Leadership Impact Expert and Risk
Chris Park

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 authorised by Saville Assessment.

Introduction

Response Overview

The 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.

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 on the 18 Leadership Styles and the underlying 36 dimensions.

Leadership Impact Potential Prediction

The Leadership Impact Potential Prediction gives a unique prediction of Chris Park'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 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.

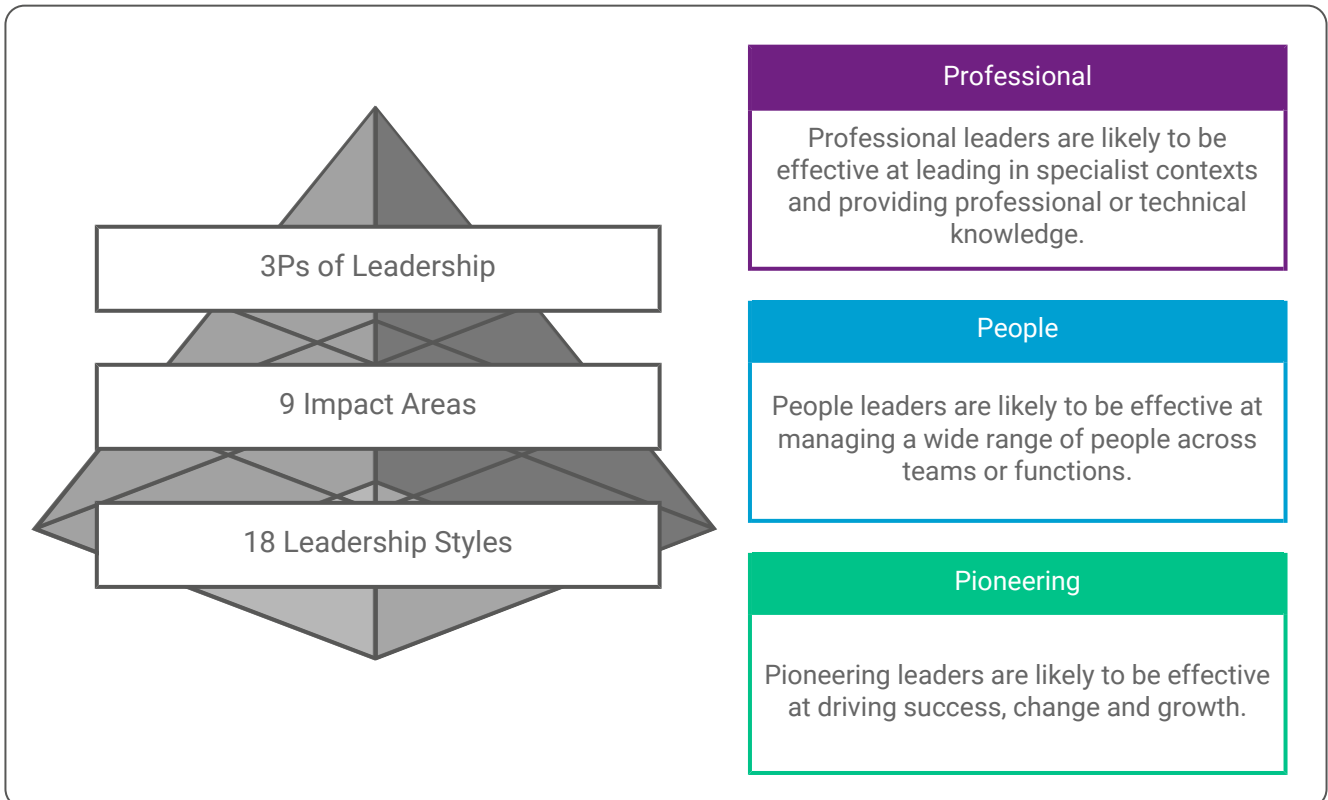### Leadership Risk Overview

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 organisation and the culture.

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

Behaviours → Leadership Style → Leadership Impact

Organisational Context
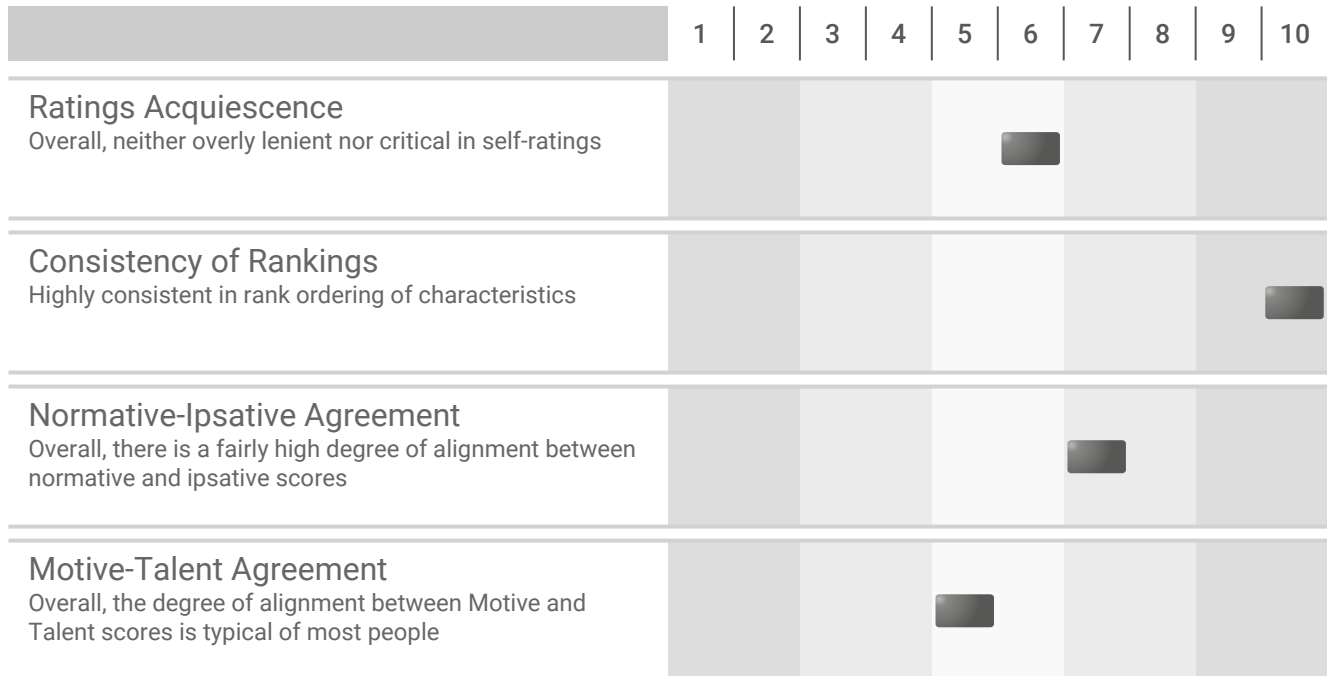
Response Overview

This profile provides a summary of response patterns based on Chris Park'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, the degree of alignment between Motive and Talent scores is typical of most people					▮					

