



Leadership Impact Expert Report Sarah Sample



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 2,600 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-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.

This report has been generated electronically. Saville Assessment 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 Assessment employees, agents of Saville Assessment and clients authorised by Saville Assessment.

Introduction to Assessment Report

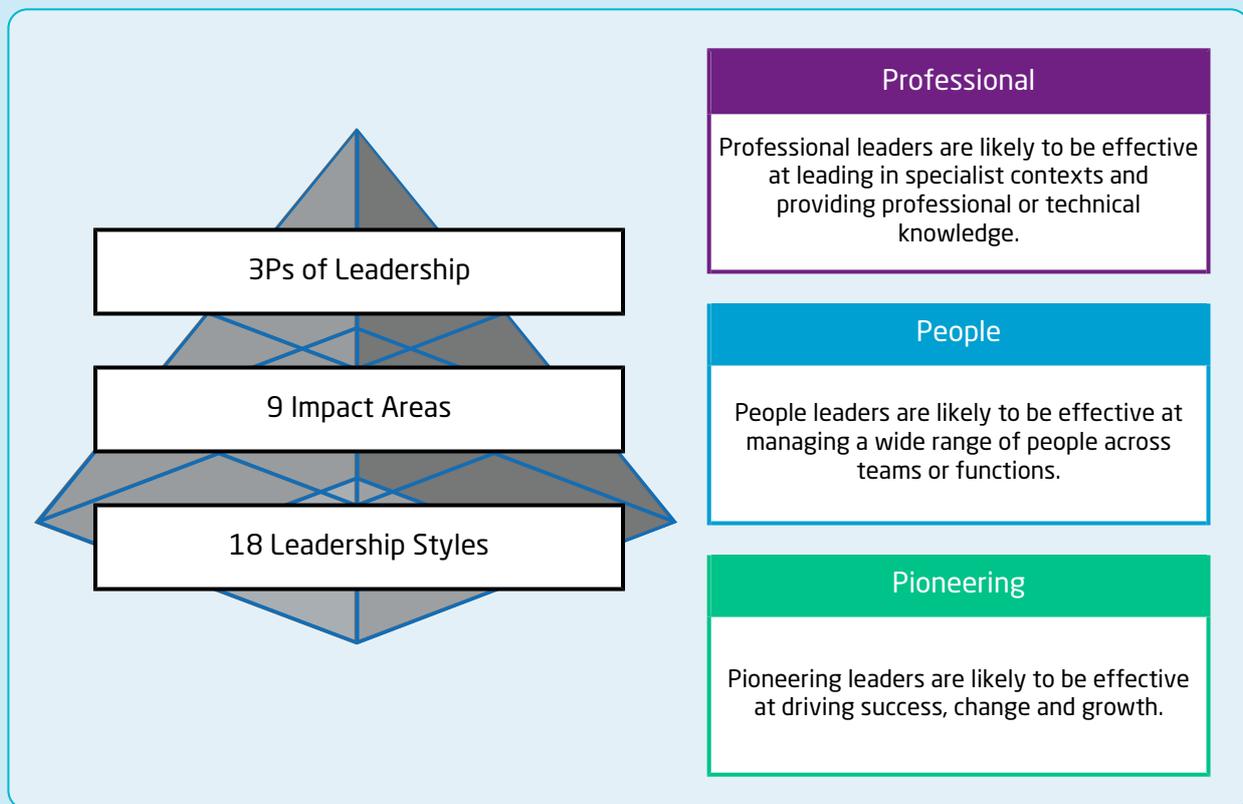
This report provides information on Leadership Styles and workplace Leadership Impact, based on Sarah Sample's responses to the Styles questionnaire.

Introducing the Leadership Impact Model

The Leadership Impact model is a hierarchical model of leadership effectiveness. At the top of the hierarchy, the 3P factors represent three main approaches to effective workplace leadership.

Each of the three Ps can be broken down into three Impact areas. These represent nine areas at work in which leaders can exert a critical impact. The nine Impact areas can be thought of as primary components of effective workplace leadership. In the Leadership Impact model, there are also 18 Leadership Styles which are broadly aligned to the nine Impact areas.

The diagram below shows the hierarchy of the Leadership Impact model.



Introduction to Assessment Report

Response Overview

The Response Overview profile provides a detailed assessment of Sarah Sample's responses to the Styles questionnaire. It begins with a summary of response patterns followed by an explanation of the profile structure.

Summary Leadership Styles Profile

The Summary Leadership Styles Profile provides an overview of the 18 Leadership Styles arranged under the three Ps of leadership.

Professional, People and Pioneering Leadership Styles Profiles

The Professional, People and Pioneering Leadership Styles Profiles focus in turn on each of the three factors in the leadership model.

Leadership Impact Potential Prediction

The Leadership Impact Potential Prediction gives a unique prediction of Sarah Sample's likely strengths and limitations in nine key Leadership Impact areas. The 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.

Situational Leadership Profile

The Situational Leadership Profile gives an indication of the workplace situations in which Sarah Sample is likely to be more or less effective as a leader. This profile shows the top and bottom ranked situations, based on responses to the Styles questionnaire.

