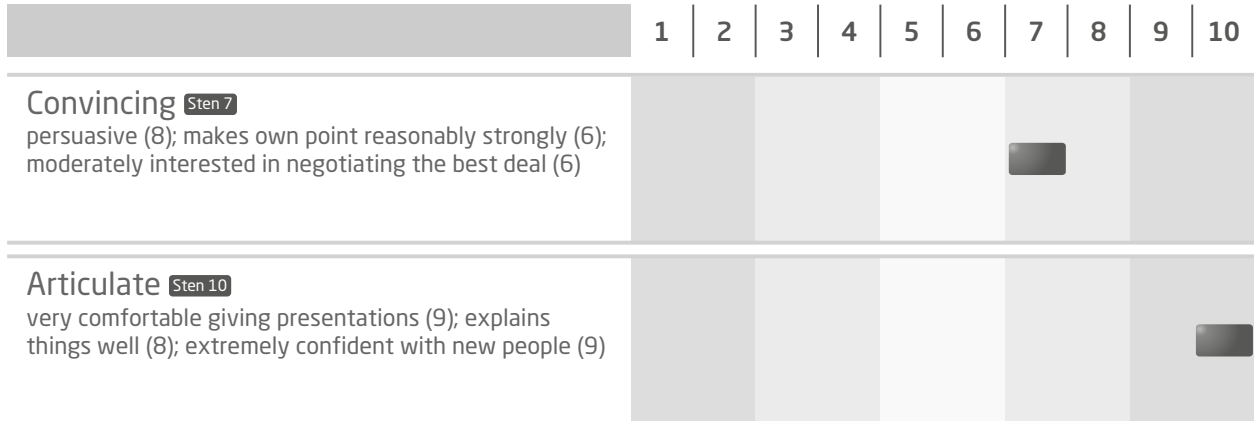## Successful Teams - Reflections for Development

Ensure that within a team there are clear roles and capable people are able to take responsibility for achieving organizationally-aligned outcomes.

Is there a risk of delegating to the extent that you don't have sufficient knowledge of how people are spending their time? Remember to stay close to people's workloads and check in on people's progress towards goals.
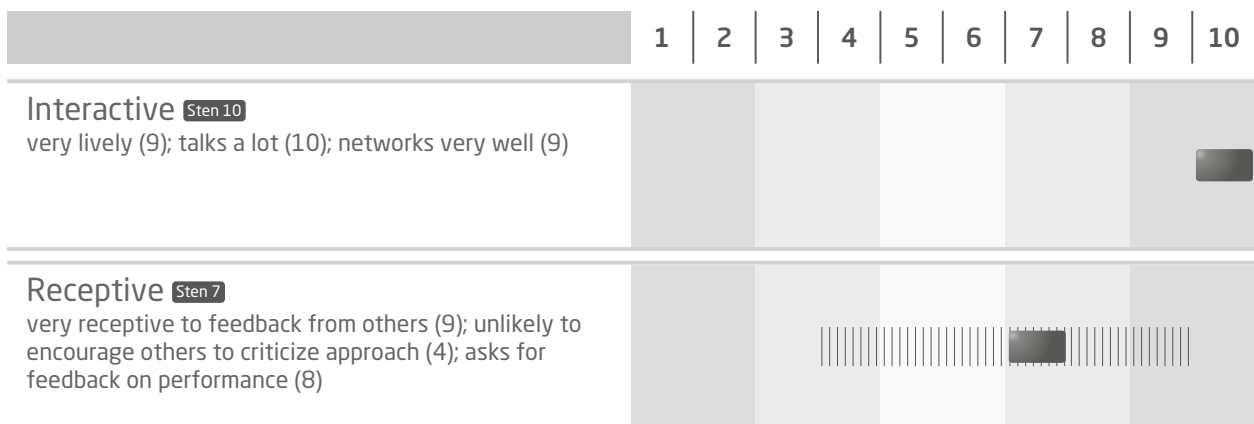
Leadership Styles Profile - People
Communication

Persuader (9)

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

	1	2	3	4	5	6	7	8	9	10

Convincing `Sten 7`
persuasive (8); makes own point reasonably strongly (6); moderately interested in negotiating the best deal (6)

Articulate `Sten 10`
very comfortable giving presentations (9); explains things well (8); extremely confident with new people (9)

Consulter (10)

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

	1	2	3	4	5	6	7	8	9	10

Interactive `Sten 10`
very lively (9); talks a lot (10); networks very well (9)

Receptive `Sten 7`
very receptive to feedback from others (9); unlikely to encourage others to criticize approach (4); asks for feedback on performance (8)

