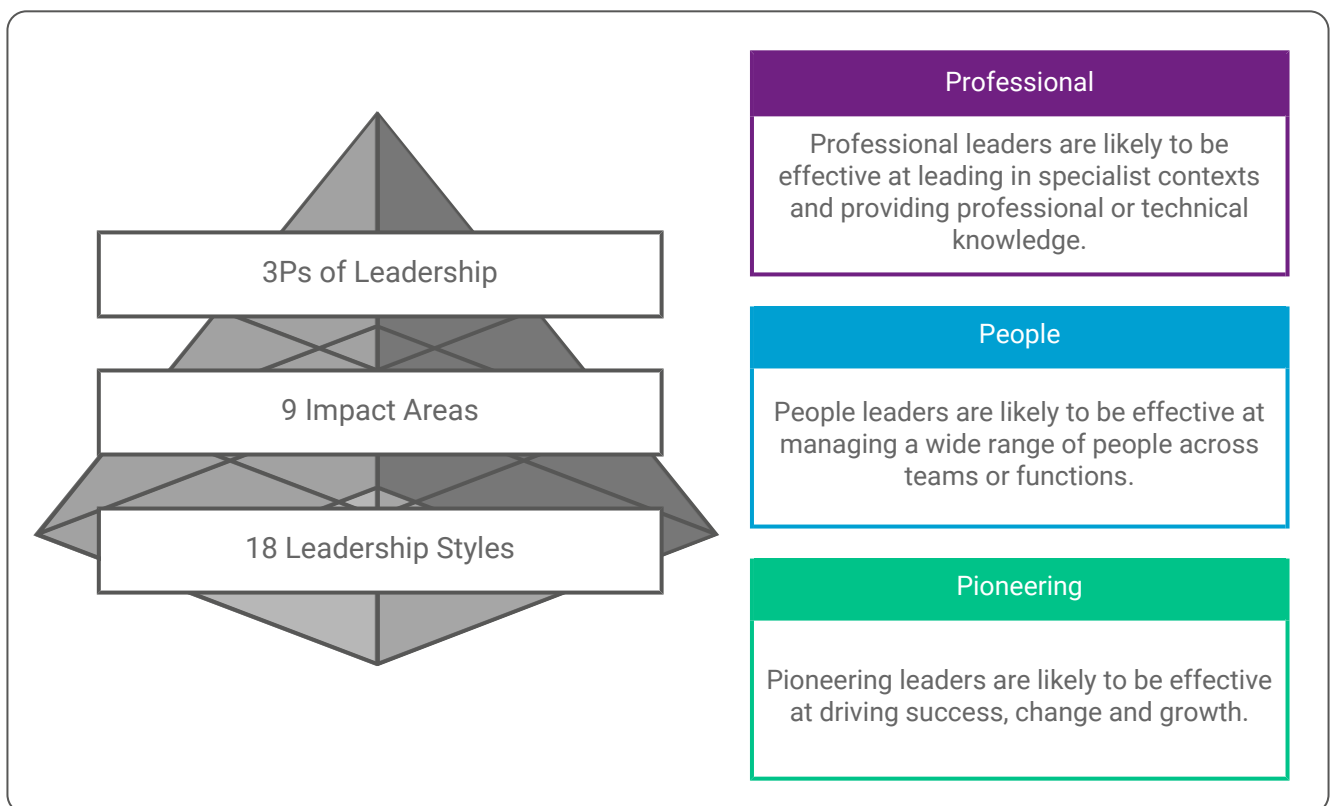# Leadership Impact Personal Report
Chris Park

Introduction

Thank you for completing the Styles questionnaire. This report provides you with summary feedback about your Leadership Styles in a number of work relevant areas.

When reading this report of your leadership style, please remember that it is based on the information that you have provided. It describes how you perceive yourself, rather than how you might be seen by someone else. Nevertheless, research suggests that self-report can be a powerful predictor of how you will operate at work.

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. Information is provided on the Styles dimensions, which are grouped under 18 Leadership Styles headings for each of the nine Impact areas, which form the three Ps – Professional, People, Pioneering.

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.

