Leadership Impact Full Summary Report
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 authorized by Saville Assessment.

Introduction

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.

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.
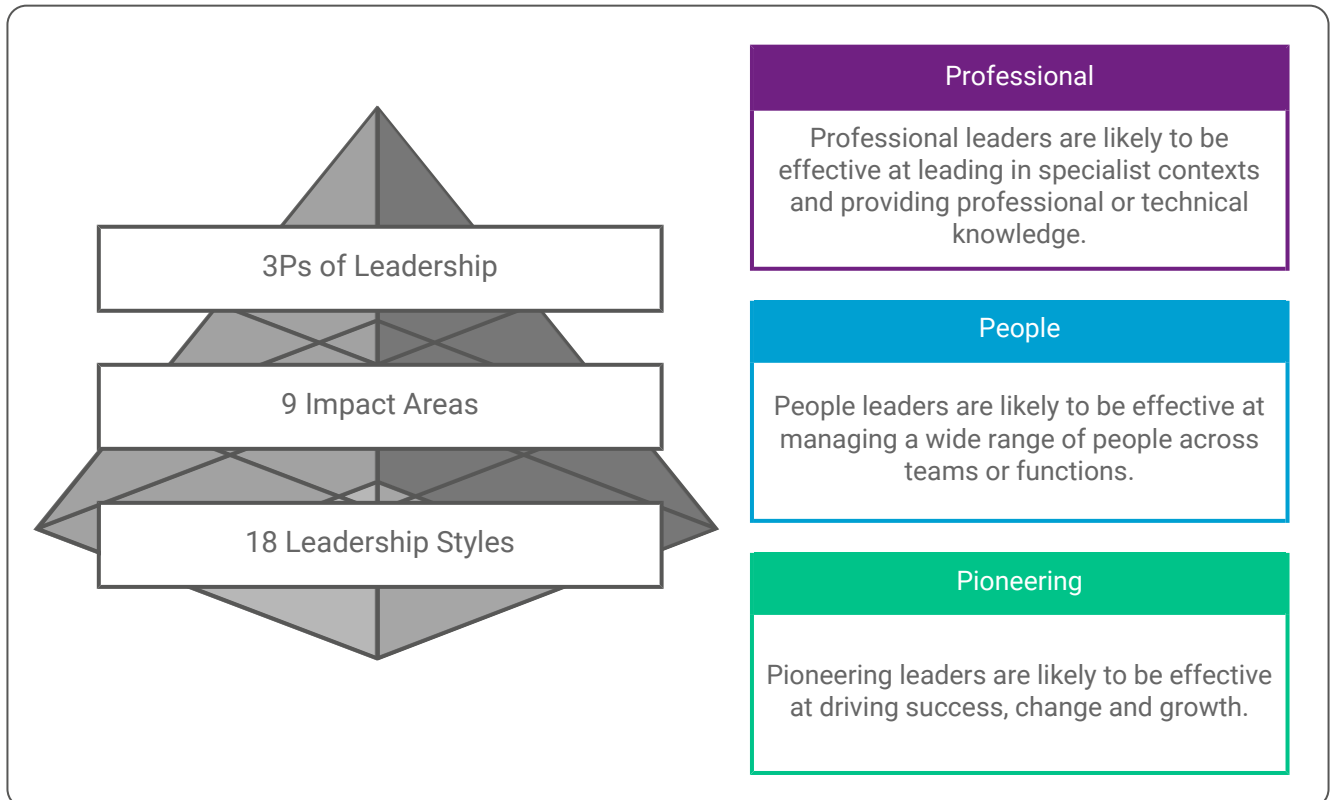
Situational Leadership Profile

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.

