



# Leadership Report Sam Jenkins



Professional

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 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 leadership style and predicted effectiveness in different workplace situations, based on the responses of Sam Jenkins to the Styles questionnaire.

### Leader Base Profile

The Leader Base Profile provides a summary of the likely potential of Sam Jenkins in six key aspects of leadership. These aspects provide a broad overview of an individual's general potential to lead. Leader Base scores also indicate potential for Demonstrating Capability (Task), Working Together (People) and Promoting Change (Growth). 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.

### Leadership Styles Profile

The Leadership Styles Profile focuses on 24 leadership styles which have been derived from the 108 facets of the Wave Professional Styles model. It provides an indication of likely motives, preferences, needs and talents in terms of adopting different leadership styles. The 24 leadership styles are arranged under the four Wave clusters, with six leadership styles associated with each cluster.

The Leadership Styles Profile shows the name and description of each leadership style, along with the associated score. Differences between motive and talent scores of three stens or more on a given leadership style are indicated by motive and talent markers, represented by an M and a T respectively. Such differences may suggest an incentive to develop in certain areas, or indicate areas where environmental influences are having a strong impact.

### Leadership Styles Summary Profile

The Leadership Styles Summary Profile gives an overview of the 24 leadership styles on one page, without descriptive text, allowing for quick comparisons of the different styles. It highlights where motive or talent is higher (whichever is higher is indicated by M or T).

### Response Summary

The Response Summary page provides information about the manner in which the respondent completed the Wave Professional Styles questionnaire. It details the respondent's Ratings Acquiescence and Consistency of Rankings. It also highlights those leadership styles where there may potentially be under-rating or over-rating in the responses. These are areas where the individual may be being overly self-critical or overly-lenient in their response style. This provides a useful source of additional information for added depth of interpretation.

### Predicted Situational Leadership Effectiveness

The Situational Leadership Effectiveness profile gives an indication of the situations in which Sam Jenkins is likely to be an effective leader. The profile shows the top six and bottom six ranked situations.

## Introduction to Assessment Report

### The 1-10 Sten Scale

Throughout the Leadership Report a standardised 1-10 (sten) scale is used, as shown below:

- 1 = higher than about 1% of the comparison group
- 2 = higher than about 5% of the comparison group
- 3 = higher than about 10% of the comparison group
- 4 = higher than about 25% of the comparison group
- 5 = higher than about 40% of the comparison group
- 6 = higher than about 60% of the comparison group
- 7 = higher than about 75% of the comparison group
- 8 = higher than about 90% of the comparison group
- 9 = higher than about 95% of the comparison group
- 10 = higher than about 99% of the comparison group

## Leader Base Profile

This profile provides a summary of the likely potential of Sam Jenkins in six key aspects underpinning overall leadership effectiveness.

Task	<b>Logical</b> Leads using analytical and reasoning capability	
	<b>Expert</b> Actively investigates and solves problems using specialist expertise	
People	<b>Adaptable</b> Understands and adapts to the needs of others	
	<b>Dominant</b> Assertively interacts with people in order to achieve desired results	
Growth	<b>Entrepreneurial</b> Strives for commercial success by seizing opportunities and outperforming competitors	
	<b>Revolutionary</b> Focuses on imaginative solutions and generates a long-term vision	

### Logical

Saville Consulting recommend that further evidence is collected from other work-relevant assessments such as aptitude tests, wherever possible.