Introduction

Professional, People and Pioneering Leadership Styles Profiles

The Leadership Styles Profile focuses on the nine Impact areas. Each Impact area is presented on one page and is underpinned by two leadership styles. Each of these leadership styles consists of two dimensions of behavioral style. Under each of these behavioral dimensions, detailed descriptions are given of your style based on your responses to the assessment in comparison to others. Reflections for development are given at the bottom of each page based on your two leadership styles.

Interpreting the Leadership Styles Profiles

Your results combine your rating and ranking responses, and have been compared with those of a large group of professionals. For each of the dimensions your score is graphically represented on a 1-10 scale. The dimension score indicates how extreme your results are: Scores of 5 and 6 are typical of the comparison group while 1 and 10 are extreme scores achieved only by about 1% of the comparison group. On some dimensions (e.g. "Reliable") most people will rate themselves highly on the relevant questions. As a consequence, and because the results are relative, you may find that you score lower than you might have expected in such areas. It is also important to bear in mind that scores should be interpreted in terms of what is desirable for a particular job role. For example, being "Conforming" may be desirable for administrative jobs that require strict adherence to rules and procedures but may be undesirable for senior roles that require some degree of risk taking and ingenuity in overcoming bureaucratic rules and procedures.

Situational Leadership Profile

The Situational Leadership Profile gives an indication of the workplace situations in which you are likely to be more or less effective as a leader. This profile shows the top and bottom ranked situations, based on your responses to the Styles questionnaire.

About this Report

The information contained within this report is likely to provide a valid overview of your motives, preferences, needs and talents at work (relative to others) for 12 to 24 months, depending upon your circumstances.

The report was produced using Saville Assessment software systems. It has been derived from the results of a questionnaire completed by you, the respondent, and reflects the responses made by you.
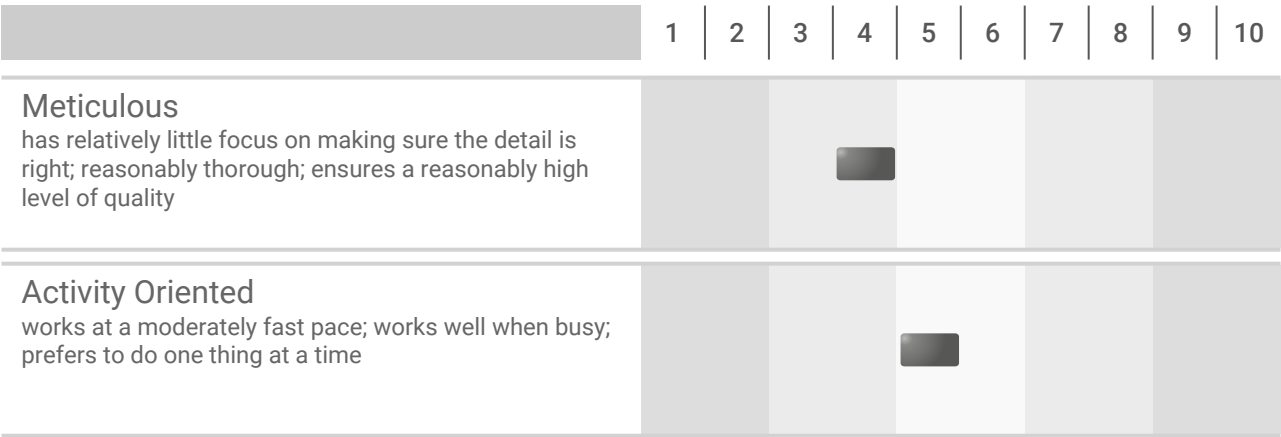
This report has been generated electronically. Saville Assessment do not guarantee that it has not been changed or edited. We can accept no liability for the consequences of the use of this report, howsoever arising.