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

Behaviors → Leadership Style → Leadership Impact
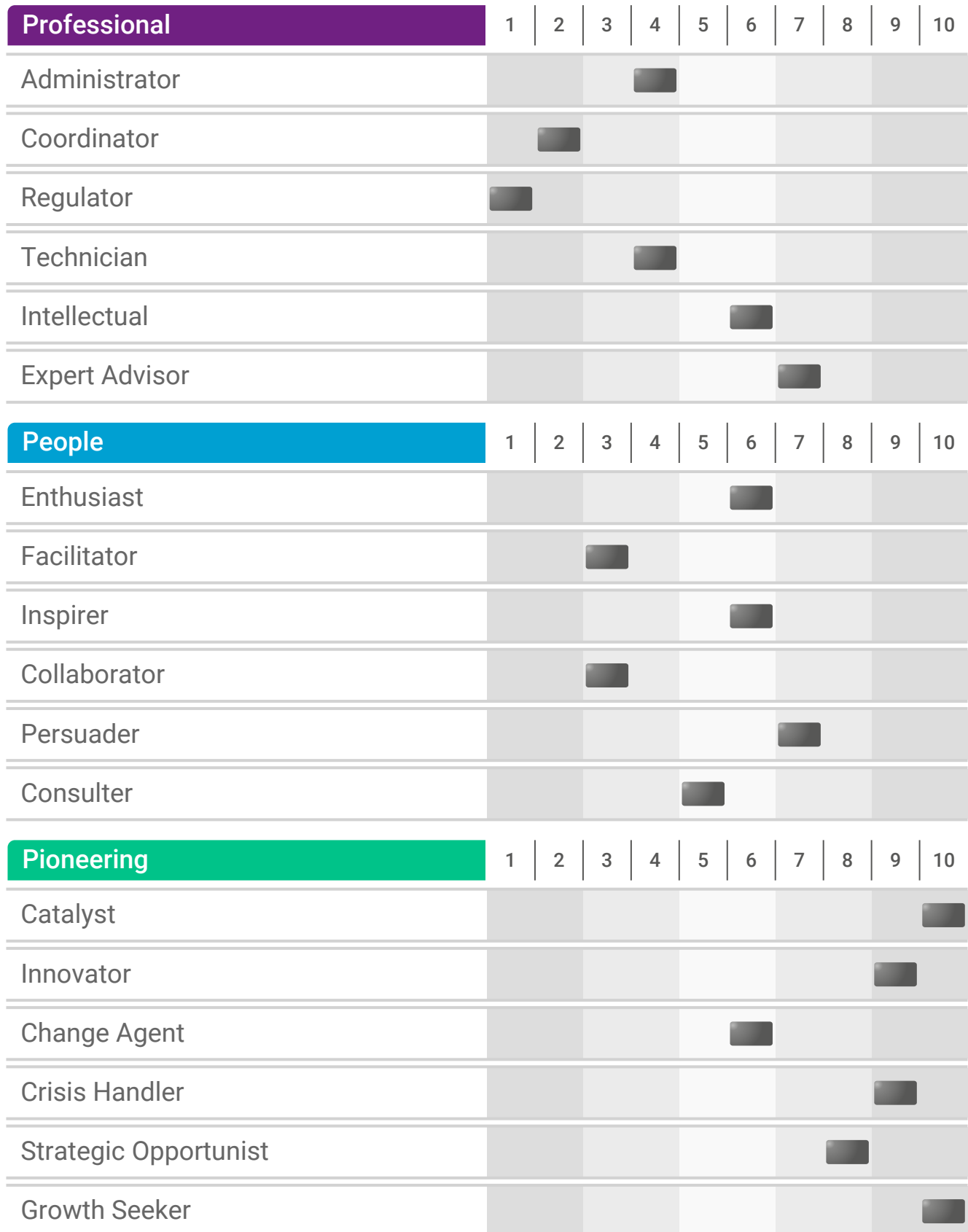
Organizational Context

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

Score: 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

Score: 1

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

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

Score: 8

High
higher potential than about 90% of the comparison group

People

Organizational Commitment
creating a shared sense of purpose; enhancing employee motivation; building organizational morale

Score: 4

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

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

Score: 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

Score: 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

Score: 10

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

Organizational Transformation
delivering organizational transformation; building commitment to change; actively managing change processes

Score: 8

High
higher potential than about 90% of the comparison group

Organizational Growth
increasing stakeholder value; establishing challenging organizational goals; driving organizational success

Score: 9

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

Summary Leadership Styles Profile

This profile provides a summary of Chris Park's Leadership Styles, with the 18 Leadership Styles shown.

Professional

Style	1	2	3	4	5	6	7	8	9	10
Administrator				■						
Coordinator		■								
Regulator	■									
Technician				■						
Intellectual						■				
Expert Advisor							■			

People

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

Pioneering

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

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
has relatively little focus on making sure the detail is right; reasonably thorough; ensures a reasonably high level of quality

(marker at 4)

Activity Oriented
works at a moderately fast pace; works well when busy; prefers to do one thing at a time

(marker at 5)
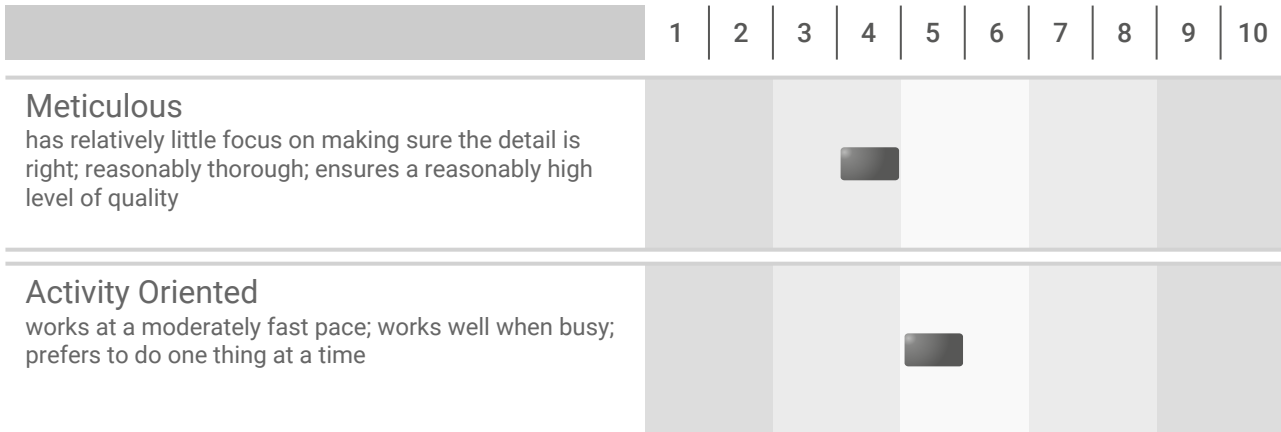
Coordinator (2)

Coordinators organize and realize detailed plans.

