

# Expert Work Roles

## Jo Wilson



Focus

Styles

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## About this Report

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

The results are based on a comparison with an international group of over 31,000 professionals and managers.

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

## Psychometric Profile

The Psychometric Profile - Response Overview provides a summary of Jo Wilson's responses on the questionnaire. The four indicators in the Response Summary highlight any extreme response patterns. The Psychometric Profile focuses on the 12 Focus Styles sections, which are arranged under four main cluster headings (Thought, Influence, Adaptability and Delivery). The 12 sections are each comprised of three underlying facets (36 in total), with verbal descriptions of the facet scores shown underneath the section name.

## Competency Potential Profile

The Competency Potential Profile has been developed based on databases which link the facets of the Styles questionnaire to detailed, independent assessments of work performance. This gives a unique prediction of Jo Wilson's likely strengths and limitations in 12 key performance areas. Underlying components of performance are reflected in the verbal descriptions and scores under each of the 12 competency headings. This 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.

## Predicted Culture/Environment Fit

The Predicted Culture/Environment Fit gives an indication of the aspects of the culture, job and environment that are likely to enhance or inhibit a person's success. Saville Assessment's groundbreaking research suggests that people's motives and talents interact in important ways with culture, job and environment characteristics to help determine their work performance and competency.

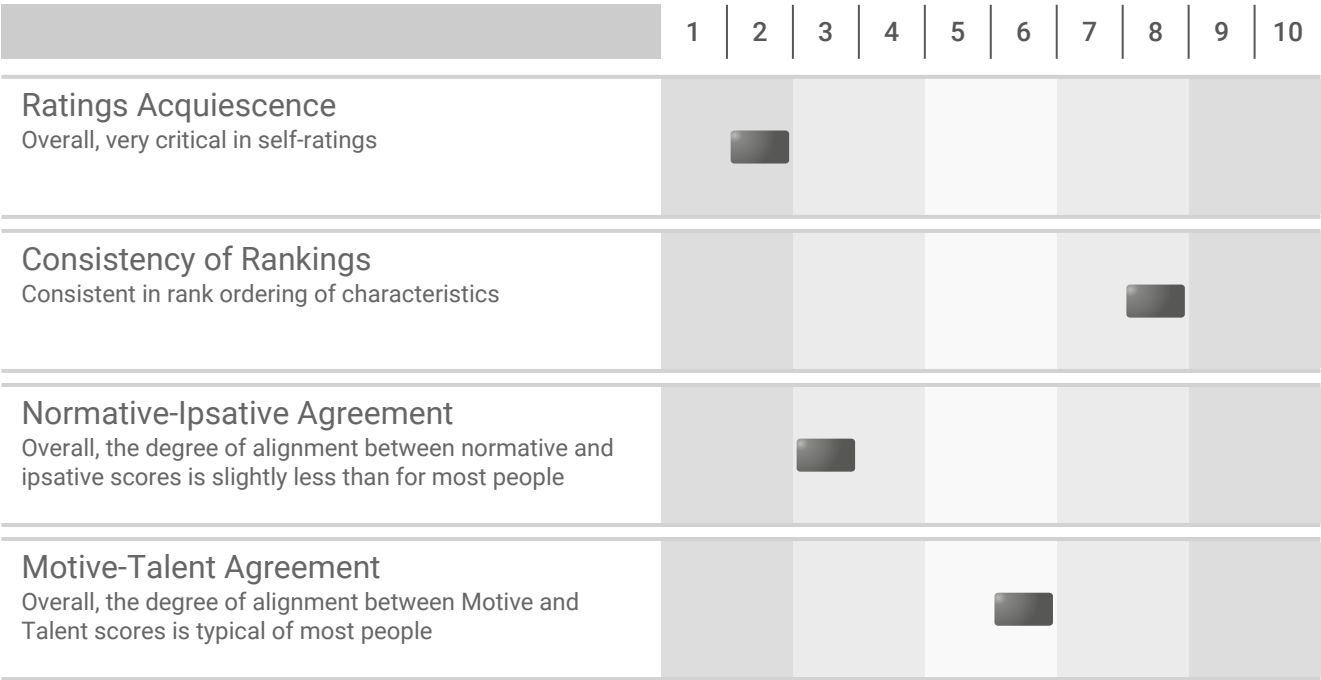
## Work Roles

The Work Roles model presents eight work roles. This report outlines which work roles Jo Wilson is most and least likely to adopt based on responses to the Styles assessment.

