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Premium Development 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 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 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 development report summarises the actions that could be taken to develop Sarah Sample. Based on the results of the assessment it outlines what actions could be considered to improve performance at work. The appropriateness of each piece of advice will differ for each individual and will to some extent depend on the job role and the opportunities and resources available. The report is divided into two sections. These sections are composed of the following four types of development advice.

Building Strengths

Successful people tend to know what they are good at and play to these strengths. Before trying to make up for, or develop limitations, it may be worth considering how to make the most of these strengths. This premium report shows Building Strengths for competency dimensions with scores of 6-10 which range from average to well above average.

Possible Overplayed Strengths - 'Watch Fors'

Clear areas of strength are most likely to contribute to effectiveness at and enjoyment of work. They may, however, lead to unwanted or undesirable consequences. For each of the areas of particular strength, the potential pitfalls are highlighted together with actions to reduce or avoid their negative impact. This premium report shows Possible Overplayed Strengths for competency dimensions with scores of 8-10 which are all well above average.

Development Tips

While building strengths is likely to be a more rewarding way to develop, it may be that there is a requirement to develop in areas which are less strong. For these areas development tips are provided on how to improve performance. This premium report shows Development Tips for competency dimensions with scores of 1-5 which range from well below average to average.

Managing Limitations

Areas of limitation are unlikely to be areas where there is a strong desire or capability to easily change. It may be better to be realistic about these areas and rather than attempt to change them, be clear on how best to manage them. If there are no clear areas of limitation, this section will be blank. This premium report shows Managing Limitations for competency dimensions with score of 1-3 which are well below average.

Building Strengths

Interacting with People		Extremely High
Projecting Enthusiasm; Making Contact; Networking	10	performed better than 99% of comparison group

- Look to involve the quieter members of the team in order to utilise their talent.
- Think who it is important to develop a better relationship with. Invest time in improving these relationships.
- Engage others and generate enthusiasm for achievement within the team.
- Use enthusiasm to inject energy into projects and inspire others to achieve.
- Enthusiasm can be infectious. Spend time sharing with colleagues why their ideas/new services are good.
- Improve the dynamics in slow or confrontational meetings. Inject a positive outlook and energy in these interactive forums.
- Get in contact with all new stakeholders who interface with the role/department.
- Think through ways to make contact which could improve a relationship, e.g. inviting to a particular event, going for lunch.
- Offer to introduce contacts to people who may be helpful to each other.
- Make the most of your network; ask good personal contacts to facilitate introductions with their useful contacts.
- Be sure to devote some time to networking over the phone and to use your skills in this area even when you are very busy.
- Make sure to network with purpose and spend time with people where there is potentially a mutual benefit.

Possible Overplayed Strengths

Interacting with People Projecting Enthusiasm; Making Contact; Networking	▮▮▮▮▮▮▮▮▮▮ **10**	Extremely High performed better than 99% of comparison group

- Try not to look for too much involvement from other people. ACTION: Learn to get the right combination of input from others to ensure effective and efficient delivery.

- Is there a danger of taking up too much of other people's time? They may resent this when they are busy. ACTION: Be careful to ascertain that the individual contacted has the time to interact.

- Is your focus on interacting ever at the expense of completing more mundane daily tasks? ACTION: Try to get work tasks out of the way first and then spend time talking to people.

- Be aware of being perceived as overly enthusiastic and lacking in judgement or discrimination. ACTION: Be careful to assess situations and know when to moderate natural enthusiasm.

- Try to avoid being seen as overselling your ideas. ACTION: Be open to other people's ideas. Show equal enthusiasm for these as for your own ideas.

- Could making regular contact sometimes seem needy or intrusive to less gregarious people? ACTION: Be aware of signs from others that they are not keen to talk.

- Is there a danger of sticking to the same events and networks? ACTION: Regularly consider new opportunities to network, and set clear objectives for networking.

- Watch for spending time with people who are interesting but do not help to move things forward. ACTION: Review carefully how and with whom time is spent.

Building Strengths

Thinking Positively Being Optimistic; Recovering from Setbacks; Projecting Cheerfulness	▢▢▢▢▢▢▢▢ 9	Very High performed better than 95% of comparison group

- Bring enthusiasm to project teams by clearly conveying a willingness to get involved.
- Talk about your positive attitude with others.
- Engage colleagues who are less positive and encourage them to see the benefits of proposed plans.
- Recognise that project managers and risk analysts may not be particularly optimistic. Work alongside them constructively.
- Learn from risk analysis and project management techniques.
- Lead by example. Show people how to learn from experience and move on quickly.
- Help other people to move on following mistakes.
- Help to create a positive and productive work environment for the team.
- Engage others. Cheerfulness can be infectious.

Possible Overplayed Strengths

Thinking Positively Being Optimistic; Recovering from Setbacks; Projecting Cheerfulness	▢▢▢▢▢▢▢▢ 9	Very High performed better than 95% of comparison group

- Could a high level of optimism result in a fairly cursory analysis of risk at times? ACTION: Be attentive to risk; consider daily where problems could emerge.
- Is there a danger that you might be less tolerant towards highly critical individuals, and dismiss their good advice as a result? ACTION: Recognise experts and consider where their advice could be used to good effect.
- Does a positive outlook result in very little contingency planning? ACTION: Consider the worst outcomes. Make contingency plans for important projects.
- Do you tend to concentrate on the positives and ignore the negatives? ACTION: Spend time reviewing the pitfalls with a more critical individual or individuals.
- Look out for relying unquestioningly on other people's positive support. ACTION: Check that resources and support will actually be available.
- Is there a danger of failing to learn from more negative experiences? ACTION: Pause briefly after a setback, long enough to record learning experiences, before returning to a more natural positive disposition.
- Is there a danger that some people could mistake your cheerfulness for a lack of seriousness? ACTION: Acknowledge that a more serious demeanour can be helpful in certain circumstances.