	1	2	3	4	5	6	7	8	9	10

Organized
less well organized than most people; very much dislikes having to make plans; less inclined to prioritize than most people

(marker at 1)

Reliable
places less emphasis on meeting deadlines than many people; less punctual than many people; is sometimes prepared to leave tasks unfinished

(marker at 3)
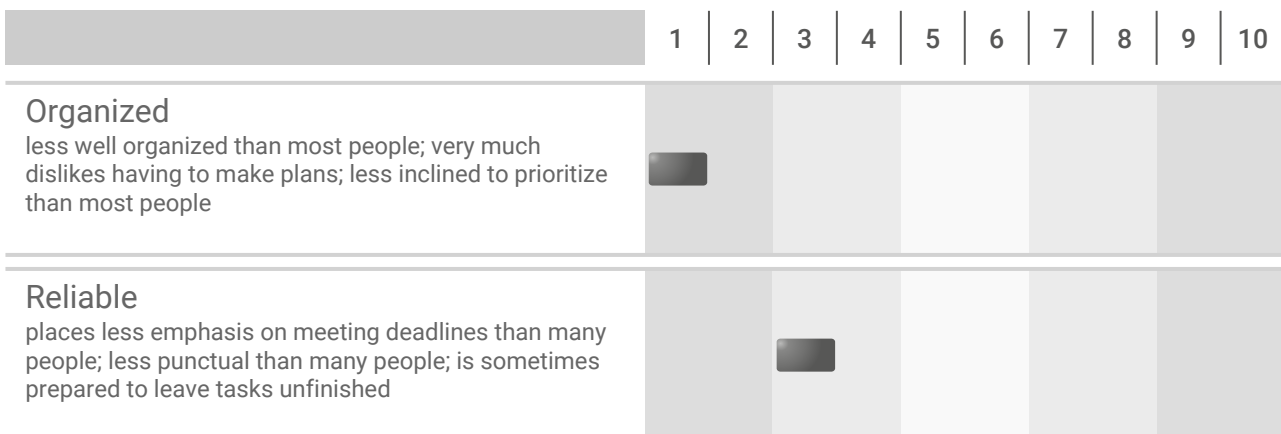
Service & Product Delivery - Reflections for Development

Ensure that teams and groups within the organization 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.

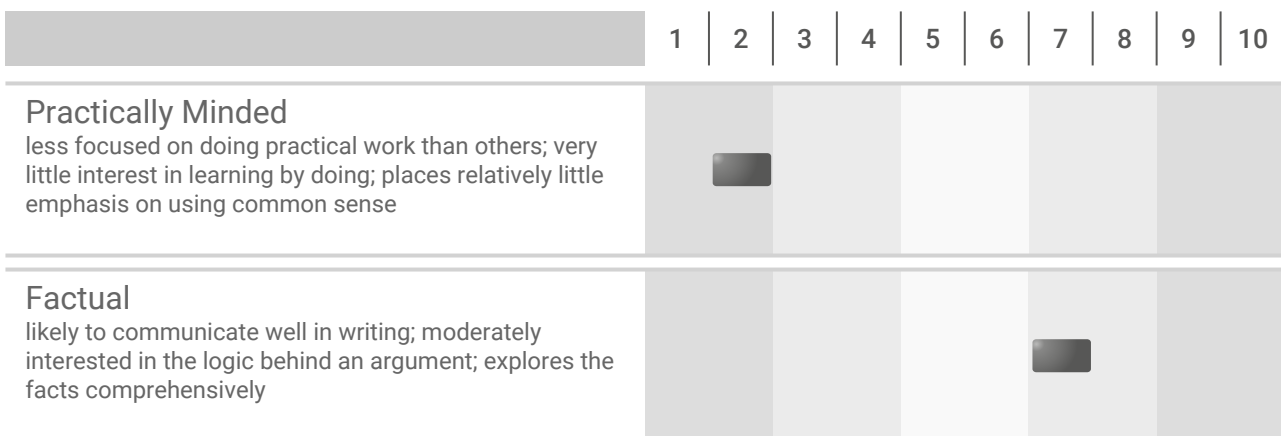# Leadership Styles Profile - Professional
Managed Risk

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
is much less inclined to follow rules; strongly dislikes following procedures; is sometimes prepared to take risks in decision making

[marker at 2]

Principled
less focused on ethics than many people; places less emphasis on maintaining confidentiality than many people; places relatively little focus on honoring commitments

[marker at 3]

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

[marker at 2]

Factual
likely to communicate well in writing; moderately interested in the logic behind an argument; explores the facts comprehensively

[marker at 7]

