



Saville Consulting Wave® Performance 360 Handbook

PART 1: OVERVIEW

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1.0 Introducing Saville Consulting Wave® Performance 360

Saville Consulting Wave Performance 360 is part of the multidimensional Wave assessment suite. The assessment measures key characteristics underpinning success at work across different occupations. It provides value in both individual development and performance management, transforming the quality of the assessment process through the use of technology and well-researched models of effectiveness in the workplace.

The Saville Consulting Wave Performance 360 is a multi-rater questionnaire with 45 questions measuring 36 behavioral dimensions, 6 ability dimensions and 3 areas of global work effectiveness. The questionnaire is typically completed in less than 15 minutes. The online format of the assessment integrates quantitative rating scales and qualitative comments. This allows the assessment to provide both strong benchmark data about how the results compare with the results of others, and information from rater comments to help put the results in context.

The Performance 360 assessment has been developed from first principles as a work-relevant, highly valid international tool available in a number of languages and suitable for a range of job roles across different industry sectors.

The Saville Consulting Wave Performance 360 assessment relies on a hierarchical model of work performance developed by Saville Consulting. The model is aligned to the Big Five personality factors and the Great Eight competencies, but provides more information than either of these models. The model is based on the Saville Consulting Performance Culture Framework, allowing direct integration with other Saville Consulting assessments, including Job Profiler, Strengths, and Wave Professional and Focus Styles.

1.1 The Saville Consulting Wave Performance Culture Framework

At the heart of Saville Consulting Wave assessment tools is the Wave Performance Culture Framework model. The Framework is an extensively researched model of the key characteristics that underpin success at work across different occupations. It is the starting point for Saville Consulting's new product development, because validation evidence has demonstrated that its elements are important correlates of work performance.

The Saville Consulting Wave Performance Culture Framework is made up of Behavior, Ability and Global areas (see Figure 1.1).

'Behavior' refers to work behavioral styles and competencies. The Saville Consulting Wave model has a hierarchical structure consisting of four clusters, 12 sections, 36 dimensions and 108 facets. These behavioral areas are assessed using Saville Consulting Wave Performance 360.

'Ability' assesses a person's abilities to perform certain intellectual or cognitive tasks. Many areas of cognitive ability can be assessed, such as verbal comprehension, numerical reasoning or strengths in working with designs or systems. These abilities can be

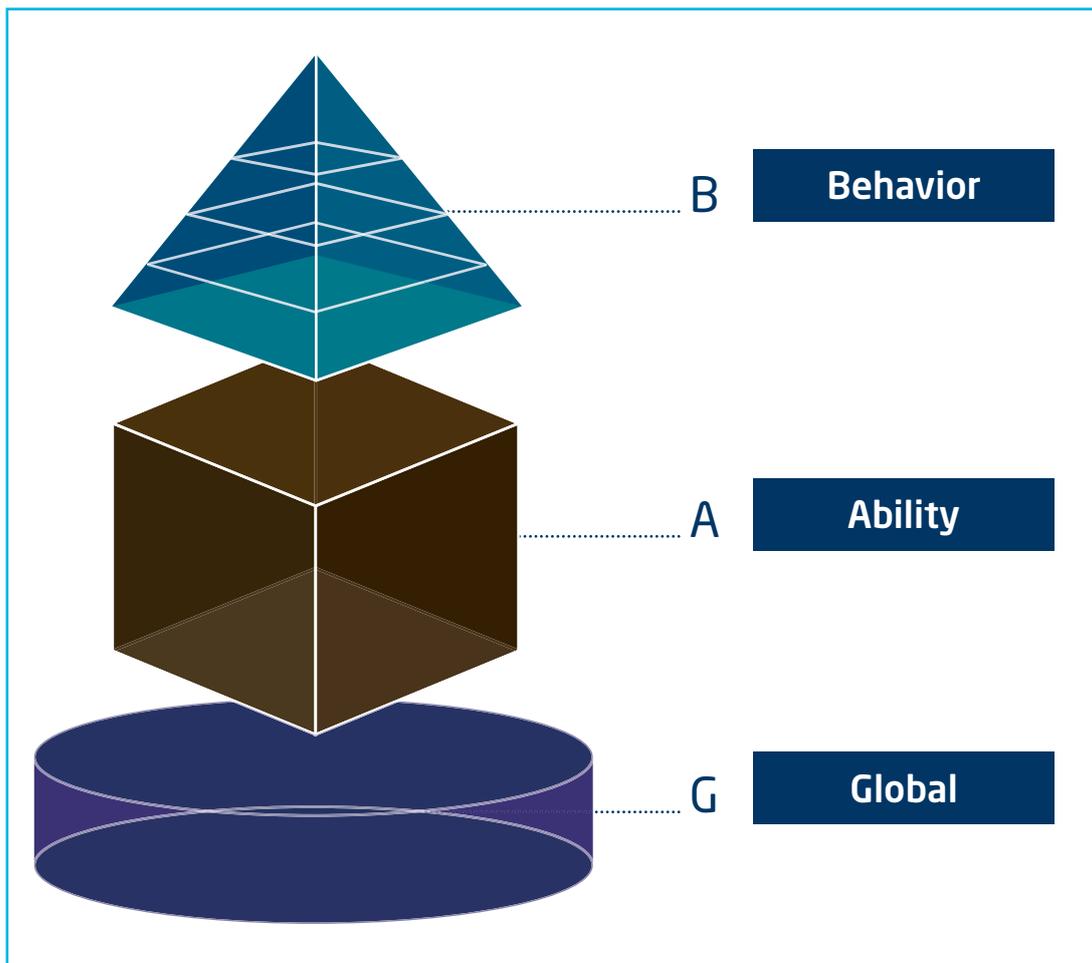
independently assessed using the Saville Consulting portfolio of Aptitude Assessments (for more information, see <https://www.savilleconsulting.com/products/aptitude-assessment/overview>).

'Global' describes broad overall effectiveness characteristics of performance at work. These refer to a person's overall performance at work in key areas such as Applying Expertise, Accomplishing Objectives and Demonstrating Potential.

The important work requirements that allow individuals or teams to demonstrate superior performance on these behavior, ability and global elements of effectiveness can be established to provide clarity on areas to focus on within Performance 360. They can be assessed in a small group using a deck of cards from the Saville Consulting Wave Performance Culture Framework, or by using the online multi-rater Job Profiler™.

For more information on the Performance Culture Framework, please refer to the User Guide provided with the Saville Consulting Wave Performance Culture Card Deck.

Figure 1.1 An Overview of the Structure of the Wave Performance Culture Framework

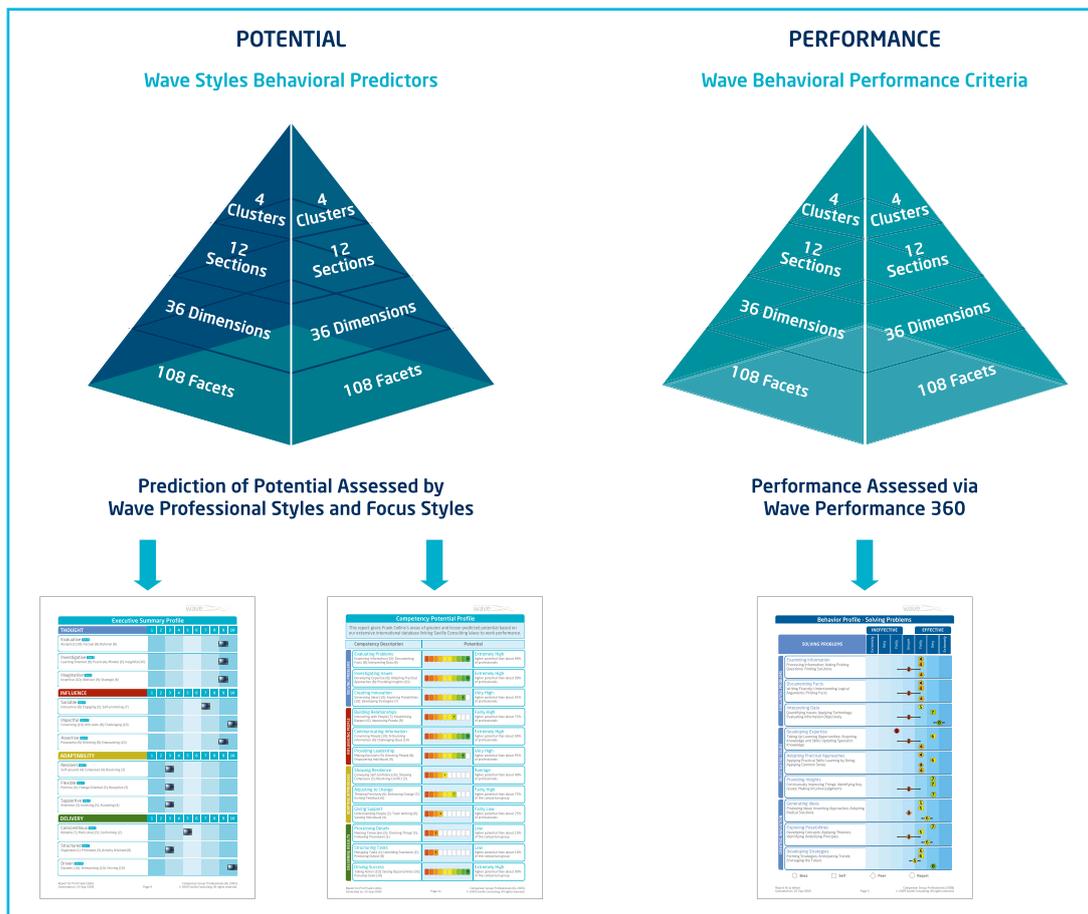


1.2 Aligned Model of Potential and Performance

The Saville Consulting Wave model of potential and performance consists of two models that are aligned with each other. Work performance criteria are aligned with the Styles predictors that best measure them. Figure 1.2 shows the Saville Consulting Wave Aligned Criterion and Predictor Model.

The final model clearly aligns each predictor with a matched criterion. Every component at every level in the criterion (or competency) model has a corresponding component in the predictor (or styles) model. However, the matched components in the two models are not identical. For example, Inventive is one of the 36 Styles dimensions with items selected that specifically predict effectiveness on the competency/criterion dimension of Generating Ideas. Hence, Inventive and Generating Ideas dimensions are aligned in the model.

Figure 1.2 Saville Consulting Aligned Model of Performance (Criteria) and Potential (Predictors)



The aligned model is designed to increase the empirical validity available to the user by providing a direct link between the motive and talent components measured in the Wave Styles self-report questionnaires and effective performance at work. The aligned model is also designed to help individuals realize and develop their potential. While the Wave Styles reports give potential indication of the 36 behavioral dimensions through the Competency

Potential Profile, the Performance 360 report indicates whether the potential in certain areas is realized or whether there are development gaps to bridge.

1.3 Integrated Model and Application

The Saville Consulting Wave Performance Culture Framework is assessed using a variety of tools for a range of talent management applications. Figure 1.3 gives an overview of what is measured by each of the assessment tools.

Chapter 9 'Applying Wave Performance 360' in this handbook and the Saville Consulting Wave Performance Culture Framework User Guide give more information on the integrated model and its application.

Figure 1.3 Integrated Saville Consulting Wave Assessments



From this point on, our focus will be on Performance 360 rather than other components of the Wave assessment portfolio. We start by giving an overview of the different levels of the Wave Performance Culture Framework assessed by Performance 360.

