



Premium Development 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.

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Introduction to Assessment Report

This development report summarises the actions that could be taken to develop Sam Jenkins. Based on the results of the assessment it outlines what actions could be considered to improve performance at work. The appropriateness of each piece of advice will differ for each individual and will to some extent depend on the job role and the opportunities and resources available. The report is divided into two sections. These sections are composed of the following four types of development advice.

Building Strengths

Successful people tend to know what they are good at and play to these strengths. Before trying to make up for, or develop limitations, it may be worth considering how to make the most of these strengths. This premium report shows Building Strengths for competency dimensions with scores of 6-10 which range from average to well above average.

Possible Overplayed Strengths - 'Watch Fors'

Clear areas of strength are most likely to contribute to effectiveness at and enjoyment of work. They may, however, lead to unwanted or undesirable consequences. For each of the areas of particular strength, the potential pitfalls are highlighted together with actions to reduce or avoid their negative impact. This premium report shows Possible Overplayed Strengths for competency dimensions with scores of 8-10 which are all well above average.

Development Tips

While building strengths is likely to be a more rewarding way to develop, it may be that there is a requirement to develop in areas which are less strong. For these areas development tips are provided on how to improve performance. This premium report shows Development Tips for competency dimensions with scores of 1-5 which range from well below average to average.

Managing Limitations

Areas of limitation are unlikely to be areas where there is a strong desire or capability to easily change. It may be better to be realistic about these areas and rather than attempt to change them, be clear on how best to manage them. If there are no clear areas of limitation, this section will be blank. This premium report shows Managing Limitations for competency dimensions with score of 1-3 which are well below average.

Building Strengths

Convincing People

Persuading Others; Shaping Opinions;
Negotiating



Extremely High

performed better than 99% of
comparison group

- Vary approach particularly when dealing with regular contacts so as not to become predictable and therefore easier to argue against.
- Consult others when putting arguments together. They may well have a unique perspective.
- Ask for feedback on persuasive skills. Look to achieve good high quality solutions that build relationships.
- Prepare arguments well. Consider both sides of the case in order to handle objections and counter argue.
- Be clear on 'walk away' point and rehearse giving this message.
- Look to get involved with higher level and more difficult negotiations.
- Attend a formal negotiation skills programme.

Possible Overplayed Strengths

Convincing People

Persuading Others; Shaping Opinions;
Negotiating



Extremely High

performed better than 99% of
comparison group

- Be aware of being so determined to make a point and express a view that it hinders listening to relevant arguments from colleagues/customers. ACTION: Tune in to clients. Listen more carefully.
- Look out for tendencies to continue to persuade others when the case has already been won. ACTION: Observe much more closely, read the body language and resist the temptation to oversell.
- Be aware when others are in greater command of the relevant facts. ACTION: Go away and rigorously research the facts before continuing to persuade.
- Watch for being described as overly pushy or unnecessarily persuasive when people would be happier not to be convinced. ACTION: Look out for trying to persuade in some situations where others may not consider it appropriate.
- Beware of trying to change people's opinion as a personal challenge. Some people have very fixed opinions that they hold strongly. ACTION: Look out for people getting angry or irritated. May be worth considering switching topic to something where there is a greater chance of a positive outcome.
- Watch for tendencies to continue giving ground when the other side has given clear signs that the deal will happen regardless. ACTION: Be clear on walk away point and stop there and resist the temptation to re-open debate.
- Beware of achieving win-lose more than win-win. This is likely to lose trust in the longer term. ACTION: Think carefully about the benefits of long term partnerships and how best to achieve these in the negotiation.

Building Strengths

Documenting Facts

Writing Fluently; Understanding Logical Arguments; Finding Facts



Extremely High

performed better than 99% of comparison group

- Explore opportunities for reinforcing the written word in documents with appropriately presented facts and figures.
- Adapt written communication style to stay up to date with the latest trends e.g. visual aids.
- Look for opportunities to write e.g. contribute to newsletters, marketing and training material and seek feedback from editors and readers.
- Seek feedback from gifted writers on own documentation to enhance own writing skills.
- Seek out really intelligent, thoughtful people and spend time understanding their logic and expertise.
- Scrutinise the evidence used to support others' points of view - is it well researched? Look for tentativeness and lack of confidence in their approach.
- Spend time researching new sources of information.
- Seek out experts in their field and question them thoroughly.

Possible Overplayed Strengths

Documenting Facts

Writing Fluently; Understanding Logical Arguments; Finding Facts



Extremely High

performed better than 99% of comparison group

- Could providing too much information be testing the patience of people reading documents and leading to a loss of credibility? ACTION: Always seek to edit work - reducing the word count by at least 20%.
- Could time spent documenting facts be balanced more effectively with talking to other people about the facts? ACTION: Look to spend at least as much time talking through the issues with people to understand what is important to set down as writing the document itself.
- Could presentation of documents be enhanced by replacing lengthy sections of text with graphics, charts, tables and pictures? ACTION: Ask for feedback from others on the effectiveness and ease of understanding of own documentation. Ask for improvements and incorporate these in future documents.
- Could those who naturally lean towards the written word tend to give little consideration to alternative methods of communication, (e.g. face to face)? ACTION: Try to telephone or meet face to face for a higher proportion of interactions with other people.
- Could highly skilled writers sometimes over-estimate people's capacity to pull out the main issues quickly? ACTION: Use paragraphs and headers to signpost effectively and produce an 'Executive Summary' for all reports and longer documents.
- Might those who are quick to understand issues leave colleagues behind? ACTION: Be prepared to slow down and repeat arguments in different ways to ensure others understand.
- Could those who favour logical approaches sometimes have less tolerance for more intuitive approaches, where the logic is less clear? ACTION: Try to spend time questioning more intuitive thinkers and understanding how they reach their conclusions.
- Might urgent decisions be delayed when all the facts are not available to hand? ACTION: Clarify which decisions need to be made first and focus on gathering the essential information only.
- Might gathering more information than is required to reach an appropriate solution risk wasting valuable time? ACTION: Put a time limit on fact finding, leaving sufficient time for analysis and decision making activities.

