



Summary Development Report for Jo Wilson

Focus

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 1,451 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.

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Introduction to Assessment Report

This development report summarises the actions that could be taken to develop Jo Wilson. Based on the results of the assessment it outlines what actions could be considered to improve performance at work. The appropriateness of each piece of advice will differ for each individual and will to some extent depend on the job role and the opportunities and resources available. The report is divided into two sections. These sections are composed of the following four 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 limitations, it may be worth considering how to make the most of these strengths. This summary report shows Building Strengths for the eight highest competency dimensions.

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 summary report shows Possible Overplayed Strengths for the four highest competency dimensions.

Development Tips

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 summary report shows Development Tips for the eight lowest competency dimensions.

Managing Limitations

Areas of limitation are unlikely to be areas where there is a strong desire or capability to easily change. It may be better to be realistic about these areas and rather than attempt to change them, be clear on how best to manage them. If there are no clear areas of limitation, this section will be blank. This summary report shows Managing Limitations for the four lowest competency dimensions.

Building Strengths

Impressing People

Attracting Attention; Promoting Personal Achievements; Gaining Recognition



Extremely High

performed better than 99% of comparison group

- Volunteer for roles to represent the team to others.
- Volunteer to present and undertake activities which increase personal exposure.
- Offer to be the representative for own team. Be the spokesperson.
- Seek roles which encourage selling and influence.
- Promote the good work of the team and colleagues when appropriate.
- Think of different media to promote achievements (e.g. internal newsletters, professional bodies or trade press, etc).
- Be factual in self promotion. Use quantifiable data and qualitative comments of clients and stakeholders.
- Identify managers and colleagues who are happy to give support and praise when needed.
- Who has gained a less positive impression? Work hard at changing their impression.

Possible Overplayed Strengths

Impressing People

Attracting Attention; Promoting Personal Achievements; Gaining Recognition



Extremely High

performed better than 99% of comparison group

- Watch for attracting too much unnecessary attention, particularly in extremely competitive/confrontational environments. ACTION: Maximise positive exposure and minimise negative exposure.
- Look out for being perceived as overly political or politically motivated. ACTION: Be honest, consistent and straightforward with colleagues. One incident where self promotion has been at the expense of someone else could be viewed very negatively.
- Be aware of wasting time impressing people who are not key decision makers. ACTION: Identify the key decision makers and the people they take advice from and ensure that a positive impression is made upon them.
- It is sometimes not appropriate to take centre stage from someone more senior or who is formally presenting information to others. ACTION: Attract attention at the right time.
- Be aware of own status relative to others and be careful not to say anything which will be considered obvious, presumptuous or just plain wrong by others . ACTION: Attract attention in the right way.
- Watch for "overselling" self and consequently missing opportunities to progress to new and different areas. ACTION: Tone self promotion down and spend time finding out about other people.
- Watch for overplaying achievements that would only be considered modest achievements by others. ACTION: Make sure to find about other people's achievements to increase personal awareness of what makes an achievement stand out as exceptional.
- Be aware that good ideas could be ignored if/when people perceive behaviour as too pushy. ACTION: Self impose time limits for making a case. Avoid repeating stories to the same audience.
- Be aware that an excessive need for praise may put people on the spot and embarrass them at times. ACTION: Manage with less recognition and praise.
- Be aware of taking too much credit and failing to reward team members appropriately. ACTION: Always acknowledge the contribution of others. People will be increasingly likely to proactively collaborate on projects.

Building Strengths

Making Decisions

Deciding on Action; Assuming Responsibility;
Standing by Decisions



Very High

performed better than 95% of
comparison group

- Inject pace and decisiveness into project groups and make things happen.
- In meetings always look for decisions and action points.
- Make sure approach to risk is calculated. Assume the worst will happen and build in contingencies.
- Honestly review the quality of the decisions made and identify why they were the right or wrong decisions. Think what it would have taken for the right decision to be made. Learn from this.
- Facilitate the decision making process, outline the key options/risks for everyone.
- Encourage people to make decisions and commit to action, move debate on towards a conclusion.
- Grasp opportunities and make things happen.
- Identify the experts and opinion formers who can be consulted and ask for advice before committing to important decisions.
- Invest energy on the tasks which have the most impact and benefit.
- Volunteer to lead projects and take on new tasks. Take the opportunities to work outside a comfort zone.
- Look for agreement and support from others before concluding on important decisions.
- Ensure that a decision is well implemented. A common reason for having to change a decision is ineffective implementation.
- Put a sign off process in place for key decisions.

