

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

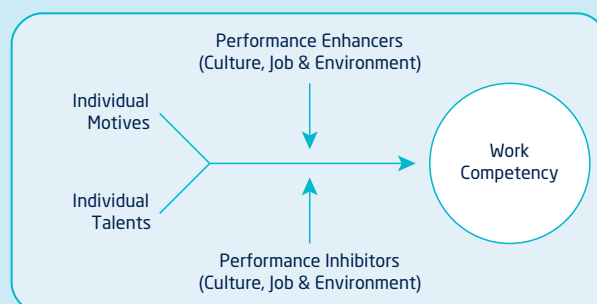
The Summary Psychometric Profile gives an overview of the 36 Styles dimensions of the profile on one page. It highlights where there is a facet range, and where motive or talent is higher (whichever is higher is indicated by M or T) and where normative or ipsative is higher (whichever is higher is indicated 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 <small>Sten 5</small> Analytical (6); Factual (9); Rational (2)					■					
Investigative <small>Sten 5</small> Learning Oriented (5); Practically Minded (3); Insightful (7)					■					
Imaginative <small>Sten 7</small> Inventive (8); Abstract (5); Strategic (7)							■			

Influence

	1	2	3	4	5	6	7	8	9	10
Sociable <small>Sten 9</small> Interactive (9); Engaging (6); Self-promoting (10)									■	
Impactful <small>Sten 8</small> Convincing (10); Articulate (9); Challenging (4)								■		
Assertive <small>Sten 8</small> Purposeful (9); Directing (7); Empowering (8)								■		

Adaptability

	1	2	3	4	5	6	7	8	9	10
Resilient <small>Sten 5</small> Self-assured (9); Composed (5); Resolving (3)					■					
Flexible <small>Sten 1</small> Positive (3); Change Oriented (4); Receptive (1)	■									
Supportive <small>Sten 2</small> Attentive (2); Involving (2); Accepting (3)		■								

Delivery

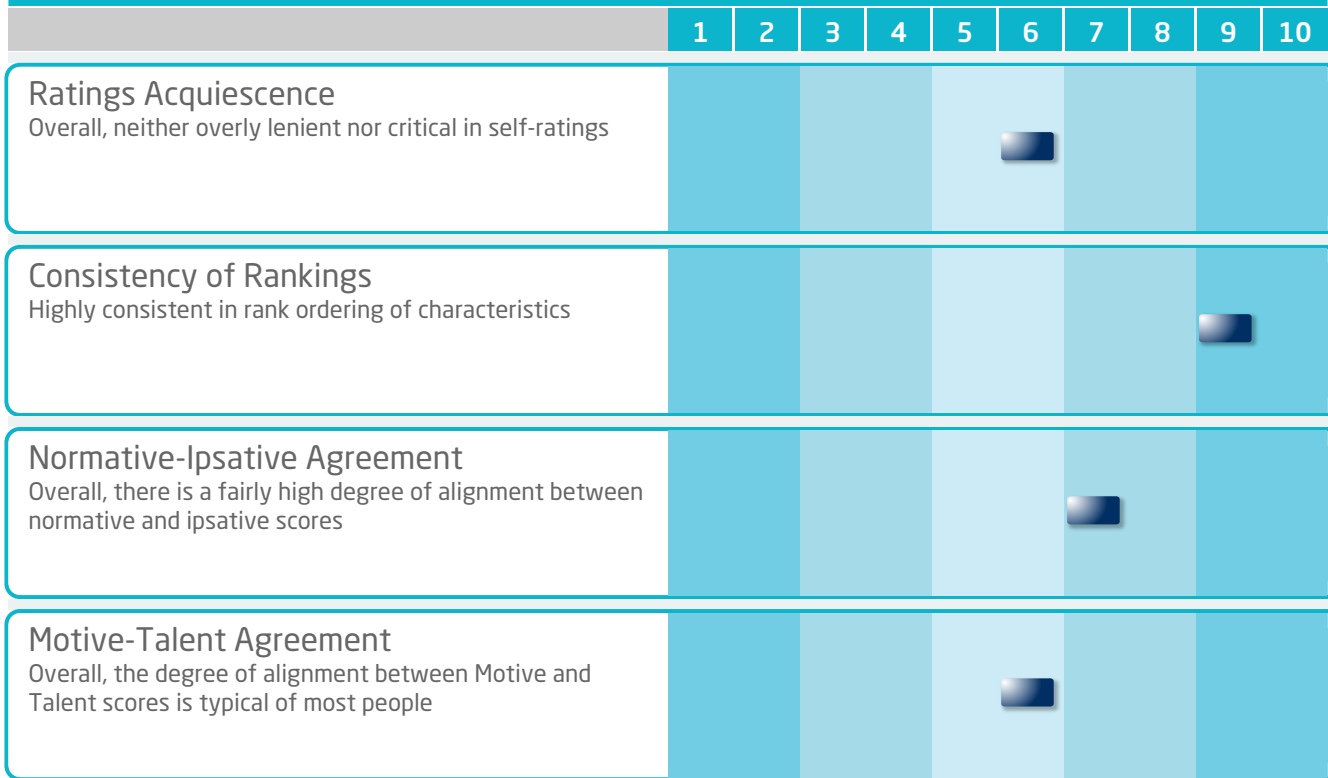
	1	2	3	4	5	6	7	8	9	10
Conscientious <small>Sten 4</small> Reliable (6); Meticulous (3); Conforming (4)				■						
Structured <small>Sten 4</small> Organised (4); Principled (6); Activity Oriented (4)				■						
Driven <small>Sten 9</small> Dynamic (9); Enterprising (9); Striving (7)									■	

