Leadership Impact 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 Styles Profile

The Leadership Styles Profile provides an overview of the 18 Leadership Styles arranged under the three Ps of leadership.

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.
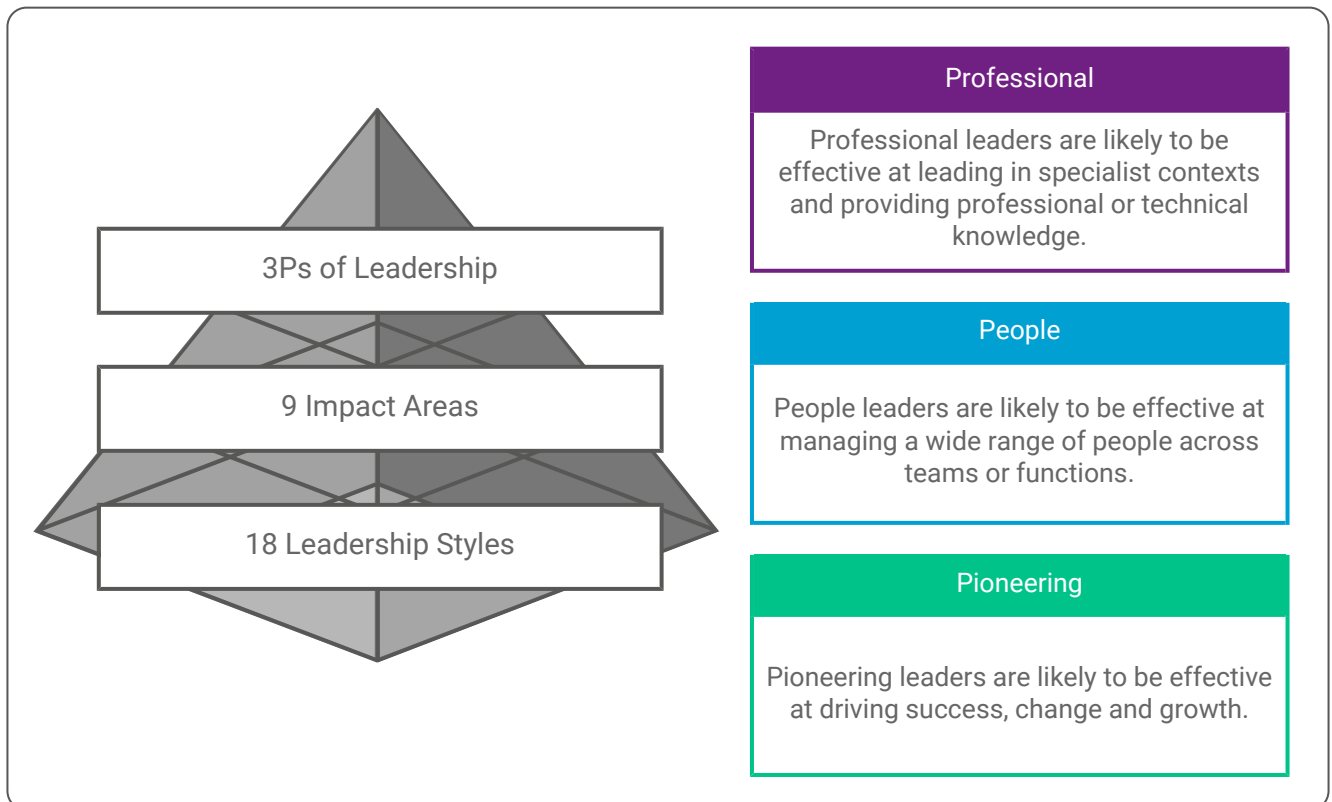
Situational Leadership Profile

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.

