

# Expert Report for Mr Jan Walters



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 several hundred 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 Jan Walters's responses to the Styles questionnaire.

### Overview

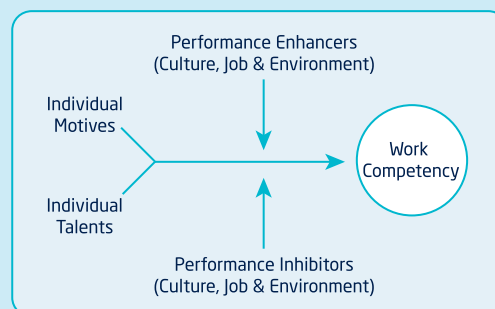
The overview page provides a summary of Jan Walters's responses on the Focus Styles questionnaire. The four indicators in the Response Summary check the validity of the profile and highlight extreme response patterns. The Profile Breakdown explains the aspects of the Psychometric Profile that are unique 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 work performance evaluations on 36 performance dimensions of over 1,000 professionals and managers. Based on real data, this gives a unique prediction of Jan Walters'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. The results should be interpreted in the light of the Response Summary as lenient response patterns may lead to inflated scores while self-critical response patterns may lead to underestimated scores.

## Overview

The Response Summary provides an overview of Jan Walters’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 |
|---|---|---|---|---|---|---|---|---|---|----|
| <b>Ratings Acquiescence</b><br>Overall, more positive in self-ratings than many people  |   |   |   |   |   |   | ■ |   |   |    |
| <b>Consistency of Rankings</b><br>Reasonably consistent in rank ordering of characteristics   |   |   |   |   | ■ |   |   |   |   |    |
| <b>Normative-Ipsative Agreement</b><br>Overall, the degree of alignment between normative and ipsative scores is typical of most people |   |   |   |   |   | ■ |   |   |   |    |
| <b>Motive-Talent Agreement</b><br>Overall, the degree of alignment between Motive and Talent scores is typical of most people           |   |   |   |   |   | ■ |   |   |   |    |