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.

Response Summary



Profile Breakdown

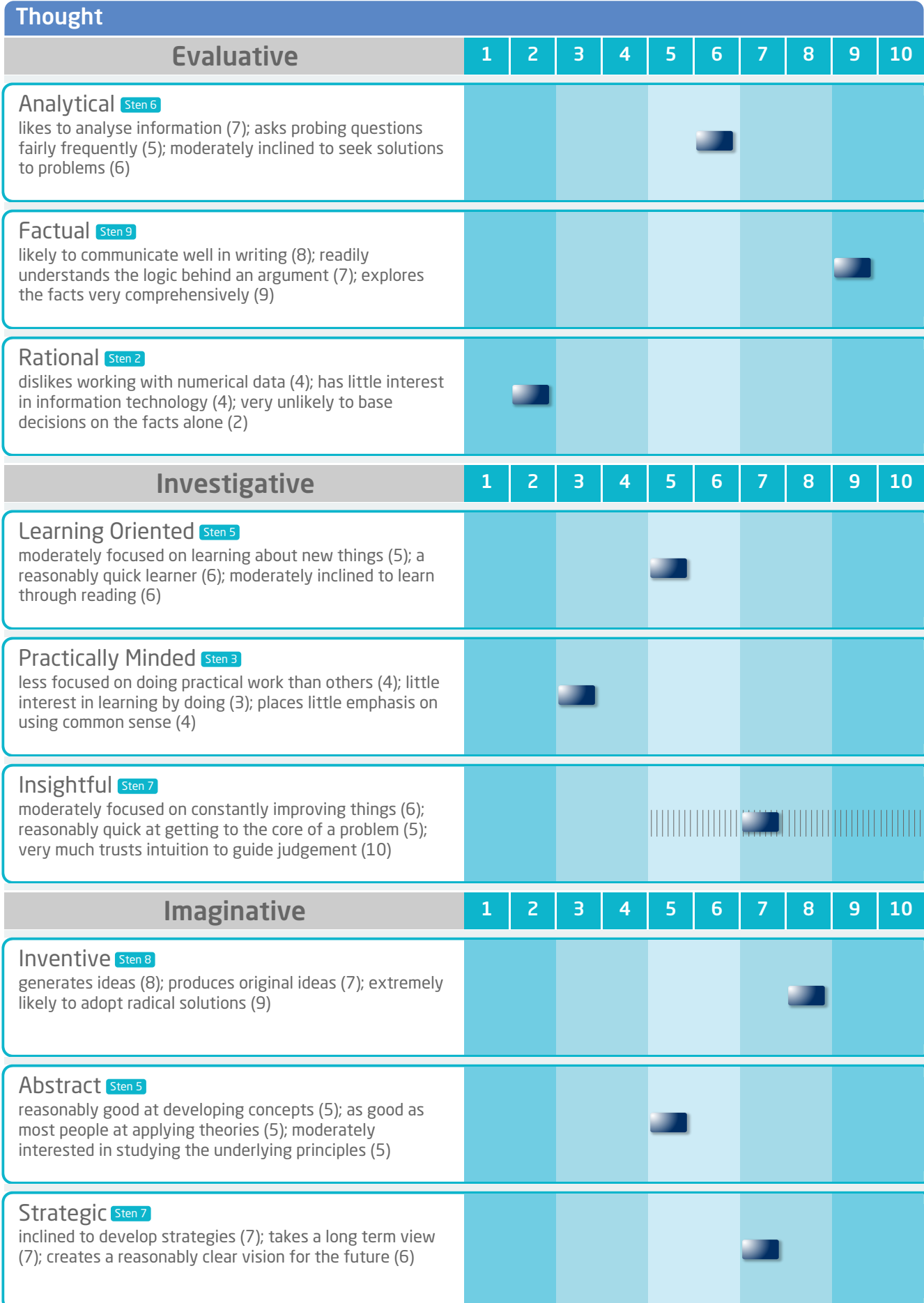
Saville Consulting's extensive research indicates the best predictor of performance at work is generally the score indicated by the sten marker (combined normative-ipsative). Information is also provided on subtle differences highlighted by the profile:-

