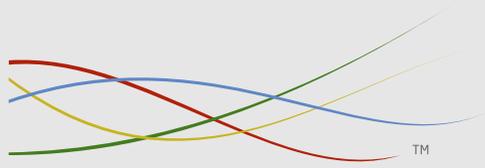




# Considerations when using the Leadership Impact Expert Report

# wave



**At Saville Assessment, we are passionate about supporting our Wave user community and committed to ensuring that you get the most out of our assessments.**

We offer regular articles and webinars, as well as a range of useful guides and materials in our Client Resource Area, to help you confidently use our tools to transform your selection and development activities.

If you are not already Wave trained, and would like to be, please visit contact [info@savilleassessment.com](mailto:info@savilleassessment.com) for information about our accreditation courses.

We also offer Leadership Impact Masterclasses for Wave-trained individuals, visit [www.savilleassessment.com/accreditation-training](http://www.savilleassessment.com/accreditation-training) for more info.

# Leadership Impact Model

# 1

The Leadership Impact model is unique as it bridges the gap between leadership style and organizational outcomes. It links the effectiveness of a leader's style to the organizational outcomes they are measured against.

# 2

The 3P framework is at the heart of the Leadership Impact model.

1. **Professional** leaders are likely to be effective at leading in specialist contexts and providing professional or technical knowledge.
2. **People** leaders are likely to be effective at managing a wide range of people across teams or functions.
3. **Pioneering** leaders are likely to be effective at driving success, change and growth.

# 3

The 3Ps are underpinned by nine Impact Areas under which sit 18 Leadership Styles.

# 4

When deciding whether the Leadership Impact model is appropriate for a certain level you may find it useful to ask yourself.

- 'Does this individual/cohort have the scope to impact areas such as transformation, growth and commitment at an organizational or team level?'
- 'Could I have a meaningful conversation with this individual/cohort on how their style could impact organizational outcomes?'

# Using the Leadership Impact Expert Report

## 5

The Leadership Impact Expert Report can be used for development, recruitment and succession planning scenarios.

## 6

Prior to starting a development or selection intervention identify five of the nine Impact areas where you will focus your attention.

- Refer to the objectives of the role using the job description.
- Consider the collective strength and gaps in the incumbent team.
- Consider the organization's value framework.
- Make links with any existing development actions.
- Review the aims and objectives of the leadership development program, making links with the development priorities that are being targeted.

## 7

The Summary Leadership Profile provides a high-level overview of the 18 Leadership Styles. This page provides an insight into the styles the individual adopts as a leader. Use this page primarily for identification of trends or patterns before moving onto other areas of the profile to explore further details.

## 8

When providing feedback or asking interview questions based on the Leadership Impact Expert Report, ensure you reframe the questions to explore the impact the leader may have on the organization. Some example questions you could use are.

- 'How does this style affect the impact you have on (X Impact Area)?'
- 'How could you harness this style to have greater impact in (X Impact Area)?'
- 'How does (X Style) aid your approach to (X Impact Area)?'
- 'Tell me about a time when you have positively impacted (X Impact Area)?'

# 9

Make use of the Reflections for Development at the bottom of each page. These are dynamically driven based on the individual's Leadership Styles. Some example questions you could ask are.

- 'How does this advice resonate with
- 'Can you give an example of when you have seen this play out?'

# 10

The Situational Leadership Profile is a nice way to end a feedback or briefing session. It allows for further connections between the leader's style and the situations they are best suited to as a leader.