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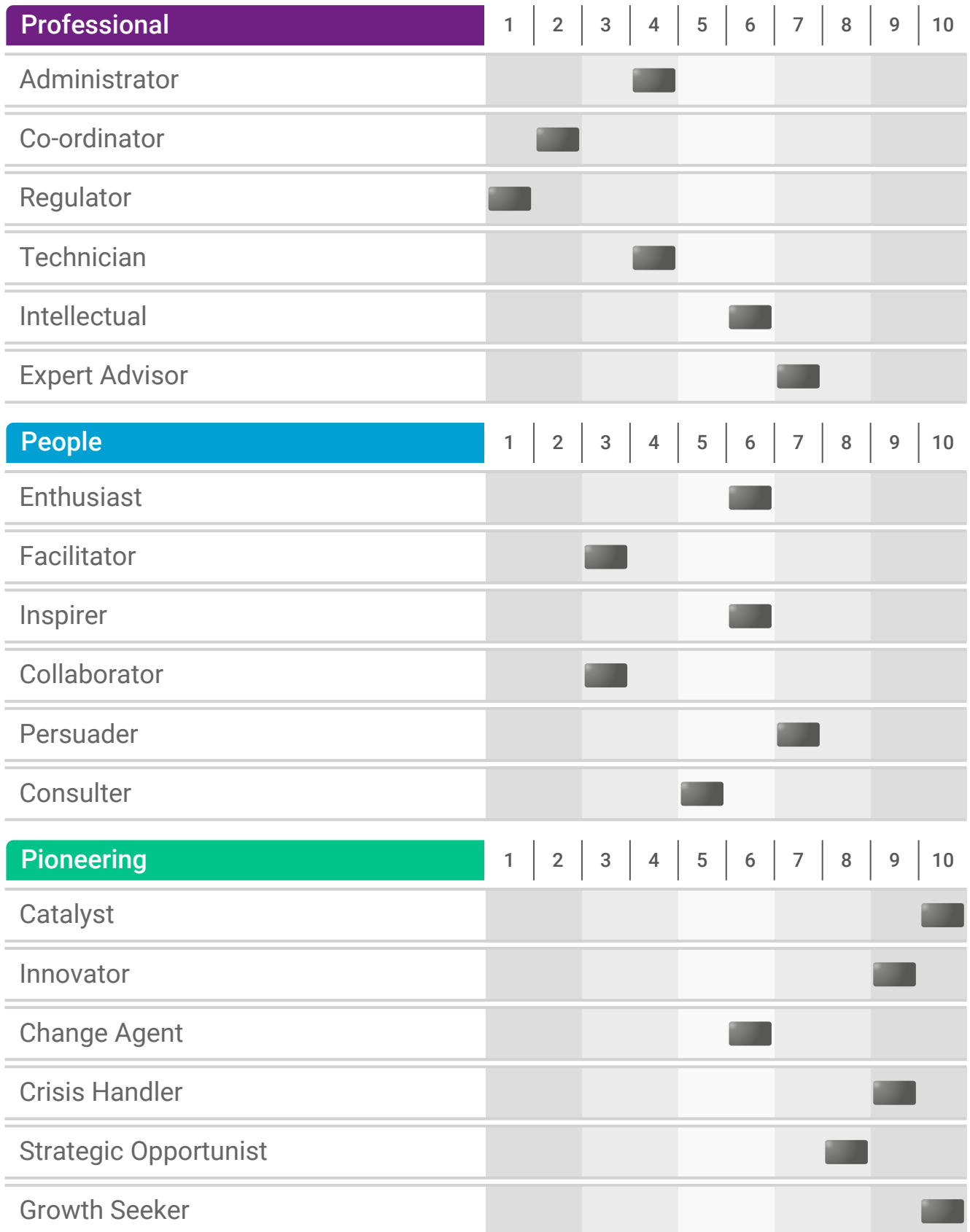
▒ **Facet Range.** Where the range of facet scores within any dimension is of three Stens or more, this is indicated both by hatching on the dimension scale and the provision of individual facet scores in brackets alongside each verbal facet description.

Ⓝ - Ⓘ **Normative-Ipsative Split.** Differences between normative (rating) and ipsative (ranking) scores of three Stens or more are indicated by the markers Ⓝ and Ⓘ, 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.

Ⓜ - Ⓣ **Motive-Talent Split.** Differences between motive and talent scores of three Stens or more on a given dimension are indicated by the markers Ⓜ and Ⓣ, 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 Chris Park's Leadership Styles, with the 18 Leadership Styles shown.

Professional	1	2	3	4	5	6	7	8	9	10
Administrator				4						
Co-ordinator		2								
Regulator	1									
Technician				4						
Intellectual						6				
Expert Advisor							7			

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

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

Leadership Styles Profile - Professional
Service & Product Delivery

Administrator (4)

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

	1	2	3	4	5	6	7	8	9	10

Meticulous `Sten 4`
has relatively little focus on making sure the detail is right (3); reasonably thorough (5); ensures a reasonably high level of quality (6)

Activity Oriented `Sten 5`
works at a moderately fast pace (5); works well when busy (7); prefers to do one thing at a time (4)
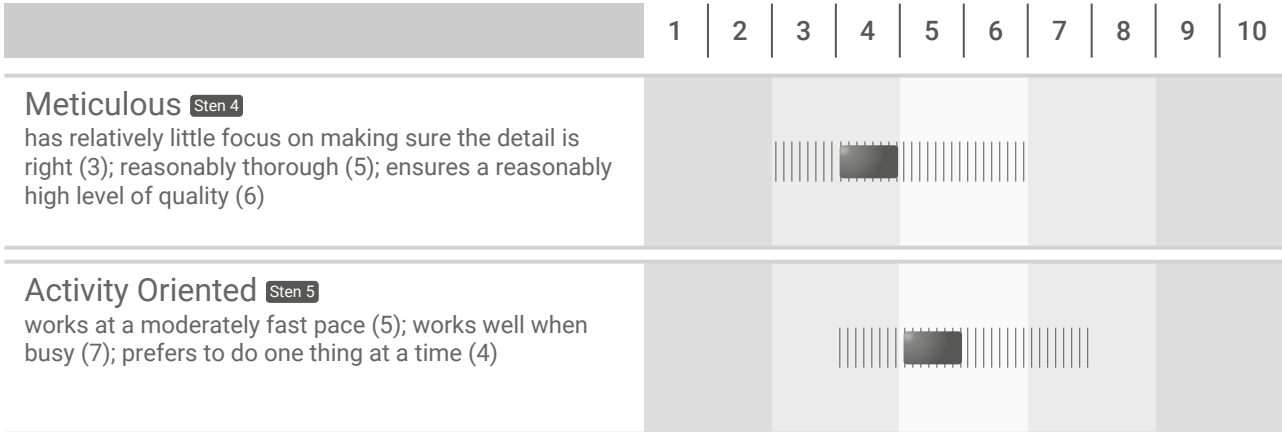
Co-ordinator (2)

Co-ordinators organise and realise detailed plans.

