Expert Report for Pat Sample

Focus

Styles

Contents

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 presented on a 1 to 10 'Sten' scale based on a comparison with a mixed occupational group.

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 will provide an overview of the respondent's motives, preferences, needs and talents at work 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 a questionnaire 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 questionnaire is limited to Saville Consulting employees, agents of Saville Consulting and clients authorized by Saville Consulting.

Introduction to Assessment Report

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

Overview

The overview page provides a summary of Pat Sample's responses on the Focus Styles questionnaire. The four indicators in the Response Summary check the validity of the profile and highlight extreme response patterns. The Profile Breakdown explains the aspects of the Psychometric Profile that are unique to Saville Consulting Wave.

Psychometric Profile

The Psychometric Profile shows the questionnaire results on the 12 Focus Styles sections, with three sections devoted to each of the four Saville Consulting Wave clusters Thought, Influence, Adaptability and Delivery. The 12 sections are each comprised of three underlying facets, verbal descriptions of which are provided under each section name. These vary according to the score on the individual facet. There are 36 facets in total.

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.
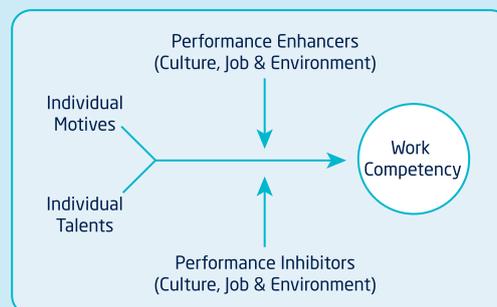
Competency Potential Profile

The Competency Potential Profile is based on links established between the 36 facets of the Focus Styles questionnaire and independent assessments of work performance. Based on real data, this gives a unique prediction of Pat Sample's likely strengths and limitations in 12 key performance areas that are defined through the verbal descriptions of their underlying components. 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 while low scoring profiles may reflect an overly critical self-view. In such cases, it is particularly important to verify the results against other information.

Overview

The Response Summary provides an overview of Pat Sample's responses to the Focus Styles questionnaire through four indicators. The pattern of responses should be kept in mind when interpreting the Psychometric Profile.

Response Summary

	1	2	3	4	5	6	7	8	9	10
Ratings Acquiescence — Overall, more positive in self-ratings than many people								▪		
Consistency of Rankings — Reasonably consistent in rank ordering of characteristics						▪				
Normative-Ipsative Agreement — Overall, the degree of alignment between normative and ipsative scores is slightly less than for most people			▪							
Motive-Talent Agreement — Overall, the degree of alignment between Motive and Talent scores is slightly less than for most people				▪						

Profile Breakdown

The Profile Breakdown explains the Facet Range, Motive-Talent Split and Normative-Ipsative Split features that are unique to Saville Consulting Wave reporting.

Facet Range. Where the range of facet scores within any section is of 3 stens or more, this is indicated both by hatching on the section scale and the provision of individual facet scores in brackets alongside each verbal facet description.

Normative-Ipsative Split. Differences between Normative (rating) and Ipsative (ranking) scores of 3 stens or more on a given section are indicated by the markers Ⓝ and Ⓘ, respectively. Where Ipsative scores are higher than Normative ones, the person may have been overly self critical in their normative self descriptions. If normative scores are higher than ipsative, it may mean that the person has been less self critical and has possibly exaggerated their normative description. This provides specific areas for further verification, rather than one unspecified measure of social desirability.

Motive-Talent Split. Differences between Motive and Talent scores of 3 stens or more on a given section are indicated by the markers Ⓜ and Ⓣ, respectively. Such differences may suggest an incentive to develop in given areas, or indicate areas where environmental influences are having a strong impact.

Psychometric Profile

N Normative	**I** Ipsative	**M** Motive	**T** Talent	‖‖‖‖ Facet Range

	1	2	3	4	5	6	7	8	9	10

THOUGHT

Evaluative - likes to analyze information (7); moderately likely to communicate well in writing (6); enjoys working with numerical data as much as most people (6)
(marker at 7)

Investigative - moderately focused on learning about new things (6); a very quick learner (10); moderately focused on constantly improving things (6)
(I at 6; N at 9; marker at 7-8; facet range 6–8)

Imaginative - generates ideas (7); good at developing concepts (8); moderately inclined to develop strategies (6)
(I at 6; N at 9; marker at 7)

INFLUENCE

Sociable - fairly lively (6); quickly establishes rapport (8); likes to be the center of attention at times (5)
(marker at 6; facet range 5–7)

Impactful - moderately persuasive (6); enjoys giving presentations as much as most people (5); reasonably open in voicing disagreement (5)
(marker at 5; M at 4; T at 7)

Assertive - somewhat prepared to take responsibility for big decisions (5); moderately oriented towards a leadership role (5); reasonably able to find ways to motivate people (6)
(I at 4; N at 6; marker at 5)