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

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

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

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

Reliable
places less emphasis on meeting deadlines than many people; less punctual than many people; is sometimes prepared to leave tasks unfinished
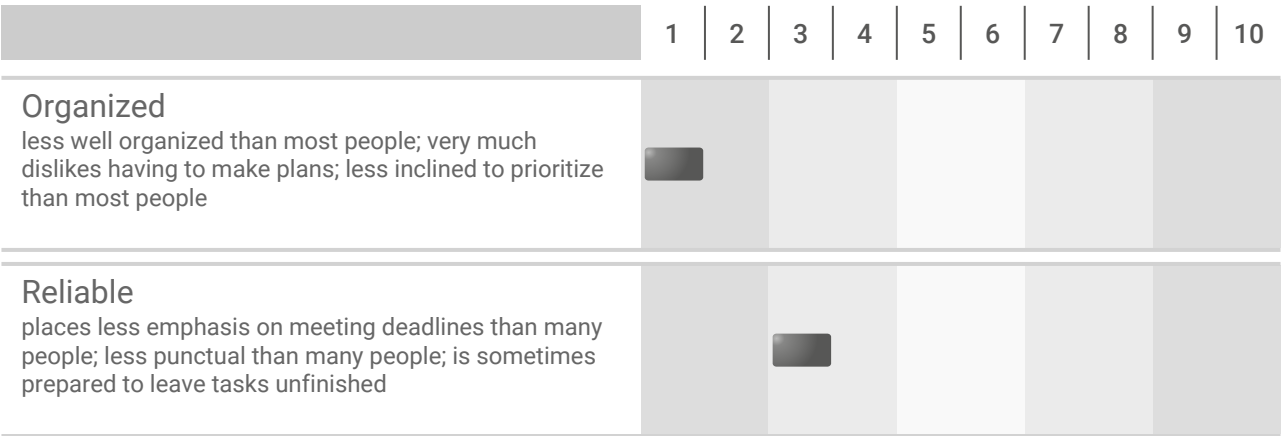
Service & Product Delivery - Reflections for Development

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
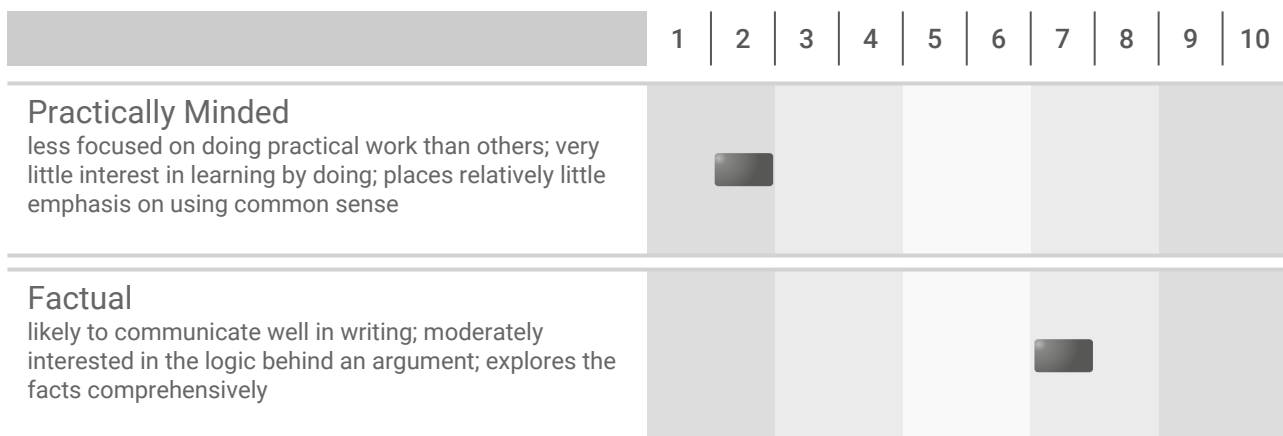# Managed Risk

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]

