

# Expert Leadership Risk

Chris Park



Professional  
Styles

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## About this Report

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

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

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

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

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

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

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

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

# Introduction

## Executive Summary Profile

The Executive Summary Profile outlines the 12 main sections of the profile, grouped under the four major cluster headings of Thought, Influence, Adaptability and Delivery. Beneath each of the 12 section headings information is given on the three underlying dimensions - 36 dimensions in total.

## Full Psychometric Profile

The Full Psychometric Profile - Response Overview provides a summary of Chris Park's responses on the questionnaire. The four indicators in the Response Summary highlight any extreme response patterns. The Full Psychometric Profile focuses on the 36 Professional Styles dimensions, which are arranged under four main cluster headings (Thought, Influence, Adaptability and Delivery), with one page devoted to each cluster. Each cluster breaks down into three sections (12 in total), each consisting of three dimensions. These 36 dimensions are each comprised of three underlying facets (108 in total), with verbal descriptions of the facet scores shown underneath the dimension name.

## Summary Psychometric Profile

The Summary Psychometric Profile gives an overview of the 36 Styles dimensions of the profile on one page. It highlights where there is a facet range, and where motive or talent is higher (whichever is higher is indicated by M or T) and where normative or ipsative is higher (whichever is higher is indicated by an N or I).

## 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 Chris Park'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.

