

Expert Report Bradley Narainsamy



Professional

Styles



Contents

Introduction to Assessment Report	3
Executive Summary Profile	4
Full Psychometric Profile - Overview	5
Full Psychometric Profile - Thought Cluster	6
Full Psychometric Profile - Influence Cluster	7
Full Psychometric Profile - Adaptability Cluster	8
Full Psychometric Profile - Delivery Cluster	9
Summary Psychometric Profile	10
Competency Potential Profile	11
Predicted Culture/Environment Fit	12

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 1,852 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-perception. Our extensive research has shown this to be a good indicator of how people are likely to operate in the workplace. Nevertheless, due consideration must be given to the subjective nature of using an individual's self-perception in the interpretation of these data.

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 a good reflection of the individual's self-perception for 12-24 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 motives, preferences, needs and talents, based on Bradley Narainsamy's responses to the Styles questionnaire.

Executive Summary Profile

The Executive Summary Profile outlines the 12 main sections of the profile, grouped under the four major cluster headings of Thought, Influence, Adaptability and Delivery. Beneath each of the 12 section headings information is given on the three underlying dimensions - 36 dimensions in total.

Full Psychometric Profile

The Full Psychometric Profile focuses on the 36 Professional Styles dimensions, which are arranged under four main cluster headings (Thought, Influence, Adaptability and Delivery), with one page devoted to each cluster. Each cluster breaks down into three sections (12 in total), each consisting of three dimensions. These 36 dimensions are each comprised of three underlying facets (108 in total), with verbal descriptions of the facet scores shown underneath the dimension title.

Summary Psychometric Profile

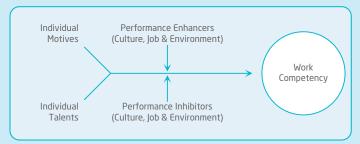
The Summary Psychometric Profile gives an overview of the 36 Styles dimensions of the profile on one page. It highlights where there is a facet range, and where motive or talent is higher (whichever is higher is indicated by M or T) and where normative or ipsative is higher (whichever is higher is indicated by an N or I).

Competency Potential Profile

The Competency Potential Report is based on links established between the 108 facets of the Styles questionnaire and a detailed, independent assessment of work performance on over 1,000 professionals. Based on real data, this gives a unique prediction of Bradley Narainsamy's likely strengths and limitations in 12 key performance areas. Underlying components of performance are reflected in the verbal descriptions and scores under each of the 12 competency headings. 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.

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.





Executive Summary Profile										
Thought	1	2	3	4	5	6	7	8	9	10
Evaluative Sten6 Analytical (6); Factual (5); Rational (6)										
Investigative Sten 5 Learning Oriented (5); Practically Minded (7); Insightful (4)										
Imaginative Sten 6 Inventive (7); Abstract (5); Strategic (5)										
Influence	1	2	3	4	5	6	7	8	9	10
Sociable Sten 6 Interactive (6); Engaging (4); Self-promoting (6)										
Impactful Sten 7 Convincing (8); Articulate (6); Challenging (8)										
Assertive Sten 7 Purposeful (7); Directing (7); Empowering (5)										
Adaptability	1	2	3	4	5	6	7	8	9	10
Resilient Sten 7 Self-assured (9); Composed (5); Resolving (7)										
Flexible Sten 6 Positive (5); Change Oriented (6); Receptive (6)										
Supportive Sten 4 Attentive (4); Involving (5); Accepting (5)										
Delivery	1	2	3	4	5	6	7	8	9	10
Conscientious (Sten 8) Reliable (9); Meticulous (7); Conforming (7)										
Structured Sten 6 Organised (5); Principled (6); Activity Oriented (6)										
Driven Sten 7 Dynamic (4); Enterprising (9); Striving (7)										



Full Psychometric Profile - Overview

This full psychometric profile provides a detailed assessment of Bradley Narainsamy's responses to the Professional Styles questionnaire.

It begins with a summary of response patterns followed by an explanation of the profile structure. The next few pages report on the results of the four major clusters.

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 Less consistent in rank ordering of characteristics than many people										
Normative-Ipsative Agreement Overall, there is a fairly high degree of alignment between normative and ipsative scores										
Motive-Talent Agreement Overall, the degree of alignment between Motive and Talent scores is typical of most people										

Profile Breakdown

Saville Consulting's extensive research indicates the best predictor of performance at work is generally the score indicated by the sten marker (combined normative-ipsative). Information is also provided on subtle differences highlighted by the profile:-

- Facet Range. Where the range of facet scores within any dimension is of three stens or more, this is indicated both by hatching on the dimension scale and the provision of individual facet scores in brackets alongside each verbal facet description.
- N Normative-Ipsative Split. Differences between normative (rating) and ipsative (ranking) scores of three stens or more are indicated by the markers N and N, 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.
- M Motive-Talent Split. Differences between motive and talent scores of three stens or more on a given dimension are indicated by the markers M and T, respectively. Such differences may suggest an incentive to develop in given areas, or indicate areas where environmental influences are having a strong impact.