	1	2	3	4	5	6	7	8	9	10

Organised `Sten 1`
less well organised than most people (2); very much dislikes having to make plans (2); less inclined to prioritise than most people (1)

Reliable `Sten 3`
places less emphasis on meeting deadlines than many people (3); less punctual than many people (4); is sometimes prepared to leave tasks unfinished (4)
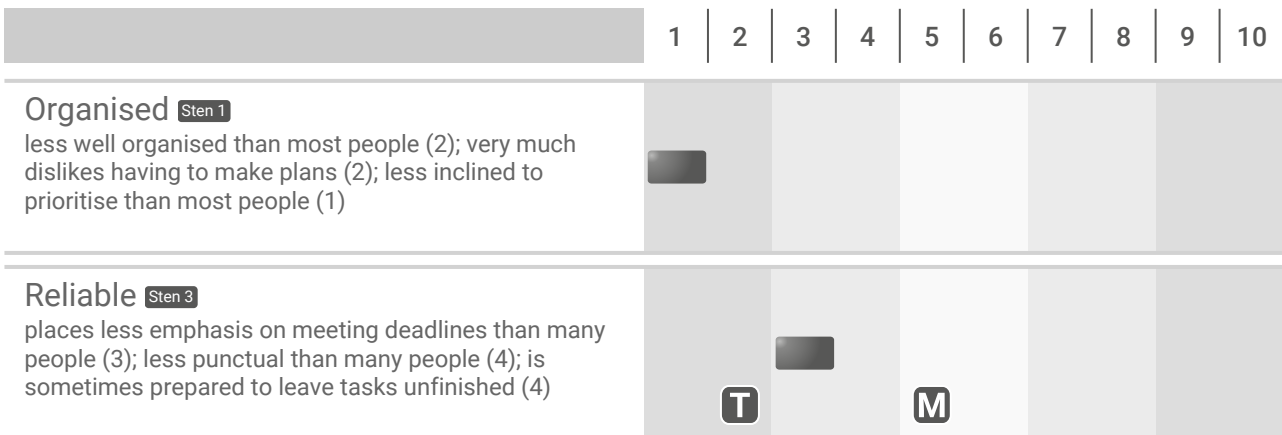
Service & Product Delivery - Reflections for Development
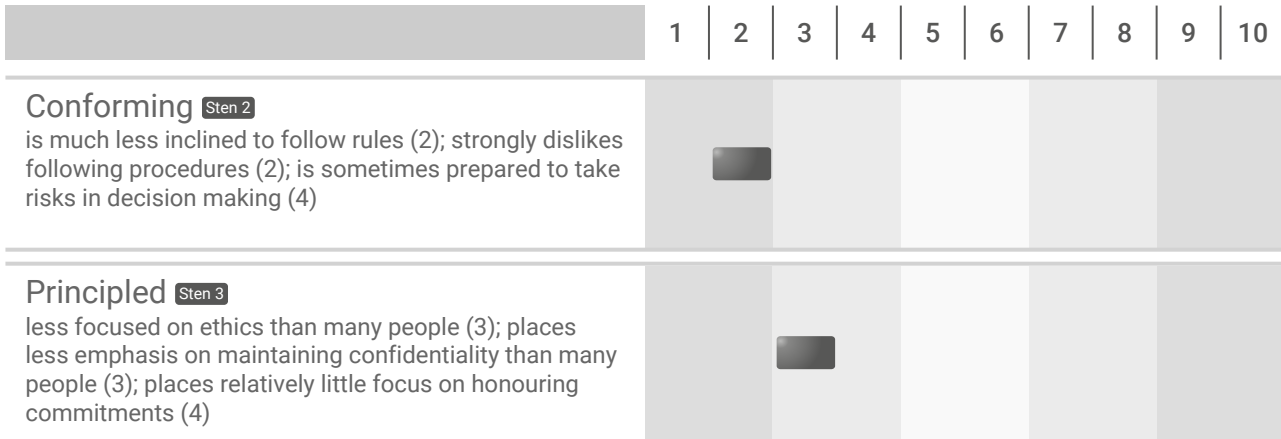
Ensure that teams and groups within the organisation are directly accountable for their work. Ensure the necessary effort and resources are invested when required and there is an expectation of high quality and deadlines being met.

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.

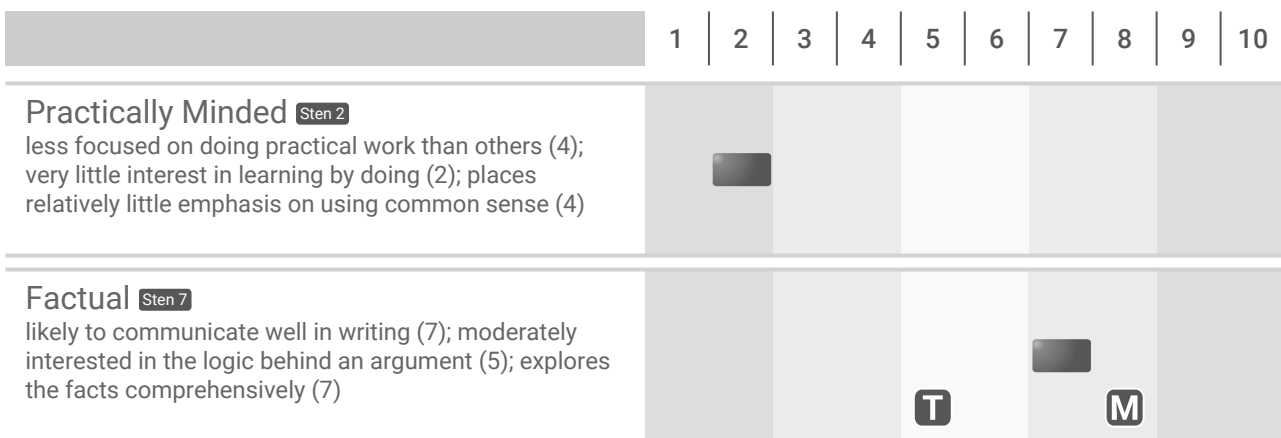# Leadership Styles Profile - Professional
Managed Risk

Regulator (1)

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

	1	2	3	4	5	6	7	8	9	10

Conforming `Sten 2`
is much less inclined to follow rules (2); strongly dislikes following procedures (2); is sometimes prepared to take risks in decision making (4)

Principled `Sten 3`
less focused on ethics than many people (3); places less emphasis on maintaining confidentiality than many people (3); places relatively little focus on honouring commitments (4)

Technician (4)

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 2`
less focused on doing practical work than others (4); very little interest in learning by doing (2); places relatively little emphasis on using common sense (4)

