



Leadership Report for Alex Lee



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 2,600 international 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 Alex Lee to the Styles questionnaire.

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 provides an indication of the type of situations in which Alex Lee is likely to be an effective leader. The Situational Leadership Effectiveness profile ranks 24 workplace situations using a 1-10 sten scale. The situations in which leadership effectiveness is likely to be highest are shown at the beginning of the profile and those situations where leadership effectiveness are likely to be lower are shown at the end of the profile.

Introduction to Assessment Report

Leader Base Profile

The Leader Base Profile provides a summary of the likely potential of Alex Lee 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.

The 1-10 Sten Scale

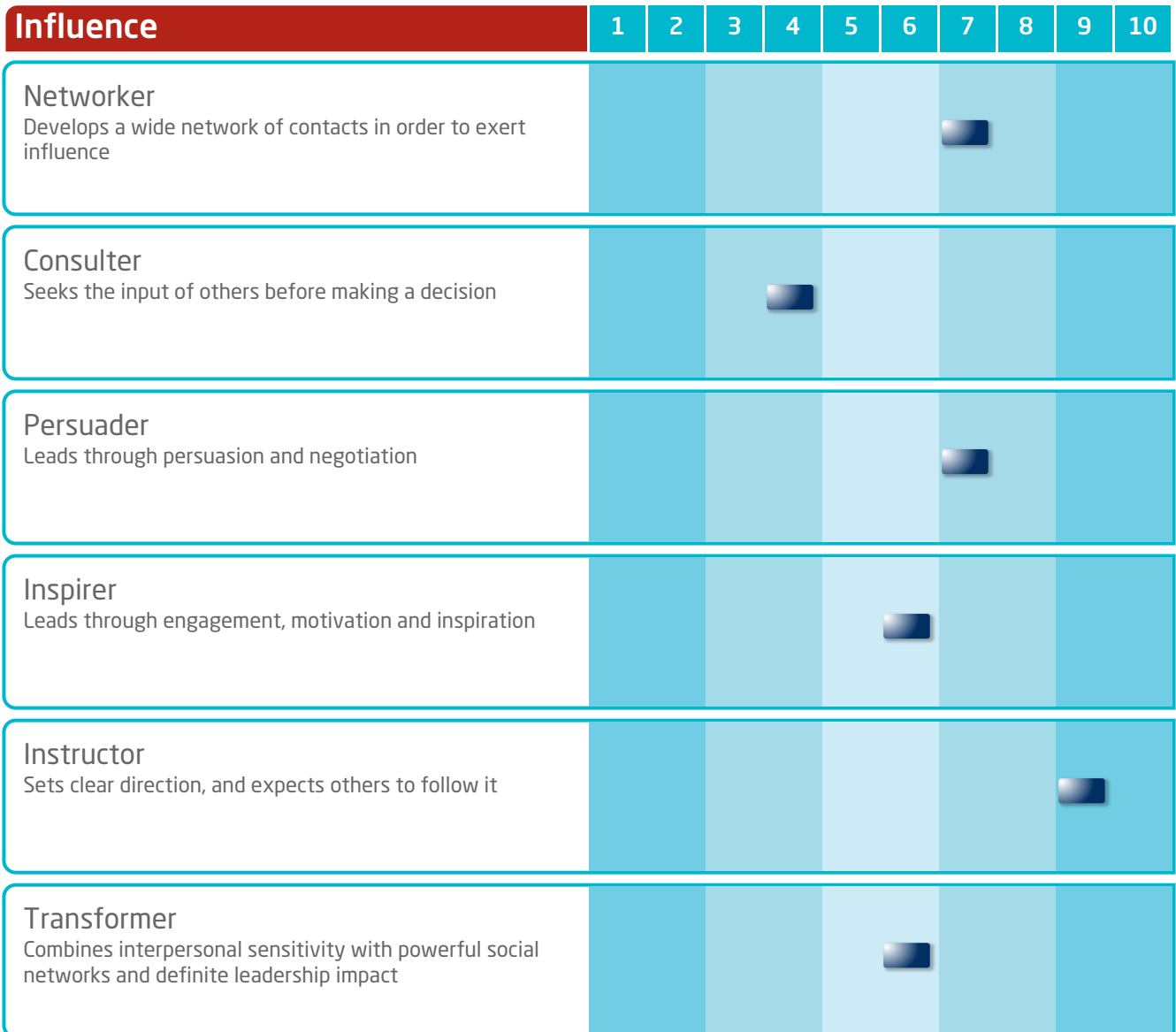
Throughout the Leadership Report a standardised 1-10 (sten) scale is used, as shown below:

- 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

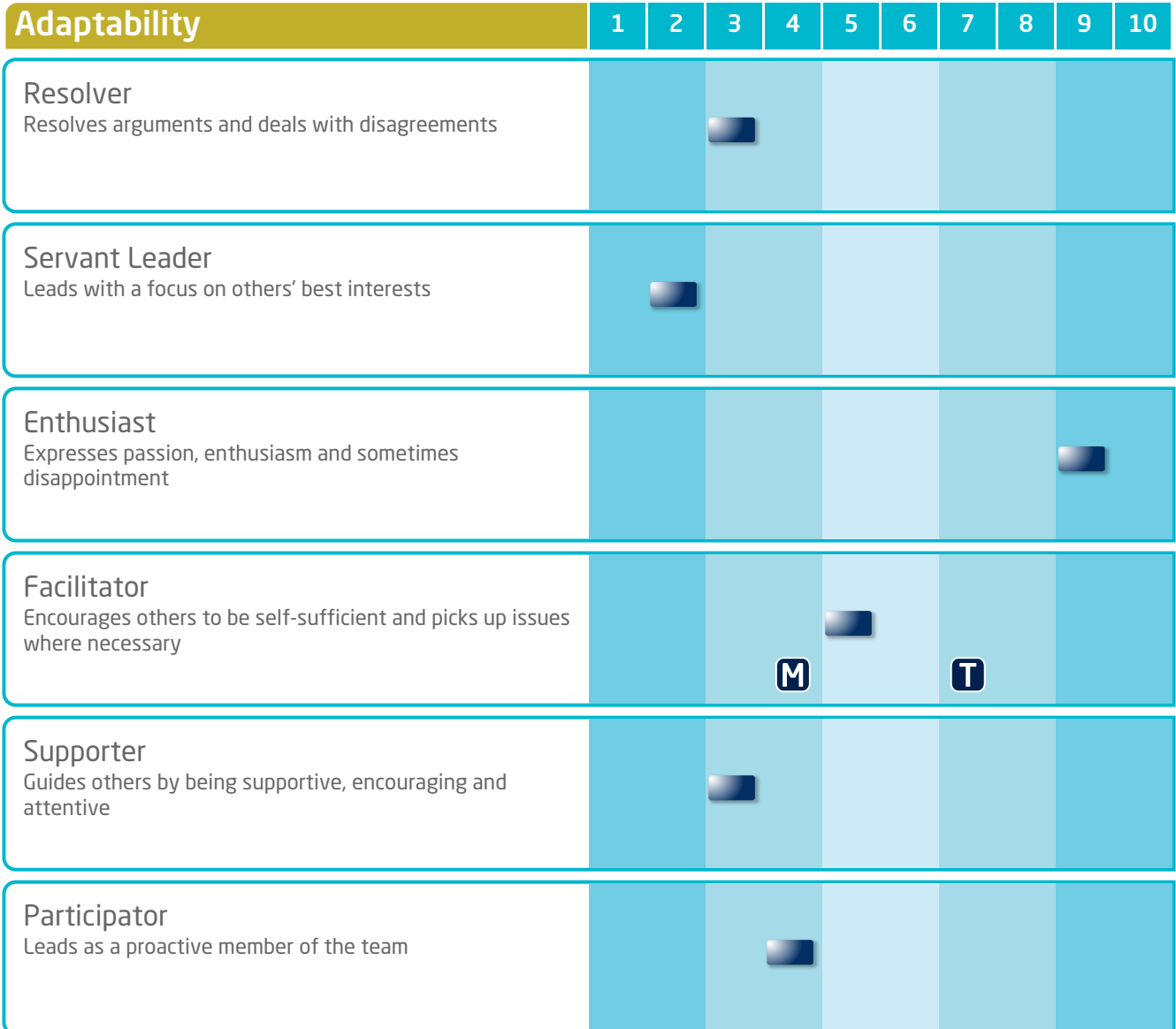
Leadership Styles Profile

Thought	1	2	3	4	5	6	7	8	9	10
Intellectual Uses intellect to seek out and filter critical information										■
Technician Leads by developing a strong understanding of technical issues					■					
Change Agent Seeks change and acts to get things done differently							■			
Strategic Planner Focuses on planning long term strategy and its delivery						■				
Visionary Creates an inspiring vision for the future									■	
Innovator Fosters a creative and challenging environment									■	