Building Strengths

Impressing People

Attracting Attention; Promoting Personal Achievements; Gaining Recognition



Extremely High

performed better than 99% of comparison group

- Volunteer for roles to represent the team to others.
- Volunteer to present and undertake activities which increase personal exposure.
- Offer to be the representative for own team. Be the spokesperson.
- Seek roles which encourage selling and influence.
- Promote the good work of the team and colleagues when appropriate.
- Think of different media to promote achievements (e.g. internal newsletters, professional bodies or trade press, etc).
- Be factual in self promotion. Use quantifiable data and qualitative comments of clients and stakeholders.
- Identify managers and colleagues who are happy to give support and praise when needed.
- Who has gained a less positive impression? Work hard at changing their impression.

Possible Overplayed Strengths

Impressing People

Attracting Attention; Promoting Personal Achievements; Gaining Recognition



Extremely High

performed better than 99% of comparison group

- Watch for attracting too much unnecessary attention, particularly in extremely competitive/confrontational environments. ACTION: Maximise positive exposure and minimise negative exposure.
- Look out for being perceived as overly political or politically motivated. ACTION: Be honest, consistent and straightforward with colleagues. One incident where self promotion has been at the expense of someone else could be viewed very negatively.
- Be aware of wasting time impressing people who are not key decision makers. ACTION: Identify the key decision makers and the people they take advice from and ensure that a positive impression is made upon them.
- It is sometimes not appropriate to take centre stage from someone more senior or who is formally presenting information to others. ACTION: Attract attention at the right time.
- Be aware of own status relative to others and be careful not to say anything which will be considered obvious, presumptuous or just plain wrong by others. ACTION: Attract attention in the right way.
- Watch for 'overselling' self and consequently missing opportunities to progress to new and different areas. ACTION: Tone self promotion down and spend time finding out about other people.
- Watch for overplaying achievements that would only be considered modest achievements by others. ACTION: Make sure to find out about other people's achievements to increase personal awareness of what makes an achievement stand out as exceptional.
- Be aware that good ideas could be ignored if/when people perceive behaviour as too pushy. ACTION: Self impose time limits for making a case. Avoid repeating stories to the same audience.
- Be aware that an excessive need for praise may put people on the spot and embarrass them at times. ACTION: Manage with less recognition and praise.
- Be aware of taking too much credit and failing to reward team members appropriately. ACTION: Always acknowledge the contribution of others. People will be increasingly likely to proactively collaborate on projects.

Building Strengths

Making Decisions

Deciding on Action; Assuming Responsibility;
Standing by Decisions



Very High

performed better than 95% of
comparison group

- Inject pace and decisiveness into project groups and make things happen.
- In meetings always look for decisions and action points.
- Make sure approach to risk is calculated. Assume the worst will happen and build in contingencies.
- Honestly review the quality of the decisions made and identify why they were the right or wrong decisions. Think what it would have taken for the right decision to be made. Learn from this.
- Facilitate the decision making process, outline the key options/risks for everyone.
- Encourage people to make decisions and commit to action, move debate on towards a conclusion.
- Grasp opportunities and make things happen.
- Identify the experts and opinion formers who can be consulted and ask for advice before committing to important decisions.
- Invest energy on the tasks which have the most impact and benefit.
- Volunteer to lead projects and take on new tasks. Take the opportunities to work outside a comfort zone.
- Look for agreement and support from others before concluding on important decisions.
- Ensure that a decision is well implemented. A common reason for having to change a decision is ineffective implementation.
- Put a sign off process in place for key decisions.

Possible Overplayed Strengths

Making Decisions

Deciding on Action; Assuming Responsibility;
Standing by Decisions



Very High

performed better than 95% of
comparison group

- Is there a danger of being seen as too dominant in group or team settings? ACTION: Appoint other people to chair some meetings and establish actions.
- Is there a danger of being ready to make the decision but not ensuring the decision is effectively implemented? ACTION: Be sure to be involved in turning a decision into practical action.
- Is there a readiness to come to conclusions quickly without due deliberation when there is an important but non-urgent decision to be made? ACTION: Identify decisions which are important to get right but are non-urgent and consider how the decision would be best made.
- Are there some decisions that are rarely based on any degree of consultation and seem to be imposed? ACTION: Think how to build in time to consult and consider alternative views.
- Is there a risk of making decisions before colleagues are ready to implement them? ACTION: Give colleagues due time to work through the implications of implementing a decision and give time for them to work out how to make the decision work.
- Look out for other people's areas of responsibility being encroached upon. ACTION: Respect the boundaries of other people's roles and concentrate on own responsibilities.
- Look out for over-commitment and unnecessarily increasing workload and responsibilities leading to poorer delivery. ACTION: Discuss shifting responsibilities with line managers and be wary of adding responsibilities.
- Is there almost a greater determination to follow a particular course of action because there is strong opposing advice? ACTION: Be careful of proving a point through making a particular decision.
- Be aware that people who are seen as fixed in their view or opinionated can also be seen as lacking objectivity. ACTION: Step back and consider whether there is a danger that personal opinions or attitudes are driving decisions rather than relevant criteria.

Building Strengths

Conveying Self-Confidence

Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions



Very High

performed better than 95% of comparison group

- Use self confidence as a platform to try new things and take on assignments which are stretching.
- Look for roles where establishing credibility is important and valued.
- Work with a mentor, keep pushing at personal development.
- Seek high profile roles which increase exposure in the organisation.
- Look for projects which are out of personal comfort zone.
- Seek feedback on own performance, do not rely solely on own judgement.
- Be clear about own strengths. Look for opportunities to use them to the full.
- Identify other people with strengths who can compensate for own weaker areas.
- Look at own career and consider the moves and experiences which will help realise personal ambitions.
- Identify positive and encouraging managers and mentors who can help with career.
- Build strengths, specialist expertise and knowledge, allowing for greater professional contribution to work.
- Avoid contributing when unsure, be honest and find more facts before committing to action.