Leadership Impact Model Summary Overview

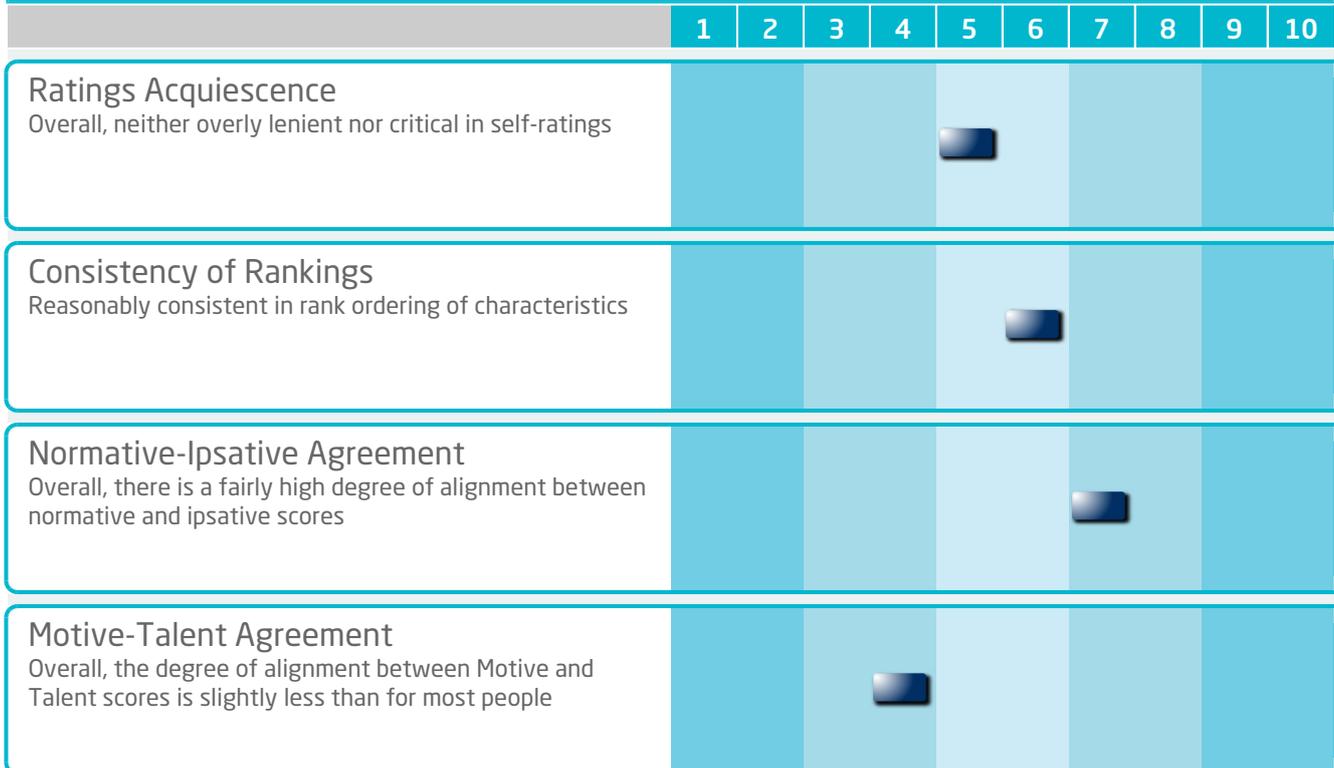


Response Overview

This profile provides a detailed assessment of Sarah Sample's responses to the Styles questionnaire.

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Response Summary



Profile Breakdown

Saville Assessment'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.

Summary Leadership Styles Profile

This profile provides a summary of Sarah Sample's Leadership Styles, with the 18 Leadership Styles shown.

Professional	1	2	3	4	5	6	7	8	9	10
Administrator								■		
Co-ordinator		■								
Regulator						■				
Technician						■				
Intellectual				■						
Expert Advisor							■			
People	1	2	3	4	5	6	7	8	9	10
Enthusiast									■	
Facilitator					■					
Inspirer					■					
Collaborator				■						
Persuader						■				
Consulter										■
Pioneering	1	2	3	4	5	6	7	8	9	10
Catalyst				■						
Innovator									■	
Change Agent					■					
Crisis Handler		■								
Strategic Opportunist			■							
Growth Seeker					■					

Leadership Profile - Professional Service & Product Delivery

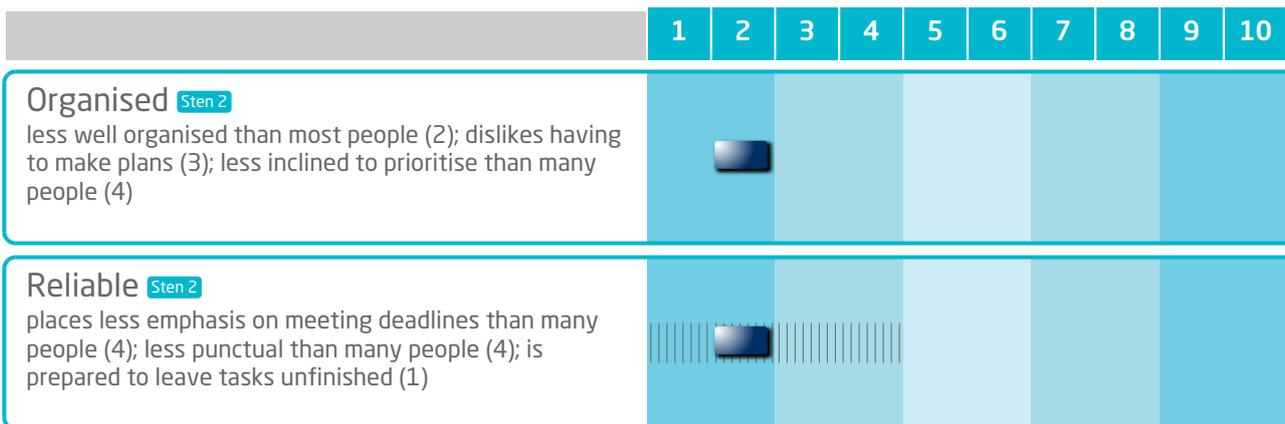
Administrator (8)

Administrators focus on the quality of work while also maintaining activity levels.



Co-ordinator (2)

Co-ordinators organise and realise detailed plans.