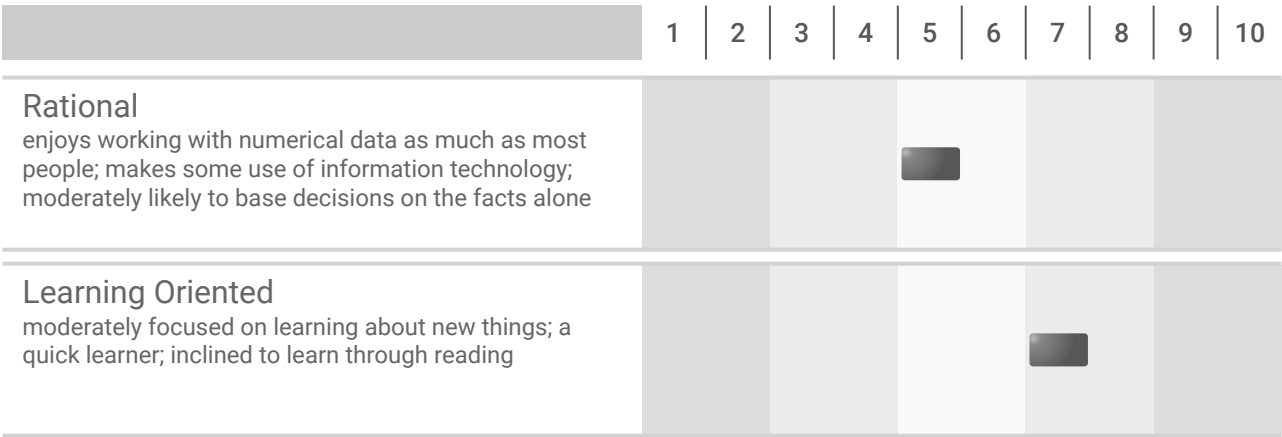## Managed Risk - Reflections for Development

> 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.

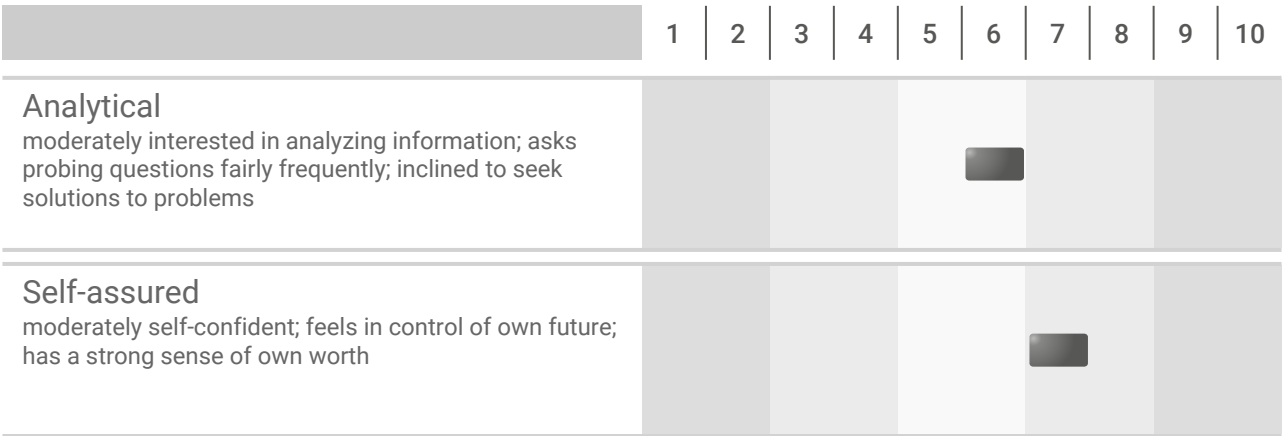# Leadership Styles Profile - Professional
Expert Reputation

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)