# 11

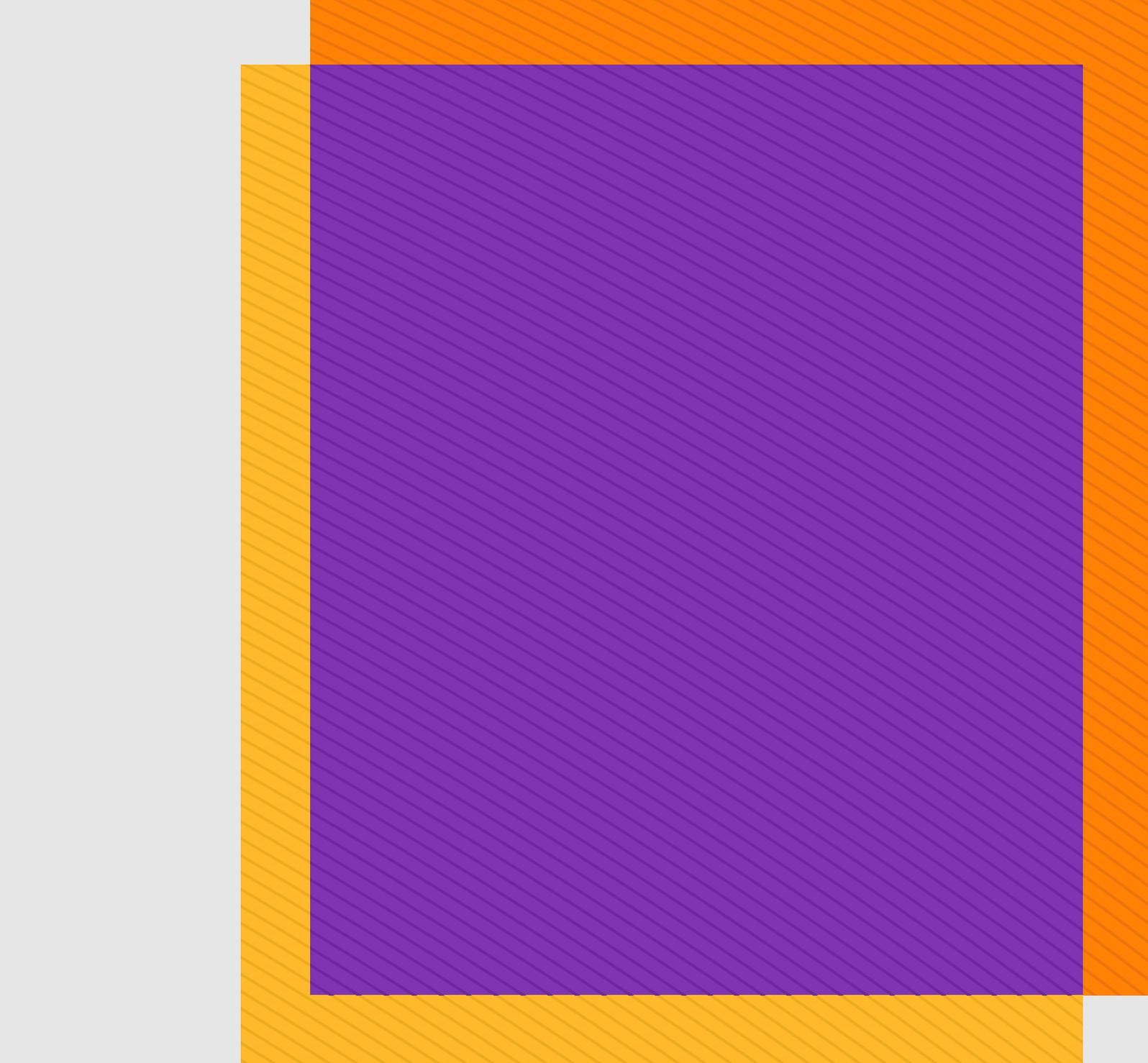
If you are conducting a development focused session based on the Leadership Impact Expert Report, try to schedule at least 75 minutes for the session.

# 12

Did you know the Leadership Impact Expert Report and Leadership Risk Report are available together in one dual report? Use this dual report to enhance your leadership development or briefing sessions.

# 13

Look out for our Leadership Impact Selection Report with all the detail of the Leadership Impact Expert Report plus additional interview questions.



**About Saville Assessment, A WTW Company**

Our integrated approach to talent solutions helps organizations achieve their business objectives. We decrease risks and increase good opportunities associated with talent assessment and development. Representatives in over 80 countries equip us to support projects all over the world. Whether early-careers recruitment or leadership development, local authority or multinational corporation, we help all our clients unlock potential and achieve results. Learn more at [www.savilleassessment.com](http://www.savilleassessment.com)