Full Psychometric Profile - Thought Cluster									
Thought									
Evaluative	1	2	3	4	5 6	7	8	9	10
Analytical Sten 6 likes to analyse information (7); asks probing questions fairly frequently (5); inclined to seek solutions to problems (7)									
Factual Sten 5 unlikely to enjoy communicating in writing (4); has limited interest in the logic behind an argument (4); explores the facts reasonably comprehensively (6)			0						
Rational Sten 6 enjoys working with numerical data (7); makes some use of information technology (5); moderately likely to base decisions on the facts alone (6)									
Investigative	1	2	3	4	5 6	7	8	9	10
Learning Oriented Sten 5 actively seeks opportunities to learn about new things (9); a reasonably quick learner (5); gets little enjoyment from learning by reading (4)						M			
Practically Minded Sten 7 moderately focused on practical work (6); prefers to learn by doing (7); shows a reasonable amount of common sense (6)					M		0		
Insightful Sten 4 has little focus on constantly improving things (4); reasonably quick at getting to the core of a problem (5); unlikely to trust intuition to guide judgement (4)			0		N				
Imaginative	1	2	3	4	5 6	7	8	9	10
Inventive Sten 7 generates ideas (7); produces original ideas (8); reasonably likely to adopt radical solutions (5)									
Abstract Sten 5 reasonably good at developing concepts (5); as good as most people at applying theories (5); moderately interested in studying the underlying principles (6)									
Strategic Sten 5 moderately inclined to develop strategies (6); rarely focuses on long term issues (4); creates a reasonably clear vision for the future (5)									



Full Psychometric Profile - Influence Cluster										
Influence										
Sociable	1	2	3	4	5	6	7	8	9	10
Interactive Sten 6 fairly lively (5); moderately talkative (6); networks well (8)										
Engaging Sten 4 establishes rapport reasonably quickly (6); puts relatively little emphasis on making a good first impression (4); unlikely to seek new friends actively (4)										
Self-promoting Sten 6 tends to become the centre of attention (7); moderately modest about own achievements (6); has a moderate need for praise (5)										
Impactful	1	2	3	4	5	6	7	8	9	10
Convincing Sten 8 persuasive (7); makes own point strongly (8); is focused on negotiating the best deal (7)						0			M	
Articulate Sten 6 enjoys giving presentations as much as most people (5); explains things reasonably well (5); confident with new people (7)										
Challenging Sten 8 very open in voicing disagreement (9); moderately inclined to challenge others' ideas (5); occasionally gets involved in arguments (6)										
Assertive	1	2	3	4	5	6	7	8	9	10
Purposeful Sten 7 makes reasonably quick decisions (6); prepared to take responsibility for big decisions (7); has definite views on issues (8)										
Directing Sten 7 clearly oriented towards a leadership role (8); co-ordinates people reasonably well (5); inclined to take control of things (8)										
Empowering Sten 5 has little interest in finding ways to motivate others (2); moderately inspiring (6); reasonably encouraging to others (6)			M							



Full Psychometric Profile - Adaptability Cluster									
Adaptability									
Resilient	1	2	3	4	5	6	7 8	9	10
Self-assured Sten 9 very self-confident (10); feels in control of own future (7); has a strong sense of own worth (8)									
Composed Sten 5 sometimes gets nervous during important events (5); reasonably calm before important events (5); works reasonably well under pressure (6)			M			0			
Resolving Sten 7 copes reasonably well with people who are upset (6); handles angry people well (7); good at resolving disagreements (8)									
Flexible	1	2	3	4	5	6	7 8	9	10
Positive Sten 5 moderately likely to take an optimistic view (5); quickly recovers from setbacks (7); less cheerful than many people (3)									
Change Oriented Sten 6 readily accepts change (7); copes moderately well with uncertainty (5); accepts new challenges as readily as most people (6)									
Receptive sten 6 less receptive to feedback than many people (4); unlikely to encourage others to criticise approach (4); actively seeks feedback on performance (9)									
Supportive	1	2	3	4	5	6	7 8	9	10
Attentive Sten 4 less empathetic than many people (3); a reasonably good listener (6); moderately interested in understanding why people do things (5)									
Involving Sten 5 extremely team oriented (10); takes limited account of other people's views (3); unlikely to involve others in the final decision (3)									
Accepting Sten 5 moderately considerate towards others (5); reasonably tolerant (6); a little cautious about trusting people (4)									



