

# Expert Report Sam Jenkins



**Professional** 

Styles



## **Contents**

Introduction to Assessment Report	3
Executive Summary Profile	4
Full Psychometric Profile - Overview	5
Full Psychometric Profile - Thought Cluster	6
Full Psychometric Profile - Influence Cluster	7
Full Psychometric Profile - Adaptability Cluster	8
Full Psychometric Profile - Delivery Cluster	9
Summary Psychometric Profile	10
Competency Potential Profile	11
Predicted Culture/Environment Fit	12

## **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 based on a comparison with a group of over 9,000 professionals and managers 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 Assessment Report**

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

## **Executive Summary Profile**

The Executive Summary Profile outlines the 12 main sections of the profile, grouped under the four major cluster headings of Thought, Influence, Adaptability and Delivery. Beneath each of the 12 section headings information is given on the three underlying dimensions - 36 dimensions in total.

### Full Psychometric Profile

The Full Psychometric Profile focuses on the 36 Professional Styles dimensions, which are arranged under four main cluster headings (Thought, Influence, Adaptability and Delivery), with one page devoted to each cluster. Each cluster breaks down into three sections (12 in total), each consisting of three dimensions. These 36 dimensions are each comprised of three underlying facets (108 in total), with verbal descriptions of the facet scores shown underneath the dimension title.

## Summary Psychometric Profile

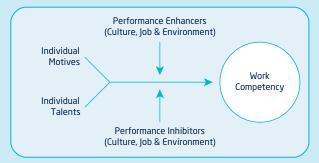
The Summary Psychometric Profile gives an overview of the 36 Styles dimensions of the profile on one page. It highlights where there is a facet range, and where motive or talent is higher (whichever is higher is indicated by M or T) and where normative or ipsative is higher (whichever is higher is indicated by an N or I).

## 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 Sam Jenkins'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.





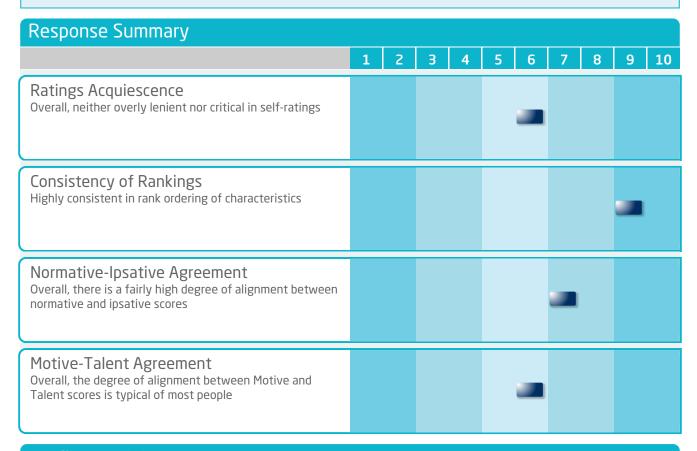
Executive Summary Profile										
Thought	1	2	3	4	5	6	7	8	9	10
Evaluative Sten 5 Analytical (6); Factual (9); Rational (2)										
Investigative Sten 5 Learning Oriented (5); Practically Minded (3); Insightful (7)										
Imaginative Sten 7 Inventive (8); Abstract (5); Strategic (7)										
Influence	1	2	3	4	5	6	7	8	9	10
Sociable Sten 9 Interactive (9); Engaging (6); Self-promoting (10)										
Impactful Sten 8 Convincing (10); Articulate (9); Challenging (4)								-		
Assertive Sten 8 Purposeful (9); Directing (7); Empowering (8)										
Adaptability	1	2	3	4	5	6	7	8	9	10
Resilient Sten 5 Self-assured (9); Composed (5); Resolving (3)										
Flexible Sten 1 Positive (3); Change Oriented (4); Receptive (1)										
Supportive Sten 2 Attentive (2); Involving (2); Accepting (3)										
Delivery	1	2	3	4	5	6	7	8	9	10
Conscientious (Sten 4) Reliable (6); Meticulous (3); Conforming (4)										
Structured Sten 4 Organised (4); Principled (6); Activity Oriented (4)										
Driven Sten 9 Dynamic (9); Enterprising (9); Striving (7)										



## **Full Psychometric Profile - Overview**

This full psychometric profile provides a detailed assessment of Sam Jenkins's responses to the Professional Styles questionnaire.

It begins with a summary of response patterns followed by an explanation of the profile structure. The next few pages report on the results of the four major clusters.



### Profile Breakdown

Saville Consulting's extensive research indicates the best predictor of performance at work is generally the score indicated by the sten marker (combined normative-ipsative). Information is also provided on subtle differences highlighted by the profile:-

- Facet Range. Where the range of facet scores within any dimension is of three stens or more, this is indicated both by hatching on the dimension scale and the provision of individual facet scores in brackets alongside each verbal facet description.
- N Normative-Ipsative Split. Differences between normative (rating) and ipsative (ranking) scores of three stens or more are indicated by the markers and , 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.
- M Motive-Talent Split. Differences between motive and talent scores of three stens or more on a given dimension 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.



