

Expert Report for Mr Sam Sample



Professional

Styles

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About this Report

This report is based upon the Professional 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 1,000 professionals 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 will provide an overview of the respondent’s motives, preferences, needs and talents at work 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 a questionnaire 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 questionnaire is limited to Saville Consulting employees, agents of Saville Consulting and clients authorized by Saville Consulting.

Introduction to Assessment Report

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

Full Psychometric Profile

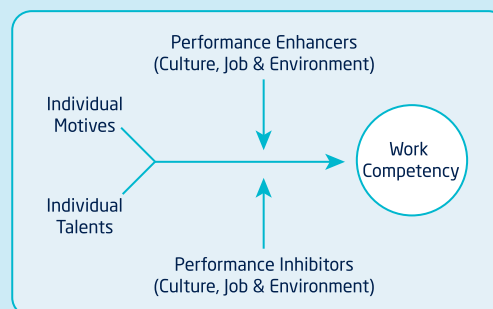
The Full Psychometric Profile focuses on the 36 Styles dimensions, which are arranged under four main cluster headings (Thought, Influence Adaptability and Delivery), with one page devoted to each cluster. Each cluster breaks down into three sections (12 in total), each consisting of three dimensions. 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 (which ever is higher is indicated by M or T) and where normative or ipsative is higher (whichever is higher is indicated by and N or I).

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.



Competency Potential Profile





The Competency Potential Report is based on links established between the 108 facets of the Professional 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 Sam Sample'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.

Full Psychometric Profile - Overview

This psychometric profile provides a detailed assessment of Sam Sample'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 four pages report on the results of the four major clusters.

Response Summary

	1	2	3	4	5	6	7	8	9	10
Ratings Acquiescence Overall, more positive in self-ratings than many people										
Consistency of Rankings Reasonably consistent in rank ordering of characteristics										
Motive-Talent Agreement Overall, there is a high degree of alignment between Motive and Talent scores										
Normative-Ipsative Agreement Overall, the degree of alignment between normative and ipsative scores is typical of most people										

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 3 stens or more, this is indicated both by hatching on the dimension scale and the provision of individual facet scores in parentheses alongside each verbal facet description.

Motive-Talent Split. Differences between Motive and Talent scores of 3 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.




Normative-Ipsative Split. Differences between Normative (rating) and Ipsative (ranking) scores of 3 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.

Full Psychometric Profile - Thought Cluster




N Normative
I Ipsative
M Motive
T Talent
||||| Facet Range

THOUGHT


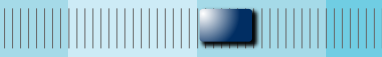


VISION	1	2	3	4	5	6	7	8	9	10
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<p>Inventive Sten 8</p> <p>generates ideas (7); produces very original ideas (9); likely to adopt radical solutions (8)</p>										
<p>Abstract Sten 8</p> <p>good at developing concepts (7); applies theories more than most people (9); interested in studying the underlying principles (8)</p>										
<p>Strategic Sten 10</p> <p>very inclined to develop strategies (10); creates a clear vision for the future (8); takes a long term view (8)</p>										

JUDGMENT	1	2	3	4	5	6	7	8	9	10
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<p>Insightful Sten 9</p> <p>very quick to get to the core of a problem (9); moderately focused on constantly improving things (6); very much trusts intuition to guide judgment (10)</p>										
<p>Practically Minded Sten 6</p> <p>moderately focused on practical work (5); little interest in learning by doing (4); shows a great deal of common sense (9)</p>										
<p>Learning Oriented Sten 7</p> <p>moderately focused on learning about new things (5); inclined to learn through reading (7); a quick learner (7)</p>										

EVALUATION	1	2	3	4	5	6	7	8	9	10
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<p>Analytical Sten 8</p> <p>inclined to seek solutions to problems (7); interested in analyzing information (8); frequently asks probing questions (7)</p>										
<p>Factual Sten 7</p> <p>very likely to communicate well in writing (9); readily understands the logic behind an argument (7); establishing all the relevant facts is not a high priority (4)</p>										
<p>Rational Sten 8</p> <p>enjoys working with numerical data as much as most people (6); makes full use of information technology (9); makes decisions largely on the basis of the facts alone (7)</p>										

