

Expert Work Roles

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 24,000 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

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.

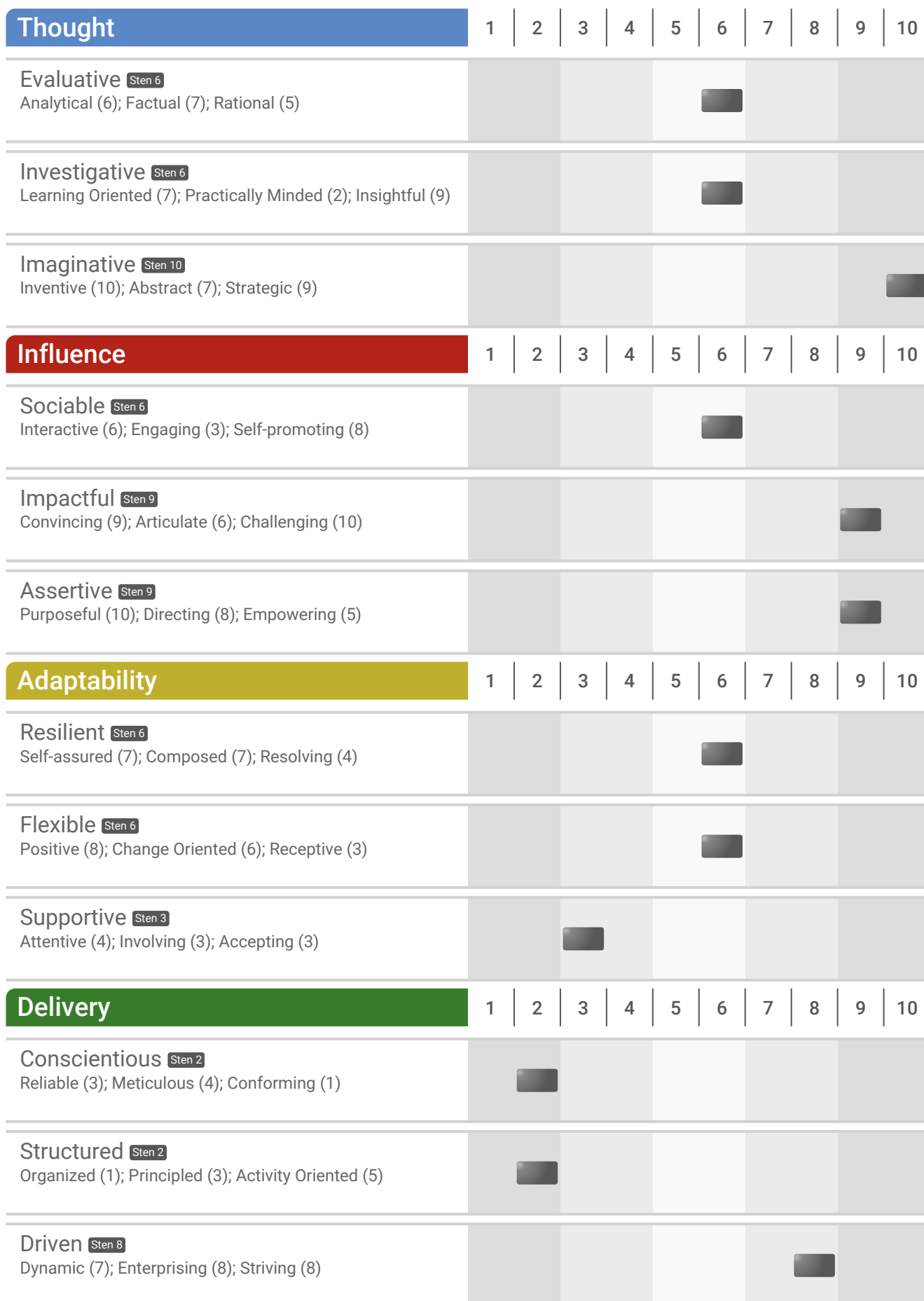
Predicted Culture/Environment Fit

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.