Communication - Reflections for Development
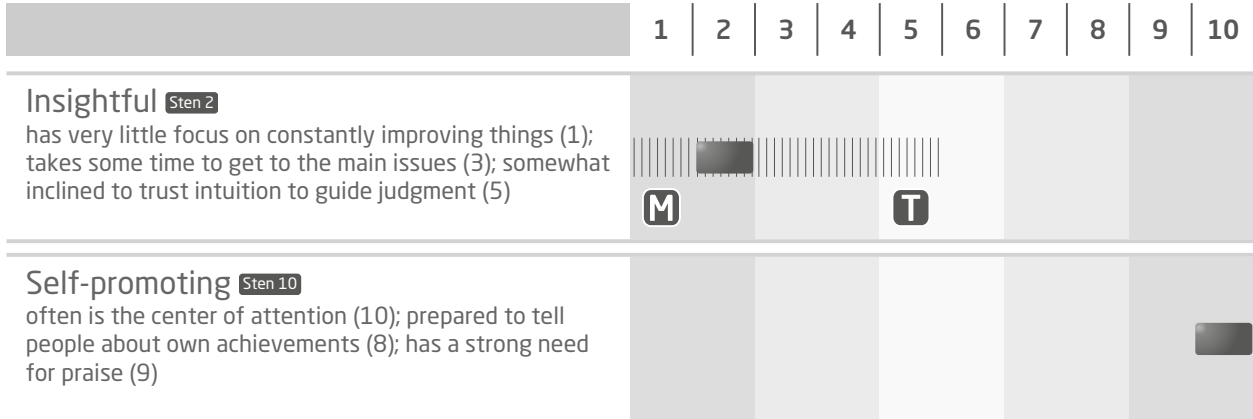
Build on your existing strength in communication by communicating in increasingly challenging situations; where difficult stakeholders need to be brought together and consensus reached, for example.

Could you ever be communicating too much? Signs of this could include people not communicating enough themselves because they've become dependent on you to be the spokesperson.

Leadership Styles Profile - Pioneering
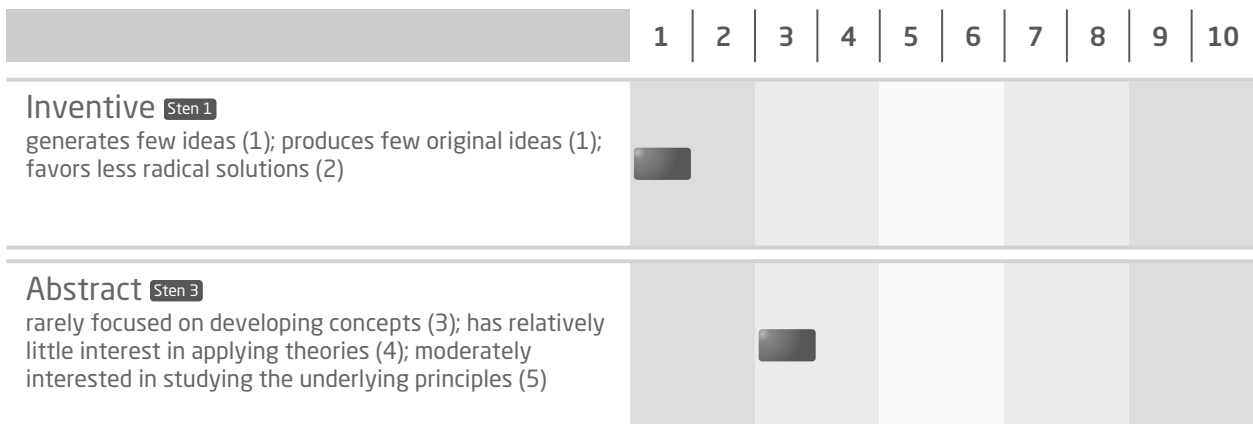# New Products/Markets

Catalyst (7)

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 2`
has very little focus on constantly improving things (1); takes some time to get to the main issues (3); somewhat inclined to trust intuition to guide judgment (5)

Self-promoting `Sten 10`
often is the center of attention (10); prepared to tell people about own achievements (8); has a strong need for praise (9)

Innovator (1)

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

	1	2	3	4	5	6	7	8	9	10

Inventive `Sten 1`
generates few ideas (1); produces few original ideas (1); favors less radical solutions (2)

Abstract `Sten 3`
rarely focused on developing concepts (3); has relatively little interest in applying theories (4); moderately interested in studying the underlying principles (5)