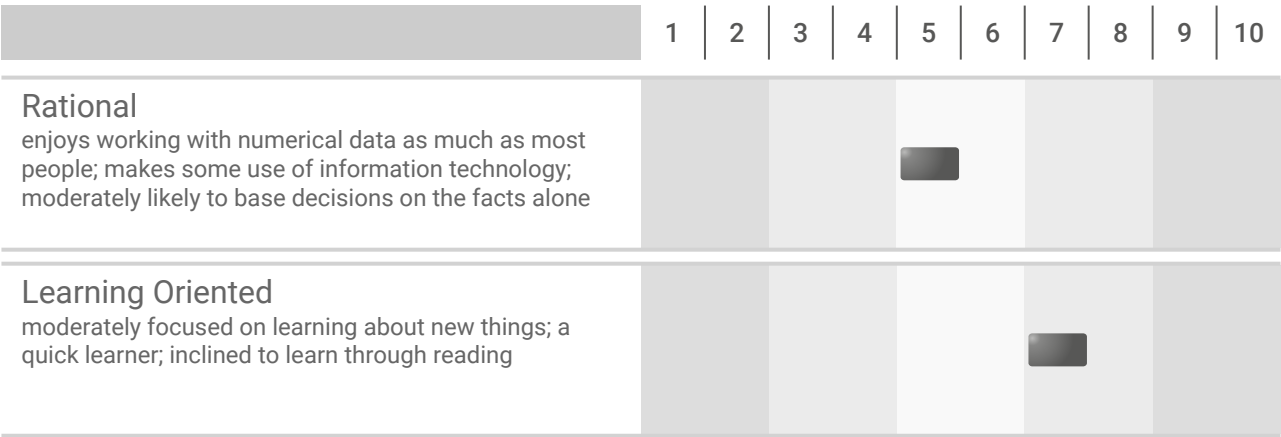### Managed Risk - Reflections for Development

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.

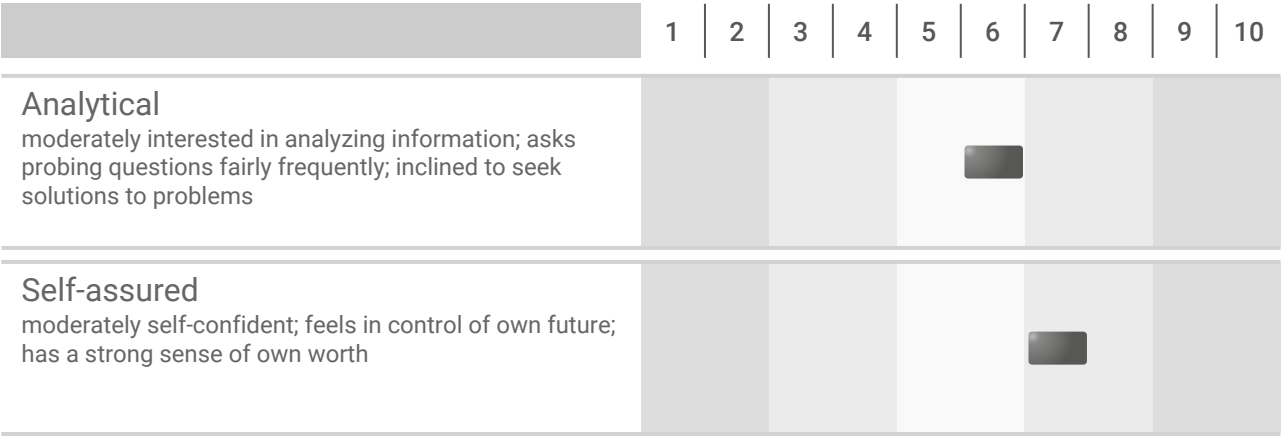# Leadership Styles Profile - Professional
Expert Reputation

Intellectual (6)

Intellectuals lead by developing understanding and capability within their team.

	1	2	3	4	5	6	7	8	9	10

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

[marker at 5]

Learning Oriented
moderately focused on learning about new things; a quick learner; inclined to learn through reading

[marker at 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
moderately interested in analyzing information; asks probing questions fairly frequently; inclined to seek solutions to problems

[marker at 6]

Self-assured
moderately self-confident; feels in control of own future; has a strong sense of own worth

[marker at 7]

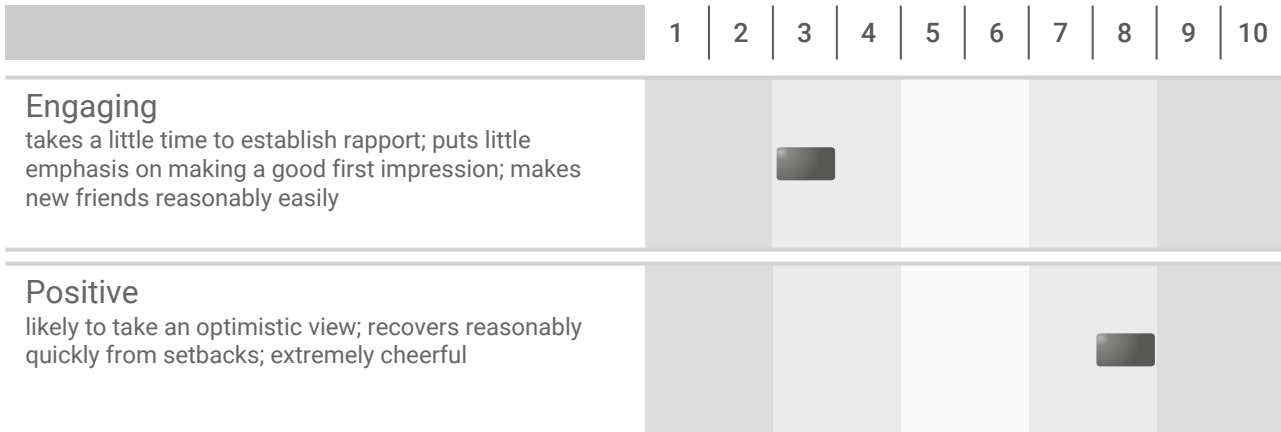## Expert Reputation - Reflections for Development

