



Career Potential Development Report

Chris Park



Professional

Styles

Contents

Introduction.....	3
Core Strengths (Top 8).....	4
Possible Challenge Areas (Bottom 8).....	12
Introducing Career Path Development.....	15
Career Path Development.....	16
Setting Development Priorities.....	20
Setting Career Path Development Priorities.....	22

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 authorised by Saville Assessment.

Introduction

This report summarises the actions that could be taken to help develop Chris Park's potential, including a focus on different career paths. Based on the results of the assessment, it outlines what actions could be considered to improve performance at work. The relevance of each piece of advice will differ for each individual and to some extent depend on the job role, and the opportunities and resources available.

Core Strengths (Top 8) and Possible Challenge Areas (Bottom 8)

These sections of the report present development advice for the eight highest and eight lowest competency dimensions. They are composed of the following three types of development advice.

Building Strengths

Successful people tend to know what they are good at and play to these strengths. Before trying to make up for or develop potential limitations, it may be worth considering how to make the most of these strengths. This report shows Building Strengths for competency dimensions with scores of 6-10 which range from average to extremely high.

Possible Overplayed Strengths – "Watch Fors"

Clear areas of strength are most likely to contribute to effectiveness at and enjoyment of work. They may, however, lead to unwanted or undesirable consequences. For each of the areas of particular strength, the potential pitfalls are highlighted together with actions to reduce or avoid their negative impact. This report shows Possible Overplayed Strengths for competency dimensions with scores of 8-10 which are all well above average.

Development Activities

While building strengths is likely to be a more rewarding way to develop, it may be that there is a requirement to develop in areas which are less strong. For these areas, development tips are provided on how to improve performance. This report shows Development Activities for competency dimensions with scores of 1-5 which range from well below average to average.

Career Path Development

This section highlights areas for development within three overarching career paths - Operational Leadership, People Leadership and Strategic Leadership. Within each career path, Key Strengths to Deploy and Challenge Areas to Mitigate are provided with development advice relating to that career path. Where applicable, possible areas of leadership risk are also highlighted along with advice on Managing the Risk.

Setting Development Priorities and Setting Career Path Development Priorities

These sections encourage reflection on key activities to plan for future development.

Core Strengths (Top 8)

Making Decisions

Deciding on Action; Assuming Responsibility;
Standing by Decisions



Extremely High

higher potential than about 99% of
the comparison group

Building Strengths

- In meetings, always look for decisions and action points.
- Encourage people to make decisions and commit to action; move debate on towards a conclusion.
- Invest energy in the tasks which have the most impact and benefit.
- Look for agreement and support from others before concluding on important decisions.

Possible Overplayed Strengths - "Watch Fors"

- Is there a danger of being seen as too dominant in group or team settings? ACTION: Appoint other people to chair some meetings and establish actions.
- Is there a risk of making decisions before colleagues are ready to implement them? ACTION: Give colleagues time to consider the implications of a decision and how to implement it effectively.
- Be aware of getting too involved in other people's areas of responsibility. ACTION: Respect the boundaries of other people's roles and concentrate on your own responsibilities.
- Be aware that people who are seen as fixed in their view or opinionated can also be seen as lacking objectivity. ACTION: Step back and consider whether there is a danger that personal opinions or attitudes are driving decisions rather than relevant criteria.

Core Strengths (Top 8)

Providing Insights

Continuously Improving Things; Identifying Key Issues; Making Intuitive Judgements



Very High

higher potential than about 95% of the comparison group

Building Strengths

- Identify areas where the capacity to improve things will have the most benefit.
- Offer managers/team leaders your suggestions of potential enhancements and improvements. Promote the benefits of making the changes.
- Help others to acquire the tools required to identify key issues. Encourage them to consider the key objectives and dependencies in projects, and to evaluate the key risks.
- Learn to understand your intuition. Reflect on when your intuition has been right and wrong. Use this information to guide when to rely on intuition in the future and when to place greater weight on other information available.

Possible Overplayed Strengths - "Watch Fors"

- Might providing new insights and revisiting work be causing problems for others because things keep changing? ACTION: Try to create a more structured improvement process, where a number of changes are made in a co-ordinated way and the changes are clearly communicated.
- Could constantly seeking to improve things mean that existing processes are not sufficiently embedded and used? ACTION: Ensure that improvements will demonstrate a return on investment and are worth doing.
- Might people who are quick to get to the core of a problem sometimes not spend sufficient time explaining their thinking to others? ACTION: Make sufficient time to justify and explain your recommendations and conclusions to colleagues.
- Is there a risk of being over-willing to make decisions on the basis of intuition in the absence of substantive data? ACTION: Identify key data sources to support your intuition.