# Psychometric Profile - Response Overview

This profile provides a detailed assessment of Jo Wilson's responses to the Styles questionnaire. It begins with a summary of response patterns followed by an explanation of the profile structure. The pattern of responses should be kept in mind when interpreting the Psychometric Profile. The next page reports on the results of the four major clusters.

## Response Summary



## Profile Breakdown

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

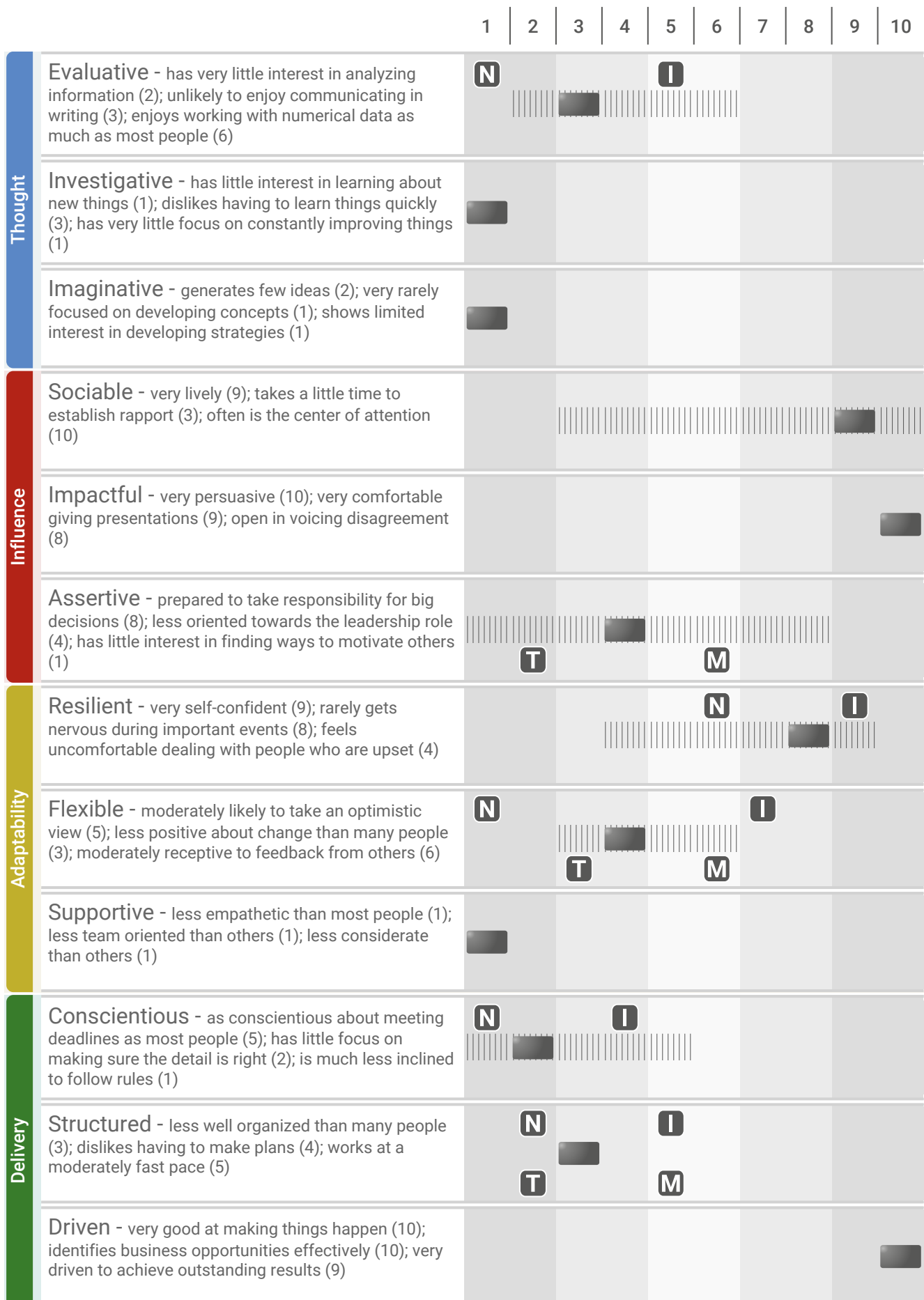
||||| **Facet Range.** Where the range of facet scores within any dimension is of three Stens or more, this is indicated both by hatching on the dimension scale and the provision of individual facet scores in brackets alongside each verbal facet description.