Building Strengths

Developing Expertise		Very High
Taking up Learning Opportunities; Acquiring Knowledge and Skills; Updating Specialist Knowledge	9	performed better than 95% of comparison group

- Identify the experts in a specialist field, target what information to get from them and think how best to achieve this.

- Review personal development activities with your manager and/or mentor on a regular basis.

- Volunteer to share learning with the team by giving presentations, writing up experiences or summarising recent research or reading.

- Identify learning and development areas that are key for your current role and/or future progression.

- Research new approaches to learning and self-development techniques to aid retention of new information.

- Offer to mentor others and encourage others to learn and develop, suggesting strategies to improve pace of learning.

- Research current thinking in a relevant work area and write a critique of the key arguments.

- Set up a group to learn about a particular specialist topic. Bring in expertise if necessary.

Possible Overplayed Strengths

Developing Expertise Taking up Learning Opportunities; Acquiring Knowledge and Skills; Updating Specialist Knowledge	▢▢▢▢▢▢▢▢ 9	Very High performed better than 95% of comparison group

- Could a strong focus on self-development lead to an avoidance of the more mundane elements of work? ACTION: Use learning as a reward for delivery. Do the mundane things first. When they are complete go onto more interesting things.

- Becoming more of a specialist may focus your career in a particular direction. ACTION: Consciously think through the impact which specialist knowledge and skills could have on your future career path and prospects.

- Might selfish use of resources for self-development create resistance in the team/with others? ACTION: Identify a specific area of specialist expertise that needs to be brought up to date and make time available to improve your skills.

- Review key learning points from personal development activities to ensure relevance to current/future work. ACTION: Monitor the application and use of recently acquired skills and knowledge. If learning has not contributed to performance, consider future personal development choices more critically.

- Could those who are fast learners forget others who progress at a different pace? ACTION: Allow others the space and time to learn at their own speed.

- Might quick learners prove challenging to coaches/trainers, especially in groups of varying levels of ability? ACTION: Take account of the trainers' needs to meet the learning styles and speeds of all involved.

- Could individuals who are more specialised than is needed for their current role be perceived as too narrow and focused in one area? ACTION: Aim for breadth in your personal development to extend the range of developmental activities.

- Might spending time researching and reading be at the expense of talking to people about how to do things? ACTION: Balance the amount of time spent on research with reflection and discussion with others.

Building Strengths

Inviting Feedback		Very High
Acknowledging Criticism; Encouraging Critical Thinking; Gathering Feedback	9	performed better than 95% of comparison group

- Seek feedback from a wider range of sources, including both internal and external customers.

- Make it easy for people to provide feedback; consider online questionnaires and different forms of follow-up as well as face-to-face discussion.

- Coach others in how to give and receive feedback.

- Demonstrate how feedback has made a positive impact.

- Use feedback constructively to improve quality standards.

- Encourage others to provide constructive criticism.

- Work out with colleagues what questions could lead to changes and improvements.

- Be a role model of how to seek feedback and act on it.

- Extend your approach to gathering feedback. Ask others to gather feedback for you, as well as seeking it personally.

Possible Overplayed Strengths

Inviting Feedback Acknowledging Criticism; Encouraging Critical Thinking; Gathering Feedback	▢▢▢▢▢▢▢▢ 9 ▢	Very High performed better than 95% of comparison group

- Be careful not to invite criticism unnecessarily. ACTION: When things have gone well, resist the temptation to find minor faults.

- Do you tend to seek feedback without considering whether it is really necessary? ACTION: Ask key people for feedback once you have assessed whether receiving it would be valuable for development.

- Be careful not to take up too much of people's time asking for feedback. ACTION: Limit the amount of time spent seeking feedback to occasions when it would be particularly meaningful.

- Are regular requests for feedback and review making some people feel uncomfortable? ACTION: Be mindful that some people are very uncomfortable giving feedback.

- Avoid focusing too heavily on the criticisms of others. ACTION: Try to balance the feedback received, acknowledging the positive aspects in addition to the criticisms.

- Could your readiness to accept criticism lead to your being personally blamed for issues where the majority of the fault lies elsewhere? ACTION: Accept criticism where it is justified, while being clear on where wider improvements could be made.

- Be aware that being critical does not come naturally to everyone. ACTION: Do not assume just because someone is not prepared to voice their critical views that they do not have any.

- Being openly critical can make people feel hurt emotionally or blamed. ACTION: Be an advocate of having an environment where criticism does not turn quickly to blame.

- Ensure that the feedback you receive does not lead to too much introspection and inertia. ACTION: Convert feedback into action, otherwise it will be wasted.

- Don't just assume that everyone is open to the feedback process. ACTION: Be sensitive when seeking feedback, and understand that not everyone may be comfortable providing it.

Building Strengths

Generating Ideas
Producing Ideas; Inventing Approaches;
Adopting Radical Solutions

`8`

High
performed better than 90% of
comparison group

- Ensure that ideas are supported by a rational argument and a strong business case.
- Be aware of who the key stakeholders and decision makers are; these are the people to sell ideas to.
- Ask for feedback on the quality of your ideas and how they are presented.
- Look at your best ideas that have previously been rejected and see if they could be revived.
- Get involved in the early stages of projects. This is where suggestions will be welcomed.
- Investigate techniques to improve creativity.
- Put together a creative group of experts from different areas to solve intractable problems.
- Present a range of ideas, offering varying degrees of change from where things are now.