1.4 Behavior Areas

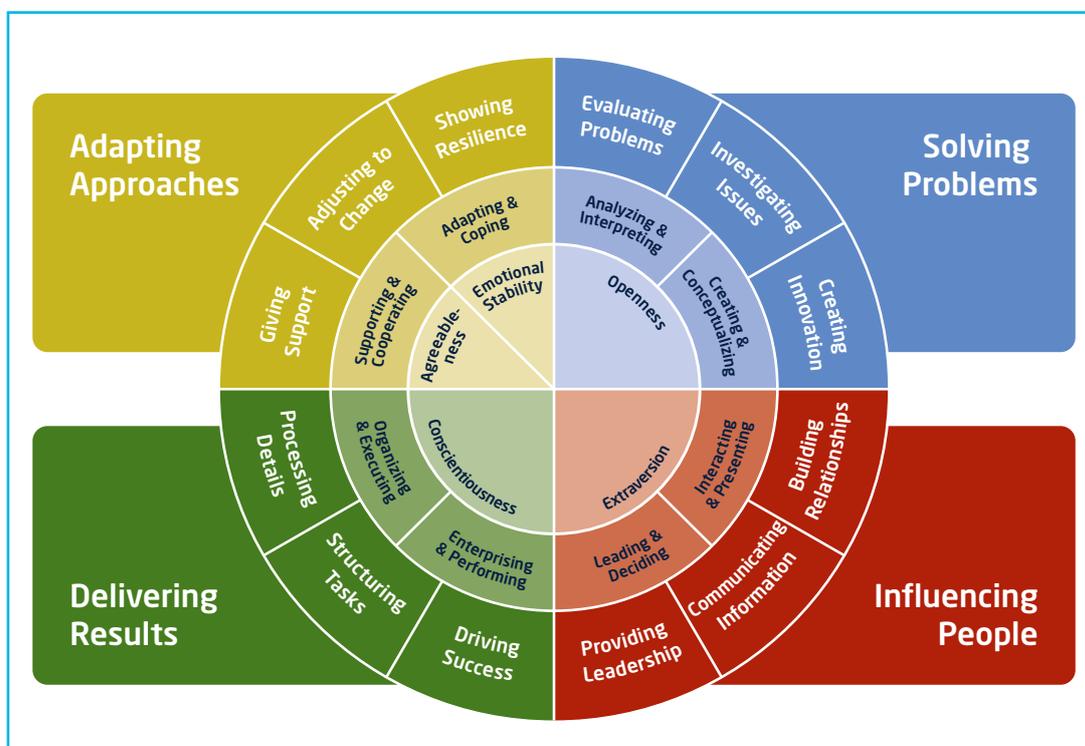
The Wave Behavioral Model is hierarchical. The model has four levels, which are (starting from the highest level): Clusters (4), Sections (12), Dimensions (36) and Facets (108). Users can focus on the section level for a quick and simple view of a profile, or dig for deeper insights by focusing on the dimension level of a profile.

Colors are associated with the four sections to aid differentiation and ease interpretation.

Competency Cluster	Associated Color
Solving Problems	Blue
Influencing People	Red
Adapting Approaches	Gold
Delivering Results	Green

The 'Wave Wheel' (Figure 1.4) provides a mechanism for understanding how the Behavioral model compares with other major models of personality and performance in its structure (Musk's Big One, Digman's Alpha and Beta, The Great Eight Competencies, The Big Five).

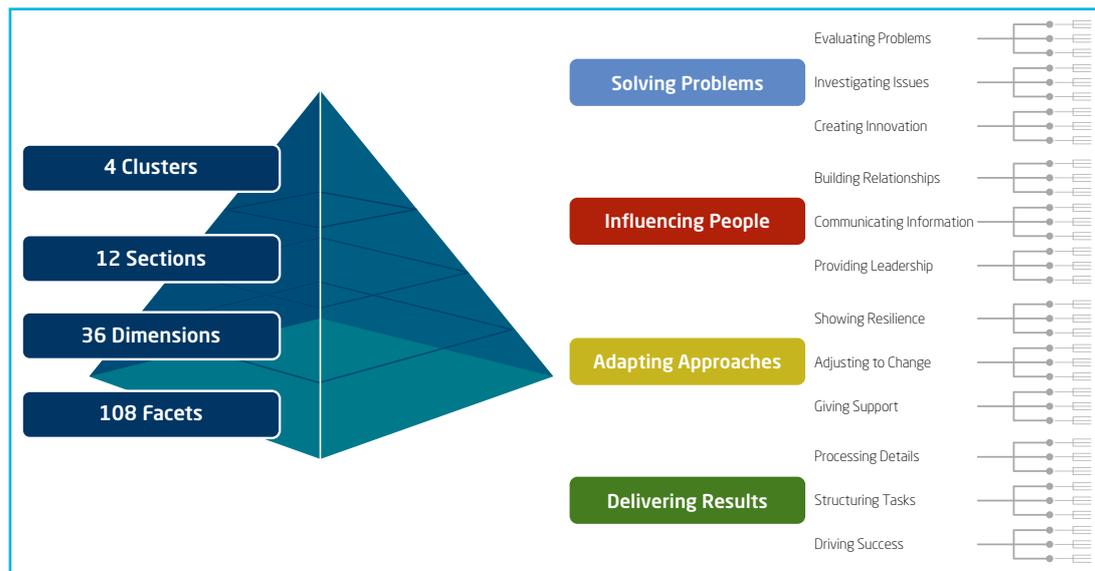
Figure 1.4 The Wave Wheel



Refer to Chapter 16 'Construction' in the Wave Professional Styles Handbook for further discussion on the Wave Wheel and how it integrates previous research and models of both personality and performance at work (and see Kurz et al. (2008) for a discussion on the use of the Wave Wheel in coaching).

Each of the four clusters breaks down into three sections to create 12 sections (4 clusters × 3 sections) as follows:

Figure 1.5 The Saville Consulting Wave Work Hierarchy



Clusters:

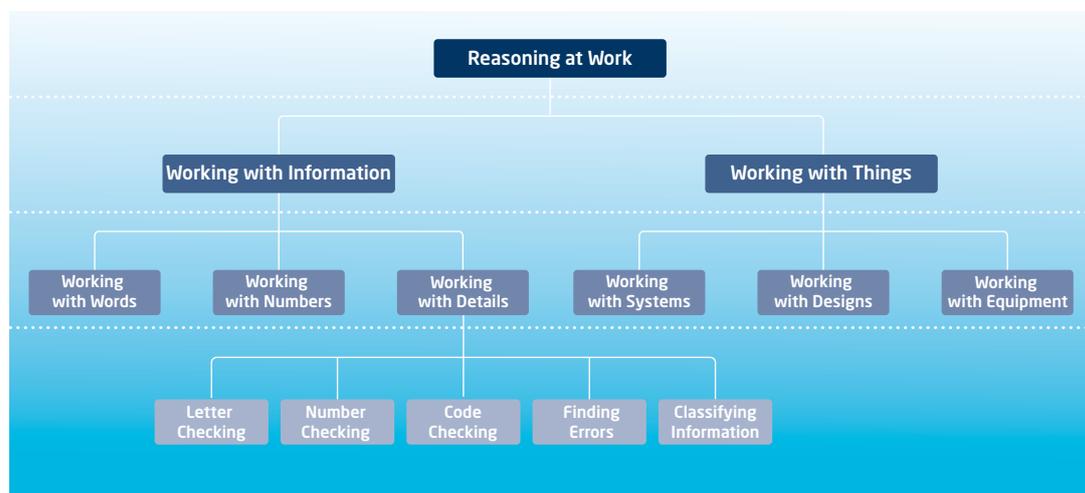
- **Solving Problems** encompasses the sections Evaluating Problems, Investigating Issues and Creating Innovation. This cluster is focused on developing ideas, from analyzing problems and showing interest in underlying principles through to being more expansive and divergent in thought by being creative and strategic.
- **Influencing People** encompasses the sections Building Relationships, Communicating Information and Providing Leadership. This cluster relates to communication and working with others. It is concerned with establishing positive relationships with people and demonstrating positive leadership behaviors.
- **Adapting Approaches** encompasses the sections Showing Resilience, Adjusting to Change and Giving Support. This cluster covers areas of emotional, behavioral and social adaptability, respectively.
- **Delivering Results** encompasses the sections Processing Details, Structuring Tasks and Driving Success. This cluster is focused on implementation and delivery of results, from ensuring high standards of delivery through to proactively making things happen.

The 12 sections then break down into the more detailed level of 36 dimensions, then further down to 108 facets. In Performance 360, individuals are assessed on the 36 dimensions.

1.5 Ability Areas

The ability areas hierarchy starts, from the highest level, with one cluster, which forms two sections: Working with Information and Working with Things. The dimensions directly align to Saville Consulting aptitude tests. The six dimensions are Working with Words (Verbal Tests), Working with Numbers (Numerical Tests), Working with Details (Error Checking Tests), Working with Systems (Diagrammatic Tests), Working with Designs (Spatial Tests) and Working with Equipment (Mechanical Tests). These align directly to the 30 facets in the Saville Consulting Ability Hierarchy. There are two versions of Saville Consulting Performance 360, one with ability and one which excludes the six ability dimensions. Figure 1.6 shows an overview of the Saville Consulting Ability Hierarchy.

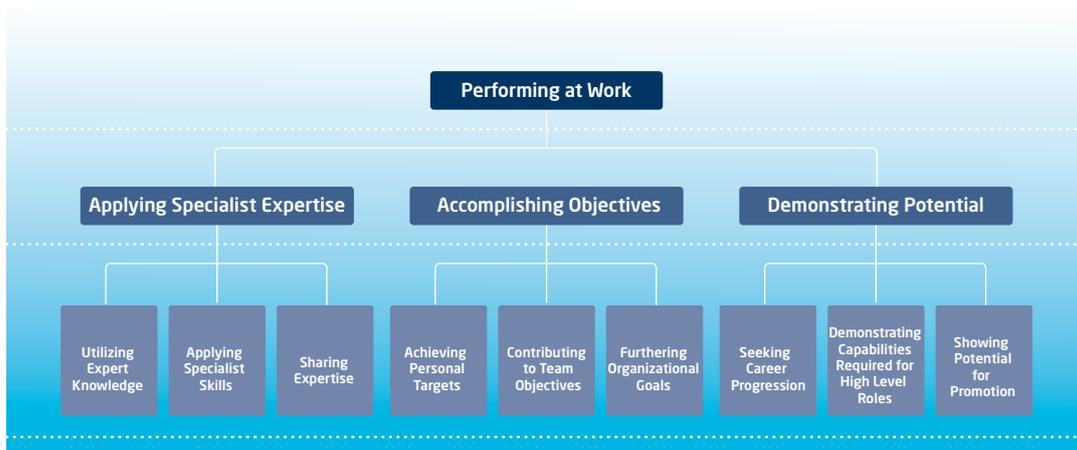
Figure 1.6 An overview of the Saville Consulting Ability Hierarchy



1.6 Global Areas

The global hierarchy measures overall work effectiveness, covering individual task performance as well as contextual performance. Global performance has been found to be directly underpinned by the Behavioral and Ability areas. The global areas contain three sections (Applying Specialist Expertise, Accomplishing Objectives, and Demonstrating Potential) which break down into nine dimensions. Figure 1.7 shows the Saville Consulting Global Hierarchy. It is the three sections which are assessed in Performance 360.

Figure 1.7 The Saville Consulting Global Hierarchy



Scale descriptions of all 45 items assessed in the three areas of Wave Performance 360 can be found in the 'Scale Descriptions' chapter (Chapter 7) of this handbook.

1.7 Rating Scale

Performance 360 adopts a seven-point effectiveness rating scale. The format of the rating scale is shown in Figure 1.8. An effectiveness rating scale has been chosen for the instrument for the following reasons:

- The ultimate goal of any selection, development or talent management intervention is to raise work effectiveness.
- Individual effectiveness drives team effectiveness, which in turn underpins organizational effectiveness.
- Effectiveness has technological, business, social and economic benefits.
- Frequency scales confound job requirements with performance, and 'Agree - Disagree' scales are personality rating surrogates that are too remote from effectiveness.

Hence, semantic meaning is attached to each of the seven scale points to represent levels of effectiveness. The rating scale is symmetrical, with 'Unsure' at the center (Point 4) and three intensity levels ('fairly', 'very' and 'extremely' effective/ineffective) on each side. Each scale point is face valid and forms an ordinal scale as a whole.

Figure 1.8 A screenshot of the Wave Performance 360 questionnaire

	Extremely Ineffective	Very Ineffective	Fairly Ineffective	Unsure	Fairly Effective	Very Effective	Extremely Effective
	---	--	-	-/+	+	++	+++
Generating Sales - e.g. Writing Proposals; Negotiating Terms; Closing Deals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Managing Projects - e.g. Planning Work; Monitoring Milestones; Ensuring Delivery	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicating Goals - e.g. Presenting Strategies; Clarifying Goals; Communicating Objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

1.8 Dual Reporting of Scores

Two types of scores are reported on the Performance 360 reports.