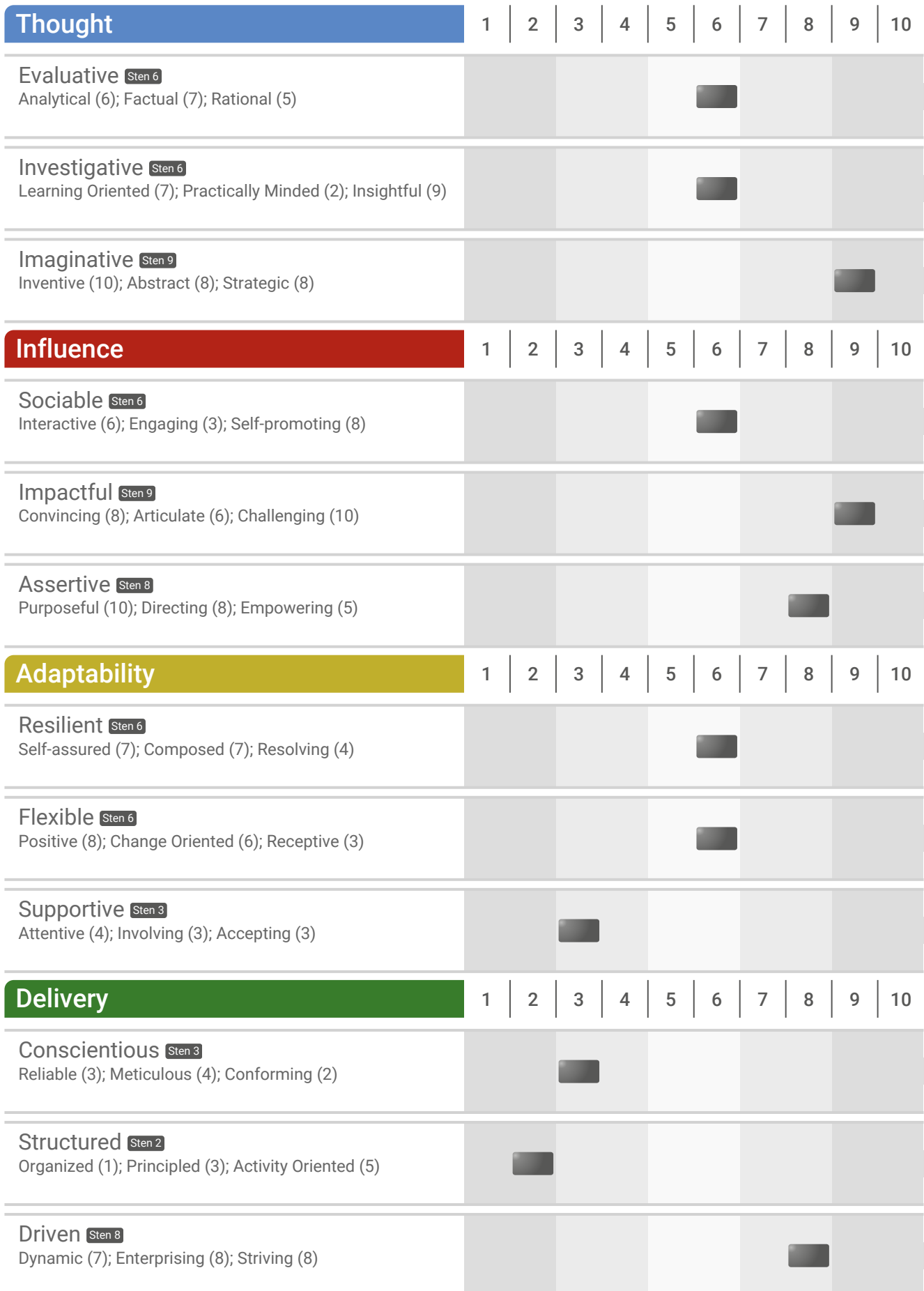
## Predicted Culture/Environment Fit

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.

## Leadership Risk Overview

The Leadership Risk Overview provides information on nine Leadership Risk areas, based on Chris Park'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.

## Executive Summary Profile



# Full Psychometric Profile - Response Overview

This profile provides a detailed assessment of Chris Park'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 few pages report on the results of the four major clusters.

## Response Summary



## Profile Breakdown

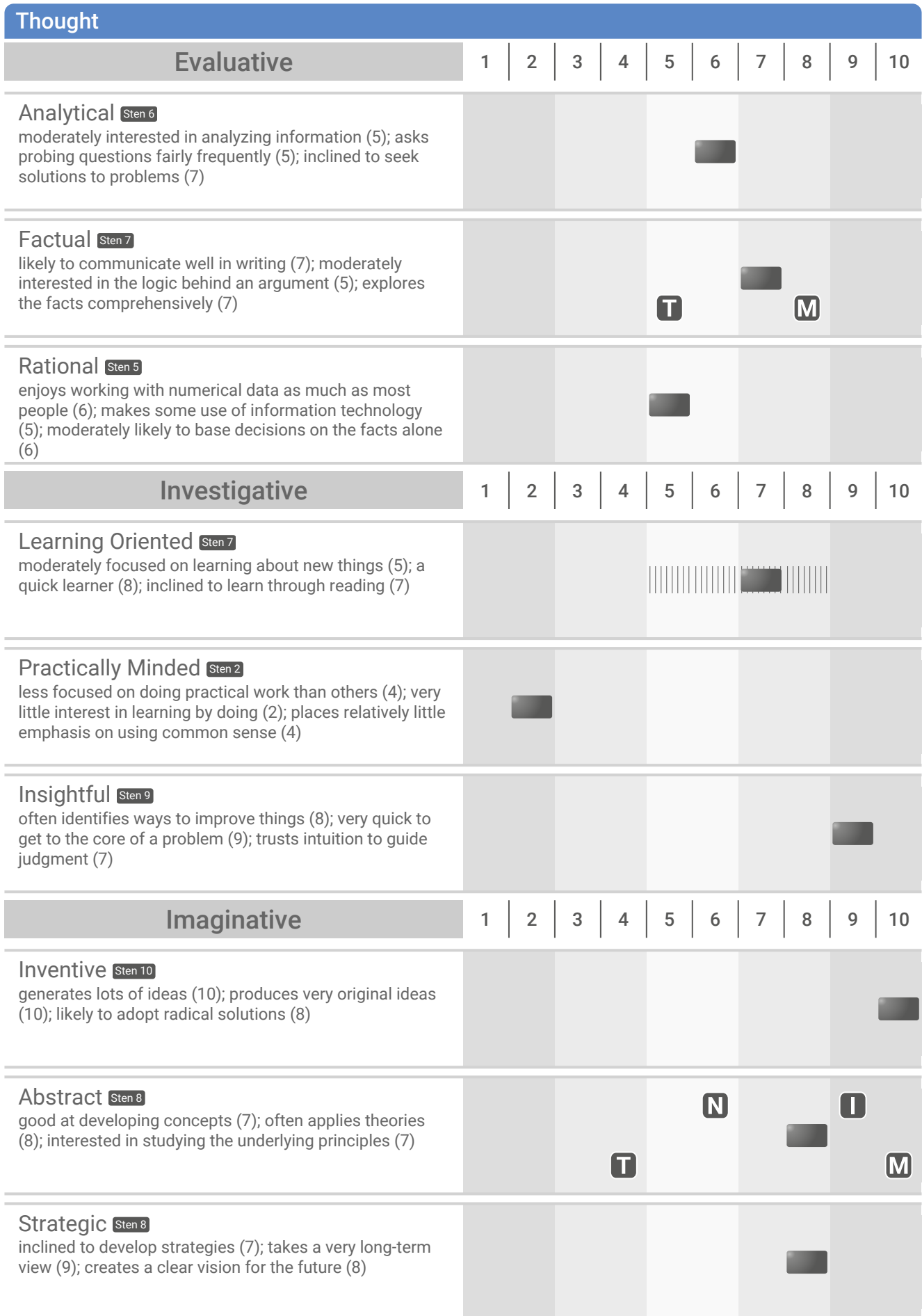
Saville Assessment's extensive research indicates the best predictor of performance at work is generally the score indicated by the Sten marker (combined normative-ipsative). Information is also provided on subtle differences highlighted by the profile, which are unique to Wave reporting:

||||| **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.

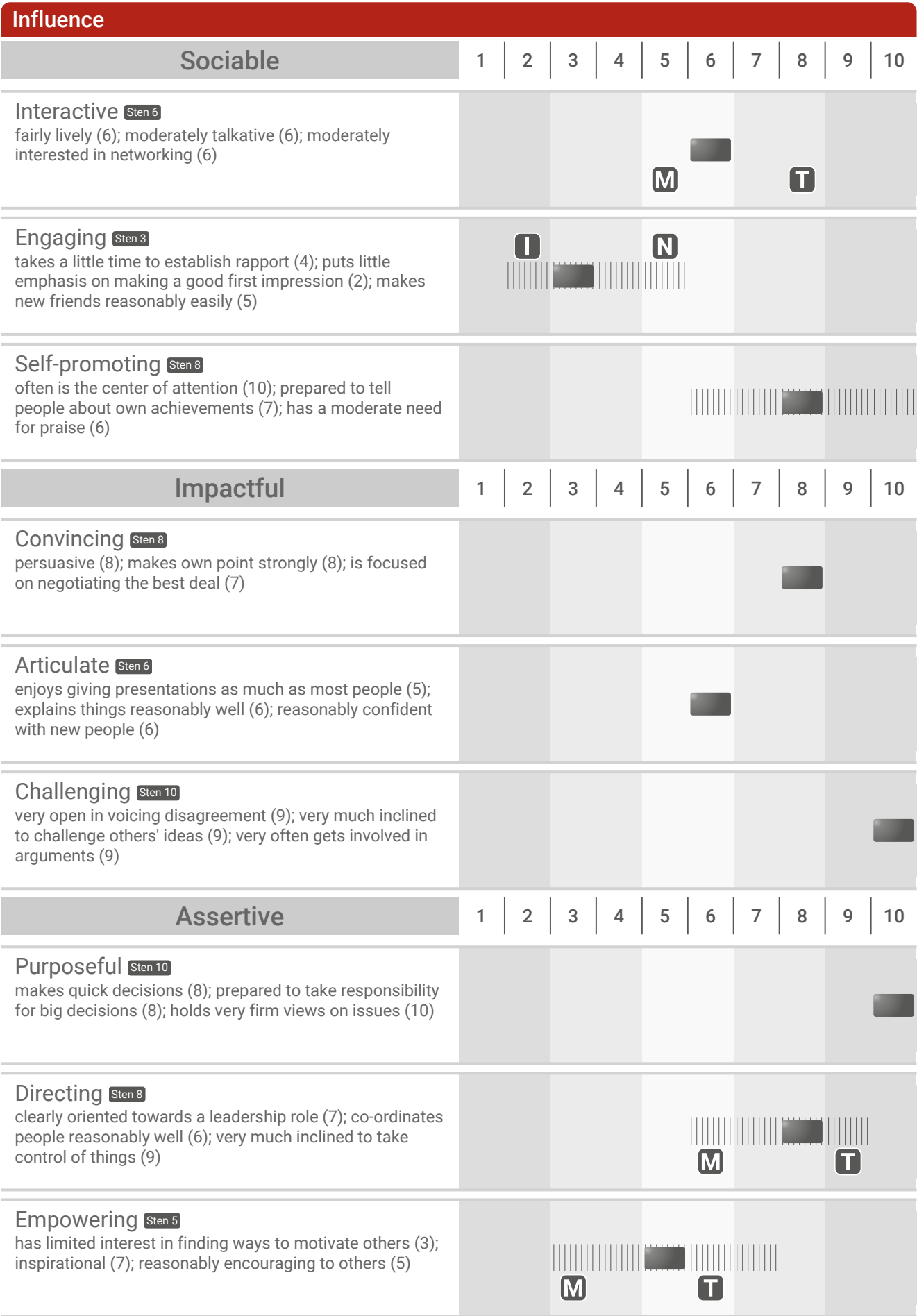
**N - I Normative-Ipsative Split.** Differences between normative (rating) and ipsative (ranking) scores of three Stens or more are indicated by the markers **N** and **I**, respectively. Where ipsative scores are higher than normative ones, the person may have been overly self critical in their normative 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.