||||| **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.

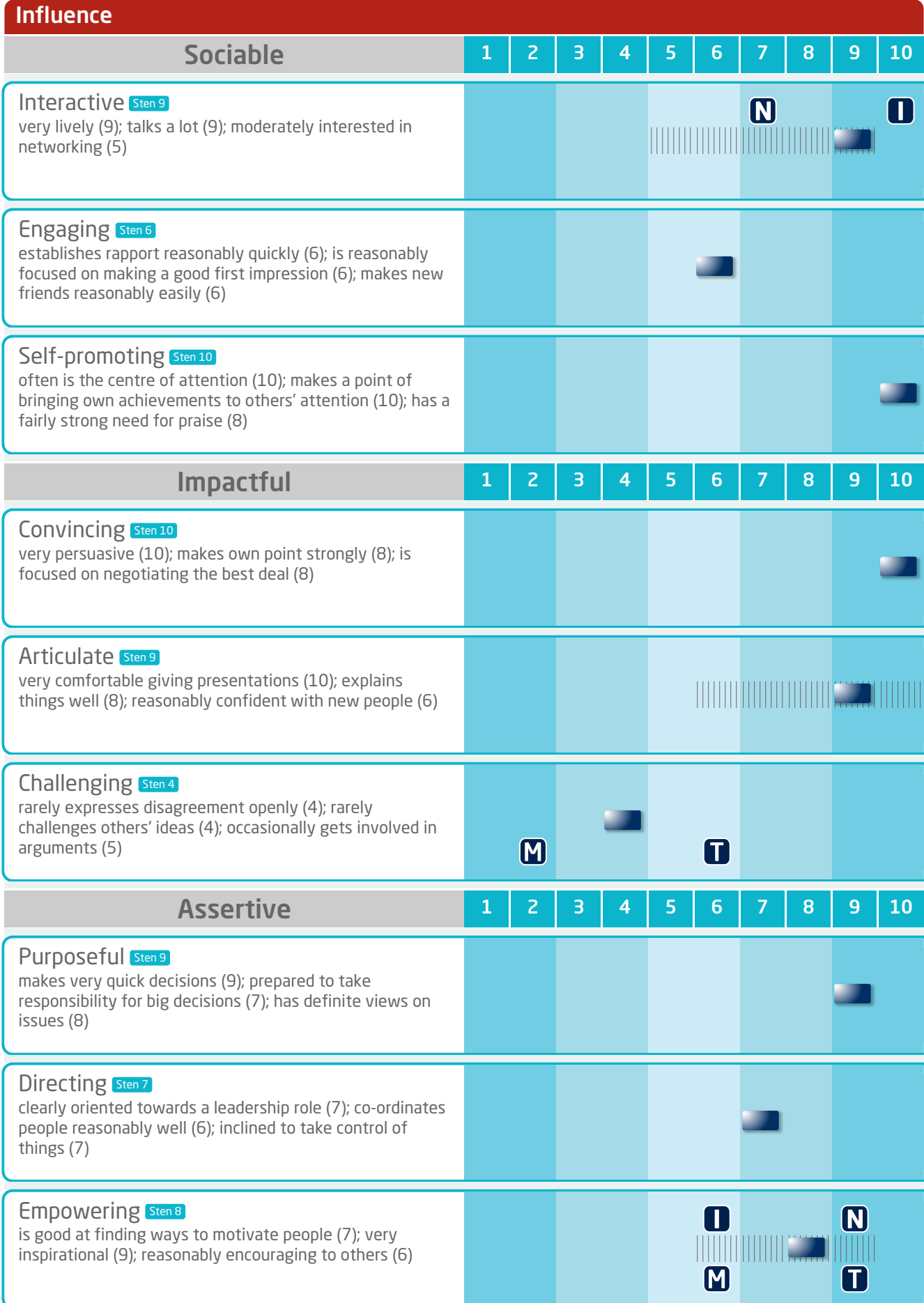
N - I Normative-Ipsative Split. Differences between normative (rating) and ipsative (ranking) scores of three stens or more are indicated by the markers **N** and **I**, respectively. Where ipsative scores are higher than normative ones, the person may have been overly self critical in their normative 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.

