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Career Guidance Report
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Focus

Styles

Introduction

Overview

This section of the report presents your relative strengths and limitations rank ordered into four groups. Your first three behavioural effectiveness areas are referred to as 'Signature Strengths' and indexed with four symbols. The next three are referred to as 'Supporting Strengths' and indexed with three symbols. The next three areas are referred to as 'Lesser Strengths' and indexed with two symbols. The final three areas are referred to as 'Challenge Areas' and indexed with one symbol.

Signature Strengths

This section of the report covers your top three strengths. 'Know your Strength' explains the special contribution that you bring to the workplace. 'Your Culture/Environment Fit' outlines which organisational cultures are likely to align with your values and needs, which in turn should lead to job satisfaction. 'Maximise your Strength' gives you tips on how to deploy your strengths for maximum impact. 'Use your Strength Wisely' provides some caveats and warnings on how heavy reliance on your strengths might become disadvantageous. Finally, 'Competitive Advantage at Interview from your Strength' provides tips on how to prepare for interviews.

Challenge Areas

This section of the report covers your bottom three behavioural effectiveness areas. 'Know your Challenge Area' outlines which behaviours you are likely to find difficult to consistently demonstrate. 'Potentially Unsuitable Cultures/Environments' outlines the working environments you are likely to find stressful, which in turn may reduce your job satisfaction and performance at work. 'Working with your Challenge Area' gives you tips on how to develop this area. 'Turning your Challenge Area into an Asset' provides an alternative, positive angle on your area of challenge.

Career Area Chart

This chart indicates your suitability for 12 broad career areas covering a multitude of roles. It is based on your behavioural strengths. Different behavioural strengths underpin each of these career areas.

Career Area Fit

This section of the report presents your top three career areas. For each of the three career fields, your degree of strength is shown for the related behavioural areas.

Overview

This page provides an overview of your relative strengths, which are grouped into four categories featuring three strengths each. The list of strengths is presented in order from your strongest 'Signature Strength' to the area of greatest challenge for you. The implications for 'Signature Strengths' and 'Challenge Areas' are described in more detail on the pages that follow.

Signature Strengths

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Lesser Strengths

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Challenge Areas

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Signature Strength

Communicating Information

Know your Strength

You are more prepared to put your views across confidently, persuasively and with conviction than many others. This may be an advantage in that your opinions are more likely to be taken account of than others and you are more likely to be able to bring other people round to your point of view.

Your Culture/Environment Fit

You are likely to relish roles where you can make your point known and where expressing your view can make a material difference to the outcome. However, you may find overly authoritarian and autocratic cultures, where people are expected to do what they are told, more difficult to work in.

Maximise your Strength

Making your point effectively is first and foremost about understanding your audience. Try to understand not only what their needs are, but what drives or motivates them. This understanding can help you get a point across in a way others are more likely to accept. Prepare in advance by thinking through the likely objections that may be given and develop strong points to counter or overcome the objections. Remember to acknowledge someone's objection before dealing with it in a positive manner.

Use your Strength Wisely

You need to deploy your strength with care as you are likely to enjoy the process of putting across your view more than other people. There may be times when this is unwanted or the point that you are expressing is not welcome. Try to avoid being unnecessarily combative and exercise discretion in knowing when to reserve judgement.

Competitive Advantage at Interview from your Strength

Think of someone you have successfully persuaded but who was seen as difficult to influence. Giving a specific example of something you said that contributed to convincing this person will help you make a strong case at interview. Give short, clear answers as to what exactly you did that made the difference.

Signature Strength

Building Relationships

Know your Strength

You are likely to be more active in developing relationships, interacting with others and getting yourself noticed than other people. This is important for your career as it will provide you with more opportunities through a wider circle of contacts than others are likely to develop.

Your Culture/Environment Fit

You are likely to thrive where there are lots of opportunities to meet and spend time with other people and to build new relationships. In a quiet or more individualistic environment where people spend little time engaging with others you are likely to find your work less rewarding and enjoyable.

Maximise your Strength

Learn from others who build relationships and get results by seeing how they do this most effectively. Simple things can make a difference, such as asking well-established contacts/friends to make an introduction to someone else or strengthening an important work relationship by going out of your way to provide extra help or support for that person.

Use your Strength Wisely

Time spent engaging with others is important at work, however, it is important that you spend the time wisely and ensure that you are investing enough time with the people that matter. It is a natural tendency to spend time with the people at work whose company you enjoy most, but it is also important to consider how best to use some of your relationship building capability in order to get your job done more effectively and to further your career. However, you should be careful not to overdo this as overt displays of self-promotion can be received negatively.

