

Report for Business Development Manager

Job

Profiler

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About this Report

This report is based upon the Saville Consulting Wave® Job Profiler which assesses the relative importance of different areas to a job role.

The results are based on the ratings provided by the raters listed on the next page and reflect their perceptions of what is important to the job role. The responses have been compared to a group of over 700 raters in order to indicate how typical or unusual the level of importance assigned to the job role is in comparison to other job roles.

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.

This report was produced using Saville Consulting software systems. It has been derived from the results of an assessment completed by the rater(s) of the job role and reflect the responses they have 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 Report

This report is based on completion of the Saville Consulting Wave Job Profiler by various raters. The report gives feedback on the importance of different aspects of work to the job role.

Raters

The rater groups created specifically for this job role profile are shown below. The results provided by each rater group are represented by a different shape. The number of individuals in each rater group is shown in brackets.

-  **Boss (1)**
-  **Job Holder (1)**
-  **Stakeholder (2)**
-  **Report (2)**

Job Role Profile - Behaviour Clusters

The overarching Saville Consulting Wave® Behaviour Model has different levels of detail with four behaviour clusters (**Solving Problems**, **Influencing People**, **Adapting Approaches**, **Delivering Results**) at the highest level. Each cluster comprises of three sections which in turn cover three dimensions each. A behaviour dimension is defined through three facets. The results on the 36 behaviour dimensions are grouped into 12 sections with one page devoted to each behaviour cluster.

Job Role Profile - Ability Cluster

The Saville Consulting Ability Model has one ability cluster (**Reasoning at Work**) which is comprised of two sections that in turn each cover three dimensions. An ability dimension is defined through five facets.

Job Role Profile - Summary

The first part of the Job Role Profile Summary covers global ratings on: **Applying Specialist Expertise**, **Accomplishing Objectives** and **Demonstrating Potential**. This is followed by the total ratings which indicate how high or low the role requirements were rated overall on the behaviour, ability and global clusters.

Job Role Profile - Behaviour Overview

The Job Role Profile Behaviour Overview shows the importance of the behavioural aspects based on averaging the results of the rater groups. The combined score is presented for the 12 behaviour sections. Arrows indicate where there are differences in the average importance ratings of the rater groups. The score averaged across the rater groups is shown next to each dimension in brackets.

Comments

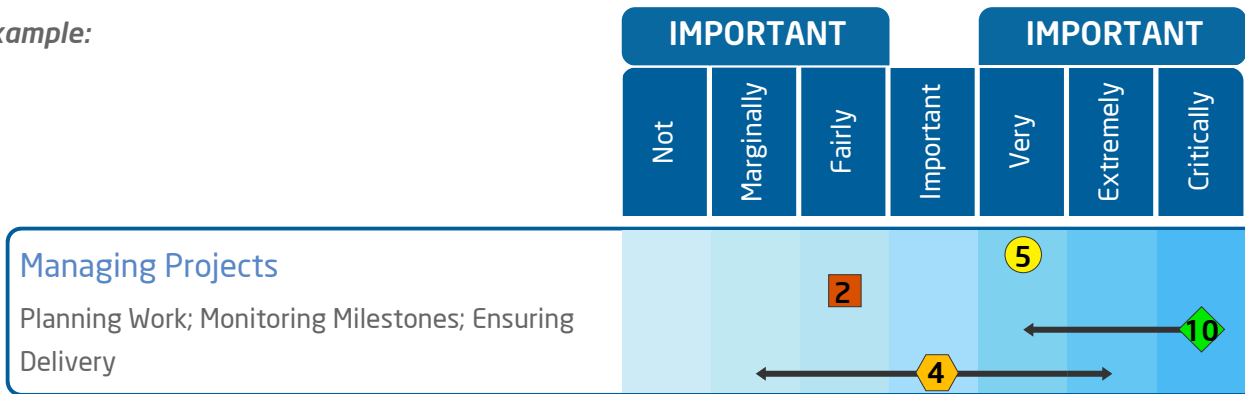
This section is a list of the comments provided by the raters.

