



Premium Development Report for Jo Wilson

[SAMPLE]

Focus

Styles

Contents

Introduction to Assessment Report.....	3
Building Strengths and Possible Overplayed Strengths.....	4
Development Tips and Managing Limitations.....	26
Comments/Actions.....	45

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 development report summarises the actions that could be taken to develop Jo Wilson. 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.

Possible Overplayed Strengths

Making Decisions Deciding on Action; Assuming Responsibility; Standing by Decisions		Extremely High performed better than 99% of comparison group
<ul style="list-style-type: none"> • Is there a danger of being seen as too dominant in group or team settings? ACTION: Appoint other people to chair some meetings and establish actions. • Is there a danger of being ready to make the decision but not ensuring the decision is effectively implemented? ACTION: Be sure to be involved in turning a decision into practical action. • Is there a readiness to come to conclusions quickly without due deliberation when there is an important but non-urgent decision to be made? ACTION: Identify decisions which are important to get right but are non-urgent and consider how the decision would be best made. • Are there some decisions that are rarely based on any degree of consultation and seem to be imposed? ACTION: Think how to build in time to consult and consider alternative views. • Is there a risk of making decisions before colleagues are ready to implement them? ACTION: Give colleagues due time to work through the implications of implementing a decision and give time for them to work out how to make the decision work. • Look out for other people's areas of responsibility being encroached upon. ACTION: Respect the boundaries of other people's roles and concentrate on own responsibilities. • Look out for over-commitment and unnecessarily increasing workload and responsibilities leading to poorer delivery. ACTION: Discuss shifting responsibilities with line managers and be wary of adding responsibilities. • Is there almost a greater determination to follow a particular course of action because there is strong opposing advice? ACTION: Be careful of proving a point through making a particular decision. • Be aware that people who are seen as fixed in their view or opinionated can also be seen as lacking objectivity. ACTION: Step back and consider whether there is a danger that personal opinions or attitudes are driving decisions rather than relevant criteria. 		

Building Strengths

Convincing People Persuading Others; Shaping Opinions; Negotiating		Extremely High performed better than 99% of comparison group
--	--	--

- Vary 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 have 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 "walk away" point and rehearse giving this message.
- Look to get involved with higher level and more difficult negotiations.
- Attend a formal negotiation skills programme.

Possible Overplayed Strengths

Convincing People Persuading Others; Shaping Opinions; Negotiating		Extremely High performed better than 99% of comparison group
--	--	--

- Be aware of being so determined to make a point and express a view that it hinders listening to relevant arguments from colleagues/customers. ACTION: Tune in to clients. Listen more carefully.
- Look out for tendencies to continue to persuade others when the case has already been won. ACTION: Observe much more closely, read the body language and resist the temptation to oversell.
- Be aware when others are in greater command of the relevant facts. ACTION: Go away and rigorously research the facts before continuing to persuade.
- Watch for being described as overly pushy or unnecessarily persuasive when people would be happier not to be convinced. ACTION: Look out for trying to persuade in some situations where others may not consider it appropriate.
- Beware of trying to change people's opinion as a personal challenge. Some people have very fixed opinions that they hold strongly. ACTION: Look out for people getting angry or irritated. May be worth considering switching topic to something where there is a greater chance of a positive outcome.
- Watch for tendencies to continue giving ground when the other side has given clear signs that the deal will happen regardless. ACTION: Be clear on walk away point and stop there and resist the temptation to re-open debate.
- Beware of achieving win-lose more than win-win. This is likely to lose trust in the longer term. ACTION: Think carefully about the benefits of long term partnerships and how best to achieve these in the negotiation.

Development Tips

<p>Team Working Working Participatively; Encouraging Team Contributions; Involving Others in Decisions</p>	 1	<p>Extremely Low performed better than only 1% of comparison group</p>
<ul style="list-style-type: none"> • Spend time getting to know team members, their roles and contribution. • Discuss how to work together to ensure mutual benefit. • Check that all the relevant people who may interface with the product/service are included. • See the benefit in more than one view and think about how the suggestions of others provide a meaningful contribution. • It may be better to talk to some people one-to-one before a meeting to get their views. • Make sure that all relevant parties have been given the opportunity to make their views known. • Set clear timescales for consultation and decision making. • Ensure that everyone knows who is responsible for the overall decision. 		

Managing Limitations

<p>Team Working Working Participatively; Encouraging Team Contributions; Involving Others in Decisions</p>	 1	<p>Extremely Low performed better than only 1% of comparison group</p>
<ul style="list-style-type: none"> • Seek opportunities to work independently, particularly following times when have been working closely with others . • Think through who has a complementary style at work and who is enjoyable to work with. • Be clear about what needs to be done with others and what can be done alone. • Think what to seek others contributions on and think of how best to do this - via e-mail, team meetings etc. • Work out who are the stakeholders impacted by a decision and use others to facilitate their input. 		

Development Tips

Embracing Change

Coping with Change; Tolerating Uncertainty;
Adapting to New Challenges



Fairly Low

performed better than only 25% of
comparison group

- List the benefits that any proposed change will bring.
- Think through why change is seen to be necessary, explore the reasoning.
- Read about the change curve, and plot where self and others are on the curve.
- Think about how to reduce some of own anxieties about change.
- Get involved with the changes, volunteer to represent own area in any discussions.
- Look to be more flexible where possible in working practices.
- Acknowledge that there will be some unknowns and that this will be true for everyone.
- Reduce ambiguity wherever possible, ask questions, look for answers.
- See change as offering an opportunity to increase personal skill set.
- See change as offering an opportunity for more varied career options.

Development Tips

Documenting Facts

Writing Fluently; Understanding Logical
Arguments; Finding Facts



Average

performed better than only 40% of
comparison group

- Start by creating a clear, simple structure of key headers which represent the topics to be covered in the written document.
- Question from the reader's viewpoint whether there is sufficient information to fully understand what is being documented.
- Get examples of gifted writers and look at how they structure their approach and consider what can be used from their work.
- Review own documents and try to rewrite with the fewest possible words, whilst maintaining the key meaning and messages.
- Before starting to write say out loud what needs to be expressed and pull the points/arguments together verbally.
- Take a point of view which is opposite to own and rehearse the arguments against it.
- Take time to check the accuracy and completeness of information rather than accepting it at face value.
- Seek information from as many different sources as possible as information is often not in the first place it is sought.
- List all the information that is relevant before starting to look for it.

Comments/Actions