Competitive Advantage at Interview from your Strength

Be clear about what it is that you do which makes the difference. It may be difficult to describe what makes you different from others in how you relate to people. Ask trusted confidants how they would describe you. Much of your capacity for building relationships may be judged in the interview, based not just on what you say but also how you act.

Driving Success

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Know your Strength

You make clear contributions and are likely to work harder than many others to drive activities and make things happen. This is an important skill as it often makes the difference between the success or failure of an ambitious project. From a personal point of view, it can also be a strength which underpins long-term high potential in your career.

Your Culture/Environment Fit

You are likely to suit cultures where reward is based on merit for tangible achievements and where the delivery of outcomes is highly valued. You may be dissatisfied and frustrated by self-satisfied workplace cultures where the present level of success and achievement is seen as sufficient and further improvements are not sought. Nevertheless, if given sufficient freedom you might still be able to have a positive impact and improve such working environments.

Maximise your Strength

Think where your efforts can make a real difference to the organisation and to your own career. You may be tempted to accept all available challenges but sometimes it can be helpful to take some time to consider what will make a real difference and so merits putting a lot of effort into. It may be helpful to categorize challenges either as easy wins or hard-fought battles. You can go for as many easy wins as you are capable of, but might want to carefully consider which hard-fought battles are worth pursuing. Recognising which battles are worth fighting because few others are likely to succeed in the area in question is a skill common to many successful individuals and can lead to important competitive advantages.

Use your Strength Wisely

Others could find your strength overpowering or unsettling, so you may need to spend time trying to get other people to clearly understand your goals and intentions. Failure to do so might result in resentment or the development of unhealthy rivalries. It is worth remembering that other people may be content to do a satisfactory job without investing the same amount of time and effort as you to achieve success. As you may be prepared to work intensely for very long periods of time you should make sure not to neglect your own welfare, as well as that of other people. Try to make time for other social, intellectual and physical activities which could help alleviate the pressure of your preferred style of work.

Signature Strength

Driving Success

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● Competitive Advantage at Interview from your Strength

Interviewers like to see candidates who are realistic about their achievements, who can clearly articulate what was not successful, what they did to rectify any problems encountered and how they would avoid making the same mistakes in the future. Your active and driven style could give the impression that you are neglecting to focus on other important aspects of workplace performance, for example relationships with colleagues or the ability to evaluate information before taking action. Try to show how your achievements helped other people and what you did to ensure that the relevant people were aligned with your goals. You may need to convince the interviewer(s) that you are considering all relevant factors and not taking action without prior consideration, so explaining how you planned your activities before getting started is likely to be helpful.

Describe in detail what differences you have made and specifically what the resultant benefits were for the organisation or end user. Be clear to describe the extra effort you put in (e.g. hours worked, inconveniences suffered) and why you thought that putting in the extra effort was important and contributed to your success.

Structuring Tasks

Know your Challenge Area

You are likely to be less well organised than many people and may generally avoid making plans of how to approach your work. You may have a tendency not to complete tasks until deadlines are near and a high degree of structure is not likely to play an integral role in your approach to your work.

Potentially Unsuitable Cultures/Environments

You are unlikely to be well-suited to environments in which there are many different activities that need to be organised and co-ordinated. Similarly, environments in which there are inflexible deadlines may not suit you. You are likely to find it frustrating if you are required to work on specific tasks in a very structured way without having the flexibility to change your approach as you see fit.

Working with your Challenge Area

Breaking a task down into sub-components can simplify a process and dealing with the different components individually may help develop your organisational and prioritisation skills. Many other people are likely to prefer to take a more structured approach than you, so they may be able to help provide structure around your activities. You could seek assistance from someone who is more structured than you to help you prioritise the delivery of sub-components according to their individual deadlines.

Turning your Challenge Area into an Asset

Working in a less structured and organised way than many people may allow you to be more flexible in your work. When not relying heavily on structured procedures, you may have more opportunities to adapt your approaches to the specific demands of the current situation. Working without structure may also free you of potentially limiting constraints and allow you to develop novel solutions to problems and take non-standard approaches. It may be useful to recall examples of when an unstructured approach has been successful for you in the past, perhaps in a situation where it allowed you to react to something unanticipated which later proved particularly important. Because many other people are likely to be more structured than you, working in tandem with someone who is more structured may provide a useful combination of creativity and process.

Challenge Area

Giving Support

Know your Challenge Area

Your primary focus at work is unlikely to be on supporting or attending to other people. At times, you may be perceived by others as self-focused and they may think that you do not place sufficient emphasis on the people issues.

Potentially Unsuitable Cultures/Environments

You may find it frustrating to work in very supportive and accepting environments where even sub-standard performance is evaluated in a positive light and criticism is kept to a minimum.

