

Expert Report for Jo Wilson

Focus

Styles

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About this Report

This report is based upon the Styles assessment, which explores an individual's motives, preferences, needs and talents in critical work areas.

The results are presented on a 1 to 10 'Sten' scale based on a comparison with a group of professionals and managers.

Since the questionnaire is a self-report measure, the results reflect the individual's self-perceptions. Nevertheless, our extensive research has shown it to be a valid measure of how people will operate in the workplace.

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 valid for 12 to 24 months, depending upon circumstances.

The report was produced using Saville Consulting 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 Consulting 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 Consulting employees, agents of Saville Consulting and clients authorised by Saville Consulting.

Introduction to Assessment Report

This report provides information on motives, preferences, needs and talents, based on Jo Wilson's responses to the Styles questionnaire.

Overview

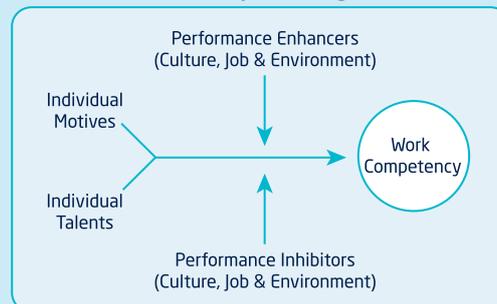
The overview page provides a summary of Jo Wilson's responses on the Focus Styles questionnaire. The four indicators in the Response Summary check the validity of the profile and highlight extreme response patterns. The Profile Breakdown explains the aspects of the Psychometric Profile that are unique to Saville Consulting Wave.

Psychometric Profile

The Psychometric Profile shows the questionnaire results on the 12 Focus Styles sections, with three sections devoted to each of the four Saville Consulting Wave clusters Thought, Influence, Adaptability and Delivery. The 12 sections are each comprised of three underlying facets, verbal descriptions of which are provided under each section name. These vary according to the score on the individual facet. There are 36 facets in total.

Predicted Culture/Environment Fit

The Predicted Culture/Environment Fit Report gives an indication of the aspects of the culture, job and environment that are likely to enhance or inhibit a person's success. Saville Consulting's groundbreaking research suggests that people's motives and talents interact in important ways with culture, job and environment characteristics to help determine their work performance and competency.



Competency Potential Profile

The Competency Potential Profile is based on links established between the 36 facets of the Focus Styles questionnaire and independent assessments of work performance. Based on real data, this gives a unique prediction of Jo Wilson's likely strengths and limitations in 12 key performance areas that are defined through the verbal descriptions of their underlying components. This prediction should be interpreted against key work requirements as established through job analysis or competency profiling methods. Highly positive profiles may reflect an unrealistically positive self-view whilst low scoring profiles may reflect an overly critical self-view. In such cases, it is particularly important to verify the results against other information.

Overview

The Response Summary provides an overview of Jo Wilson's responses to the Focus Styles questionnaire through four indicators. The pattern of responses should be kept in mind when interpreting the Psychometric Profile.

Response Summary

	1	2	3	4	5	6	7	8	9	10
Ratings Acquiescence Overall, fairly critical in self-ratings				■						
Consistency of Rankings Consistent in rank ordering of characteristics							■			
Normative-Ipsative Agreement Overall, the degree of alignment between normative and ipsative scores is typical of most people					■					
Motive-Talent Agreement Overall, there is a fairly high degree of alignment between Motive and Talent scores							■			

Profile Breakdown

The Profile Breakdown explains the Facet Range, Motive-Talent Split and Normative-Ipsative Split features that are unique to Saville Consulting Wave reporting.