Full Psychometric Profile - Influence Cluster

N Normative
 I Ipsative
 M Motive
 T Talent
 ||||| Facet Range

INFLUENCE

LEADERSHIP

	1	2	3	4	5	6	7	8	9	10
Purposeful Sten 10 makes very quick decisions (10); fully prepared to take responsibility for big decisions (9); has definite views on issues (8)										■
Directing Sten 7 strongly oriented towards a leadership role (9); moderately inclined to take control of things (6); coordinates people reasonably well (5)						■				
Empowering Sten 7 reasonably able to find ways to motivate people (5); very inspirational (9); reasonably encouraging to others (5)						■				

IMPACT

	1	2	3	4	5	6	7	8	9	10
Convincing Sten 7 very persuasive (10); moderately interested in negotiating the best deal (6); reasonably assertive in putting own points across (5)						■				
Challenging Sten 6 inclined to challenge others' ideas (8); reasonably open in voicing disagreement (5); often gets involved in arguments (7)						■				
Articulate Sten 8 very comfortable giving presentations (9); explains things well (8); feels less confident meeting new people than many (4)							■			

COMMUNICATION

	1	2	3	4	5	6	7	8	9	10
Self-promoting Sten 4 modest about own achievements (4); periodically likes being the center of attention (6); has relatively little need for praise (4)				■						
Interactive Sten 4 moderately interested in networking (6); tends to say relatively little (4); unlikely to be seen as lively (4)				■						
Engaging Sten 4 takes a little time to establish rapport (4); unlikely to seek new friends actively (4); is reasonably focused on making a good first impression (5)		I		■		N				

Full Psychometric Profile - Adaptability Cluster

N Normative **I** Ipsative **M** Motive **T** Talent ||||| Facet Range

ADAPTABILITY

SUPPORT

1 2 3 4 5 6 7 8 9 10

Involving Sten 5

a little less team oriented than others (4); takes some account of others' views (6); reasonably likely to involve others in the final decision (6)



Attentive Sten 5

less empathetic than many people (4); somewhat unlikely to listen attentively for long (4); interested in understanding why people do things (7)



Accepting Sten 4

a little cautious about trusting people (3); reasonably tolerant (5); moderately considerate towards others (5)



RESILIENCE

1 2 3 4 5 6 7 8 9 10

Resolving Sten 4

feels less need than many people to resolve disagreements (4); handles angry people reasonably well (6); copes reasonably well with people who are upset (5)



Self-assured Sten 5

less self-confident than many people (4); has a relatively limited sense of own worth (4); feels in control of own future (8)



Composed Sten 7

reasonably calm before important events (5); very rarely gets nervous during important events (9); works well under pressure (7)



FLEXIBILITY

1 2 3 4 5 6 7 8 9 10

Receptive Sten 3

less receptive to feedback than most people (2); encourages others to criticize approach (7); very rarely asks for feedback on performance (2)



Positive Sten 5

likely to take an optimistic view (8); less cheerful than many people (3); recovers reasonably quickly from setbacks (5)



Change Oriented Sten 7

accepts new challenges as readily as most people (5); readily accepts change (7); copes well with uncertainty (7)



Full Psychometric Profile - Delivery Cluster

N Normative **I** Ipsative **M** Motive **T** Talent ||||| Facet Range

DELIVERY

STRUCTURE

1 2 3 4 5 6 7 8 9 10

Organized Sten 6

moderately well organized (6); very much likes making plans (9); prioritizes as well as most people (5)



Principled Sten 8

is concerned with being ethical (6); tends to respect confidentiality (8); focused on honoring commitments (8)



Activity Oriented Sten 4

likes to work at a steady pace (4); dislikes being really busy (4); is able to multi-task reasonably well (5)

I



N

DRIVE

1 2 3 4 5 6 7 8 9 10

Dynamic Sten 8

energetic (8); impatient to get things started (8); reasonably good at making things happen (5)



