



Saville Assessment
Willis Towers Watson

Leadership Impact
Taking leadership to the next level

Taking Leadership to the Next Level - Introducing Impact

It's time to look beyond competencies and strengths and focus on Leadership Impact.

Saville Assessment, a Willis Towers Watson Company is committed to helping organizations realize their ambitions by identifying and developing extraordinary leaders.

Organizations are operating in increasingly challenging environments, dealing with multiple agendas such as accelerating digital transformation, stricter codes of compliance and a closer lens on the promotion of diversity and inclusion.

The Leadership Impact model refocuses the conversation from what leaders are good at to where they need to be most effective. It bridges the crucial gap between leadership behaviour and organizational outcomes, providing a framework for assessing leaders against the results they need to achieve.

Our three areas of leadership impact – **Professional**, **People** and **Pioneering** – help organizations recognize the leaders they need to ensure they prosper.



The Impact Model

Our 3P framework of leadership identifies whether an individual has potential strengths or weaknesses in the areas of **Professional**, **People** and **Pioneering**, empowering businesses to align their leadership talents to their organizational requirements.



Professional

Professional leaders are likely to be effective at leading in specialist contexts, focusing on reputation and providing technical knowledge.



People

People leaders are likely to be effective at managing a wide range of people across teams, functions and geographies.



Pioneering

Pioneering leaders are likely to be effective at identifying new opportunities, driving change and achieving growth.



Professional Impact

Reputation and Brand Risk has risen into the top three most important risk areas faced by CEOs *

In a climate of increasing corporate governance, cyber-security threats and data breach penalties, ***are your leaders competent at protecting and promoting your professional reputation?***

*KPMG 2017 CEO Outlook Survey

Professional Impact Areas

Identify leaders with the potential to deliver professional impact across three key areas:



Service & Product Delivery

Maintaining productive delivery of goods and/or services; driving quality customer service; delivering appropriate solutions.



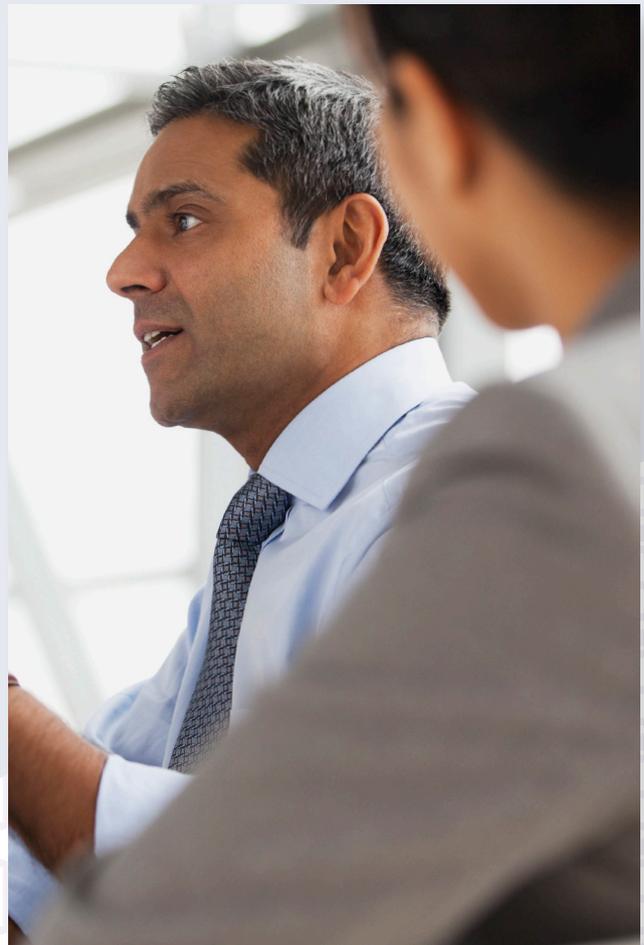
Managed Risk

Actively controlling risk; championing effective corporate governance; ensuring compliance with policies, procedures and legal requirements.



Expert Reputation

Building organizational expertise; promoting technical excellence; enhancing organizational reputation.





People Impact

74% of CEOs say their organization is placing a greater emphasis on trust, values and culture in order to sustain a long-term future *

*KPMG 2017 CEO Outlook Survey

The employee experience is as important as the customer experience, **how effective are your leaders at creating an exceptional culture that drives diversity and bottom-line success?**



People Impact Areas

Identify leaders with the potential to deliver people impact across three key areas:



Organizational Commitment

Creating a shared sense of purpose; enhancing employee motivation; building organizational morale.



Successful Teams

Building effective teams; attracting and developing talent; utilizing potential.



