savilleconsulting wave

Expert Report for Jack Taylor

Professional

Styles

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About this Report

This report is based upon the Styles assessment, which explores an individual's motives, preferences, needs and talents in critical work areas.

The results are based on a comparison with a group of over 9,000 professionals and managers and are presented on a 1 to 10 Sten scale.

Since the questionnaire is a self-report measure, the results reflect the individual's self-perceptions. Nevertheless, our extensive research has shown it to be a valid measure of how people will operate in the workplace.

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 valid for 12 to 24 months, depending upon circumstances.

The report was produced using Saville Consulting 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 Consulting 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 Consulting employees, agents of Saville Consulting and clients authorised by Saville Consulting.

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Introduction to Assessment Report

This report provides information on motives, preferences, needs and talents, based on Jack Taylor's responses to the Styles questionnaire.

Executive Summary Profile

The Executive Summary Profile outlines the 12 main sections of the profile, grouped under the four major cluster headings of Thought, Influence, Adaptability and Delivery. Beneath each of the 12 section headings information is given on the three underlying dimensions - 36 dimensions in total.

Full Psychometric Profile

The Full Psychometric Profile focuses on the 36 Professional Styles dimensions, which are arranged under four main cluster headings (Thought, Influence, Adaptability and Delivery), with one page devoted to each cluster. Each cluster breaks down into three sections (12 in total), each consisting of three dimensions. These 36 dimensions are each comprised of three underlying facets (108 in total), with verbal descriptions of the facet scores shown underneath the dimension title.

Summary Psychometric Profile

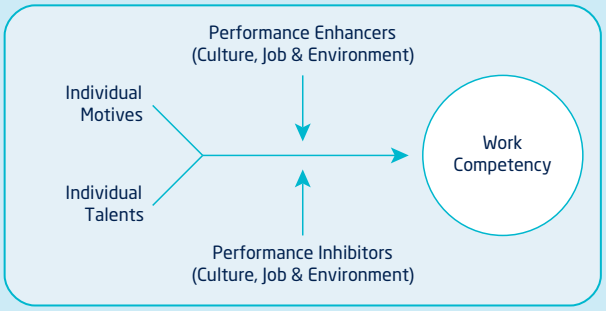
The Summary Psychometric Profile gives an overview of the 36 Styles dimensions of the profile on one page. It highlights where there is a facet range, and where motive or talent is higher (whichever is higher is indicated by M or T) and where normative or ipsative is higher (whichever is higher is indicated by an N or I).

Competency Potential Profile

The Competency Potential Report is based on links established between the 108 facets of the Styles questionnaire and a detailed, independent assessment of work performance on over 1,000 professionals. Based on real data, this gives a unique prediction of Jack Taylor's likely strengths and limitations in 12 key performance areas. Underlying components of performance are reflected in the verbal descriptions and scores under each of the 12 competency headings. This 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.

Predicted Culture/Environment Fit

The Predicted Culture/Environment Fit Report gives an indication of the aspects of the culture, job and environment that are likely to enhance or inhibit a person's success. Saville Consulting's groundbreaking research suggests that people's motives and talents interact in important ways with culture, job and environment characteristics to help determine their work performance and competency.