# Full Psychometric Profile - Thought Cluster



# Full Psychometric Profile - Influence Cluster

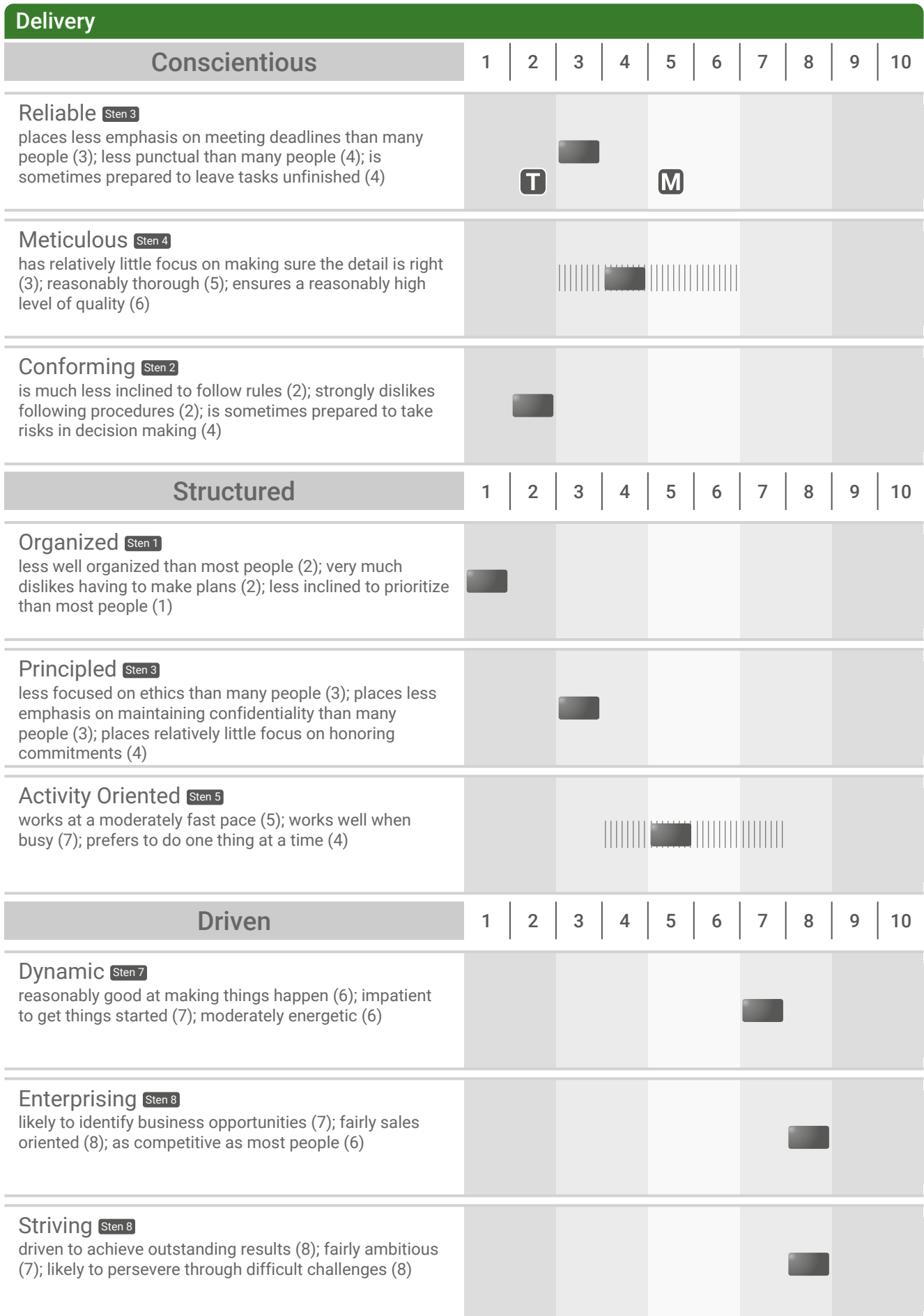


## Full Psychometric Profile - Adaptability Cluster

[illegible]