Profile Breakdown

The results show the ratings on a work importance scale from 'Not Important' to 'Critically Important'. Each rater group is indicated by a different shaped marker as shown on the previous page.

The position of each shape on the scale indicates how the role being assessed was rated in each area. Where there is a difference between raters in a group, this is indicated by arrows either side of the marker.

Example:



In the example above, the Boss rating on 'Managing Projects' was 'Very Important', the Job Holder rating was 'Fairly Important', the Stakeholder ratings ranged from 'Very Important' to 'Critically Important' as indicated by the arrows. Finally, the Report ratings ranged from 'Marginally Important' to 'Extremely Important'.

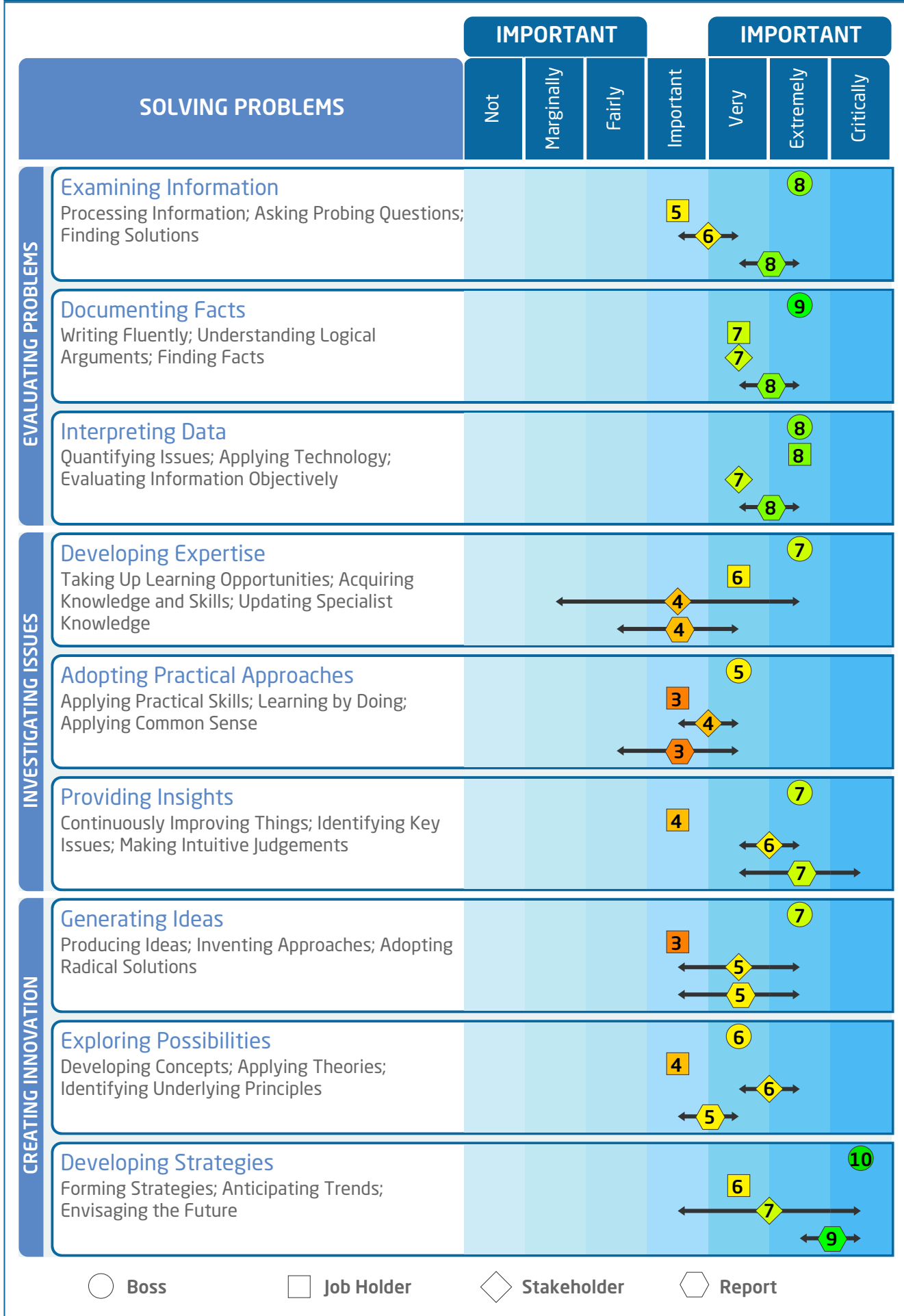
Comparison to Others:

The results of the raters have been compared with the ratings of other roles that have previously been profiled and are based on a 1 to 10 sten scale as shown below.

- 1 - Extremely Low** - importance higher than only 1% of comparison group
- 2 - Very Low** - importance higher than only 5% of comparison group
- 3 - Low** - importance higher than only 10% of comparison group
- 4 - Fairly Low** - importance higher than only 25% of comparison group
- 5 - Average** - importance higher than only 40% of comparison group
- 6 - Average** - importance higher than 60% of comparison group
- 7 - Fairly High** - importance higher than 75% of comparison group
- 8 - High** - importance higher than 90% of comparison group
- 9 - Very High** - importance higher than 95% of comparison group
- 10 - Extremely High** - importance higher than 99% of comparison group

In the example above, the Boss rating on 'Managing Projects' was 'Average' compared to the comparison group. The Job Holder rating was 'Very Low' compared to the comparison group. The Stakeholder ratings were 'Extremely High' and the Report ratings were 'Fairly Low' in comparison to other individuals' ratings of the job role.

Job Role Profile - Solving Problems



Job Role Profile - Influencing People

INFLUENCING PEOPLE		IMPORTANT				IMPORTANT		
		Not	Marginally	Fairly	Important	Very	Extremely	Critically
BUILDING RELATIONSHIPS	Interacting with People Projecting Enthusiasm; Making Contact; Networking						9	9
	Establishing Rapport Putting People at Ease; Welcoming People; Making Friends						8	9
	Impressing People Attracting Attention; Promoting Personal Achievements; Gaining Recognition					6	8	9
COMMUNICATING INFORMATION	Convincing People Persuading Others; Shaping Opinions; Negotiating							9
	Articulating Information Giving Presentations; Explaining Things; Projecting Social Confidence						9	10
	Challenging Ideas Questioning Assumptions; Challenging Established Views; Arguing Own Perspective					7		9
PROVIDING LEADERSHIP	Making Decisions Deciding on Action; Assuming Responsibility; Standing by Decisions						7	9
	Directing People Leading People; Co-ordinating Groups; Controlling Things					5		9
	Empowering Individuals Motivating Individuals; Inspiring People; Giving Encouragement					7		10

○ Boss

□ Job Holder

◇ Stakeholder

⬡ Report

Job Role Profile - Adapting Approaches

ADAPTING APPROACHES		IMPORTANT				IMPORTANT		
		Not	Marginally	Fairly	Important	Very	Extremely	Critically
SHOWING RESILIENCE	Conveying Self-Confidence Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions						8	10
	Showing Composure Staying Calm; Tolerating Stress; Dealing with Pressure						8	10
	Resolving Conflict Calming Upset People; Handling Angry Individuals; Resolving Arguments						8	
ADJUSTING TO CHANGE	Thinking Positively Being Optimistic; Recovering from Setbacks; Projecting Cheerfulness							9
	Embracing Change Coping with Change; Tolerating Uncertainty; Adapting to New Challenges						8	9
	Inviting Feedback Acknowledging Criticism; Encouraging Critical Thinking; Gathering Feedback						6	
GIVING SUPPORT	Understanding People Showing Empathy; Listening to People; Understanding Motivation						5	9
	Team Working Working Participatively; Encouraging Team Contributions; Involving Others in Decisions						6	10
	Valuing Individuals Showing Consideration; Tolerating Others; Trusting People						6	9