Service & Product Delivery - Reflections for Development

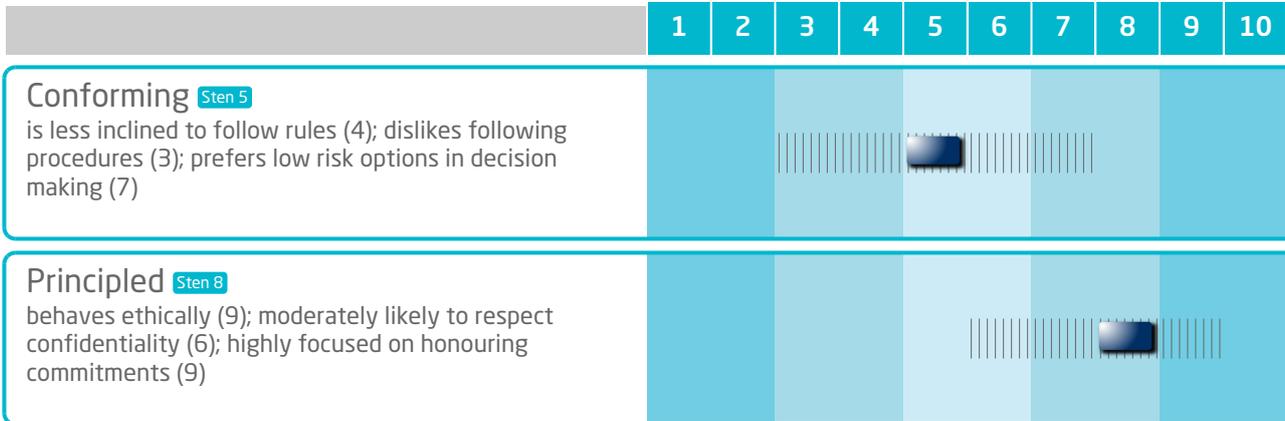
Help others to work as efficiently as possible and to maintain high levels of quality. Highlight specific details and small changes which you have identified that could increase the quality and efficiency of work.

Is there ever a risk of failing to plan adequately? Ensure that any activities undertaken are justified by being aligned with important organisational priorities.

Leadership Profile - Professional Managed Risk

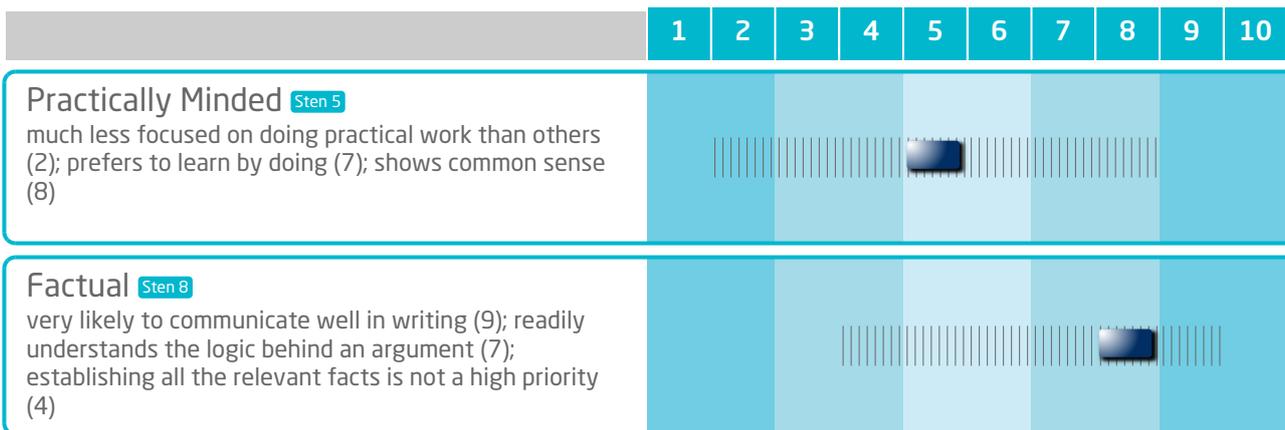
Regulator (6)

Regulators make use of established principles and procedures to guide their leadership.



Technician (6)

Technicians combine practical skills and factual understanding to develop solutions to issues.



Managed Risk - Reflections for Development

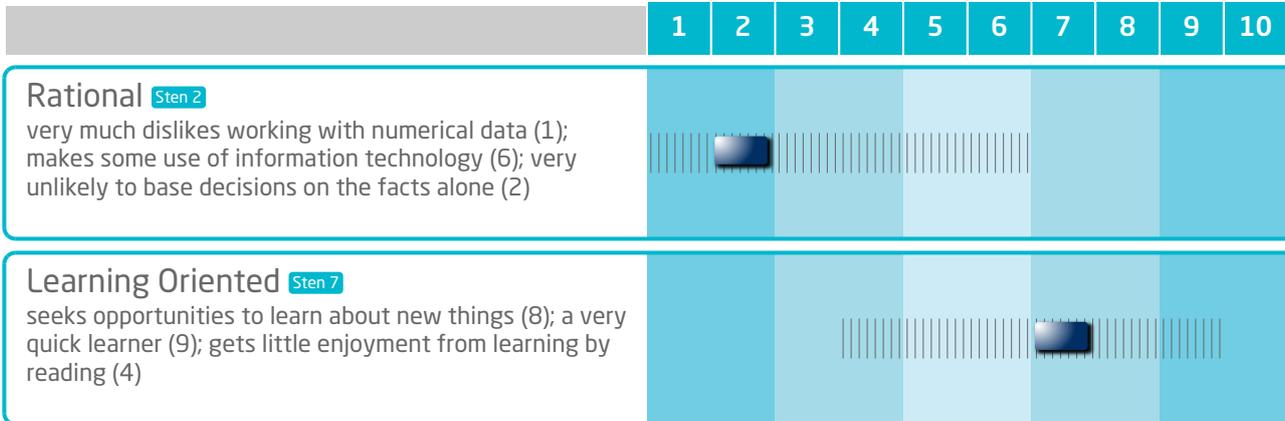
Enhance existing control of risk by identifying challenging situations where risks are likely to be especially high. Take appropriate action where possible.

Might there be situations where taking more of a risk could be advantageous for the organisation? Reflect on whether your leadership effectiveness could be enhanced by occasionally taking more calculated risks.