Possible Overplayed Strengths

Conveying Self-Confidence

Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions



Very High

performed better than 95% of comparison group

- Look out for pushing own contributions over and above other people's contribution. ACTION: Allow other people time to speak and actively listen when they do.
- Look out for failing to question own capabilities. ACTION: Review with others (and be open to) what could be done better, particularly after a significant or stretching assignment.
- Could there be a general assumption that everything is under control? ACTION: Build contingency into plans, particularly where there are inter-dependencies on projects.
- Could there be an issue with over-confidence at times? ACTION: Review any experiences where things have gone wrong. Work at establishing how own actions could have contributed to problems.
- Could other people find such strong personal confidence intimidating at times? ACTION: Include people and be aware of their individual differences. Less confident people can deliver very effectively.
- Could there be a concern that as well as being seen as self confident, could appear to others as self absorbed and selfish? ACTION: Be aware of others' perceptions and try to appear more inclusive.
- Could a high degree of self determination mean that there is little or no contribution to organisational initiatives that show little prospect of personal advancement? ACTION: Get more involved. If personal commitment is low for these organisational initiatives, it will be more difficult to motivate others to be involved in them.
- Is there a possibility of being seen by others as boastful or conceited? ACTION: Judge the audience carefully. Remember that sometimes it is better not to place too much emphasis on own value/contribution.

Building Strengths

Seizing Opportunities

Identifying Business Opportunities; Generating Sales; Outperforming Competitors



Very High

performed better than 95% of comparison group

- Show others how to seize new opportunities through professional/industry groups (e.g. present, contribute to newsletters or journal articles, write a blog).
- Develop a reputation for being responsive.
- Study the market trends and suggest potential product/service development opportunities.
- Explore how customers commission suppliers and seek constant feedback about what they like and dislike about all their suppliers.
- Look for opportunities to support or manage larger/global/strategic customer accounts.
- Ask for referrals and recommendations, build up a list of testimonials.
- Improve knowledge of product, so that it is outstanding.
- Consider documenting competitor intelligence for colleagues. Share tips for beating the competition.
- Learn from the competitive bids which have been lost. Undertake a complete review and seek full feedback from the customer.

Possible Overplayed Strengths

Seizing Opportunities

Identifying Business Opportunities; Generating Sales; Outperforming Competitors



Very High

performed better than 95% of comparison group

- Watch out for spending more time/energy seeking new opportunities than dealing with existing demands. ACTION: Be careful not to get distracted by the allure of fresh new opportunities to the extent that other work starts to slide.
- Is there a danger of seizing an opportunity without adequate reflection? ACTION: Evaluate the profitability of the opportunity and ensure it makes strategic sense before diving in.
- Could there be too great a focus on pursuing one or two big opportunities which never seem to materialise at the expense of more modest opportunities which are more likely to come to fruition? ACTION: Question where best to apply time and effort regularly to realise the best results.
- Could a desire for a big sale be leading to selling projects outside of own organisation's core areas of competence? ACTION: Concentrate on generating business which can realistically be delivered.
- How is the focus on the next big sale impacting longer term account development? ACTION: Aim to develop lasting customer relationships through strong account management, superior service and excellent execution.
- Is the need to make a sale leading to selling products and services so competitively they are making a loss? ACTION: Remember that loss leaders are only ever short term offers or a small part of the total package sold. Ensure that the overall sale is profitable and sustainable in the long term.
- Is this competitive spirit always channelled appropriately? ACTION: Ensure competitive energy is directed externally instead of towards team members or other departments.

Building Strengths

Interacting with People

Projecting Enthusiasm; Making Contact; Networking



High

performed better than 90% of comparison group

- Look to involve the quieter members of the team and access all their available talent.
- Think who it is important to develop a better relationship with. Invest time in improving these relationships.
- Engage others and generate enthusiasm for achievement within the team.
- Use enthusiasm to inject energy into projects and inspire others to achieve.
- Enthusiasm can be infectious. Spend time sharing with colleagues why their ideas/new services are good.
- Improve the dynamics in slow or confrontational meetings. Inject a positive outlook and energy in these interactive forums.
- Get in contact with all new stakeholders who interface with the role/department.
- Think through ways to make contact which could improve a relationship e.g. inviting to a particular event, going for lunch.
- Offer to introduce contacts to people who may be helpful to each other.
- Make the most of own network - ask good personal contacts to facilitate introductions with their useful contacts.
- Be sure to devote some time to networking over the phone and to use the skills even when very busy.
- Make sure to network with purpose and spend time with people where there is potentially a mutual benefit.

Possible Overplayed Strengths

Interacting with People
Projecting Enthusiasm; Making Contact;
Networking



High
performed better than 90% of
comparison group

- Be aware of looking for too much involvement from others. ACTION: Learn to get leverage from the right blend of input from others to ensure effective and efficient delivery.
- Is there a danger of taking too much of the time of others? They may resent this when they are busy. ACTION: Be careful to ascertain that the individual contacted has the time to interact.
- Is a focus on interacting ever at the expense of completing more mundane daily tasks? ACTION: Try to get work tasks out of the way first and then spend time talking to people.
- Be aware of being perceived as overly enthusiastic and lacking in judgement or discrimination. ACTION: Be careful to read situations and know when to tone down natural enthusiasm.
- Watch for being seen as overselling own ideas. ACTION: Be open to other people's ideas. Show equal enthusiasm for these as well as for own ideas.
- Could making regular contact seem needy or encroach on less gregarious people at times. ACTION: Be aware of signs from others that they are not keen to talk.
- Is there a danger of falling into a rut by sticking to the same events and networks. Regularly consider new opportunities to network. ACTION: Set clear objectives for networking.
- Watch for spending time with people who are interesting but do not help to move things forward. ACTION: Review carefully how and with whom time is spent.