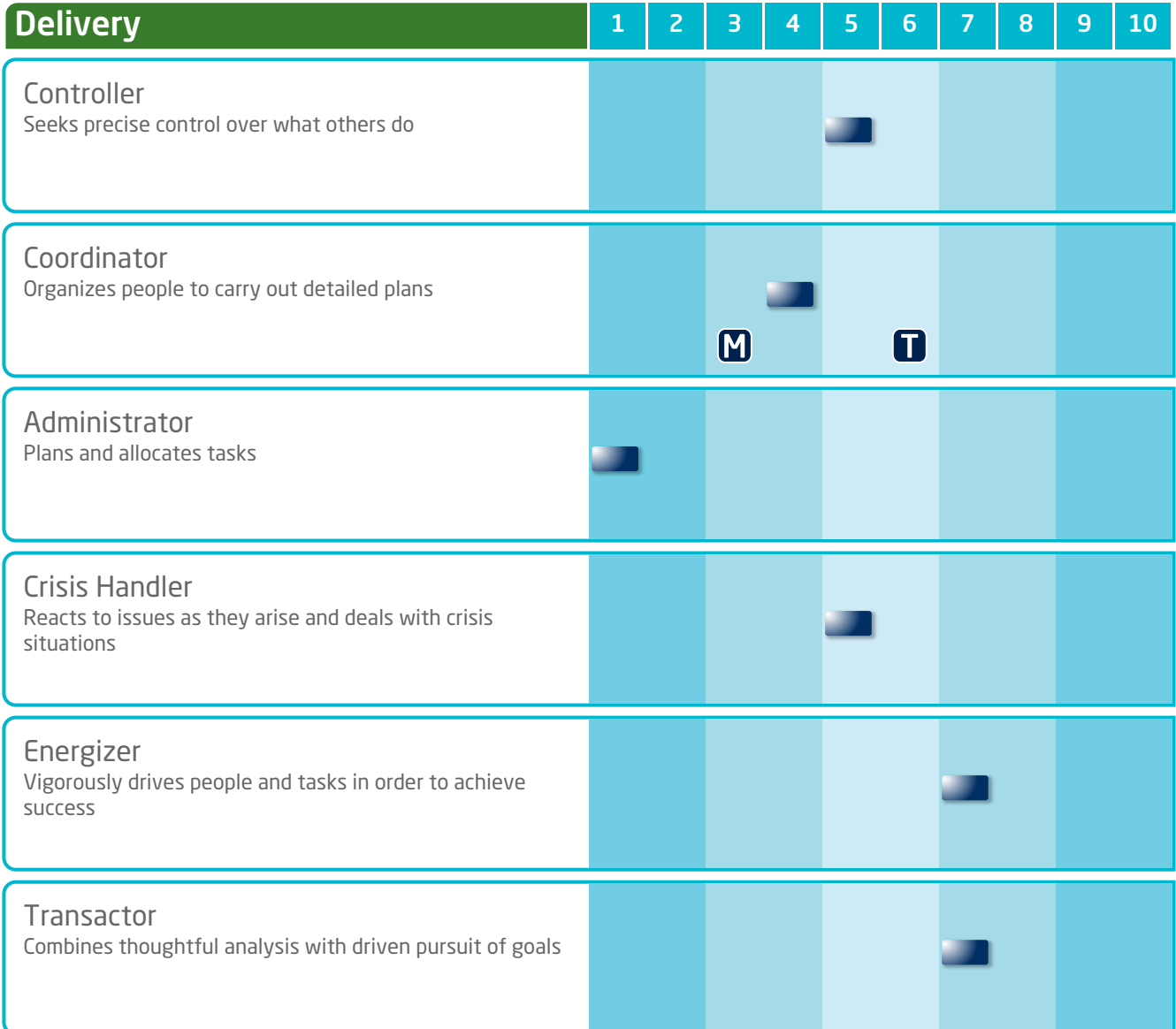
Leadership Styles Profile



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							■				
	Strategic Planner						■					
	Visionary									■		
	Innovator										■	
Influence	Networker							■				
	Consulter				■							
	Persuader							■				
	Inspirer						■					
	Instructor									■		
	Transformer						■					
Adaptability	Resolver			■								
	Servant Leader		■									
	Enthusiast									■		
	Facilitator					■						T
	Supporter			■								
	Participator				■							
Delivery	Controller					■						
	Coordinator				■							T
	Administrator	■										
	Crisis Handler					■						
	Energizer							■				
	Transactor							■				