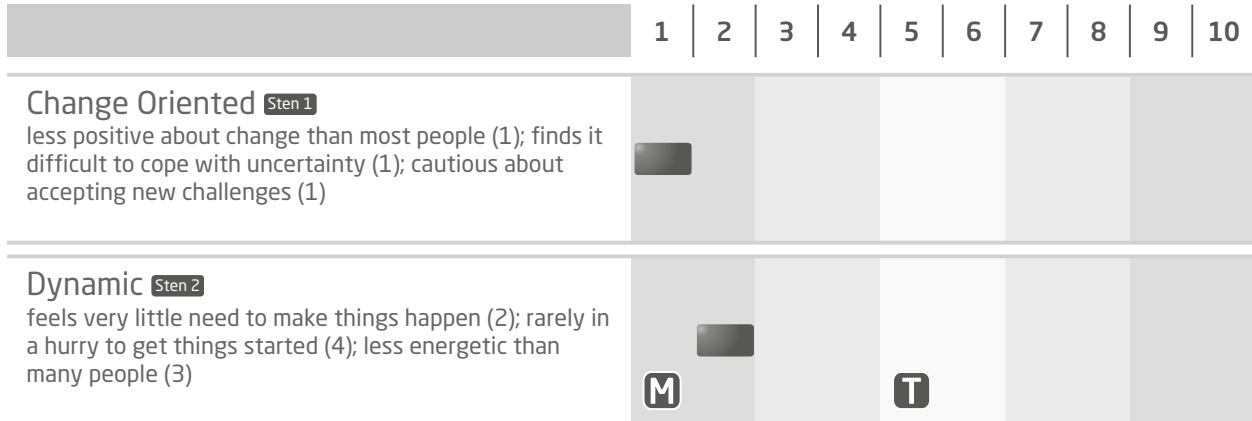## New Products/Markets - Reflections for Development

> Enhance the implementation of new products and services by strongly promoting those improvements which you feel are the most beneficial to the organization.

> Is there a risk of focusing on incremental improvements at the expense of more fundamental changes? Invest some time and resources in the development of potential new products and services.

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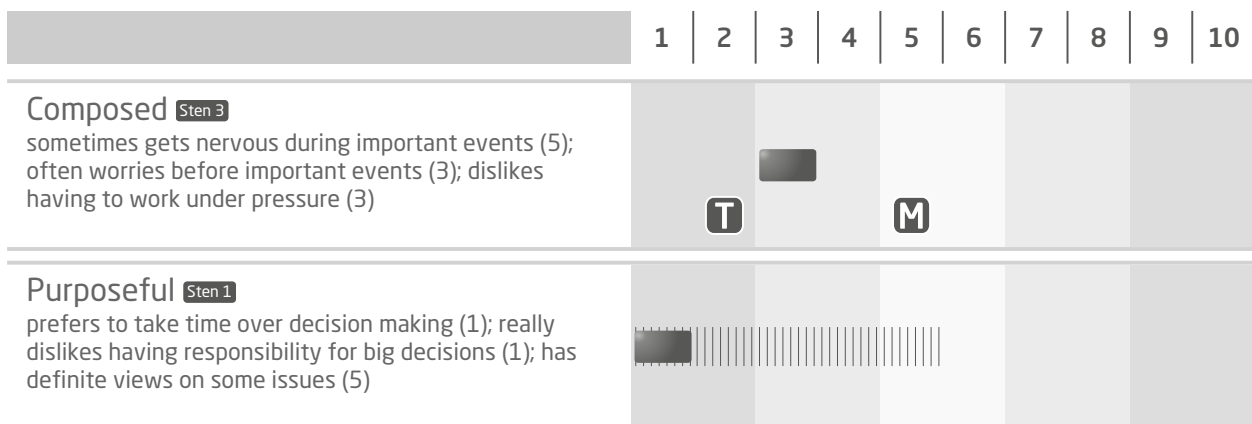# Leadership Styles Profile - Pioneering
Organizational Transformation

Change Agent (1)

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 1
less positive about change than most people (1); finds it difficult to cope with uncertainty (1); cautious about accepting new challenges (1)

Dynamic Sten 2
feels very little need to make things happen (2); rarely in a hurry to get things started (4); less energetic than many people (3)

M   T

Crisis Handler (1)

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 3
sometimes gets nervous during important events (5); often worries before important events (3); dislikes having to work under pressure (3)

T   M

Purposeful Sten 1
prefers to take time over decision making (1); really dislikes having responsibility for big decisions (1); has definite views on some issues (5)

Organizational Transformation - Reflections for Development

Assign responsibility for initiating and driving change to a key individual or group and be clear on expectations about what transformation needs to occur.

Is there a risk that change is happening too slowly to remain competitive? Make sure that you are clear on the changes which will need to be made and that you are not holding back from making timely decisions.