# Full Psychometric Profile - Delivery Cluster















# Summary Psychometric Profile

Acquiescence (6) Consistency (10) N-I Agreement (7) M-T Agreement (5)



# Competency Potential Profile

This profile provides Chris Park'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> Examining Information (8); Documenting Facts (6); Interpreting Data (6)	 <b>Fairly High</b> higher potential than about 75% of the comparison group
	<b>Investigating Issues</b> Developing Expertise (7); Adopting Practical Approaches (3); Providing Insights (9)	 <b>Fairly High</b> higher potential than about 75% of the comparison group
	<b>Creating Innovation</b> Generating Ideas (10); Exploring Possibilities (9); Developing Strategies (8)	 <b>Extremely High</b> higher potential than about 99% of the comparison group
Influencing People	<b>Building Relationships</b> Interacting with People (5); Establishing Rapport (3); Impressing People (8)	 <b>Average</b> higher potential than about 40% of the comparison group
	<b>Communicating Information</b> Convincing People (8); Articulating Information (5); Challenging Ideas (10)	 <b>Very High</b> higher potential than about 95% of the comparison group
	<b>Providing Leadership</b> Making Decisions (10); Directing People (7); Empowering Individuals (5)	 <b>High</b> higher potential than about 90% of the comparison group
Adapting Approaches	<b>Showing Resilience</b> Conveying Self-Confidence (7); Showing Composure (6); Resolving Conflict (3)	 <b>Average</b> higher potential than about 60% of the comparison group
	<b>Adjusting to Change</b> Thinking Positively (7); Embracing Change (6); Inviting Feedback (3)	 <b>Average</b> higher potential than about 40% of the comparison group
	<b>Giving Support</b> Understanding People (3); Team Working (2); Valuing Individuals (3)	 <b>Very Low</b> higher potential than about 5% of the comparison group
Delivering Results	<b>Processing Details</b> Meeting Timescales (2); Checking Things (3); Following Procedures (2)	 <b>Very Low</b> higher potential than about 5% of the comparison group
	<b>Structuring Tasks</b> Managing Tasks (1); Upholding Standards (2); Producing Output (4)	 <b>Extremely Low</b> higher potential than about 1% of the comparison group
	<b>Driving Success</b> Taking Action (7); Seizing Opportunities (8); Pursuing Goals (9)	 <b>High</b> higher potential than about 90% 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 Chris Park's success:

### Performance Enhancers

⊕	where heated debate is valued and people are encouraged to challenge ideas, argue and voice disagreements openly
⊕	where people are encouraged to assume responsibility for important decisions and decisiveness is a valued characteristic
⊕	where creativity and innovation are encouraged and radical ideas and solutions welcomed
⊕	where the ability to get rapidly to the core of issues and readily identify solutions to problems is highly valued
⊕	where the development of theoretical ideas and concepts is encouraged
⊕	where there is a strong results focus and determination to succeed, no matter what, and people are rewarded for achieving outstanding results
⊕	where there is a strong strategic focus, it is seen as desirable to have a clear vision for the future and strategic thinking capability is highly valued
⊕	where there is the opportunity to be the center of attention and people are aware of one's achievements and status

### Performance Inhibitors

⊖	where dissent is frowned upon and people are discouraged from challenging ideas and voicing disagreements
⊖	where the responsibility for major decisions rests with other people and there is little opportunity to influence the outcome
⊖	where conventional attitudes prevail, traditional approaches are preferred and people are discouraged from generating new ideas
⊖	where little value is placed on providing new insights and identifying potential improvements
⊖	where there is little interest in the application of theoretical ideas and models and people are given little time to explore different options and possibilities
⊖	where the urge to achieve outstanding results is not great and people seldom persist in the face of difficulties
⊖	where the focus is short rather than longer term, tactical rather than strategic
⊖	where one is in a low profile position and achievements go unrecognized