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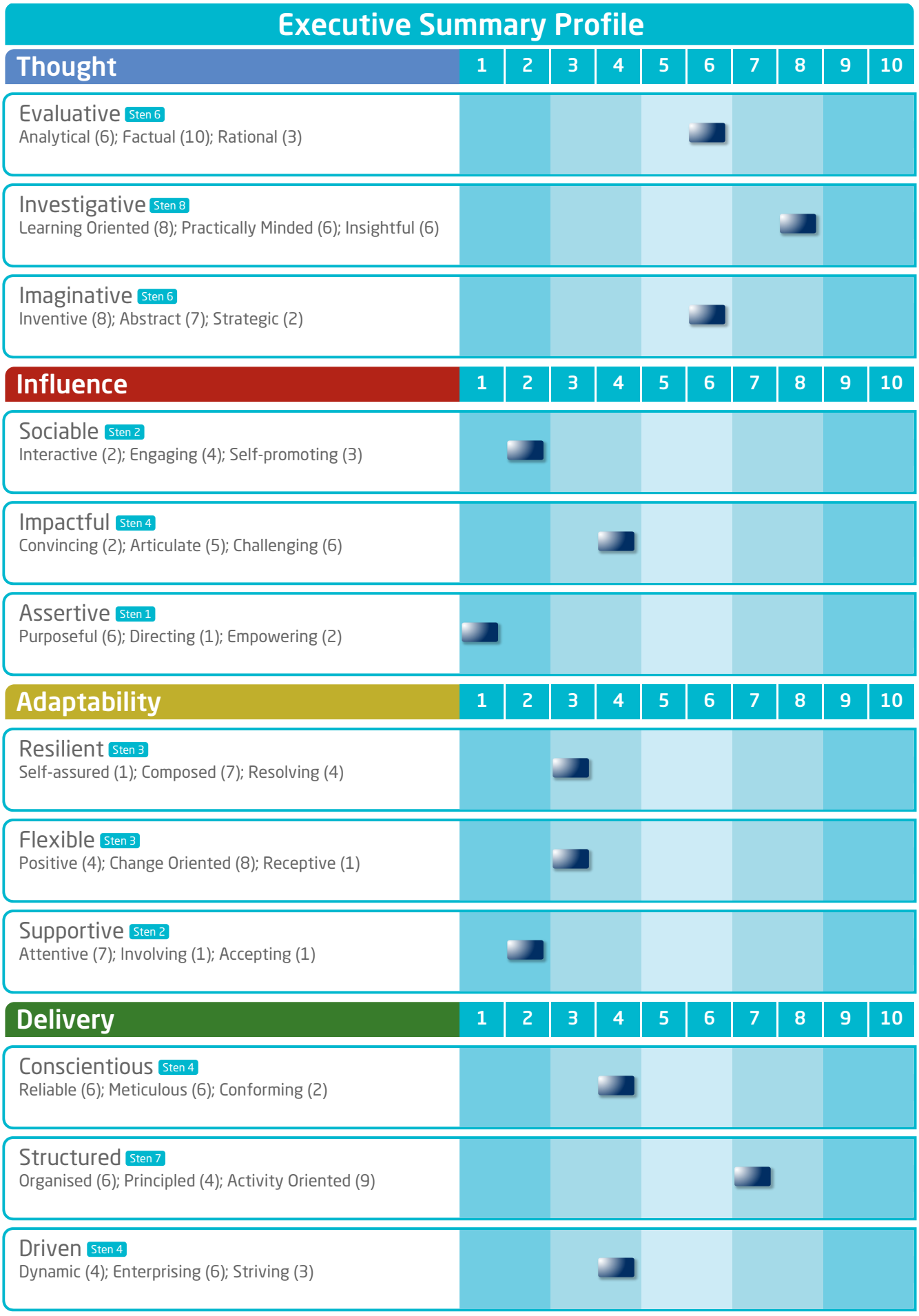
Executive Summary Profile