Possible Overplayed Strengths

Making Decisions

Deciding on Action; Assuming Responsibility;
Standing by Decisions



Very High

performed better than 95% of
comparison group

- 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 danger of being ready to make the decision but not ensuring the decision is effectively implemented? ACTION: Be sure to be involved in turning a decision into practical action.
- Is there a readiness to come to conclusions quickly without due deliberation when there is an important but non-urgent decision to be made? ACTION: Identify decisions which are important to get right but are non-urgent and consider how the decision would be best made.
- Are there some decisions that are rarely based on any degree of consultation and seem to be imposed? ACTION: Think how to build in time to consult and consider alternative views.
- Is there a risk of making decisions before colleagues are ready to implement them? ACTION: Give colleagues due time to work through the implications of implementing a decision and give time for them to work out how to make the decision work.
- Look out for other people's areas of responsibility being encroached upon. ACTION: Respect the boundaries of other people's roles and concentrate on own responsibilities.
- Look out for over-commitment and unnecessarily increasing workload and responsibilities leading to poorer delivery. ACTION: Discuss shifting responsibilities with line managers and be wary of adding responsibilities.
- Is there almost a greater determination to follow a particular course of action because there is strong opposing advice? ACTION: Be careful of proving a point through making a particular decision.
- 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.

Building Strengths

Convincing People

Persuading Others; Shaping Opinions;
Negotiating



Very High

performed better than 95% of
comparison group

- Vary approach particularly when dealing with regular contacts so as not to become predictable and therefore easier to argue against.
- Consult others when putting arguments together. They may well have a unique perspective.
- 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.
- Be clear on "walk away" point and rehearse giving this message.
- Look to get involved with higher level and more difficult negotiations.
- Attend a formal negotiation skills programme.

Possible Overplayed Strengths

Convincing People

Persuading Others; Shaping Opinions;
Negotiating



Very High

performed better than 95% of
comparison group

- Be aware of being so determined to make a point and express a view that it hinders listening to relevant arguments from colleagues/customers. ACTION: Tune in to clients. Listen more carefully.
- Look out for tendencies 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 aware when others are in greater command of the relevant facts. ACTION: Go away and rigorously research the facts before continuing to persuade.
- Watch for being described as overly pushy or unnecessarily persuasive when people would be happier not to be convinced. ACTION: Look out for trying to persuade in some 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. May be worth considering switching topic to something where there is a greater chance of a positive outcome.
- Watch for tendencies to continue giving ground when the other side has given clear signs that the deal will happen regardless. ACTION: Be clear on walk away point and stop there and resist the temptation to re-open debate.
- Beware of achieving win-lose more than win-win. This is likely to lose trust in the longer term. ACTION: Think carefully about the benefits of long term partnerships and how best to achieve these in the negotiation.

Building Strengths

Interacting with People
Projecting Enthusiasm; Making Contact;
Networking



Very High
performed better than 95% of
comparison group

- Look to involve the quieter members of the team and access all their available talent.
- Think who it is important to develop a better relationship with. Invest time in improving these relationships.
- Engage others and generate enthusiasm for achievement within the team.
- Use enthusiasm to inject energy into projects and inspire others to achieve.
- Enthusiasm can be infectious. Spend time sharing with colleagues why their ideas/new services are good.
- Improve the dynamics in slow or confrontational meetings. Inject a positive outlook and energy in these interactive forums.
- Get in contact with all new stakeholders who interface with the role/department.
- Think through ways to make contact which could improve a relationship e.g. inviting to a particular event, going for lunch.
- Offer to introduce contacts to people who may be helpful to each other.
- Make the most of own network - ask good personal contacts to facilitate introductions with their useful contacts.
- Be sure to devote some time to networking over the phone and to use the skills even when very busy.
- Make sure to network with purpose and spend time with people where there is potentially a mutual benefit.