Factual `Sten 7`
likely to communicate well in writing (7); moderately interested in the logic behind an argument (5); explores the facts comprehensively (7)
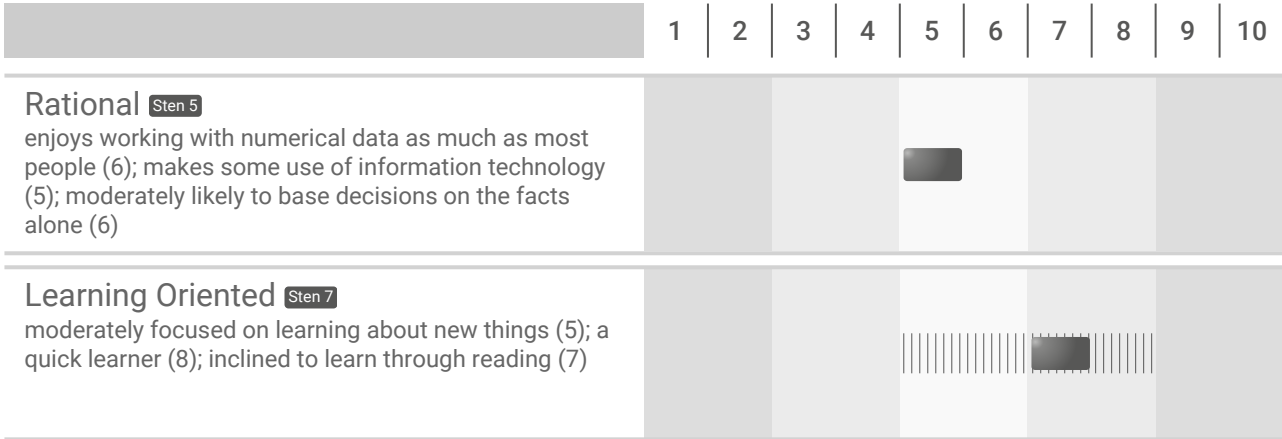
Managed Risk - Reflections for Development

Ensure that staff have the technical resources and relevant facts to properly understand the correct way to do things.

Could increasing your focus on procedures and practicalities help ensure that things are done in the right way to avoid unnecessary risk? Try to ensure that staff understand how things should be done correctly.

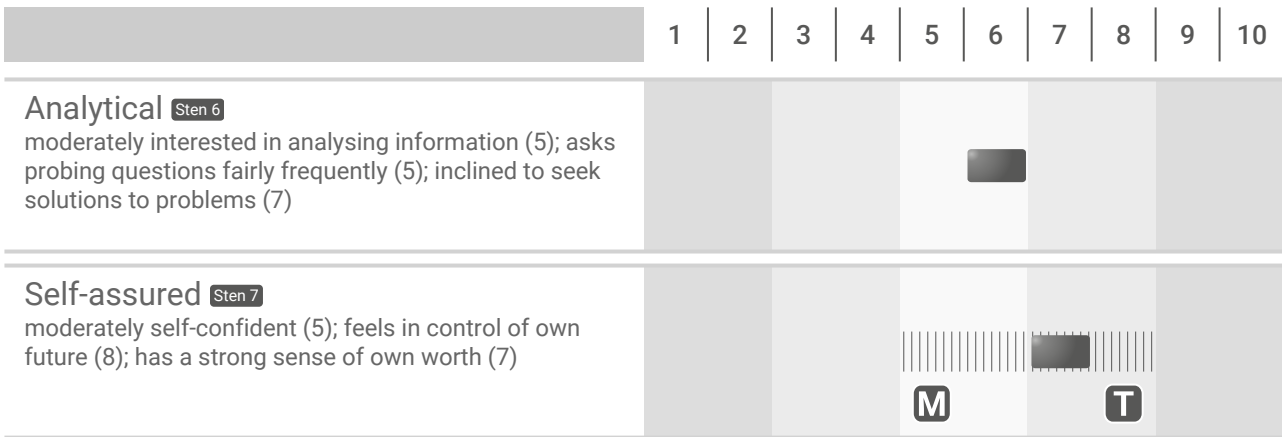# Leadership Styles Profile - Professional
Expert Reputation

Intellectual (6)

Intellectuals lead by developing understanding and capability within their team.

	1	2	3	4	5	6	7	8	9	10

Rational `Sten 5`
enjoys working with numerical data as much as most people (6); makes some use of information technology (5); moderately likely to base decisions on the facts alone (6)

Learning Oriented `Sten 7`
moderately focused on learning about new things (5); a quick learner (8); inclined to learn through reading (7)

Expert Advisor (7)

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`
moderately interested in analysing information (5); asks probing questions fairly frequently (5); inclined to seek solutions to problems (7)

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

M   T

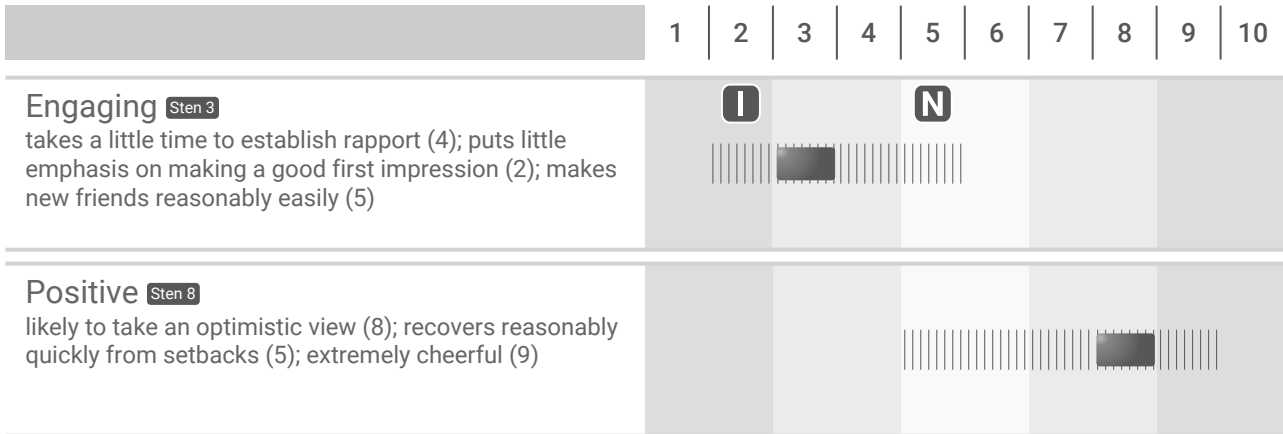## Expert Reputation - Reflections for Development

Inspire others to develop their expertise and knowledge. Encourage a culture of learning in the organisation 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.

Leadership Styles Profile - People
Organisational Commitment

Enthusiast (6)

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

	1	2	3	4	5	6	7	8	9	10

Engaging Sten 3
takes a little time to establish rapport (4); puts little emphasis on making a good first impression (2); makes new friends reasonably easily (5)

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

Facilitator (3)

Facilitators lead by responding to the needs of others.

	1	2	3	4	5	6	7	8	9	10

Accepting Sten 3
slightly less considerate than others (3); reasonably tolerant (5); a little cautious about trusting people (4)

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

Organisational Commitment - Reflections for Development

Enhance existing organisational commitment by ensuring that you are interacting widely with colleagues and spreading your enthusiasm.

Could you do more to build longer-term employee commitment? Initial enthusiasm is likely to be enhanced by better understanding people's concerns and needs.