Work Roles

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

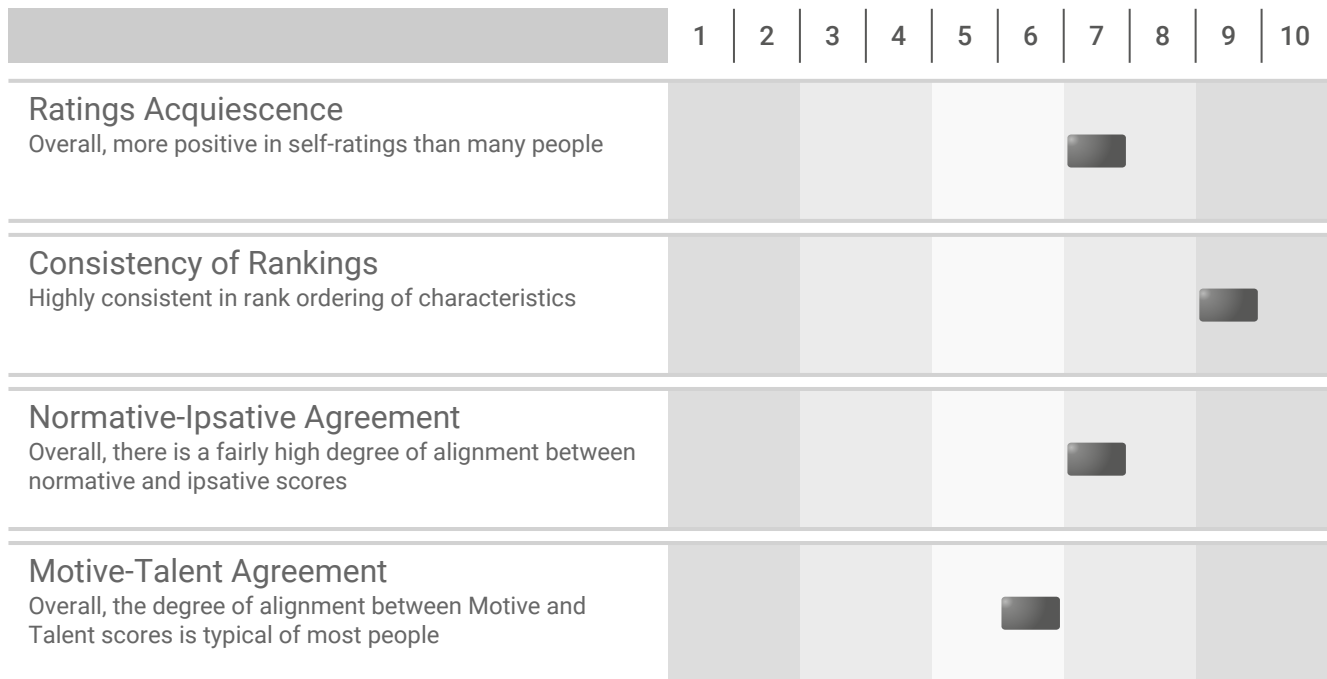
Executive Summary Profile



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

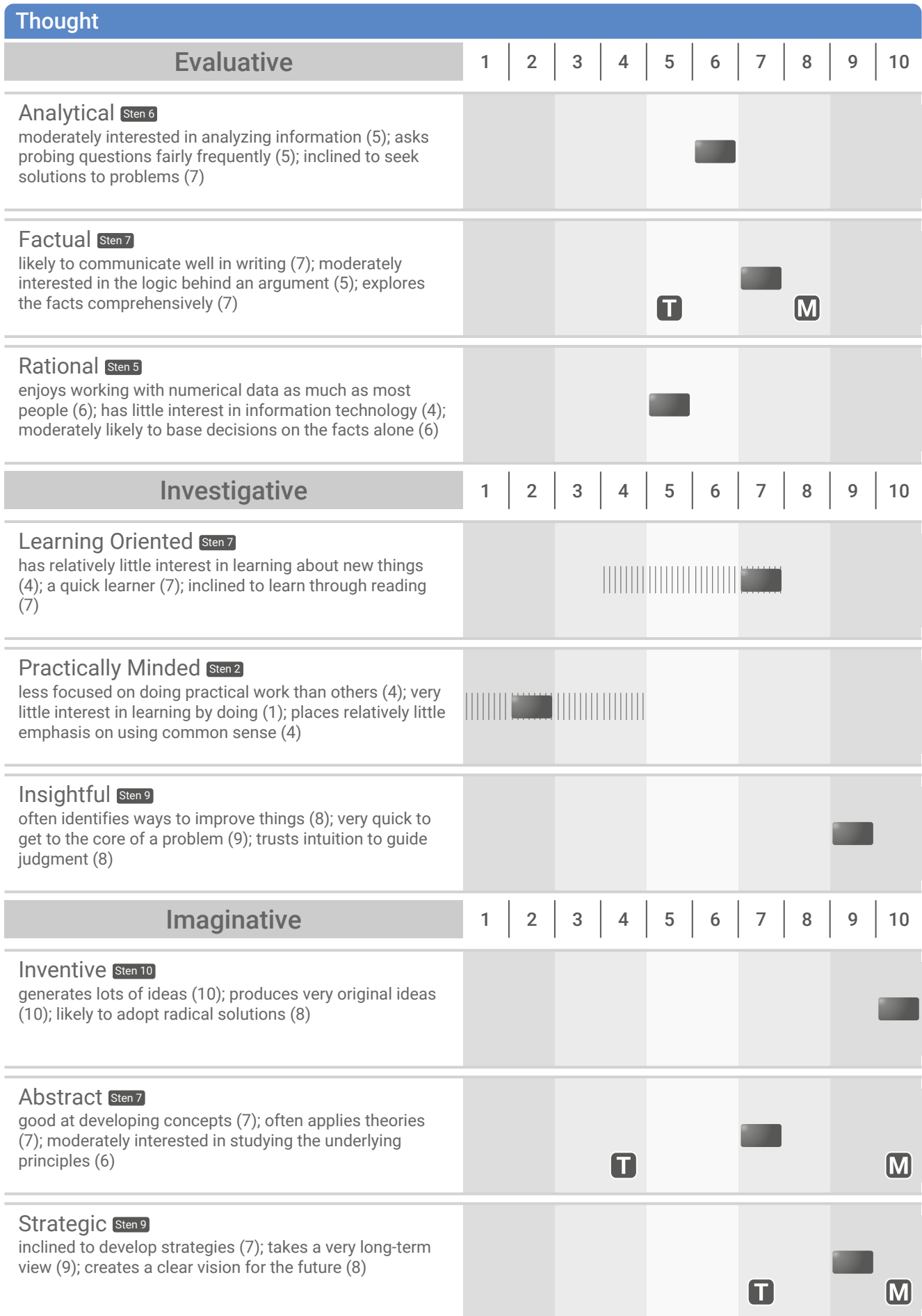
Saville Assessment's extensive research indicates the best predictor of performance at work is generally the score indicated by the Sten marker (combined normative-ipsative). Information is also provided on subtle differences highlighted by the profile, which are unique to Wave reporting:

||||| **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.