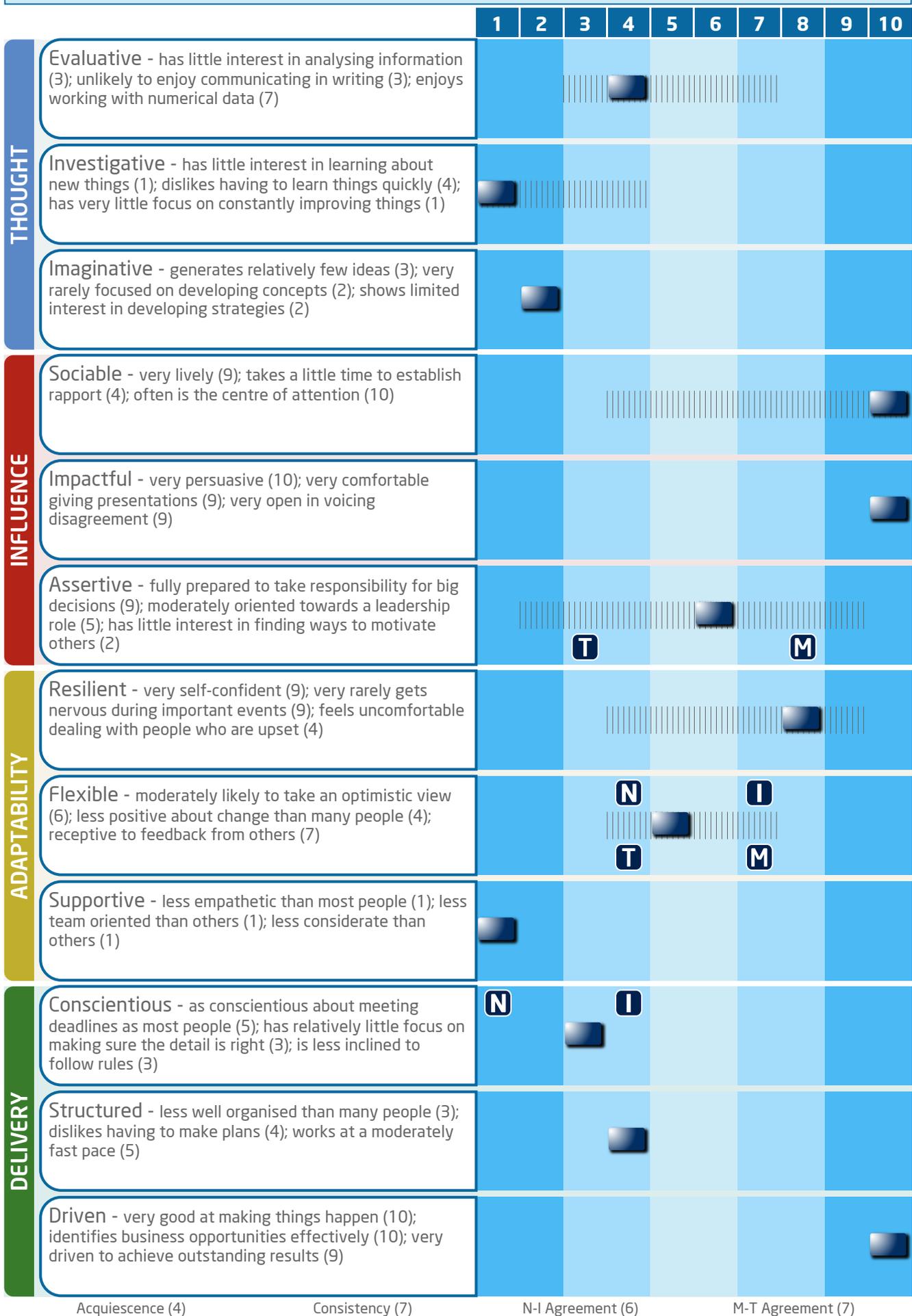
Facet Range. Where the range of facet scores within any section is of 3 stens or more, this is indicated both by hatching on the section scale and the provision of individual facet scores in brackets alongside each verbal facet description.

Normative-Ipsative Split. Differences between Normative (rating) and Ipsative (ranking) scores of 3 stens or more on a given section are indicated by the markers **N** and **I**, respectively. Where Ipsative scores are higher than Normative ones, the person may have been overly self critical in their normative self descriptions. If normative scores are higher than ipsative, it may mean that the person has been less self critical and has possibly exaggerated their normative description. This provides specific areas for further verification, rather than one unspecified measure of social desirability.

