Leadership Risk Report
Sarah Sample

Professional

Styles

Contents

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 an international group of over 18,000 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.

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 the Leadership Risk Report

This report provides information on nine Leadership Risk areas, based on Sarah Sample's responses to the Styles questionnaire. There are nine risk areas which sit under the three Ps of leadership - Professional, People and Pioneering. Implications are given for the two highest potential risk areas, relating to the individual, the organisation and the culture.

Professional Risk

Perfectionist

- Places emphasis on the finer details and tries to ensure all work meets high standards.
- A tendency to expend effort on perfecting details could be inefficient and may result in missing critical elements of the bigger picture.

Procedural

- Takes a considered approach to leadership and prefers to follow established procedures.
- A preference for rigorously following the rules and being cautious about taking decisions could result in opportunities being missed.

Critical

- Takes an analytical approach to work and looks to spot potential pitfalls or problems.
- A focus on problems may be perceived as negative and could discourage important contributions.

People Risk

Obliging

- Favours an accommodating approach to leadership and is likely to seek the approval of others for decisions.
- A focus on accommodating the wishes of others could result in agreeing to actions which are not in the best interests of the organisation.

Autonomous

- Works more individually and is likely to do things without feeling a regular need to consult or involve others.
- A preference for less interaction with others while working could lead to actions which take little account of other parts of the organisation.

Expressive

- Prefers to interact regularly with others and is likely to be more dominant in social situations.
- A tendency to be socially dominant can result in others' views being overshadowed.

Introduction to the Leadership Risk Report

Pioneering Risk

Disruptive

- Comes up with alternative ideas and approaches, and seeks to do things differently.
- A focus on ideas and unconventional approaches could disrupt ongoing work and waste time on unproductive activities.
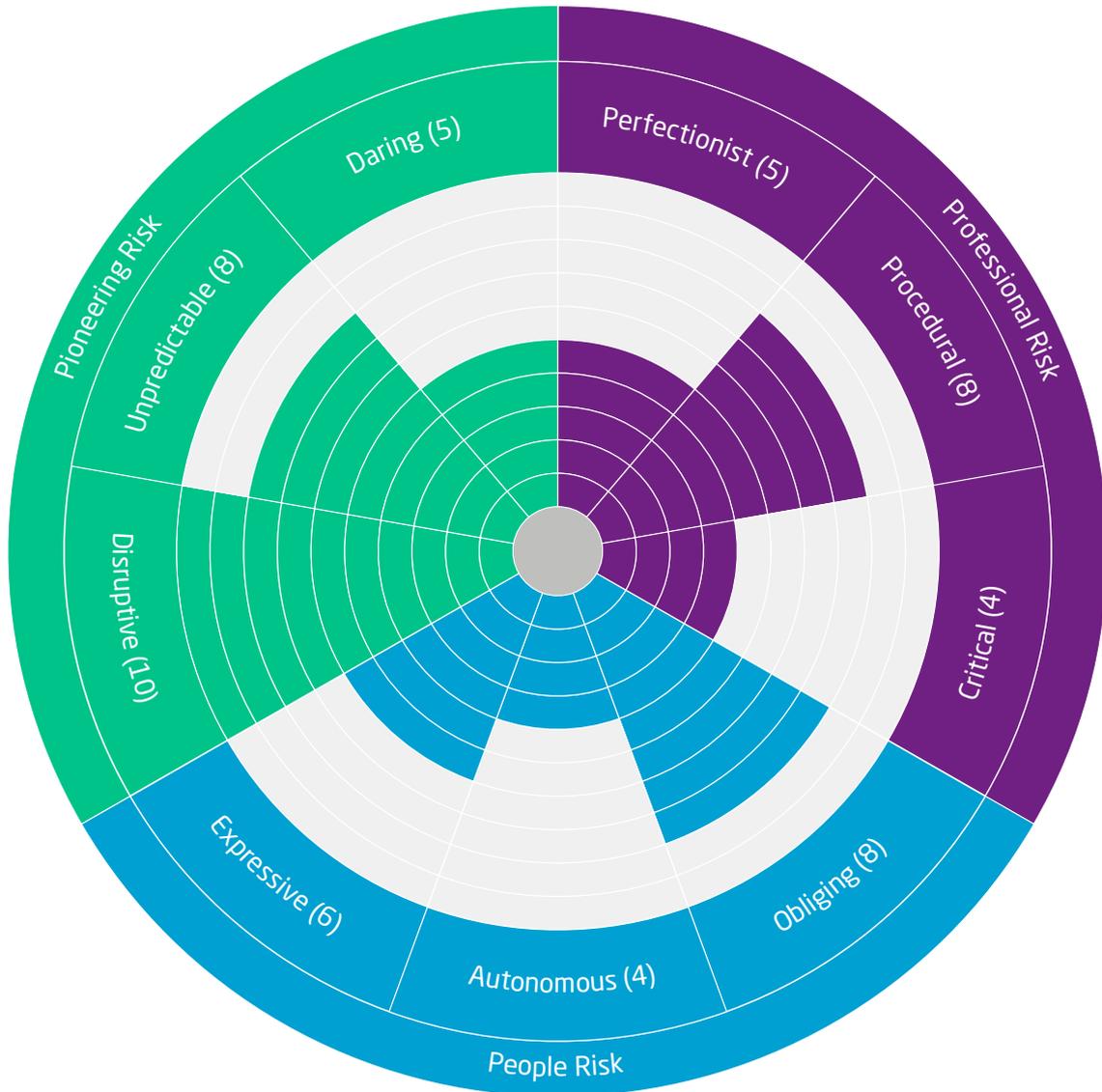
Unpredictable

- Takes action to effect change and prefers not to feel constrained by set timescales.
- A preference for action and change could lead to a reactive work environment which is in a constant state of flux.