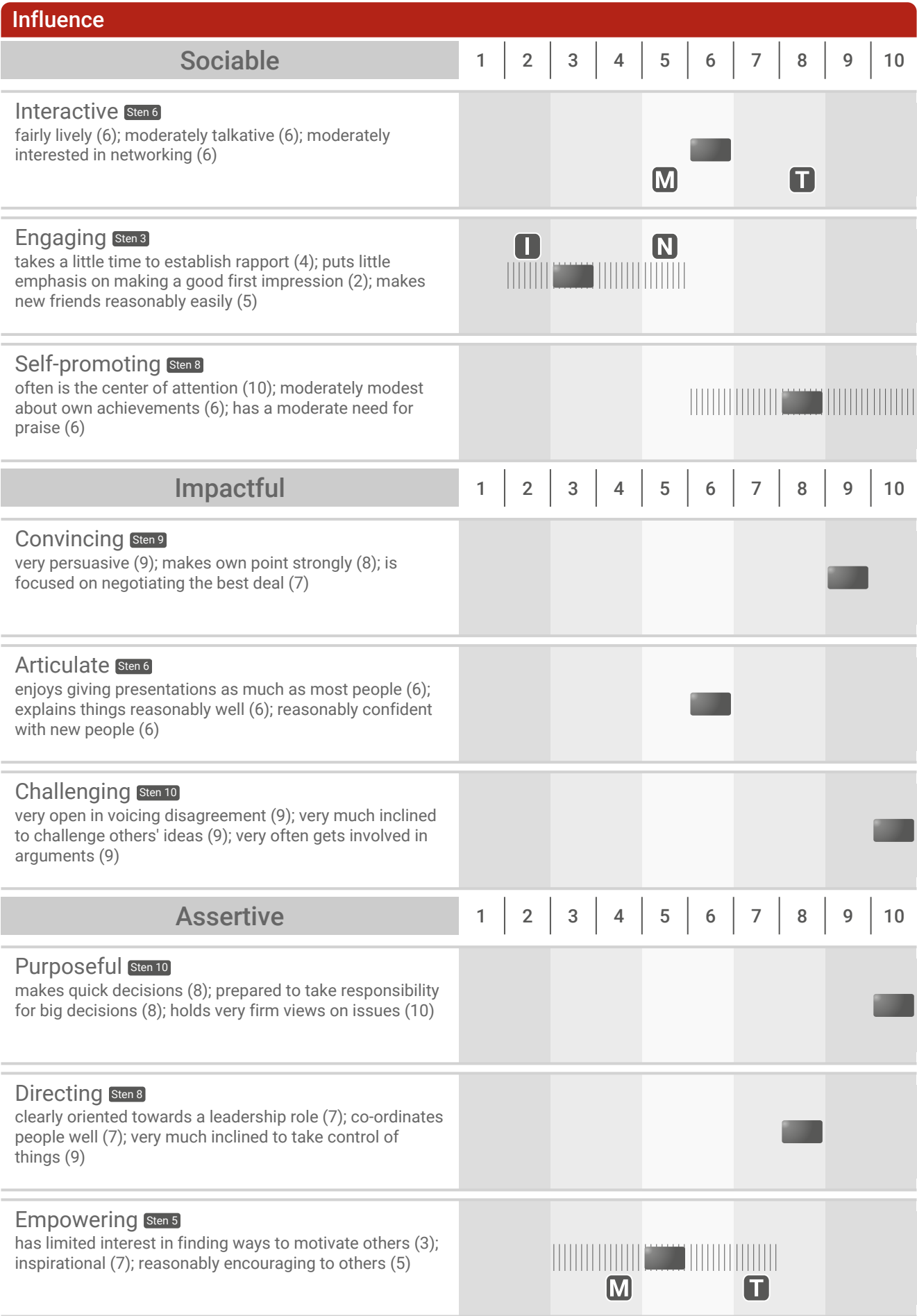
N - I Normative-Ipsative Split. Differences between normative (rating) and ipsative (ranking) scores of three Stens or more are indicated by the markers **N** and **I**, respectively. Where ipsative scores are higher than normative ones, the person may have been overly self critical in their normative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

