

## Line Manager Report Sarah Sample



Professional  
Styles

## About this Report

This report is based upon the Saville Assessment 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 a group of 2,600 international 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 the Saville Assessment Oasys system. 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 Line Manager Report

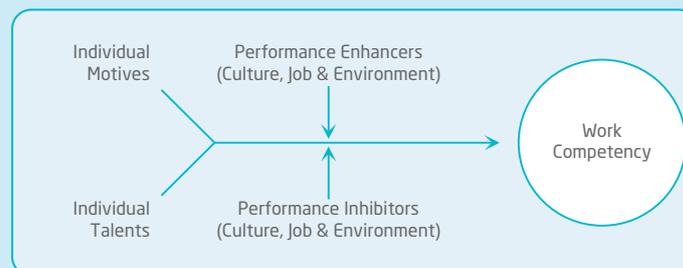
This report provides information about an individual's Competency Potential and Predicted Culture/Environment fit based on Saville Assessment's extensive validation research.

### Competency Potential Profile

The Competency Potential Report is based on links established between the 108 facets of the 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 Sarah 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. This 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.

### 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 Assessment'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.



### How to use this report

The report can be used in a variety of talent management activities including personnel selection, placement, promotion and talent development. The report is designed to be interpreted by line managers, assessors, interviewers and other key stakeholders to inform their decision making without the need for specific training or expertise in the area of psychometric assessment. The competency model is designed to be universally applicable and is based on extensive research. The relative importance of each competency should be determined at the start of the assessment process. In addition, the information in this report should be used in combination with other work-relevant information about the individual when making employment related decisions.

This report should only be supplied by a specialist who is qualified to use the full range of Saville Assessment Wave tools, including the Expert Report that provides more detailed information (e.g. on an individual's underlying talents and motives).

## Competency Potential Profile

The following report summarises Sarah Sample's areas of greater and lesser potential. Sarah Sample's Ratings Acquiescence is Sten 5 and their Consistency of Rankings is Sten 6.

Competency Description	Potential		
Solving Problems	<b>Evaluating Problems</b> Examining Information (5); Documenting Facts (7); Interpreting Data (3)		<b>Average</b> higher potential than about 40% of the comparison group
	<b>Investigating Issues</b> Developing Expertise (9); Adopting Practical Approaches (3); Providing Insights (2)		<b>Average</b> higher potential than about 40% of the comparison group
	<b>Creating Innovation</b> Generating Ideas (8); Exploring Possibilities (8); Developing Strategies (2)		<b>Average</b> higher potential than about 60% of the comparison group
Influencing People	<b>Building Relationships</b> Interacting with People (10); Establishing Rapport (8); Impressing People (6)		<b>Very High</b> higher potential than about 95% of the comparison group
	<b>Communicating Information</b> Convincing People (6); Articulating Information (5); Challenging Ideas (8)		<b>Fairly High</b> higher potential than about 75% of the comparison group
	<b>Providing Leadership</b> Making Decisions (2); Directing People (2); Empowering Individuals (7)		<b>Low</b> higher potential than about 10% of the comparison group
Adapting Approaches	<b>Showing Resilience</b> Conveying Self-Confidence (6); Showing Composure (4); Resolving Conflict (4)		<b>Fairly Low</b> higher potential than about 25% of the comparison group
	<b>Adjusting to Change</b> Thinking Positively (9); Embracing Change (6); Inviting Feedback (9)		<b>Very High</b> higher potential than about 95% of the comparison group
	<b>Giving Support</b> Understanding People (5); Team Working (6); Valuing Individuals (6)		<b>Average</b> higher potential than about 40% of the comparison group
Delivering Results	<b>Processing Details</b> Meeting Timescales (2); Checking Things (7); Following Procedures (4)		<b>Fairly Low</b> higher potential than about 25% of the comparison group
	<b>Structuring Tasks</b> Managing Tasks (2); Upholding Standards (7); Producing Output (4)		<b>Fairly Low</b> higher potential than about 25% of the comparison group
	<b>Driving Success</b> Taking Action (3); Seizing Opportunities (4); Pursuing Goals (2)		<b>Low</b> higher potential than about 10% of the comparison group

## Predicted Culture/Environment Fit

Based on extensive Saville Assessment research linking the styles of individuals to culture at work, this report highlights the aspects of the culture, job and environment that are likely to enhance or inhibit Sarah Sample's success:

### Performance Enhancers

- ⊕ where there are numerous opportunities for making new contacts and developing relationships, and good networking is seen as a key to success
- ⊕ where a positive, can-do attitude is valued and rewarded
- ⊕ where there are numerous opportunities for learning and extending one's range of knowledge and skills
- ⊕ where honest feedback is encouraged and freely given
- ⊕ where creativity and innovation are encouraged and radical ideas and solutions welcomed
- ⊕ where it is important to make an immediate, positive impact and be able to establish new relationships quickly
- ⊕ where the development of theoretical ideas and concepts is encouraged
- ⊕ where heated debate is valued and people are encouraged to challenge ideas, argue and voice disagreements openly

### Performance Inhibitors

- ⊖ where there are few networking opportunities
- ⊖ where the attitude is generally negative and people are slow to recover from setbacks
- ⊖ where opportunities for acquiring new skills and extending one's range of knowledge are severely restricted
- ⊖ where feedback is discouraged and seldom given
- ⊖ where conventional attitudes prevail, traditional approaches are preferred and people are discouraged from generating new ideas
- ⊖ where there is no requirement to make a good first impression and building relationships is not encouraged
- ⊖ where there is little interest in the application of theoretical ideas and models and people are given little time to explore different options and possibilities
- ⊖ where dissent is frowned upon and people are discouraged from challenging ideas and voicing disagreements