Communication

Delivering influential communication; building cross-functional/geographic communication; encouraging involvement and consultation.

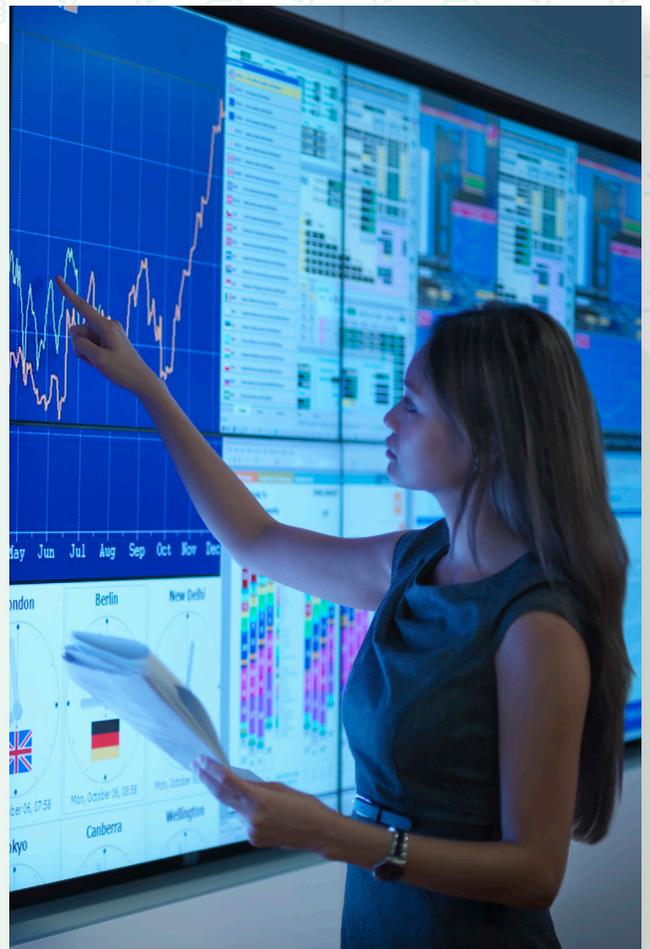


Pioneering Impact

6 out of 10 CEOs see disruption as an opportunity rather than a threat*

Digitalization and organizational transformation is accelerating rapid change in the workplace, **how likely are your leaders to capitalize on new opportunities and transform them into competitive advantages?**

*KPMG 2017 CEO Outlook Survey



Pioneering Impact Areas

Identify leaders with the potential to deliver pioneering impact across three key areas:



New Products/Markets

Identifying market gaps or routes to market; cultivating innovation; generating impactful solutions.



Organizational Transformation

Delivering organizational transformation; building commitment to change; actively managing change processes.



Organizational Growth

Increasing stakeholder value; establishing challenging organizational goals; driving organizational success.

Report Options

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Leadership Impact Expert Report

Presents leadership potential against nine key impact areas and 18 critical styles aligned to organizational outcomes. Confidently hire, promote and develop leaders aligned to organizational strategy with decisions underpinned by unrivaled validity.

Leadership Impact Potential Prediction		
This profile provides a summary of the likely potential of Chris Park to demonstrate Leadership Impact in the nine key Impact areas. It is based on Chris Park's responses to the Styles questionnaire.		
Impact Area	Leadership Impact Potential	
Professional	Service & Product Delivery maintaining productive delivery of goods and/or services; driving quality customer service; delivering appropriate solutions [2] [] [] [] [] [] [] [] [] []	Very Low higher potential than about 5% of the comparison group
	Managed Risk actively controlling risk; championing effective corporate governance; ensuring compliance with policies, procedures and legal requirements [1] [] [] [] [] [] [] [] [] []	Extremely Low higher potential than about 1% of the comparison group
	Expert Reputation building organizational expertise; promoting technical excellence; enhancing organizational reputation [] [] [] [] [] [] [8] [] [] []	High higher potential than about 90% of the comparison group
People	Organizational Commitment creating a shared sense of purpose; enhancing employee motivation; building organizational morale [] [] [] [4] [] [] [] [] [] []	Fairly Low higher potential than about 25% of the comparison group
	Successful Teams building effective teams; attracting and developing talent; utilising potential [] [] [] [] [5] [] [] [] [] []	Average higher potential than about 40% of the comparison group
	Communication delivering influential communication; building cross-functional/geographic communication; encouraging involvement and consultation [] [] [] [] [6] [] [] [] [] []	Average higher potential than about 60% of the comparison group
Pioneering	New Products/Markets identifying market gaps or routes to market; cultivating innovation; generating impactful solutions [] [] [] [] [] [] [] [] [10] []	Extremely High higher potential than about 99% of the comparison group
	Organizational Transformation delivering organizational transformation; building commitment to change; actively managing change processes [] [] [] [] [] [] [] [] [9] []	Very High higher potential than about 95% of the comparison group
	Organizational Growth increasing stakeholder value; establishing challenging organizational goals; driving organizational success [] [] [] [] [] [] [] [] [9] []	Very High higher potential than about 95% of the comparison group