Working with your Challenge Area

The fact that you are not always the most supportive person is not necessarily a problem unless the tendency is very pronounced and other people find you difficult to work with. Be aware that giving support to others is something that is, to a certain extent, expected of most people at some time or another. Particularly insensitive behaviour may alienate some people so make sure to take some time considering how you could support other people at work. You may also need to be aware that some people may see you as creating unnecessary rivalries or hostility if you do not spend time supporting and attending to others.

Turning your Challenge Area into an Asset

While you are likely to be less sympathetic than many other people, you can choose to give genuine support selectively and effectively. Work out when giving support is likely to lead to improvements in someone's performance at work and when attending to people's needs is particularly desirable in order to improve their morale or satisfaction. You might also want to bear in mind that people who are very supportive of others all the time may be seen as soft and lacking in drive, or even overly obliging, and you are unlikely to come across in this way. By being objective and measured in your approach to supporting others you may also retain more time to focus on other important aspects of your work.

Creating Innovation

Know your Challenge Area

You are not likely to focus on the production of new ideas or original suggestions. While you may build on other people's ideas, you are unlikely to generally prefer radical new ways of doing things.

Potentially Unsuitable Cultures/Environments

While you may find very creative cultures and people interesting, you may find it difficult to match the innovative input of other people in such an environment. You may also find it frustrating working in environments where generating ideas and innovation dominates over delivering results.

Working with your Challenge Area

The fact that you are less creative than many others may mean that you are more prepared to focus on tried and tested approaches and immediately workable solutions. It is still important, however, that you recognise good ideas and creativity, as well as encouraging and supporting innovation wherever possible. People can be sensitive and it is important to be diplomatic at times when criticising their ideas.

Turning your Challenge Area into an Asset

Your focus on tried and tested methods can help to ensure that you take some time to consider new ideas and be sure that new suggestions and approaches are likely to be successful before they are implemented. You may also be effective at integrating new items with existing methods, as opposed to more creative people who may be tempted to completely change things and could inadvertently compromise existing and effective processes as a result.

Career Area Chart

This chart indicates your suitability for 12 broad career areas covering a multitude of roles. It is worth bearing in mind that some specific occupations and jobs may have quite different role requirements. For example, if you work in marketing and you have a career alignment to Communication & Public Relations, it is likely that these are the aspects of marketing to which you are particularly well-suited.

Career Area	Rating
Communication & Public Relations	● ● ● ● ● ● ● ● ● ● ● ●
Sales, Marketing & Business Development	● ● ● ● ● ● ● ● ● ● ●
Consulting & Business Management	● ● ● ● ● ● ● ● ● ●
Finance & Accounting	● ● ● ● ● ● ● ● ●
Administration, Quality Control & Data Processing	● ● ● ● ● ● ● ●
Creative Design & Advertising	● ● ● ● ● ● ●
Industrial Design, Architecture & Environment	● ● ● ● ● ●
Technology & Engineering	● ● ● ● ●
Human Resources, Training & Coaching	● ● ● ●
Research & Development	● ● ●
Operations, Logistics & Production	● ●
Health & Customer Service	●

Career Area Fit

This section of the report presents your top three career areas. It further details the key strengths which underpin each of the three career areas. These strengths are based on typical requirements for jobs in each career area. Your level of strength is indicated against these typical job role requirements.

① Career Area: Communication & Public Relations

Jobs in this field tend to require information to be communicated in a clear and articulate manner. Given the service nature of many such roles, an optimistic and flexible approach with receptiveness to feedback is usually critical to performance. Many roles in this career area involve interaction with a wide range of people, including the public. A capacity to engage positively with others and to make people feel comfortable is also important.

Typical Job Role Requirements		Your Strengths
Communicating Information	◎◎◎◎	Signature Strength
Adjusting to Change	◎◎○○	Lesser Strength
Building Relationships	◎◎◎◎	Signature Strength

② Career Area: Sales, Marketing & Business Development

Jobs in this field require assertiveness and self-confidence. In addition, orientation towards the achievement of goals, entrepreneurial drive and dynamism are key to performance in this career area. Persuasive articulation of arguments is also important for negotiating and closing deals.

Typical Job Role Requirements		Your Strengths
Providing Leadership	◎◎◎○	Supporting Strength
Driving Success	◎◎◎◎	Signature Strength
Communicating Information	◎◎◎◎	Signature Strength

③ Career Area: Consulting & Business Management

Jobs in this field require high levels of drive, motivation, commercial awareness and tenacity. In addition, leadership qualities are required to make important decisions and direct the work of others. Planning, organising, co-ordinating and prioritising work, as well as swift execution of action are often central to such roles.

Typical Job Role Requirements		Your Strengths
Driving Success	◎◎◎◎	Signature Strength
Providing Leadership	◎◎◎○	Supporting Strength
Structuring Tasks	◎○○○	Challenge Area

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 31,000 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.

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