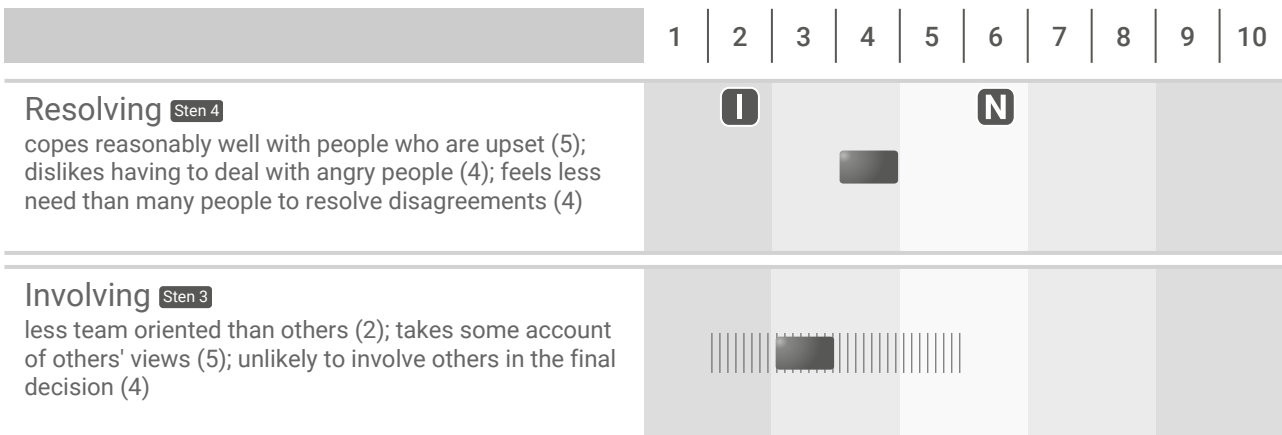# Leadership Styles Profile - People
Successful Teams

Inspirer (6)

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

	1	2	3	4	5	6	7	8	9	10

Empowering `Sten 5`
has limited interest in finding ways to motivate others (3); inspirational (7); reasonably encouraging to others (5)

Directing `Sten 8`
clearly oriented towards a leadership role (7); co-ordinates people reasonably well (6); very much inclined to take control of things (9)
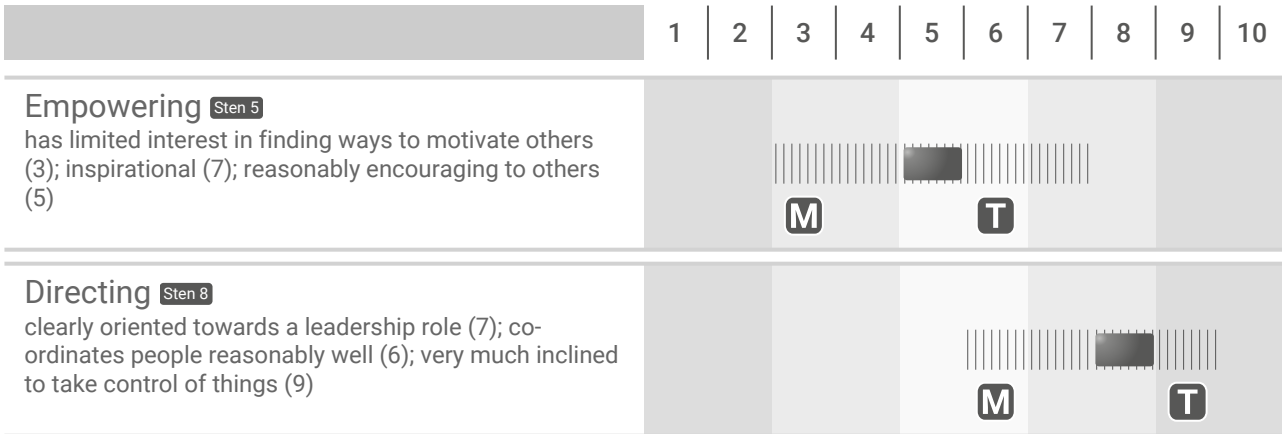
Collaborator (3)

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 (5); dislikes having to deal with angry people (4); feels less need than many people to resolve disagreements (4)

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)

Successful Teams - Reflections for Development

Enhance team success by ensuring time is devoted to directing and inspiring each individual within the team.

Could leadership effectiveness be enhanced by intervening more quickly when the team is not doing so well? Get involved when it matters most.

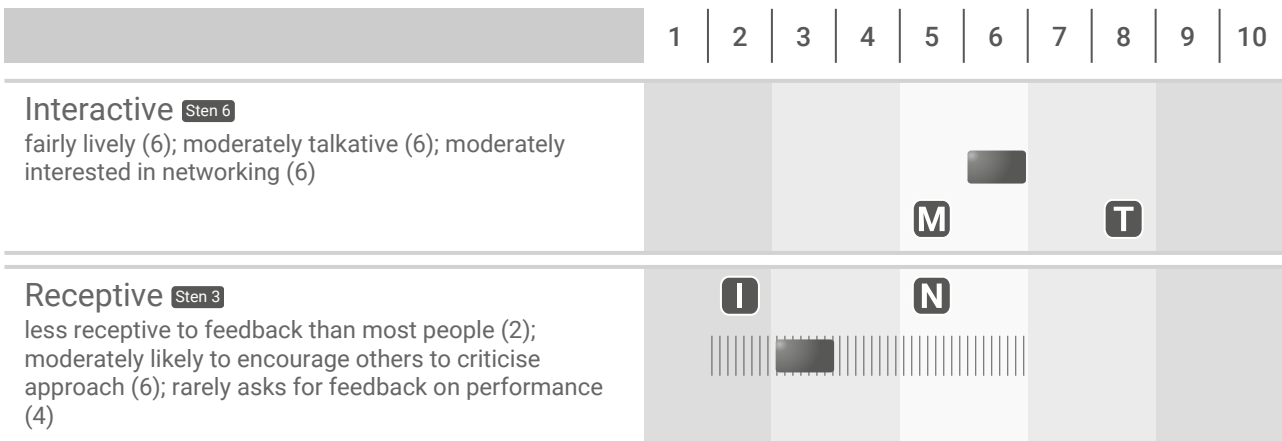# Leadership Styles Profile - People
Communication

Persuader (7)

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

	1	2	3	4	5	6	7	8	9	10

Convincing `Sten 8`
persuasive (8); makes own point strongly (8); is focused on negotiating the best deal (7)

Articulate `Sten 6`
enjoys giving presentations as much as most people (5); explains things reasonably well (6); reasonably confident with new people (6)
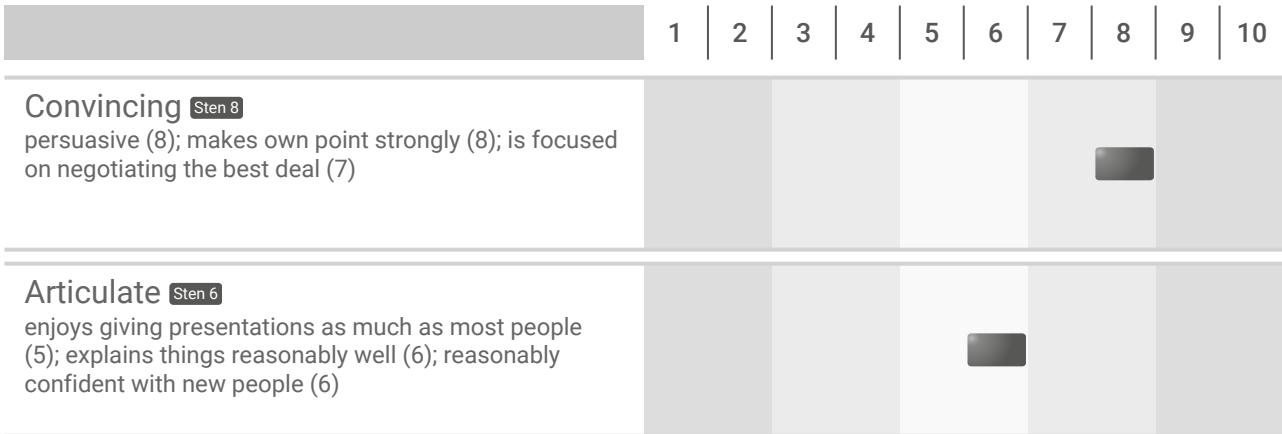
Consulter (5)