Identify leaders most likely to positively impact your organizational outcomes

Understand the situations that will accelerate leadership performance

Situational Leadership Profile

The Situational Leadership Profile gives an indication of the workplace situations in which Chris Park is likely to be more or less effective as a leader. This profile shows the top and bottom ranked situations, based on responses to the Styles questionnaire.

Chris Park is likely to be more effective as a leader where:

- + there are opportunities to achieve better results by directly challenging existing practices
- + new thinking is essential and valued
- + there is value in the leader promoting ways to improve things
- + quick thinking and decisiveness under pressure are especially valuable
- + taking a longer-term view of potential opportunities is important for future success

Chris Park is likely to be less effective as a leader where:

- ? practical understanding is required to guide others and take a logical approach
- ? there is a need for people with conflicting views to work well together
- ? there is a real requirement to show empathy and a concern for others
- ? strong planning is critical to completing tasks
- ? rules, regulations and principles are essential for guiding behavior

Leverage a data driven approach to get a richer insight into leadership potential for more accurate selection and development

Encourage self-awareness and enhance development activity with tailored advice and suggestions.

Leadership Profile - Pioneering New Products/Markets

Catalyst (9)

Catalysts promote new initiatives by offering their insights and putting forward their approach.

	1	2	3	4	5	6	7	8	9	10
Insightful <small>Step 9</small> often identifies ways to improve things (8); very quick to get to the core of a problem (9); trusts intuition to guide judgment (7)										■
Self-promoting <small>Step 8</small> often is the center of attention (10); moderately modest about own achievements (6); has a moderate need for praise (6)									■	

Innovator (10)

Innovators foster a creative and conceptual environment where original thought is valued.

	1	2	3	4	5	6	7	8	9	10
Inventive <small>Step 10</small> generates lots of ideas (10); produces very original ideas (10); extremely likely to adopt radical solutions (9)										■
Abstract <small>Step 7</small> good at developing concepts (7); often applies theories (7); interested in studying the underlying principles (7)							N			I
										M

New Products/Markets - Reflections for Development

Utilize your own creativity and enhance it in others by encouraging interactions amongst especially innovative individuals.

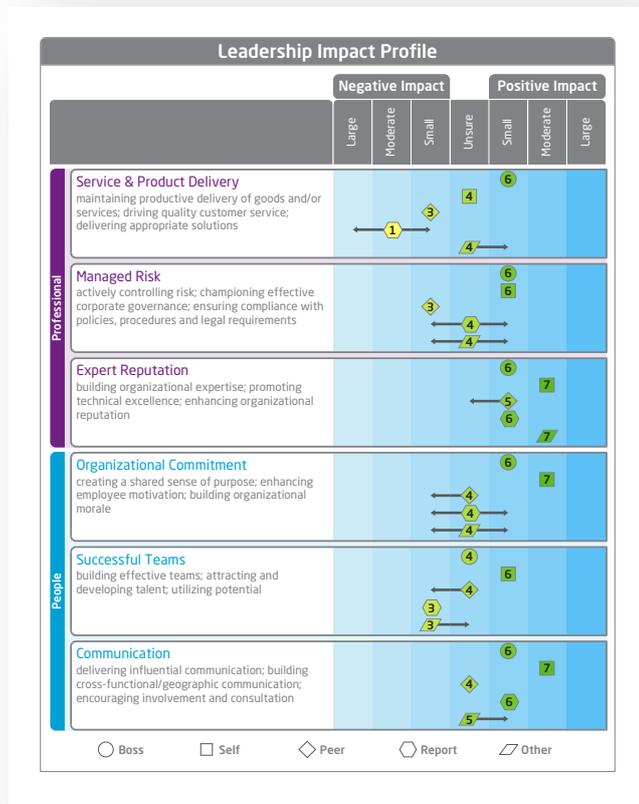
Are you ensuring that innovation is optimized and that the best ideas are adopted, even when they're not your own? Might it be useful to spend more time building on other people's ideas?