Core Strengths (Top 8)

Pursuing Goals

Achieving Outstanding Results; Acting with Determination; Persisting through Difficulties



Very High

higher potential than about 95% of the comparison group

Building Strengths

- Seek greater responsibilities and map out your personal career path for the next five years.
- Seek out roles and responsibilities that maximise strengths, as these present the greatest opportunity to excel.
- Share a vision of success with others to inspire them.
- Tell stories of past victories to encourage others to keep trying in the face of adversity.

Possible Overplayed Strengths - "Watch Fors"

- Watch out that the pursuit of individual goals isn't at the expense of overall team or organisational performance. ACTION: Make sure that personal goals are closely aligned with team and wider goals.
- How valued and appreciated do those contributing to success feel? ACTION: Ensure others receive the credit that is due to them. Regularly acknowledge their efforts/support.
- Is there a danger of pushing people unnecessarily hard? ACTION: Be aware of the impact which your determined approach might have on other people's work-life balance.
- Is there a risk of becoming too immersed in difficult tasks which are not of great importance relative to other things? ACTION: Regularly re-evaluate the cost-benefit of investing time in trying to salvage a bad situation.

Core Strengths (Top 8)

Developing Strategies

Forming Strategies; Anticipating Trends;
Envisaging the Future



High

higher potential than about 90% of
the comparison group

Building Strengths

- Include tactics and thoughts on effective implementation alongside strategy.
- Compare the strategies employed by different organisations in the same sector.
- Compare changes in your own function/sector with change in other organisations.
- Learn more about the whole organisation's functioning; seek to spend time working in different departments.

Possible Overplayed Strengths - "Watch Fors"

- Could your focus on the long term be at the expense of dealing with the present?
ACTION: Switch between an operational and strategic focus as time permits; do not let one dominate the other.
- Is your strong strategic focus leading you to build strategies with little or no consultation of others? ACTION: Check strategic thinking with experienced practitioners.
- Is it possible that your predictions of trends might be wrong, or partly incorrect? ACTION: Be prepared to justify predictions for the future and build some different scenarios of what might happen into strategic thinking.
- Is your vision for the future the right one? Remember that most leaders who got it wrong were convinced at the time that their vision was right. ACTION: Question regularly whether insufficient weight has been put on the importance of a particular issue, e.g. new technology, potential new legislation.

Core Strengths (Top 8)

Seizing Opportunities

Identifying Business Opportunities; Generating Sales; Outperforming Competitors



High

higher potential than about 90% of the comparison group

Building Strengths

- Show others how to seize new opportunities through professional/industry groups (e.g. present, contribute to newsletters or journal articles, write a blog).
- Study market trends and suggest potential product/service development opportunities.
- Ask for referrals and recommendations; build up a list of testimonials.
- Learn from the competitive bids which have been lost. Undertake a complete review and seek full feedback from the customer.

Possible Overplayed Strengths - "Watch Fors"

- Watch out for spending more time/energy seeking new opportunities than dealing with existing demands. ACTION: Be careful not to get distracted by the allure of fresh new opportunities to the extent that other work is affected.
- Could focusing too greatly on pursuing one or two big opportunities which never seem to materialise mean that you miss out on opportunities which are more likely to come to fruition? ACTION: Question regularly where best to apply time and effort to realise the best results.
- How is your focus on the next big sale impacting longer-term account development? ACTION: Aim to develop lasting customer relationships through strong account management, superior service and excellent execution.
- Is your competitive spirit always channelled appropriately? ACTION: Ensure competitive energy is directed externally instead of towards team members or other departments.

Core Strengths (Top 8)

Taking Action

Making Things Happen; Using Initiative;
Investing Energy



High

higher potential than about 90% of
the comparison group

Building Strengths

- Make sure others are also on board before diving into something new.
- Seek opportunities to start new initiatives or ventures, or to turn poorly performing areas around.
- Develop a reputation for taking the initiative and resolving issues before they escalate.
- Take something which seems to be stop-start and for which there is little motivation, and get it moving along.