Direct Reporting

In the first type of score reporting, ratings on the scales are averaged for all individuals within a category. For the Self category, the ratings from the assessee are used. In the other three standard rater categories (Boss, Peer and Report), all the raters in a category are used to form the average scores for that category. These average scores are plotted directly on the Performance 360 report for each rater category. This provides a clear picture of how somebody was rated on each dimension (e.g., extremely effective, unsure, very ineffective, etc.) by each rater category.

Benchmark Comparison

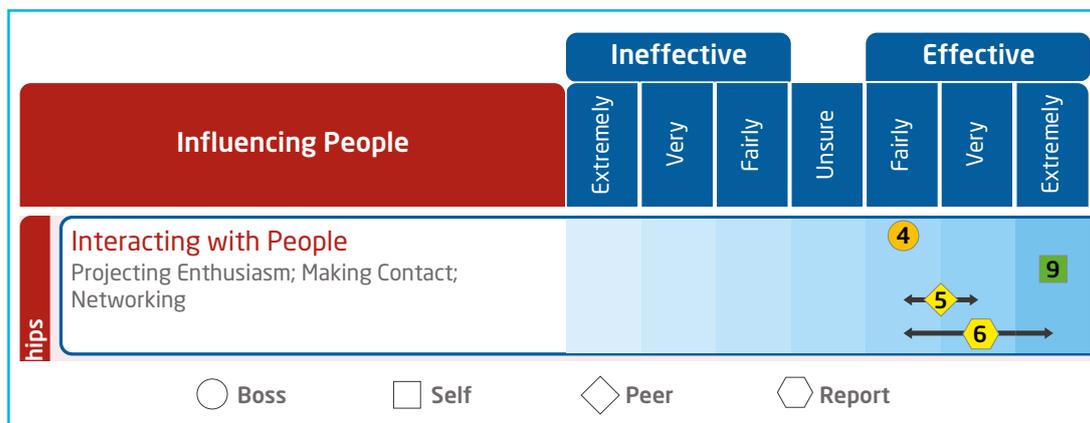
The second type of score reporting benchmarks the individual against the comparison group. It places an individual on a 1-10 sten scale in comparison with others (e.g., Professionals & Managers, 2011) and also indicates what percentage of the comparison group they are scoring above (in percentiles).

1 - Extremely Low	- performed better than only 1% of comparison group
2 - Very Low	- performed better than only 5% of comparison group
3 - Low	- performed better than only 10% of comparison group
4 - Fairly Low	- performed better than only 25% of comparison group
5 - Average	- performed better than only 40% of comparison group
6 - Average	- performed better than 60% of comparison group
7 - Fairly High	- performed better than 75% of comparison group
8 - High	- performed better than 90% of comparison group
9 - Very High	- performed better than 95% of comparison group
10 - Extremely High	- performed better than 99% of comparison group

In the example (Figure 1.9) below, the boss rated the assessee as 'Fairly Effective' in Interacting with People. The assessee rated themselves as 'Extremely Effective', and peer ratings ranged from 'Fairly Effective' to 'Very Effective'. Finally, report ratings ranged from 'Fairly Effective' to 'Extremely Effective' on this dimension.

Compared with others in the comparison group, the boss rating is Fairly Low (sten 4, as indicated inside the circle marker), yet self-rating is Very High (sten 9, as indicated inside the square marker). Both peer ratings and report ratings are Average (sten 5 and sten 6 respectively).

Figure 1.9 An illustration of dual reporting of scores



1.9 Free Text Comments

At the end of the Performance 360 questionnaire, three open questions are presented. All raters have the option of contributing narrative text on areas they think the assessee has done well in, could do less of and could improve on. This section allows raters to provide examples or comments directly relating to the assessee's specific job, and bring the quantitative ratings to life.

Although free text comments can add meaning and value to the Performance 360 process, there is a risk of receiving inappropriate comments from raters. To minimize such risk, it is important that all the nominated raters are briefed clearly on the purpose of the assessment, and are informed that their comments will be included verbatim in the feedback report.

1.10 Configurable Competency Reporting

The level of detail and the ease of completion make Saville Consulting Wave Performance 360 a popular choice for organizations to use either in its standard format or mapped to their own competency, capability or value framework.

More information about configurable competency reporting is available from any Saville Consulting office.

2.0 Applications of the Saville Consulting Wave® Performance 360

Below are different applications of Saville Consulting Wave Performance 360, along with suggested reports, giving insight into where they can make a difference.

Individual Development

Wave Performance 360 helps raise an individual's self-awareness by providing a high level summary of key areas which underpin work performance. Feedback from various sources through this multi-rater instrument allows the individual to compare their self-assessment with others' for learning and development purposes. The Development Reports (Summary or Premium) are useful for development as they present practical advice on how the individual could manage their areas of strengths and limitations.

Potential and Performance Management

Wave Performance 360 can be used in conjunction with Professional Styles (or Focus Styles) as part of the individual development process. Results from these two instruments together provide a clear link to understanding an individual's potential (from Professional/Focus Styles) and performance at work (from Performance 360).

Performance Management

Wave Performance 360 can be used alongside formal appraisal in individual performance review, when key objectives are set between the individual and their manager. Specific behaviors that are critical to meeting the key objectives can be identified using Performance 360 reports, and a discussion of areas for development can form part of the performance review.

Talent Identification/Management

Wave Performance 360 provides a means of identifying and developing individuals within an organization who are likely to contribute significantly to business growth. By first identifying, then investing development in such individuals, businesses are more likely to retain those with potential.

Organizational Talent Audit/Benchmarking

Saville Consulting Wave provides a vehicle for benchmarking groups in terms of their perceived motives, talents and competencies at work. Wave Performance 360 data can be combined with information from other Wave tools as a basis for the development of new performance-driven frameworks for a client organization (e.g., Competency, Capability, Values). The combination of a matched individual style assessment (e.g., Professional Styles), matched measures of requirement (e.g., Job Profiler) and Wave Performance 360 allows for the development of empirical validation-based competency frameworks which identify threshold competencies that differentiate the key behaviors underpinning enhanced performance in different roles.

2.1 Applying Wave with Clients' own Frameworks

Saville Consulting clients can choose to measure their own assessment framework using Wave Performance 360. Where assessments are being used in volume, a bespoke report can be developed to assess clients' own frameworks, and the branding tailored accordingly. This is achieved by mapping the 36 dimensions of Wave to our client's framework. Contact Saville Consulting for further information.

2.2 Misuse of Saville Consulting Wave Performance 360

Saville Consulting Wave Performance 360 questionnaire provides a wealth of information about employees to the user for a wide range of applications, but there are uses and target populations for which Wave Performance 360 are not appropriate. A sample of these are outlined below.

Mental Health, Clinical or Forensic Assessment

The Wave Performance 360 questionnaire is not designed as an assessment or diagnostic for mental health disorders. This could include assessment for emotional or psychological stability, substance abuse, eating disorders, physiological disorders, depression, or for creating a treatment program. In these cases a clinical assessment should be used.

Intelligence Testing

The Wave Performance 360 questionnaire is a measure of work behaviors, not of cognitive or mental ability. While the Wave Performance 360 measures aspects of behavior related to cognitive performance (i.e., the six Ability scales), it is an indirect measure only and does not provide an IQ score or similar index of intellectual capacity. We recommend Saville Consulting Aptitude tests to measure work-related aptitudes.

Job Promotion or Workforce Reduction

Saville Consulting Wave assessments are designed to create a platform for better decision making, leading to an increase in the caliber of employees. These assessments provide more valid data in less time and should be administered as a source of information to cross-reference with other data.

Some line managers prefer to use a tool to help them identify which employees to let go during a staff reduction initiative, or to help decide whether a person should be fired – providing a 'pass or fail' score to make the decision for them. However, these are inappropriate uses of a performance evaluation questionnaire. Workforce reduction decisions should be based on appropriate organizational criteria with appropriate consultation, and not based primarily on the results of a performance evaluation questionnaire.

Likewise, organizations may want a tool to help select individuals for job promotion. Information from Wave Performance 360 could contribute to a promotion decision but it should be used alongside other sources of information.

3.0 Target Users

Saville Consulting Wave® Performance 360 was developed to assess the work performance of individuals across different jobs and levels.

The questionnaire was designed specifically for use on individuals aged 16 and over, and for use in a work context. In order to obtain an accurate assessment which will be useful to the assessee, the assessee should have been in the current role for at least three months.

The following give an appreciation of the range of job levels for which Performance 360 is appropriate.

- **Enterprise/Corporate Manager**
 (Board member of large, multinational enterprise, e.g., Chairperson, Corporate Chief Executive Officer of multinational corporation or enterprise)
- **Group Manager**
 (Regional Managing Director or President/Vice President with a portfolio of businesses/geographies/product lines, e.g., Managing Director of Eastern Europe, Managing Director of Energy Division, President of Global Software Company, Vice President of Americas Region)
- **Business Manager**
 (Managing Director or President of a single country or product line, or owner of small to mid-size organization, e.g., Managing Director of Poland, President Solar Power Division, Executive Chair/Principal Shareholder Power Trends)
- **Functional Manager**
 (Manages a business function such as finance or sales, e.g., Information Technology Director, Chief Financial Officer, Vice President of Sales)
- **Senior Manager**
 (Manages a number of business units or sub functions, e.g., Regional Sales Director, Marketing Brand Director - Product Division, Head of Information Technology - Commercial Systems)
- **Manager**
 (Manages a business unit, e.g., Bank Branch Manager, Store Manager, Sales Manager, Marketing Product Manager, Shipping Manager)
- **Team Leader**
 (Manages a small team of individual contributors, e.g., Supervisor, Team Controller, Charge Hand, Customer Service Supervisor, Shift Supervisor)
- **Individual Contributor - Professional***
 (Manages own work with professional qualification, e.g., Accountant, Electrical Engineer, Research Scientist, Sales Executive)

**In some cases individuals may not have professional qualifications (e.g., Retail Sales Associate, Customer Service Representative, Machine Operator).*

4.0 Available Versions of Saville Consulting Wave® Performance 360

Version	Administration Mode	Format	Items	Average Completion Time*
Performance 360	Invited Access	Online	39 plus 3 Open Text Questions	13 minutes
Performance 360 with Ability Profile	Invited Access	Online	45 plus 3 Open Text Questions	14 minutes

**This is based on the average completion time for 11,729 completions of Performance 360 and 7,015 completions of Performance 360 with Ability Profile.*

Performance 360 with Ability Profile contains six items in addition to the standard Performance 360 questionnaire. Apart from this, the two versions measure the same Behavioral and Global dimensions and facets. The format of the Performance 360 with Ability Profile report is also identical to the standard Performance 360 report, except that it has an additional Ability Profile page.

The Saville Consulting Wave Performance 360 questionnaire is only available in Invited Access versions.

Invited Access versions are for use on the internet by individuals who are invited to complete the questionnaire unsupervised. The standard process is that participants receive an 'invitation email' to log into the Saville Consulting Oasys site and complete the assessment in their own time, from any location where they have internet access. This is a very convenient and efficient method of administration. However, it is also important that the administrator is aware of the potential risk of identity deception, e.g., there is a risk that the person who received the invitation asks someone else to complete the questionnaire.

5.0 Administration and Security

5.1 Project Planning

The majority will use Saville Consulting Wave® Performance 360 in order to assess the work performance of individuals. In the planning stage it can be useful for Performance 360 to be supported by an analysis of the components of the job which are critical to job success. Such an analysis could include local validation studies, formal job analysis, competency models, role profiles, person specifications and job descriptions.

The Saville Consulting Wave Job Profiler is a quick and efficient way to establish job relevance. This questionnaire takes approximately 15 minutes for each appropriate stakeholder and subject matter expert to complete. The ratings from these stakeholders and experts will indicate the relevance or importance of different characteristics in a specific job. Alternatively, a parallel process can be accomplished person-to-person or in focus groups with Saville Consulting Wave Performance Culture Framework Card Deck.