Leadership Profile - Professional Expert Reputation

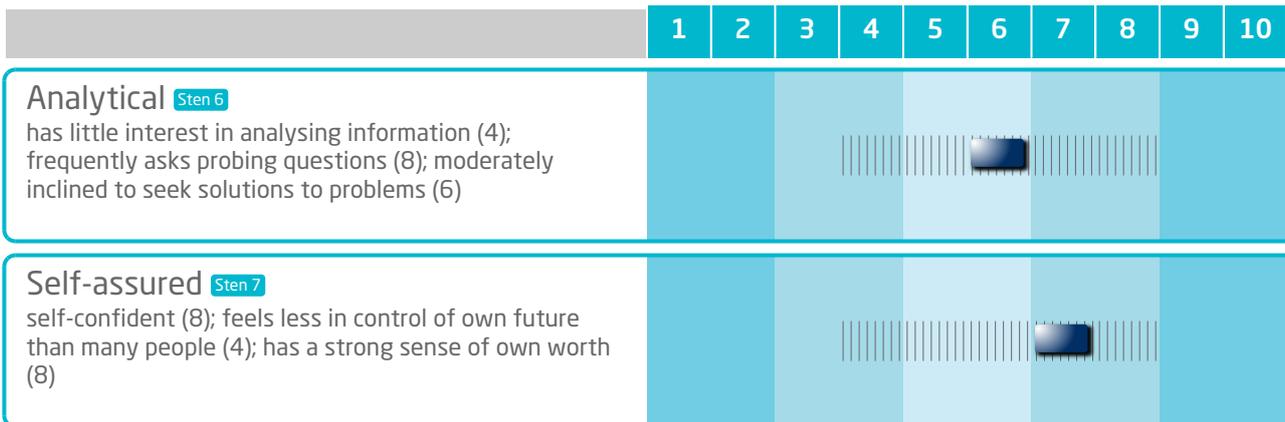
Intellectual (4)

Intellectuals lead by developing understanding and capability within their team.



Expert Advisor (7)

Expert Advisors combine analytical capability with an underlying confidence in their approach.



Expert Reputation - Reflections for Development

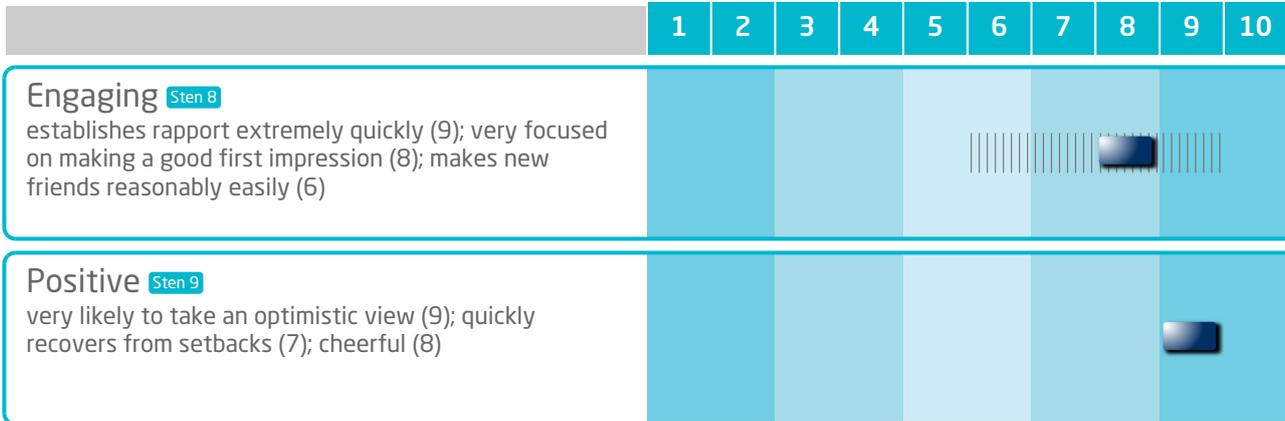
Reflect on the specific expertise which you bring and how this differentiates you from other leaders. Look for opportunities to provide expert advice, e.g. supporting less confident colleagues with their analyses.

Are there situations where being more open to new learning and thinking could be beneficial for the organisation? Work with colleagues to build relevant learning opportunities into projects.

Leadership Profile - People Organisational Commitment

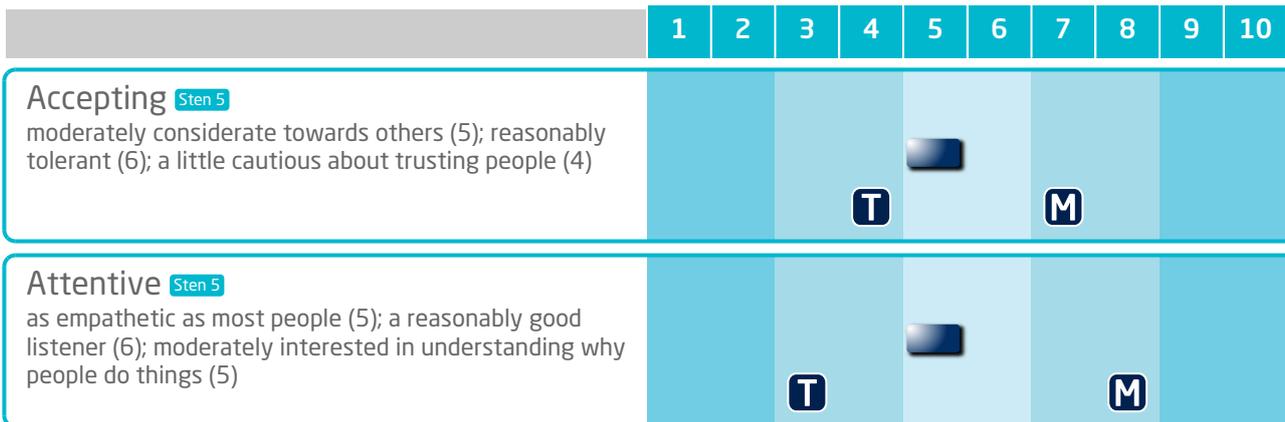
Enthusiast (9)

Enthusiasts engage others by building rapport and taking an optimistic approach.