Building Strengths

Taking Action

Making Things Happen; Using Initiative;
Investing Energy



High

performed better than 90% of
comparison group

- Make sure others are also on board before diving into something new.
- Consider special projects that involve troubleshooting/consulting.
- Gain experience through short term contracts or secondments.
- Seek opportunities to start new initiatives, practice areas, lines of business, or turning poorly performing areas around.
- Look for things that really need to be done, but there is inertia and indecisiveness. Move them on.
- Develop a reputation for taking the initiative and resolving issues before they escalate.
- Use this high energy to inject pace and enthusiasm into projects where people are dejected.
- Take something which seems to be stop-start and there is little motivation for and get it moving along.

Possible Overplayed Strengths

Taking Action

Making Things Happen; Using Initiative;
Investing Energy



High

performed better than 90% of
comparison group

- Is the excitement of starting something new at the expense of doing more routine work? ACTION: Schedule time for routine maintenance activities or to check ongoing tasks.
- Is the thrill of troubleshooting overshadowing planning and problem prevention? ACTION: Implement systems and processes that will reduce the likelihood of problems recurring.
- Does a desire to make things happen tend to throw existing projects into disarray? ACTION: Be careful that in making things happen this does not require resources that are already fully committed to existing projects.
- Is there a danger of overstepping the mark and doing things that have been ruled out by others? ACTION: Be careful not to do something which is not wanted or needed and that no-one will be thankful for.
- Is there a readiness to embark on new work where there is a low degree of knowledge and understanding? ACTION: Consult experts before taking the initiative in a new work area.
- Is this energy being channelled as appropriately as possible? ACTION: before rushing on to the next activity take time out to stop and think 'is this the best use of time/energy?'

Building Strengths

Articulating Information

Giving Presentations; Explaining Things;
Projecting Social Confidence



High

performed better than 90% of
comparison group

- Consider attending a media presentation course.
- Spend some time both developing and delivering training material.
- Present on different subjects and to different audiences. Offer to speak externally as well as internally.
- Volunteer to present at the end of discussion and project groups.
- Experiment with different multi-media approaches to presentations.
- Look for opportunities to get involved with corporate messaging/marketing.
- Look for opportunities to articulate something over and over again to different people. Review each time and improve.
- Record a meeting. Listen back to what is said and be clear on whether someone has taken the point someone else has made. Re-phrase the point to make clearer.
- Seek out analogies from colleagues, clients, etc. that make a point strongly in a way other people can relate to easily.
- Learn to feel more confident. Work out own unique strengths and keep reminding self of them e.g. 'I am the most diligent member of the team'.
- Spend time building own confidence prior to an important event.

Possible Overplayed Strengths

Articulating Information

Giving Presentations; Explaining Things;
Projecting Social Confidence



High

performed better than 90% of
comparison group

- People who are articulate have to be careful not to say too much. ACTION: Ask for feedback on this. Try to say what matters in half the time or less.
- Be wary of repeating stories to the same people. This can bore people or even make them feel that the story is more important than they are. ACTION: Ask people if they have been told the story first. Do not continue with the story if they say they have.
- Be aware not to let a presentation be 'a triumph of style over substance'. ACTION: Start with good content and then think about how to get the message over.
- Watch for volunteering to give presentations when the content is technical and not an area of personal expertise. ACTION: Review what a presentation needs to consist of and the nature of the audience before committing to it.
- Be aware of being described as too technical and fun free. ACTION: Aim to have some interaction with the audience. Or give the audience an engaging activity to do at some point if the presentation is long.
- Watch for inclinations to explain things in the same way, irrespective of the knowledge base of the audience. ACTION: Vary the style and research the audience and present according to their needs and interests.
- Be aware of explaining too much in one attempt. ACTION: Check understanding levels before continuing to the next point when explaining something complex.
- Look for over confidence leading to taking risks and preparing less well or at the last minute. ACTION: Always build in preparation time well before presenting. Show respect for the audience.
- Be aware of being described as overconfident. ACTION: Be prepared to inject a small degree of humility or self deprecation.

Building Strengths

Pursuing Goals

Achieving Outstanding Results; Acting with Determination; Persisting through Difficulties



High

performed better than 90% of comparison group

- Seek greater responsibilities and map out personal career path for the next five years.
- Look at how the goals impact other valued business metrics (e.g. sales, costs, margin, quality, efficiency, shareholder value, market share).
- Set stretch targets and focus on achieving or exceeding them.
- Seek out roles and responsibilities that maximise strengths as these present the greatest opportunity to excel.
- Identify the most important goals to achieve, make sure that energy is focused upon these.
- Share a vision of success with others to inspire them.
- Tell stories of past victories to encourage others to keep trying in the face of adversity.

Possible Overplayed Strengths

Pursuing Goals

Achieving Outstanding Results; Acting with Determination; Persisting through Difficulties



High

performed better than 90% of comparison group

- Has personal ambition become too much of a focus and driver? ACTION: Get a sense of perspective, review all that is important in life.
- Watch out that the pursuit of individual goals isn't at the expense of overall team or business performance. ACTION: Make sure that personal goals are closely aligned with team and organisational goals more widely.
- Could a strong desire for promotion lead to moving up to a role where performance is weak (ambition is not matched by gaining the necessary experience and developing the appropriate knowledge). ACTION: Be realistic, invest in own development and be prepared to earn promotion.
- How valued and appreciated do those contributing to success feel? ACTION: Ensure others receive credit that is due. Regularly acknowledge their efforts/support.
- Is there a danger of pushing people unnecessarily hard? ACTION: Be aware of other people's work life balance and how this sense of determination is impacting this.
- Is there risk of getting bogged down pursuing difficult tasks which may now not be that important relative to other things? ACTION: Regularly re-evaluate the cost-benefit of investing time trying to salvage a bad situation.