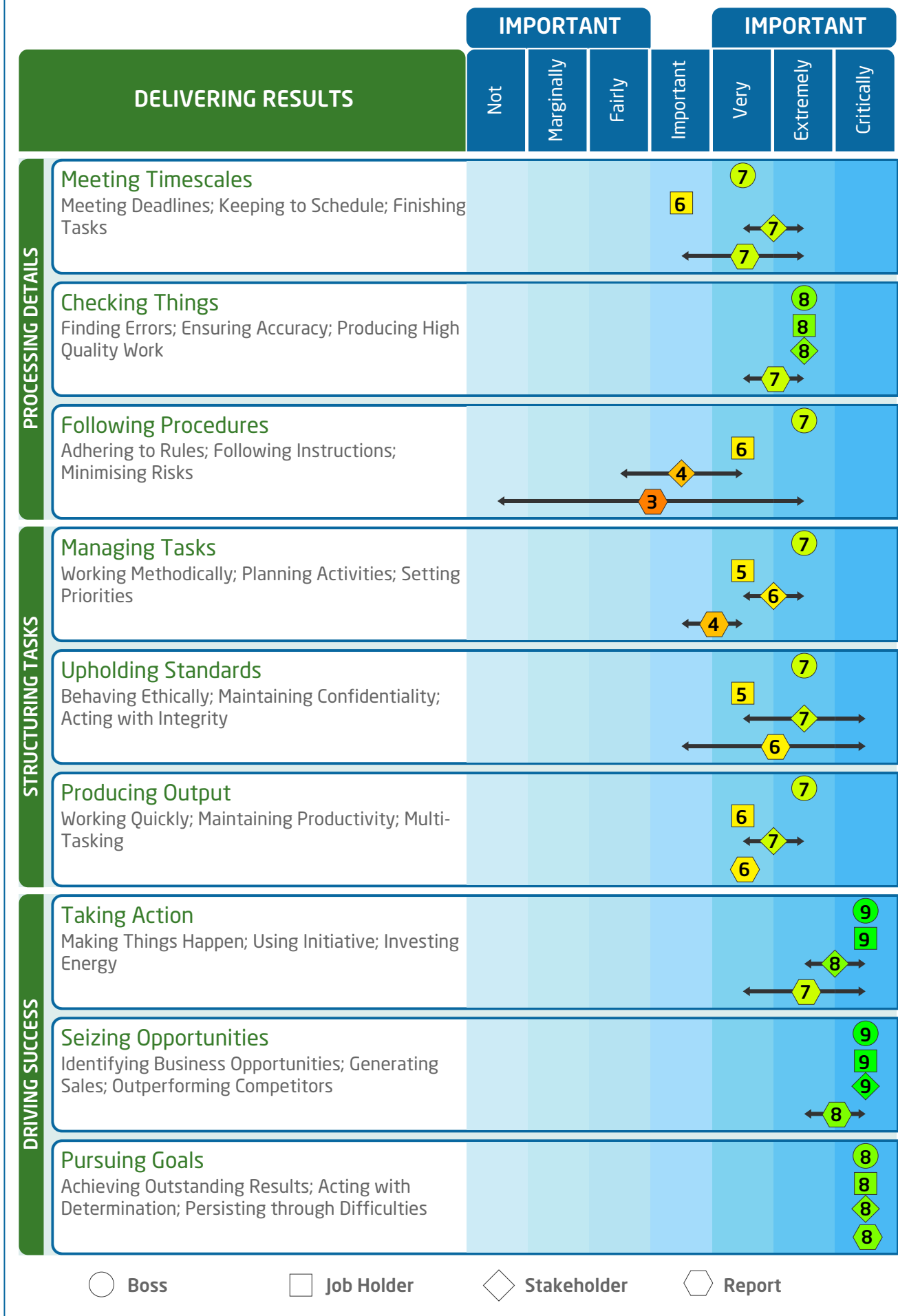
○ Boss

□ Job Holder

◇ Stakeholder

⬡ Report

Job Role Profile - Delivering Results



Job Role Profile - Reasoning at Work

REASONING AT WORK		IMPORTANT				IMPORTANT		
		Not	Marginally	Fairly	Important	Very	Extremely	Critically
WORKING WITH INFORMATION	Working with Words Understanding Word Meaning; Comprehending Text; Making Verbal Inferences; Evaluating Written Materials; Comparing Arguments					6	8	
	Working with Numbers Understanding Tables; Comprehending Graphs; Making Numerical Inferences; Evaluating Quantities; Comparing Data						9	9
	Working with Details Checking Letters and Text; Checking Numbers and Tables; Checking Codes and Symbols; Identifying Mistakes; Classifying Information				5	7		
WORKING WITH THINGS	Working with Systems Understanding Logical Rules; Comprehending Process Diagrams; Identifying Causes; Finding Faults; Comparing Flowchart Sequences					7		9
	Working with Designs Estimating Lengths and Angles; Recognising Rotated Shapes; Visualising Three-Dimensional Objects; Inspecting Objects; Designing Things	4	4					
	Working with Equipment Understanding Mechanical Problems; Comprehending Physical Principles; Estimating Movement of Objects; Using Tools; Operating Machinery	4	4					