Possible Overplayed Strengths

Generating Ideas
Producing Ideas; Inventing Approaches;
Adopting Radical Solutions

`8`

High
performed better than 90% of
comparison group

- Is your strong focus on generating ideas sometimes at the expense of delivery? ACTION: Be careful not to take on too much; try out the best formed ideas, not all of the ideas.
- Does your passion for producing ideas make it difficult to listen to others' ideas and accept alternative views? ACTION: Treat other people's ideas with respect and review their merit alongside that of your own.
- Is your continued pursuit of ideas which have been rejected having an impact on your reputation? ACTION: Be clear on which ideas will always be rejected. Look to avoid these same pitfalls when putting forward new or revised ideas.
- With so many ideas, it may be difficult to prioritise and progress the key ones. ACTION: Identify the ideas that matter. Promote these and avoid presenting lots of ideas at once.
- Do you find that you have so many ideas it is difficult to identify the really good ones? ACTION: Aim for fewer, well-argued propositions.
- Is your quest for creativity at the expense of considering essential parameters and requirements? ACTION: Understand and adhere to the requirements of the brief.
- Does too radical an approach risk a loss of credibility with some key stakeholders? ACTION: Always seek feedback from stakeholders and be aware of what they are looking for.
- Is your focus on doing things differently so great that you risk losing what works well now? ACTION: Be clear on the reasons why things shouldn't change and be prepared to have changes as additions or new services rather than simply scrapping what went before.

Establishing Rapport Putting People at Ease; Welcoming People; Making Friends	▢▢▢▢▢▢▢ 8 ▢▢	High performed better than 90% of comparison group

- Make sure that social skills are accompanied by substantial and meaningful content.

- Read about great social communicators and the skills they demonstrated. Learn to apply these.

- Look for opportunities to maximise skills (e.g. client facing and ambassadorial roles).

- Consider the sorts of people who are least likely to be put at ease by your personal style, and think of ways to amend your approach with these people accordingly.

- Find a mentor who has excellent interpersonal skills and ask them to help make a recording of a personal introduction and initial conversation. Use an important real-life example. The mentor can play the role of the person being met. Review this with them and do it again.

- Before a meeting, think through topics of conversation that demonstrate some common interest.

- Broaden the range of social contacts with peers as well as management.

- Find common interests with others and arrange to do things together.

- Host a party or social event and invite a wide circle of colleagues.

Possible Overplayed Strengths

Establishing Rapport		High
Putting People at Ease; Welcoming People; Making Friends	8	performed better than 90% of comparison group

- The majority of conversations with others should be for a purpose. ACTION: Be careful not to spend too much time engaging with others when it is not relevant to your work area/goals.

- Try to avoid making too many non-work-related calls. ACTION: Limit the amount of time spent interacting with people from outside work. Reduce the frequency of contact or shorten meetings/conversations.

- Be conscious that some people prefer to take their time to get to know and trust others. ACTION: Get to know people at a pace they are comfortable with.

- People who are good at putting others at ease can be seen as overly polished. ACTION: Be aware of the impression you make on others and avoid appearing too 'polished' or 'slick'.

- More introverted people can find very warm introductions unsettling. ACTION: Be wary of appearing too forward when introducing yourself to less extroverted people.

- Watch for asking too many personal questions too soon, particularly with new introductions. ACTION: Look for non-verbal cues to determine when to move the conversation along.

- Staying in contact with a wide circle of friends can be difficult when work gets very busy. ACTION: Be direct in telling friends that there is no time or limited time to talk when it gets busy.

- Having more friends may be at the expense of having a smaller number of friendships that are of greater depth. ACTION: Evaluate who are the friends that are important and make sure that enough time is invested to keep these relationships strong.

- Having a lot of friends may be viewed by others as indicative of a lack of critical judgement about people. ACTION: Think through who it is best not to be associated with and consider whether their friendship is worth the potential impact on your reputation.

Building Strengths

Exploring Possibilities Developing Concepts; Applying Theories; Identifying Underlying Principles	**8**	High performed better than 90% of comparison group

- Try to get involved in the early stages of project planning when the outline ideas are being discussed.

- Suggest links and patterns when colleagues are putting suggestions forward, to create coherent models rather than isolated ideas.

- Find simple analogies to explain more complex opportunities.

- Translate thinking into user/customer friendly applications.

- Trial new concepts and approaches to see what works well, and build this into future thinking.

- Spend time with colleagues to discuss how theories could be turned into action.

- Read books about the theory and its application. Look for real-life examples.

- Practise communicating the key components of a concept.

Possible Overplayed Strengths

Exploring Possibilities Developing Concepts; Applying Theories; Identifying Underlying Principles	**8**	High performed better than 90% of comparison group

- Be wary of exploring too wide a range of possibilities and consequently not delivering any clarity to others. ACTION: Keep presentations focused and simple. Concentrate on one theme at a time.

- Are your ideas and suggestions seen as too complex for your audience? Think more about how to present them. ACTION: Research the target audience thoroughly before presenting to them. Find analogies and graphics which make things clearer.

- Be wary of getting immersed in ideas and models without translating these into practical applications for potential users/customers. ACTION: Focus on the practical and commercial benefits of suggestions to end users.

- Do colleagues find your capacity to theorise quite exasperating, particularly when deadlines are tight? ACTION: Respect the deadlines that everyone is working towards; realise that there is a time and a place for theorising and conceptualising.

- Does your great depth of understanding sometimes lead you to focus on things which are of little interest to anyone except specialists in the area? ACTION: Don't lose sight of what is important to those who are buying or selling a product or service by becoming preoccupied with detailed technicalities.

Building Strengths

Challenging Ideas		High
Questioning Assumptions; Challenging Established Views; Arguing Own Perspective	8	performed better than 90% of comparison group

- Identify projects to get involved with which require change and where some resistance may have to be faced.

- Encourage colleagues to see challenges as constructive. Explain the benefits and sell ideas; don't simply stop at the point of challenge.

- Be aware of politics in the workplace. Review the best approaches with close colleagues before causing unnecessary upset.

- Be prepared to look at high profile areas that have remained unchanged for long periods of time. See how many improvements can be suggested.

- Before you begin to consider potential solutions, get people to focus on what the problems are and what it would be like if these problems did not exist.

- Join a debating society; practise presenting your viewpoint and learn from other debaters.

- Try not to allow a discussion to become too heated or personal.

Possible Overplayed Strengths

Challenging Ideas Questioning Assumptions; Challenging Established Views; Arguing Own Perspective	8	High performed better than 90% of comparison group

- Beware of prolonging discussion/debate and revisiting points which have already been agreed upon. ACTION: Know when to concede gracefully.