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

	1	2	3	4	5	6	7	8	9	10

Interactive `Sten 6`
fairly lively (6); moderately talkative (6); moderately interested in networking (6)

M (at 5) · T (at 8)

Receptive `Sten 3`
less receptive to feedback than most people (2); moderately likely to encourage others to criticise approach (6); rarely asks for feedback on performance (4)

I (at 1) · N (at 5)

Communication - Reflections for Development

> Make sure you are spending time on communicating the issues which will make a real difference both inside and outside of the organisation.

> Could impact be enhanced by taking more time to interact with people and finding out what is important to them? Be open to communication and feedback from others.

Leadership Styles Profile - Pioneering
New Products/Markets

Catalyst (10)

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 9`
often identifies ways to improve things (8); very quick to get to the core of a problem (9); trusts intuition to guide judgement (7)

Self-promoting `Sten 8`
often is the centre of attention (10); prepared to tell people about own achievements (7); has a moderate need for praise (6)
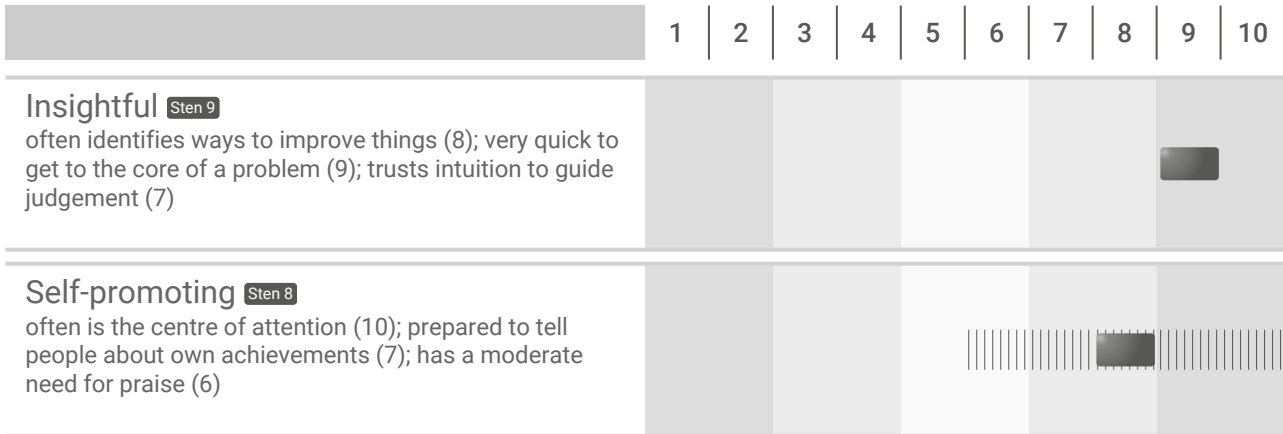
Innovator (9)

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

	1	2	3	4	5	6	7	8	9	10

Inventive `Sten 10`
generates lots of ideas (10); produces very original ideas (10); likely to adopt radical solutions (8)

Abstract `Sten 8`
good at developing concepts (7); often applies theories (8); interested in studying the underlying principles (7)
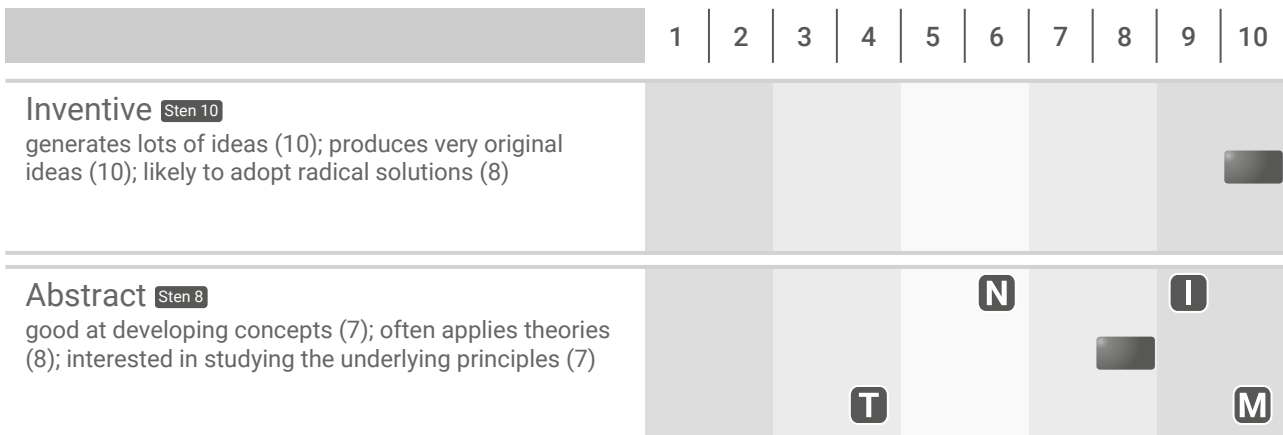
New Products/Markets - Reflections for Development

Utilise your own creativity and enhance it in others by encouraging interactions amongst especially innovative individuals.

Are you ensuring that innovation is optimised and that the best ideas are adopted, even when they're not your own? Might it be useful to spend more time building on other people's ideas?

Leadership Styles Profile - Pioneering
Organisational Transformation

Change Agent (6)

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 6`
as ready to accept change as most people (6); copes moderately well with uncertainty (5); accepts new challenges as readily as most people (6)

Dynamic `Sten 7`
reasonably good at making things happen (6); impatient to get things started (7); moderately energetic (6)
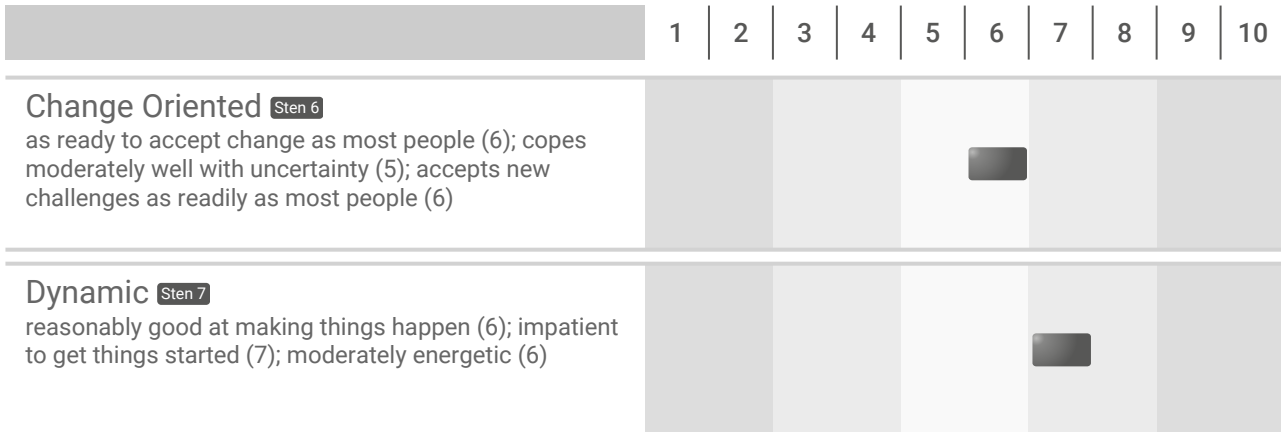
Crisis Handler (9)