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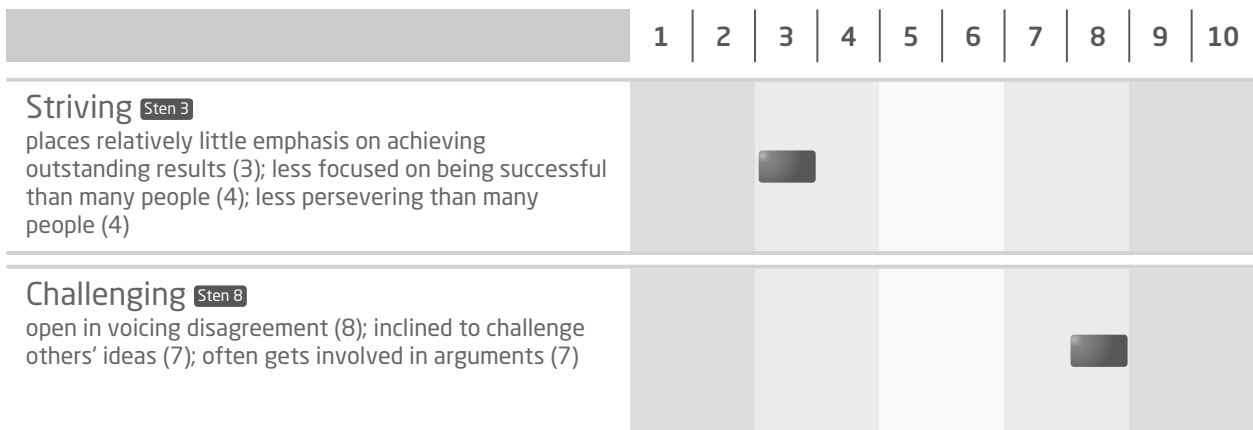# Leadership Styles Profile - Pioneering Organizational Growth

Strategic Opportunist (4)

Strategic Opportunists combine competitiveness with strategic awareness.

	1	2	3	4	5	6	7	8	9	10

Enterprising `Sten 3`
has little interest in identifying business opportunities (3); moderately sales oriented (5); less competitive than many people (4)

Strategic `Sten 5`
shows relatively limited interest in developing strategies (4); takes a long-term view (7); creates a reasonably clear vision for the future (5)

Growth Seeker (5)

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

	1	2	3	4	5	6	7	8	9	10

Striving `Sten 3`
places relatively little emphasis on achieving outstanding results (3); less focused on being successful than many people (4); less persevering than many people (4)

Challenging `Sten 8`
open in voicing disagreement (8); inclined to challenge others' ideas (7); often gets involved in arguments (7)

Organizational Growth - Reflections for Development

Implement a review of where organizational growth is expected to originate from and devote resources to working in line with these findings.

Could growth be faster with greater clarity and focus on the future direction of the organization? Could you challenge people more to have higher expectations about what can be achieved?

Leadership Impact Potential Prediction

This profile provides a summary of the likely potential of Charlie L Green to demonstrate Leadership Impact in the nine key Impact areas. It is based on Charlie L Green'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

[ ][ ][3][ ][ ][ ][ ][ ][ ][ ]

Low
higher potential than about 10% of the comparison group

Managed Risk
actively controlling risk; championing effective corporate governance; ensuring compliance with policies, procedures and legal requirements

[ ][ ][ ][ ][ ][ ][ ][ ][ ][10]

Extremely High
higher potential than about 99% of the comparison group

Expert Reputation
building organizational expertise; promoting technical excellence; enhancing organizational reputation

[ ][ ][ ][ ][ ][ ][7][ ][ ][ ]

Fairly High
higher potential than about 75% of the comparison group

People

Organizational Commitment
creating a shared sense of purpose; enhancing employee motivation; building organizational morale

[ ][ ][ ][ ][ ][ ][7][ ][ ][ ]

Fairly High
higher potential than about 75% of the comparison group

Successful Teams
building effective teams; attracting and developing talent; utilizing potential

[ ][2][ ][ ][ ][ ][ ][ ][ ][ ]

Very Low
higher potential than about 5% of the comparison group

Communication
delivering influential communication; building cross-functional/geographic communication; encouraging involvement and consultation

[ ][ ][ ][ ][ ][ ][ ][ ][9][ ]

Very High
higher potential than about 95% of the comparison group

Pioneering

New Products/Markets
identifying market gaps or routes to market; cultivating innovation; generating impactful solutions

[ ][2][ ][ ][ ][ ][ ][ ][ ][ ]

Very Low
higher potential than about 5% of the comparison group

Organizational Transformation
delivering organizational transformation; building commitment to change; actively managing change processes

[1][ ][ ][ ][ ][ ][ ][ ][ ][ ]

Extremely Low
higher potential than about 1% of the comparison group

Organizational Growth
increasing stakeholder value; establishing challenging organizational goals; driving organizational success

[ ][ ][3][ ][ ][ ][ ][ ][ ][ ]

Low
higher potential than about 10% of the comparison group

Situational Leadership Profile

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

Charlie L Green is likely to be more effective as a leader where:

⊕ rules, regulations and principles are essential for guiding behavior

⊕ there is need for a high level of expertise and knowledge

⊕ there is a need to interact widely and be open to feedback from different sources

⊕ good communication is necessary to influence others effectively

⊕ practical understanding is required to guide others and take a logical approach

Charlie L Green is likely to be less effective as a leader where:

? there is a need for people with conflicting views to work well together

? strong planning is critical to completing tasks

? creativity and new concepts are important

? action needs to be taken to ensure change leads to progress

? remaining calm and decisive under pressure is especially valuable

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Leadership Risk Report
Charlie L Green

Professional

Styles

Contents

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

This report provides information on nine Leadership Risk areas, based on Charlie L Green's responses to the Styles questionnaire. There are nine risk areas which sit under the three Ps of leadership - Professional, People and Pioneering. Implications are given for the two highest potential risk areas, relating to the individual, the organization and the culture.