Facilitator (5)

Facilitators lead by responding to the needs of others.



Organisational Commitment - Reflections for Development

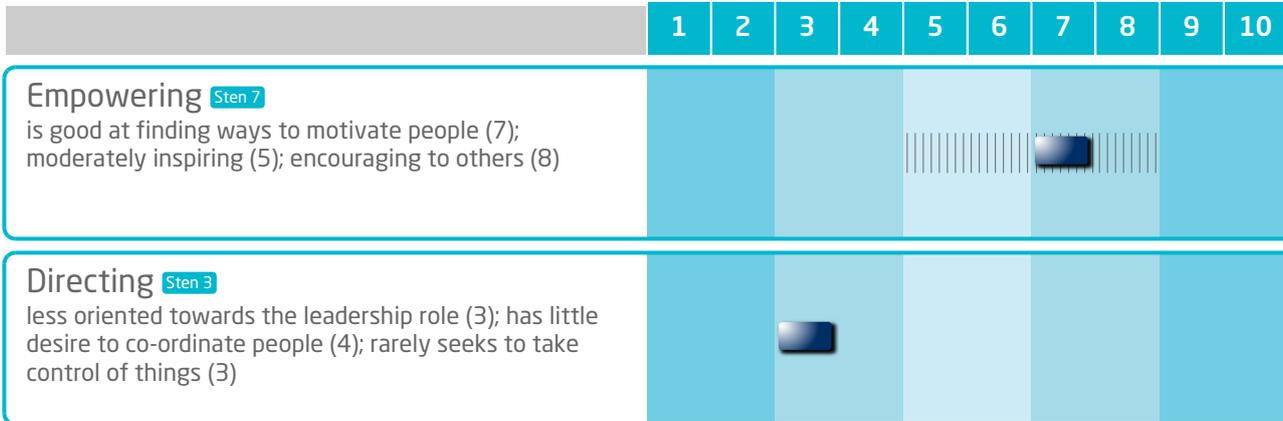
Enhance existing organisational commitment by ensuring that you are interacting widely with colleagues and spreading your enthusiasm.

Could you do more to build longer-term employee commitment? Initial enthusiasm is likely to be enhanced by better understanding people's concerns and needs.

Leadership Profile - People Successful Teams

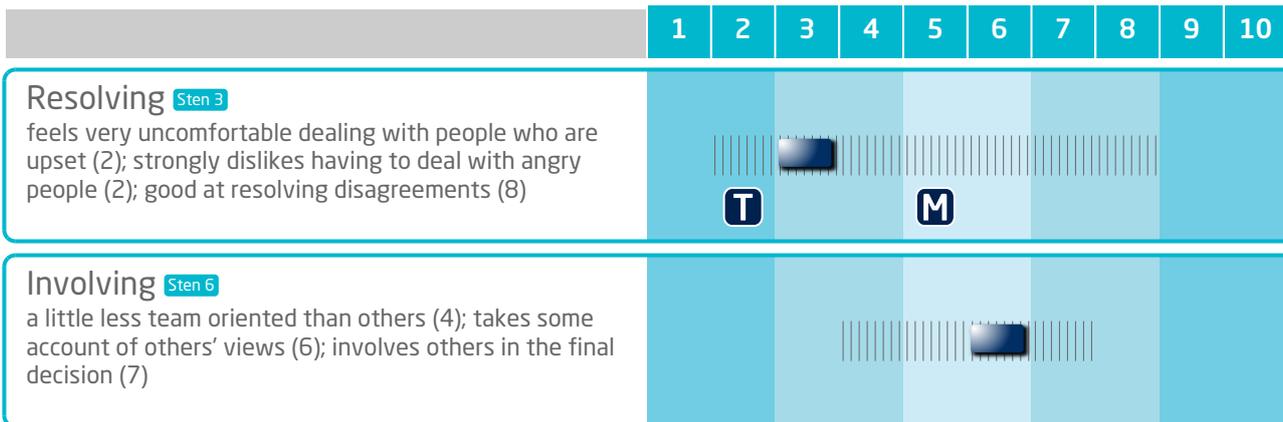
Inspirer (5)

Inspirers lead by motivating others while asserting themselves in the leadership role.



Collaborator (4)

Collaborators lead by encouraging others to work together constructively in order to achieve goals.



Successful Teams - Reflections for Development

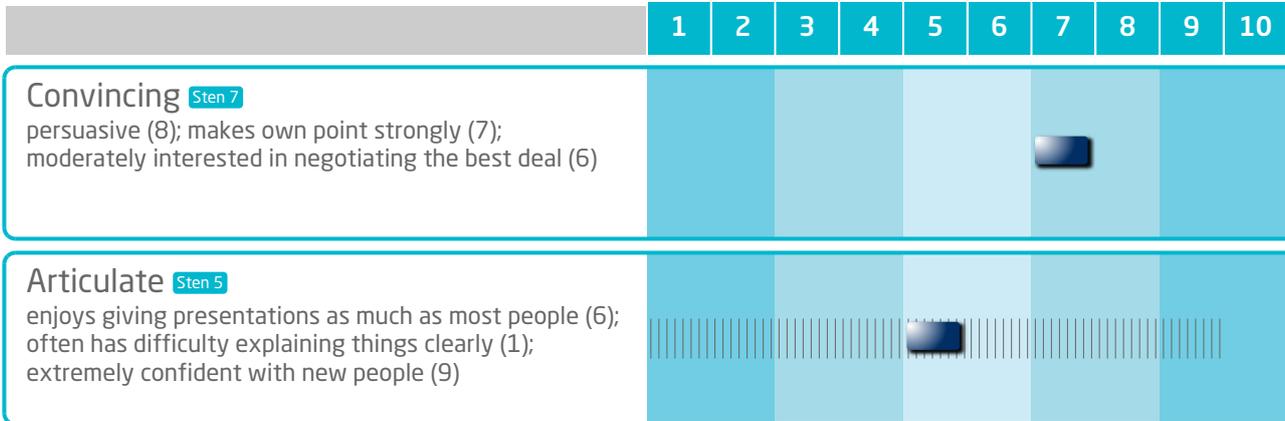
Ensure that within a team there are clear roles and capable people are able to take responsibility for achieving organisationally-aligned outcomes.