5.2 Raters Selection and Briefing

When selecting raters to be involved in a Performance 360 project, the following points should be considered:

- Whether the organization (e.g., line managers) or the assessee themselves choose the raters
- The number of raters in a category - typically there will only be one rater for both the Boss and Self categories, i.e., one boss and the assessee themselves. For other categories such as Peers and Reports, completions from at least two raters will be needed to preserve anonymity. The more raters in a group, the higher the level of anonymity. However, as the number of raters increases, the statistical phenomenon of regression toward the mean may occur, meaning that ratings are likely to become closer to the average. Having too many raters may therefore not add value to the assessment.
- The work relationship between raters and the assessee - how well do the raters know the assessee? Has the rater worked closely with the assessee for some time (e.g., over three months)? Is the work relationship with the rater important to the assessee (i.e. will they value the rater's opinions)?

Prior to the administration of the Performance 360 questionnaire, both assessees and raters need to be informed clearly about the purpose of the exercise, the process and security issues. Details you may want to cover include:

- The purpose of the exercise (e.g., organization talent audit, individual development)

- Outline of the entire process, including administration, feedback and follow-up activities
- Inform participants that there are instructions online before the start of the questionnaire
- Things that participants should be aware of when completing the questionnaire, for example:
 - They should give open and honest feedback
 - They should respond to the questionnaire from a work perspective
 - They should try to differentiate between behaviors which they see as very strong or weak and those which are average
 - They should try to give work examples in the open text questions at the end of the questionnaire to support the ratings and be aware that these comments are fed directly back to the assessee
- Inform participants that apart from the Boss and Self categories, ratings will be anonymous and raters will not be identified (unless there is only one rater in these categories)
- Assure assessees that reports will only be accessible to the assessee and staff members who are involved in the process of the exercise
- Contact details for queries regarding the exercise

5.3 Project Set-up

Saville Consulting Wave Performance 360 was built from first principles to be an internet-based assessment tool. Clients can set up Performance 360 projects using the Saville Consulting Bureau services or by themselves on their own Oasys platform.

In project set-up, the default settings can be changed if required. These include:

- Default rater category names, Boss, Self, Peer and Report, can be changed
- Apart from the Self category, the minimum and maximum number of raters can be specified to ensure rater anonymity (e.g., Min Raters: 2)
- With the exception of the Self category, a rater category can be excluded if it is not required for an assessment.

The Performance 360 project set-up page on Oasys is shown overleaf:

Figure 5.1

Configure Instrument Categories

The instrument you have selected to add to the project has a number of categories of rater associated with it. Within this screen you can change the text used for each category to fit your organisational model and define the minimum and maximum number of raters for each category. Please note, the 'Maximum' in the Group Details section does not have to add up to the total of the 'Max Raters' for each rater category. Please complete all of the details and select Save. *Indicates a required field.

More information is needed before adding this instrument. The details you entered on the previous screen have been saved

Group Details for Instrument Performance 360:

Absolute Minimum:	Absolute Maximum:	Minimum:	Maximum:
1	99	1	50

Category Details for Instrument Performance 360:

No:	Category Name:	Required:	Absolute Minimum	Absolute Maximum:	Category Name:	Min Raters:	Max Raters:
1	Boss	<input checked="" type="checkbox"/>	0	30	Boss *	1	10
2	Self	<input type="checkbox"/>	0	1	Self *		
3	Peer	<input checked="" type="checkbox"/>	0	30	Peer *	1	10
4	Report	<input checked="" type="checkbox"/>	0	39	Report *	1	10

N.B. All properties are specified upon project set-up, and will therefore affect all the Performance 360 assessments that will be set up under the project later on.

5.4 Online Administration

Invited Access is the only mode of administration available for the assessment. Invited Access mode is where an individual has been prequalified to be assessed. This prequalification could take many forms. For example, it may be that the individual is an existing member of staff attending an internal development event, or that the exercise is carried out as part of annual performance review. The typical form of administration in Invited Access mode is that all participants receive a link, username and password via email and then complete the questionnaire online unsupervised.

As the Performance 360 questionnaire is administered online and without supervision, instructions and examples are presented to each rater prior to the start of the questionnaire.

When completing the questionnaire, the raters are not allowed to go back to previous items that have already been answered. In the event that a rater notices that they have used the response scale incorrectly or made a mistake, the questionnaire may be reset and the participant can start over. A reset can only be done by an Oasys administrator (e.g., client project administrator or Saville Consulting Bureau Services).

Online Administration Instructions are shown below:

Figure 5.2

Performance 360 Sample Candidate

Instructions - Page 1 of 2 ?

You will be presented with a series of work areas. You are asked to indicate how effective you think Sample Candidate is at performing each work area, using a scale from 'Extremely Ineffective' to 'Extremely Effective'.

Please look at the completed examples given below.

	Extremely Ineffective ---	Very Ineffective --	Fairly Ineffective -	Unsure -/+	Fairly Effective +	Very Effective ++	Extremely Effective +++
Generating Sales - e.g. Writing Proposals; Negotiating Terms; Closing Deals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Managing Projects - e.g. Planning Work; Monitoring Milestones; Ensuring Delivery	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communicating Goals - e.g. Presenting Strategies; Clarifying Goals; Communicating Objectives	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

In the example above, a Very Effective rating has been given for 'Generating Sales' and a Fairly Ineffective rating has been given for 'Managing Projects'. In the final example, an Unsure rating has been given for 'Communicating Goals', which may be due to a lack of evidence.

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Figure 5.3

Performance 360 Sample Candidate

Instructions - Page 2 of 2 ?

Please take note of the following points when completing this questionnaire:

- You are asked to rate the performance of Sample Candidate in each area.
- Try to use the full range of the scale as much as possible. You may find some of the rating difficult, but please try to respond to every area. If you really feel you cannot provide a rating on a particular area, please select the 'Unsure' option.
- To indicate your response, select the button that corresponds to the effectiveness rating required. If you wish to change your response simply select the button that corresponds to your new response.
- Once you have selected the 'Next' button, you will not be able to go back and change your responses.
- There is no time limit but you should work reasonably quickly. The questionnaire should take approximately 10 minutes to complete.
- A 'help' button is displayed on each screen to provide you with a reminder of these instructions.

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5.5 Administration to Accommodate Disabilities

If an individual completing Wave Performance 360 has a disability which requires an adjustment to the standard administration procedure, please contact Saville Consulting to discuss the options.

Some of the common accommodations which need to be made for visual, auditory and movement-related disabilities are given below. In each case, ask the assessee what form of accommodation would be effective for them.

Visual

While some people with visual disabilities may be able to complete Wave Performance 360 without the need for accommodation, others may wish to have the support of additional accessibility software or hardware they have been set up to use. In other cases, it may be appropriate to have a trained reader to read the questions and note the answers for an individual assessee. Often this can be successfully accomplished over the telephone, rather than requiring the individual to be present in person. Clearly, this raises issues of confidentiality for the reader, who should be given clear instructions not to disclose the individual's responses from the administration session, and should be suitably trained in test and questionnaire administration. It may be that an administration will be longer than usual, so typically no instruction is given on the speed of completion to individuals with visual impairments.

Auditory

Individuals with hearing impairments are unlikely to need accommodation in an invited access administration (although if they require technical support this may need to be accommodated).

Movement

Individuals with disabilities that are related to movement and coordination may have their own devices and software to allow them to use the computer, and as a result they may require no accommodation when using Saville Consulting Wave Performance 360 in Invited Access format. Another potential accommodation is to have an individual noting their responses (appropriate safeguards on confidentiality of responses will be a consideration where a third party is involved).

5.6 A Note on Security

Access to database and Reports

Only individuals who are managing the Performance 360 project should be given access to the databases where assessment details are saved (e.g., a spreadsheet containing rater information for each assessee, login details for Oasys platform) and the Performance 360 reports. Assesseees may keep their own Performance 360 reports provided that they have received feedback from a trained Wave Performance 360 user.

All data must be kept according to the Data Protection Act 1998.

6.0 Saville Consulting Wave® Performance 360 Reports

This section provides some example reports available for Saville Consulting Wave Performance 360.

- Performance 360 Report
- Performance 360 (with Ability Profile) Report
- Summary Development Report

This report provides development advice based on the aggregated performance ratings an individual received. Based on the aggregated sten scores at dimension level, the report covers the top 4 Possible Overplayed Strengths, the top 8 Managing Strengths, the lowest 8 Development Tips and the lowest 4 Managing Limitations. A more extensive Premium Development Report is also available, which covers all the 36 dimensions of the Wave behavioral model.

More information on reports can be found at:

<https://www.savilleconsulting.com/products/wave-performance-360>



Report
Jo Wilson



Performance

360

Contents

Introduction to Report.....	3
Profile Breakdown.....	4
Behavior Profile - Solving Problems.....	5
Behavior Profile - Influencing People.....	6
Behavior Profile - Adapting Approaches.....	7
Behavior Profile - Delivering Results.....	8
Summary Profile.....	9
Behavior Overview Profile.....	10
Rater Comments.....	11

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Introduction to Report

This report is based on the completion of Saville Consulting Wave® Performance 360 by Jo Wilson and the other raters who completed the assessment.

Assessee and Raters

The results provided by the assessee and each group of raters in this report are each represented by a different shape. The number of individuals in each rater group is shown below in brackets.

- **Boss (1)**
- **Self (1)**
- ◇ **Peer (2)**
- ⬡ **Report (2)**

Behavior Profile

The overarching Saville Consulting Wave® model has different levels of detail with one page in this report devoted to each behavioral cluster at the highest level (**Solving Problems**, **Influencing People**, **Adapting Approaches**, **Delivering Results**). Each page is split into three sections which in turn cover three dimensions each. This profile displays the results based on the 36 behavior dimensions.

Summary Profile

The first part of the Summary Profile covers global ratings on: **Applying Specialist Expertise**, **Accomplishing Objectives** and **Demonstrating Potential**. The second part indicates the overall summary across all behavioral dimensions.

Behavior Overview Profile

The Behaviour Overview Profile shows the combined effectiveness scores for the 12 behavioural sections and 36 behavioural dimensions. The combined scores are based on averaging the results of the rater groups. Arrows indicate where there are differences in the ratings for the 12 behavioural sections between individual raters.

Rater Comments

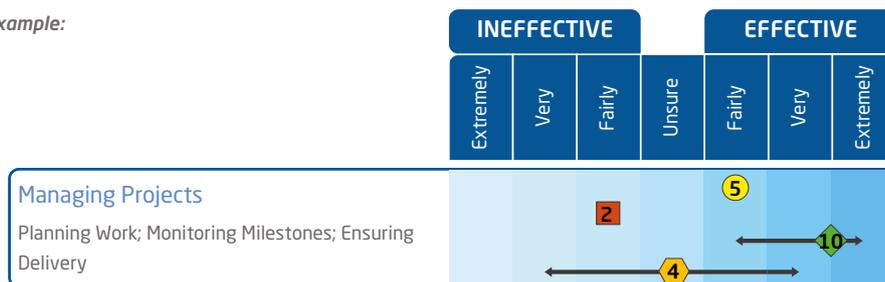
The final section presents any comments made by the different raters about Jo Wilson's performance at work.

Profile Breakdown

The results show the ratings on the 'Extremely Ineffective' to 'Extremely Effective' inventory scale. Each rater group is indicated by a different shaped marker as shown on the previous page.

The position of each shape on the scale indicates how the person being assessed was rated in each area. Where there is a difference between raters in a group, this is indicated by arrows either side of the marker.