- Too great a focus on challenging and questioning ideas can delay important decision making and put deadlines at risk. ACTION: Balance the need to make a decision with the need to make the right decision.

- Some colleagues may find being constantly challenged tiresome rather than taking it as constructive criticism. ACTION: Be aware of colleagues who find criticism tiresome; limit the criticism given and balance it with positive contributions.

- Is there a danger of continuing to question despite being given a series of reasonable answers? ACTION: Avoid being unnecessarily critical of a position which is well researched and considered, as this may give the impression that you have a biased agenda.

- Beware of discussion drifting off track and reopening older talking points. ACTION: Stay focused on what the criteria for decisions are. Highlight to others if the topic is becoming too wide ranging.

- Be aware that the passion of a few in a discussion may lead to the exclusion of less vocal colleagues. ACTION: Make sure that other people have given their viewpoint and that there is no perception of forcing others into a decision.

- Is there a risk of arguing for the sake of enjoyment? ACTION: Don't start an argument when there is no significant disagreement. Remain calm and find like-minded people to debate other issues with outside of work.

- Watch for heated discussion descending into something more personal. ACTION: Remember the importance of maintaining a good relationship. Impartial observers often consider that people become personal when they have lost an argument. If you feel your anger rising in a discussion, think about possible reasons for this.

- Do you have a tendency to carry on arguing even when the debate has finished? ACTION: Realise when no-one cares or is listening.

Building Strengths

Upholding Standards Behaving Ethically; Maintaining Confidentiality; Acting with Integrity	7	Fairly High performed better than 75% of comparison group

- Discuss with colleagues which are the most important values and standards in your work area, e.g. serving the local community or welcoming a new employee.

- Be very clear about the ethical guidelines people are expected to follow.

- Take a role, or some responsibility or interest, in the corporate governance of the organisation.

- Set an example by following a professional code of ethics and company 'best practices'.

- Follow up on suspected breaches of confidentiality. Demonstrate how seriously the business takes these issues.

- Help employees realise that the company relies upon each person meeting the commitments made to others.

- Deal quickly with problems arising as a result of lack of integrity.

Building Strengths

Checking Things Finding Errors; Ensuring Accuracy; Producing High Quality Work	7	Fairly High performed better than 75% of comparison group

- Ensure that everyone understands where errors have come from and how they will be avoided in future.

- Get involved with quality control.

- Create a list of common errors that everyone can check against.

- Volunteer to check key facts and figures in different types of documents.

- Share techniques and approaches with others to improve the general level of quality at work.

- Offer to take a last look at a deliverable for others and provide suggestions for finishing touches.

- Review quality assurance processes at work and suggest improvements.

- Be involved in audits to trace errors and eradicate faulty processes.

Building Strengths

Documenting Facts Writing Fluently; Understanding Logical Arguments; Finding Facts	7	Fairly High performed better than 75% of comparison group

- Explore opportunities for reinforcing the written word in documents with appropriately presented facts and figures.

- Adapt written communication style to stay up to date with the latest trends, e.g. visual aids.

- Look for opportunities to write, e.g. contribute to newsletters, marketing and training material, and seek feedback from editors and readers.

- Seek feedback on your documentation to enhance your writing skills.

- Seek out intelligent, thoughtful people and spend time understanding their logic and expertise.

- Scrutinise the evidence used to support others' points of view - is it well researched? Look for tentativeness and lack of confidence in their approach.

- Spend time researching new sources of information.

- Seek out experts in their field and question them thoroughly.

Building Strengths

Empowering Individuals Motivating Individuals; Inspiring People; Giving Encouragement	7	Fairly High performed better than 75% of comparison group

- Invest some time to coach and/or mentor others.

- Identify talented individuals; review their performance and discuss future possibilities with them.

- Discuss people's strengths and limitations with them; look to play to their strengths.

- Explore new and different ways to motivate others.

- Read about different theories of motivation.

- Try to gain experience of a range of motivational issues, from managing poor performance through to growing high potential teams.

- Get involved with teams and high potential groups.

- Seek external opportunities to present the advantages of working for the organisation.

- Present a vision of the future clearly and with consistent reminders. Reinforce this vision in emails, newsletters, etc.

- Offer to mentor new and/or high potential people at work.

- Ensure that rewarding good performance and recognising extra effort is built into the organisation's culture.

Building Strengths

| Convincing People
Persuading Others; Shaping Opinions;
Negotiating | 6 | Average
performed better than 60% of
comparison group |

- Vary your approach, particularly when dealing with regular contacts, so as not to become predictable and therefore easier to argue against.
- Consult others when putting arguments together. They may well be able to offer a unique perspective.
- Ask for feedback on persuasive skills. Look to achieve good, high-quality solutions that build relationships.
- Prepare arguments well. Consider both sides of the case in order to handle objections and counter-argue.
- Be clear on your final point and rehearse giving this message.
- Look to get involved with higher level and more difficult negotiations.
- Attend a formal negotiation skills programme.

Building Strengths

| Conveying Self-Confidence
Projecting Inner Confidence; Determining Own
Future; Valuing Own Contributions | 6 | Average
performed better than 60% of
comparison group |

- Use self-confidence as a platform to try new things and undertake challenging assignments.
- Look for roles where establishing credibility is important and valued.
- Work with a mentor and continue to pursue personal development.
- Seek high profile roles which increase exposure in the organisation.
- Look for projects which are out of your comfort zone.
- Seek feedback on your performance; do not rely solely on your own judgement.
- Be clear about your strengths, and look for opportunities to maximise using them.
- Identify other people who have strengths which can compensate for your weaker areas.
- Look at your career and consider the moves and experiences which will help you realise personal ambitions.
- Identify positive and encouraging managers and mentors who can help your career.
- Build strengths, specialist expertise and knowledge which will enable you to make a greater professional contribution.
- Avoid contributing when unsure; be honest and find more facts before committing to action.