Is there a risk of delegating to the extent that you don't have sufficient knowledge of how people are spending their time? Remember to stay close to people's workloads and check in on people's progress towards goals.

Leadership Profile - People Communication

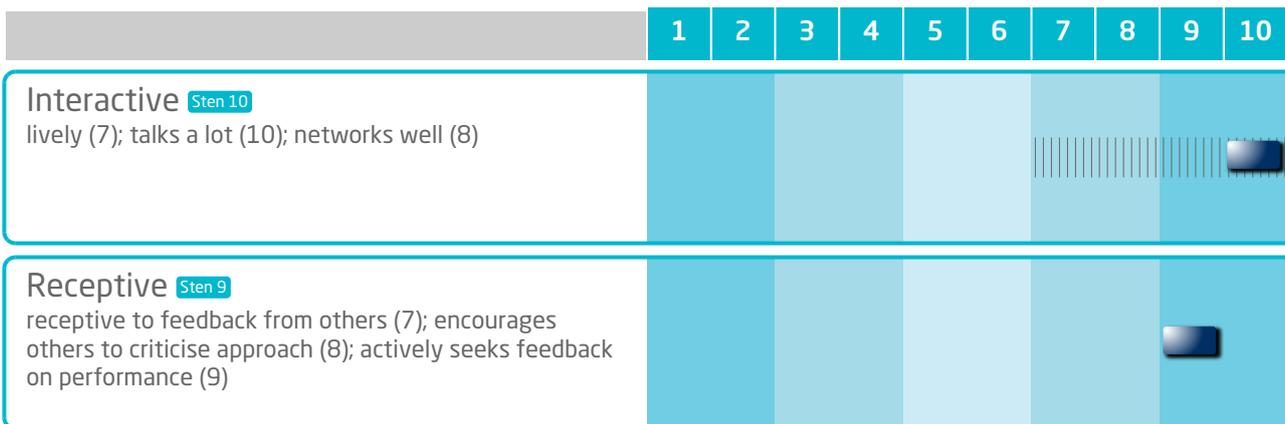
Persuader (6)

Persuaders lead through active communication and seek agreements which are mutually beneficial.



Consulter (10)

Consulters develop wide networks of contacts and are responsive to external feedback.



Communication - Reflections for Development

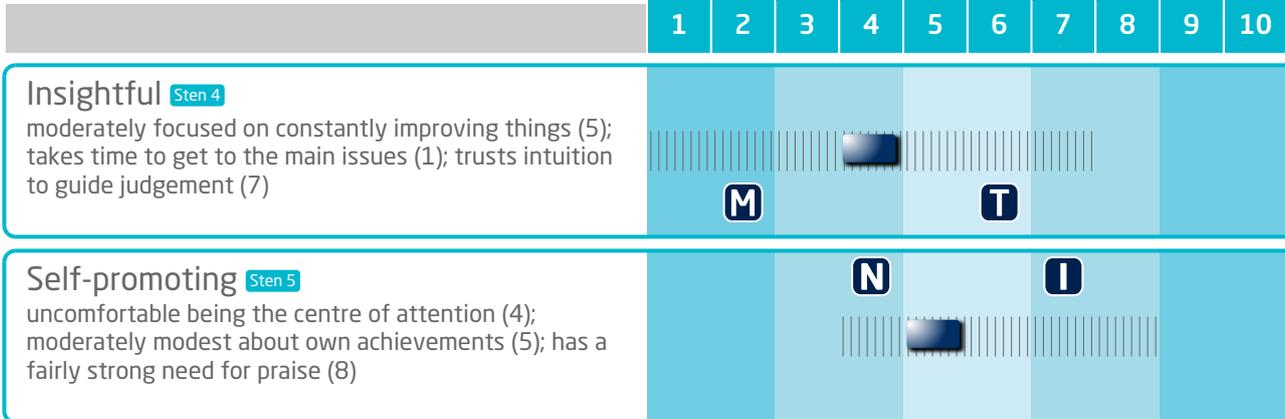
Build on your existing strength in communication by communicating in increasingly challenging situations; where difficult stakeholders need to be brought together and consensus reached, for example.

Could you ever be communicating too much? Signs of this could include people not communicating enough themselves because they've become dependent on you to be the spokesperson.

Leadership Profile - Pioneering New Products/Markets

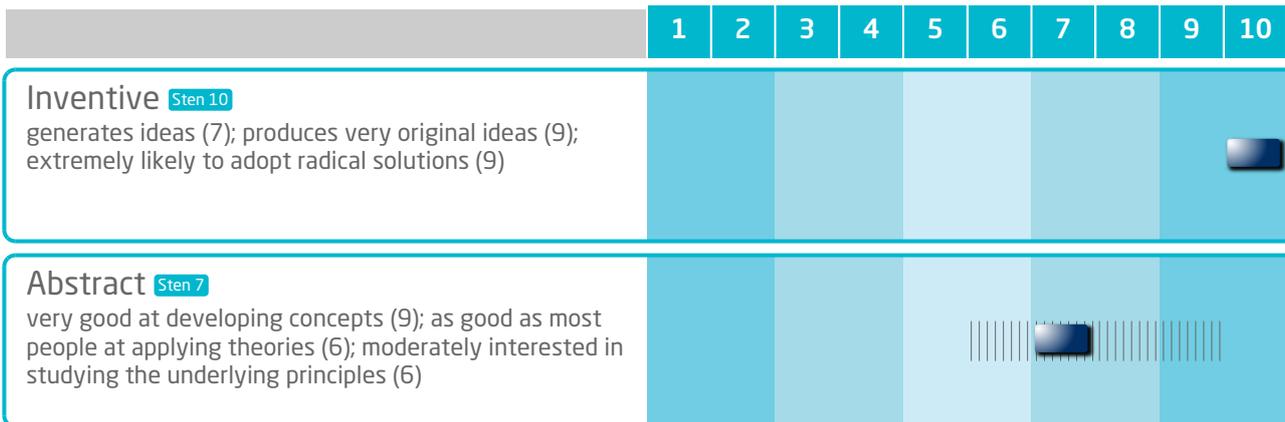
Catalyst (4)

Catalysts promote new initiatives by offering their insights and putting forward their approach.