Motive-Talent Split. Differences between Motive and Talent scores of 3 stens or more on a given section are indicated by the markers **M** and **T**, respectively. Such differences may suggest an incentive to develop in given areas, or indicate areas where environmental influences are having a strong impact.

Psychometric Profile

N Normative **I** Ipsative **M** Motive **T** Talent ||||| Facet Range



Predicted Culture/Environment Fit

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

Performance Enhancers

- ⊕ where the ability to make a persuasive case is highly valued and influence is by means of persuasion and negotiation rather than the exercise of authority
- ⊕ where people are encouraged to assume responsibility for important decisions and decisiveness is a valued characteristic
- ⊕ where there is the opportunity to be the centre of attention and people are aware of one's achievements and status
- ⊕ where self confidence is regarded as an asset and people are encouraged to know their own worth and take responsibility for their own workload
- ⊕ where commercialism and entrepreneurialism are valued and the emphasis is on identifying business opportunities and outperforming the competition
- ⊕ where the ability to explain things clearly and confidently is highly valued and there are frequent opportunities for giving formal presentations
- ⊕ where energy levels are high, there is a strong action orientation and people are rewarded for taking the initiative and making things happen
- ⊕ where there are numerous opportunities for making new contacts and developing relationships, and good networking is seen as a key to success

Performance Inhibitors

- ⊖ where influence is by means of command and control rather than by persuasion and negotiation
- ⊖ where the responsibility for major decisions rests with other people and there is little opportunity to influence the outcome
- ⊖ where one is in a low profile position and achievements go unrecognised
- ⊖ where self confidence is equated with arrogance and denigrated, and people are discouraged from taking control of their own workload
- ⊖ where the culture is non-commercial, non-competitive and non-profit oriented
- ⊖ where relatively little importance is attached to the ability to explain things well and there are few opportunities for giving presentations
- ⊖ where energy levels are low and people show little initiative
- ⊖ where there are few networking opportunities

Competency Potential Profile

The following report summarises Jo Wilson's areas of greater and lesser potential based on Saville Consulting's extensive international database linking Focus Styles to work performance.

	Competency Description	Potential
SOLVING PROBLEMS	Evaluating Problems Examining Information (3); Documenting Facts (5); Interpreting Data (5)	4 Fairly Low higher potential than about 25% of professionals
	Investigating Issues Developing Expertise (1); Adopting Practical Approaches (8); Providing Insights (5)	3 Low higher potential than about 10% of professionals
	Creating Innovation Generating Ideas (3); Exploring Possibilities (1); Developing Strategies (2)	2 Very Low higher potential than about 5% of professionals
INFLUENCING PEOPLE	Building Relationships Interacting with People (9); Establishing Rapport (6); Impressing People (10)	9 Very High higher potential than about 95% of professionals
	Communicating Information Convincing People (10); Articulating Information (9); Challenging Ideas (8)	9 Very High higher potential than about 95% of professionals
	Providing Leadership Making Decisions (10); Directing People (7); Empowering Individuals (3)	6 Average higher potential than about 60% of professionals
ADAPTING APPROACHES	Showing Resilience Conveying Self-confidence (9); Showing Composure (8); Resolving Conflict (2)	7 Fairly High higher potential than about 75% of professionals
	Adjusting to Change Thinking Positively (6); Embracing Change (4); Inviting Feedback (5)	4 Fairly Low higher potential than about 25% of professionals
	Giving Support Understanding People (1); Team Working (1); Valuing Individuals (1)	1 Extremely Low higher potential than about 1% of professionals
DELIVERING RESULTS	Processing Details Meeting Timescales (4); Checking Things (3); Following Procedures (1)	3 Low higher potential than about 10% of professionals
	Structuring Tasks Managing Tasks (4); Upholding Standards (1); Producing Output (5)	1 Extremely Low higher potential than about 1% of professionals
	Driving Success Taking Action (9); Seizing Opportunities (9); Pursuing Goals (8)	9 Very High higher potential than about 95% of professionals