Full Psychometric Profile - Delivery Cluster										
Delivery										
Conscientious	1	2	3	4	5	6	7	8	9	10
Reliable Sten 9 conscientious about meeting deadlines (8); tends to be punctual (8); very focused on finishing tasks (10)									_	
Meticulous Sten 7 pays close attention to detail (7); very thorough (7); ensures a reasonably high level of quality (6)										
Conforming Sten 7 likes to follow the rules (8); strongly prefers to follow procedures (9); is sometimes prepared to take risks in decision making (4)										
Structured	1	2	3	4	5	6	7	8	9	10
Organised Sten 5 moderately well organised (6); moderately inclined to make plans (5); less inclined to prioritise than many people (4)						l				
Principled Sten 5 behaves more ethically than most people (8); moderately likely to respect confidentiality (5); highly focused on honouring commitments (10)				M						
Activity Oriented Sten 6 works at a fast pace (7); works well when busy (7); prefers to do one thing at a time (4)										
Driven	1	2	3	4	5	6	7	8	9	10
Dynamic Sten 4 feels little need to make things happen (4); as impatient as most people to get things started (5); less energetic than many people (4)		0				N				
Enterprising Sten 9 likely to identify business opportunities (8); extremely sales oriented (10); competitive (8)									_	
Striving Sten 7 is reasonably driven to achieve outstanding results (5); fairly ambitious (8); likely to persevere through difficult challenges (7)										



Summary Psychometric Profile Acquiescence (7) Consistency (3) N-I Agreement (7) M-T Agreement (6) Higher split shown 10 **Splits** 4 6 8 Analytical Factual Rational **Learning Oriented** M hought **Practically Minded** Insightful Inventive **Abstract** Strategic Interactive Engaging Self-promoting Convincing M Influence Articulate Challenging Purposeful Directing **Empowering** Self-assured M Composed Resolving Positive Change Oriented Receptive Attentive Involving Accepting Reliable Meticulous Conforming Organised Delivery Principled **Activity Oriented** Dynamic Enterprising Striving



Competency Potential Profile

This report gives Bradley Narainsamy's areas of greater and lesser predicted potential based on our extensive international database linking Saville Consulting Wave to work performance.

	Competency Description	Potential									
ms	Evaluating Problems Examining Information (6); Documenting Facts (3); Interpreting Data (6)	5	Average higher potential than about 40% of the comparison group								
Solving Problems	Investigating Issues Developing Expertise (6); Adopting Practical Approaches (7); Providing Insights (5)	6	Average higher potential than about 60% of the comparison group								
Sol	Creating Innovation Generating Ideas (6); Exploring Possibilities (5); Developing Strategies (4)	5	Average higher potential than about 40% of the comparison group								
ple	Building Relationships Interacting with People (5); Establishing Rapport (4); Impressing People (7)	5	Average higher potential than about 40% of the comparison group								
Influencing People	Communicating Information Convincing People (7); Articulating Information (5); Challenging Ideas (7)	7	Fairly High higher potential than about 75% of the comparison group								
Infli	Providing Leadership Making Decisions (8); Directing People (6); Empowering Individuals (4)	6	Average higher potential than about 60% of the comparison group								
ches	Showing Resilience Conveying Self-Confidence (9); Showing Composure (5); Resolving Conflict (7)	8	High higher potential than about 90% of the comparison group								
ting Approaches	Adjusting to Change Thinking Positively (4); Embracing Change (6); Inviting Feedback (6)	5	Average higher potential than about 40% of the comparison group								
Adaptin	Giving Support Understanding People (4); Team Working (4); Valuing Individuals (4)	4	Fairly Low higher potential than about 25% of the comparison group								
ults	Processing Details Meeting Timescales (7); Checking Things (7); Following Procedures (7)	7	Fairly High higher potential than about 75% of the comparison group								
Delivering Results	Structuring Tasks Managing Tasks (4); Upholding Standards (6); Producing Output (6)	5	Average higher potential than about 40% of the comparison group								
Del	Driving Success Taking Action (4); Seizing Opportunities (9); Pursuing Goals (7)	7	Fairly High higher potential than about 75% of the comparison group								



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 Bradley Narainsamy's success:

Performance Enhancers

- where commercialism and entrepreneurialism are valued and the emphasis is on identifying business opportunities and outperforming the competition
- where self confidence is regarded as an asset and people are encouraged to know their own worth and take responsibility for their own workload
- where people are encouraged to assume responsibility for important decisions and decisiveness is a valued characteristic
- where there is a strong results focus and determination to succeed, no matter what, and people are rewarded for achieving outstanding results
- where importance is attached to punctuality and completing tasks to deadline and reliability is clearly valued
- where real importance is attached to the maintenance of high quality standards and close attention to detail
- where people are down to earth and there is an emphasis on practical, hands-on activity and the application of common sense
- where people adhere to clear rules and regulations, there are well established procedures in operation and risks are minimised

Performance Inhibitors

- where the culture is non-commercial, non-competitive and non-profit oriented
- where self confidence is equated with arrogance and denigrated, and people are discouraged from taking control of their own workload
- where the responsibility for major decisions rests with other people and there is little opportunity to influence the outcome
- where the urge to achieve outstanding results is not great and people seldom persist in the face of difficulties
- where there is a culture that allows deadlines to be passed and tasks are often left unfinished
- where the maintenance of quality standards and attention to detail are not considered a priority
- where the emphasis is on theory rather than practice and there is little opportunity for involvement in practical tasks
- where people are not expected to comply with rules and regulations, there are no clearly established procedures and there is a high degree of risk