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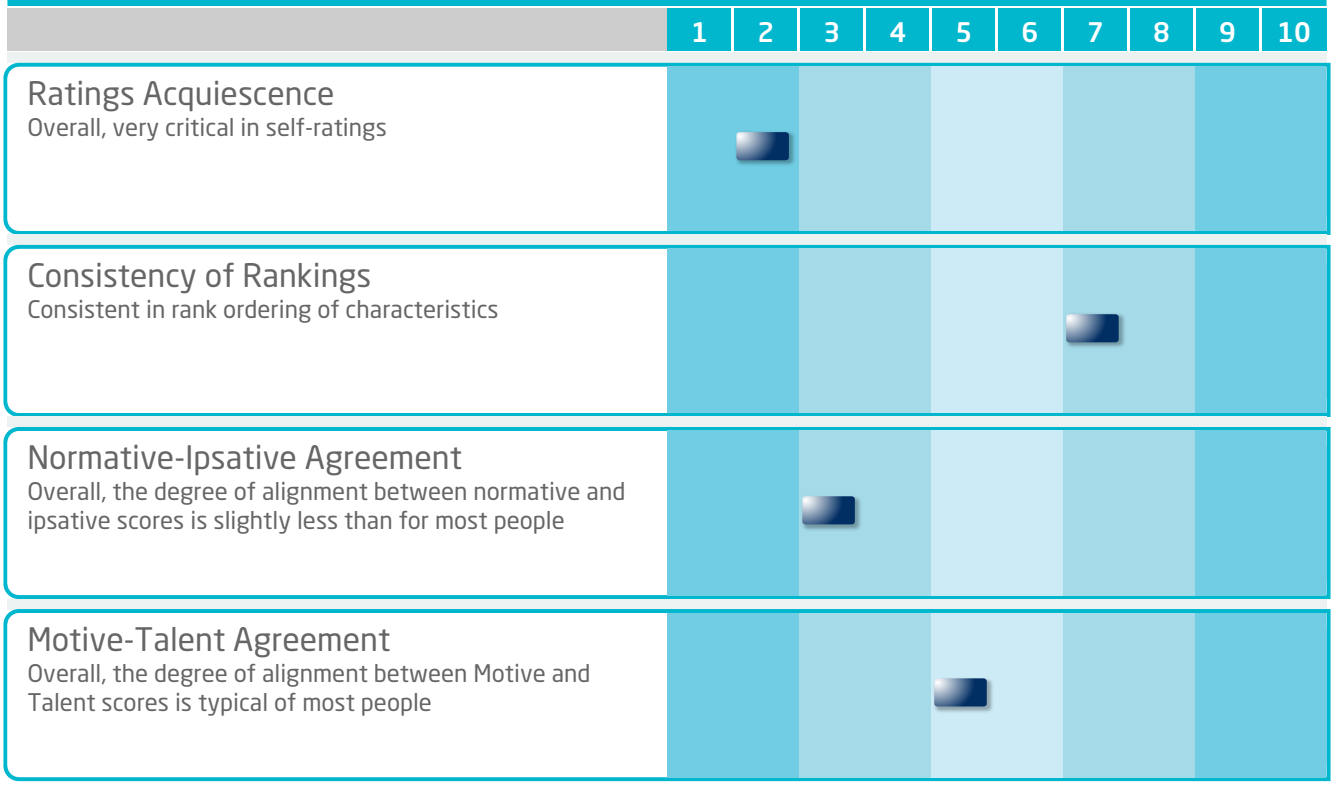
Full Psychometric Profile - Overview

This full psychometric profile provides a detailed assessment of Jack Taylor's responses to the Professional Styles questionnaire.

It begins with a summary of response patterns followed by an explanation of the profile structure. The next few pages report on the results of the four major clusters.

Response Summary



Profile Breakdown

Saville Consulting'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:-

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.

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

M - T **Motive-Talent Split.** Differences between motive and talent scores of three stens or more on a given dimension are indicated by the markers M and T, respectively. Such differences may suggest an incentive to develop in given areas, or indicate areas where environmental influences are having a strong impact.

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Full Psychometric Profile - Thought Cluster

Thought

Evaluative

1 2 3 4 5 6 7 8 9 10

Analytical Sten 6
moderately interested in analysing information (6); frequently asks probing questions (7); not particularly focused on finding solutions to problems (4)

Factual Sten 10
very likely to communicate well in writing (10); readily understands the logic behind an argument (8); explores the facts comprehensively (7)

Rational Sten 3
dislikes working with numerical data (4); has little interest in information technology (3); moderately likely to base decisions on the facts alone (5)

Investigative

1 2 3 4 5 6 7 8 9 10

Learning Oriented Sten 8
actively seeks opportunities to learn about new things (9); a reasonably quick learner (6); inclined to learn through reading (7)

Practically Minded Sten 6
moderately focused on practical work (6); prefers to learn by doing (7); shows a reasonable amount of common sense (5)

Insightful Sten 6
moderately focused on constantly improving things (6); quick at getting to the core of a problem (7); somewhat inclined to trust intuition to guide judgement (5)