Possible Overplayed Strengths

Interacting with People
Projecting Enthusiasm; Making Contact;
Networking



Very High
performed better than 95% of
comparison group

- Be aware of looking for too much involvement from others. ACTION: Learn to get leverage from the right blend of input from others to ensure effective and efficient delivery.
- Is there a danger of taking too much of the time of others? They may resent this when they are busy. ACTION: Be careful to ascertain that the individual contacted has the time to interact.
- Is a focus on interacting ever at the expense of completing more mundane daily tasks? ACTION: Try to get work tasks out of the way first and then spend time talking to people.
- Be aware of being perceived as overly enthusiastic and lacking in judgement or discrimination. ACTION: Be careful to read situations and know when to tone down natural enthusiasm.
- Watch for being seen as overselling own ideas. ACTION: Be open to other people's ideas. Show equal enthusiasm for these as well as for own ideas.
- Could making regular contact seem needy or encroach on less gregarious people at times. ACTION: Be aware of signs from others that they are not keen to talk.
- Is there a danger of falling into a rut by sticking to the same events and networks. Regularly consider new opportunities to network . ACTION: Set clear objectives for networking.
- Watch for spending time with people who are interesting but do not help to move things forward. ACTION: Review carefully how and with whom time is spent.

Building Strengths

Conveying Self-confidence

Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions



Very High

performed better than 95% of comparison group

- Use self confidence as a platform to try new things and take on assignments which are stretching.
- Look for roles where establishing credibility is important and valued.
- Work with a mentor, keep pushing at personal development.
- Seek high profile roles which increase exposure in the organisation.
- Look for projects which are out of personal comfort zone.
- Seek feedback on own performance, do not rely solely on own judgement.
- Be clear about own strengths. Look for opportunities to use them to the full.
- Identify other people with strengths who can compensate for own weaker areas.
- Look at own career and consider the moves and experiences which will help realise personal ambitions.
- Identify positive and encouraging managers and mentors who can help with career.
- Build strengths, specialist expertise and knowledge, allowing for greater professional contribution to work.
- Avoid contributing when unsure, be honest and find more facts before committing to action.

Building Strengths

Taking Action

Making Things Happen; Using Initiative; Investing Energy



Very High

performed better than 95% of comparison group

- Make sure others are also on board before diving into something new.
- Consider special projects that involve troubleshooting/consulting.
- Gain experience through short term contracts or secondments.
- Seek opportunities to start new initiatives, practice areas, lines of business, or turning poorly performing areas around.
- Look for things that really need to be done, but there is inertia and indecisiveness. Move them on.
- Develop a reputation for taking the initiative and resolving issues before they escalate.
- Use this high energy to inject pace and enthusiasm into projects where people are dejected.
- Take something which seems to be stop-start and there is little motivation for and get it moving along.

Building Strengths

Articulating Information

Giving Presentations; Explaining Things;
Projecting Social Confidence



High

performed better than 90% of comparison group

- Consider attending a media presentation course.
- Spend some time both developing and delivering training material.
- Present on different subjects and to different audiences. Offer to speak externally as well as internally.
- Volunteer to present at the end of discussion and project groups.
- Experiment with different multi-media approaches to presentations.
- Look for opportunities to get involved with corporate messaging/marketing.
- Look for opportunities to articulate something over and over again to different people. Review each time and improve.
- Record a meeting. Listen back to what is said and be clear on whether someone has taken the point someone else has made. Re-phrase the point to make clearer.
- Seek out analogies from colleagues, clients etc that make a point strongly in a way other people can relate to easily.
- Learn to feel more confident. Work out own unique strengths and keep reminding self of them e.g. 'I am the most diligent member of the team'.
- Spend time building own confidence prior to an important event.