Full Psychometric Profile - Thought Cluster										
Thought										
Evaluative	1	2	3	4	5	6	7	8	9	10
Analytical Sten 6 likes to analyse information (7); asks probing questions fairly frequently (5); moderately inclined to seek solutions to problems (6)										
Factual Sten 9 likely to communicate well in writing (8); readily understands the logic behind an argument (7); explores the facts very comprehensively (9)										
Rational Sten 2 dislikes working with numerical data (4); has little interest in information technology (4); very unlikely to base decisions on the facts alone (2)										
Investigative	1	2	3	4	5	6	7	8	9	10
Learning Oriented Sten 5 moderately focused on learning about new things (5); a reasonably quick learner (6); moderately inclined to learn through reading (6)						l				
Practically Minded Sten 3 less focused on doing practical work than others (4); little interest in learning by doing (3); places little emphasis on using common sense (4)										
Insightful Sten 7 moderately focused on constantly improving things (6); reasonably quick at getting to the core of a problem (5); very much trusts intuition to guide judgement (10)										
Imaginative	1	2	3	4	5	6	7	8	9	10
Inventive Sten 8 generates ideas (8); produces original ideas (7); extremely likely to adopt radical solutions (9)										
Abstract Sten 5 reasonably good at developing concepts (5); as good as most people at applying theories (5); moderately interested in studying the underlying principles (5)						l				
Strategic (Sten 7) inclined to develop strategies (7); takes a long term view (7); creates a reasonably clear vision for the future (6)										



Full Psychometric Profile - Influence Cluster										
Influence										
Sociable	1	2	3	4	5	6	7	8	9	10
Interactive Sten 9 very lively (9); talks a lot (9); moderately interested in networking (5)							<b>N</b>			0
Engaging Sten 6 establishes rapport reasonably quickly (6); is reasonably focused on making a good first impression (6); makes new friends reasonably easily (6)										
Self-promoting Sten 10 often is the centre of attention (10); makes a point of bringing own achievements to others' attention (10); has a fairly strong need for praise (8)										
Impactful	1	2	3	4	5	6	7	8	9	10
Convincing Sten 10 very persuasive (10); makes own point strongly (8); is focused on negotiating the best deal (8)										
Articulate Sten 9 very comfortable giving presentations (10); explains things well (8); reasonably confident with new people (6)										
Challenging Sten 4 rarely expresses disagreement openly (4); rarely challenges others' ideas (4); occasionally gets involved in arguments (5)		M		4		0				
Assertive	1	2	3	4	5	6	7	8	9	10
Purposeful Sten 9 makes very quick decisions (9); prepared to take responsibility for big decisions (7); has definite views on issues (8)										
Directing Sten 7 clearly oriented towards a leadership role (7); co-ordinates people reasonably well (6); inclined to take control of things (7)							_			
Empowering Sten 8 is good at finding ways to motivate people (7); very inspirational (9); reasonably encouraging to others (6)						M				



## Full Psychometric Profile - Adaptability Cluster Adaptability Resilient 5 6 8 9 10 2 Self-assured Sten 9 self-confident (7); feels very much in control of own future (9); has a strong sense of own worth (8) Composed Sten 5 sometimes gets nervous during important events (5); often worries before important events (4); works reasonably well under pressure (5) Resolving Sten 3 feels uncomfortable dealing with people who are upset (3); dislikes having to deal with angry people (3); feels less need than many people to resolve disagreements (4) **Flexible** 10 6 moderately likely to take an optimistic view (6); takes time to recover from setbacks (2); less cheerful than many people (3) Change Oriented Sten 4 less positive about change than most people (2); copes moderately well with uncertainty (5); accepts new challenges as readily as most people (6) Receptive Sten 1 less receptive to feedback than most people (1); unlikely to encourage others to criticise approach (3); rarely asks for feedback on performance (4) **Supportive** 10 2 4 5 6 Attentive Sten 2 less empathetic than most people (2); unlikely to listen attentively for long (2); has limited interest in understanding why people do things (4) Involving Sten 2 N less team oriented than others (2); takes limited account of other people's views (3); unlikely to involve others in the final decision (4) M Accepting Sten 3 moderately considerate towards others (5); less tolerant than most people (2); moderately trusting of people (5)