Example:



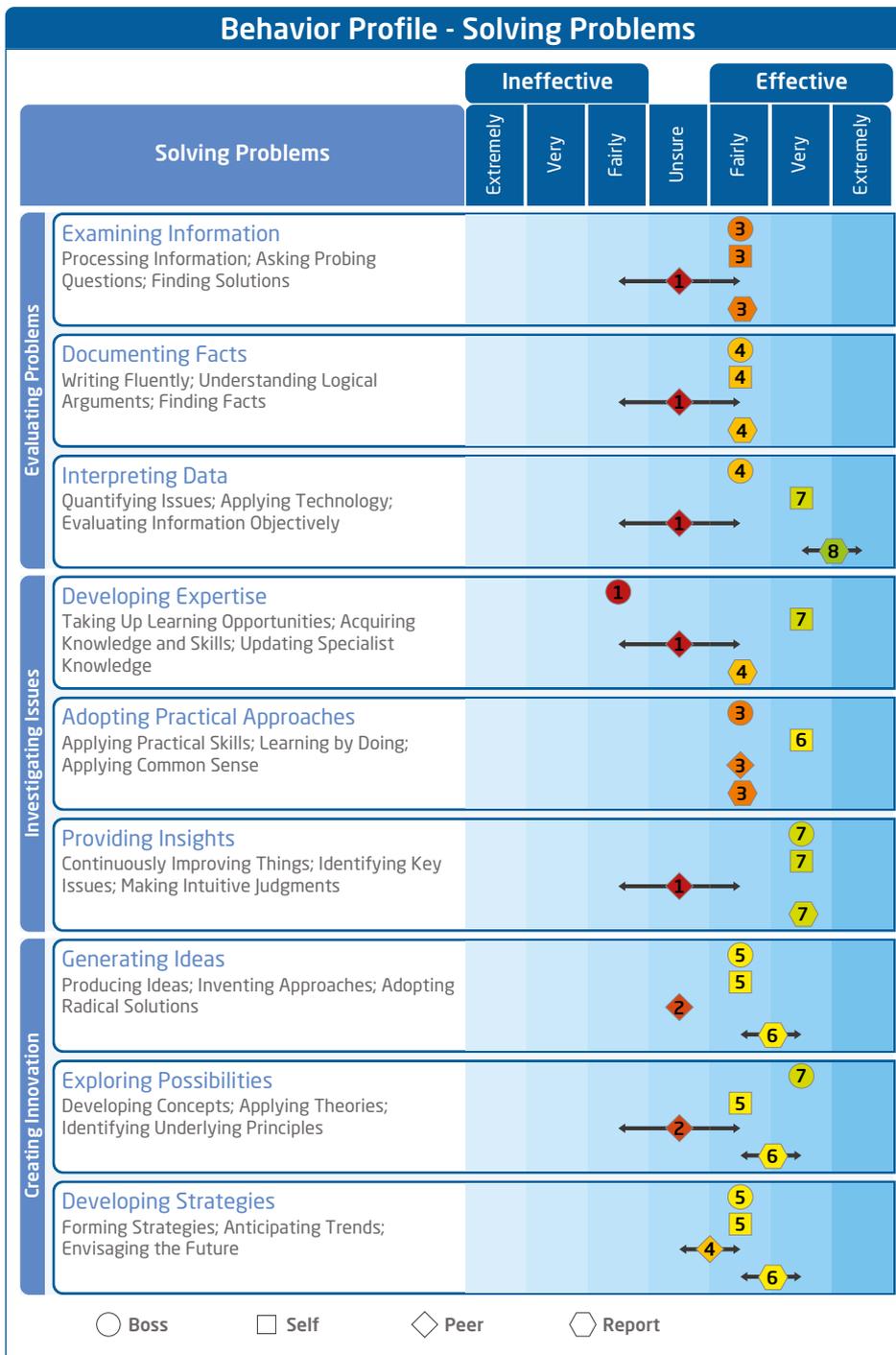
In the example above, the assessee's Boss rating on 'Managing Projects' was fairly effective, the Self rating was fairly ineffective, the Peer ratings ranged from fairly effective to extremely effective as indicated by the arrows. Finally, the Report ratings ranged from very ineffective to very effective.

Comparison to Others:

The results of the assessee and raters have been compared with other individuals who have previously completed the assessment and are based on a 1 to 10 sten scale as shown below.

- 1 - Extremely Low** - performed better than only 1% of comparison group
- 2 - Very Low** - performed better than only 5% of comparison group
- 3 - Low** - performed better than only 10% of comparison group
- 4 - Fairly Low** - performed better than only 25% of comparison group
- 5 - Average** - performed better than only 40% of comparison group
- 6 - Average** - performed better than 60% of comparison group
- 7 - Fairly High** - performed better than 75% of comparison group
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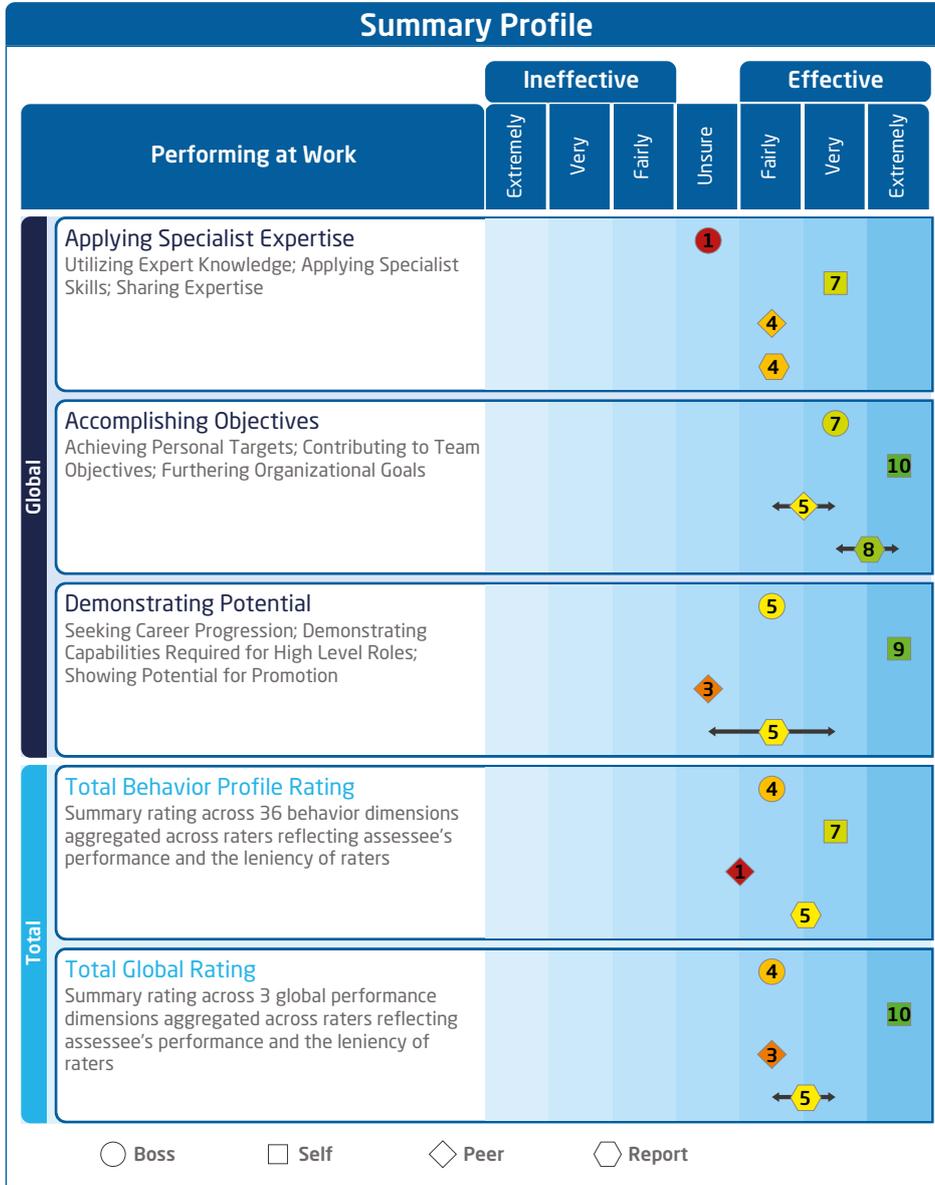
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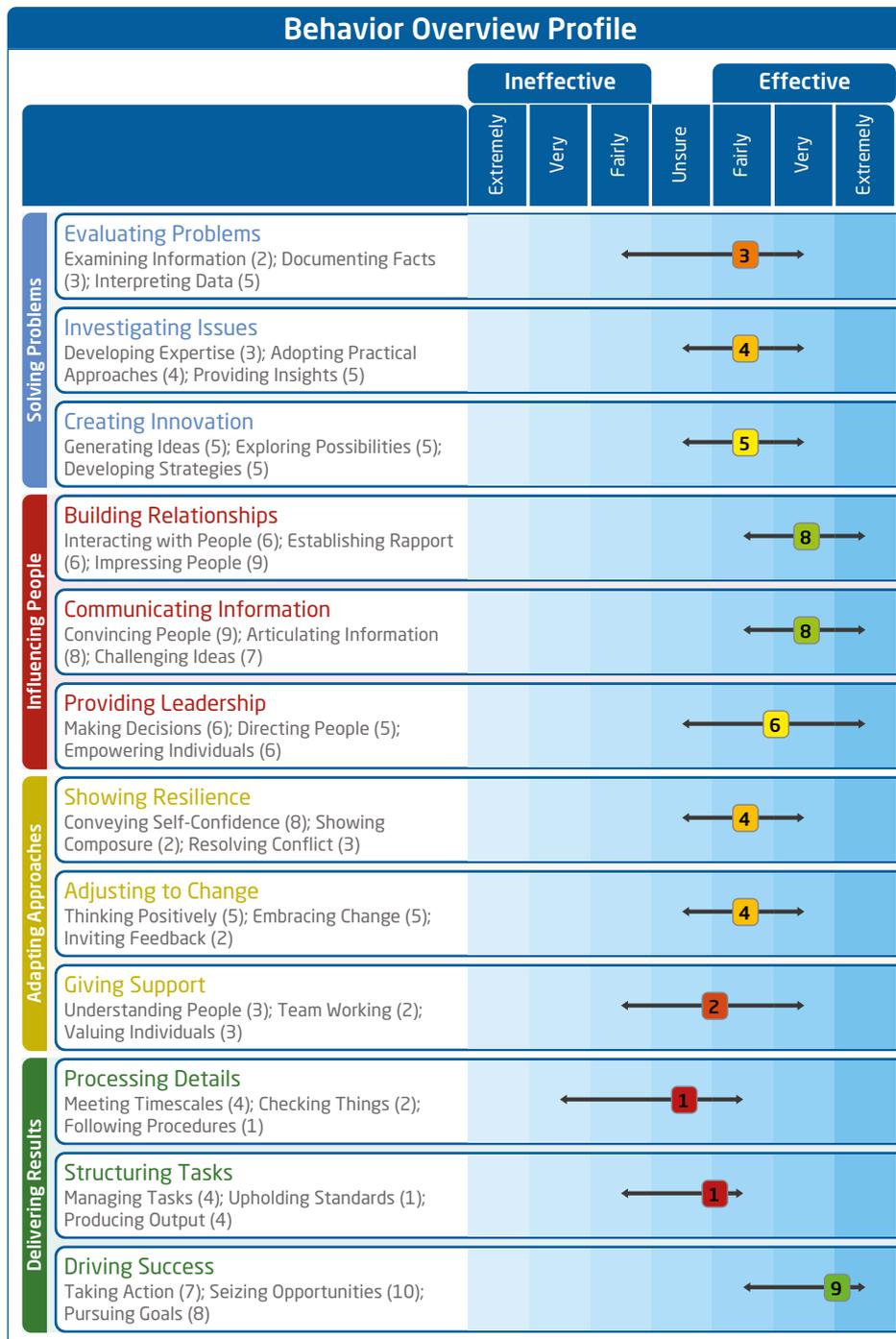












Rater Comments

Jo Wilson needs to keep doing well at...

Boss 1:	Driving his team to be positive and achieve results, creating a sense of purpose and motivation - bringing in five big projects
Self 1:	Delivering results and growing the revenues
Peer 1:	Seeking out Sales opportunities. Building and developing the team. Focusing on revenue.
Peer 2:	Delivering results - spotting and chasing down big leads - being positive and encouraging people
Report 1:	Motivating his team - getting results - winning big projects - being good fun
Report 2:	Introducing me to good clients and good leads. Helping me to improve my product knowledge and also my negotiating skills

Rater Comments

Jo Wilson needs to do less of...

- | | |
|-----------|---|
| Boss 1: | Missing key facts or details - keeping client info up to date and keeping consultants in the business up to date with what he and his team are doing in their accounts |
| Self 1: | Getting distracted by irrelevant detail |
| Peer 1: | Being political and manipulating colleagues. Self interest often outweighs the team/group goal, this is not constructive in a team environment. Can be over competitive. |
| Peer 2: | Involving experts too late in the process to allow them to input into the design, making unrealistic demands on internal resources without checking their availability, losing his cool when challenged or criticised |
| Report 1: | Being negative about certain people in the business he doesn't like openly - falling out with senior consultants in the business for no good reason |
| Report 2: | Taking over , when I am in the middle of a deal. |

Rater Comments

Jo Wilson needs to improve at..

