

Line Manager Report for Jack Taylor



Professional

Styles

About this Report

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

The results are based on a comparison with a group of over 1,000 professionals 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-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 the Saville Consulting Oasys system. It has been derived from the results of an assessment completed by the respondent, and reflects the responses they made.

This report has been generated electronically. Saville 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 the Line Manager Report

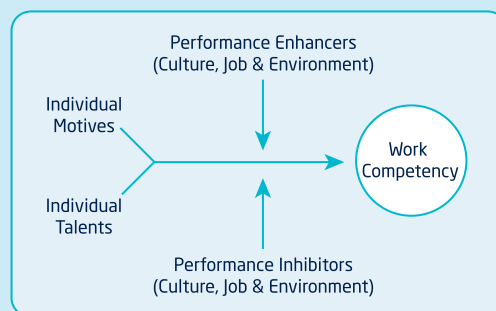
This report provides information about an individual's Competency Potential and Predicted Culture/Environment fit based on Saville Consulting's extensive validation research.

Competency Potential Profile

The Competency Potential Report is based on links established between the 108 facets of the Styles questionnaire and a detailed, independent assessment of work performance on over 1,000 professionals. Based on real data, this gives a unique prediction of Jack Taylor's likely strengths and limitations in 12 key performance areas. Underlying components of performance are reflected in the verbal descriptions and scores under each of the 12 competency headings. This prediction should be interpreted against key work requirements as established through job analysis or competency profiling methods. Highly positive profiles may reflect an unrealistically positive self-view whilst low scoring profiles may reflect an overly critical self-view. In such cases, it is particularly important to verify the results against other information.

Predicted Culture/Environment Fit

The Predicted Culture/Environment Fit Report gives an indication of the aspects of the culture, job and environment that are likely to enhance or inhibit a person's success. Saville 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.



How to use this report

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

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

Competency Potential Profile

This report gives Jack Taylor's areas of greater and lesser predicted potential based on our extensive international database linking Saville Consulting Wave to work performance.

Competency Description		Potential
SOLVING PROBLEMS	Evaluating Problems Examining Information (7); Documenting Facts (9); Interpreting Data (4)	Average higher potential than about 60% of professionals
	Investigating Issues Developing Expertise (7); Adopting Practical Approaches (6); Providing Insights (6)	Average higher potential than about 60% of professionals
	Creating Innovation Generating Ideas (8); Exploring Possibilities (7); Developing Strategies (3)	Fairly High higher potential than about 75% of professionals
INFLUENCING PEOPLE	Building Relationships Interacting with People (3); Establishing Rapport (4); Impressing People (3)	Low higher potential than about 10% of professionals
	Communicating Information Convincing People (3); Articulating Information (5); Challenging Ideas (7)	Average higher potential than about 40% of professionals
	Providing Leadership Making Decisions (5); Directing People (1); Empowering Individuals (4)	Low higher potential than about 10% of professionals
ADAPTING APPROACHES	Showing Resilience Conveying Self-Confidence (1); Showing Composure (8); Resolving Conflict (4)	Fairly Low higher potential than about 25% of professionals
	Adjusting to Change Thinking Positively (5); Embracing Change (6); Inviting Feedback (2)	Fairly Low higher potential than about 25% of the comparison group
	Giving Support Understanding People (5); Team Working (2); Valuing Individuals (1)	Extremely Low higher potential than about 1% of professionals
DELIVERING RESULTS	Processing Details Meeting Timescales (7); Checking Things (7); Following Procedures (2)	Average higher potential than about 40% of the comparison group
	Structuring Tasks Managing Tasks (5); Upholding Standards (3); Producing Output (8)	Average higher potential than about 40% of the comparison group
	Driving Success Taking Action (5); Seizing Opportunities (5); Pursuing Goals (4)	Average higher potential than about 40% of the comparison group

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 Jack Taylor's success:

Performance Enhancers

- ⊕ where there is an emphasis on comprehensively researching and recording the facts and communicating them clearly in writing
- ⊕ where there is constantly a lot on the go, people are engaged in multiple tasks and efficient use of time is important
- ⊕ where creativity and innovation are encouraged and radical ideas and solutions welcomed
- ⊕ where value is placed on the ability to cope with pressure, emergencies and tensions
- ⊕ where importance is attached to punctuality and completing tasks to deadline and reliability is clearly valued
- ⊕ where real importance is attached to the maintenance of high quality standards and close attention to detail
- ⊕ where there is an emphasis on analysing and solving problems and problem solving ability is really valued
- ⊕ where there are numerous opportunities for learning and extending one's range of knowledge and skills

Performance Inhibitors

- ⊖ where little value is attached to exploring all the facts and communicating them well in writing
- ⊖ where the pace of work is leisurely, there is little multi-tasking and time is not used efficiently
- ⊖ where conventional attitudes prevail, traditional approaches are preferred and people are discouraged from generating new ideas
- ⊖ where a lack of anxiety is interpreted as a lack of motivation
- ⊖ where there is a culture that allows deadlines to be passed and tasks are often left unfinished
- ⊖ where the maintenance of quality standards and attention to detail are not considered a priority
- ⊖ where there are few opportunities for analysing and solving problems
- ⊖ where opportunities for acquiring new skills and extending one's range of knowledge are severely restricted