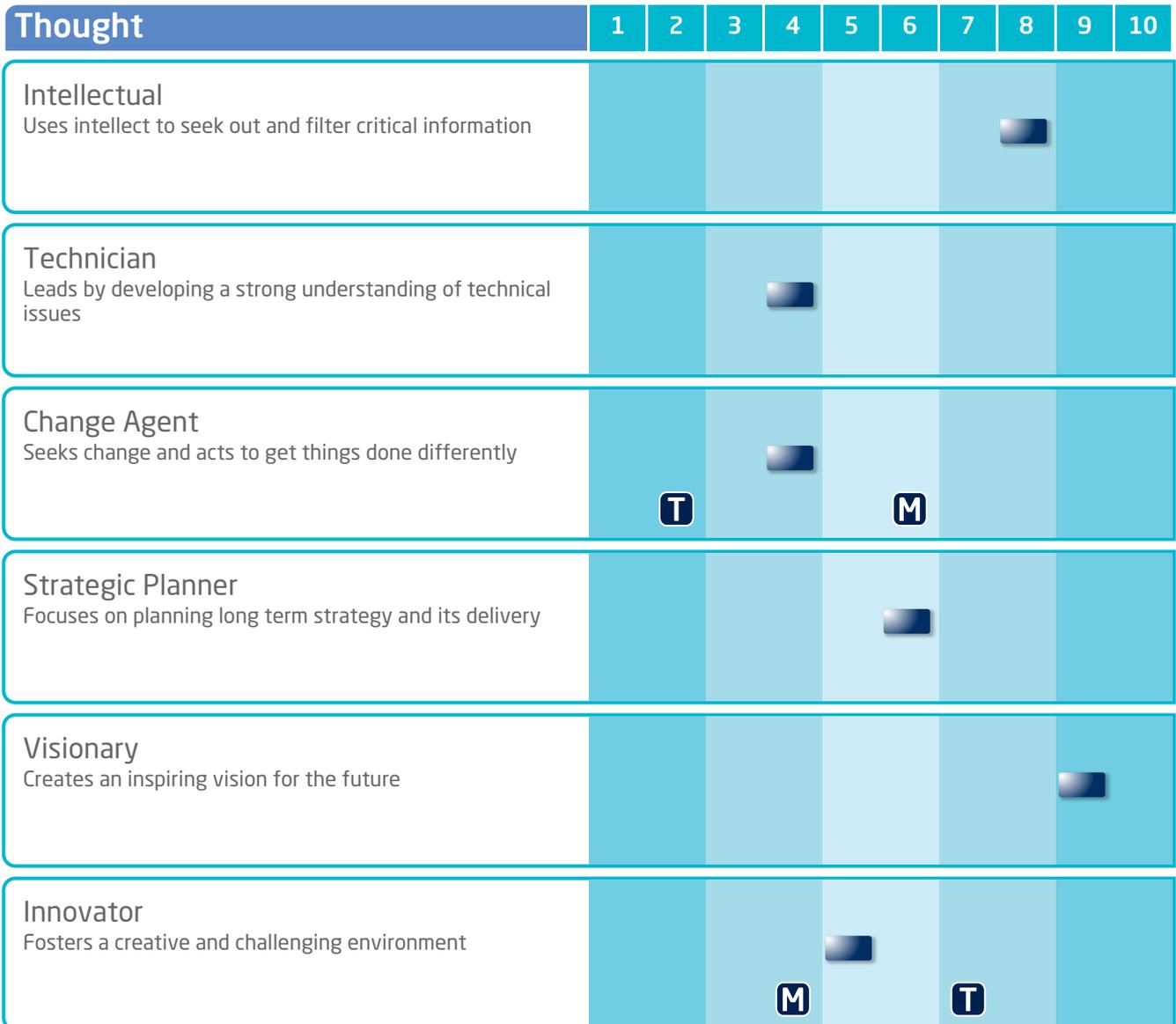
### Expert

Saville Consulting recommend that supplementary information is sought using methods such as structured interviews to assess an individual's specialist expertise.