Inspire others to develop their expertise and knowledge. Encourage a culture of learning in the organization 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
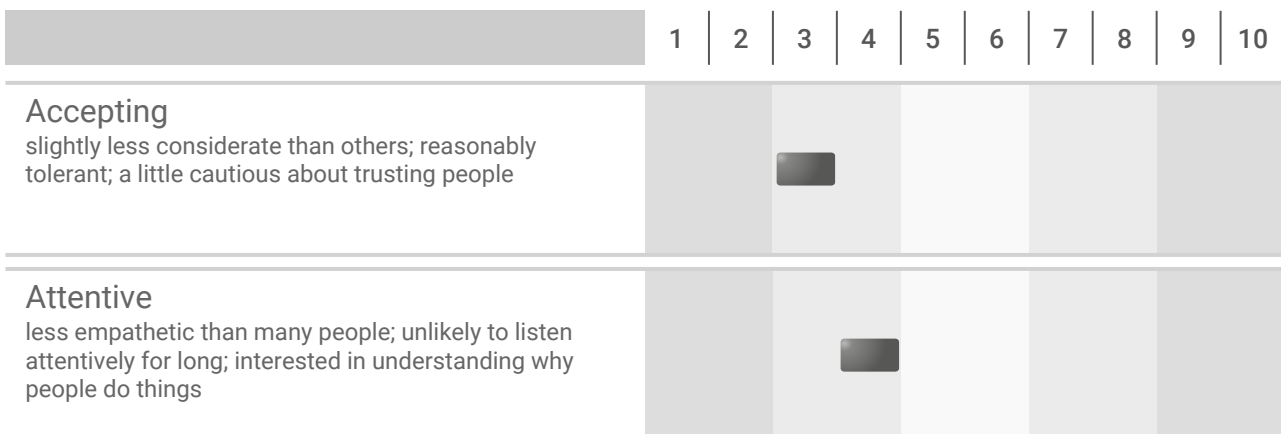## Organizational Commitment

Enthusiast (6)

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

	1	2	3	4	5	6	7	8	9	10
Engaging takes a little time to establish rapport; puts little emphasis on making a good first impression; makes new friends reasonably easily			■							
Positive likely to take an optimistic view; recovers reasonably quickly from setbacks; extremely cheerful								■		

Facilitator (3)

Facilitators lead by responding to the needs of others.

	1	2	3	4	5	6	7	8	9	10
Accepting slightly less considerate than others; reasonably tolerant; a little cautious about trusting people			■							
Attentive less empathetic than many people; unlikely to listen attentively for long; interested in understanding why people do things			■							

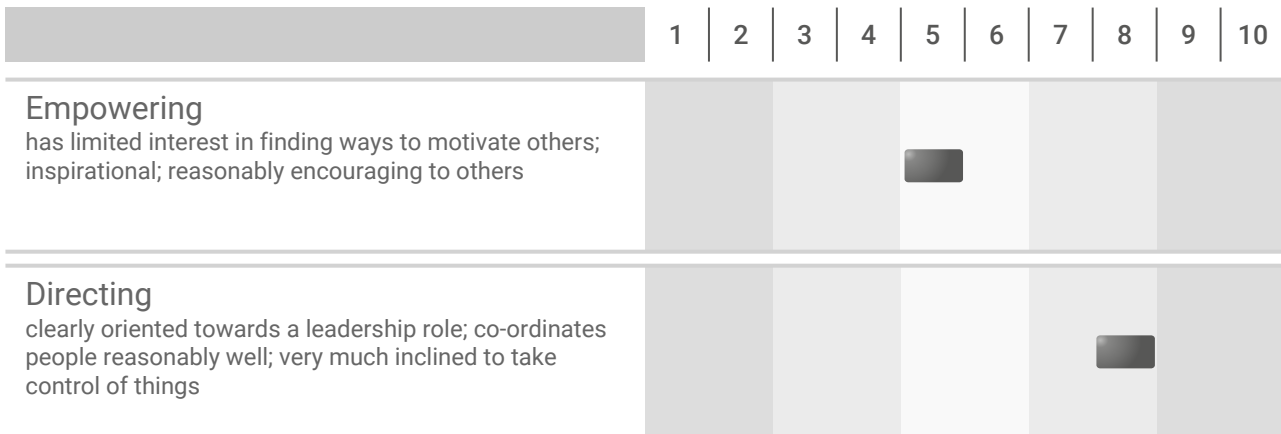## Organizational Commitment - Reflections for Development