Daring

- Seeks challenging new opportunities for the organisation and is willing to take some risks.
- A preference for the pursuit of new opportunities and a willingness to push the boundaries could lead to unnecessary risk.

Leadership Risk Overview

Leadership Risk areas ranked from highest to lowest potential risk:

💡 Disruptive		Primary Risk
👤 Obliging		Secondary Risk

Unpredictable

Procedural

Expressive

Daring

Perfectionist

Autonomous

Critical

Primary Risk Area

Disruptive
Comes up with alternative ideas and approaches, and seeks to do things differently.

Potential Influence on Culture

- Where a focus on doing things differently and adopting more radical ideas is encouraged, this may lead to an environment where set rules and procedures are not always expected to be followed.
- A strong emphasis on challenging others' ideas can foster a culture where heated and lengthy debates may result in some important issues remaining unresolved.
- Where different views and thinking are encouraged, a culture may develop where people lack certainty of direction and a clear perspective on future plans.

Potential Risk to the Organisation

- Deviating from established rules may create chaos and expose the organisation to potential non-compliance, reputational damage and even financial penalties.
- Challenging debate and discussion which lacks resolution can lead to a lack of coordination and distract from delivery of the organisation's key goals.
- A lack of structure may lead to a lower focus on efficient ways of working which could inhibit organisational effectiveness and productivity.

Potential Risk to the Individual

- A leader who is challenging and creative may risk damaging some professional relationships by being overly dismissive when their ideas are challenged.
- A leader who drives new initiatives and thinking can take things too far too soon and risk their reputation on something that simply does not work.
- Where a leader is creative and radical, they may potentially be regarded as disruptive if they promote points of view which are not consistent with the organisational vision.

Managing the Risk

- Focusing on projects where creative thinking should drive business growth and working hard to test out new ideas has the potential to make a real difference.
- Involving other senior leaders in new initiatives will help to ensure that innovative thinking is not taken too far at a potential cost to the organisation.
- Ensuring that meetings are properly chaired and minuted should help to prevent discussions descending into unproductive debates. Have a project resource to turn ideas into workable plans and manage delivery.
- Establishing clear boundaries on which work processes and procedures are open to innovation and which regulations are mandatory can help to reduce the risk of non-compliance.

Obliging
Favours an accommodating approach to leadership and is likely to seek the approval of others for decisions.

Potential Influence on Culture

- Where a leader is not prepared to challenge, this may allow staff too much freedom to control decisions and direction.
- A culture where a certain leader is more obliging may foster an attitude amongst staff that they are more likely to get what they want by asking that leader.
- A leadership approach which rewards all individuals regardless of their performance can foster an environment where success is not sufficiently recognised.

Potential Risk to the Organisation

- Allowing individual staff too much discretion over decisions may lead to actions which are not in the best interests of the organisation and all staff.
- Trying to accommodate multiple viewpoints can lead to a lack of consistency in decision making and has the potential to increase perceptions of unfairness amongst staff.
- A reluctance to challenge poor performance and reward strong performance may sometimes lead to resentment and reduced motivation in higher performing individuals.

Potential Risk to the Individual

- A leader who is more willing to consider the input of others may fail to champion their own ideas and projects, which may impact negatively on their career and professional reputation.
- If a leader attempts to keep everyone happy, they may be perceived as making contradictory promises and being over-reliant on others rather than taking a clear decision themselves.
- A leader who accommodates others' views could be held responsible if they are not firm enough or do not intervene early enough to prevent a colleague taking an inappropriate course of action.

Managing the Risk

- Liaising with colleagues when there is a request which may have a wider impact can help to ensure that a clear and consistent message is maintained across leaders in the organisation.
- Clarifying that a decision will not be made immediately when discussing a contentious issue allows time for appropriate consultation with relevant colleagues.
- Taking time to weigh up the advantages and disadvantages can help to provide a clear rationale which can be communicated to support a decision that may be unpopular.
- Regularly having discussions with staff about what aspects of performance could be improved, as well as what is working well, will help to encourage a culture of performance improvement.

Managing Other Potential Risks

This page provides additional suggestions on how to manage potential risks associated with Sarah Sample's third and fourth highest risk areas.

Unpredictable - Third Highest Risk

- Focusing on parts of the organisation where change and action are required will bring benefits; however, avoid change for change's sake.
- Supporting change initiatives with detailed and extensive internal communications about the reasoning and implications can help staff to adjust.
- Agreeing processes to assess and guide the implementation of any change initiatives can help to make sure that changes are not implemented without proper evaluation.
- Consistent monitoring of core activities can help ensure that change is not interfering with the delivery of day-to-day work.

Procedural - Fourth Highest Risk

- Creating processes for how to approach and manage more speculative opportunities can potentially minimise risks and increase the chances of commercial success.
- Escalating difficult decisions to a leadership group who have appropriate authority can ensure that important issues are dealt with quickly.
- Scheduling meetings around milestones can help to ensure that decisions are made (and communicated) by a leader when they need to be.
- Involving others who are focused on the development of new opportunities can provide a balance in terms of addressing the potential benefits, as well as the risks.