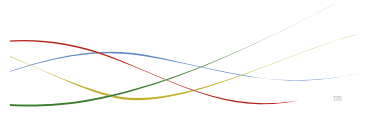




Partner-Like Qualities®  
For Leaders In Professional Services

savilleconsulting  
wave



# Candidate Report A Partner



Professional  
Styles

## About this Report

This report is based upon the Saville Consulting Wave 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 the Saville Consulting Oasys system. 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 the Candidate Report

This report provides information about an individual's Competency Potential and Predicted Culture/Environment fit based on Saville Consulting's extensive validation research.

### Partner-Like Qualities® Potential Overview

This Overview provides a summary of A Partner's potential against the Partner-Like Qualities® Framework.

### Partner Like Qualities® Potential Profile

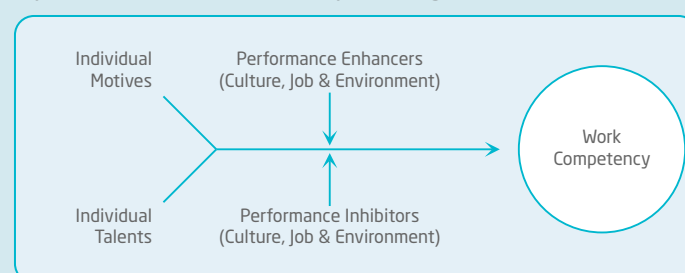
The Partner Like Qualities® Potential Profile is based on links established between the 108 behavioural facets of the Professional Styles questionnaire and Norton Crumlin & Associates' framework designed for the professional services sector. Based on real data, this gives a unique prediction of A Partner's likely strengths and limitations in 16 key performance areas that are defined through verbal descriptions and 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 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 results have been compared to a comparison group and are presented on a 1 to 10 scale with the following meaning:

- 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

### 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.



## Introduction to the Candidate Report

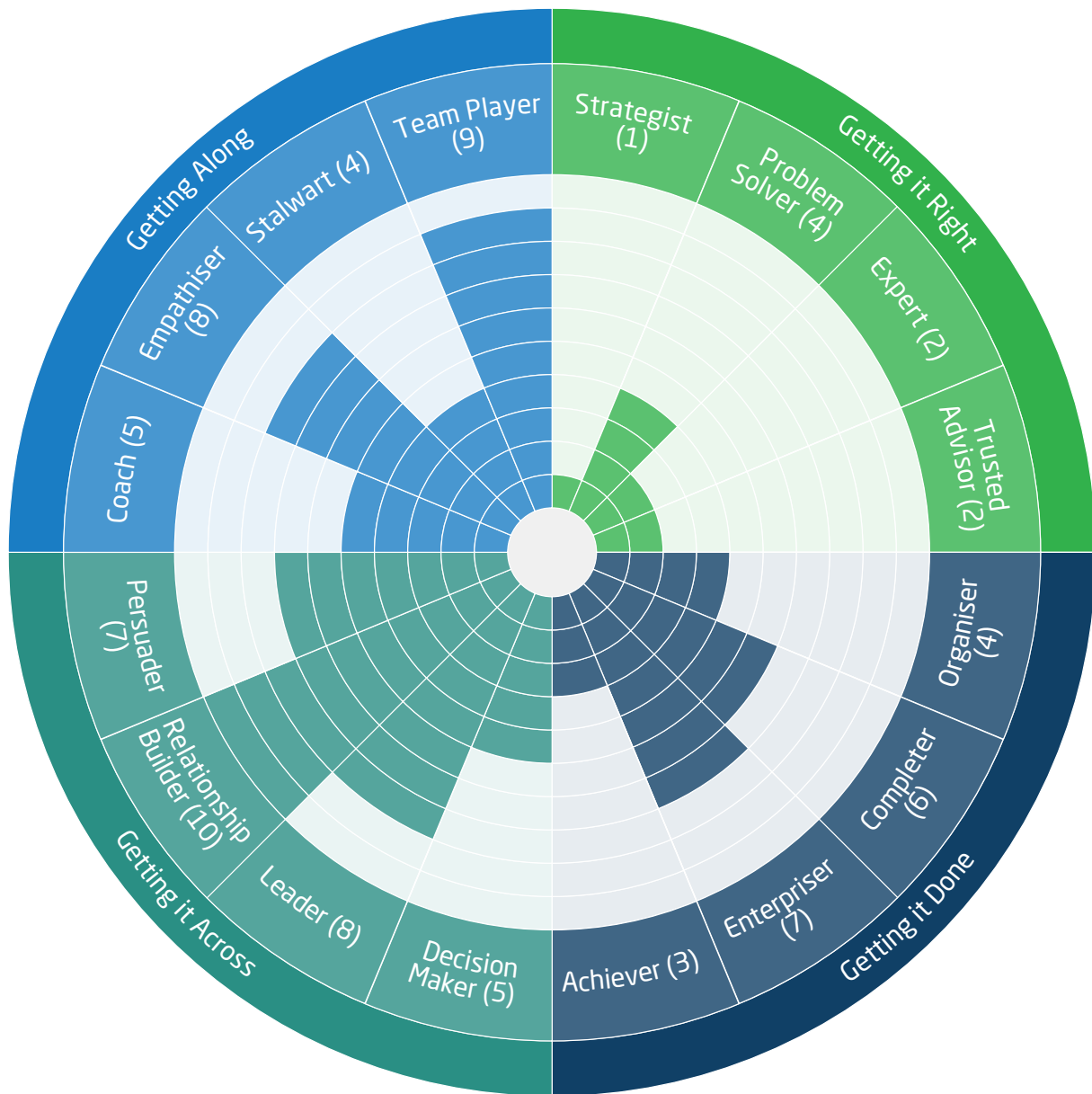
### How to use this report

The report can be used in a variety of talent management activities including personnel selection, placement, promotion and talent development. The report is designed to be interpreted by partners, assessors, interviewers and other key stakeholders to inform their decision making without the need for specific training or expertise in the area of psychometric assessment. The competency model is designed to be universally applicable and is based on extensive research. The relative importance of each competency should be determined at the start of the assessment process. In addition, the information in this report should be used in combination with other work-relevant information about the individual when making employment related decisions.

This report should only be supplied by a specialist who is qualified to use the full range of Saville Consulting Wave tools, including the Expert Report that provides more detailed information (e.g. on an individual's underlying talents and motives).

## Partner-Like Qualities® Potential Overview

This page provides an overview of A Partner's predicted leadership potential against Norton Crumlin & Associates' Partner-Like Qualities® Framework.







## Partner Like Qualities® Potential Profile

This profile provides A Partner's areas of greater and lesser predicted potential against Norton Crumlin & Associates' Partner-Like Qualities® Framework.

### Getting it Right




Expertise, Solutions and Strategy

Competency Description	Potential	Facets
<b>Strategist</b> Looks to the next horizon. Anticipates trends and joins the dots. Contributes to the firm's strategic direction. Is comfortable giving strategic advice. Can be creative and think conceptually.		Anticipating Trends (2); Identifying Underlying Principles (1); Envisaging the Future (4); Forming Strategies (1); Producing Ideas (1); Inventing Approaches (1); Developing Concepts (1)
<b>Problem Solver</b> Evaluates client information and data objectively. Gets to the essentials – what is the issue, what are the findings? Exercises sound judgment. Analyses performance of own practice area to achieve the best commercial outcomes.		Processing Information (4); Finding Facts (4); Quantifying Issues (4); Identifying Key Issues (8); Asking Probing Questions (3); Finding Solutions (2); Making Intuitive Judgements (8)
<b>Expert</b> Is very adept technically. Has a strong personal drive to learn and grow so that technical ability is unquestionable. Develops own management capability. Adept at report writing.		Applying Practical Skills (4); Writing Fluently (6); Acquiring Knowledge and Skills (4); Updating Specialist Knowledge (6); Taking up Learning Opportunities (1); Learning by Doing (5); Acting with Determination (4)
<b>Trusted Advisor</b> Projects a strong sense of self and what you stand for. Will not compromise professional values. Is prepared to push back or say 'no' when appropriate. Has the tough conversations. Behaves as ethically internally as externally.		Projecting Inner Confidence (7); Valuing Own Contributions (4); Questioning Assumptions (1); Challenging Established Views (2); Arguing Own Perspective (2); Behaving Ethically (5); Maintaining Confidentiality (6)

### Areas to focus on

## Getting it Done





Drive, Delivery and Commercial Focus

Competency Description	Potential	Facets
<b>Organiser</b> Organises self to be able to organise and delegate to others. Does homework before client meetings. Prioritises tasks and allocates responsibilities to others.		Planning Activities (3); Setting Priorities (4); Working Quickly (3); Co-ordinating Groups (4); Working Methodically (5); Multi-Tasking (5)
<b>Completer</b> Completes projects and assignments and ensures accuracy. Meets deadlines and can be relied upon to get the job done. Adheres to rules and procedures to mitigate risk.		Finishing Tasks (1); Finding Errors (5); Ensuring Accuracy (5); Meeting Deadlines (7); Keeping to Schedule (8); Adhering to Rules (7); Minimising Risks (9)
<b>Enterpriser</b> Is commercial and competitive. Knows the economic buyer. Has a genuine interest in the client world and their business. Develops business opportunities.		Outperforming Competitors (4); Projecting Enthusiasm (8); Promoting Personal Achievements (9); Identifying Business Opportunities (7); Generating Sales (8); Negotiating (4)
<b>Achiever</b> Results and outcomes driven. Highly responsive to clients. Everything produced is best attempt. Submits work for peer review you would be happy to sign yourself. Is indispensable to the practice.		Making Things Happen (4); Investing Energy (5); Persisting through Difficulties (3); Producing High Quality Work (4); Achieving Outstanding Results (4)