Response Summary

The Overall Response Summary section provides an overview of the responses of Alex Lee 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 Alex Lee 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

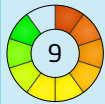
There are no Leadership Styles to display

Predicted Situational Leadership Effectiveness

This profile indicates the likely effectiveness of Alex Lee as a leader in a number of different types of workplace situations.



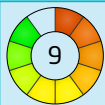
Likely to be extremely well suited to leadership where there is a need to focus on solving highly complex problems



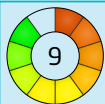
Likely to be very well suited to leadership where the long-term vision of an organization needs to be developed



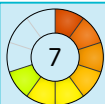
Likely to be very well suited to leadership where it is important for people to innovate and challenge the ideas of others



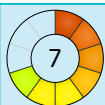
Likely to be very well suited to leadership where people need clear direction and can follow orders



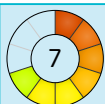
Likely to be very well suited to leadership where a positive attitude helps to promote goals and achieve success



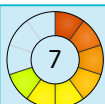
Likely to be fairly well suited to leadership where current practices are not producing satisfactory results



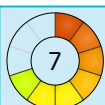
Likely to be fairly well suited to leadership where purposeful interaction with others is required to achieve a goal



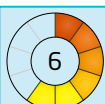
Likely to be fairly well suited to leadership where persuasion is required in order to overcome resistance to ideas or plans



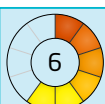
Likely to be fairly well suited to leadership where drive and commercial awareness are valued in order to outperform competitors



Likely to be fairly well suited to leadership where thoughtful analysis and a structured approach need to be combined



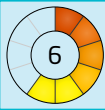
Likely to be moderately suited to leadership where responsibility needs to be taken for selecting strategic priorities



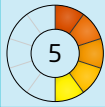
Likely to be moderately suited to leadership where people require inspiration to help them define and achieve goals

Predicted Situational Leadership Effectiveness

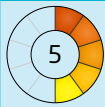
This profile indicates the likely effectiveness of Alex Lee as a leader in a number of different types of workplace situations.



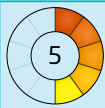
Likely to be moderately suited to leadership where a combination of influence and adaptability are required to promote success



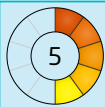
Likely to be moderately suited to leadership where specialist knowledge is required to guide others and make effective decisions



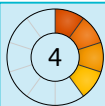
Likely to be moderately suited to leadership where there is a skilled group of people who can be trusted to succeed without interference



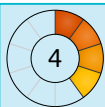
Likely to be moderately suited to leadership where rules and regulations must be strictly adhered to



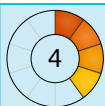
Likely to be moderately suited to leadership where quick thinking, decisiveness and rapid action are often required



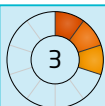
Likely to be slightly less suited to leadership where different views need to be considered in order to reach consensus



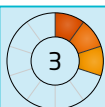
Likely to be slightly less suited to leadership where the active participation of the leader is a key aspect to success



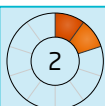
Likely to be slightly less suited to leadership where activities need to be effectively coordinated in order to be productive



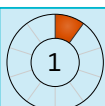
Likely to be less suited to leadership where mediation between people is required before progress can be made



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

Leader Base Profile

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

Task	Logical Leads using analytical and reasoning capability	
	Expert Actively investigates and solves problems using specialist expertise	
People	Adaptable Understands and adapts to the needs of others	
	Dominant Assertively interacts with people in order to achieve desired results	
Growth	Entrepreneurial Strives for commercial success by seizing opportunities and outperforming competitors	
	Revolutionary 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 potential for developing expertise. Expertise can be extremely role-specific and dependent on experience so in many cases it may not be appropriate to assess expertise using a self-report questionnaire alone. Examples of possible interview questions can be found in the supporting documentation of this report.

Entrepreneurial

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