Building Strengths

Generating Ideas

Producing Ideas; Inventing Approaches;
Adopting Radical Solutions



Fairly High

performed better than 75% of
comparison group

- Ensure that ideas are supported by a rational argument and a strong business case.
- Be aware of who the key stakeholders and decision makers are. These are the people to sell ideas to.
- Ask for feedback on the quality of ideas and how they are presented.
- Look at the best ideas that have previously been rejected and see if they could be revived.
- Get involved in the early stages of projects. This is where suggestions will be welcomed.
- Investigate techniques to improve creativity.
- Put together a creative group of experts from different areas to solve intractable problems.
- Present a range of ideas, offering varying degrees of change from where things are now.

Building Strengths

Developing Strategies

Forming Strategies; Anticipating Trends;
Envisaging the Future



Fairly High

performed better than 75% of
comparison group

- Concentrate on communication skills and ensure that the relevant people understand ideas.
- Ensure that strategic ideas are accompanied by a strong business case.
- Include tactics and thoughts on effective implementation alongside strategy.
- Read widely about organisations which have been successful in developing and implementing new strategies.
- Compare and contrast the strategies employed by different organisations in the same sector.
- Seek to get involved with strategy development at the highest level.
- Compare changes in own function/sector with change in other businesses.
- Access all the longer term plans for your business, review and discuss them with experienced colleagues.
- Learn more about the whole organisation's functioning - seek to spend time working in different departments.
- Seek roles that will expose you to new products/services and provide opportunities for innovation.
- Read business and economic publications that track major trends.

Building Strengths

Providing Insights

Continuously Improving Things; Identifying Key Issues; Making Intuitive Judgements



Fairly High

performed better than 75% of comparison group

- Identify areas where the capacity to improve things will have the most benefit.
- Address an area which is in need of change and suggest a number of problems and solutions to key staff.
- Offer suggestions on potential enhancements and improvements to managers/team leaders. Sell the benefits of making the changes.
- Look for areas of rapid change, plan to work with managers who are appreciative of ideas and will use the suggestions constructively.
- Help others to have tools to facilitate the identification of key issues. Get them to consider the key objectives, the dependencies in projects and evaluate the key risks.
- Learn to understand own intuition. Reflect on when own intuition has been right and wrong. Use this information to guide when to rely on intuition in the future and where one should place greater weight on other information available.

Building Strengths

Examining Information

Processing Information; Asking Probing Questions; Finding Solutions



Average

performed better than 60% of comparison group

- Work with someone who excels analytically. Identify what is really important to the situation and ensure that the analysis is focused on the benefits that can be gained.
- Explore techniques which could make own analysis easier and quicker e.g. software tools.
- Take up opportunities to do new and different types of analysis.
- Review what could be improved upon in terms of speed, accuracy and breadth of own analysis.
- Create a list of questions to be answered before a discussion and review success in answering them.
- Use simple probes to gather additional information quickly and efficiently e.g. And? Tell me more? Help me understand that? What next?
- Try to get the information needed with as few questions as possible.
- Test out the feasibility and effectiveness of the solution and adapt accordingly.
- Resist focusing on the immediate symptoms of a problem and settling for the first, obvious, solutions. Look to go beyond and look for deeper solutions which reach/resolve the core of issues.

Building Strengths

Directing People

Leading People; Co-ordinating Groups;
Controlling Things



Average

performed better than 60% of
comparison group

- Take opportunities to volunteer and lead teams both inside and outside work.
- Identify opportunities to manage bigger projects and teams, where the inter-relationships and complexities are greater.
- Be straight and honest as possible in dealing with staff. Earn their trust.
- Create a clear vision and common goals. Check understanding and 'buy in' to these.
- Attract and retain talent. Make a point of developing people and being a good coach.
- Take on a role which requires co-ordination of people in different locations.
- Take every opportunity to chair diverse groups of people.
- Utilise software packages to help manage and co-ordinate projects.
- Go on a course on project management.

Building Strengths

Establishing Rapport

Putting People at Ease; Welcoming People;
Making Friends



Average

performed better than 60% of
comparison group

- Make sure that social skills are accompanied by substantial and meaningful content.
- Read about great social communicators and the skills they demonstrated. Learn to apply these.
- Look for opportunities to maximise skills (e.g. client facing and ambassadorial roles).
- Consider the sorts of people who are least likely to be put at ease by own personal style and think how to amend approach with these people accordingly.
- Find a mentor who has excellent interpersonal skills and ask them to help make a videotape of a personal introduction and initial conversation. Use an important real life example. The mentor can role play the person being met. Review this with them and do it again.
- Before the meeting, think through topics of conversation that demonstrate some common interest.
- Broaden the range of social contacts, both sideways as well as up and down.
- Find common interests with others and arrange to do things together.
- Host a party or social event and invite wide circle of colleagues.

Building Strengths

Empowering Individuals

Motivating Individuals; Inspiring People; Giving Encouragement



Average

performed better than 60% of comparison group

- Invest some time to coach and/or mentor others.
- Identify talented individuals and review their performance and discuss future possibilities with them.
- Discuss people's strengths and limitations with them, look to play to their strengths.
- Explore new and different ways to motivate others.
- Read about different theories of motivation.
- Look to experience a range of motivational issues from managing poor performance through to growing high potential teams.
- Get involved with teams and high potential groups.
- Seek external opportunities to present the advantages of working for the organisation.
- Present a vision of the future clearly and with consistent reminders. Reinforce this vision in emails, newsletters, etc.
- Offer to mentor new and/or high potential people at work.
- Ensure that rewarding good performance and recognising extra effort is built into the organisation's culture.