Possible Overplayed Strengths - "Watch Fors"

- Is the excitement of starting something new at the expense of doing more routine work?
ACTION: Schedule time for routine maintenance activities or to check ongoing tasks.
- Does a desire to make things happen tend to throw existing projects into disarray?
ACTION: Be careful that your initiatives do not require resources that are already fully committed to existing projects.
- Do you feel inclined to embark on new work where you have a relatively low degree of knowledge and understanding?
ACTION: Consult experts before taking the initiative in a new work area.
- Is your energy being channelled as appropriately as possible?
ACTION: Before rushing on to the next activity, take time out to stop and think: 'Is this the best use of time/energy?'

Core Strengths (Top 8)

Convincing People

Persuading Others; Shaping Opinions;
Negotiating



High

higher potential than about 90% of
the comparison group

Building Strengths

- Vary your approach, particularly when dealing with regular contacts, so as not to become predictable and therefore easier to argue against.
- Ask for feedback on persuasive skills. Look to achieve good, high-quality solutions that build relationships.
- Prepare arguments well. Consider both sides of the case in order to handle objections and counter-argue.
- Look to get involved with higher level and more difficult negotiations.

Possible Overplayed Strengths - "Watch Fors"

- Look out for a tendency to continue to persuade others when the case has already been won. ACTION: Observe much more closely, read the body language and resist the temptation to oversell.
- Be careful not to come across as overly pushy by constantly seeking to persuade others. ACTION: Avoid trying to persuade in situations where others may not consider it appropriate.
- Beware of trying to change people's opinion as a personal challenge. Some people have very fixed opinions that they hold strongly. ACTION: Look out for people getting angry or irritated. It may be worth considering switching topic to one where there is a greater chance of a positive outcome.
- Beware of achieving wins for yourself more than deals where everyone is a winner. This is likely to make others lose trust in you in the longer term. ACTION: Think carefully about the benefits of long-term partnerships and how best to achieve these in the negotiation.

Core Strengths (Top 8)

Directing People

Leading People; Co-ordinating Groups;
Controlling Things



High

higher potential than about 90% of
the comparison group

Building Strengths

- Identify opportunities to manage bigger projects and teams, where the inter-relationships and complexities are greater.
- Create a clear vision and common goals; check that others understand and are committed to them.
- Take on a role which requires co-ordinating people in different locations.
- Utilise software packages to help manage and co-ordinate projects.

Possible Overplayed Strengths - "Watch Fors"

- Look out for telling people exactly how to do everything. ACTION: Give staff clear objectives and guide them to deliver the objectives without being overly prescriptive.
- A strong inclination to take charge can lead to usurping less dominant leaders. ACTION: Avoid 'automatically' taking control in new situations.
- Watch for delegation occurring to the point of abdication. ACTION: Is there a need to identify the main objectives, regain control and clarify who is expected to do what?
- Be wary of micro-managing lots of things. ACTION: Where appropriate, get someone else to check the detail.

Possible Challenge Areas (Bottom 8)

Managing Tasks

Working Methodically; Planning Activities;
Setting Priorities



Extremely Low

higher potential than about 1% of
the comparison group

Development Activities

- Perform or allocate tasks in line with capabilities and interests; use more appealing tasks as rewards and give people more challenging assignments.
- Complete one part of a task before moving on to the next. Try to reach a good finishing point before you switch to another task.
- Anticipate likely derailers and build contingencies for them into plans. Communicate promptly with team members as plans change.
- Try to balance both the urgency and importance of tasks when establishing their priority.

Resolving Conflict

Calming Upset People; Handling Angry
Individuals; Resolving Arguments



Very Low

higher potential than about 5% of
the comparison group

Development Activities

- Identify potential problems early and take action quickly before people get angry.
- Look for occasions when it would be appropriate to deal with others who are upset.
- Empathise with people and help them to see that they are being listened to and understood.
- Understand the context for an argument and then hear both sides.

Checking Things

Finding Errors; Ensuring Accuracy; Producing
High Quality Work



Low

higher potential than about 10% of
the comparison group

Development Activities

- Take responsibility for your work and learn from past mistakes; don't expect others always to check and correct details.
- Use spell check and other software tools to spot spelling and grammatical errors, mathematical errors, formatting problems, etc.
- Be disciplined about thoroughly checking the accuracy of facts and figures.
- Aim to get it right first time. Monitor the level and number of modifications and corrections spotted by others and reduce this over time.