Striving Sten 9

fairly ambitious (8); very driven to achieve outstanding results (10); likely to persevere through difficult challenges (7)



Enterprising Sten 8

competitive (7); identifies business opportunities effectively (9); fairly sales oriented (7)



IMPLEMENTATION

1 2 3 4 5 6 7 8 9 10

Meticulous Sten 6

ensures a high level of quality (7); reasonably thorough (6); reasonably attentive to detail (5)



Reliable Sten 4

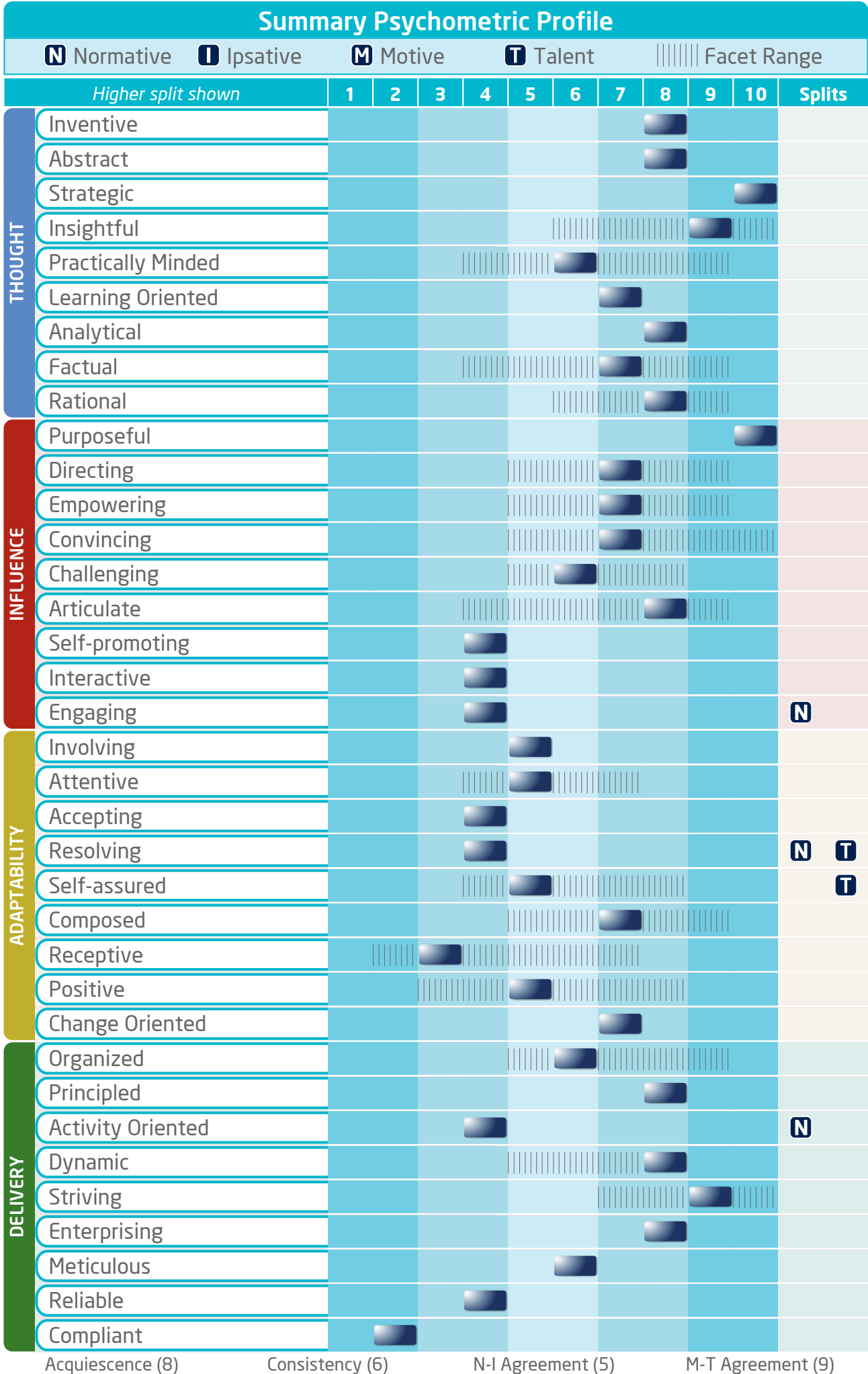
as conscientious about meeting deadlines as most people (5); reasonably focused on finishing tasks (5); less punctual than many people (3)