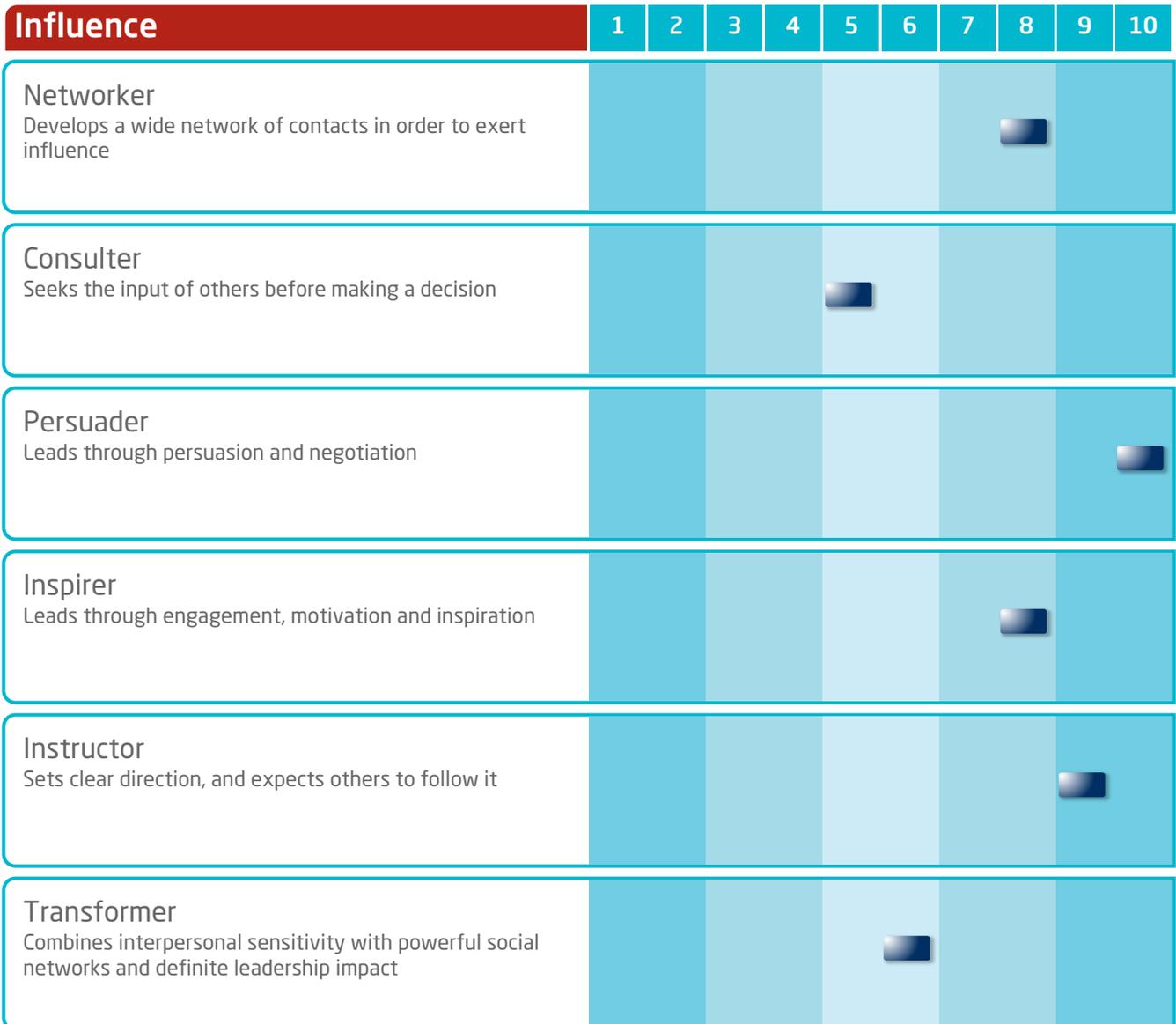
### Entrepreneurial

The use of the Saville Consulting Entrecode™ Entrepreneurial Report is recommended to supplement the information about an individual's entrepreneurial potential.

