

Line Manager Report for Pat Sample



Focus

Styles

About this Report

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

The results are presented on a 1 to 10 'Sten' scale based on a comparison with a mixed occupational group.

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 the Saville Consulting Oasys system. 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 authorized by Saville Consulting.

Introduction to the Line Manager Report

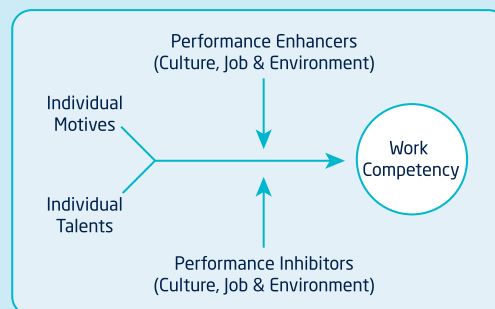
This report provides information about an individual's Competency Potential and Predicted Culture/Environment fit based on Saville Consulting's extensive validation research.

Competency Potential Profile

The Competency Potential Profile is based on links established between the 36 facets of the Focus Styles questionnaire and independent assessments of work performance. Based on real data, this gives a unique prediction of Pat Sample's likely strengths and limitations in 12 key performance areas that are defined through the verbal descriptions of their underlying components. 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 while 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.




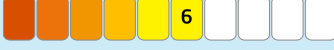
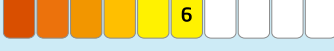
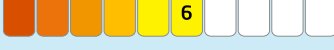
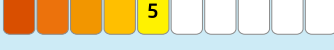







How to use this report

The report can be used in a variety of talent management activities including personnel selection, placement, promotion and talent development. The report is designed to be interpreted by line managers, assessors, interviewers and other key stakeholders to inform their decision making without the need for specific training or expertise in the area of psychometric assessment. The competency model is designed to be universally applicable and is based on extensive research. The relative importance of each competency should be determined at the start of the assessment process. In addition, the information in this report should be used in combination with other work-relevant information about the individual when making employment related decisions. This report should only be supplied by a specialist who is qualified to use the full range of Saville Consulting Wave tools, including the Expert Report that provides more detailed information (e.g. on an individual's underlying talents and motives).

Competency Potential Profile

The following report summarizes Pat Sample's areas of greater and lesser potential based on Saville Consulting's extensive international database linking Focus Styles to work performance.

	Competency Description	Potential
SOLVING PROBLEMS	Evaluating Problems Examining Information; Documenting Facts; Interpreting Data	 Fairly High higher potential than about 75% of professionals
	Investigating Issues Developing Expertise; Adopting Practical Approaches; Providing Insights	 Fairly High higher potential than about 75% of professionals
	Creating Innovation Generating Ideas; Exploring Possibilities; Developing Strategies	 Fairly High higher potential than about 75% of professionals
INFLUENCING PEOPLE	Building Relationships Interacting with People; Establishing Rapport; Impressing People	 Above Average higher potential than about 60% of professionals
	Communicating Information Convincing People; Articulating Information; Challenging Ideas	 Above Average higher potential than about 60% of professionals
	Providing Leadership Making Decisions; Directing People; Empowering Individuals	 Above Average higher potential than about 60% of professionals
ADAPTING APPROACHES	Showing Resilience Conveying Self-confidence; Showing Composure; Resolving Conflict	 Below Average higher potential than about 40% of professionals
	Adjusting to Change Thinking Positively; Embracing Change; Inviting Feedback	 Fairly High higher potential than about 75% of professionals
	Giving Support Understanding People; Team Working; Valuing Individuals	 High higher potential than about 90% of professionals
DELIVERING RESULTS	Processing Details Meeting Timescales; Checking Things; Following Procedures	 High higher potential than about 90% of professionals
	Structuring Tasks Managing Tasks; Upholding Standards; Completing Tasks	 Very High higher potential than about 95% of professionals
	Driving Success Taking Action; Seizing Opportunities; Pursuing Goals	 Fairly High higher potential than about 75% of professionals

Predicted Culture/Environment Fit

Based on extensive Saville Consulting people and culture audit data, this report highlights the aspects of the culture, job and environment that are likely to enhance or inhibit Pat Sample's success:

Performance Enhancers

- ⊕ where there are high ethical standards and people behave with integrity and discretion
- ⊕ where honest feedback is encouraged and freely given
- ⊕ 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 there is an atmosphere of mutual trust, there is a high degree of tolerance and people are considerate in their behavior towards others
- ⊕ 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 a strong results focus and determination to succeed, no matter what, and people are rewarded for achieving outstanding results
- ⊕ where creativity and innovation are encouraged, and radical ideas and solutions welcomed

Performance Inhibitors

- ⊖ where unethical practices are condoned and people are required to compromise on their principles
- ⊖ where feedback is discouraged and seldom given
- ⊖ 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 people are distrustful of each other, there is a lack of tolerance and a lack of consideration for others
- ⊖ where the pace of work is leisurely, there is little multi-tasking and time is not used efficiently
- ⊖ where the urge to achieve outstanding results is not great and people seldom persist in the face of difficulties
- ⊖ where conventional attitudes prevail, traditional approaches are preferred and people are discouraged from generating new ideas