Building Strengths

Showing Composure

Staying Calm; Tolerating Stress; Dealing with Pressure



High

performed better than 90% of comparison group

- Lead by example and show others how to be calm in a crisis.
- Observe potential problems developing and intervene calmly before things escalate.
- Look for roles where composure is an asset.
- Demonstrate the capacity to cope with pressure in a fast paced environment.
- Seek work in multifaceted roles with complex demands.
- Test the relationship between pressure and performance. Find the optimum level of pressure to put oneself under to drive personal performance.
- Know own stress limits. Over confidence in this area, can result in own stress levels increasing fast.

Development Tips

Understanding People

Showing Empathy; Listening to People;
Understanding Motivation



Extremely Low

performed better than only 1% of comparison group

- Encourage people to talk about themselves.
- Ask open questions and make an effort to get to know people.
- Ask what motivates people and why they have made the choices they have.
- Show an understanding of people's problems and appreciation of the difficulties being caused.
- Find ways to give practical help and support where possible.
- Talk less, give people the opportunity to explain and discuss in full.
- Demonstrate an understanding, reflect the key points back.
- Ask what motivates people and why they have made the choices they have.

Managing Limitations

Understanding People

Showing Empathy; Listening to People;
Understanding Motivation



Extremely Low

performed better than only 1% of comparison group

- Spend more time talking to people and getting to know them.
- If someone does something unexpected ask them why they acted like that.
- If showing empathy is not something that comes naturally, offer to provide practical support or help.
- Think about showing active listening skills, maintaining eye contact and giving people full concentration.
- Take on the role of secretary during meetings.
- Ask others about what they see as driving those around them as well as themselves.

Development Tips

Developing Expertise

Taking up Learning Opportunities; Acquiring Knowledge and Skills; Updating Specialist Knowledge



Extremely Low

performed better than only 1% of comparison group

- Plan a certain amount of personal development time every month looking to achieve two personal development targets every month.
- List the areas which would make own job easier if they could be done better, plan to action these one at a time.
- Build up a network of experts in different fields who can give good advice on key areas and help develop expertise.
- Identify others who engage in regular self-development, to identify how they make the most of learning opportunities.
- Practise skim reading and highlighting the key learning points in articles.
- Set aside time every month to keep up to date with relevant journals and research.
- Use travelling time to read updates and articles or to listen to informative cd/dvd/podcasts.
- Read a business or specialist book per month and summarise. Then email interested others the key points.
- Set up a group to learn about a particular specialist topic. Bring in expertise if necessary.
- Research current thinking in a relevant work area and write a critique of the key arguments.

Managing Limitations

Developing Expertise

Taking up Learning Opportunities; Acquiring Knowledge and Skills; Updating Specialist Knowledge



Extremely Low

performed better than only 1% of comparison group

- List the risks of being out of date with key advances in own area, considering the implications of not growing own skills.
- Making no investment in developing one's own expertise may result in own role becoming very restrictive and repetitive.
- If pressure of time is impacting upon taking up opportunities to learn, ask a member of staff to research relevant new developments and present them back.
- Avoid situations where there is a need to learn new skills or acquire new knowledge under pressure of time/at short notice.
- Check own understanding of key learning points with an expert to ensure essential information has been identified.
- Avoid situations where the learning method is primarily by reading of written information.
- Identify ways to keep up with specialist knowledge that don't rely solely upon reading.

Development Tips

Team Working

Working Participatively; Encouraging Team Contributions; Involving Others in Decisions



Extremely Low

performed better than only 1% of comparison group

- Spend time getting to know team members, their roles and contribution.
- Discuss how to work together to ensure mutual benefit.
- Check that all the relevant people who may interface with the product/service are included.
- See the benefit in more than one view and think about how the suggestions of others provide a meaningful contribution.
- It may be better to talk to some people one-to-one before a meeting to get their views.
- Make sure that all relevant parties have been given the opportunity to make their views known.
- Set clear timescales for consultation and decision making.
- Ensure that everyone knows who is responsible for the overall decision.

Managing Limitations

Team Working

Working Participatively; Encouraging Team Contributions; Involving Others in Decisions



Extremely Low

performed better than only 1% of comparison group

- Seek opportunities to work independently, particularly following times when have been working closely with others .
- Think through who has a complementary style at work and who is enjoyable to work with.
- Be clear about what needs to be done with others and what can be done alone.
- Think what to seek others contributions on and think of how best to do this - via e-mail, team meetings etc.
- Work out who are the stakeholders impacted by a decision and use others to facilitate their input.