## Areas to focus on

## Getting it Across

Reach, Influence and Leadership





Competency Description	Potential	Facets
<b>Decision Maker</b> Acts in a purposeful and consistent manner. Takes responsibility. Provides direction. Makes decisions and lives by them.		Using Initiative (5); Deciding on Action (7); Assuming Responsibility (4); Standing by Decisions (4); Acting with Integrity (6)
<b>Leader</b> Naturally assumes the role of leader. Takes control of things. Inspires others to achieve their best.		Leading People (6); Controlling Things (6); Motivating Individuals (9); Inspiring People (9)
<b>Relationship Builder</b> Has high visibility and is widely known around the traps. Networks in a purposeful manner. Develops relationships with top decision makers.		Attracting Attention (10); Gaining Recognition (10); Networking (10); Welcoming People (10)
<b>Persuader</b> Effectively influences stakeholder relationships. Persuasively wins people over. Explains things authoritatively and presents well. Passes the 30 second credibility test. Likely to be sought after for expert advice.		Persuading Others (6); Shaping Opinions (6); Explaining Things (4); Giving Presentations (9); Projecting Social Confidence (8)

## Areas to focus on



## Getting Along

Collaboration, Adaptability and Resilience

Competency Description	Potential	Facets
<b>Coach</b> Takes the time to invest in others. Understands differing needs and motivations. Recognises and develops talent. Helps people reach their full potential. Leaves a legacy.		Planning Activities (3); Understanding Motivation (5); Continuously Improving Things (2); Giving Encouragement (10)
<b>Empathiser</b> Has good self-insight and adapts style to suit the situation with colleagues and clients alike. Has a strong desire to help. Responds to the emotional needs of clients and makes them feel they were right to involve you. Knows who to call on for help and picks the right mentors.		Understanding Motivation (5); Listening to People (6); Showing Empathy (7); Putting People at Ease (9); Showing Consideration (9); Tolerating Others (6)
<b>Stalwart</b> Is highly resilient to conflict, pressure and deadlines. Copes with very high volumes of work. Sees the positive opportunity everywhere. Adapts to change and uncertainty.		Staying Calm (2); Dealing with Pressure (4); Resolving Arguments (7); Being Optimistic (4); Recovering from Setbacks (7); Coping with Change (3); Tolerating Uncertainty (8); Maintaining Productivity (4)
<b>Team Player</b> Puts the firm's needs above personal ambition. Values peers, and cultivates trust. Is receptive to peer-review and feedback from all sources in order to learn or modify approaches. Works collaboratively, brings others into the conversation and helps colleagues to participate in decisions.		Working Participatively (7); Trusting People (9); Acknowledging Criticism (7); Encouraging Critical Thinking (5); Encouraging Team Contributions (9); Involving Others in Decisions (8)

## Areas to focus on

## Predicted Culture/Environment Fit

Based on extensive Saville Consulting research linking the styles of individuals to culture at work, this report highlights the aspects of the culture, job and environment that are likely to enhance or inhibit A Partner's success:

### Performance Enhancers

- ⊕ where inspirational leadership is valued and sought after and there are numerous opportunities for motivating, inspiring and encouraging other people
- ⊕ where it is important to make an immediate, positive impact and be able to establish new relationships quickly
- ⊕ where there are numerous opportunities for making new contacts and developing relationships, and good networking is seen as a key to success
- ⊕ where there is the opportunity to be the centre of attention and people are aware of one's achievements and status
- ⊕ where there is an atmosphere of mutual trust, there is a high degree of tolerance and people are considerate in their behaviour towards others
- ⊕ where teamwork is encouraged and all relevant parties are involved in the decision making process
- ⊕ where the ability to explain things clearly and confidently is highly valued and there are frequent opportunities for giving formal presentations
- ⊕ where commercialism and entrepreneurialism are valued and the emphasis is on identifying business opportunities and outperforming the competition

### Performance Inhibitors

- ⊖ where people are largely self motivated and do not require encouragement or inspiration from external sources
- ⊖ where there is no requirement to make a good first impression and building relationships is not encouraged
- ⊖ where there are few networking opportunities
- ⊖ where one is in a low profile position and achievements go unrecognised
- ⊖ where people are distrustful of each other, there is a lack of tolerance and a lack of consideration for others
- ⊖ where there are few opportunities for teamwork, there is little consultation and decisions are taken unilaterally
- ⊖ where relatively little importance is attached to the ability to explain things well and there are few opportunities for giving presentations
- ⊖ where the culture is non-commercial, non-competitive and non-profit oriented