M - T 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.

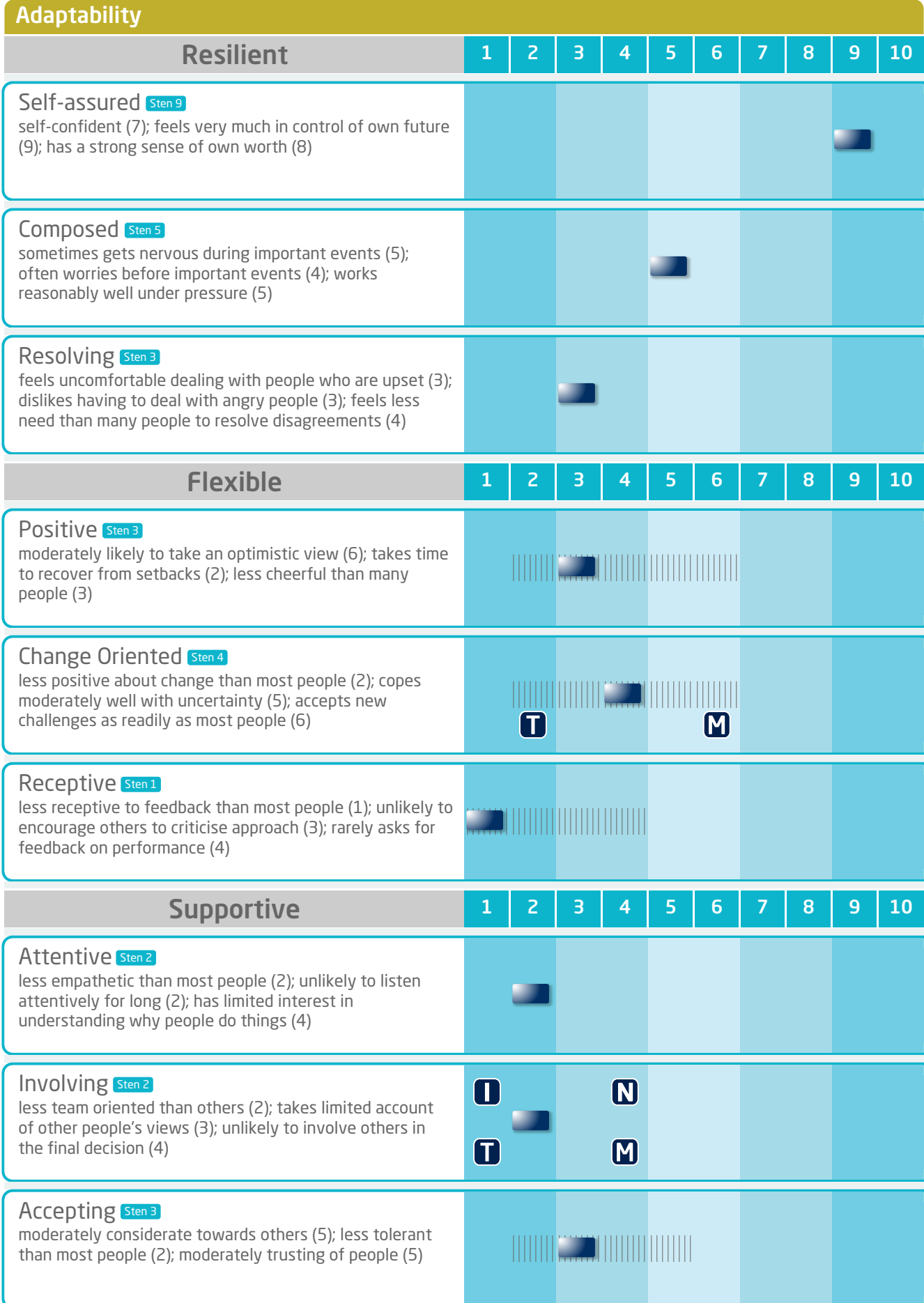
Full Psychometric Profile - Thought Cluster