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

Purposeful `Sten 10`
makes quick decisions (8); prepared to take responsibility for big decisions (8); holds very firm views on issues (10)
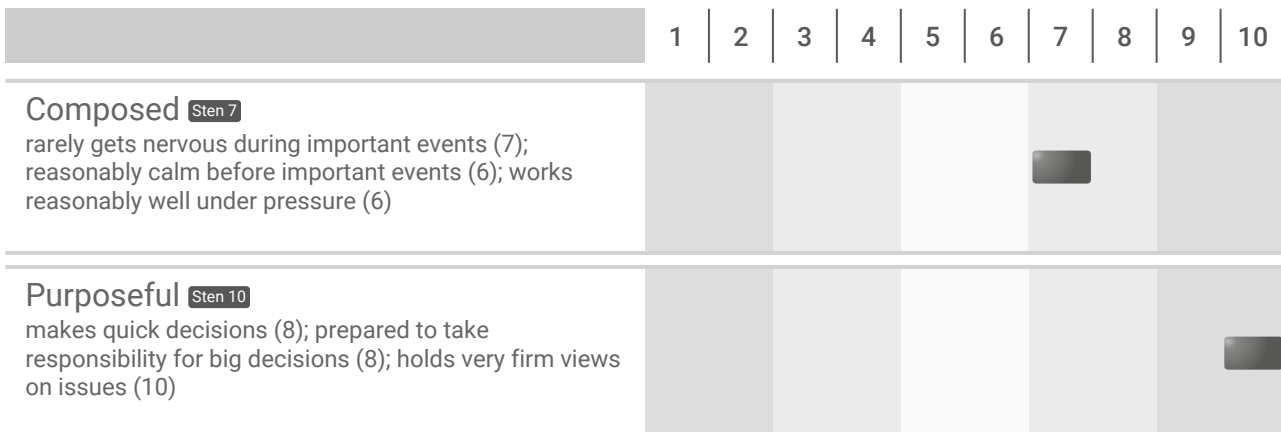
Organisational Transformation - Reflections for Development

Spend time identifying where there is the greatest shortfall between expectations and actual performance. Lead others to address the issues and bring about change which makes real tangible benefits.

Is there a risk of being too focused on 'change for change's sake'? Focusing on novelty can often be valuable, but avoid imposing unnecessary change where established approaches are already effective.

Leadership Styles Profile - Pioneering
Organisational Growth

Strategic Opportunist (8)

Strategic Opportunists combine competitiveness with strategic awareness.

	1	2	3	4	5	6	7	8	9	10

Enterprising `Sten 8`
likely to identify business opportunities (7); fairly sales oriented (8); as competitive as most people (6)

Strategic `Sten 8`
inclined to develop strategies (7); takes a very long-term view (9); creates a clear vision for the future (8)
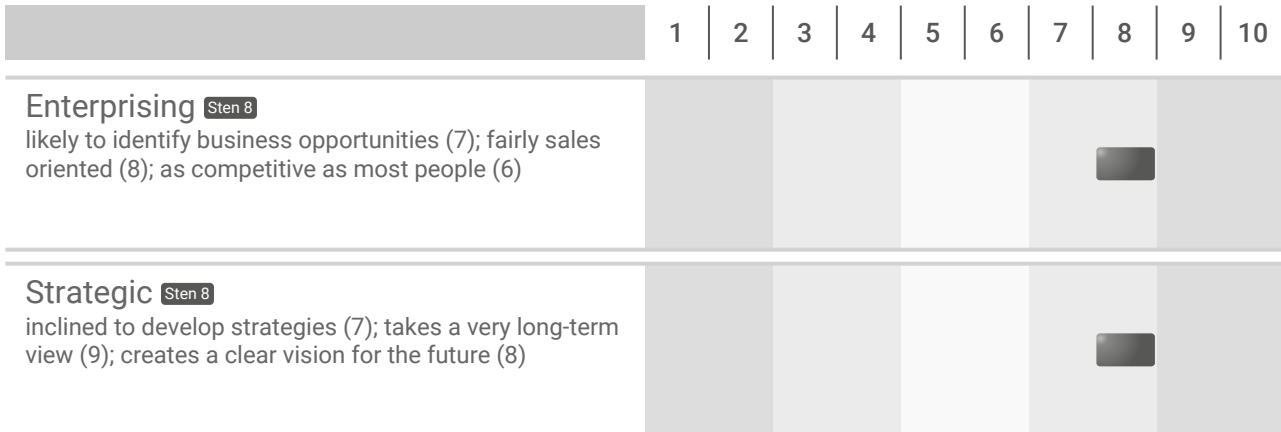
Growth Seeker (10)

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 8`
driven to achieve outstanding results (8); fairly ambitious (7); likely to persevere through difficult challenges (8)

Challenging `Sten 10`
very open in voicing disagreement (9); very much inclined to challenge others' ideas (9); very often gets involved in arguments (9)
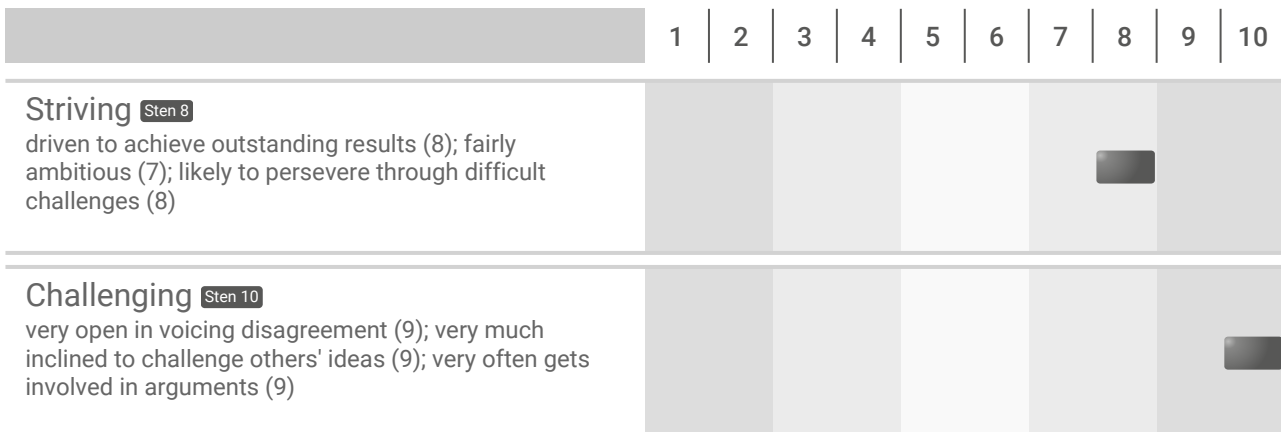
Organisational Growth - Reflections for Development

Challenge different organisational areas and/or individuals to achieve more outstanding results. Invest more of your resources in creating a high performance culture.