# Introducing the Leadership Risk Model

## 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.

## 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

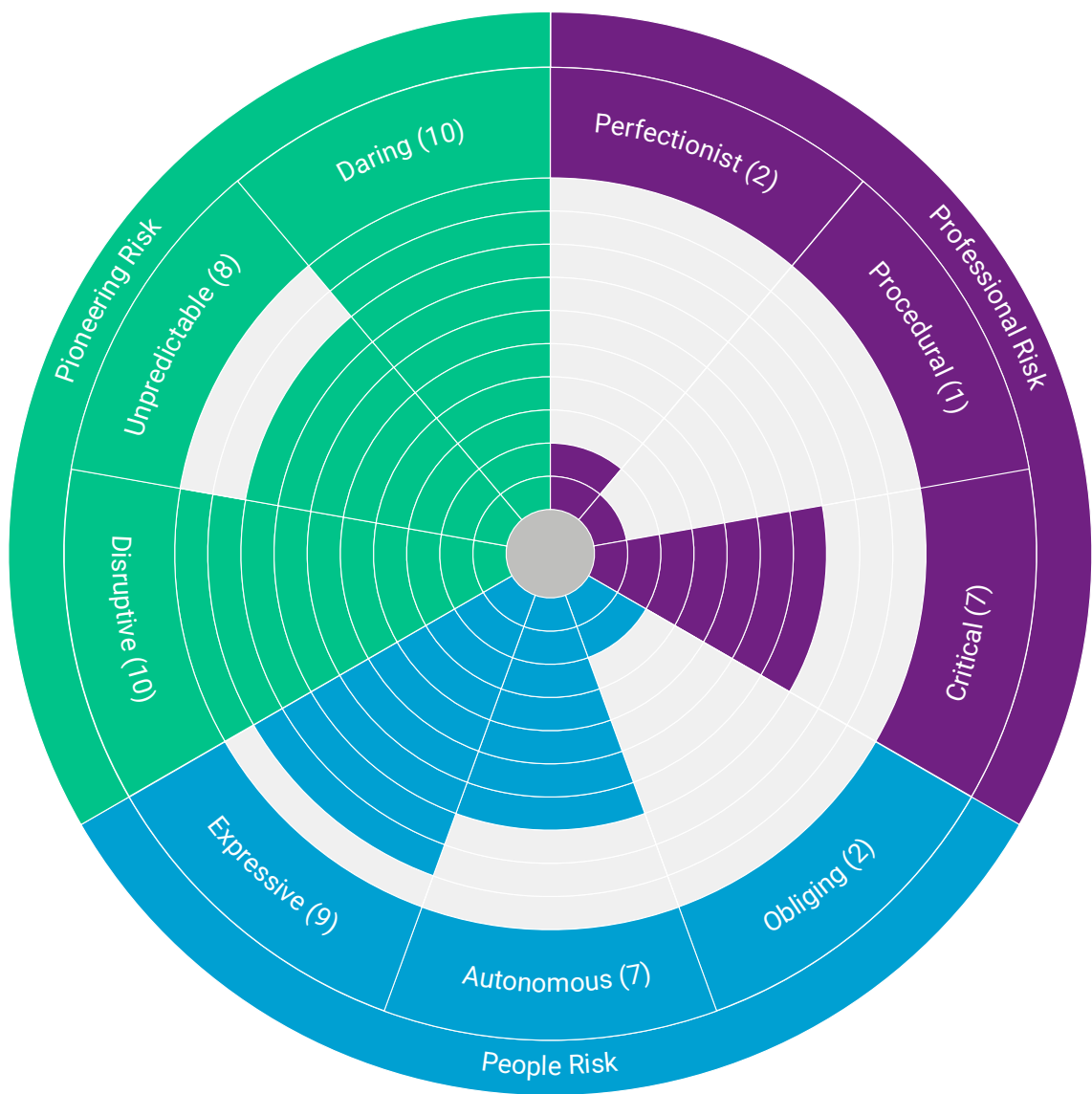
- Takes action to effect change and prefers not to feel constrained by set timescales.
- A preference for action and change could lead to a reactive work environment which is in a constant state of flux.





### 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.

# Leadership Risk Overview



Leadership Risk areas ranked from highest to lowest potential risk:

 Daring	Primary Risk
 Disruptive	Secondary Risk

Expressive

Unpredictable

Autonomous

Critical

Perfectionist

Obliging

Procedural

## Primary Risk Area



### Daring

Seeks challenging new opportunities for the organization and is willing to take some risks.

