

# Line Manager Report for Mr Sam Sample



# Professional

# Styles

## About this Report

This report is based upon the Professional 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 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 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.

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.

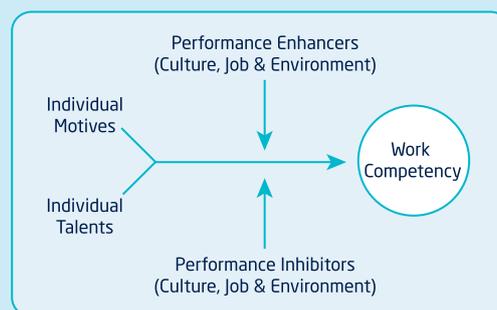
This report should only be supplied by a specialist who is qualified to use the full range of Saville Consulting Wave tools, including the Expert Report that provides more detailed information (e.g. on an individual's underlying talents and motives).

### Competency Potential Profile

The Competency Potential Report is based on links established between the 108 facets of the Professional 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 Sam Sample'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.

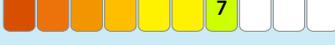
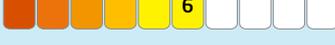
### Predicted Culture/Environment Fit

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

This report gives Sam Sample'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	<b>Creating Innovation</b> Generating Ideas (9); Exploring Possibilities (8); Developing Strategies (9)	 <b>Very High</b> higher than about 95% of professionals
	<b>Making Judgments</b> Providing Insights (10); Adopting Practical Approaches (8); Developing Expertise (6)	 <b>Very High</b> higher than about 95% of professionals
	<b>Evaluating Problems</b> Analyzing Situations (9); Documenting Facts (9); Interpreting Data (8)	 <b>Extremely High</b> higher potential than about 99% of professionals
INFLUENCING PEOPLE	<b>Providing Leadership</b> Making Decisions (10); Leading People (8); Empowering Individuals (5)	 <b>High</b> higher than about 90% of professionals
	<b>Presenting Information</b> Convincing People (8); Challenging Ideas (6); Articulating Information (8)	 <b>High</b> higher than about 90% of professionals
	<b>Communicating with People</b> Impressing People (6); Developing Relationships (4); Establishing Rapport (3)	 <b>Fairly Low</b> higher than about 25% of professionals
ADAPTING APPROACHES	<b>Providing Support</b> Team Working (5); Understanding People (4); Valuing Individuals (4)	 <b>Fairly Low</b> higher than about 25% of professionals
	<b>Projecting Confidence</b> Resolving Conflict (4); Conveying Self-Confidence (7); Coping with Pressure (8)	 <b>Fairly High</b> higher than about 75% of professionals
	<b>Adjusting to Change</b> Inviting Feedback (5); Thinking Positively (5); Embracing Change (7)	 <b>Above Average</b> higher than about 60% of professionals
DELIVERING RESULTS	<b>Structuring Tasks</b> Organizing Resources (6); Upholding Standards (7); Completing Tasks (4)	 <b>Above Average</b> higher than about 60% of professionals
	<b>Achieving Success</b> Taking Action (8); Pursuing Goals (10); Tackling Business Challenges (9)	 <b>Very High</b> higher than about 95% of professionals
	<b>Executing Assignments</b> Checking Details (6); Meeting Timescales (4); Following Procedures (3)	 <b>Fairly Low</b> higher than about 25% of professionals

## Predicted Culture/Environment Fit

Based on extensive Saville Consulting people and culture audit data, this report highlights the aspects of the culture, job and environment that are likely to enhance or inhibit Sam Sample's success:

### Performance Enhancers

- ⊕ where there is a strong results focus and determination to succeed, no matter what, and people are rewarded for achieving outstanding results
- ⊕ where the ability to get rapidly to the core of issues and readily identify solutions to problems is highly valued
- ⊕ where people are encouraged to assume responsibility for important decisions and decisiveness is a valued characteristic
- ⊕ where there is an emphasis on analyzing and solving problems and problem solving ability is really valued
- ⊕ where there is an emphasis on comprehensively researching and recording the facts, and communicating them clearly in writing
- ⊕ where commercialism and entrepreneurialism are valued, and the emphasis is on identifying business opportunities and outperforming the competition
- ⊕ where there are high ethical standards and people behave with integrity and discretion
- ⊕ where people are down-to-earth and there is an emphasis on practical, hands-on activity and the application of common sense

### Performance Inhibitors

- ⊖ where the urge to achieve outstanding results is not great and people seldom persist in the face of difficulties
- ⊖ where little value is placed on providing new insights and identifying potential improvements
- ⊖ where the responsibility for major decisions rests with other people and there is little opportunity to influence the outcome
- ⊖ where there are few opportunities for analyzing and solving problems
- ⊖ where little value is attached to exploring all the facts and communicating them well in writing
- ⊖ where the culture is non-commercial, non-competitive and non-profit oriented
- ⊖ where unethical practices are condoned and people are required to compromise on their principles
- ⊖ where the emphasis is on theory rather than practice and there is little opportunity for involvement in practical tasks