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

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













# Psychometric Profile

Acquiescence (2) Consistency (8) N-I Agreement (3) M-T Agreement (6)



# Competency Potential Profile

This profile provides Jo Wilson's areas of greater and lesser potential. The measures of competency potential have been developed based on Saville Assessment's extensive international databases linking Wave to work performance.

|                     | Competency Description                                                                                             | Potential                                                                                                                                                             |
|---------------------|--------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Solving Problems    | <b>Evaluating Problems</b><br>Examining Information (2); Documenting Facts (5); Interpreting Data (4)              |  <b>Fairly Low</b><br>higher potential than about 25% of the comparison group       |
|                     | <b>Investigating Issues</b><br>Developing Expertise (1); Adopting Practical Approaches (7); Providing Insights (3) |  <b>Extremely Low</b><br>higher potential than about 1% of the comparison group     |
|                     | <b>Creating Innovation</b><br>Generating Ideas (3); Exploring Possibilities (1); Developing Strategies (1)         |  <b>Extremely Low</b><br>higher potential than about 1% of the comparison group     |
| Influencing People  | <b>Building Relationships</b><br>Interacting with People (9); Establishing Rapport (6); Impressing People (10)     |  <b>Very High</b><br>higher potential than about 95% of the comparison group        |
|                     | <b>Communicating Information</b><br>Convincing People (10); Articulating Information (9); Challenging Ideas (8)    |  <b>Extremely High</b><br>higher potential than about 99% of the comparison group |
|                     | <b>Providing Leadership</b><br>Making Decisions (9); Directing People (6); Empowering Individuals (1)              |  <b>Average</b><br>higher potential than about 40% of the comparison group        |
| Adapting Approaches | <b>Showing Resilience</b><br>Conveying Self-Confidence (9); Showing Composure (8); Resolving Conflict (2)          |  <b>Fairly High</b><br>higher potential than about 75% of the comparison group    |
|                     | <b>Adjusting to Change</b><br>Thinking Positively (6); Embracing Change (2); Inviting Feedback (4)                 |  <b>Low</b><br>higher potential than about 10% of the comparison group            |
|                     | <b>Giving Support</b><br>Understanding People (1); Team Working (1); Valuing Individuals (1)                       |  <b>Extremely Low</b><br>higher potential than about 1% of the comparison group   |
| Delivering Results  | <b>Processing Details</b><br>Meeting Timescales (4); Checking Things (3); Following Procedures (2)                 |  <b>Low</b><br>higher potential than about 10% of the comparison group            |
|                     | <b>Structuring Tasks</b><br>Managing Tasks (3); Upholding Standards (1); Producing Output (6)                      |  <b>Extremely Low</b><br>higher potential than about 1% of the comparison group   |
|                     | <b>Driving Success</b><br>Taking Action (9); Seizing Opportunities (9); Pursuing Goals (7)                         |  <b>Very High</b><br>higher potential than about 95% of the comparison group      |

## Predicted Culture/Environment Fit

Based on extensive Saville Assessment research linking the styles of individuals to culture at work, this highlights the aspects of the culture, job and environment that are likely to enhance or inhibit Jo Wilson's success:

### Performance Enhancers

|   |                                                                                                                                                            |
|---|------------------------------------------------------------------------------------------------------------------------------------------------------------|
| ⊕ | where there is the opportunity to be the center of attention and people are aware of one's achievements and status                                         |
| ⊕ | where the ability to make a persuasive case is highly valued and influence is by means of persuasion and negotiation rather than the exercise of authority |
| ⊕ | where people are encouraged to assume responsibility for important decisions and decisiveness is a valued characteristic                                   |
| ⊕ | where self confidence is regarded as an asset and people are encouraged to know their own worth and take responsibility for their own workload             |
| ⊕ | where energy levels are high, there is a strong action orientation and people are rewarded for taking the initiative and making things happen              |
| ⊕ | where the ability to explain things clearly and confidently is highly valued and there are frequent opportunities for giving formal presentations          |
| ⊕ | where commercialism and entrepreneurialism are valued and the emphasis is on identifying business opportunities and outperforming the competition          |
| ⊕ | where there are numerous opportunities for making new contacts and developing relationships, and good networking is seen as a key to success               |