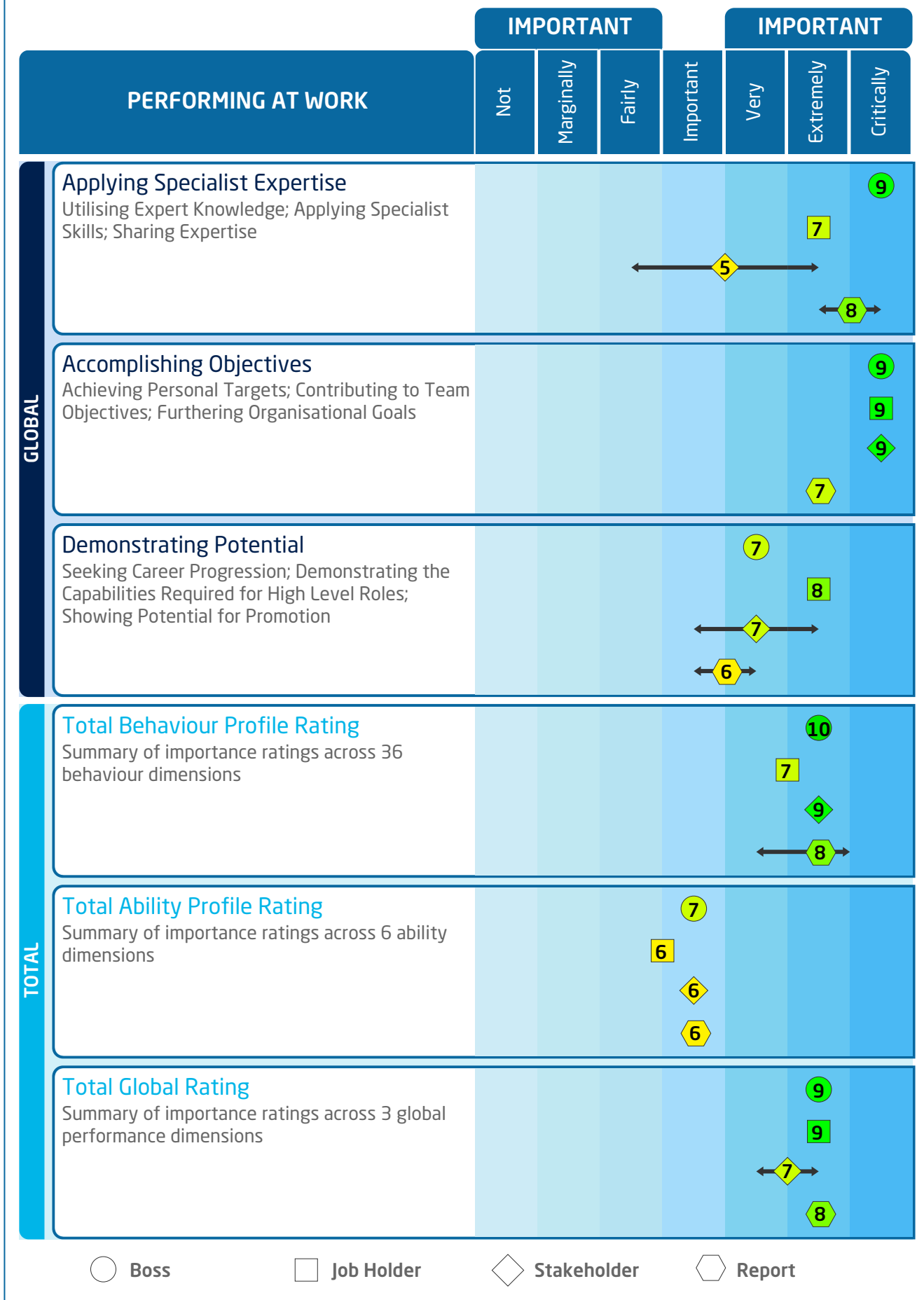
○ Boss

□ Job Holder

◇ Stakeholder

⬡ Report

Job Role Profile - Summary



Job Role Profile - Behaviour Overview

SUMMARY	IMPORTANT				IMPORTANT		
	Not	Marginally	Fairly	Important	Very	Extremely	Critically
SOLVING PROBLEMS	Evaluating Problems Examining Information (7); Documenting Facts (8); Interpreting Data (8)				← 8 →		
	Investigating Issues Developing Expertise (5); Adopting Practical Approaches (4); Providing Insights (6)				← 5 →		
	Creating Innovation Generating Ideas (5); Exploring Possibilities (5); Developing Strategies (8)				← 6 →		
INFLUENCING PEOPLE	Building Relationships Interacting with People (9); Establishing Rapport (9); Impressing People (7)				← 9 →		
	Communicating Information Convincing People (9); Articulating Information (9); Challenging Ideas (9)				← 10 →		
	Providing Leadership Making Decisions (8); Directing People (8); Empowering Individuals (9)				← 9 →		
ADAPTING APPROACHES	Showing Resilience Conveying Self-Confidence (8); Showing Composure (8); Resolving Conflict (7)				← 8 →		
	Adjusting to Change Thinking Positively (8); Embracing Change (8); Inviting Feedback (6)				← 8 →		
	Giving Support Understanding People (7); Team Working (8); Valuing Individuals (8)				← 8 →		
DELIVERING RESULTS	Processing Details Meeting Timescales (7); Checking Things (7); Following Procedures (5)				← 7 →		
	Structuring Tasks Managing Tasks (5); Upholding Standards (6); Producing Output (6)				← 6 →		
	Driving Success Taking Action (8); Seizing Opportunities (9); Pursuing Goals (8)				← 9 →		

Comments

What key words best describe the purpose of the job?

