

# Line Manager Report

## Jo Wilson

Focus

Styles

## 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 authorised by Saville Assessment.

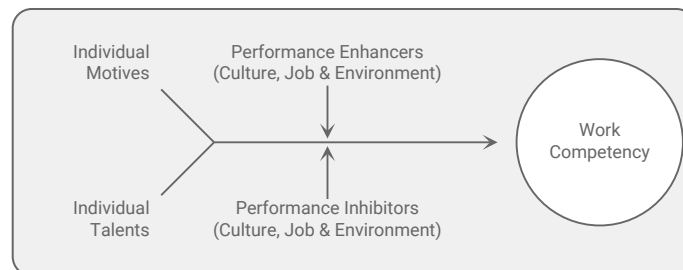
# Introduction

## 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.



## How To Use This Report

The report can be used in a variety of talent management activities including personnel selection, placement, promotion and talent development. The report is designed to be interpreted by line managers, assessors, interviewers and other key stakeholders to inform their decision making without the need for specific training or expertise in the area of psychometric assessment. The competency model is designed to be universally applicable and is based on extensive research. The relative importance of each competency should be determined at the start of the assessment process. In addition, the information in this report should be used in combination with other work-relevant information about the individual when making employment related decisions.

This report should only be supplied by a specialist who is qualified to use the full range of Saville Assessment Wave tools, including the Expert Report that provides more detailed information (e.g. on an individual's underlying talents and motives).

# Competency Potential Profile

This profile provides Jo Wilson's areas of greater and lesser potential. Jo Wilson's Ratings Acquiescence is Sten 2 and their Consistency of Rankings is Sten 8.

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