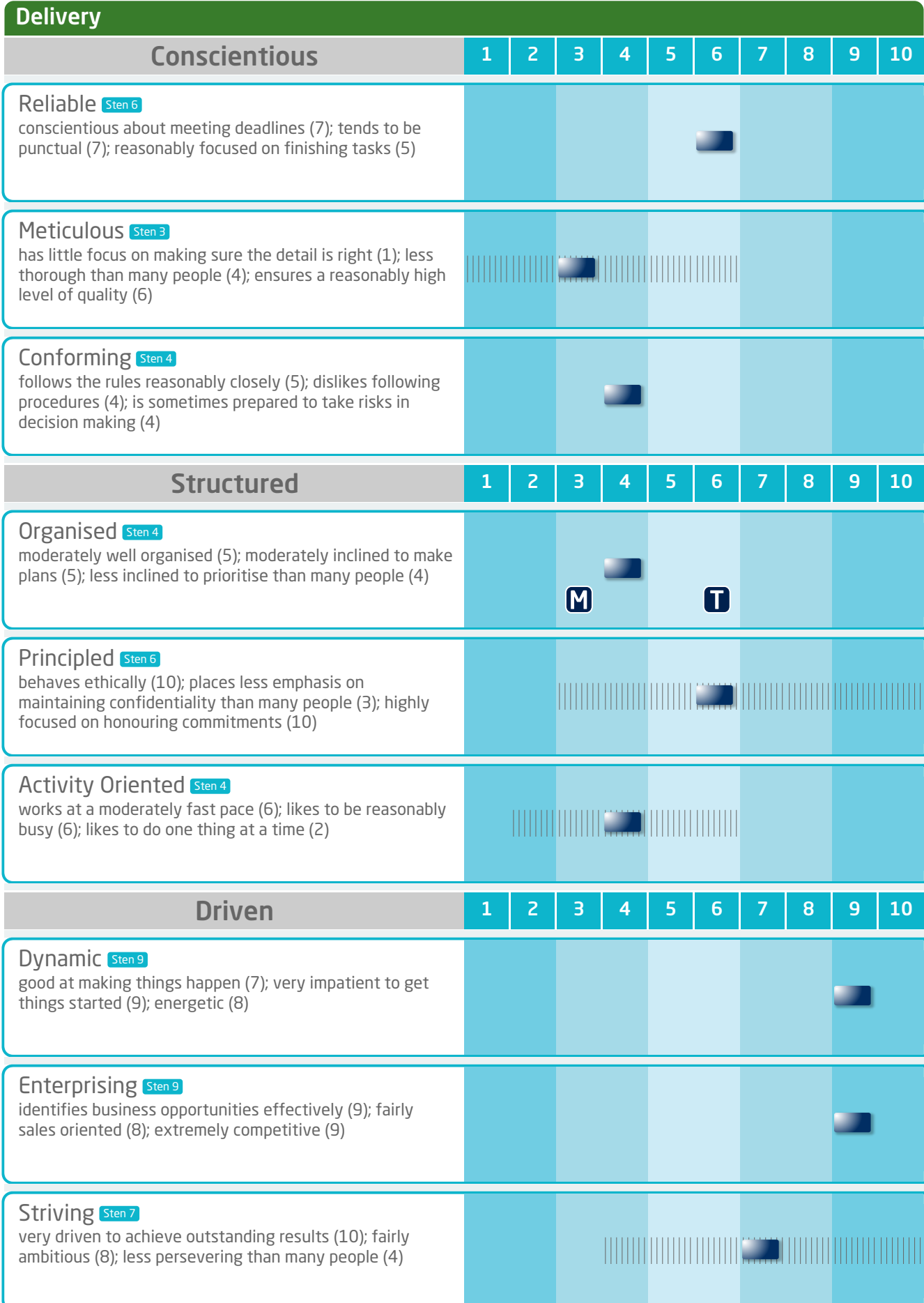
Full Psychometric Profile - Influence Cluster