Development Tips

Understanding People

Showing Empathy; Listening to People;
Understanding Motivation



Very Low

performed better than only 5% of comparison group

- Encourage people to talk about themselves.
- Ask open questions and make an effort to get to know people.
- Ask what motivates people and why they have made the choices they have.
- Show an understanding of people's problems and appreciation of the difficulties being caused.
- Find ways to give practical help and support where possible.
- Talk less, give people the opportunity to explain and discuss in full.
- Demonstrate an understanding, reflect the key points back.
- Ask what motivates people and why they have made the choices they have.

Managing Limitations

Understanding People

Showing Empathy; Listening to People;
Understanding Motivation



Very Low

performed better than only 5% of comparison group

- Spend more time talking to people and getting to know them.
- If someone does something unexpected ask them why they acted like that.
- If showing empathy is not something that comes naturally, offer to provide practical support or help.
- Think about showing active listening skills, maintaining eye contact and giving people full concentration.
- Take on the role of secretary during meetings.
- Ask others about what they see as driving those around them as well as themselves.

Development Tips

Team Working

Working Participatively; Encouraging Team Contributions; Involving Others in Decisions



Very Low

performed better than only 5% of comparison group

- Spend time getting to know team members, their roles and contribution.
- Discuss how to work together to ensure mutual benefit.
- Check that all the relevant people who may interface with the product/service are included.
- See the benefit in more than one view and think about how the suggestions of others provide a meaningful contribution.
- It may be better to talk to some people one-to-one before a meeting to get their views.
- Make sure that all relevant parties have been given the opportunity to make their views known.
- Set clear timescales for consultation and decision making.
- Ensure that everyone knows who is responsible for the overall decision.

Managing Limitations

Team Working

Working Participatively; Encouraging Team Contributions; Involving Others in Decisions



Very Low

performed better than only 5% of comparison group

- Seek opportunities to work independently, particularly following times when have been working closely with others.
- Think through who has a complementary style at work and who is enjoyable to work with.
- Be clear about what needs to be done with others and what can be done alone.
- Think what to seek others contributions on and think of how best to do this - via e-mail, team meetings, etc.
- Work out who are the stakeholders impacted by a decision and use others to facilitate their input.

Development Tips

Valuing Individuals

Showing Consideration; Tolerating Others;
Trusting People



Very Low

performed better than only 5% of
comparison group

- Accept people for who they are, appreciate their capabilities and contribution. Focus on the things that matter.
- When someone else makes a mistake or misjudgement, reflect on own previous deficiencies to keep the scale of the error in context.
- Work at being more approachable, showing empathy for the problems people have to deal with.
- Separate out which of people's problems are genuine and important and be sympathetic and supportive towards genuine problems.
- Reflect on which of the person's problems they may see as genuine and important and try to be sympathetic towards these.
- Work at not showing impatience and frustration with others.
- Where people who have different strengths work together and tolerate each other. Different strengths can be highly effective in combination.
- Explain how people can earn trust, making expectations clear.
- Make clear to people when they have breached trust.

Managing Limitations

Valuing Individuals

Showing Consideration; Tolerating Others;
Trusting People



Very Low

performed better than only 5% of
comparison group

- Consider how a lack of tolerance may be perceived by others.
- Don't focus on the shortcomings of colleagues - think through what they contribute.
- Think through what is most likely to irritate each colleague/staff member and try to avoid doing any of these things.
- Wherever possible, avoid working closely with people where there is a personal dislike or intolerance.
- Consider why it is difficult to tolerate others and how it could be made easier.
- Avoid circumstances where trust has to be placed on others. Look for the facts.
- Work with people that can be trusted.

Development Tips

Resolving Conflict

Calming Upset People; Handling Angry Individuals; Resolving Arguments



Low

performed better than only 10% of comparison group

- Listen actively and attentively. Suspend judgement.
- Focus on facts and data, try not to be overly influenced by people's emotions and dominance.
- Spot potential problems early and step in quickly before people get angry.
- Allow people to have their say. Try not to cut them short or interrupt.
- Find areas where there is common agreement.
- Empathise with people and help them to see that they are being listened to and understood.
- Understand the context for the argument and then hear both sides.
- Remain objective. Resist any temptation to be personally involved or take sides.

Managing Limitations

Resolving Conflict

Calming Upset People; Handling Angry Individuals; Resolving Arguments



Low

performed better than only 10% of comparison group

- Avoid front line roles where the potential for conflict is high.
- Refer problems on to others if it is clear that intervening may exacerbate the situation.
- Consider whether it is best to be involved calming down the person or alternatively is it better to find someone else to deal with the situation?
- Resist the temptation to argue.
- Think carefully about whether to get involved in an argument as it may result in being involved in the argument rather than resolving it.

Development Tips

Inviting Feedback

Acknowledging Criticism; Encouraging Critical Thinking; Gathering Feedback



Low

performed better than only 10% of comparison group

- Acknowledge that it is important to understand what customers and colleagues think.
- Ask open questions to improve the quality of feedback received.
- Ask for specific examples to support any feedback.
- Ensure feedback is requested regularly and provide the means for others to do so.
- Listen carefully to feedback, and refrain from being defensive.
- Seek feedback from a range of sources, not just the ones likely to be positive.
- Ask for feedback on what was done well and what could have been done differently or better.
- Thank people for their feedback and demonstrate how it has been acted upon.
- Ask people to be critical, but constructive, focus on what could be done better and how it could be done better not simply what is wrong.
- When others have critical thoughts be encouraging and responsive.
- Ask for feedback on a regular basis.
- Make notes, ensuring all the relevant points have been captured.
- Ask for timely feedback i.e. immediately after an event/project.