Imaginative

1 2 3 4 5 6 7 8 9 10

Inventive Sten 8
generates ideas (7); produces original ideas (7); extremely likely to adopt radical solutions (9)

Abstract Sten 7
good at developing concepts (7); has relatively little interest in applying theories (4); interested in studying the underlying principles (8)

Strategic Sten 2
shows relatively limited interest in developing strategies (4); very rarely focuses on long term issues (2); very unlikely to create a clear vision for the future (2)

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Full Psychometric Profile - Influence Cluster

Influence

Sociable

1 2 3 4 5 6 7 8 9 10

Interactive Sten 2
unlikely to be seen as lively (4); tends to say relatively little (3); little interest in networking (3)

Engaging Sten 4
establishes rapport reasonably quickly (5); puts relatively little emphasis on making a good first impression (4); unlikely to seek new friends actively (4)

Self-promoting Sten 3
uncomfortable being the centre of attention (4); modest about own achievements (3); has relatively little need for praise (4)

Impactful

1 2 3 4 5 6 7 8 9 10

Convincing Sten 2
less persuasive than most people (1); makes own point reasonably strongly (6); has very little focus on negotiating the best deal (2)

Articulate Sten 5
enjoys giving presentations as much as most people (5); explains things reasonably well (5); confident with new people (7)

Challenging Sten 6
open in voicing disagreement (7); moderately inclined to challenge others' ideas (6); occasionally gets involved in arguments (5)

Assertive

1 2 3 4 5 6 7 8 9 10

Purposeful Sten 6
makes reasonably quick decisions (6); somewhat prepared to take responsibility for big decisions (5); has definite views on issues (7)

Directing Sten 1
disinclined to take the role of leader (1); dislikes having to co-ordinate people (1); very rarely seeks to take control of things (2)

Empowering Sten 2
reasonably able to find ways to motivate people (5); very unlikely to attempt to inspire others (2); very rarely seeks to encourage others (1)

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Full Psychometric Profile - Adaptability Cluster

Adaptability

Resilient

1 2 3 4 5 6 7 8 9 10

Self-assured Sten 1
less self-confident than most people (1); feels less in control of own future than many people (3); has a limited sense of own worth (2)

Composed Sten 7
sometimes gets nervous during important events (6); calm before important events (7); works well under pressure (7)

Resolving Sten 4
copes well with people who are upset (7); handles angry people reasonably well (6); feels less need than most people to resolve disagreements (1)

Flexible

1 2 3 4 5 6 7 8 9 10

Positive Sten 4
moderately likely to take an optimistic view (5); recovers reasonably quickly from setbacks (5); less cheerful than many people (3)

Change Oriented Sten 8
as ready to accept change as most people (6); copes very well with uncertainty (9); accepts new challenges as readily as most people (6)

Receptive Sten 1
less receptive to feedback than most people (1); unlikely to encourage others to criticise approach (3); very rarely asks for feedback on performance (1)

Supportive

1 2 3 4 5 6 7 8 9 10

Attentive Sten 7
less empathetic than many people (4); a good listener (7); interested in understanding why people do things (8)

Involving Sten 1
a little less team oriented than others (3); takes little account of other people's views (1); very unlikely to involve others in the final decision (2)

Accepting Sten 1
less considerate than others (1); less tolerant than most people (1); tends to be wary of trusting people (1)

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Full Psychometric Profile - Delivery Cluster

Delivery

Conscientious

1 2 3 4 5 6 7 8 9 10

Reliable Sten 6
conscientious about meeting deadlines (7); tends to be punctual (7); is sometimes prepared to leave tasks unfinished (4)

Meticulous Sten 6
pays close attention to detail (7); reasonably thorough (5); ensures a reasonably high level of quality (5)

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 (3)

Structured

1 2 3 4 5 6 7 8 9 10

Organised Sten 6
well organised (7); dislikes having to make plans (4); prioritises as well as most people (6)

Principled Sten 4
behaves more ethically than most people (7); places less emphasis on maintaining confidentiality than most people (1); focused on honouring commitments (8)

Activity Oriented Sten 9
works at a fast pace (8); works well when busy (8); multi-tasks extremely well (9)