Leadership Impact 360 Expert Report

Gathers feedback from a range of key stakeholders on a leader's effectiveness at delivering organizational impact. Presents feedback from others on nine key impact areas and 18 critical styles. A powerful development tool for highlighting a leader's self-identity vs a leaders reputation.

Identify where others see a leader impacting organizational outcomes



Delve into the detail of where the leader is having the most impact and how this is perceived by different groups benchmarked against other leaders

Understand where a leader is having a positive impact and how they could improve their impact

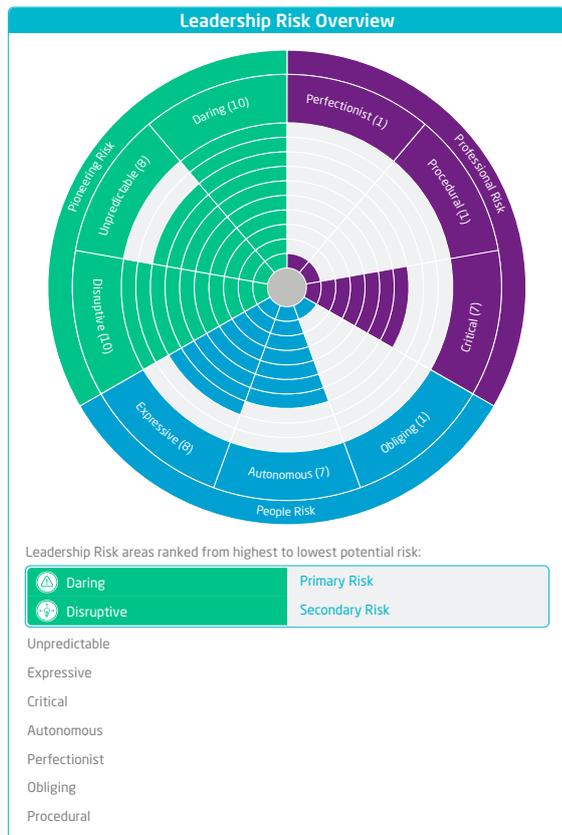
Rater Comments	
Chris Park could improve their leadership impact by...	
Boss 1:	dealing with issues in a timely manner; team members should not have to escalate to me because of lack of appropriate attention/support to team. Looking for new ways to engage stakeholders, get feedback, bring people on board by leveraging expertise
Self 1:	Admin and planning are not my strong suits, but I need to find a better way of delegating, rather than leaving things to "just happen". I should probably collaborate more with colleagues and the team to check my thinking and before making key decisions.
Peer 1:	Making more effort to collaborate with others - team, colleagues and other key stakeholders; often makes decisions/does own thing without checking in with what the rest of the wider team are doing
Peer 2:	Ensuring correct procedures are being followed in their team; inconsistencies in this area have come to light - some team members cutting corners with regards to compliance, there needs to be more checks in place and not assuming everyone is following things as they should be
Peer 3:	No comments were made
Report 1:	being on hand to advise when there are issues rather than expecting us to deal with everything; taking a more involved approach to managing the team - taking time find out what we're doing and providing clearer direction
Report 2:	No comments were made
Report 3:	Not sitting on issues - often I have to chase to get input/resolution; listening more - having regular one-to-ones so can discuss issues and potential for development/getting involved in new things. Spending more time with the whole team giving more direction/guidance - particularly checking in when work is busy, demanding or there are problems. We generally know what to do, even in a crisis, but not always, and sometimes would be good to have the reassurance that we are doing the right thing.
Other 1:	No comments were made
Other 2:	No comments were made
Other 3:	No comments were made



Leadership Risk Report

Goes beyond individual derailleurs and is the only report to identify the risks leaders can bring to their organization, its culture and themselves. Enhances self-awareness and drives meaningful development, mitigating risks to career, reputation, organizational strategy and wellbeing.

Highlight a leader's key risk areas in a highly-visual, easy-to-interpret format



Provide in-depth practical advice on a leader's potential influence and risk to the culture, organization and individual

Primary Risk Area

Daring
Seeks challenging new opportunities for the organization and is willing to take some risks.

Potential Influence on Culture

- Where a leader is regularly searching for the next big opportunity, they may inadvertently encourage staff to place too great a focus on future possibilities rather than immediate priorities.
- Where a leader has a clear focus on pursuing new opportunities and outperforming others, this may lead to a highly-competitive environment which places less emphasis on staff wellbeing.
- A results focus with little emphasis on the behavior, ethics and attitudes of colleagues may lead to a culture where questionable work practices are not sufficiently challenged.