Building Strengths

Team Working Working Participatively; Encouraging Team Contributions; Involving Others in Decisions	▢▢▢▢▢ 6 ▢▢▢▢	Average performed better than 60% of comparison group

- Look for opportunities to chair meetings and committees.
- If one member of the team is not getting on particularly well with other members of the team, work towards more integration in the team and its activities.
- Help to build cross-functional relationships within the business.
- Encourage contributions from more introverted colleagues.
- Spend time discussing with team members and colleagues how things could work better.
- Organise team building activities.
- Collaborate with specialists to ensure that their advice is recognised and understood by others.
- Balance the contribution from different people, ensuring that extroverts in the group don't get a vastly disproportionate share of the discussion time.
- Prompt less consultative colleagues to include relevant views prior to decision making.
- Suggest processes for effective consultation and try them out.
- Gain experience working in teams with disparate views which need reconciling.

Building Strengths

Embracing Change Coping with Change; Tolerating Uncertainty; Adapting to New Challenges	▢▢▢▢ 6 ▢▢▢▢	Average performed better than 60% of comparison group

- Identify roles where it is possible to act as an agent for change.
- Explore possibilities to work on change/transformation projects.
- Research models of change and understand the change curve.
- Read case studies focusing on organisations which have successfully implemented change.
- Get involved in planning the communications around change.
- Look for roles in start-up businesses or new parts of the organisation.
- Look for roles in business turnaround situations.
- Take on new and different responsibilities.

Building Strengths

Impressing People		Average
Attracting Attention; Promoting Personal Achievements; Gaining Recognition	6	performed better than 60% of comparison group

- Volunteer for roles to represent the team to others.
- Volunteer to present and undertake activities which increase personal exposure.
- Offer to be the representative for your team. Be the spokesperson.
- Seek roles which encourage selling and influence.
- Promote the good work of the team and colleagues when appropriate.
- Think of different media to promote achievements (e.g. internal newsletters, professional bodies or trade press, etc.).
- Be factual in self-promotion. Use quantifiable data and qualitative comments of clients and stakeholders.
- Identify managers and colleagues who are happy to give support and praise when needed.
- Who has gained a less positive impression of you? Work hard at changing their impression.

Building Strengths

Valuing Individuals		Average
Showing Consideration; Tolerating Others; Trusting People	6	performed better than 60% of comparison group

- Grow and develop talent within the organisation. Encourage people to see the strengths in others.
- Use the value you place on others to increase their self-esteem and confidence.
- Encourage more cynical colleagues to give people the benefit of the doubt.
- Think through what colleagues and clients want, and anticipate their needs; be ready to give them what they want before they want it.
- Encourage others to appreciate diversity, and do not accept prejudicial or unfair comments directed at a particular individual or group.
- Work to include less popular members of staff.
- Delegate effectively. Read books on how to do this.
- Encourage and reward loyalty.

Development Tips

Making Decisions Deciding on Action; Assuming Responsibility; Standing by Decisions	2	Very Low performed better than only 5% of comparison group

- List the most important decisions required and concentrate on these. Do not allow distractions.

- Check that the relevant parties have been consulted before reaching a decision.

- Have a plan to research the background to increase confidence when taking the responsibility for decisions.

- Analyse the relevant data well before taking responsibility for a decision.

- Be aware of timelines. When decisions could affect the delivery of a project, try to make those decisions as early as possible.

- Consider a number of options before reaching a conclusion.

- Identify areas at work to take responsibility for and own the process or task.

- Build decisions on rational evidence so that, if challenged, a position can be confidently justified.

- Be clear on who will provide support for the decision and who might try to get it reversed at a later stage. Attempt to get their commitment to stand by the decision.

Managing Limitations

Making Decisions Deciding on Action; Assuming Responsibility; Standing by Decisions	2	Very Low performed better than only 5% of comparison group

- Procrastination can be very stressful; set time limits and stick to them.

- Break big decisions down into their component parts and tackle the important and urgent decisions first.

- List the decisions required and review them with your line manager.

- If it is difficult to make an important decision, refer it upwards, make a recommendation, and learn from the result.

- Check the implications of decisions with trusted colleagues before they are implemented.

- Diffuse responsibility for a difficult or important decision by discussing with managers and colleagues, and jointly deciding on best course of action.

- Think carefully before changing your mind about a decision. Look at the practical downsides of changing the decision at this point in time, as well as the benefits.

- Changing one's mind regularly can make people regard all decisions made as open to change. Make clear which decisions are open to change and which are not.

Development Tips

Managing Tasks		Very Low
Working Methodically; Planning Activities; Setting Priorities	2	performed better than only 5% of comparison group

- Perform or allocate tasks in line with capabilities and interests; use more appealing tasks as rewards and give people more challenging assignments.
- Take note of activities which require action. Allocate time for each activity.
- Complete one part of a task before moving on to the next. Try to reach a good finishing point before you switch to another task.
- When doing something for the first time, take a note of each step and store the notes, ready to review them before doing the task for a second time.
- Anticipate likely derailers and build contingencies for them into plans. Communicate promptly with team members as plans change.
- Review plans with a colleague.
- Build contingency into all stages of planning.
- Highlight the interdependencies in a plan. Ensure everyone understands the implications of their contribution.
- Try to balance both the urgency and importance of tasks when establishing their priority.
- Be clear about immediate priorities as well as those for the next 30 and 90 days. Review and revise them regularly.

Managing Limitations

Managing Tasks		Very Low
Working Methodically; Planning Activities; Setting Priorities	2	performed better than only 5% of comparison group

- Get administrative support if possible. If not, use automated calendars to manage appointments and store contact information efficiently.
- Not all tasks are created equal; some will come more easily, or be more interesting to you than others. Plan accordingly.
- Tackle one thing at a time and don't let distractions affect your focus.
- Get help breaking each activity into specific work steps with time frames, resources, dependencies, review dates and metrics to evaluate progress.
- Start with a simple plan in the form of a to-do list; consult and amend it daily.
- Ask about both the urgency and importance of tasks before tackling them.
- List the key priorities and have these available at all times.