Professional Risk

Perfectionist

- Places emphasis on the finer details and tries to ensure all work meets high standards.
- A tendency to expend effort on perfecting details could be inefficient and may result in missing critical elements of the bigger picture.

Procedural

- Takes a considered approach to leadership and prefers to follow established procedures.
- A preference for rigorously following the rules and being cautious about taking decisions could result in opportunities being missed.

Critical

- Takes an analytical approach to work and looks to spot potential pitfalls or problems.
- A focus on problems may be perceived as negative and could discourage important contributions.

People Risk

Obliging

- Favours an accommodating approach to leadership and is likely to seek the approval of others for decisions.
- A focus on accommodating the wishes of others could result in agreeing to actions which are not in the best interests of the organization.

Autonomous

- Works more individually and is likely to do things without feeling a regular need to consult or involve others.
- A preference for less interaction with others while working could lead to actions which take little account of other parts of the organization.

Expressive

- Prefers to interact regularly with others and is likely to be more dominant in social situations.
- A tendency to be socially dominant can result in others' views being overshadowed.

Introduction

This report provides information on nine Leadership Risk areas, based on Charlie L Green's responses to the Styles questionnaire. There are nine risk areas which sit under the three Ps of leadership - Professional, People and Pioneering. Implications are given for the two highest potential risk areas, relating to the individual, the organization and the culture.

Pioneering Risk

Disruptive

- Comes up with alternative ideas and approaches, and seeks to do things differently.
- A focus on ideas and unconventional approaches could disrupt ongoing work and waste time on unproductive activities.
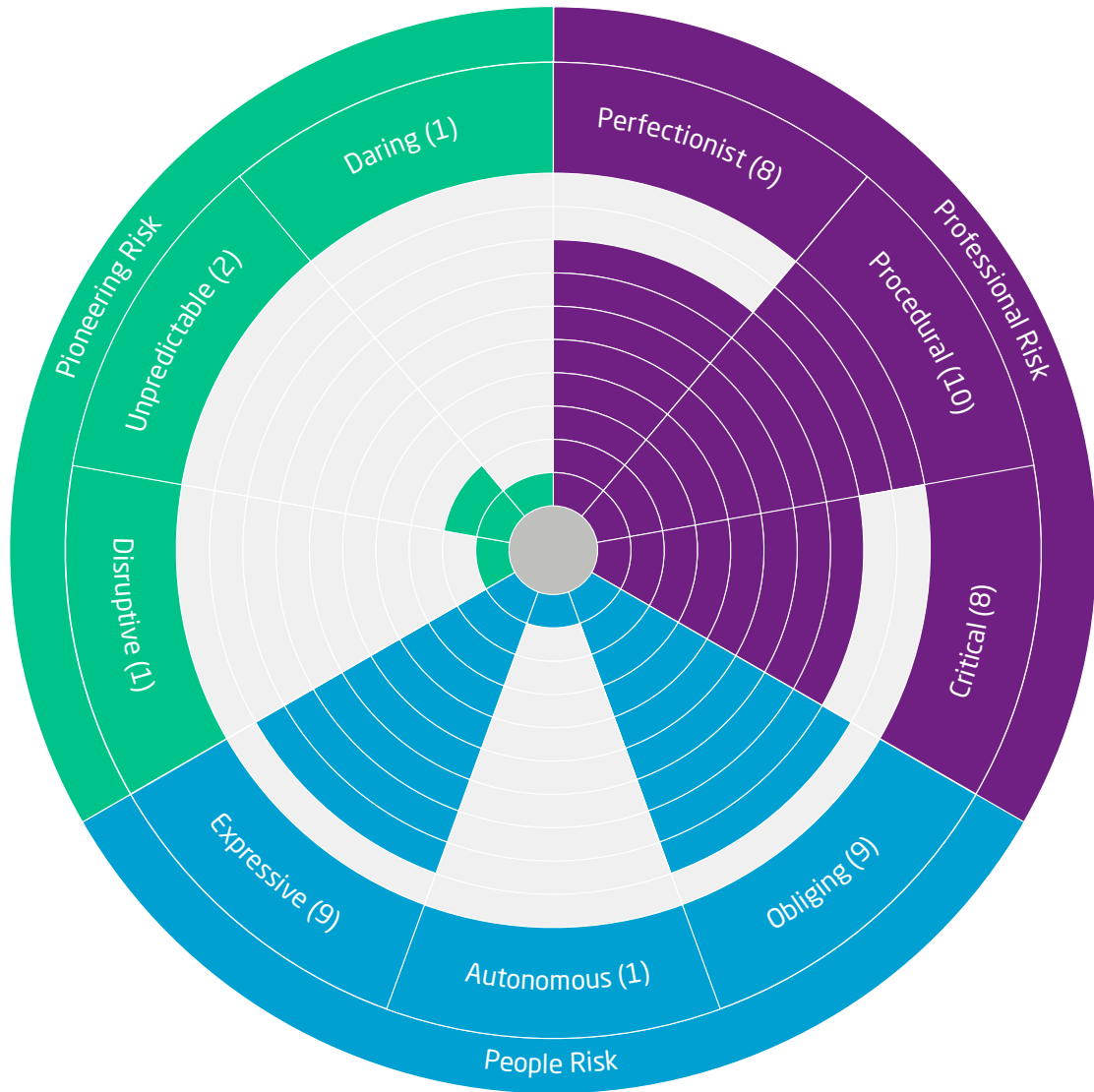
Unpredictable