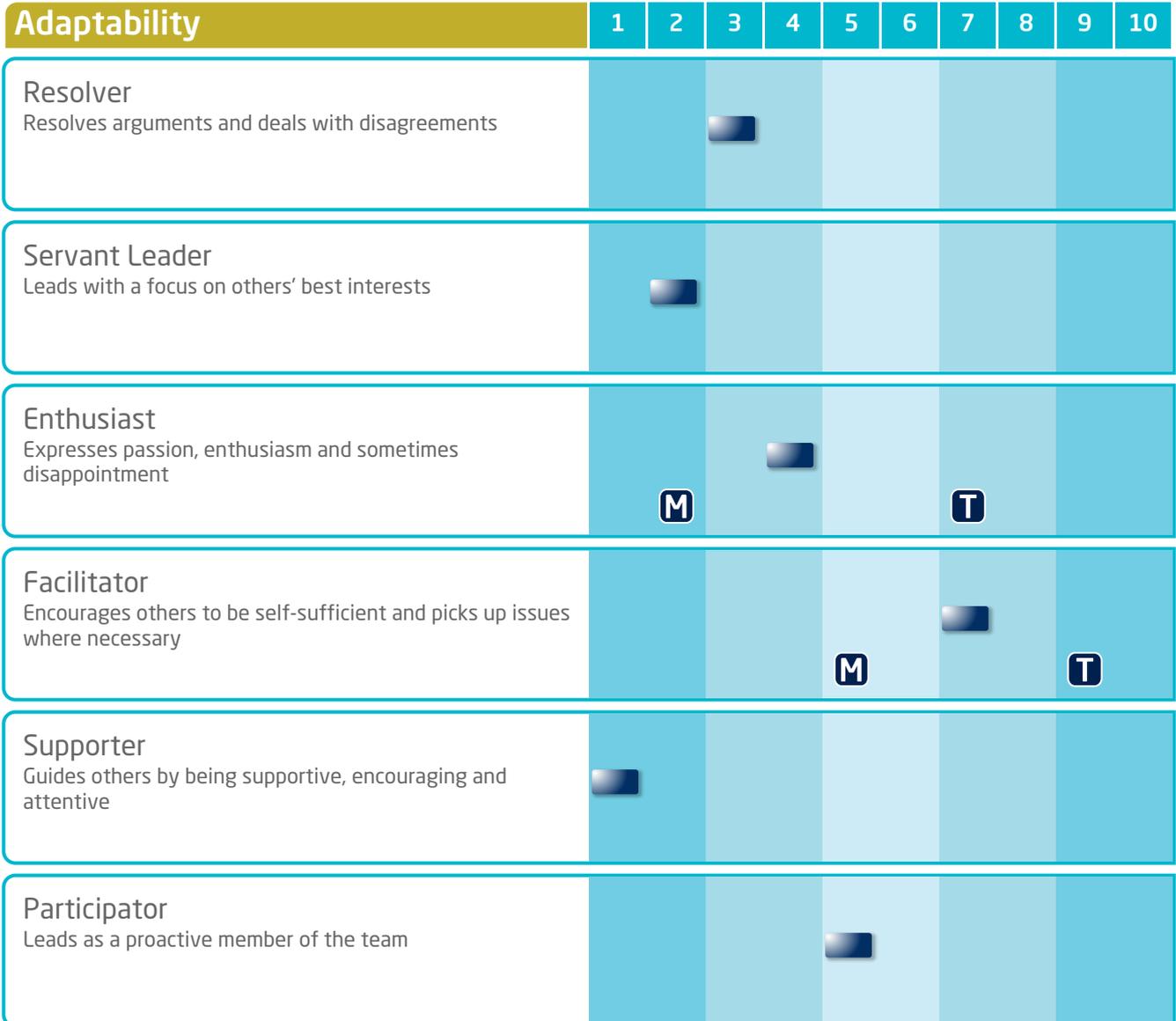
## Leadership Styles Profile



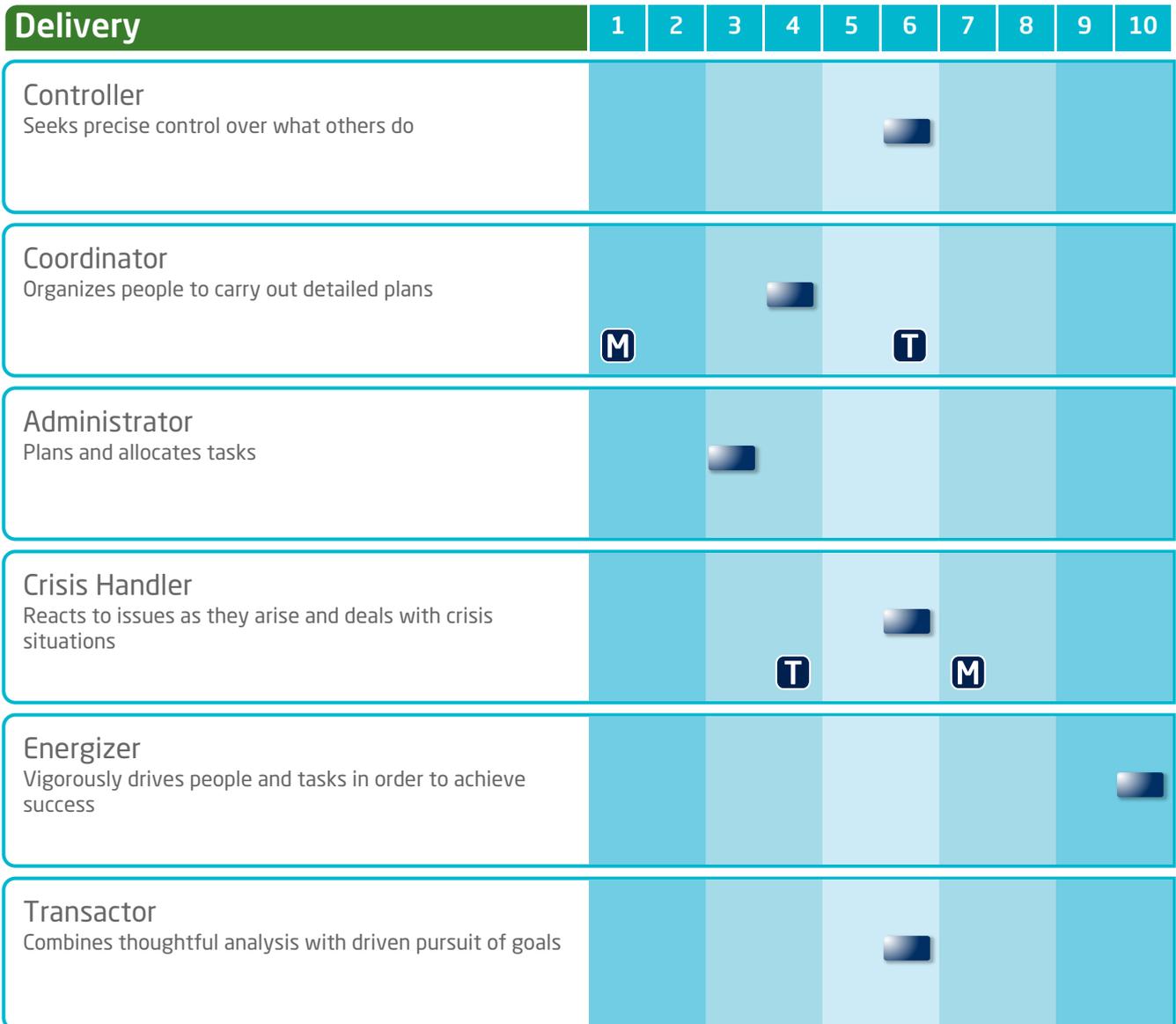
## Leadership Styles Profile



## Leadership Styles Profile



## Leadership Styles Profile



## Leadership Styles Summary Profile

	1	2	3	4	5	6	7	8	9	10	Splits	
Thought	Intellectual							■				
	Technician			■								
	Change Agent			■							M	
	Strategic Planner					■						
	Visionary								■			
	Innovator					■						T
Influence	Networker							■				
	Consulter					■						
	Persuader									■		
	Inspirer							■				
	Instructor									■		
	Transformer						■					
Adaptability	Resolver			■								
	Servant Leader		■									
	Enthusiast				■							T
	Facilitator							■				T
	Supporter	■										
	Participator					■						
Delivery	Controller					■						
	Coordinator				■							T
	Administrator			■								
	Crisis Handler						■					M
	Energizer									■		
	Transactor						■					

## Response Summary

The Overall Response Summary section provides an overview of the responses of Sam Jenkins to Wave Professional Styles through two indicators. The pattern of responses should be kept in mind when interpreting the psychometric profile.

### Overall Response Summary



### Detailed Response Summary

This section highlights any styles where Sam Jenkins has potentially under-rated or over-rated themselves. This is determined by looking at the difference between their overall score (ratings and rankings combined) and their ipsative (ranking) score for each leadership style. Asterisks are used to show the size of the discrepancy (\* 2 stens difference, \*\* 3 or more stens difference).

If the overall score is higher than the ipsative score for a style, this indicates that the overall score may have been raised through potential over-rating by the individual. If the ipsative score is higher than the overall score for a style, this indicates that the overall score may have been lowered through potential under-rating by the individual.