Boss 1:	Bit more checking of facts and communication across the business would help and learning to bring in expertise a little earlier on some big projects rather than scope them himself
Self 1:	Winning bigger customers and cross selling within these
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Report
Jo Wilson



Performance

360

Contents

Introduction to Report.....	3
Profile Breakdown.....	4
Behavior Profile - Solving Problems.....	5
Behavior Profile - Influencing People.....	6
Behavior Profile - Adapting Approaches.....	7
Behavior Profile - Delivering Results.....	8
Ability Profile - Reasoning at Work.....	9
Summary Profile.....	10
Behavior Overview Profile.....	11
Rater Comments.....	12

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Ability Profile

The Saville Consulting Ability Model has one ability cluster (**Reasoning at Work**) which is comprised of two sections that in turn each cover three dimensions.

Summary Profile

The first part of the Summary Profile covers global ratings on: **Applying Specialist Expertise**, **Accomplishing Objectives** and **Demonstrating Potential**. The second part indicates the degree to which the assessee received positive or negative ratings on the behavior clusters, ability cluster and the global performance ratings.

Behavior Overview Profile

The Behaviour Overview Profile shows the combined effectiveness scores for the 12 behavioural sections and 36 behavioural dimensions. The combined scores are based on averaging the results of the rater groups. Arrows indicate where there are differences in the ratings for the 12 behavioural sections between individual raters.

Rater Comments

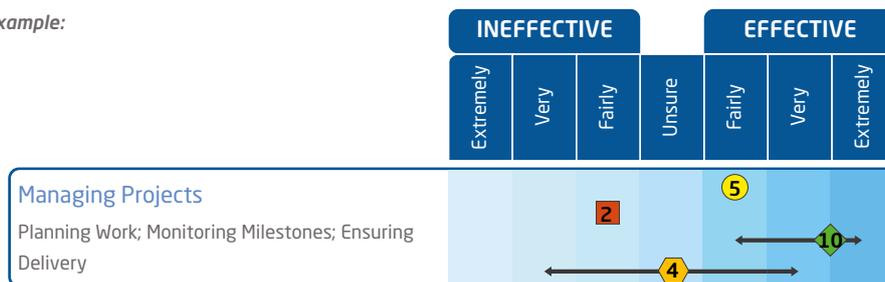
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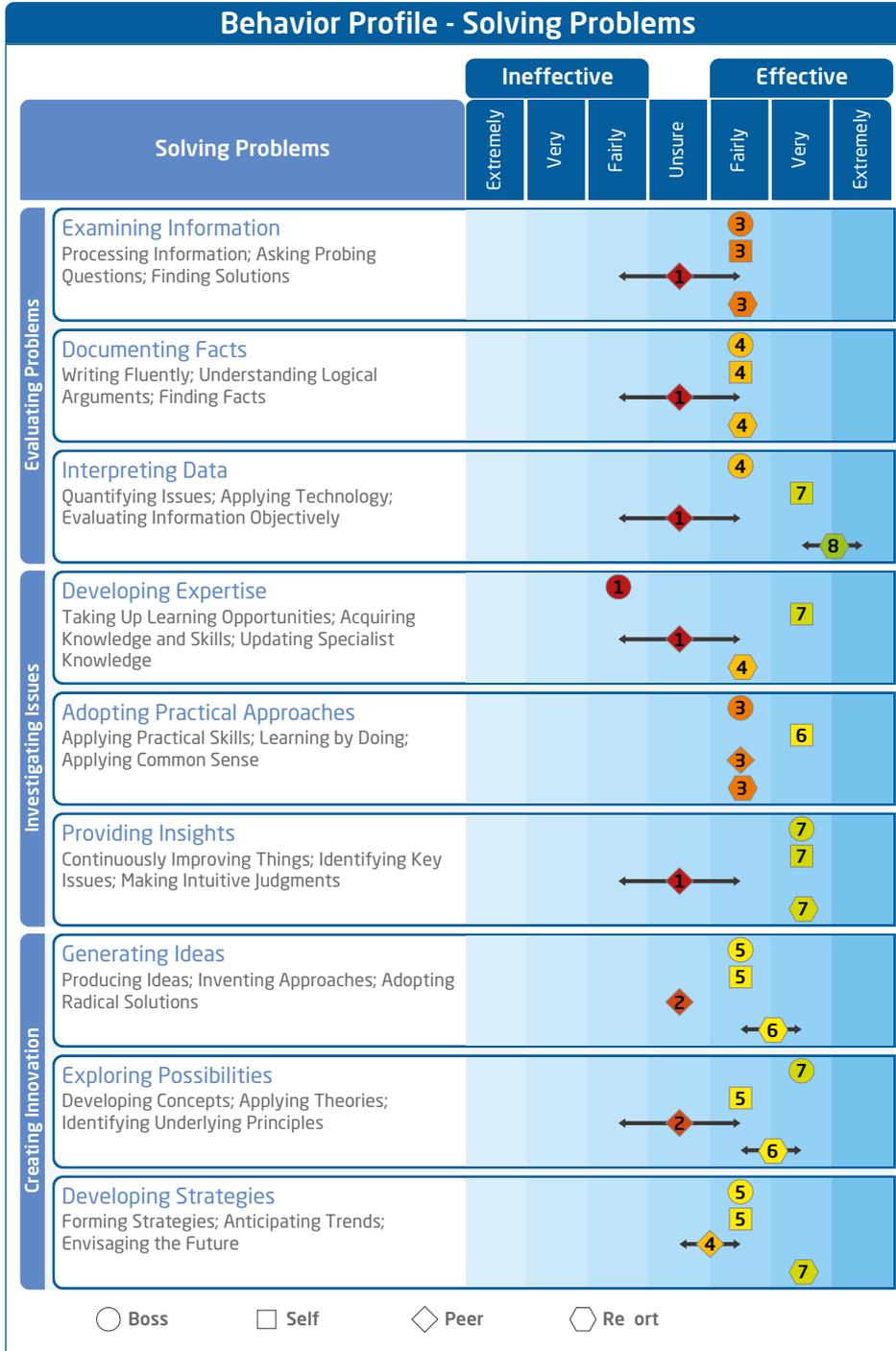
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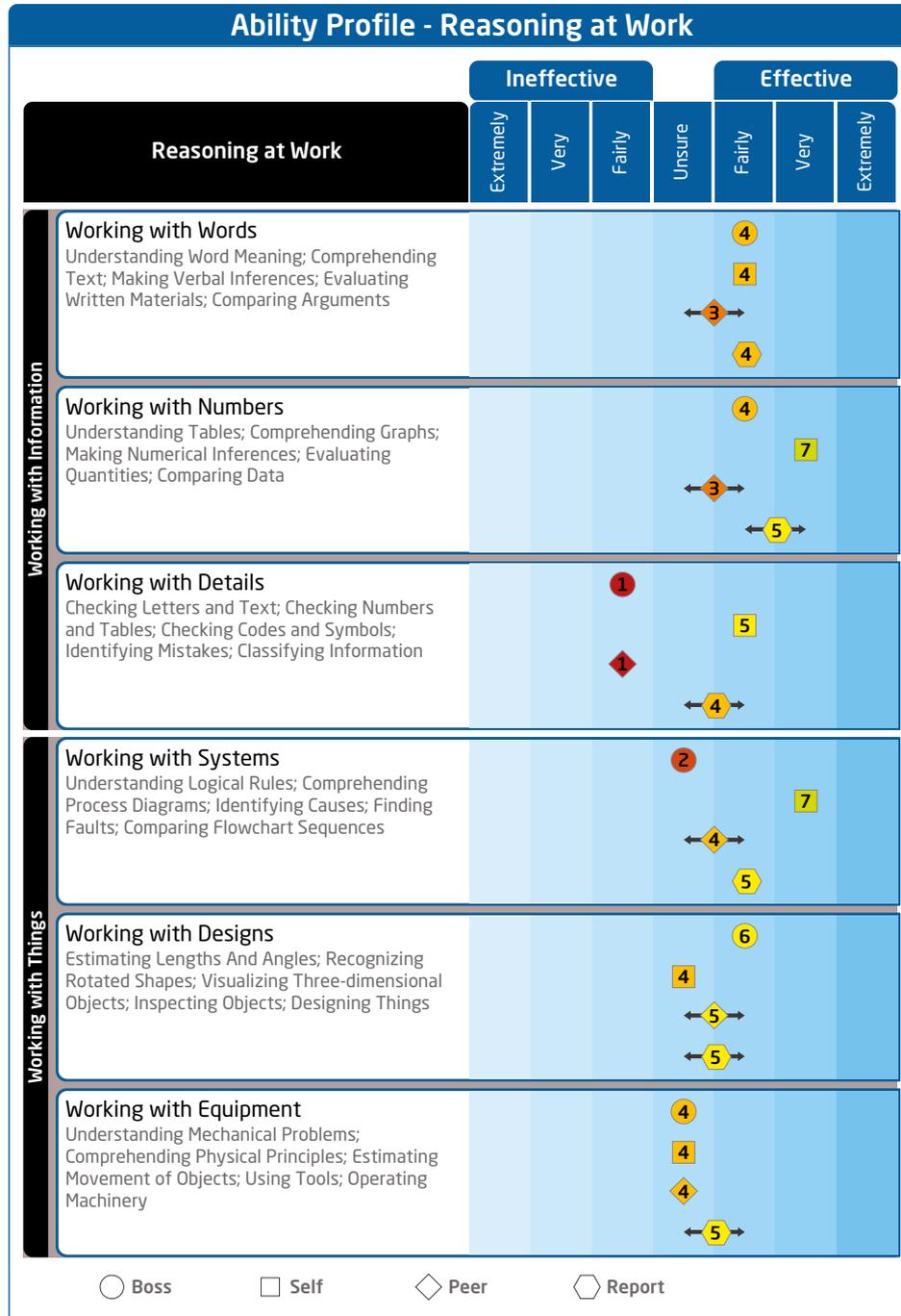