Compliant Sten 2

is less inclined to follow rules (3); dislikes following procedures (3); is sometimes prepared to take risks in decision making (3)





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 Sam Sample's success:

Performance Enhancers










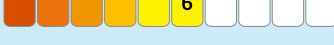


- ⊕ where there is a strong results focus and determination to succeed, no matter what, and people are rewarded for achieving outstanding results
- ⊕ where the ability to get rapidly to the core of issues and readily identify solutions to problems is highly valued
- ⊕ where people are encouraged to assume responsibility for important decisions and decisiveness is a valued characteristic
- ⊕ where there is an emphasis on analyzing and solving problems and problem solving ability is really valued
- ⊕ where there is an emphasis on comprehensively researching and recording the facts, and communicating them clearly in writing
- ⊕ where commercialism and entrepreneurialism are valued, and the emphasis is on identifying business opportunities and outperforming the competition
- ⊕ where there are high ethical standards and people behave with integrity and discretion
- ⊕ where people are down-to-earth and there is an emphasis on practical, hands-on activity and the application of common sense

Performance Inhibitors

- ⊖ where the urge to achieve outstanding results is not great and people seldom persist in the face of difficulties
- ⊖ where little value is placed on providing new insights and identifying potential improvements
- ⊖ where the responsibility for major decisions rests with other people and there is little opportunity to influence the outcome
- ⊖ where there are few opportunities for analyzing and solving problems
- ⊖ where little value is attached to exploring all the facts and communicating them well in writing
- ⊖ where the culture is non-commercial, non-competitive and non-profit oriented
- ⊖ where unethical practices are condoned and people are required to compromise on their principles
- ⊖ where the emphasis is on theory rather than practice and there is little opportunity for involvement in practical tasks

Competency Potential Profile

This report gives Sam Sample'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	Creating Innovation Generating Ideas (9); Exploring Possibilities (8); Developing Strategies (9)	 Very High higher than about 95% of professionals
	Making Judgments Providing Insights (10); Adopting Practical Approaches (8); Developing Expertise (6)	 Very High higher than about 95% of professionals
	Evaluating Problems Analyzing Situations (9); Documenting Facts (9); Interpreting Data (8)	 Extremely High higher potential than about 99% of professionals
INFLUENCING PEOPLE	Providing Leadership Making Decisions (10); Leading People (8); Empowering Individuals (5)	 High higher than about 90% of professionals
	Presenting Information Convincing People (8); Challenging Ideas (6); Articulating Information (8)	 High higher than about 90% of professionals
	Communicating with People Impressing People (6); Developing Relationships (4); Establishing Rapport (3)	 Fairly Low higher than about 25% of professionals
ADAPTING APPROACHES	Providing Support Team Working (5); Understanding People (4); Valuing Individuals (4)	 Fairly Low higher than about 25% of professionals
	Projecting Confidence Resolving Conflict (4); Conveying Self-Confidence (7); Coping with Pressure (8)	 Fairly High higher than about 75% of professionals
	Adjusting to Change Inviting Feedback (5); Thinking Positively (5); Embracing Change (7)	 Above Average higher than about 60% of professionals
DELIVERING RESULTS	Structuring Tasks Organizing Resources (6); Upholding Standards (7); Completing Tasks (4)	 Above Average higher than about 60% of professionals
	Achieving Success Taking Action (8); Pursuing Goals (10); Tackling Business Challenges (9)	 Very High higher than about 95% of professionals
	Executing Assignments Checking Details (6); Meeting Timescales (4); Following Procedures (3)	 Fairly Low higher than about 25% of professionals