Development Tips

Meeting Timescales Meeting Deadlines; Keeping to Schedule; Finishing Tasks	2	Very Low performed better than only 5% of comparison group

- List the activities required to complete a project. Keep a record of tasks completed.

- Be realistic about how long things take. Seek advice on areas that are less familiar.

- Start seeing deadlines as fixed and important.

- Break the overall project timelines down into shorter intervals for more regular progress and process checks.

- Don't assume that more work can be done by simply flexing other deadlines without checking with the other project managers/resources first.

- Start big tasks early. Don't delay the start and leave things until the last minute.

- Create a clear schedule indicating 'who, when and where' for each activity; make regular adjustments to the schedule.

- Address the reasons that contribute to tardiness, such as distractions, over-committing, placing less value on other participants' time, poor planning.

- Allow time for contingency and review.

- Create a discipline of addressing any incomplete tasks.

- Not finishing something means that good work doesn't come to fruition. Delegate the final tasks if necessary.

Managing Limitations

Meeting Timescales Meeting Deadlines; Keeping to Schedule; Finishing Tasks	2	Very Low performed better than only 5% of comparison group

- Ask for help splitting projects up into component tasks and work streams.

- Remove distractions when working to a deadline and defer less urgent tasks until after the deadline.

- Avoid committing to a task/project that it is not possible to deliver on time given other commitments. Ask what is required (time, skills, resources) and if necessary escalate resourcing of the task/project upwards.

- Seek advice about breaking the overall project timelines down into smaller units, perhaps setting daily or even hourly milestones.

- Appreciate that any delays will put pressure on colleagues responsible for the next stage of the process.

- Review each activity on the schedule including how long each takes to complete, the people involved and the sequencing of activities. Review progress at regular intervals or critical points.

- Clarify the start time and precise location of meetings or events. Get clear directions. Allow time for traffic or other delays.

- Agree on a precise specification of what needs to be delivered by the deadline to avoid surprises later on.

Development Tips

Directing People Leading People; Co-ordinating Groups; Controlling Things	2	Very Low performed better than only 5% of comparison group

- Ensure that all team members are clear about what they have to do and by when.
- Keep track of all the deliverables and key performance indicators; check progress weekly.
- Identify examples of effective leaders in an organisation. List the things they do which make them good at directing others and build these areas into activities.
- Volunteer to take responsibility for a clearly defined project; review the plan regularly with your manager or a colleague.
- Present a clear vision of what needs to be done and what the common goals are.
- Make use of people's strengths. Capitalise on what they are good at.
- Set clear objectives for each member of the team.
- Give regular feedback on performance.
- Watch and learn from people who chair meetings and committees effectively. Work to an agenda and control time.
- Have a clear plan of who does what when. Check that each person involved knows when they are involved, and check on progress.
- Encourage regular updates and knowledge sharing between groups.
- Match people and tasks well. Understand people's talents and their interests.
- Keep communication flowing regularly.

Managing Limitations

Directing People Leading People; Co-ordinating Groups; Controlling Things	2	Very Low performed better than only 5% of comparison group

- Seek roles without people management responsibilities. Look for a career path which does not have to be managerial.
- List the reasons why you feel disinclined to direct others, and think through what implications these have for future roles.
- Avoid being leaderless. Appoint a leader and offer them support wherever possible.
- Make sure there is someone in the team who is good at co-ordinating.
- Ensure that someone methodical is in charge of organising things/keeping an inventory etc.

Development Tips

Developing Strategies Forming Strategies; Anticipating Trends; Envisaging the Future	2	Very Low performed better than only 5% of comparison group

- Create opportunities to work alongside a strategic thinker.

- Get involved in more strategic projects; learn from others.

- Research different models of strategic thinking.

- Read and keep up to date with case studies on implementing strategy and changing the course of a business.

- Spend time thinking about where the corporate strategy is relevant to the role/team/function.

- Summarise the strategy for your area in three sentences.

- Create time to review future possibilities once a quarter.

- Look at the longer term objectives as well as the shorter term deliverables.

- Try to align short and medium term deliverables against longer term objectives.

Managing Limitations

Developing Strategies Forming Strategies; Anticipating Trends; Envisaging the Future	2	Very Low performed better than only 5% of comparison group

- Be aware that strategic thinking is required and expected for senior roles in organisations.

- Be aware that short-term operational focus should take account of longer term strategy. Make sure that you understand the key drivers.

- Harness the strategic thinking of others. Talk to colleagues and managers about different potential strategies.

- Discuss future trends with knowledgeable colleagues.

- Be aware of the corporate vision and the implications of this for the team and your job role.

Development Tips

Pursuing Goals Achieving Outstanding Results; Acting with Determination; Persisting through Difficulties	2	Very Low performed better than only 5% of comparison group

- Check the requirements for promotion; do a self-evaluation and plan to close any gaps.
- Keep goals in sight at all times. Avoid being distracted.
- Observe real achievers at work. List three things they excel at and build on these.
- Aim to surprise clients and stakeholders. Think about where their expectations can be exceeded.
- Envisage what success looks and feels like each day and keep pressing forward. Get practical and emotional support to overcome challenges.
- Adopt a positive mental attitude. Think of reasons why something is possible as opposed to reasons why it isn't.
- Build greater tenacity. Rather than giving up on a problem, leave it, create some space and then come back to it again.

Managing Limitations

Pursuing Goals Achieving Outstanding Results; Acting with Determination; Persisting through Difficulties	2	Very Low performed better than only 5% of comparison group

- Spend time reflecting on your true ambitions and passions. Discuss career paths with your Human Resources department and identify next steps.
- Break goals down into objectives that are specific, manageable, attractive, realistic and time-bound.
- Recognise at an early stage when the chances of failing to achieve objectives are high, and talk to others about tactics/approaches to stay on track.
- Question why it is that you feel reluctant to engage fully and give 100%. Are you concerned about failing? Concerned about succeeding? Or do you lack motivation?
- Ask others with more experience how to get around specific obstacles.
- Seek help and support from your manager and colleagues to remove obstacles and get through difficulties.