- Takes action to effect change and prefers not to feel constrained by set timescales.
- A preference for action and change could lead to a reactive work environment which is in a constant state of flux.

Daring

- Seeks challenging new opportunities for the organization and is willing to take some risks.
- A preference for the pursuit of new opportunities and a willingness to push the boundaries could lead to unnecessary risk.

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Leadership Risk Overview

Leadership Risk areas ranked from highest to lowest potential risk:

Procedural	Primary Risk
Expressive	Secondary Risk

Obliging

Critical

Perfectionist

Unpredictable

Autonomous

Daring

Disruptive

Primary Risk Area

Procedural
Takes a considered approach to leadership and prefers to follow established procedures.

Potential Influence on Culture

- A risk-averse approach may demotivate more commercially-minded or creative employees.
- A culture focused on rules and procedures can lead to a lack of readiness from staff to make judgments when something unexpected happens.
- Frustration can set in amongst staff when important things do not get decided and genuine opportunities are not fully taken advantage of.

Potential Risk to the Organization

- Lucrative commercial opportunities that require the agility to take a calculated risk are more likely to be missed.
- Where staff feel they are required to consistently follow rules and procedures, the organization could appear inflexible and insufficiently responsive, particularly when something out of the ordinary happens.
- Cautious leadership leads to slower decision making which may be perceived by staff as a lack of clear direction.

Potential Risk to the Individual

- Taking a long time to make decisions may unnecessarily delay projects and be viewed by others as creating obstacles to progress.
- Being more risk averse may restrict available career options, as a leader may be less prepared to take on new roles and responsibilities.
- A leader's more cautious approach to decision making may cause others to work around them or take key decisions without them.

Managing the Risk

- Creating processes for how to approach and manage more speculative opportunities can potentially minimize risks and increase the chances of commercial success.
- Escalating difficult decisions to a leadership group who have appropriate authority can ensure that important issues are dealt with quickly.
- Scheduling meetings around milestones can help to ensure that decisions are made (and communicated) by a leader when they need to be.
- Involving others who are focused on the development of new opportunities can provide a balance in terms of addressing the potential benefits, as well as the risks.

Secondary Risk Area

Expressive
Prefers to interact regularly with others and is likely to be more dominant in social situations.

Potential Influence on Culture

- Where a leader is highly gregarious, other staff may feel they have less opportunity to share their views, particularly in meetings.
- A leader who has a more expressive style may be less likely to recognize the talents of quieter colleagues.
- A leader who believes in promoting their own achievements may encourage a more political culture where staff are expected to talk up their own contributions.

Potential Risk to the Organization

- Where organizations are led by more expressive individuals, this carries some risk of alienating quieter individuals who may feel that their ideas are not being heard.
- Lots of discussion and interaction can detract from getting work completed. Internal politics may lead to a lower level of output for the organization.
- When a leader makes lots of presentations and announcements, they run the risk of not delivering everything that has been promised. This may result in a loss of confidence in the leader and organization.

Potential Risk to the Individual

- If staff are not encouraged to provide constructive feedback, a leader may be less aware when staff or colleagues are unhappy with them.
- A leader who dominates conversations may miss important ideas from others and favour their own suggestions. This could be seen as acting in their own best interest rather than the organization's.
- A leader who is very positive about themselves and their achievements may encourage more criticism from others.