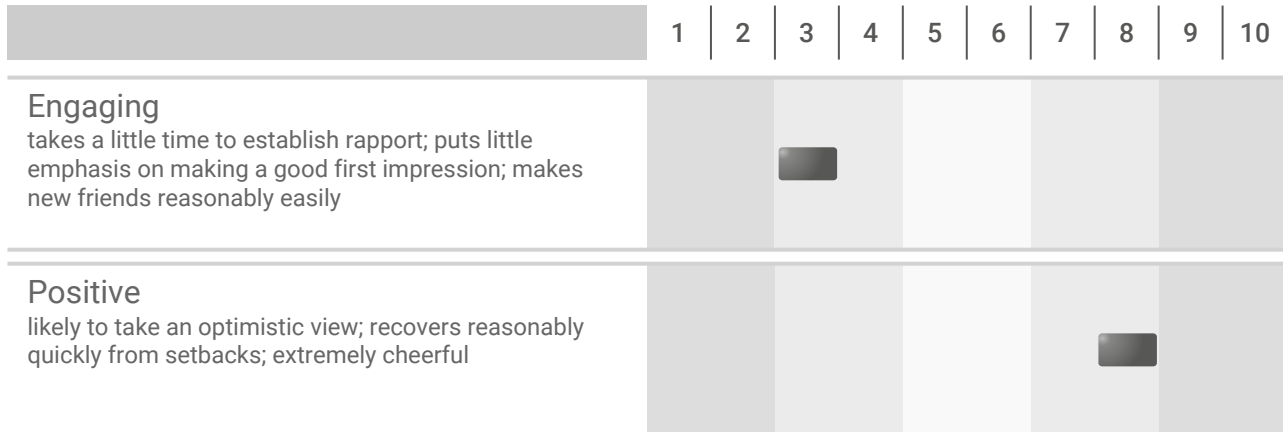## Expert Reputation - Reflections for Development

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
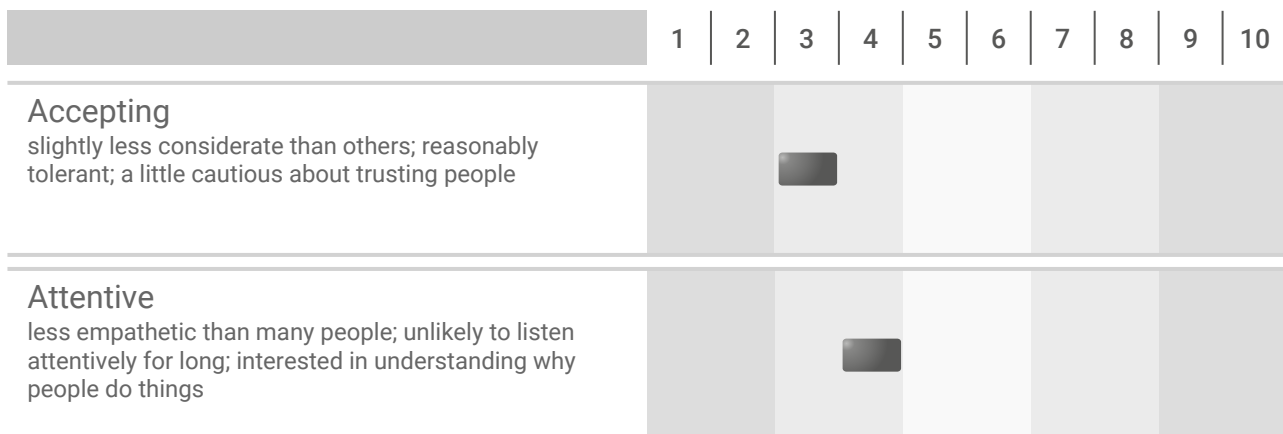## Organizational Commitment

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

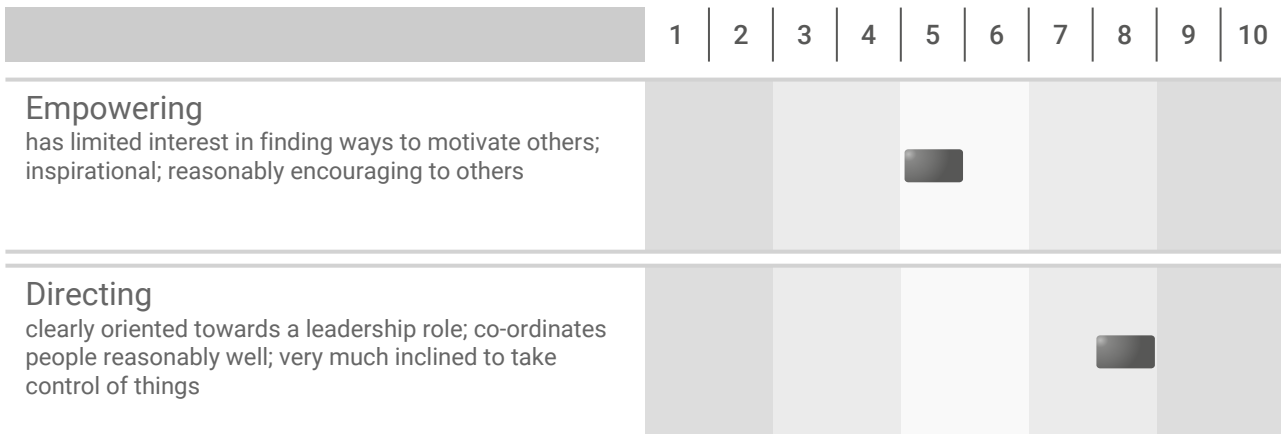## Organizational Commitment - Reflections for Development