Development Tips

Providing Insights Continuously Improving Things; Identifying Key Issues; Making Intuitive Judgements	2	Very Low performed better than only 5% of comparison group

- Be open to new ideas and new ways of doing things; consult colleagues and ask for suggestions.

- Suggest three ways in which your job could be improved and could increase productivity and/or motivation. Discuss these with colleagues.

- Identify areas which have been unchanged for a long time. Choose one area to improve each month.

- Consider changes that could lead to a 5-10% improvement in key result areas.

- If something needs major improvements, divide the required changes into stages and attempt to do them in a logical order.

- Consider projects and tasks in a more structured way. Start by writing down what the objectives are, then draw up a list of influencing factors and outline some of the key criteria for making a decision.

- Learn to understand and use your intuition. If the facts indicate one conclusion, but raise personal doubts, then spend time working out why there are doubts; write them down and then review later which of your doubts were justified.

Managing Limitations

Providing Insights Continuously Improving Things; Identifying Key Issues; Making Intuitive Judgements	2	Very Low performed better than only 5% of comparison group

- Ask a respected colleague to review issues and give a judgement as to what should change or could be improved upon.

- Be aware that how you do your work can quickly become out of date. Try to consult others and look for ideas on how to update your processes.

- Be aware that a reluctance to focus on better ways of doing things could result in missing opportunities for improvement.

- Utilise experience in the team. Ask people for advice on how things could be improved.

- Ask a respected colleague to review complex problems and draw out the key issues.

- Avoid situations that require a strongly intuitive approach, for example, where there is little objective information available.

Development Tips

Taking Action Making Things Happen; Using Initiative; Investing Energy	▢▢**3**▢▢▢▢▢▢	Low performed better than only 10% of comparison group

- Consider the costs of delaying action. Get started as early as possible.

- Be willing to cut through time-consuming bureaucracy.

- Take ownership of a project or initiative from start to finish. Commit to resolving issues and celebrating accomplishments.

- Seek a task or project that is important, manageable and never seems to get done. Get it done.

- Next time a work issue or opportunity arises, take the initiative to do as much as possible before someone else has to step in.

- Develop a discipline around diet, exercise and getting enough sleep to boost energy levels.

Managing Limitations

Taking Action Making Things Happen; Using Initiative; Investing Energy	▢▢**3**▢▢▢▢▢▢	Low performed better than only 10% of comparison group

- Avoid being held back by having too many questions or concerns about moving ahead.

- Highlight problems and issues. Don't ignore them.

- Opportunities are easily missed and small problems are likely to get worse if not attended to. If you are unsure how to make things happen, ask for guidance.

- Alert colleagues as soon as problems or opportunities arise, then partner with them to decide what to do next. Only escalate if it is really necessary to do so.

- Reflect on the reasons for your lack of energy, e.g. burn out, lack of sleep or exercise, or doing too much.

Development Tips

Adopting Practical Approaches Applying Practical Skills; Learning by Doing; Applying Common Sense	3	Low performed better than only 10% of comparison group

- Concentrate on what will actually work and try to provide an immediate and practical solution to the problem.
- Test ideas out on the people who will actually have to use the systems/processes that are being suggested, and ask for feedback on your ideas.
- Ask to be shown how to use the equipment in the office by someone who knows how to use it effectively.
- Build in time for reflection and review following a period of having to learn a task by doing it. Avoid concentrating on what went wrong; focus instead on what was learned.
- Spend time checking whether fundamental assumptions are met and that an approach delivers what is really needed.

Managing Limitations

Adopting Practical Approaches Applying Practical Skills; Learning by Doing; Applying Common Sense	3	Low performed better than only 10% of comparison group

- Engage a colleague who is considered to be highly practical to test out your approaches before they are implemented.
- Avoid getting involved where a more practical approach to tasks is fundamental to success.
- Seek help, if possible, when engaging in tasks which require the knowledge and use of equipment at work.
- Be careful to check your understanding of key issues with other people when required to learn a task by doing it.
- Ask colleagues to focus on the basics that may have been overlooked.

Interpreting Data
Quantifying Issues; Applying Technology; Evaluating Information Objectively

3

Low
performed better than only 10% of comparison group

- Spend some time reading analytical and/or financial reports; discuss the aspects that you don't fully understand with colleagues who work in that field.

- Work alongside an experienced colleague and discuss the relative merits of the different types of data analysis they use.

- Use the help menus on software to develop your understanding, and make a point of learning more about the available functionality.

- Review business reports and read business/finance sections of newspapers, focusing on understanding why they report particular figures and what good data reporting looks like.

- Spend time with a colleague who has a strong financial background to ensure a good understanding of the basic financial metrics and indicators.

- Ask an experienced user for advice and coaching in specific areas of information technology, especially where confidence is lacking.

- Take opportunities to sit next to experienced colleagues and work with them on presenting data/reports/graphics.

- List the facts for both sides of the argument and weigh these against each other.

- Ask an experienced decision maker for advice on what to take into account when required to make a key decision, asking specifically for input on how to remain objective.

Managing Limitations

Interpreting Data Quantifying Issues; Applying Technology; Evaluating Information Objectively	▢▢ **3** ▢▢▢▢▢▢▢	Low performed better than only 10% of comparison group

- Identify data analysis experts and ask for their advice or help.

- Try to focus on the people side of things and the user interface rather than on the details of the technology.

- Seek advice from others when decisions require an objective approach rather than a subjective or intuitive one.

- Find methods of cross-checking numerical figures with other data before submitting proposals and costings, e.g. by asking numerate colleagues to check work.

- Practise mental arithmetic and check the answers with a calculator.

- Check that decimal points and the number of zeros are correct when recording numerical information.

- Take care to ensure that work done using information technology is regularly saved and indexed.

- Identify others who can prepare presentations, reports and documents that require the use of information technology.