Enhance existing organizational 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
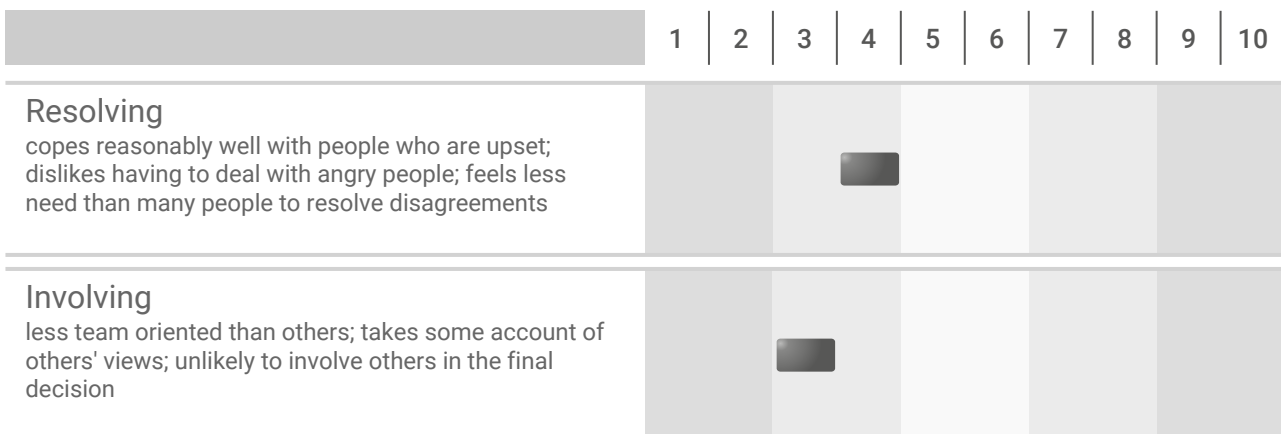## Successful Teams

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
has limited interest in finding ways to motivate others; inspirational; reasonably encouraging to others

(marker at 5)

Directing
clearly oriented towards a leadership role; co-ordinates people reasonably well; very much inclined to take control of things

(marker at 8)

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

(marker at 4)

Involving
less team oriented than others; takes some account of others' views; unlikely to involve others in the final decision

(marker at 3)
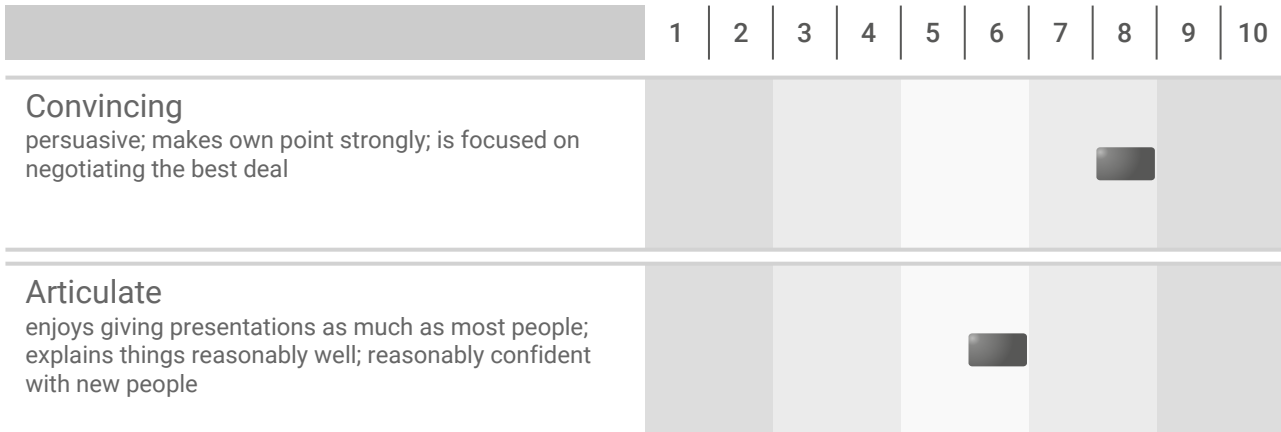
Successful Teams - Reflections for Development

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.
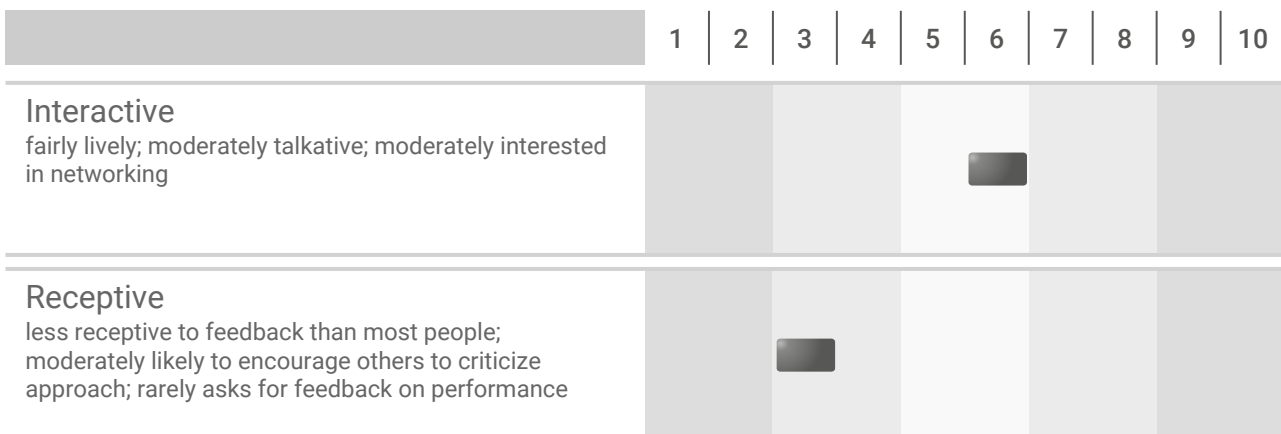
Leadership Styles Profile - People
Communication

