PEOPLE PSYENCE
www.peoplepsyence.com

wave

Summary 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 summary report shows Building Strengths for the eight highest competency dimensions.

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 summary report shows Possible Overplayed Strengths for the four highest competency dimensions.

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 summary report shows Development Tips for the eight lowest competency dimensions.

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 summary report shows Managing Limitations for the four lowest competency dimensions.

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		Extremely High
Projecting Enthusiasm; Making Contact; Networking	10	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 Acknowledging Criticism; Encouraging Critical Thinking; Gathering Feedback	▢▢▢▢▢▢▢▢ 9 ▢	Very High 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		High
Producing Ideas; Inventing Approaches; Adopting Radical Solutions	8	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.

Building Strengths

Establishing Rapport		High
Putting People at Ease; Welcoming People; Making Friends	8	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.

Building Strengths

Exploring Possibilities		High
Developing Concepts; Applying Theories; Identifying Underlying Principles	8	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.

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.

Development Tips

Making Decisions		Very Low
Deciding on Action; Assuming Responsibility; Standing by Decisions	`2` ▢▢▢▢▢▢▢▢	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		Very Low
Deciding on Action; Assuming Responsibility; Standing by Decisions	`2` ▢▢▢▢▢▢▢▢	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		Very Low
Leading People; Co-ordinating Groups; Controlling Things	2	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		Very Low
Leading People; Co-ordinating Groups; Controlling Things	2	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.

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.

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.

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.