Managing Limitations

Inviting Feedback

Acknowledging Criticism; Encouraging Critical Thinking; Gathering Feedback



Low

performed better than only 10% of comparison group

- It is often easier to ask for feedback on service levels or approach rather than personal behaviour.
- When feedback is offered always take up the offer even if it does not seem particularly worthwhile.
- Avoid interrupting - a defensive approach may discourage others from giving valuable feedback.
- Asking for specific examples will make feedback more difficult to ignore.
- Listen and respond to the critical thoughts of others.
- Ask a trusted friend or colleague to get personal feedback and tell them what is the best way to give feedback.

Development Tips

Interpreting Data

Quantifying Issues; Applying Technology;
Evaluating Information Objectively



Low

performed better than only 10% of comparison group

- Spend some time reading analytical and/or financial reports and discuss areas that are not well understood with colleagues in the area.
- Work alongside an experienced colleague and discuss the relative merits of the different types of data analysis they use.
- Use the help menus on software to develop own understanding, and make a point of learning more about the available functionality.
- Review business reports and read business/finance sections of newspapers, focusing on understanding why they report particular figures and what good data reporting looks like.
- Spend time with a colleague who has a strong financial background to ensure a good understanding of the basic financial metrics and indicators.
- Ask an experienced user for advice and coaching in specific areas of Information Technology, especially where confidence is lacking.
- Take opportunities to sit next to experienced colleagues and work with them on presenting data/reports/graphics.
- List the facts for both sides of the argument and weigh these against each other.
- Ask an experienced decision maker for advice on what to take into account when required to make a key decision, asking specifically for input on how to remain objective.

Managing Limitations

Interpreting Data

Quantifying Issues; Applying Technology;
Evaluating Information Objectively



Low

performed better than only 10% of comparison group

- Identify data analysis experts and ask for their advice or help.
- Try to focus on the people side of things and the user interface rather than on the details of the technology.
- Seek advice from others when decisions require an objective approach rather than a subjective or intuitive one.
- Find methods of cross-checking numerical figures with other data before submitting proposals and costings, e.g. by asking numerate colleagues to check work.
- Practise mental arithmetic, check the answers with a calculator.
- Check that decimal points and the number of noughts are correct when recording numerical information.
- Take care to ensure that work done using Information Technology is regularly saved and indexed.
- Identify others who can prepare presentations, reports and documents that require the use of Information Technology.
- Seek advice from others when decisions require an objective approach rather than a subjective or intuitive one, running ideas by them.
- Try to avoid making snap, instinctive decisions, especially when there is pressure to do so, when an objective approach is needed.

Development Tips

Thinking Positively

Being Optimistic; Recovering from Setbacks;
Projecting Cheerfulness



Fairly Low

performed better than only 25% of comparison group

- Start discussions with positives and benefits rather than negatives and problems.
- Imagine the best possible outcomes. Practise being more positive.
- Be aware of the impact on others when more negativity is conveyed.
- List the things which are good about the situation.
- Spend time with optimistic people. Enjoy their enthusiasm and passion.
- Investigate the benefits of thinking optimistically. Discuss these with colleagues.
- Start to see setbacks as opportunities to learn, more than wholly negative experiences.
- Make a conscious effort to smile and laugh more regularly.
- Act genuinely, try to give others a realistic impression of enthusiasm and positivity rather than appearing disinterested or disengaged.

Development Tips

Managing Tasks

Working Methodically; Planning Activities;
Setting Priorities



Fairly Low

performed better than only 25% of comparison group

- Perform or allocate tasks in line with capabilities and interests; use more appealing tasks as rewards and give people assignments to stretch them.
- Keep 'live' files requiring action to hand; delegate filing or dedicate a set time each week for this activity.
- Complete one workstep before progressing to the next. When forced to change track, be sure to return to the earlier workstep.
- When doing something for the first time, take a note of each step and store the notes ready to be reviewed before doing the task for a second time.
- Anticipate likely derailers and build contingencies for them into plans. Communicate promptly with team members as plans change.
- Review plans with a colleague.
- Build contingency into all stages of planning.
- Highlight the inter-dependencies in the plan. Ensure everyone understands the implications of their contribution to this.
- Try to balance both the urgency and importance of tasks when establishing their priority.
- Be clear about immediate priorities as well as those for the next 30 and 90 days. Review and revise them regularly.

Development Tips

Adopting Practical Approaches

Applying Practical Skills; Learning by Doing;
Applying Common Sense



Fairly Low

performed better than only 25% of comparison group

- Concentrate on what will actually work and try to provide an immediate and practical solution to the problem.
- Test ideas out on the people who will actually have to use the systems/processes that are being suggested and ask for feedback on own ideas.
- Ask to be shown how to use the equipment in the office by someone who knows how to use it effectively.
- Build in time for reflection and review following a period of having to learn a task by doing it. Avoid concentrating on what went wrong. Focus instead on what was learned.
- Spend time checking whether fundamental assumptions are met and that an approach delivers what is really needed.

Development Tips

Challenging Ideas

Questioning Assumptions; Challenging Established Views; Arguing Own Perspective



Fairly Low

performed better than only 25% of comparison group

- Take on the opposing position in an argument with friends. Practice both sides of the argument.
- Identify opportunities for debate both inside and outside work.
- List the pros and cons of doing things a different way, before suggesting any changes.
- Build an argument. Have at least three points to back up a viewpoint. Don't rely on just one.
- Distinguish between facts and assumptions when reading articles and listen to debate.
- Get in early enough in discussions to have an influence.
- Talk to other contributors and stakeholders individually to get their and own views aligned.
- Rehearse an argument with others before embarking on high profile encounters.