Adaptability

Resilient

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

Self-assured **Sten 7**

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



Composed **Step 7**

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



Resolving Sten 4

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



Flexible

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

Positive **Step 8**

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



Change Oriented Sten 6

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

Receptive **Sten 3**

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



Supportive

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

Attentive **Sten 4**

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

Involving **Sten 3**

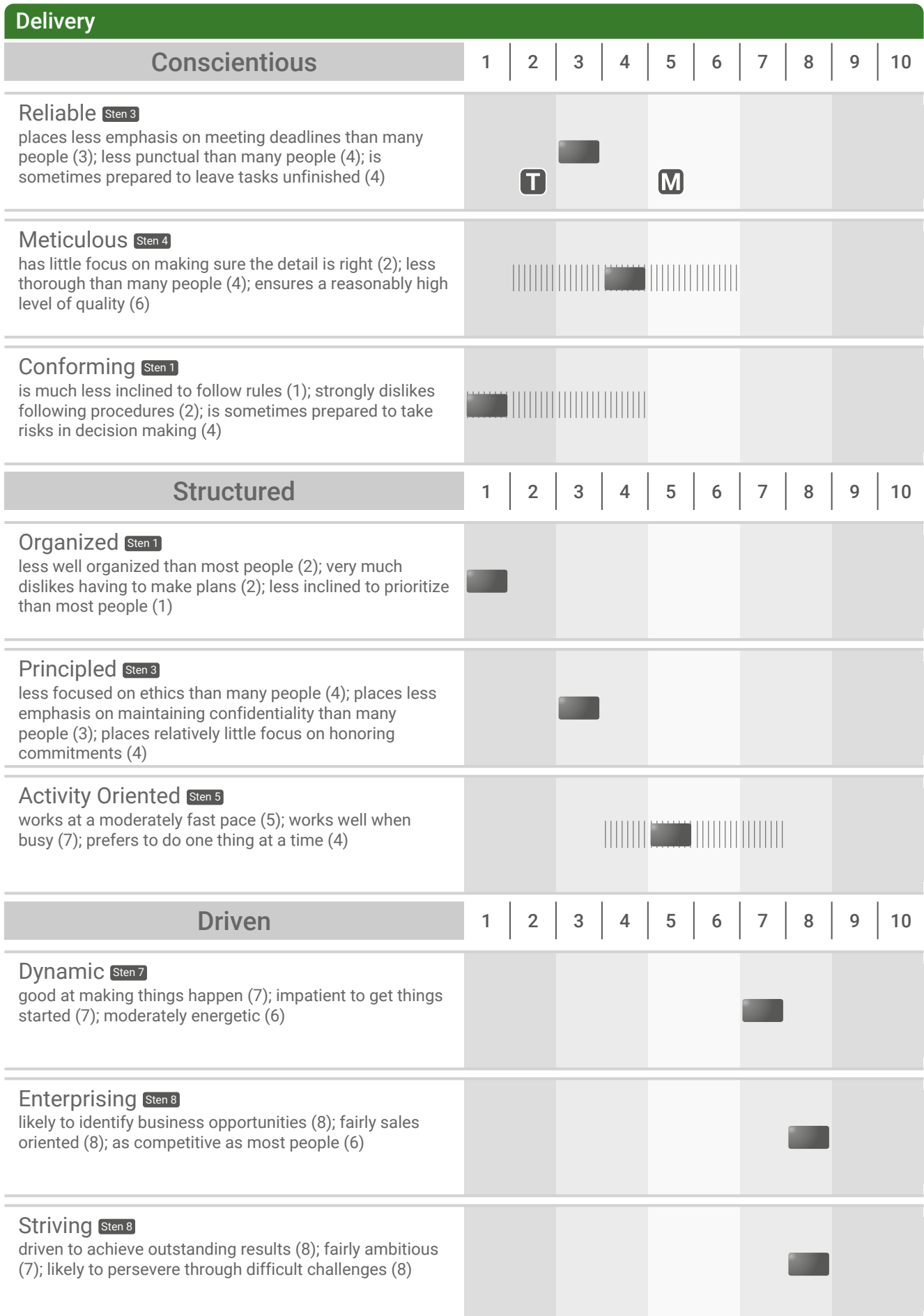
less team oriented than others (2); takes some account of others' views (5); unlikely to involve others in the final decision (4)

Accepting **Step 3**

slightly less considerate than others (3); reasonably tolerant (5); moderately trusting of people (5)