Driven

1 2 3 4 5 6 7 8 9 10

Dynamic Sten 4
feels very little need to make things happen (1); impatient to get things started (7); energetic (7)

Enterprising Sten 6
likely to identify business opportunities (7); dislikes selling (4); competitive (7)

Striving Sten 3
is reasonably driven to achieve outstanding results (5); moderately ambitious (6); less persevering than most people (1)

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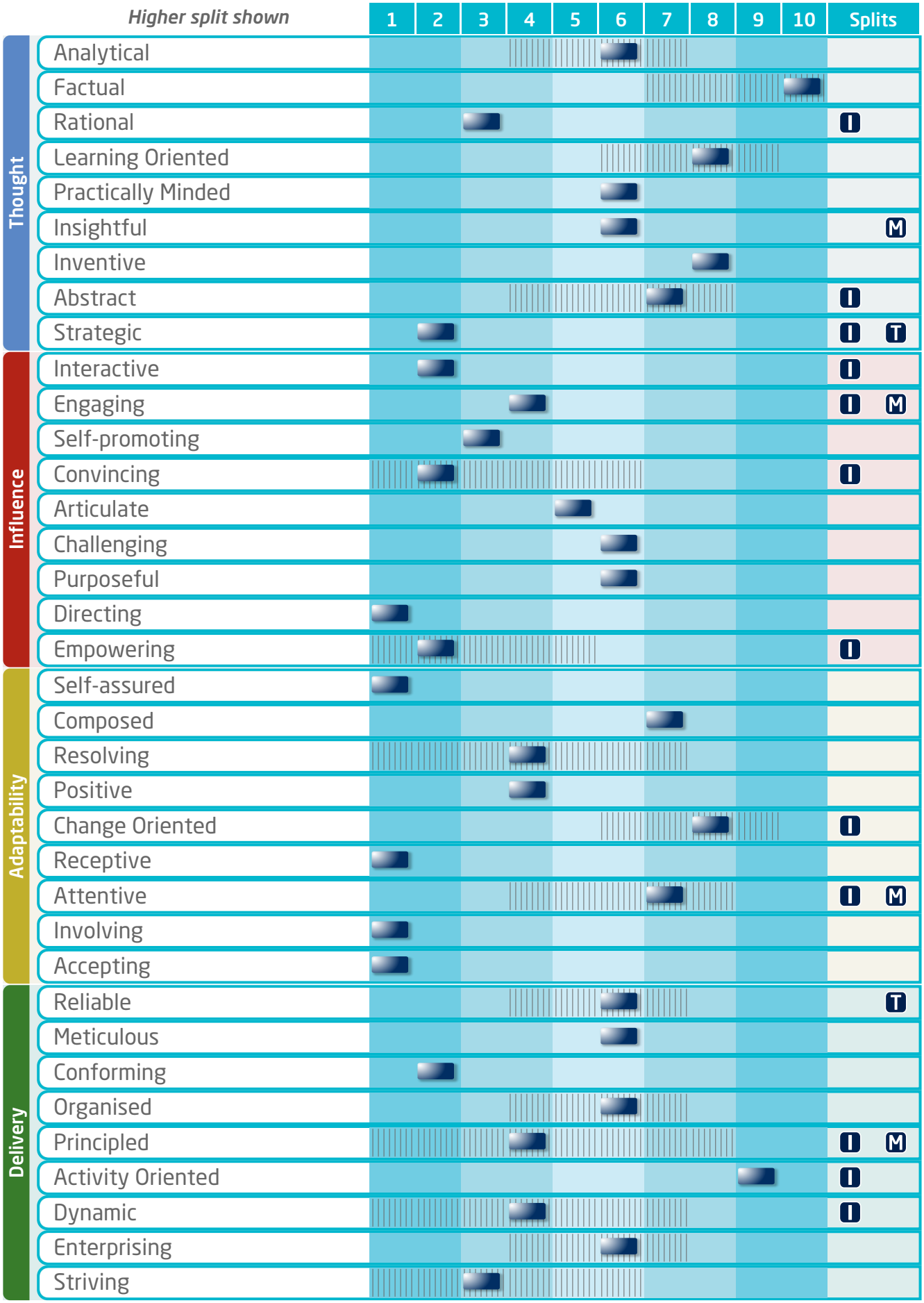
Summary Psychometric Profile

Acquiescence (2) Consistency (7) N-I Agreement (3) M-T Agreement (5)



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Competency Potential Profile

This report gives Jack Taylor's areas of greater and lesser predicted potential based on our extensive international database linking Saville Consulting Wave to work performance.