Possible Challenge Areas (Bottom 8)

Understanding People

Showing Empathy; Listening to People;
Understanding Motivation



Low

higher potential than about 10% of
the comparison group

Development Activities

- Ask open questions and make an effort to get to know people.
- Find ways to support others by giving them practical help where possible.
- Talk less and give others the opportunity to explain and discuss in full.
- Ask people what motivates them and why they have made the choices they have.

Inviting Feedback

Acknowledging Criticism; Encouraging Critical
Thinking; Gathering Feedback



Low

higher potential than about 10% of
the comparison group

Development Activities

- Ask open questions to improve the quality of feedback received.
- Seek feedback from a range of sources, not just the ones likely to be positive.
- Ask people to be critical, but constructive; focus on what could be done better and how, and not simply on what is wrong.
- Ask for timely feedback, i.e. immediately after an event/project.

Establishing Rapport

Putting People at Ease; Welcoming People;
Making Friends



Low

higher potential than about 10% of
the comparison group

Development Activities

- Ask open questions. Encourage people to talk about themselves.
- Watch experienced hosts. See how they create a positive climate.
- Seek out new staff; make a point of making an introduction.
- Encourage more social contact in the workplace. Look at opportunities to join groups and try new activities.

Possible Challenge Areas (Bottom 8)

Producing Output

Working Quickly; Maintaining Productivity;
Multi-Tasking



Fairly Low

higher potential than about 25% of
the comparison group

Development Activities

- Work on accurately estimating the time required to complete daily tasks and activities. Use any downtime to help colleagues, work on special assignments or for professional development.
- Speed up by staying focused and avoiding unnecessary prolonged interaction with others.
- Set clear productivity targets; monitor performance and make adjustments until satisfactory levels are maintained over time.
- Set aside a dedicated period of time to focus on critical tasks; put phone calls on hold and avoid checking email.

Articulating Information

Giving Presentations; Explaining Things;
Projecting Social Confidence



Average

higher potential than about 40% of
the comparison group

Development Activities

- Seek out effective presenters (e.g. on television, at business conferences). Observe them carefully and make a list of the impressive things they do.
- Be clear on what message(s) to present and summarise them at the beginning and end of a presentation.
- Try not to bombard people with too much information at once. Phase the communication to build up a coherent picture.
- Be prepared to be in social situations that are uncomfortable. Confidence will increase over time.

Introducing Career Path Development

Three areas are outlined to help individuals understand how to develop in relation to different career paths.



Operational Leadership

Individuals with strong Operational Leadership potential are likely to be effective at driving the development of specialist expertise and delivery capabilities through a systematic and analytical approach.



People Leadership

Individuals with strong People Leadership potential are likely to be effective at inspiring others and bringing people together to successfully work towards a common goal.



Strategic Leadership

Individuals with strong Strategic Leadership potential are likely to be effective at targeting growth by challenging how things are done, driving innovation and leading change.

Career Path Alignment:

- The strongest alignment is to the **Strategic Leadership** career path (high preference).
- The middle alignment is to the **Operational Leadership** career path (fairly low preference).
- The lowest alignment is to the **People Leadership** career path (fairly low preference).

Developing Against the Career Path Indicators

Development advice is provided for the top three and bottom three scoring behavioural dimensions from the behaviours that have been identified as most important for the three career path indicators.

Risk Areas

There are nine risk areas which sit under the three career path indicators - **Perfectionist**, **Procedural**, **Critical**, **Obliging**, **Autonomous**, **Expressive**, **Disruptive**, **Unpredictable**, **Daring**. Advice on Managing the Risk is given for the two highest risk areas. The primary risk is **Daring** and the secondary risk is **Disruptive**.

Career Path Development - Operational Leadership

Developing Against the Operational Leadership Career Path Indicator

Key Strengths to Deploy:

- **Providing Insights (9)** - As new initiatives are developed, identify the most suitable time to offer input and insights. Make sure that you and others have the opportunity to add value through amendments or improvements.
- **Pursuing Goals (9)** - Be ambitious in your own professional and/or leadership development. Focus on areas where you can really push your professional knowledge or experience to maximise your reputation in the area. Encourage others to take greater ownership of managing their own career development.
- **Examining Information (8)** - Reflect on the specific analytical expertise which you bring and how this differentiates you from others. Look for opportunities to provide expert advice, e.g. supporting less confident colleagues with their analyses.