#### Potential Influence on Culture

- Where a leader is regularly searching for the next big opportunity, they may inadvertently encourage staff to place too great a focus on future possibilities rather than immediate priorities.
- Where a leader has a clear focus on pursuing new opportunities and outperforming others, this may lead to a highly-competitive environment which places less emphasis on staff wellbeing.
- A results focus with little emphasis on the behavior, ethics and attitudes of colleagues may lead to a culture where questionable work practices are not sufficiently challenged.

#### Potential Risk to the Organization

- Pursuing only bigger opportunities may bring benefits but may also expose the organization to greater financial risk if these opportunities are not realized.
- A more daring leader may at times push staff hard to deliver. This can lead to staff feeling overworked, resulting in dissatisfaction if this continues and fails to be recognized.
- The reputation of the organization may be adversely affected if staff are not strongly discouraged from using questionable work practices.

#### Potential Risk to the Individual

- A leader who is willing to take some personal risk in the pursuit of a new opportunity may be more prepared to push the limits of acceptable behavior.
- A leader working on a number of ambitious projects with high potential rewards, but no absolute guarantee of success, carries a risk that at some point they could become personally associated with a notable failure.
- The pursuit of individual goals may lead to conflict with others in the organization. At the extreme, this could compromise an important work relationship and impact on future collaboration.

#### Managing the Risk

- Focusing on areas where taking risks is a necessity and ensuring that the organization is not avoiding risk without good reason should help the organization to maintain a competitive edge.
- Ensuring that there is focus on realizing smaller opportunities as well as targeting larger prospects should help prevent an overreliance on bigger developments, which may or may not be realized.
- Sense checking with senior colleagues when the boundaries of conventional business practice are being pushed will help to ensure that risk taking is properly evaluated.
- Regularly checking on staff morale and workload can help to ensure that a drive for success is not having a detrimental effect on particular individuals.

## Secondary Risk Area



### Disruptive

Comes up with alternative ideas and approaches, and seeks to do things differently.

#### Potential Influence on Culture

- Where a focus on doing things differently and adopting more radical ideas is encouraged, this may lead to an environment where set rules and procedures are not always expected to be followed.
- A strong emphasis on challenging others' ideas can foster a culture where heated and lengthy debates may result in some important issues remaining unresolved.
- Where different views and thinking are encouraged, a culture may develop where people lack certainty of direction and a clear perspective on future plans.

#### Potential Risk to the Organization

- Deviating from established rules may create chaos and expose the organization to potential non-compliance, reputational damage and even financial penalties.
- Challenging debate and discussion which lacks resolution can lead to a lack of coordination and distract from delivery of the organization's key goals.
- A lack of structure may lead to a lower focus on efficient ways of working which could inhibit organizational effectiveness and productivity.

#### Potential Risk to the Individual

- A leader who is challenging and creative may risk damaging some professional relationships by being overly dismissive when their ideas are challenged.
- A leader who drives new initiatives and thinking can take things too far too soon and risk their reputation on something that simply does not work.
- Where a leader is creative and radical, they may potentially be regarded as disruptive if they promote points of view which are not consistent with the organizational vision.

#### Managing the Risk

- Focusing on projects where creative thinking should drive business growth and working hard to test out new ideas has the potential to make a real difference.
- Involving other senior leaders in new initiatives will help to ensure that innovative thinking is not taken too far at a potential cost to the organization.
- Ensuring that meetings are properly chaired and minuted should help to prevent discussions descending into unproductive debates. Have a project resource to turn ideas into workable plans and manage delivery.
- Establishing clear boundaries on which work processes and procedures are open to innovation and which regulations are mandatory can help to reduce the risk of non-compliance.



## Managing Other Potential Risks

This page provides additional suggestions on how to manage potential risks associated with Chris Park's third and fourth highest risk areas.

### Expressive - Third Highest 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'.

### Unpredictable - Fourth Highest Risk

- Focusing on parts of the organization where change and action are required will bring benefits; however, avoid change for change's sake.
- Supporting change initiatives with detailed and extensive internal communications about the reasoning and implications can help staff to adjust.
- Agreeing processes to assess and guide the implementation of any change initiatives can help to make sure that changes are not implemented without proper evaluation.
- Consistent monitoring of core activities can help ensure that change is not interfering with the delivery of day-to-day work.