- Discuss ideas with others to make more objective decisions.

- When an objective approach is needed, try to avoid making hasty, instinctive decisions, especially if there is pressure to do so.

Development Tips

Showing Composure Staying Calm; Dealing with Pressure; Tolerating Stress	4	Fairly Low performed better than only 25% of comparison group

- Think through what leads up to and causes the feeling of being stressed.
- Examine your approach to prioritising. Be sure to concentrate on the most important things first.
- Practise deep breathing and relaxation techniques.
- Prepare thoroughly before important events. Don't leave things to worry about.
- Recognise displacement behaviours, i.e. when you are doing things purely to avoid getting down to important tasks.
- Learn how to say no effectively, particularly when very busy.
- Discuss stress points with your manager/colleagues. Share any concerns about your work role and seek advice.
- Build a good support network.

Development Tips

Seizing Opportunities Identifying Business Opportunities; Generating Sales; Outperforming Competitors	4	Fairly Low performed better than only 25% of comparison group

- Join a professional/industry group. Learn about new developments and opportunities from thought leaders and attendees.
- Handle any complaints quickly and efficiently; remember that a complaint can be a business opportunity.
- Know the market, current customer base, and top-selling products/services.
- Shadow a business development colleague in sales meetings; learn how to qualify opportunities, handle objections and ask for business.
- Attend some formal training in sales/customer service.
- Know how the unique selling points, benefits and pricing of your products and services compare with those of competitors.
- Be reliable; call back at the time you agreed with a client and only cancel meetings in an emergency.

Development Tips

Resolving Conflict Calming Upset People; Handling Angry Individuals; Resolving Arguments	▢▢▢ 4 ▢▢▢▢▢▢	Fairly Low performed better than only 25% of comparison group

- Listen actively and attentively. Suspend judgement.
- Focus on facts and data; try not to be overly influenced by people's emotions and dominance.
- Identify potential problems early and take action quickly before people get angry.
- Look for occasions when it would be appropriate to deal with others who are upset.
- Allow people to have their say. Try not to interrupt them.
- Find areas where there is common agreement.
- Empathise with people and help them to see that they are being listened to and understood.
- Understand the context for the argument and then hear both sides.
- Remain objective. Resist any temptation to be personally involved or take sides.

Development Tips

Producing Output Working Quickly; Maintaining Productivity; Multi-Tasking	▢▢▢ 4 ▢▢▢▢▢▢	Fairly Low performed better than only 25% of comparison group

- Work on accurately estimating the time required to complete daily tasks and activities. Use any downtime to help colleagues, work on special assignments or for professional development.
- Try to do the most demanding tasks at times when you are at your most productive.
- Time tasks and aim to improve by 10%.
- Set clear productivity targets; monitor performance and make adjustments until satisfactory levels are maintained over time.
- When working on different tasks/projects simultaneously, take advantage of natural pauses in the action, e.g. wait for others to respond.

Development Tips

Following Procedures Adhering to Rules; Following Instructions; Minimising Risks	□□□□ **4** □□□□□□	Fairly Low performed better than only 25% of comparison group

- Have company policy and procedure manuals at hand. Refer to them before completing new tasks.
- Learn how the key business processes benefit the department, organisation, customers, shareholders and community.
- Only argue for exceptions to the rule in truly exceptional cases.
- Be careful to follow the full set of instructions to avoid costly missed steps and work needing to be redone.
- Check if there is an established list of known risks for your organisation's industry sector. Consider which resources are at risk, what constitutes a threat, and what the consequences are.
- Learn more about legal obligations, and commit to discharging these effectively.

Development Tips

Understanding People Showing Empathy; Listening to People; Understanding Motivation	□□□□ **5** □□□□□	Average performed better than only 40% of comparison group

- Encourage people to talk about themselves.
- Ask open questions and make an effort to get to know people.
- Ask what motivates people and why they have made the choices they have.
- Show individuals that you understand any problems or difficulties they are facing.
- Find ways to support others by giving them practical help where possible.
- Talk less and give others the opportunity to explain and discuss in full.
- Demonstrate your understanding by summarising the key points you have heard.
- Ask people what motivates them and why they have made the choices they have.

Development Tips

Examining Information Processing Information; Asking Probing Questions; Finding Solutions	■■■■ 5 □□□□□	Average performed better than only 40% of comparison group

- Discuss with someone who is good at analysis how you plan to examine an issue.

- Be clear on the important factors which should influence a decision, and try to prioritise them.

- Always allow time to check for errors and mistakes in your work.

- Adopt a structured approach to processing information, considering each issue individually.

- Think about the questions that need to be asked in advance of any interviews or discussions, write them down and be clear about what needs to be established.

- Look at the solutions found for similar problems that have occurred before and see whether there are any learning points.

- Consider using other techniques to solve problems, such as drawing pictures, flow charts or diagrams, to help develop solutions.

Development Tips

Articulating Information Giving Presentations; Explaining Things; Projecting Social Confidence	■■■■ 5 □□□□□	Average performed better than only 40% of comparison group

- Look for opportunities to deliver presentations outside work.

- Record a presentation with a mentor present. Listen to the feedback and make time to enhance skills.

- Seek out effective presenters (e.g. on television, business conferences). Observe them carefully and make a list of the impressive things they do.

- Be clear on what message(s) to present and summarise them at the beginning and end of the presentation.

- Always time presentations in rehearsal. It is very important to keep on schedule.

- Use visual aids to support messages. These should not provide a word for word script but rather highlight key points. Prepare a separate script to use alongside visual aids.

- Identify the essentials that need to be communicated and present them one by one.

- Try not to bombard people with too much information at once. Phase the communication to build up a coherent picture.

- Observe skilled communicators; watch what they do and take note of key phrases which help conversation to flow.

- Be prepared to be in social situations that are uncomfortable. Confidence will increase over time.

- Before an important meeting, visualise the worst and best thing that could happen. This will help you to be more confident and articulate. It will also help you to work through your greatest fears, which will reduce anxiety during the meeting itself.