Managing the Risk

- Helping staff to raise their profile across the organization can lead to better recognition for talented individuals.
- Scheduling regular one-to-one meetings with staff to focus on any potential barriers to achieving their objectives can ensure that a leader is able to act on the concerns of others.
- Structuring meetings so that all staff have an opportunity to contribute can help to ensure a fuller understanding of different viewpoints and give staff a greater feeling of involvement.
- Setting clear controls over the amount of time a leader is in meetings and forums to present their agenda will help to ensure that colleagues and staff do not feel that the leader's agenda is more important than others'.

Managing Other Potential Risks

This page provides additional suggestions on how to manage potential risks associated with Charlie L Green's third and fourth highest risk areas.
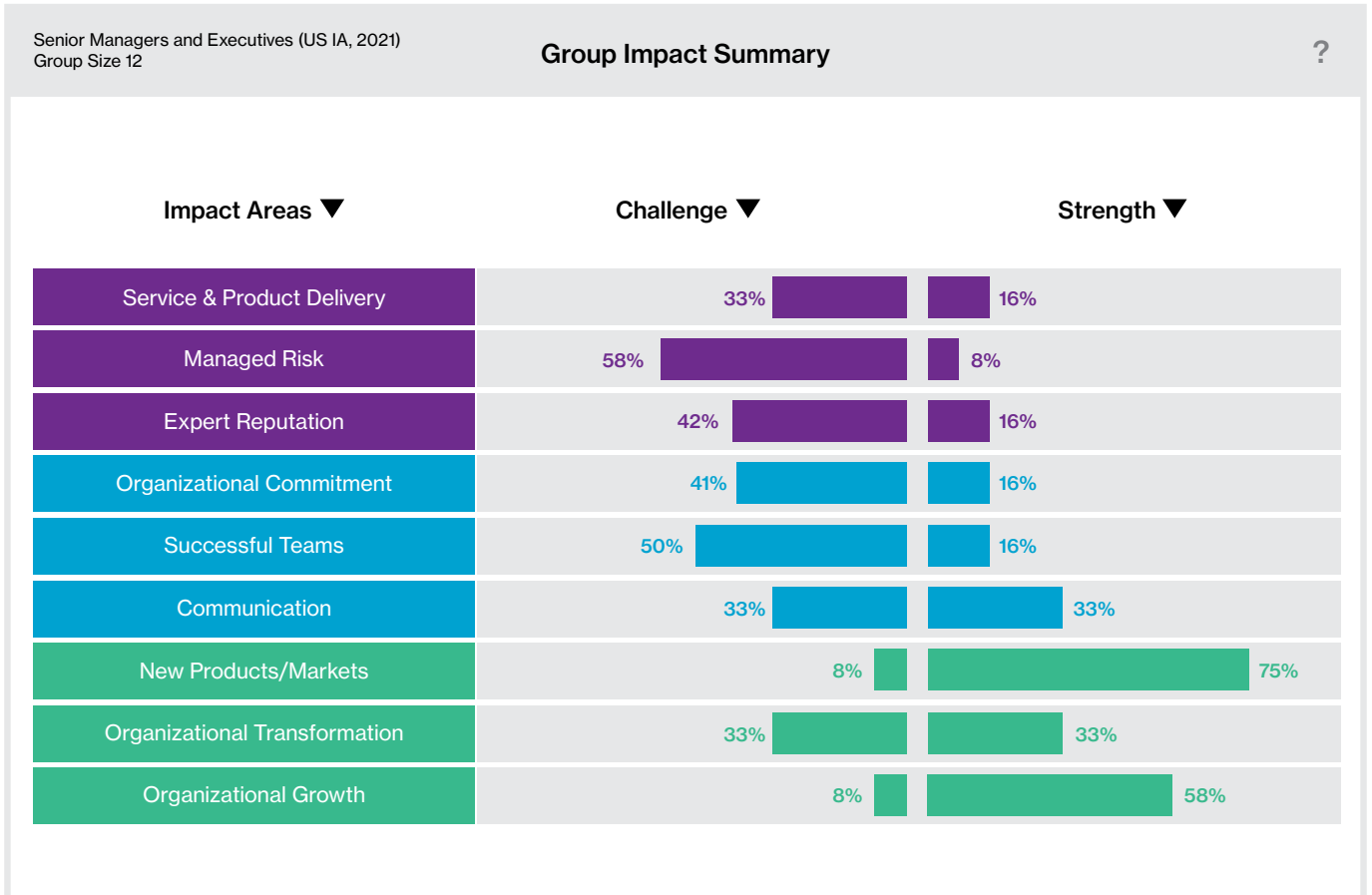
Obliging - Third Highest Risk