### Performance Inhibitors

|   |                                                                                                                                               |
|---|-----------------------------------------------------------------------------------------------------------------------------------------------|
| ⊖ | where one is in a low profile position and achievements go unrecognized                                                                       |
| ⊖ | where influence is by means of command and control rather than by persuasion and negotiation                                                  |
| ⊖ | where the responsibility for major decisions rests with other people and there is little opportunity to influence the outcome                 |
| ⊖ | where self confidence is equated with arrogance and denigrated, and people are discouraged from taking control of their own workload          |
| ⊖ | where energy levels are low and people show little initiative                                                                                 |
| ⊖ | where relatively little importance is attached to the ability to explain things well and there are few opportunities for giving presentations |
| ⊖ | where the culture is non-commercial, non-competitive and non-profit oriented                                                                  |
| ⊖ | where there are few networking opportunities                                                                                                  |

# Introducing the Work Roles Model

## Solving Problems



### Analyst

Analysts use their intellect and expertise to break down and evaluate information. They seek the right answer.



### Innovator

Innovators take a creative approach to problem solving, and often develop long-term strategies.

## Influencing People



### Relator

Relators actively communicate with others and can help improve social interaction.



### Assertor

Assertors take control of situations and coordinate people. They prefer to be the leader.

## Adapting Approaches



### Optimist

Optimists tend to be resilient and can stay calm under pressure. They help to keep morale high.



### Supporter

Supporters attend to the needs of others, and prefer a team-oriented approach.

## Delivering Results



### Finisher

Finishers focus on getting things completed to a high standard, and pay attention to detail.