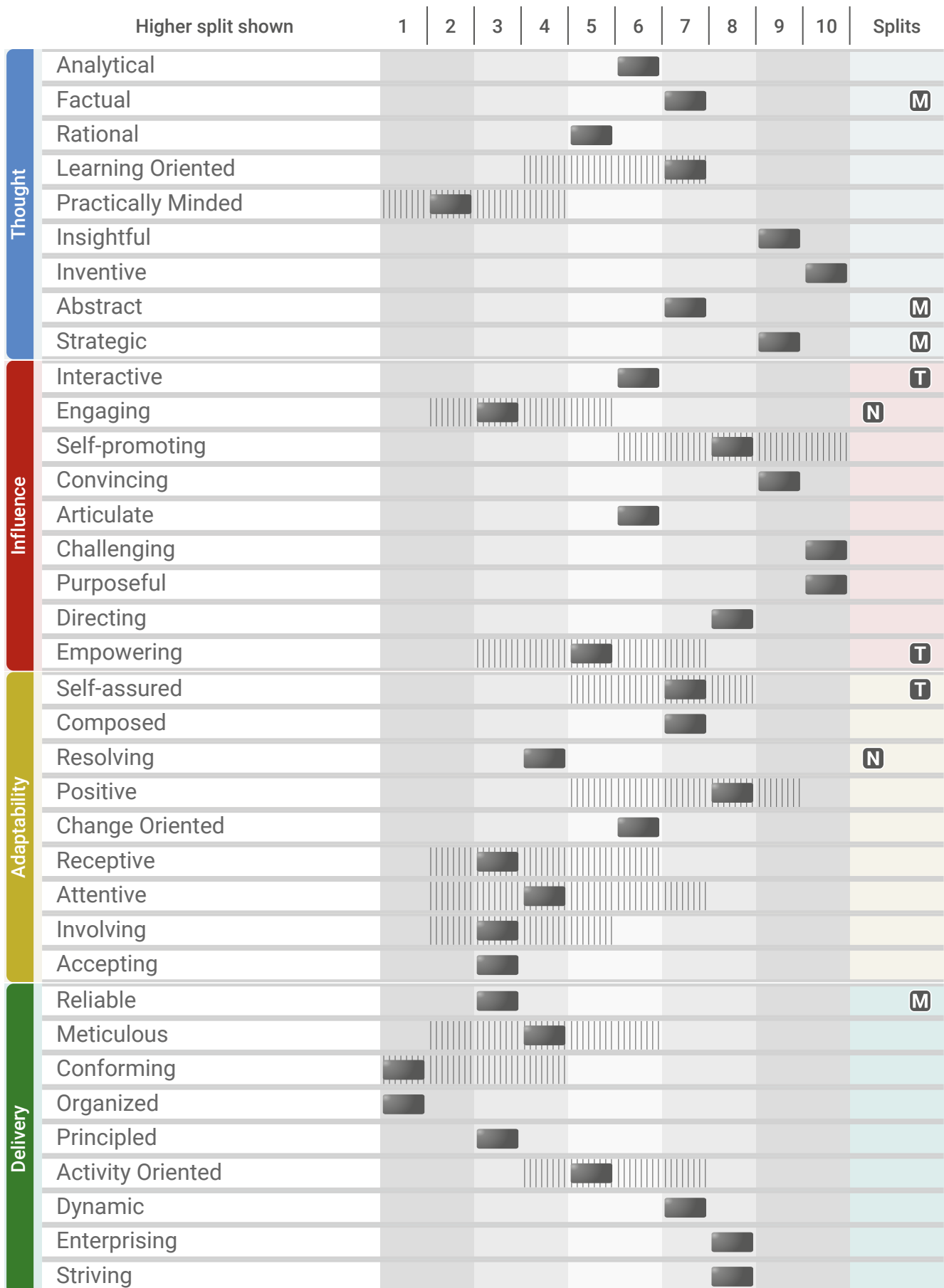


Full Psychometric Profile - Delivery Cluster



Summary Psychometric Profile

Acquiescence (7) Consistency (9) N-I Agreement (7) M-T Agreement (6)



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

Performance Enhancers

| | |
|---|---|
| ⊕ | where creativity and innovation are encouraged and radical ideas and solutions welcomed |
| ⊕ | 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 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 commercialism and entrepreneurialism are valued and the emphasis is on identifying business opportunities and outperforming the competition |

Performance Inhibitors

| | |
|---|---|
| ⊖ | where conventional attitudes prevail, traditional approaches are preferred and people are discouraged from generating new ideas |
| ⊖ | 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 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 the culture is non-commercial, non-competitive and non-profit oriented |