ADAPTABILITY

Resilient - self-confident (8); feels nervous during important events (1); feels uncomfortable dealing with people who are upset (4)
(marker at 4; facet range 1–7; M at 4; T at 6)

Flexible - likely to take an optimistic view (8); less positive about change than many people (4); very receptive to feedback from others (9)
(marker at 7; facet range 5–8; T at 6; M at 9)

Supportive - very readily understands how others are feeling (10); team oriented (7); extremely considerate towards others (9)
(marker at 8; facet range 7–9)

DELIVERY

Conscientious - extremely conscientious about meeting deadlines (9); extremely attentive to detail (9); follows the rules reasonably closely (6)
(marker at 7; facet range 6–8)

Structured - moderately well organized (5); likes making plans (7); works at a fast pace (8)
(marker at 7; facet range 5–8)

Driven - reasonably good at making things happen (6); likely to identify business opportunities (7); very driven to achieve outstanding results (10)
(marker at 8; facet range 6–9)

Acquiescence (8)	Consistency (6)	N-I Agreement (3)	M-T Agreement (4)

Predicted Culture/Environment Fit

Based on extensive Saville Consulting people and culture audit data, this report highlights the aspects of the culture, job and environment that are likely to enhance or inhibit Pat Sample's success:

Performance Enhancers

⊕ where there are high ethical standards and people behave with integrity and discretion

⊕ where honest feedback is encouraged and freely given

⊕ where there are numerous opportunities for learning and extending one's range of knowledge and skills

⊕ where importance is attached to punctuality, and completing tasks to deadline and reliability is clearly valued

⊕ where there is an atmosphere of mutual trust, there is a high degree of tolerance and people are considerate in their behavior towards others

⊕ where there is constantly a lot on the go, people are engaged in multiple tasks and efficient use of time is important

⊕ where there is a strong results focus and determination to succeed, no matter what, and people are rewarded for achieving outstanding results

⊕ where creativity and innovation are encouraged, and radical ideas and solutions welcomed

Performance Inhibitors

⊘ where unethical practices are condoned and people are required to compromise on their principles

⊘ where feedback is discouraged and seldom given

⊘ where opportunities for acquiring new skills and extending one's range of knowledge are severely restricted

⊘ where there is a culture that allows deadlines to be passed and tasks are often left unfinished

⊘ where people are distrustful of each other, there is a lack of tolerance and a lack of consideration for others

⊘ where the pace of work is leisurely, there is little multi-tasking and time is not used efficiently

⊘ where the urge to achieve outstanding results is not great and people seldom persist in the face of difficulties

⊘ where conventional attitudes prevail, traditional approaches are preferred and people are discouraged from generating new ideas

Competency Potential Profile

The following report summarizes Pat Sample's areas of greater and lesser potential based on Saville Consulting's extensive international database linking Focus Styles to work performance.

Competency Description	Potential	

SOLVING PROBLEMS

Evaluating Problems
Examining Information; Documenting Facts; Interpreting Data
[7]
Fairly High
higher potential than about 75% of professionals

Investigating Issues
Developing Expertise; Adopting Practical Approaches; Providing Insights
[7]
Fairly High
higher potential than about 75% of professionals

Creating Innovation
Generating Ideas; Exploring Possibilities; Developing Strategies
[7]
Fairly High
higher potential than about 75% of professionals

INFLUENCING PEOPLE

Building Relationships
Interacting with People; Establishing Rapport; Impressing People
[6]
Above Average
higher potential than about 60% of professionals
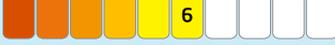
Communicating Information
Convincing People; Articulating Information; Challenging Ideas
[6]
Above Average
higher potential than about 60% of professionals
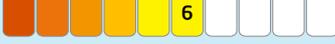
Providing Leadership
Making Decisions; Directing People; Empowering Individuals
[6]
Above Average
higher potential than about 60% of professionals
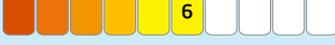
ADAPTING APPROACHES

Showing Resilience
Conveying Self-confidence; Showing Composure; Resolving Conflict
[5]
Below Average
higher potential than about 40% of professionals

Adjusting to Change
Thinking Positively; Embracing Change; Inviting Feedback
[7]
Fairly High
higher potential than about 75% of professionals
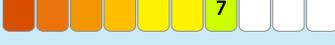
Giving Support
Understanding People; Team Working; Valuing Individuals
[8]
High
higher potential than about 90% of professionals
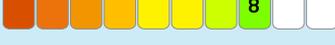
DELIVERING RESULTS

Processing Details
Meeting Timescales; Checking Things; Following Procedures
[8]
High
higher potential than about 90% of professionals
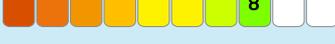
Structuring Tasks
Managing Tasks; Upholding Standards; Completing Tasks
[9]
Very High
higher potential than about 95% of professionals
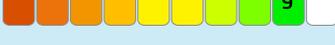
Driving Success
Taking Action; Seizing Opportunities; Pursuing Goals
[7]
Fairly High
higher potential than about 75% of professionals