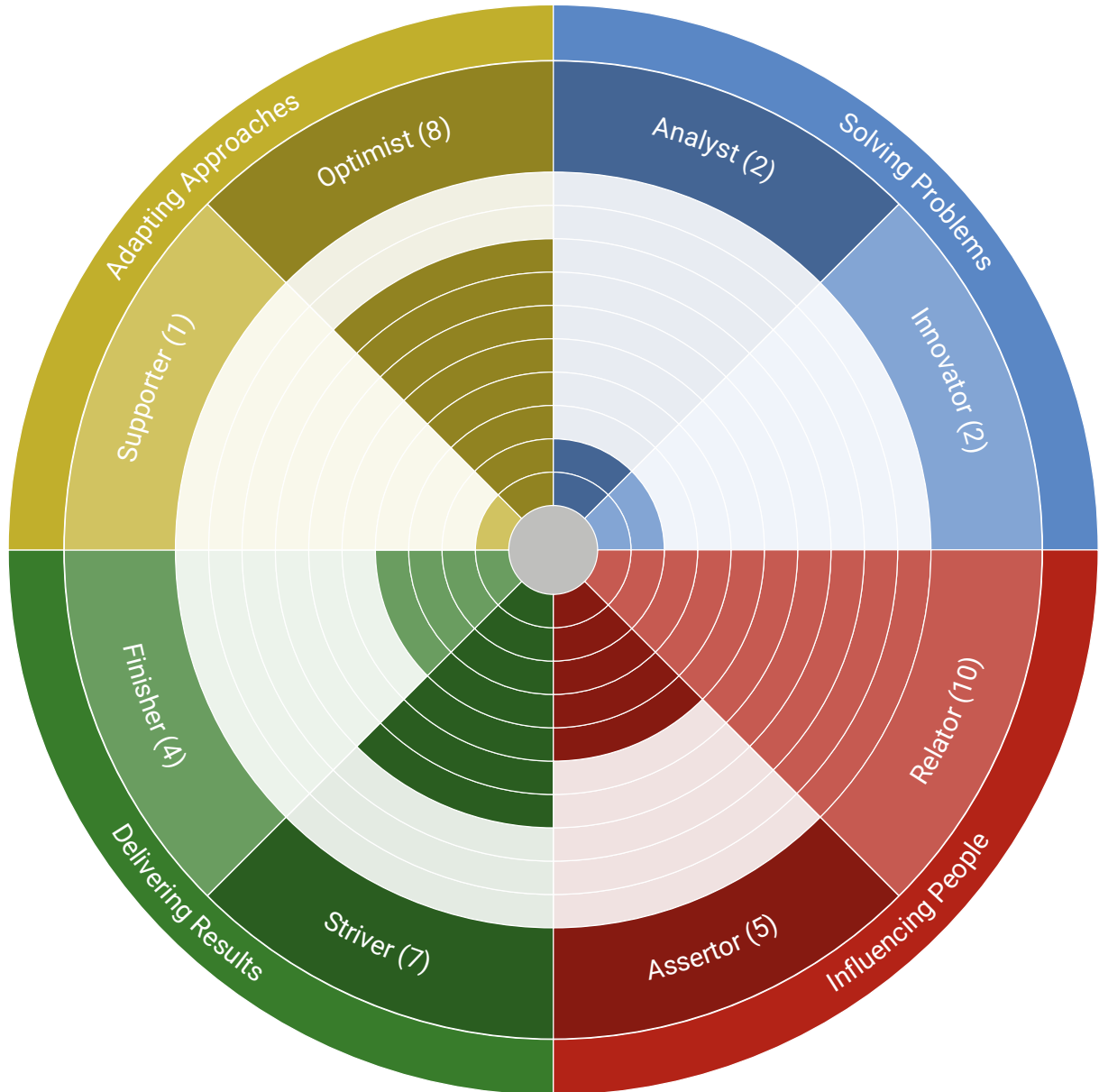


### Striver



Strivers push hard to achieve ambitious results. They are often highly enterprising and competitive.



## Your Work Roles



Your Work Roles ranked in order of preference:

|                                                                                     |          |                |
|-------------------------------------------------------------------------------------|----------|----------------|
|  | Relator  | Primary role   |
|  | Optimist | Secondary role |

Striver

Assessor



Finisher

Analyst



|                                                                                     |           |                      |
|-------------------------------------------------------------------------------------|-----------|----------------------|
|  | Innovator | Less preferred roles |
|  | Supporter |                      |

## Your Preferred Work Roles

Your primary role is likely to be your strongest work role; this is the role which you are most likely to adopt. In certain situations, you may prefer adopting your secondary work role ahead of your primary work role. Each of your preferred roles has associated strengths that can positively contribute towards your effectiveness.









| Primary                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Secondary                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div><b>Relator</b></div> <p>Relators actively communicate with others and can help improve social interaction.</p> <p>Strengths:</p> <ul style="list-style-type: none"><li>• Relators typically communicate information effectively to others</li><li>• Relators tend to interact confidently with other people</li><li>• Relators are likely to make a positive impression upon others</li></ul> | <div><b>Optimist</b></div> <p>Optimists tend to be resilient and can stay calm under pressure. They help to keep morale high.</p> <p>Strengths:</p> <ul style="list-style-type: none"><li>• Optimists typically remain composed in difficult circumstances</li><li>• Optimists are likely to convey confidence in themselves and others</li><li>• Optimists tend to maintain a positive outlook</li></ul> |

Your primary and secondary work roles combine to create your dual role. This combination also has associated strengths that are likely to be valuable in the workplace.

| Dual                                                                                                                                                                                                                                                                                                            |                                                                                                               |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| <div><b>Relator</b></div>                                                                                                                                                                                                    | <div><b>Optimist</b></div> |
| <p>Strengths:</p> <ul style="list-style-type: none"><li>• People with this role combination are likely to instil confidence in others through positive communication</li><li>• People with this role combination typically demonstrate composure and confidence when presenting information to others</li></ul> |                                                                                                               |

## Your Contrasting Work Roles

Your work roles can be better understood when the contrasts between your two preferred (primary and secondary) and two least preferred work roles are considered.