Development Tips

Exploring Possibilities

Developing Concepts; Applying Theories;
Identifying Underlying Principles



Extremely Low

performed better than only 1% of comparison group

- Ask colleagues to explain their rationale and why they are advocating a solution that appears overly complex. This could help their thinking as well as own understanding.
- Spend time with colleagues who are more conceptual. Look to understand their arguments. It may be that it is best to do this in short bursts rather than in longer sessions.
- Underpin arguments with theory where relevant.
- Take on the concepts of colleagues and see how these can be developed further.
- Try to get involved in something new that relies on a different theory or approach.
- Practise thinking through the key components of a concept.

Managing Limitations

Exploring Possibilities

Developing Concepts; Applying Theories;
Identifying Underlying Principles



Extremely Low

performed better than only 1% of comparison group

- Be patient with more theoretical colleagues.
- Leave the conceptualising to others and concentrate on understanding which possibilities have practical merit.
- Focus on abstract ideas where there are tangible benefits to the organisation.
- Put time aside to understand the more complex suggestions being made by others.
- Ask experienced colleagues to talk through the core concepts that are important.
- Talk through with others any theories that are applied in own work.
- Spend time delving deeper and discussing the underlying principles with colleagues.

Development Tips

Upholding Standards

Behaving Ethically; Maintaining Confidentiality;
Acting with Integrity



Extremely Low

performed better than only 1% of comparison group

- Look for new opportunities to behave consistently with company values.
- Always play by company rules when it comes to managing finances/equipment, sharing information and interactions with others.
- If in any doubt, check whether information is confidential.
- Don't break commitments unless it is really unavoidable - even then have a back up plan.
- Show integrity by acting in line with what is expected from others (walking the talk). Try to avoid dealing with people or situations inconsistently.

Development Tips

Valuing Individuals

Showing Consideration; Tolerating Others;
Trusting People



Extremely Low

performed better than only 1% of comparison group

- Accept people for who they are, appreciate their capabilities and contribution. Focus on the things that matter.
- When someone else makes a mistake or misjudgement, reflect on own previous deficiencies to keep the scale of the error in context.
- Work at being more approachable, showing empathy for the problems people have to deal with.
- Separate out which of people's problems are genuine and important and be sympathetic and supportive towards genuine problems.
- Reflect on which of the person's problems they may see as genuine and important and try to be sympathetic towards these.
- Work at not showing impatience and frustration with others.
- Where people who have different strengths work together and tolerate each other. Different strengths can be highly effective in combination.
- Explain how people can earn trust, making expectations clear.
- Make clear to people when they have breached trust.

Development Tips

Developing Strategies

Forming Strategies; Anticipating Trends;
Envisaging the Future



Extremely Low

performed better than only 1% of comparison group

- Create opportunities to work alongside a strategic thinker.
- Get involved with more strategic projects, learn from others.
- Research different models of strategic thinking.
- Read and keep up to date with case studies on implementing strategy and changing the course of a business.
- Spend time thinking about where the corporate strategy is relevant to the role/team/function.
- Summarise the strategy for own area in three sentences.
- Create time to review future possibilities once a quarter.
- Look at the longer term objectives as well as the shorter term deliverables.
- Try to align short and medium term deliverables against longer term objectives.

Development Tips

Generating Ideas

Producing Ideas; Inventing Approaches;
Adopting Radical Solutions



Very Low

performed better than only 5% of comparison group

- Remember that few ideas are truly original - look at similar ideas implemented elsewhere and consider how they could work here.
- Keep up to date in the relevant specialist area. Use the latest literature and case studies to prompt thinking about new approaches.
- Get away from the office and create some time and space to reflect.
- Spend time with creative colleagues, consult them regularly and build on their ideas.
- To get a powerful, unique solution may require putting many creative heads together. Act as a facilitator of ideas in a creative group to come to an overall solution.
- Consider at least four options before deciding on a course of action.
- Use reverse logic, look at what makes things fail and then look for ways to improve these key things.

Comments/Actions