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

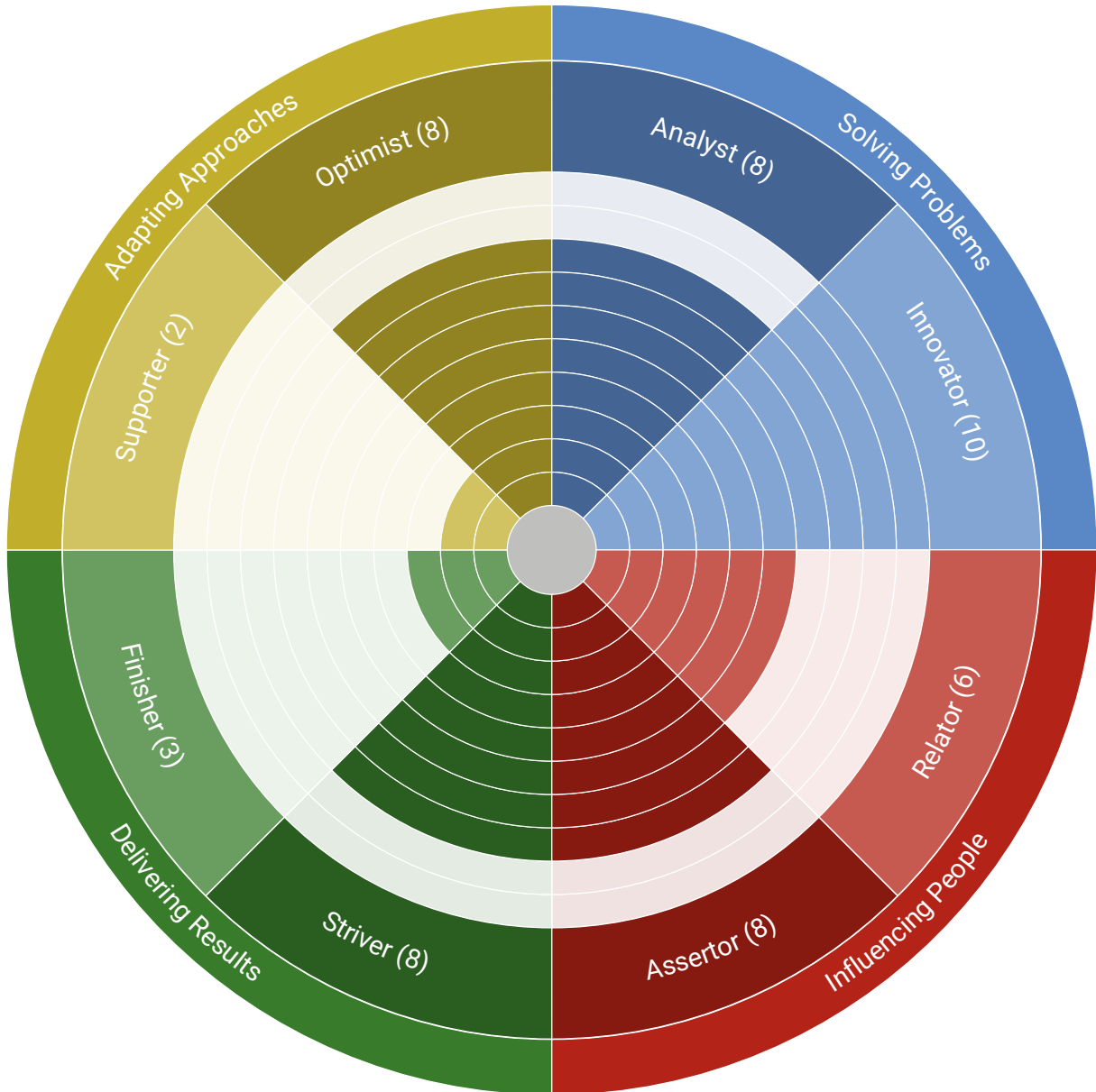
Finishers focus on getting things completed to a high standard, and pay attention to detail.