Innovator (9)

Innovators foster a creative and conceptual environment where original thought is valued.



New Products/Markets - Reflections for Development

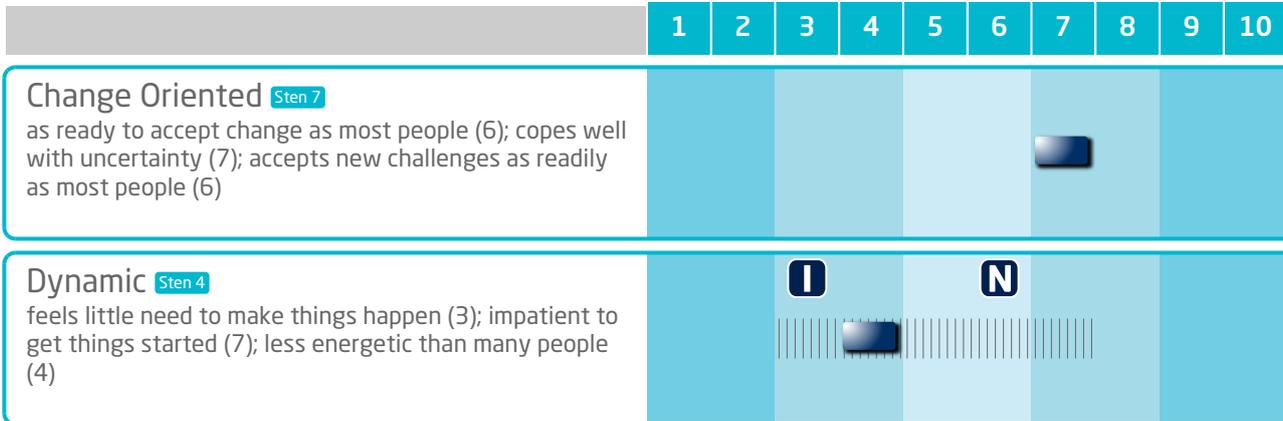
Make sure that innovation and creativity is targeted, wherever possible, towards tangible outcomes which have clear benefits and demonstrable value to the organisation's objectives.

Are there ever situations where you're trying to promote your own ideas but the organisation seems reluctant to adopt them? Invest more effort in socialising and building organisational support for your insights.

Leadership Profile - Pioneering Organisational Transformation

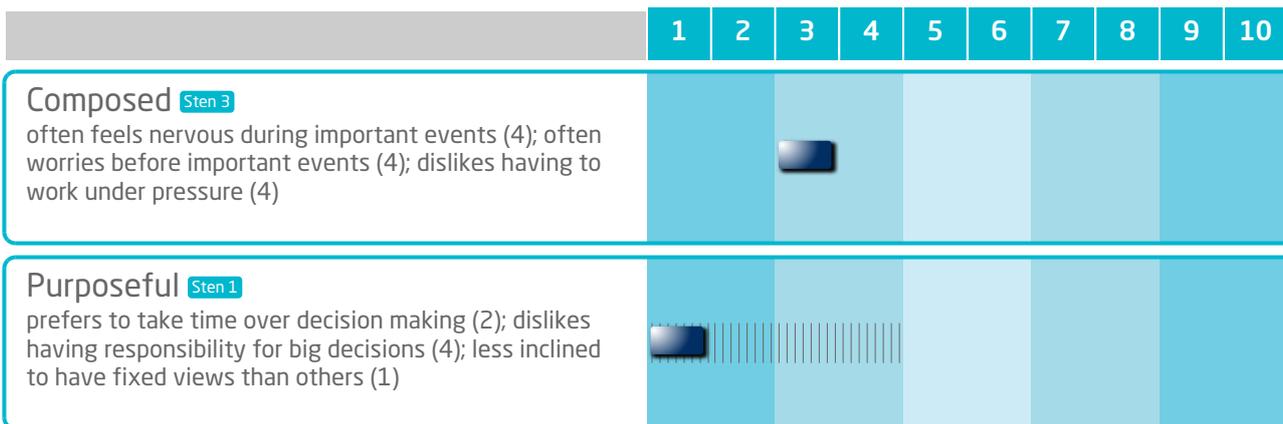
Change Agent (5)

Change Agents seek out change and act to get things done differently.



Crisis Handler (2)

Crisis Handlers react to issues as they arise and decisively deal with crisis situations.