Full Psychometric Profile - Delivery Cluster											
Delivery											
Conscientious	1	2		3	4	5	6	7	8	9	10
Reliable Sten 6 conscientious about meeting deadlines (7); tends to be punctual (7); reasonably focused on finishing tasks (5)											
Meticulous Sten 3 has little focus on making sure the detail is right (1); less thorough than many people (4); ensures a reasonably high level of quality (6)											
Conforming Sten 4 follows the rules reasonably closely (5); dislikes following procedures (4); is sometimes prepared to take risks in decision making (4)					-						
Structured	1	2		3	4	5	6	7	8	9	10
Organised Sten 4 moderately well organised (5); moderately inclined to make plans (5); less inclined to prioritise than many people (4)			(	M	-		0				
Principled Sten 6 behaves ethically (10); places less emphasis on maintaining confidentiality than many people (3); highly focused on honouring commitments (10)											
Activity Oriented Sten 4 works at a moderately fast pace (6); likes to be reasonably busy (6); likes to do one thing at a time (2)											
Driven	1	2		3	4	5	6	7	8	9	10
Dynamic Sten 9 good at making things happen (7); very impatient to get things started (9); energetic (8)										4	
Enterprising Sten 9 identifies business opportunities effectively (9); fairly sales oriented (8); extremely competitive (9)										4	
Striving Sten 7 very driven to achieve outstanding results (10); fairly ambitious (8); less persevering than many people (4)											



## **Summary Psychometric Profile** Acquiescence (6) Consistency (9) N-I Agreement (7) M-T Agreement (6) Higher split shown 8 **Splits** Analytical **Factual** Rational Learning Oriented **Practically Minded** Insightful Inventive **Abstract** Strategic Interactive **Engaging** Self-promoting Convincing Articulate Challenging Purposeful Directing **Empowering** Self-assured Composed Resolving Positive Change Oriented M Receptive Attentive Involving 0 M Accepting Reliable Meticulous Conforming Organised Delivery Principled **Activity Oriented** Dynamic Enterprising Striving



## **Competency Potential Profile**

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

	Competency Description	Potential									
ms	Evaluating Problems Examining Information (6); Documenting Facts (10); Interpreting Data (3)	6	Average higher potential than about 60% of the comparison group								
Solving Problems	Investigating Issues Developing Expertise (5); Adopting Practical Approaches (4); Providing Insights (7)	5	Average higher potential than about 40% of the comparison group								
Sol	Creating Innovation Generating Ideas (7); Exploring Possibilities (5); Developing Strategies (7)	7	Fairly High higher potential than about 75% of the comparison group								
ple	Building Relationships Interacting with People (8); Establishing Rapport (6); Impressing People (10)		Very High higher potential than about 95% of the comparison group								
Influencing People	Communicating Information Convincing People (10); Articulating Information (8); Challenging Ideas (4)	8	High higher potential than about 90% of the comparison group								
Infli	Providing Leadership Making Decisions (9); Directing People (6); Empowering Individuals (6)	8	High higher potential than about 90% of the comparison group								
ches	Showing Resilience Conveying Self-Confidence (9); Showing Composure (5); Resolving Conflict (3)	5	Average higher potential than about 40% of the comparison group								
ting Approaches	Adjusting to Change Thinking Positively (4); Embracing Change (5); Inviting Feedback (3)	3	Low higher potential than about 10% of the comparison group								
Adaptin	Giving Support Understanding People (2); Team Working (2); Valuing Individuals (2)	2	Very Low higher potential than about 5% of the comparison group								
ılts	Processing Details Meeting Timescales (5); Checking Things (5); Following Procedures (4)	5	Average higher potential than about 40% of the comparison group								
<b>Delivering Results</b>	Structuring Tasks Managing Tasks (4); Upholding Standards (5); Producing Output (4)	4	Fairly Low higher potential than about 25% of the comparison group								
Deli	Driving Success Taking Action (8); Seizing Opportunities (9); Pursuing Goals (8)		Very High higher potential than about 95% 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 Sam Jenkins's success:

#### Performance Enhancers

- where there is an emphasis on comprehensively researching and recording the facts and communicating them clearly in writing
- 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 there is the opportunity to be the centre of attention and people are aware of one's achievements and status
- where commercialism and entrepreneurialism are valued and the emphasis is on identifying business opportunities and outperforming the competition
- 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 people are encouraged to assume responsibility for important decisions and decisiveness is a valued characteristic
- where there is a strong results focus and determination to succeed, no matter what, and people are rewarded for achieving outstanding results
- where energy levels are high, there is a strong action orientation and people are rewarded for taking the initiative and making things happen

#### Performance Inhibitors

- where little value is attached to exploring all the facts and communicating them well in writing
- where influence is by means of command and control rather than by persuasion and negotiation
- where one is in a low profile position and achievements go unrecognised
- where the culture is non-commercial, non-competitive and non-profit oriented
- where self confidence is equated with arrogance and denigrated, and people are discouraged from taking control of their own workload
- where the responsibility for major decisions rests with other people and there is little opportunity to influence the outcome
- where the urge to achieve outstanding results is not great and people seldom persist in the face of difficulties
- where energy levels are low and people show little initiative