#### Leadership Styles

##### Potential Under-rating

There are no Leadership Styles to display

##### Potential Over-rating

There are no Leadership Styles to display

## Predicted Situational Leadership Effectiveness

This profile indicates the situations where Sam Jenkins is likely to be an effective leader. The profile shows the top six followed by the bottom six situations.



Likely to be extremely well suited to leadership where persuasion is required in order to overcome resistance to ideas or plans



Likely to be extremely well suited to leadership where drive and commercial awareness are valued in order to outperform competitors



Likely to be very well suited to leadership where the long-term vision of an organization needs to be developed



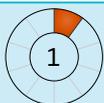
Likely to be very well suited to leadership where people need clear direction and can follow orders



Likely to be well suited to leadership where there is a need to focus on solving highly complex problems



Likely to be well suited to leadership where purposeful interaction with others is required to achieve a goal



Likely to be unsuited to leadership where people require support and guidance in order to develop their capabilities



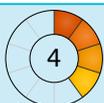
Likely to be much less suited to leadership where the cause of other people needs to be promoted



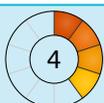
Likely to be less suited to leadership where the optimal use of everyone's time and skills is critical to success



Likely to be less suited to leadership where mediation between people is required before progress can be made



Likely to be slightly less suited to leadership where activities need to be effectively coordinated in order to be productive



Likely to be slightly less suited to leadership where a positive attitude helps to promote goals and achieve success