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 persuasive; makes own point strongly; is focused on negotiating the best deal								▪		
Articulate enjoys giving presentations as much as most people; explains things reasonably well; reasonably confident with new people					▪					

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 fairly lively; moderately talkative; moderately interested in networking						▪				
Receptive less receptive to feedback than most people; moderately likely to encourage others to criticize approach; rarely asks for feedback on performance			▪							

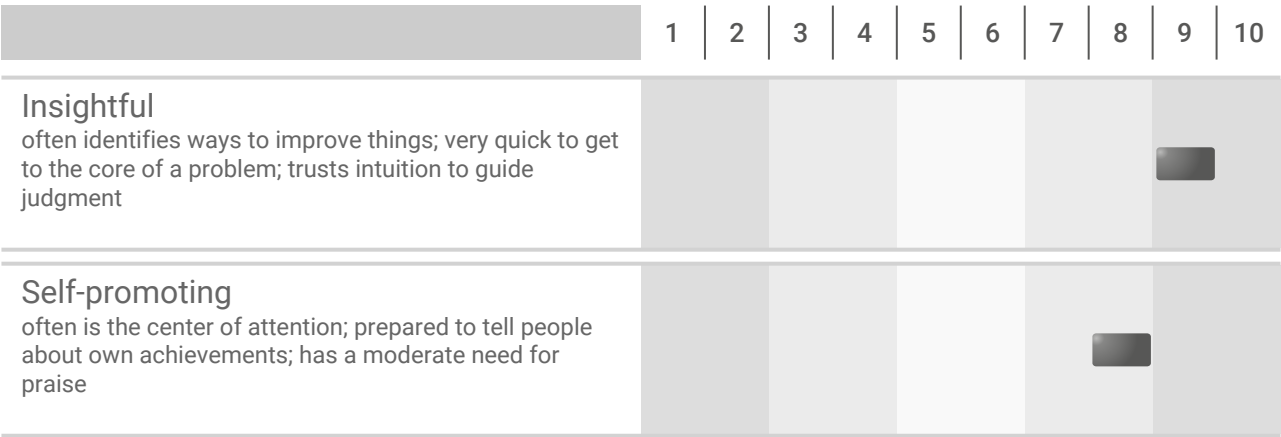## Communication - Reflections for Development

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

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
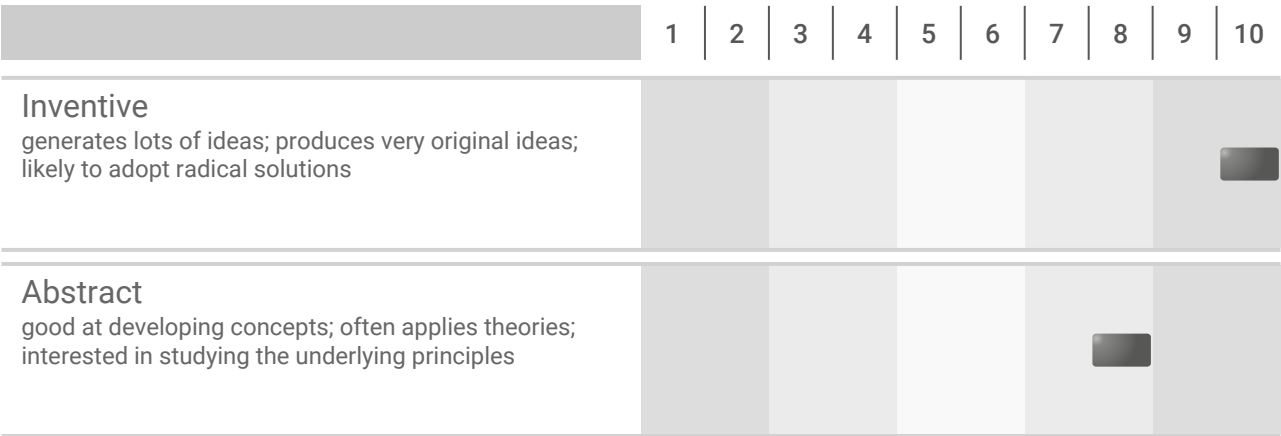# New Products/Markets

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 often identifies ways to improve things; very quick to get to the core of a problem; trusts intuition to guide judgment									■	
Self-promoting often is the center of attention; prepared to tell people about own achievements; has a moderate need for praise								■		