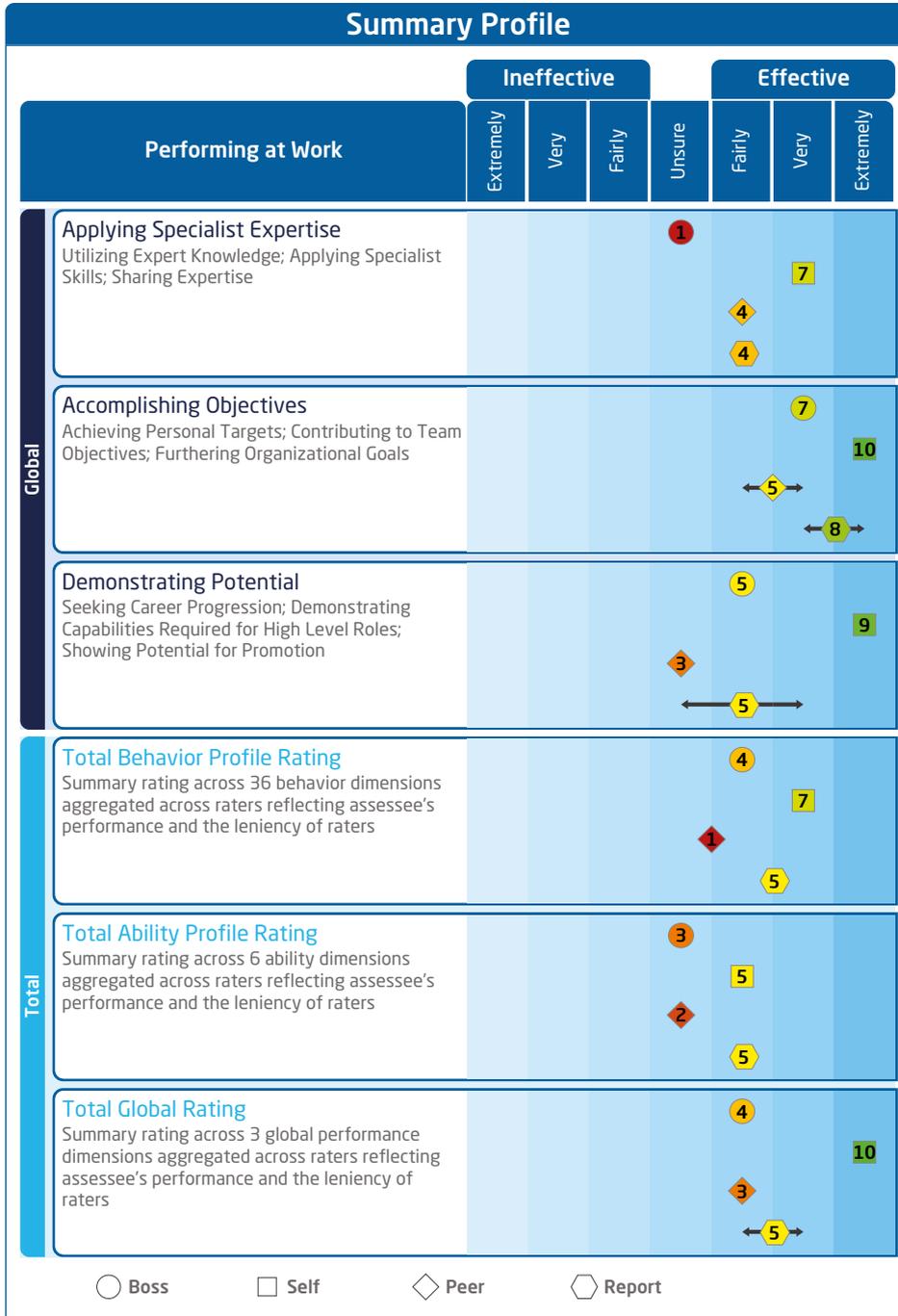
Behavior Profile - Influencing People

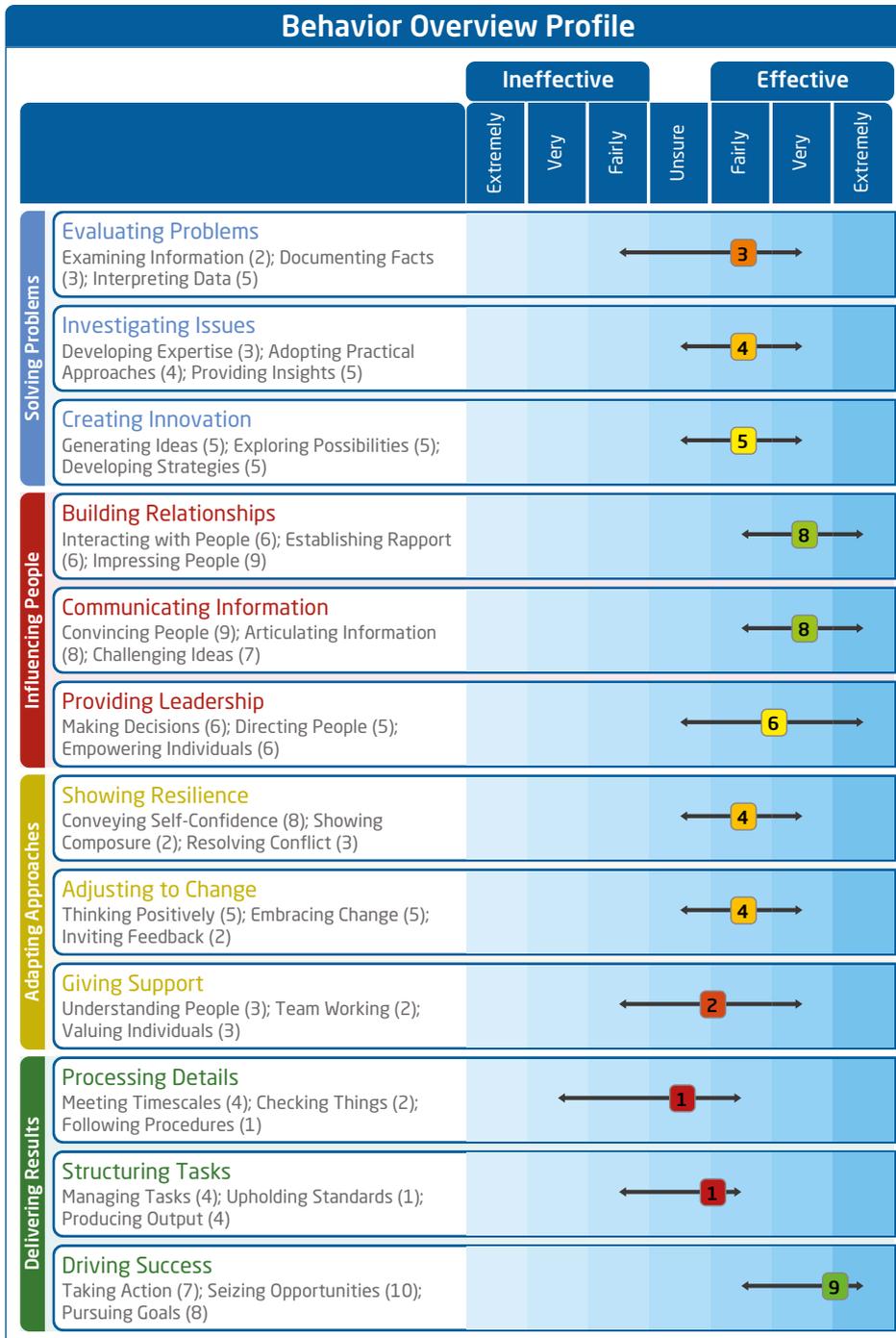












Rater Comments

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Summary Development Report Jo Wilson



Performance

360

Contents

Introduction to Report.....	3
Building Strengths and Possible Overplayed Strengths.....	4
Development Tips and Managing Limitations.....	13
Comments/Actions.....	19

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Introduction to Report

This report is based on the completion of Saville Consulting Wave® Performance 360 by Jo Wilson and the other raters who completed the assessment.

Building Strengths

Successful people tend to know what they are good at and play to these strengths. Before trying to make up for, or develop limitations, it may be worth considering how to make the most of these strengths. This summary report shows Building Strengths for the eight highest competency dimensions.

Possible Overplayed Strengths - 'Watch Fors'

Clear areas of strength are most likely to contribute to effectiveness at and enjoyment of work. They may, however, lead to unwanted or undesirable consequences. For each of the areas of particular strength, the potential pitfalls are highlighted together with actions to reduce or avoid their negative impact. This summary report shows Possible Overplayed Strengths for the four highest competency dimensions.

Development Tips

While building strengths is likely to be a more rewarding way to develop, it may be that there is a requirement to develop in areas that are less strong. For these areas development tips are provided on how to improve performance. This summary report shows Development Tips for the eight lowest competency dimensions.

Managing Limitations

Areas of limitation are unlikely to be areas where there is a strong desire or capability to easily change. It may be better to be realistic about these areas and rather than attempt to change them, be clear on how best to manage them. If there are no clear areas of limitation, this section will be blank. This summary report shows Managing Limitations for the four lowest competency dimensions.

Building Strengths

<p>Seizing Opportunities Identifying Business Opportunities; Generating Sales; Outperforming Competitors</p>		<p>Extremely High performed better than 99% of comparison group</p>
<ul style="list-style-type: none"> • Show others how to seize new opportunities through professional/industry groups (e.g. present, contribute to newsletters or journal articles, write a blog). • Develop a reputation for being responsive. • Study the market trends and suggest potential product/service development opportunities. • Explore how customers commission suppliers and seek constant feedback about what they like and dislike about all their suppliers. • Look for opportunities to support or manage larger/global/strategic customer accounts. • Ask for referrals and recommendations, build up a list of testimonials. • Improve knowledge of product, so that it is outstanding. • Consider documenting competitor intelligence for colleagues. Share tips for beating the competition. • Learn from the competitive bids that have been lost. Undertake a complete review and seek full feedback from the customer. 		

Possible Overplayed Strengths

<p>Seizing Opportunities Identifying Business Opportunities; Generating Sales; Outperforming Competitors</p>		<p>Extremely High performed better than 99% of comparison group</p>
<ul style="list-style-type: none"> • Watch out for spending more time/energy seeking new opportunities than dealing with existing demands. ACTION: Be careful not to get distracted by the allure of fresh new opportunities to the extent that other work starts to slide. • Is there a danger of seizing an opportunity without adequate reflection? ACTION: Evaluate the profitability of the opportunity and ensure it makes strategic sense before diving in. • Could there be too great a focus on pursuing one or two big opportunities that never seem to materialize at the expense of more modest opportunities that are more likely to come to fruition? ACTION: Question where best to apply time and effort regularly to realize the best results. • Could a desire for a big sale be leading to selling projects outside of own organization's core areas of competence? ACTION: Concentrate on generating business that can realistically be delivered. • How is the focus on the next big sale impacting longer term account development? ACTION: Aim to develop lasting customer relationships through strong account management, superior service and excellent execution. • Is the need to make a sale leading to selling products and services so competitively they are making a loss? ACTION: Remember that loss leaders are only ever short term offers or a small part of the total package sold. Ensure that the overall sale is profitable and sustainable in the long term. • Is this competitive spirit always channeled appropriately? ACTION: Ensure competitive energy is directed externally instead of towards team members or other departments. 		

Building Strengths

Convincing People
Persuading Others; Shaping Opinions;
Negotiating



Very High
performed better than 95% of
comparison group

- Vary approach particularly when dealing with regular contacts so as not to become predictable and therefore easier to argue against.
- Consult others when putting arguments together. They may well have a unique perspective.
- Ask for feedback on persuasive skills. Look to achieve good high quality solutions that build relationships.
- Prepare arguments well. Consider both sides of the case in order to handle objections and counter argue.
- Be clear on "walk away" point and rehearse giving this message.
- Look to get involved with higher level and more difficult negotiations.
- Attend a formal negotiation skills program.

Possible Overplayed Strengths

Convincing People
Persuading Others; Shaping Opinions;
Negotiating



Very High
performed better than 95% of
comparison group

- Be aware of being so determined to make a point and express a view that it hinders listening to relevant arguments from colleagues/customers. ACTION: Tune in to clients. Listen more carefully.
- Look out for tendencies to continue to persuade others when the case has already been won. ACTION: Observe much more closely, read the body language and resist the temptation to oversell.
- Be aware when others are in greater command of the relevant facts. ACTION: Go away and rigorously research the facts before continuing to persuade.
- Watch for being described as overly pushy or unnecessarily persuasive when people would be happier not to be convinced. ACTION: Look out for trying to persuade in some situations where others may not consider it appropriate.
- Beware of trying to change people's opinion as a personal challenge. Some people have very fixed opinions that they hold strongly. ACTION: Look out for people getting angry or irritated. May be worth considering switching topic to something where there is a greater chance of a positive outcome.
- Watch for tendencies to continue giving ground when the other side has given clear signs that the deal will happen regardless. ACTION: Be clear on walk away point and stop there and resist the temptation to re-open debate.
- Beware of achieving win-lose more than win-win. This is likely to lose trust in the longer term. ACTION: Think carefully about the benefits of long term partnerships and how best to achieve these in the negotiation.

Building Strengths

Impressing People

Attracting Attention; Promoting Personal Achievements; Gaining Recognition



Very High

performed better than 95% of comparison group

- Volunteer for roles to represent the team to others.
- Volunteer to present and undertake activities that increase personal exposure.
- Offer to be the representative for own team. Be the spokesperson.
- Seek roles that encourage selling and influence.
- Promote the good work of the team and colleagues when appropriate.
- Think of different media to promote achievements (e.g. internal newsletters, professional bodies or trade press, etc).
- Be factual in self promotion. Use quantifiable data and qualitative comments of clients and stakeholders.
- Identify managers and colleagues who are happy to give support and praise when needed.
- Who has gained a less positive impression? Work hard at changing their impression.