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
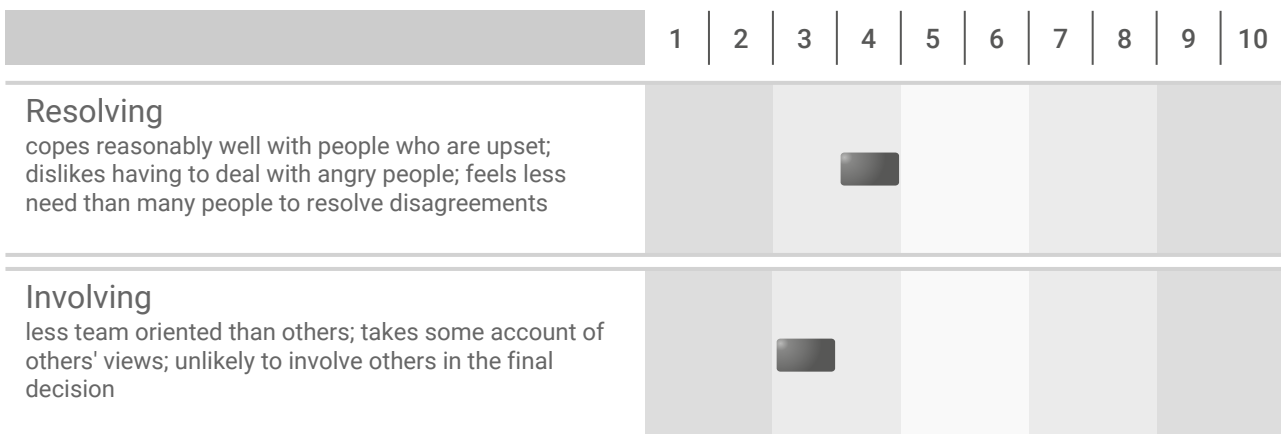## Successful Teams

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

Collaborator (3)

Collaborators lead by encouraging others to work together constructively in order to achieve goals.

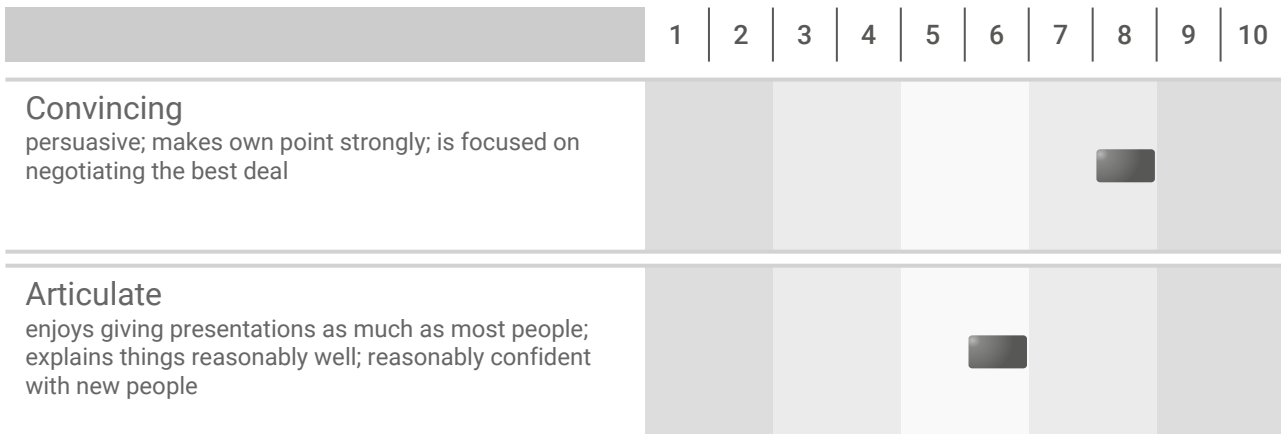|	1	2	3	4	5	6	7	8	9	10
Resolving copes reasonably well with people who are upset; dislikes having to deal with angry people; feels less need than many people to resolve disagreements				▬						
Involving less team oriented than others; takes some account of others' views; unlikely to involve others in the final decision			▬							