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 generates lots of ideas; produces very original ideas; likely to adopt radical solutions										■
Abstract good at developing concepts; often applies theories; interested in studying the underlying principles								■		

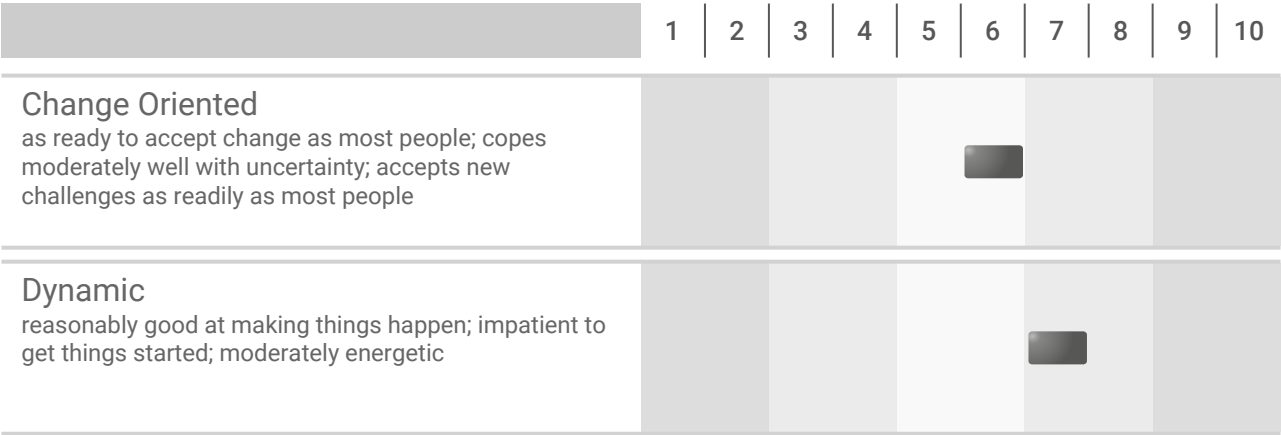## New Products/Markets - Reflections for Development

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

Are you ensuring that innovation is optimized 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
Organizational 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 as ready to accept change as most people; copes moderately well with uncertainty; accepts new challenges as readily as most people						■				
Dynamic reasonably good at making things happen; impatient to get things started; moderately energetic							■			

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 rarely gets nervous during important events; reasonably calm before important events; works reasonably well under pressure							■			
Purposeful makes quick decisions; prepared to take responsibility for big decisions; holds very firm views on issues										■

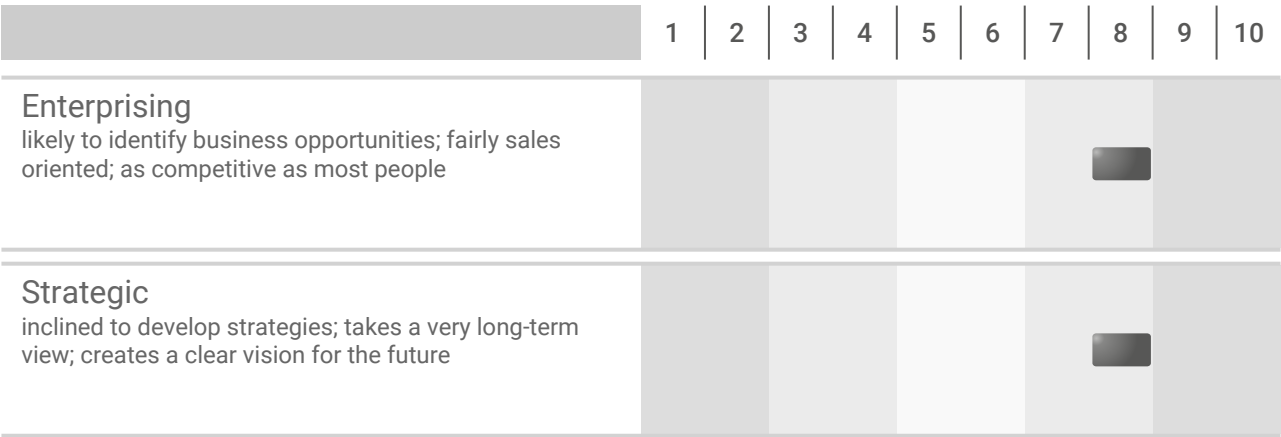## Organizational Transformation - Reflections for Development

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
Organizational Growth

Strategic Opportunist (8)

Strategic Opportunists combine competitiveness with strategic awareness.

	1	2	3	4	5	6	7	8	9	10
Enterprising likely to identify business opportunities; fairly sales oriented; as competitive as most people								■		
Strategic inclined to develop strategies; takes a very long-term view; creates a clear vision for the future								■		

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 driven to achieve outstanding results; fairly ambitious; likely to persevere through difficult challenges								■		
Challenging very open in voicing disagreement; very much inclined to challenge others' ideas; very often gets involved in arguments										■

Organizational Growth - Reflections for Development

Challenge different organizational 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 pressurized that their effectiveness and motivation declines.

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 capitalizing 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 behavior

- ❓ 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