Challenge Areas to Mitigate:

- **Managing Tasks (1)** - Work with others to ensure that priorities and the schedule of work are agreed and there is a clear understanding of who is taking ownership for what.
- **Following Procedures (1)** - Check if there is an established list of known risks for your organisation's industry sector. Consider which resources are at risk, what constitutes a threat, and what the consequences are. Be aware of the potential negative consequences for the organisation of not following procedures.
- **Meeting Timescales (2)** - Break overall project timelines down into shorter intervals for more regular progress and process checks.

Operational Leadership Risk

Responses do not indicate any particular areas of risk within the Operational Leadership career area.

Career Path Development - People Leadership

Developing Against the People Leadership Career Path Indicator

Key Strengths to Deploy:

- **Convincing People (8)** - Build on your existing strength by communicating in increasingly challenging situations; where difficult stakeholders need to be brought together and consensus reached, for example.
- **Taking Action (8)** - As part of launching a new project or initiative, make sure that all relevant colleagues are informed and aware. Consider which experts should be brought into projects up front and who might be more likely to block progress.
- **Thinking Positively (8)** - Use your positivity to best effect by focusing on areas which are important and others are feeling more apprehensive about.

Challenge Areas to Mitigate:

- **Managing Tasks (1)** - Others may find it difficult to work without a set plan, so ensure there is at least a rough outline of what work needs to be completed by when and everyone is clear on what needs to be delivered by whom.
- **Team Working (2)** - Recognise the benefit of having more than one point of view to consider, and think about the value others can bring with their suggestions. Make sure that the relevant parties are being given the opportunity to make their views known at the right time.
- **Upholding Standards (2)** - Look out for inconsistencies in how things are done or how people are treated within the organisation. This may be perceived as certain individuals gaining an unfair advantage. Escalate where appropriate.

People Leadership Risk

Responses do not indicate any particular areas of risk within the People Leadership career area.

Career Path Development - Strategic Leadership

Developing Against the Strategic Leadership Career Path Indicator

Key Strengths to Deploy:

- **Generating Ideas (10)** - Make sure that innovation and creativity are targeted, wherever possible, towards tangible outcomes which have clear benefits and demonstrable value to the organisation's objectives.
- **Challenging Ideas (10)** - Identify projects to get involved with which are key to moving the organisation forward, particularly where some resistance may have to be faced and established ways of doing things may need to be questioned.
- **Making Decisions (10)** - Your decisiveness is likely to be particularly valuable during times of major upheaval where rapid transformation is required and decisions need to be made despite limited information being available. Look to support areas of the organisation where decision making may be stalling.

Challenge Areas to Mitigate:

- **Managing Tasks (1)** - Make sure that you are able to provide some degree of clarity, particularly during times of change or uncertainty. While you may not be able to share a full plan for change, it is important that people understand the next steps and timescales.
- **Producing Output (4)** - Identify where you can be a catalyst for others to enable them to produce more output. Focus your efforts on increasing productivity and driving changes, rather than necessarily you producing more output.
- **Articulating Information (5)** - Carefully consider your messaging during times of change to ensure you have addressed what is most important to the audience you are communicating to. Provide examples of new things likely to happen as a result of any forthcoming changes.

Career Path Development - Strategic Leadership

Strategic Leadership Risk

Based on responses, the primary risk area is Daring.



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.

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.

Based on responses, the secondary risk area is Disruptive.



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.

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.

Setting Development Priorities

Area 1: Core Strength or Possible Challenge Area

Development Actions

Development Review - What, How and When?

Area 2: Core Strength or Possible Challenge Area

Development Actions

Development Review - What, How and When?

Setting Development Priorities

Area 3: Core Strength or Possible Challenge Area

Development Actions

Development Review - What, How and When?

Area 4: Core Strength or Possible Challenge Area

Development Actions

Development Review - What, How and When?

Setting Career Path Development Priorities

Area 1: Key Strength to Deploy, Challenge Area to Mitigate or Risk

Development Actions

Development Review - What, How and When?

Area 2: Key Strength to Deploy, Challenge Area to Mitigate or Risk

Development Actions

Development Review - What, How and When?