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.
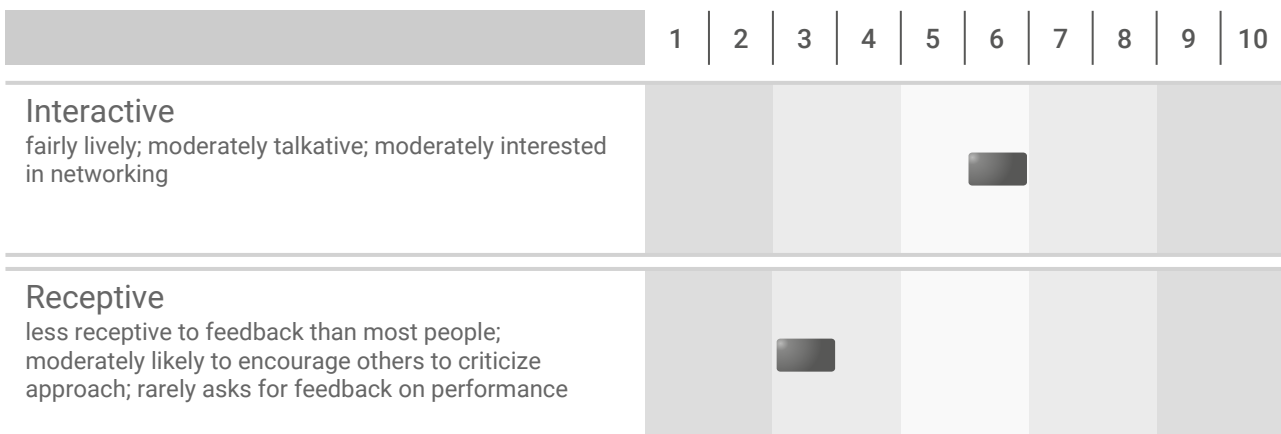
Leadership Styles Profile - People
Communication

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
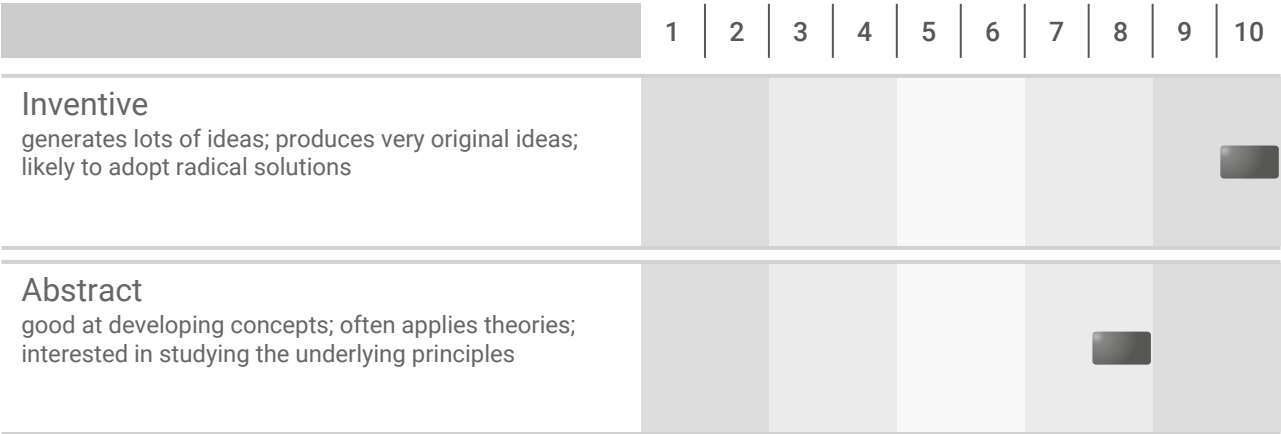## New Products/Markets