Full Psychometric Profile - Adaptability Cluster

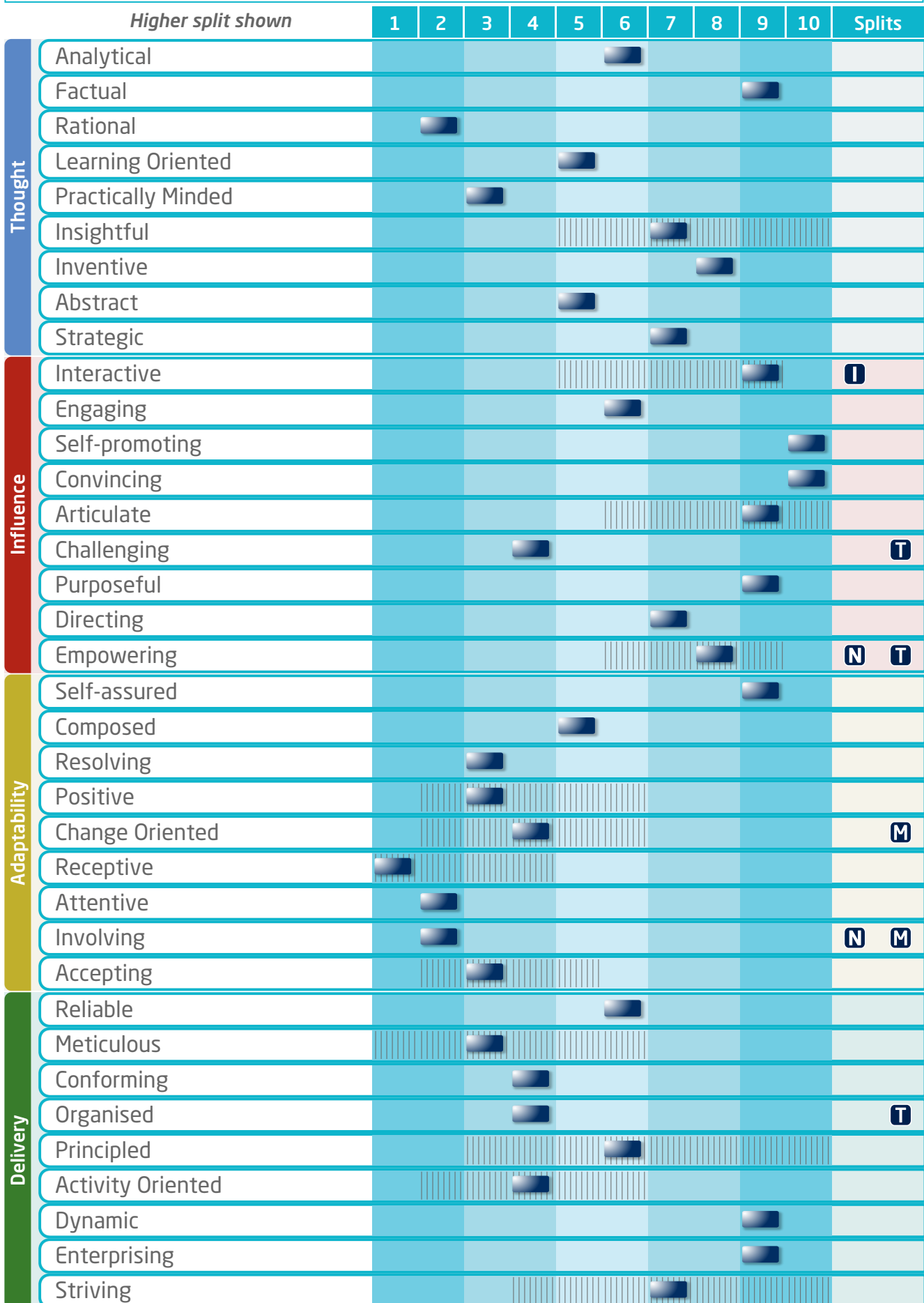


Full Psychometric Profile - Delivery Cluster









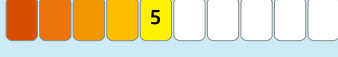





Summary Psychometric Profile

Acquiescence (6) Consistency (9) N-I Agreement (7) M-T Agreement (6)



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
Solving Problems	Evaluating Problems Examining Information (6); Documenting Facts (10); Interpreting Data (3)	 Average higher potential than about 60% of the comparison group
	Investigating Issues Developing Expertise (5); Adopting Practical Approaches (4); Providing Insights (7)	 Average higher potential than about 40% of the comparison group
	Creating Innovation Generating Ideas (7); Exploring Possibilities (5); Developing Strategies (7)	 Fairly High higher potential than about 75% of the comparison group
Influencing People	Building Relationships Interacting with People (8); Establishing Rapport (6); Impressing People (10)	 Very High higher potential than about 95% of the comparison group
	Communicating Information Convincing People (10); Articulating Information (8); Challenging Ideas (4)	 High higher potential than about 90% of the comparison group
	Providing Leadership Making Decisions (9); Directing People (6); Empowering Individuals (6)	 High higher potential than about 90% of the comparison group
Adapting Approaches	Showing Resilience Conveying Self-Confidence (9); Showing Composure (5); Resolving Conflict (3)	 Average higher potential than about 40% of the comparison group
	Adjusting to Change Thinking Positively (4); Embracing Change (5); Inviting Feedback (3)	 Low higher potential than about 10% of the comparison group
	Giving Support Understanding People (2); Team Working (2); Valuing Individuals (2)	 Very Low higher potential than about 5% of the comparison group
Delivering Results	Processing Details Meeting Timescales (5); Checking Things (5); Following Procedures (4)	 Average higher potential than about 40% of the comparison group
	Structuring Tasks Managing Tasks (4); Upholding Standards (5); Producing Output (4)	 Fairly Low higher potential than about 25% of the comparison group
	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