- Liaising with colleagues when there is a request which may have a wider impact can help to ensure that a clear and consistent message is maintained across leaders in the organization.
- Clarifying that a decision will not be made immediately when discussing a contentious issue allows time for appropriate consultation with relevant colleagues.
- Taking time to weigh up the advantages and disadvantages can help to provide a clear rationale which can be communicated to support a decision that may be unpopular.
- Regularly having discussions with staff about what aspects of performance could be improved, as well as what is working well, will help to encourage a culture of performance improvement.
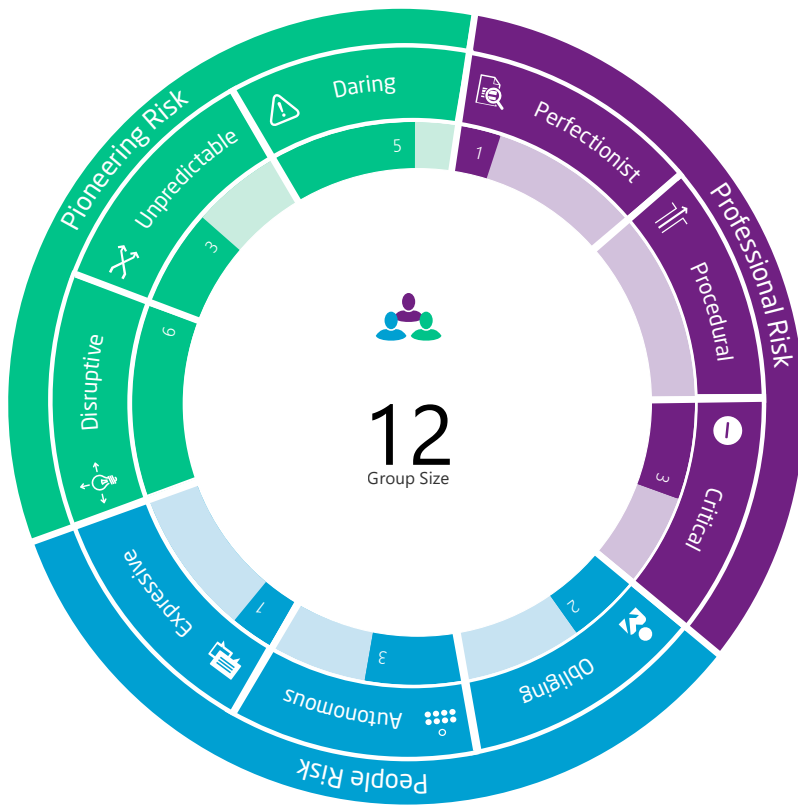
Critical - Fourth Highest Risk

- Choosing the right moment and topic where real analytical expertise matters is paramount, as is considering when criticism may be detrimental rather than helpful.
- Setting an agenda where criticism is accompanied by suggestions for improvement can ensure that feedback is constructive.
- Putting mechanisms in place that enable others to make suggestions free from criticism (e.g. idea generation sessions) can allow ideas to be developed which can be refined and evaluated at a later point.
- Ensuring that there are other colleagues and staff who will promote the positive side of any argument in key work forums should help to balance out a more critical leader.
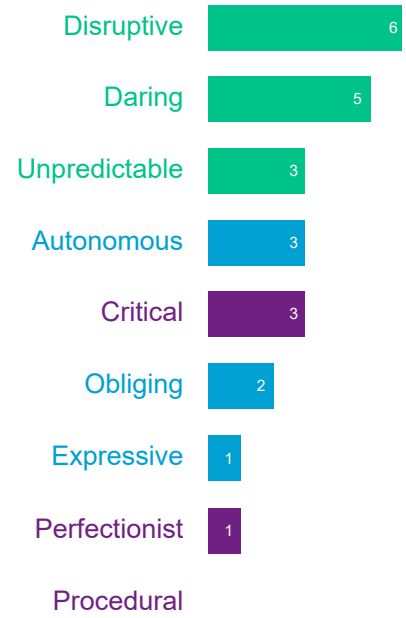
Group Impact Summary

Group Impact Summary

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Impact Areas ▼	Challenge ▼	Strength ▼
Service & Product Delivery	33%	16%
Managed Risk	58%	8%
Expert Reputation	42%	16%
Organizational Commitment	41%	16%
Successful Teams	50%	16%
Communication	33%	33%
New Products/Markets	8%	75%
Organizational Transformation	33%	33%
Organizational Growth	8%	58%

Group Risk Overview

Leadership Risks

Disruptive	6
Daring	5
Unpredictable	3
Autonomous	3
Critical	3
Obliging	2
Expressive	1
Perfectionist	1
Procedural	

About Saville Assessment, a Willis Towers Watson Company

Our mission is to transform assessment around the world. We enable organisations to identify potential, accelerate performance, and achieve outstanding results. Our portfolio of leading-edge assessments are designed based on extensive research into successful workplace performance and the critical relationship between motive, talent and workplace culture. With representatives in over 80 countries we are transforming how organizations Hire, Build and Lead talent globally. Learn more at www.savilleassessment.com

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