Is there ever a risk of challenging others too much and being seen to strive for results at all costs? Be aware of individuals feeling so pressurised that their effectiveness and motivation declines.

Leadership Impact Potential Prediction

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

[2]

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

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

[1]

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

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

[8]

High
higher potential than about 90% of the comparison group

People

Organisational Commitment
creating a shared sense of purpose; enhancing employee motivation; building organisational morale

[4]

Fairly Low
higher potential than about 25% of the comparison group

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

[4]

Fairly Low
higher potential than about 25% of the comparison group

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

[6]

Average
higher potential than about 60% of the comparison group

Pioneering

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

[10]

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

Organisational Transformation
delivering organisational transformation; building commitment to change; actively managing change processes

[8]

High
higher potential than about 90% of the comparison group

Organisational Growth
increasing stakeholder value; establishing challenging organisational goals; driving organisational success

[9]

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

Situational Leadership Profile

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

Chris Park is likely to be more effective as a leader where:

⊕ there is a need to drive success, including challenging current working practices

⊕ there is value in the leader promoting themselves and their suggestions to improve things

⊕ creativity and new concepts are important

⊕ remaining calm and decisive under pressure is especially valuable

⊕ taking a longer-term view and capitalising on opportunities is important for future success

Chris Park is likely to be less effective as a leader where:

? rules, regulations and principles are essential for guiding behaviour

? strong planning is critical to completing tasks

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

? there is a real requirement to show empathy and a concern for others

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

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 organisation.

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 organisation.

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 organisation 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
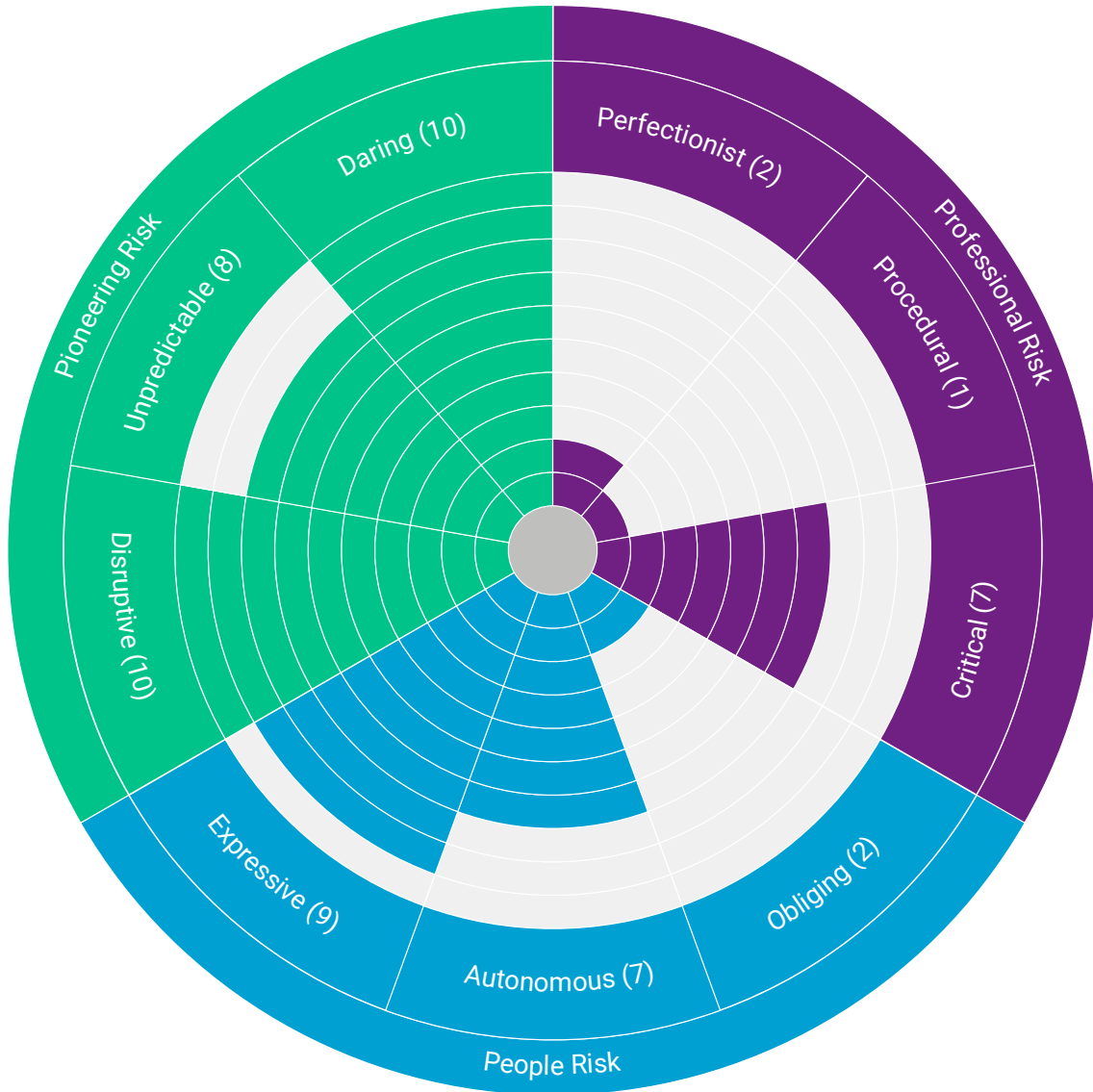
Leadership Risk areas ranked from highest to lowest potential risk:

⚠ Daring	Primary Risk
✦ Disruptive	Secondary Risk

Expressive

Unpredictable

Autonomous

Critical

Perfectionist

Obliging

Procedural

Primary Risk Area

Daring
Seeks challenging new opportunities for the organisation 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 behaviour, ethics and attitudes of colleagues may lead to a culture where questionable work practices are not sufficiently challenged.

Potential Risk to the Organisation

- Pursuing only bigger opportunities may bring benefits but may also expose the organisation to greater financial risk if these opportunities are not realised.
- 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 recognised.
- The reputation of the organisation 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 behaviour.
- 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 organisation. 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 organisation is not avoiding risk without good reason should help the organisation to maintain a competitive edge.
- Ensuring that there is focus on realising smaller opportunities as well as targeting larger prospects should help prevent an overreliance on bigger developments, which may or may not be realised.
- 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 Organisation

- Deviating from established rules may create chaos and expose the organisation 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 organisation's key goals.
- A lack of structure may lead to a lower focus on efficient ways of working which could inhibit organisational 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 organisational 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 organisation.
- 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 organisation 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 organisation 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.