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:


| | |
|---|----------------|
|  Innovator | Primary role |
|  Striver | Secondary role |

Assertor

Analyst



Optimist

Relator



| | |
|---|----------------------|
|  Finisher | 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>Innovator</div> <p>Innovators take a creative approach to problem solving, and often develop long-term strategies.</p> <p>Strengths:</p> <ul style="list-style-type: none">• Innovators typically provide original solutions• Innovators tend to offer unconventional and valuable insights• Innovators are likely to have a vision for the future | <div>Striver</div> <p>Strivers push hard to achieve ambitious results. They are often highly enterprising and competitive.</p> <p>Strengths:</p> <ul style="list-style-type: none">• Strivers are likely to pursue goals with enthusiasm• Strivers tend to produce a lot of output• Strivers are typically good at identifying and seizing opportunities |



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>Innovator</div> | <div>Striver</div> |
| <p>Strengths:</p> <ul style="list-style-type: none">• People with this role combination tend to drive vigorously towards their vision• People with this role combination are likely to propose ambitious solutions to problems | |



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 |
|--|--|
|  Innovator |  Supporter |
| People with this role contrast tend to generate new ideas but on occasion could take more time to consider how the ideas will impact on others. Have you taken sufficient account of your colleagues' views? | |

| Primary role | Less preferred role |
|--|---|
|  Innovator |  Finisher |
| People with this role contrast may sometimes distract others with new ideas when the focus needs to be on delivery. Are you always fully aware of when it is no longer helpful to suggest new ideas? | |

| Secondary role | Less preferred role |
|---|--|
|  Striver |  Supporter |
| People with this role contrast may at times value results but appear less concerned with the well-being of others. Could you do more to show appreciation to everyone that is contributing? | |

| Secondary role | Less preferred role |
|---|---|
|  Striver |  Finisher |
| People with this role contrast typically focus on delivering results but may not always adhere to a rigorous or systematic approach. Can you increase efficiency and achieve more by doing things in a different way? | |

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



Innovator

- Use your creativity to improve established approaches as well as providing completely new ideas
- Help others understand how well ideas fit into longer-term trends or goals
- Ensure the focus is placed on the issues that matter and that any new ideas directly address these



Striver

- Spend more time considering where you should really concentrate your efforts
- Seek to increase efficiency and output where it will deliver significant added value
- Consider what you can do to develop new opportunities which provide a greater benefit to your colleagues and the organization

Using your least preferred roles to best effect



Finisher

- Check critical information yourself carefully and slowly and ask someone else to double-check it
- Be clear on the key milestones and work with others to ensure the deadline is met
- Identify the actions required to move things forward and start with one action



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.

| | |
|---|---|
|  | Supporter <ul style="list-style-type: none">• Provide Supporters with ideas that will help other people in their work• Encourage Supporters to be more productive and reach more demanding targets |
|  | Finisher <ul style="list-style-type: none">• Work with Finishers to find more efficient and effective ways of doing things• Keep Finishers focused and don't let them get distracted by less important tasks |
|  | Relator <ul style="list-style-type: none">• Discuss relevant new perspectives with Relators which they can use to engage others in conversation• Focus Relators on interactions with stakeholders that will achieve results |
|  | Optimist <ul style="list-style-type: none">• Inspire Optimists by highlighting ideas that have real future potential and can generate wider enthusiasm• Direct Optimists' enthusiasm towards the pursuit of challenging goals |
|  | Analyst <ul style="list-style-type: none">• Provide ideas to encourage Analysts to think more widely• Push Analysts to do analysis which provides a clear and tangible benefit |
|  | Assertor <ul style="list-style-type: none">• Present Assertors with different ideas and perspectives which are likely to inform future direction• Challenge Assertors to push work along further and faster |

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 Strivers

- Present other Strivers with new possibilities, new opportunities and new routes to market
- Agree with other Strivers on an important goal which is difficult to achieve and work hard to reach it
- Look out for other Strivers who have goals that clash with your own



Other Innovators

- Focus other Innovators on ideas that make a real difference to key outcomes at work
- Talk through ideas with other Innovators to produce new and different perspectives
- Make sure the best ideas from conversations with other Innovators are captured by writing them down