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

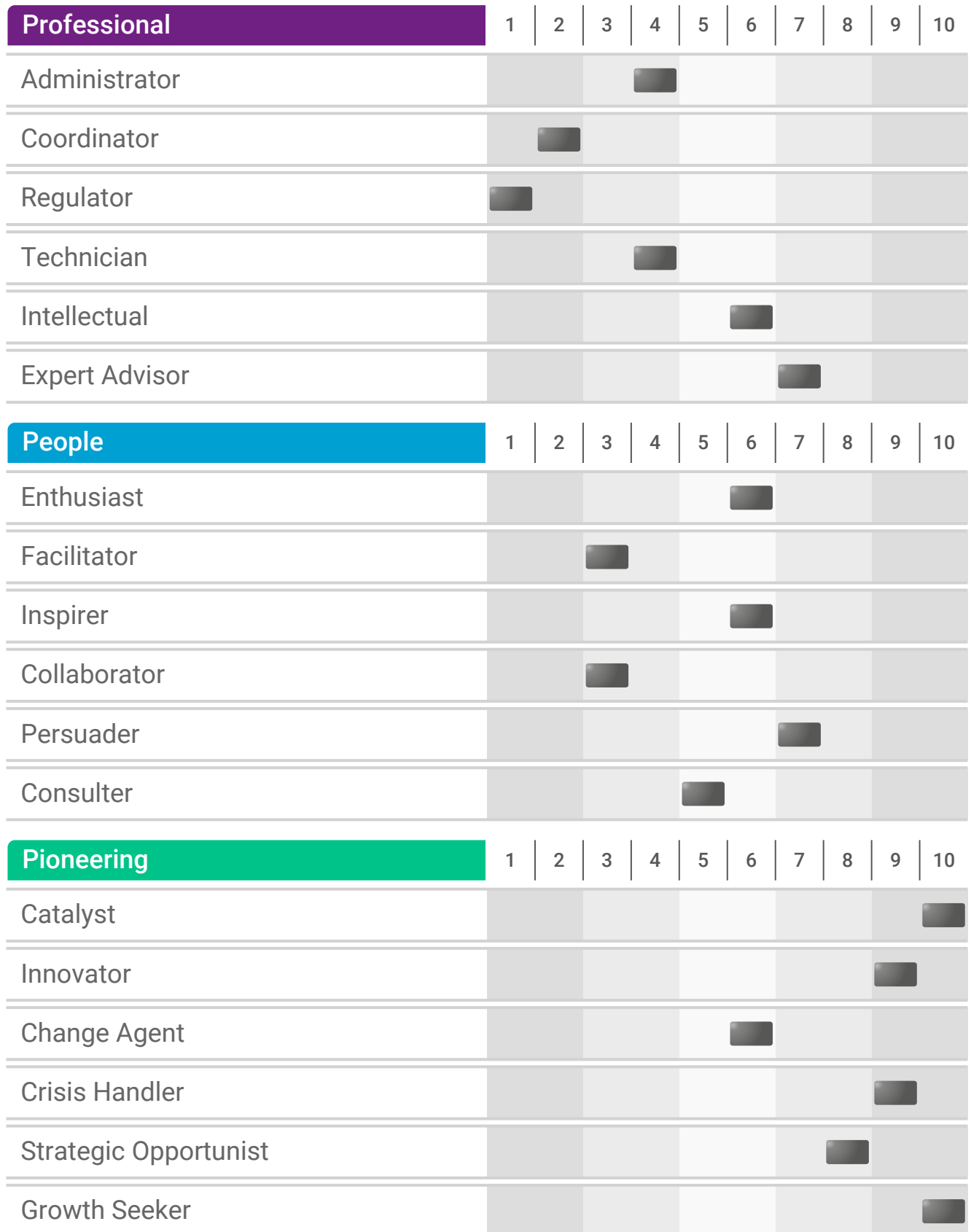Leader Success Requirements

Behaviors → Leadership Style → Leadership Impact

Organizational Context

Leadership Styles Profile

This profile provides a summary of Chris Park's 18 Leadership Styles, which are arranged under the three Ps of leadership.

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 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 organizational expertise; promoting technical excellence; enhancing organizational reputation

[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

[4]

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

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

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

[8]

High
higher potential than about 90% of the comparison group

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