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								■		

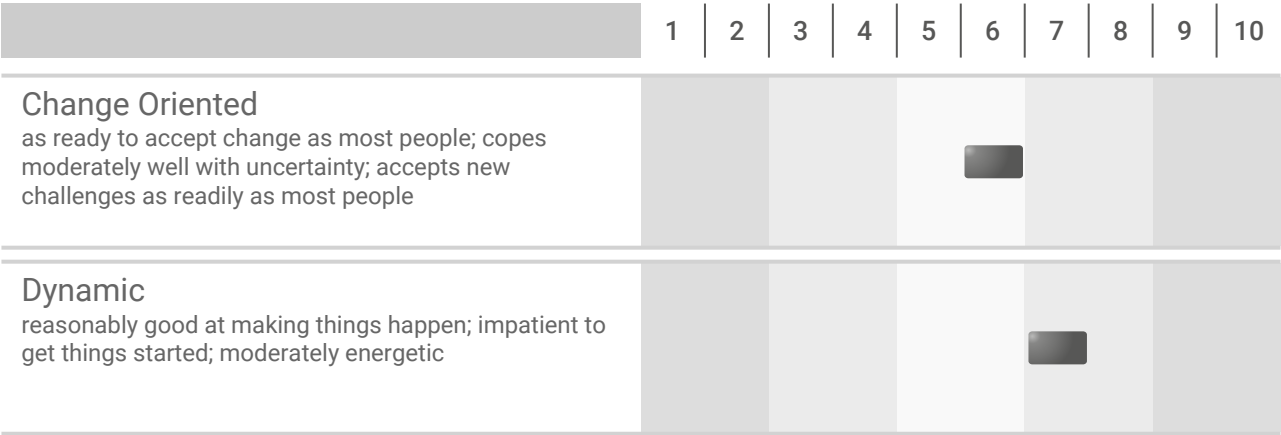## New Products/Markets - Reflections for Development

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										■

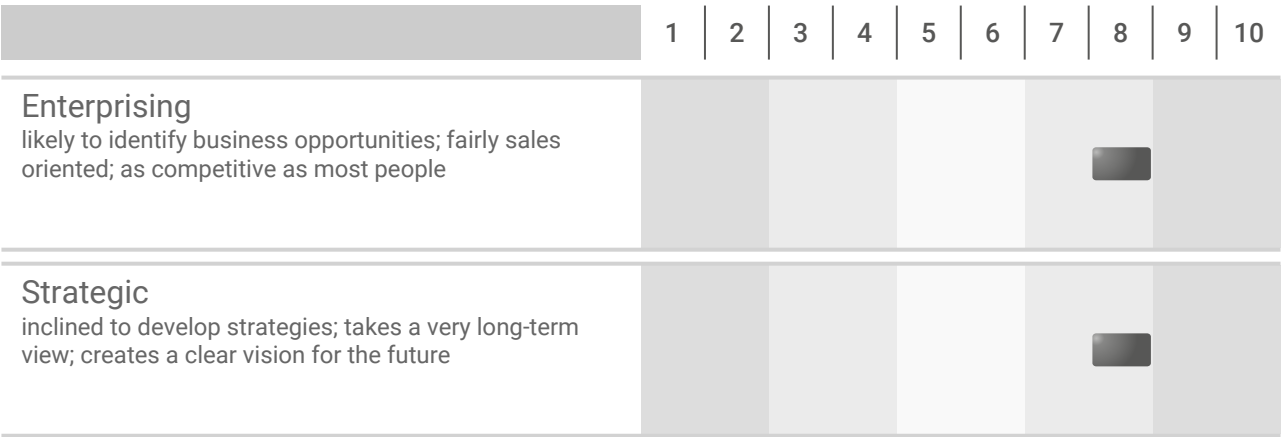## Organizational Transformation - Reflections for Development

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 you are likely to be more or less effective as a leader.

You are 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

You are 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