Possible Overplayed Strengths

Impressing People

Attracting Attention; Promoting Personal Achievements; Gaining Recognition



Very High

performed better than 95% of comparison group

- Watch for attracting too much unnecessary attention, particularly in extremely competitive/confrontational environments. ACTION: Maximize positive exposure and minimize negative exposure.
- Look out for being perceived as overly political or politically motivated. ACTION: Be honest, consistent and straightforward with colleagues. One incident where self promotion has been at the expense of someone else could be viewed very negatively.
- Be aware of wasting time impressing people who are not key decision makers. ACTION: Identify the key decision makers and the people they take advice from and ensure that a positive impression is made upon them.
- It is sometimes not appropriate to take center stage from someone more senior or who is formally presenting information to others. ACTION: Attract attention at the right time.
- Be aware of own status relative to others and be careful not to say anything that will be considered obvious, presumptuous or just plain wrong by others. ACTION: Attract attention in the right way.
- Watch for "overselling" self and consequently missing opportunities to progress to new and different areas. ACTION: Tone self promotion down and spend time finding out about other people.
- Watch for overplaying achievements that would only be considered modest achievements by others. ACTION: Make sure to find out about other people's achievements to increase personal awareness of what makes an achievement stand out as exceptional.
- Be aware that good ideas could be ignored if/when people perceive behavior as too pushy. ACTION: Self impose time limits for making a case. Avoid repeating stories to the same audience.
- Be aware that an excessive need for praise may put people on the spot and embarrass them at times. ACTION: Manage with less recognition and praise.
- Be aware of taking too much credit and failing to reward team members appropriately. ACTION: Always acknowledge the contribution of others. People will be increasingly likely to proactively collaborate on projects.

Building Strengths

Conveying Self-Confidence

Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions



High

performed better than 90% of comparison group

- Use self confidence as a platform to try new things and take on assignments that are stretching.
- Look for roles where establishing credibility is important and valued.
- Work with a mentor, keep pushing at personal development.
- Seek high profile roles that increase exposure in the organization.
- Look for projects that are out of personal comfort zone.
- Seek feedback on own performance, do not rely solely on own judgment.
- Be clear about own strengths. Look for opportunities to use them to the full.
- Identify other people with strengths who can compensate for own weaker areas.
- Look at own career and consider the moves and experiences that will help realize personal ambitions.
- Identify positive and encouraging managers and mentors who can help with career.
- Build strengths, specialist expertise and knowledge, allowing for greater professional contribution to work.
- Avoid contributing when unsure, be honest and find more facts before committing to action.

Possible Overplayed Strengths

<p>Conveying Self-Confidence Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions</p>		<p>High performed better than 90% of comparison group</p>
<ul style="list-style-type: none"> • Look out for pushing own contributions over and above other people's contribution. ACTION: Allow other people time to speak and actively listen when they do. • Look out for failing to question own capabilities. ACTION: Review with others (and be open to) what could be done better, particularly after a significant or stretching assignment. • Could there be a general assumption that everything is under control? ACTION: Build contingency into plans, particularly where there are inter-dependencies on projects. • Could there be an issue with over-confidence at times? ACTION: Review any experiences where things have gone wrong. Work at establishing how own actions could have contributed to problems. • Could other people find such strong personal confidence intimidating at times? ACTION: Include people and be aware of their individual differences. Less confident people can deliver very effectively. • Could there be a concern that as well as being seen as self confident, could appear to others as self absorbed and selfish? ACTION: Be aware of others' perceptions and try to appear more inclusive. • Could a high degree of self determination mean that there is little or no contribution to organizational initiatives that show little prospect of personal advancement? ACTION: Get more involved. If personal commitment is low for these organizational initiatives, it will be more difficult to motivate others to be involved in them. • Is there a possibility of being seen by others as boastful or conceited? ACTION: Judge the audience carefully. Remember that sometimes it is better not to place too much emphasis on own value/contribution. 		

Building Strengths

Articulating Information Giving Presentations; Explaining Things; Projecting Social Confidence		High performed better than 90% of comparison group
<ul style="list-style-type: none"> • Consider attending a media presentation course. • Spend some time both developing and delivering training material. • Present on different subjects and to different audiences. Offer to speak externally as well as internally. • Volunteer to present at the end of discussion and project groups. • Experiment with different multi-media approaches to presentations. • Look for opportunities to get involved with corporate messaging/marketing. • Look for opportunities to articulate something over and over again to different people. Review each time and improve. • Record a meeting. Listen back to what is said and be clear on whether someone has taken the point someone else has made. Re-phrase the point to make clearer. • Seek out analogies from colleagues, clients, etc. that make a point strongly in a way other people can relate to easily. • Learn to feel more confident. Work out own unique strengths and keep reminding self of them e.g. "I am the most diligent member of the team". • Spend time building own confidence prior to an important event. 		

Building Strengths

Pursuing Goals Achieving Outstanding Results; Acting with Determination; Persisting through Difficulties		High performed better than 90% of comparison group
<ul style="list-style-type: none"> • Seek greater responsibilities and map out personal career path for the next five years. • Look at how the goals impact other valued business metrics (e.g. sales, costs, margin, quality, efficiency, shareholder value, market share). • Set stretch targets and focus on achieving or exceeding them. • Seek out roles and responsibilities that maximize strengths as these present the greatest opportunity to excel. • Identify the most important goals to achieve, make sure that energy is focused upon these. • Share a vision of success with others to inspire them. • Tell stories of past victories to encourage others to keep trying in the face of adversity. 		

Building Strengths

Taking Action

Making Things Happen; Using Initiative;
Investing Energy



Fairly High

performed better than 75% of
comparison group

- Make sure others are also on board before diving into something new.
- Consider special projects that involve troubleshooting/consulting.
- Gain experience through short term contracts or secondments.
- Seek opportunities to start new initiatives, practice areas, lines of business, or turning poorly performing areas around.
- Look for things that really need to be done, but there is inertia and indecisiveness. Move them on.
- Develop a reputation for taking the initiative and resolving issues before they escalate.
- Use this high energy to inject pace and enthusiasm into projects where people are dejected.
- Take something that seems to be stop-start and there is little motivation for and get it moving along.

Building Strengths

Challenging Ideas

Questioning Assumptions; Challenging
Established Views; Arguing Own Perspective



Fairly High

performed better than 75% of
comparison group

- Identify projects to get involved with that require change and where some resistance may have to be faced.
- Encourage colleagues to see challenges as constructive. Explain the benefits and sell ideas, don't simply stop at the point of challenge.
- Be aware of politics in the workplace. Review the best approaches with close colleagues before causing unnecessary upset.
- Be prepared to look at high profile areas that have remained unchanged for long periods. See how many improvements can be suggested.
- Before moving to consider or outline potential solutions, get people to focus on what the problems are and what it would be like if they were not there.
- Join a debating society, practice presenting own viewpoint and learn from other debaters.
- Try not to allow a discussion to become too heated or personal.

Development Tips

Upholding Standards Behaving Ethically; Maintaining Confidentiality; Acting with Integrity		Extremely Low performed better than only 1% of comparison group
<ul style="list-style-type: none"> • Look for new opportunities to behave consistently with company values. • Always play by company rules when it comes to managing finances/equipment, sharing information and interactions with others. • If in any doubt, check whether information is confidential. • Don't break commitments unless it is really unavoidable - even then have a back up plan. • Show integrity by acting in line with what is expected from others (walking the talk). Try to avoid dealing with people or situations inconsistently. 		

Managing Limitations

Upholding Standards Behaving Ethically; Maintaining Confidentiality; Acting with Integrity		Extremely Low performed better than only 1% of comparison group
<ul style="list-style-type: none"> • Ask for a set of company values and consider what personal contribution can be made towards realizing these values. • Treat others and company property with care and respect. • Do not disclose any personal data (e.g. salaries), any information shared in confidence or company trade secrets. • Encourage people not to talk about things that are confidential. • Keep promises as a way of building trust. • Show integrity by being open and honest in communications. 		

Development Tips

Examining Information Processing Information; Asking Probing Questions; Finding Solutions		Very Low performed better than only 5% of comparison group
<ul style="list-style-type: none"> • Discuss plans to examine an issue with someone who is effective at analysis. • Be clear on what are the important factors that should influence the decision and try to prioritize these. • Always allow time to check for errors and mistakes in own work output. • Adopt a structured approach to processing information, considering each issue individually. • Think about the questions that need to be asked in advance of any interviews or discussions, write them down and be clear about what needs to be established. • Look at the solutions found for similar problems that have occurred before and see whether there are any learning points from these. • Consider using other techniques to solve problems, such as drawing pictures, flow charts or diagrams, to help develop solutions. 		

Managing Limitations

Examining Information Processing Information; Asking Probing Questions; Finding Solutions		Very Low performed better than only 5% of comparison group
<ul style="list-style-type: none"> • Review solutions to problems with an expert colleague before finalizing and implementing. • Where possible, ask someone to check own analysis before going ahead and using it. • Ask someone else to carry out analysis of information where possible. • Ask an experienced colleague to review own questions. Be prepared to amend own approach if recommended to do so. • Ask a colleague to take the lead in asking probing questions. Listening to what was effective in gathering key information. • Never assume a solution to a problem will work. Look for feedback and alternative approaches before deciding on a course of action. 		

Development Tips

Showing Composure Staying Calm; Tolerating Stress; Dealing with Pressure		Very Low performed better than only 5% of comparison group
<ul style="list-style-type: none"> • Think through what leads up to and causes the feeling of being stressed. • Examine own approach to prioritizing. Be sure to concentrate on the most important things first. • Practice deep breathing and relaxation techniques. • Prepare thoroughly before important events. Don't leave things to worry about. • Discuss stress points with manager/colleagues. Share any concerns about work role and seek advice. • Build a good support network. • Recognize displacement behaviors i.e. things done to avoid getting down to important tasks. • Learn how to say no effectively, particularly when very busy. 		

Managing Limitations

Showing Composure Staying Calm; Tolerating Stress; Dealing with Pressure		Very Low performed better than only 5% of comparison group
<ul style="list-style-type: none"> • Recognize what causes a loss of composure. Avoid these situations wherever possible. • Discuss how to restructure own work to reduce certain pressure points. • Avoid high pressure roles. • Identify the key things that cause stress. Discuss these with manager/colleagues and explore ways to alleviate this stress. • Let colleagues know when feeling the pressure. 		

Development Tips

Team Working

Working Participatively; Encouraging Team Contributions; Involving Others in Decisions



Very Low

performed better than only 5% of comparison group

- Spend time getting to know team members, their roles and contribution.
- Discuss how to work together to ensure mutual benefit.
- Check that all the relevant people who may interface with the product/service are included.
- See the benefit in more than one view and think about how the suggestions of others provide a meaningful contribution.
- It may be better to talk to some people one-to-one before a meeting to get their views.
- Make sure that all relevant parties have been given the opportunity to make their views known.
- Set clear timescales for consultation and decision making.
- Ensure that everyone knows who is responsible for the overall decision.

Development Tips

Checking Things

Finding Errors; Ensuring Accuracy; Producing High Quality Work



Very Low

performed better than only 5% of comparison group

- Take responsibility for own work and learn from past mistakes - don't expect others always to check and correct details.
- Use spell check, excel and other software tools to spot spelling and grammatical errors, mathematical errors, formatting problems etc.
- Be disciplined about thoroughly checking the accuracy of facts and figures.
- Aim to get it right first time. Monitor the level and amount of modifications and corrections spotted by others and reduce this over time.
- Allow time to apply the final "polish" to a key deliverable and create added value.

Development Tips

Inviting Feedback

Acknowledging Criticism; Encouraging Critical Thinking; Gathering Feedback



Very Low

performed better than only 5% of comparison group

- Acknowledge that it is important to understand what customers and colleagues think.
- Ask open questions to improve the quality of feedback received.
- Ask for specific examples to support any feedback.
- Ensure feedback is requested regularly and provide the means for others to do so.
- Listen carefully to feedback, and refrain from being defensive.
- Seek feedback from a range of sources, not just the ones likely to be positive.
- Ask for feedback on what was done well and what could have been done differently or better.
- Thank people for their feedback and demonstrate how it has been acted upon.
- Ask people to be critical, but constructive, focus on what could be done better and how it could be done better not simply what is wrong.
- When others have critical thoughts be encouraging and responsive.
- Ask for feedback on a regular basis.
- Make notes, ensuring all the relevant points have been captured.
- Ask for timely feedback i.e. immediately after an event/project.

Development Tips

Understanding People

Showing Empathy; Listening to People; Understanding Motivation



Low

performed better than only 10% of comparison group

- Encourage people to talk about themselves.
- Ask open questions and make an effort to get to know people.
- Ask what motivates people and why they have made the choices they have.
- Show an understanding of people's problems and appreciation of the difficulties being caused.
- Find ways to give practical help and support where possible.
- Talk less, give people the opportunity to explain and discuss in full.
- Demonstrate an understanding, reflect the key points back.
- Ask what motivates people and why they have made the choices they have.

Comments/Actions

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