	Competency Description	Potential	
Solving Problems	**Evaluating Problems** Examining Information (6); Documenting Facts (8); Interpreting Data (4)		**Average** higher potential than about 60% of the comparison group
	Investigating Issues Developing Expertise (8); Adopting Practical Approaches (6); Providing Insights (4)		**Average** higher potential than about 60% of the comparison group
	Creating Innovation Generating Ideas (8); Exploring Possibilities (8); Developing Strategies (2)		**Average** higher potential than about 60% of the comparison group
Influencing People	**Building Relationships** Interacting with People (4); Establishing Rapport (5); Impressing People (3)		**Fairly Low** higher potential than about 25% of the comparison group
	Communicating Information Convincing People (3); Articulating Information (4); Challenging Ideas (7)		**Fairly Low** higher potential than about 25% of the comparison group
	Providing Leadership Making Decisions (5); Directing People (1); Empowering Individuals (3)		**Extremely Low** higher potential than about 1% of the comparison group
Adapting Approaches	**Showing Resilience** Conveying Self-Confidence (1); Showing Composure (7); Resolving Conflict (4)		**Low** higher potential than about 10% of the comparison group
	Adjusting to Change Thinking Positively (5); Embracing Change (6); Inviting Feedback (1)		**Fairly Low** higher potential than about 25% of the comparison group
	Giving Support Understanding People (6); Team Working (2); Valuing Individuals (1)		**Very Low** higher potential than about 5% of the comparison group
Delivering Results	**Processing Details** Meeting Timescales (7); Checking Things (7); Following Procedures (3)		**Average** higher potential than about 60% of the comparison group
	Structuring Tasks Managing Tasks (4); Upholding Standards (3); Producing Output (8)		**Average** higher potential than about 40% of the comparison group
	Driving Success Taking Action (5); Seizing Opportunities (4); Pursuing Goals (3)		**Fairly Low** higher potential than about 25% of the comparison group

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Predicted Culture/Environment Fit

Based on extensive Saville Consulting research linking the styles of individuals to culture at work, this report highlights the aspects of the culture, job and environment that are likely to enhance or inhibit Jack Taylor's success:

Performance Enhancers

- ⊕ where there is constantly a lot on the go, people are engaged in multiple tasks and efficient use of time is important
- ⊕ where there is an emphasis on comprehensively researching and recording the facts and communicating them clearly in writing
- ⊕ where creativity and innovation are encouraged and radical ideas and solutions welcomed
- ⊕ where the development of theoretical ideas and concepts is encouraged
- ⊕ where there are numerous opportunities for learning and extending one's range of knowledge and skills
- ⊕ where importance is attached to punctuality and completing tasks to deadline and reliability is clearly valued
- ⊕ where real importance is attached to the maintenance of high quality standards and close attention to detail
- ⊕ where value is placed on the ability to cope with pressure, emergencies and tensions

Performance Inhibitors

- ⊘ where the pace of work is leisurely, there is little multi-tasking and time is not used efficiently
- ⊘ where little value is attached to exploring all the facts and communicating them well in writing
- ⊘ where conventional attitudes prevail, traditional approaches are preferred and people are discouraged from generating new ideas
- ⊘ where there is little interest in the application of theoretical ideas and models and people are given little time to explore different options and possibilities
- ⊘ where opportunities for acquiring new skills and extending one's range of knowledge are severely restricted
- ⊘ where there is a culture that allows deadlines to be passed and tasks are often left unfinished
- ⊘ where the maintenance of quality standards and attention to detail are not considered a priority
- ⊘ where a lack of anxiety is interpreted as a lack of motivation

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