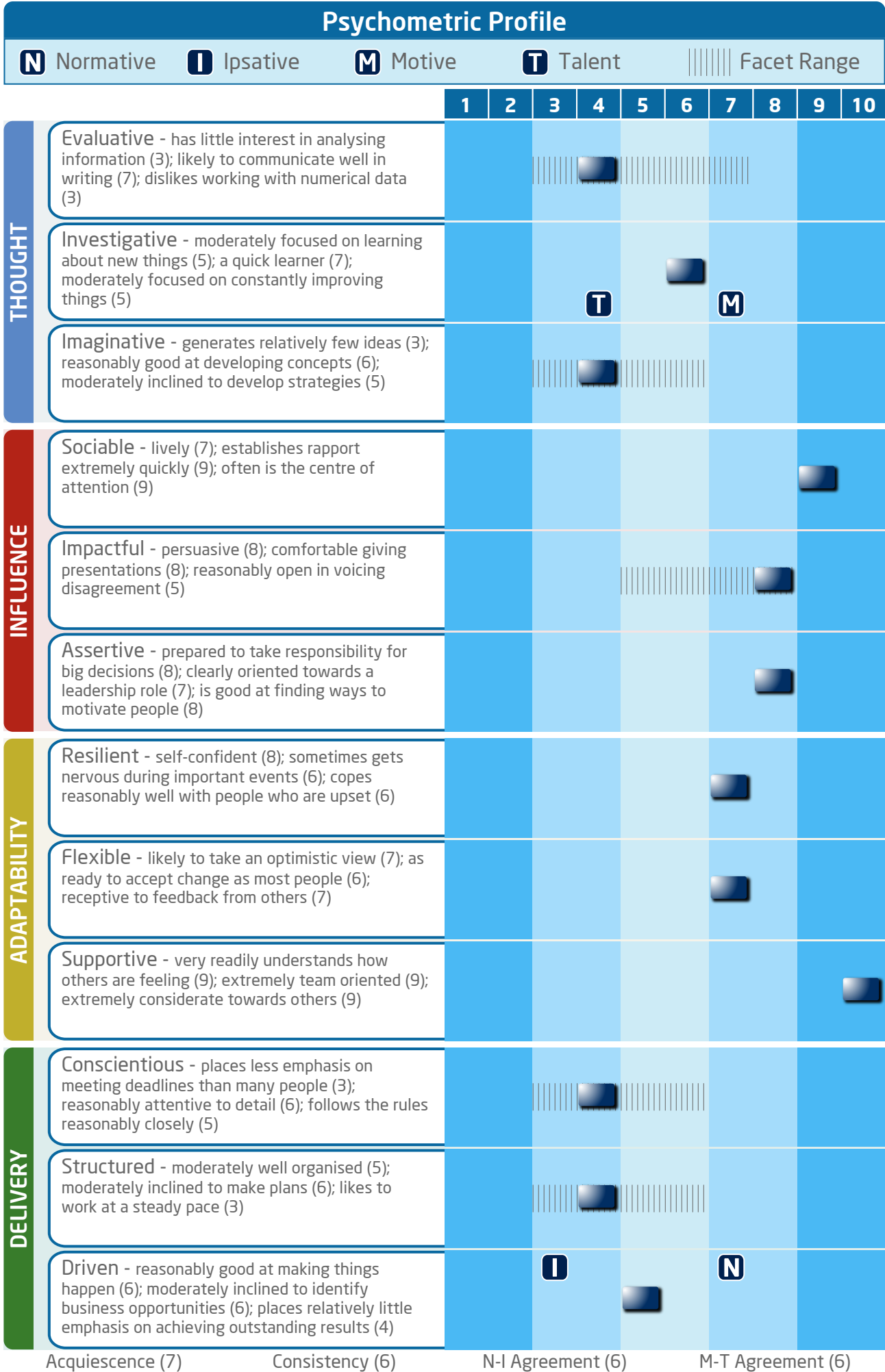
## Profile Breakdown

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.



## 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 Jan Walters's success:

### Performance Enhancers

- ⊕ where teamwork is encouraged and all relevant parties are involved in the decision making process
- ⊕ where there is an atmosphere of mutual trust, there is a high degree of tolerance and people are considerate in their behaviour towards others
- ⊕ where there is the opportunity to be the centre of attention and people are aware of one's achievements and status
- ⊕ where inspirational leadership is valued and sought after and there are numerous opportunities for motivating, inspiring and encouraging other people
- ⊕ where the ability to explain things clearly and confidently is highly valued and there are frequent opportunities for giving formal presentations
- ⊕ where people listen to others and are sensitive to their differing needs and viewpoints
- ⊕ where there are numerous opportunities for making new contacts and developing relationships, and good networking is seen as a key to success
- ⊕ where people are encouraged to resolve conflicts quickly and a value is placed on being able to handle angry and upset people well

### Performance Inhibitors

- ⊖ where there are few opportunities for teamwork, there is little consultation and decisions are taken unilaterally
- ⊖ where people are distrustful of each other, there is a lack of tolerance and a lack of consideration for others
- ⊖ where one is in a low profile position and achievements go unrecognised
- ⊖ where people are largely self motivated and do not require encouragement or inspiration from external sources
- ⊖ where relatively little importance is attached to the ability to explain things well and there are few opportunities for giving presentations
- ⊖ where little importance is attached to understanding people and the motives for their behaviour
- ⊖ where there are few networking opportunities
- ⊖ where little importance is attached to the ability to manage angry or upset people

## Competency Potential Profile

The following report summarises Jan Walters'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    | <b>Evaluating Problems</b><br>Examining Information; Documenting Facts; Interpreting Data              | <br><b>Fairly Low</b><br>higher potential than about 25% of professionals     |
|                     | <b>Investigating Issues</b><br>Developing Expertise; Adopting Practical Approaches; Providing Insights | <br><b>Above Average</b><br>higher potential than about 60% of professionals  |
|                     | <b>Creating Innovation</b><br>Generating Ideas; Exploring Possibilities; Developing Strategies         | <br><b>Below Average</b><br>higher potential than about 40% of professionals  |
| INFLUENCING PEOPLE  | <b>Building Relationships</b><br>Interacting with People; Establishing Rapport; Impressing People      | <br><b>Extremely High</b><br>higher potential than about 99% of professionals |
|                     | <b>Communicating Information</b><br>Convincing People; Articulating Information; Challenging Ideas     | <br><b>High</b><br>higher potential than about 90% of professionals           |
|                     | <b>Providing Leadership</b><br>Making Decisions; Directing People; Empowering Individuals              | <br><b>High</b><br>higher potential than about 90% of professionals           |
| ADAPTING APPROACHES | <b>Showing Resilience</b><br>Conveying Self-confidence; Showing Composure; Resolving Conflict          | <br><b>High</b><br>higher potential than about 90% of professionals           |
|                     | <b>Adjusting to Change</b><br>Thinking Positively; Embracing Change; Inviting Feedback                 | <br><b>High</b><br>higher potential than about 90% of professionals           |
|                     | <b>Giving Support</b><br>Understanding People; Team Working; Valuing Individuals                       | <br><b>Extremely High</b><br>higher potential than about 99% of professionals |
| DELIVERING RESULTS  | <b>Processing Details</b><br>Meeting Timescales; Checking Things; Following Procedures                 | <br><b>Fairly Low</b><br>higher potential than about 25% of professionals     |
|                     | <b>Structuring Tasks</b><br>Managing Tasks; Upholding Standards; Completing Tasks                      | <br><b>Below Average</b><br>higher potential than about 40% of professionals  |
|                     | <b>Driving Success</b><br>Taking Action; Tackling Business Challenges; Pursuing Goals                  | <br><b>Above Average</b><br>higher potential than about 60% of professionals  |