| Primary role                                                                                                                                                                                                                        | Less preferred role                                                                                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------|
|  <b>Relator</b>                                                                                                                                    |  <b>Supporter</b>   |
| People with this role contrast typically interact well with others but are likely to often spend more time talking than listening. Could you do more to engage less vocal colleagues by encouraging them to share their views?      |                                                                                                      |
| Primary role                                                                                                                                                                                                                        | Less preferred role                                                                                  |
|  <b>Relator</b>                                                                                                                                    |  <b>Innovator</b>   |
| People with this role contrast like interacting with others but may not actively communicate new ideas. Could you do more to engage with others by discussing their new ideas?                                                      |                                                                                                      |
| Secondary role                                                                                                                                                                                                                      | Less preferred role                                                                                  |
|  <b>Optimist</b>                                                                                                                                 |  <b>Supporter</b> |
| People with this role contrast tend to have self-confidence which others often find reassuring, but may not always be aware of the concerns of less confident individuals. Could you do more to reassure less confident colleagues? |                                                                                                      |
| Secondary role                                                                                                                                                                                                                      | Less preferred role                                                                                  |
|  <b>Optimist</b>                                                                                                                                 |  <b>Innovator</b> |
| People with this role contrast are typically positive about things but may see less need for new ideas to move things on. Have you taken the time to consider how much better things could be with a more creative approach?        |                                                                                                      |

# Making the Most of Your Work Roles

Your effectiveness in the workplace can be improved by making the most of your Primary, Secondary and least preferred roles.

## Using your most preferred roles to best effect



### Relator

- Look for opportunities to present new work to a wider range of important stakeholders
- Establish new contacts with individuals that are adept at providing support, resources or have relevant expertise
- Highlight both your own work and the achievements of others to your colleagues



### Optimist

- Help others stay calm and composed in situations where they are likely to become stressed
- Take time to help less confident colleagues realize the value of their particular contribution
- Be sure to openly reinforce positive messages, particularly when pessimism or negativity is being expressed by others

## Using your least preferred roles to best effect



### Innovator

- Encourage others to participate in activities such as idea generation and sharing sessions
- Check that ideas are future-proofed by clarifying with others that they fit with long-term trends and direction
- Discuss what the most important issues are with colleagues and confirm that any new solution takes account of these issues



### Supporter

- Regularly ask colleagues how they are and how they are feeling about key work issues
- Involve others when a task will benefit from wider input alongside your continued personal involvement
- Take time when meeting somebody new to find out a little bit about them to help establish an initial connection

## Working with Different Roles

It is useful to consider how you can work more effectively with people who have other work roles.

|                                                                                     |                                                                                                                                                                                                                                                                                      |
|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | <b>Supporter</b> <ul style="list-style-type: none"> <li>• Work with Supporters to widen their network of influence</li> <li>• Assist Supporters to get people to work constructively together in a positive atmosphere</li> </ul>                                                    |
|    | <b>Innovator</b> <ul style="list-style-type: none"> <li>• Assist Innovators to communicate and present their ideas more clearly</li> <li>• Help Innovators increase the enthusiasm for, and acceptance of, new ideas</li> </ul>                                                      |
|    | <b>Analyst</b> <ul style="list-style-type: none"> <li>• Work with Analysts to summarize their findings into the points that need communicating</li> <li>• Enable Analysts to see positive benefits and help them put any problems in perspective</li> </ul>                          |
|  | <b>Finisher</b> <ul style="list-style-type: none"> <li>• Assist Finishers by communicating key project milestones</li> <li>• Help Finishers stay focused and positive in delivering work on time and to a high standard</li> </ul>                                                   |
|  | <b>Assertor</b> <ul style="list-style-type: none"> <li>• Find ways to help Assertors develop relationships with key stakeholders and increase their influence over others</li> <li>• Work with Assertors to help them lead people effectively through times of difficulty</li> </ul> |
|  | <b>Striver</b> <ul style="list-style-type: none"> <li>• Help Strivers communicate new opportunities with greater clarity</li> <li>• Reinforce Strivers' belief that even their most demanding goals are achievable</li> </ul>                                                        |

## Working with the Same Roles

It is useful to consider how you can work more effectively with people who have the same work roles as you.



### Other Optimists

- Provide other Optimists with more opportunities to communicate their confidence and enthusiasm to different stakeholders
- Share your enthusiasm with other Optimists to lift morale
- Be aware of a tendency in other Optimists to overlook the key risks or pitfalls



### Other Relators

- Help other Relators to communicate their message more positively
- Work with other Relators to communicate important messages to the widest possible audience
- Look out for other Relators spending too much time on communication that doesn't deliver any clear benefit