Boss 1:	Developing a team, achieving success through others. Managing and motivating a growing team. Building partnerships with accounts and ensuring that we are linked to their strategies. High level business development with major accounts.
Job Holder 1:	Winning business. Opening new accounts. Generating profits. Driving the team to success.
Stakeholder 1:	Driving business wins. Generating new accounts. Recruiting and managing good sales people. Supporting and motivating colleagues.
Stakeholder 2:	The purpose of the job is to ensure the team meet their targets. This is by working effectively alongside consultants of different levels who have the technical expertise and understanding of which approach is best and how long different activities take. Important to foster constructive relations between sales and consultants. Needs to ensure team has the technical understanding to sell products and projects that provide effective and profitable solutions
Report 1:	To motivate the team to deliver on targets and objectives. To provide staff with knowledge and insights into products and client management. To keep people focused on their objectives, key accounts and accompany staff on meetings and key events
Report 2:	Building a successful team. Achieving sales targets. Identifying new high level accounts.

Comments

Please provide any additional information, including any special aspects or requirements of the job:

Boss 1: Motivational skills are key as is a range of performance management techniques and experience.

Job Holder 1: Good product knowledge. Negotiating skills are important.

Stakeholder 1: Experience in the HR sector is helpful.

Stakeholder 2: Important that is seen to behave impartially with all members of his team or consultants

Report 1: No comments were made

Report 2: Negotiation skills, Management skills,