Development Tips

Producing Output

Working Quickly; Maintaining Productivity; Multi-Tasking



Fairly Low

performed better than only 25% of comparison group

- Work on accurately estimating the time required to complete daily tasks and activities. Use any down time to help colleagues, for special assignments or professional development.
- Take advantage of natural body clock rhythms when planning work activities.
- Time tasks and look to improve by 10%.
- Set clear productivity targets; monitor performance and make adjustments until satisfactory levels are maintained over time.
- When working on different tasks/projects simultaneously, take advantage of natural pauses in the action, e.g. wait for others to respond.

Development Tips

Following Procedures

Adhering to Rules; Following Instructions;
Minimising Risks



Fairly Low

performed better than only 25% of comparison group

- Have company policy and procedure manuals at hand. Refer to them before completing new tasks.
- Learn how the key business processes benefit the department, organisation, customers, shareholders and community.
- Break the overall project timelines down into shorter intervals for more regular progress and process checks.
- Only argue for 'exceptions' to the rule in truly exceptional cases.
- Don't assume that more work can be done by simply flexing other deadlines without checking with the other project managers/resources first.
- Be careful to follow the full set of instructions to avoid any costly missed steps and re-work.
- Start big tasks early. Don't delay the start and leave things until the last minute.
- Check if there is an established list of known risks for organisation's industry sector. Consider resources at risk, threats to resources and consequences.
- Learn more about legal obligations, commit to discharging these effectively.

Development Tips

Meeting Timescales

Meeting Deadlines; Keeping to Schedule;
Finishing Tasks



Average

performed better than only 40% of comparison group

- List the activities required to complete the project. Keep a record of tasks completed.
- Be realistic about how long things take. Seek advice on areas that are less familiar.
- Start seeing deadlines as fixed and important.
- Create a clear schedule indicating 'who, when and where' for each activity; make regular adjustments to the schedule.
- Address the reasons that contribute to tardiness, such as distractions, over committing, placing less value on other participants' time, poor planning.
- Allow time for contingency and review.
- Create a discipline of finishing and tying up all the loose ends.
- Lack of finishing can really take the edge off great work. Delegate the final touches if necessary.

Development Tips

Developing Expertise

Taking up Learning Opportunities; Acquiring Knowledge and Skills; Updating Specialist Knowledge



Average

performed better than only 40% of comparison group

- Plan a certain amount of personal development time every month looking to achieve two personal development targets every month.
- List the areas which would make own job easier if they could be done better, plan to action these one at a time.
- Build up a network of experts in different fields who can give good advice on key areas and help develop expertise.
- Identify others who engage in regular self-development, to identify how they make the most of learning opportunities.
- Practise skim reading and highlighting the key learning points in articles.
- Set aside time every month to keep up to date with relevant journals and research.
- Use travelling time to read updates and articles or to listen to informative cd/dvd/podcasts.
- Read a business or specialist book per month and summarise. Then email interested others the key points.
- Set up a group to learn about a particular specialist topic. Bring in expertise if necessary.
- Research current thinking in a relevant work area and write a critique of the key arguments.

Development Tips

Exploring Possibilities

Developing Concepts; Applying Theories; Identifying Underlying Principles



Average

performed better than only 40% of comparison group

- Ask colleagues to explain their rationale and why they are advocating a solution that appears overly complex. This could help their thinking as well as own understanding.
- Spend time with colleagues who are more conceptual. Look to understand their arguments. It may be that it is best to do this in short bursts rather than in longer sessions.
- Underpin arguments with theory where relevant.
- Take on the concepts of colleagues and see how these can be developed further.
- Try to get involved in something new that relies on a different theory or approach.
- Practise thinking through the key components of a concept.

Development Tips

Showing Composure

Staying Calm; Dealing with Pressure; Tolerating Stress



Average

performed better than only 40% of comparison group

- Think through what leads up to and causes the feeling of being stressed.
- Examine own approach to prioritising. Be sure to concentrate on the most important things first.
- Practise deep breathing and relaxation techniques.
- Prepare thoroughly before important events. Don't leave things to worry about.
- Discuss stress points with manager/colleagues. Share any concerns about work role and seek advice.
- Build a good support network.
- Recognise displacement behaviours i.e. things done to avoid getting down to important tasks.
- Learn how to say no effectively, particularly when very busy.

Development Tips

Embracing Change

Coping with Change; Tolerating Uncertainty; Adapting to New Challenges



Average

performed better than only 40% of comparison group

- List the benefits that any proposed change will bring.
- Think through why change is seen to be necessary, explore the reasoning.
- Read about the change curve, and plot where self and others are on the curve.
- Think about how to reduce some of own anxieties about change.
- Get involved with the changes, volunteer to represent own area in any discussions.
- Look to be more flexible where possible in working practices.
- Acknowledge that there will be some unknowns and that this will be true for everyone.
- Reduce ambiguity wherever possible, ask questions, look for answers.
- See change as offering an opportunity to increase personal skill set.
- See change as offering an opportunity for more varied career options.

Development Tips

Upholding Standards

Behaving Ethically; Maintaining Confidentiality;
Acting with Integrity



Average

performed better than only 40% of comparison group

- Look for new opportunities to behave consistently with company values.
- Always play by company rules when it comes to managing finances/equipment, sharing information and interactions with others.
- If in any doubt, check whether information is confidential.
- Don't break commitments unless it is really unavoidable - even then have a back up plan.
- Show integrity by acting in line with what is expected from others (walking the talk). Try to avoid dealing with people or situations inconsistently.

Development Tips

Checking Things

Finding Errors; Ensuring Accuracy; Producing High Quality Work



Average

performed better than only 40% of comparison group

- Take responsibility for own work and learn from past mistakes - don't expect others always to check and correct details.
- Use spell check, excel and other software tools to spot spelling and grammatical errors, mathematical errors, formatting problems, etc.
- Be disciplined about thoroughly checking the accuracy of facts and figures.
- Aim to get it right first time. Monitor the level and amount of modifications and corrections spotted by others and reduce this over time.
- Allow time to apply the final 'polish' to a key deliverable and create added value.

Comments/Actions