Organisational Transformation - Reflections for Development

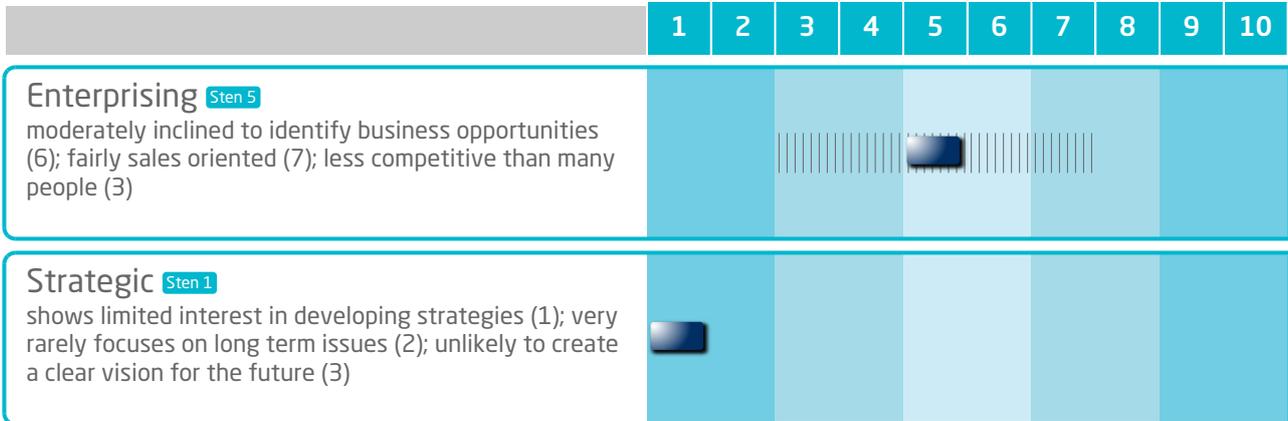
Assign responsibility for initiating and driving change to a key individual or group and be clear on expectations about what transformation needs to occur.

Is there a risk that change is happening too slowly to remain competitive? Make sure that you are clear on the changes which will need to be made and that you are not holding back from making timely decisions.

Leadership Profile - Pioneering Organisational Growth

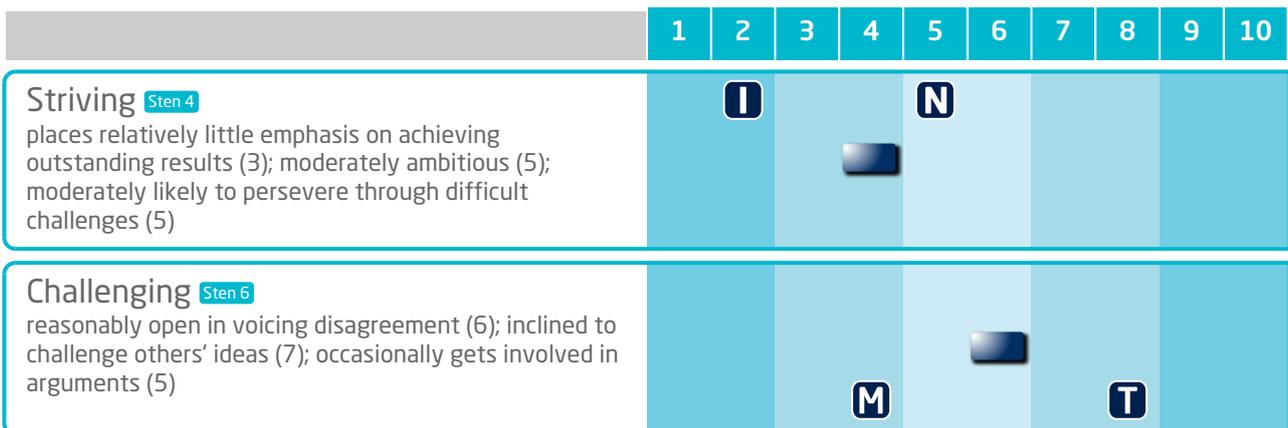
Strategic Opportunist (3)

Strategic Opportunists combine competitiveness with strategic awareness.



Growth Seeker (5)

Growth Seekers combine a drive to achieve with a willingness to challenge the approaches of others.



Organisational Growth - Reflections for Development

Implement a review of where organisational growth is expected to originate from and devote resources to working in line with these findings.

Could growth be faster with greater clarity and focus on the future direction of the organisation?
 Could you challenge people more to have higher expectations about what can be achieved?

Leadership Impact Potential Prediction

This profile provides a summary of the likely potential of Sarah Sample to demonstrate Leadership Impact in the nine key Impact areas. It is based on Sarah Sample's responses to the Styles questionnaire.

Impact Area	Leadership Impact Potential	
Professional Service & Product Delivery maintaining productive delivery of goods and/or services; driving quality customer service; delivering appropriate solutions	3 higher potential than about 10% of the comparison group	
	Managed Risk actively controlling risk; championing effective corporate governance; ensuring compliance with policies, procedures and legal requirements	4 higher potential than about 25% of the comparison group
	Expert Reputation building organisational expertise; promoting technical excellence; enhancing organisational reputation	5 higher potential than about 40% of the comparison group
People Organisational Commitment creating a shared sense of purpose; enhancing employee motivation; building organisational morale	8 higher potential than about 90% of the comparison group	
	Successful Teams building effective teams; attracting and developing talent; utilising potential	4 higher potential than about 25% of the comparison group
	Communication delivering influential communication; building cross-functional/geographic communication; encouraging involvement and consultation	7 higher potential than about 75% of the comparison group
Pioneering New Products/Markets identifying market gaps or routes to market; cultivating innovation; generating impactful solutions	7 higher potential than about 75% of the comparison group	
	Organisational Transformation delivering organisational transformation; building commitment to change; actively managing change processes	3 higher potential than about 10% of the comparison group
	Organisational Growth increasing stakeholder value; establishing challenging organisational goals; driving organisational success	4 higher potential than about 25% of the comparison group

Situational Leadership Profile

The Situational Leadership Profile gives an indication of the workplace situations in which Sarah Sample is likely to be more or less effective as a leader. This profile shows the top and bottom ranked situations, based on responses to the Styles questionnaire.

Sarah Sample is likely to be more effective as a leader where:

- + purposeful interactions with different people are important
- + new thinking is essential and valued
- + a positive attitude and strong relationships really matter
- + the optimal use of everyone's time and skill is critical to success
- + confidence in providing analytical advice is important for success

Sarah Sample is likely to be less effective as a leader where:

- ? there is a need for people with conflicting views to work well together
- ? there is need for a high level of expertise and knowledge
- ? taking a longer-term view of potential opportunities is important for future success
- ? quick thinking and decisiveness under pressure are especially valuable
- ? strong planning is critical to completing tasks