Potential Risk to the Organization

- Pursuing only bigger opportunities may bring benefits but may also expose the organization to greater financial risk if these opportunities are not realized.
- A more daring leader may at times push staff hard to deliver. This can lead to staff feeling overworked, resulting in dissatisfaction if this continues and fails to be recognized.
- The reputation of the organization may be adversely affected if staff are not strongly discouraged from using questionable work practices.

Potential Risk to the Individual

- A leader who is willing to take some personal risk in the pursuit of a new opportunity may be more prepared to push the limits of acceptable behavior.
- A leader working on a number of ambitious projects with high potential rewards, but no absolute guarantee of success, carries a risk that at some point they could become personally associated with a notable failure.
- The pursuit of individual goals may lead to conflict with others in the organization. At the extreme, this could compromise an important work relationship and impact on future collaboration.

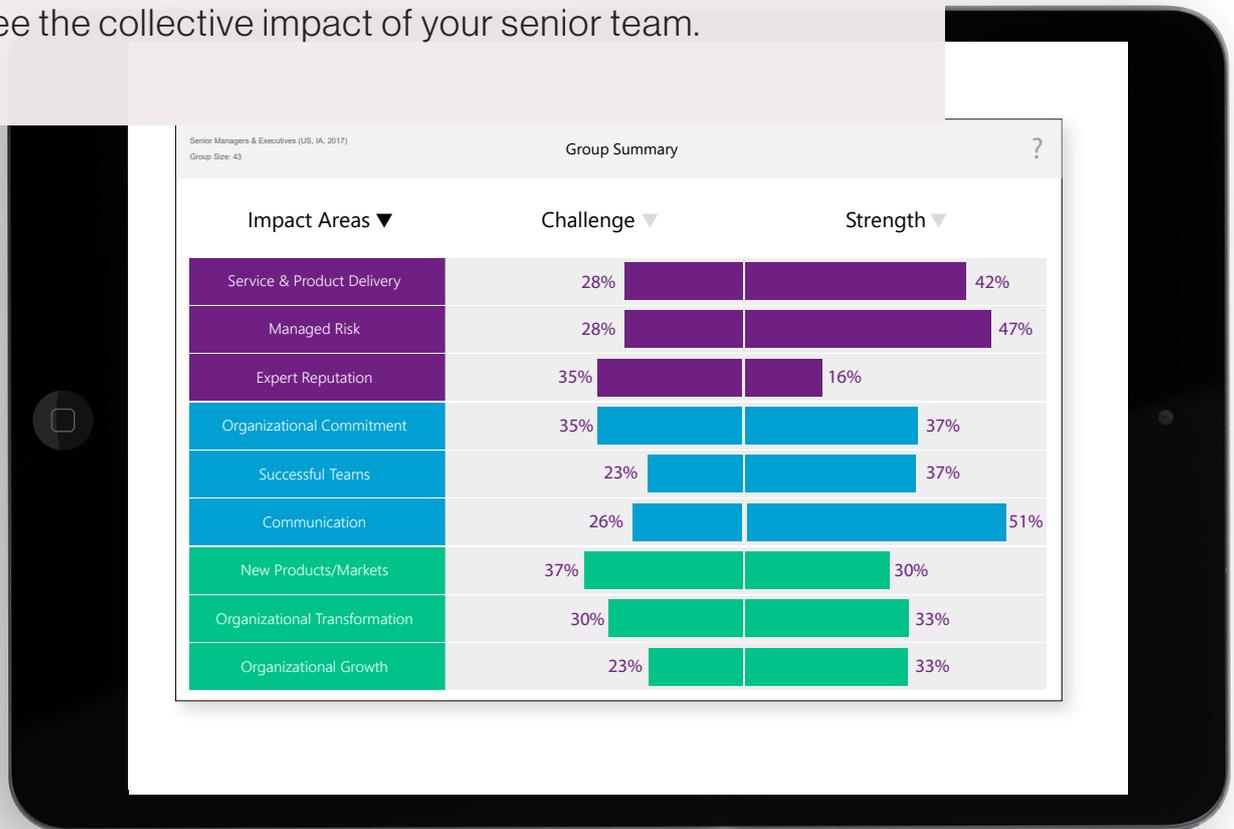
Managing the Risk

- Focusing on areas where taking risks is a necessity and ensuring that the organization is not avoiding risk without good reason should help the organization to maintain a competitive edge.
- Ensuring that there is focus on realizing smaller opportunities as well as targeting larger prospects should help prevent an overreliance on bigger developments, which may or may not be realized.
- Sense checking with senior colleagues when the boundaries of conventional business practice are being pushed will help to ensure that risk taking is properly evaluated.
- Regularly checking on staff morale and workload can help to ensure that a drive for success is not having a detrimental effect on particular individuals.

Leadership Analytics

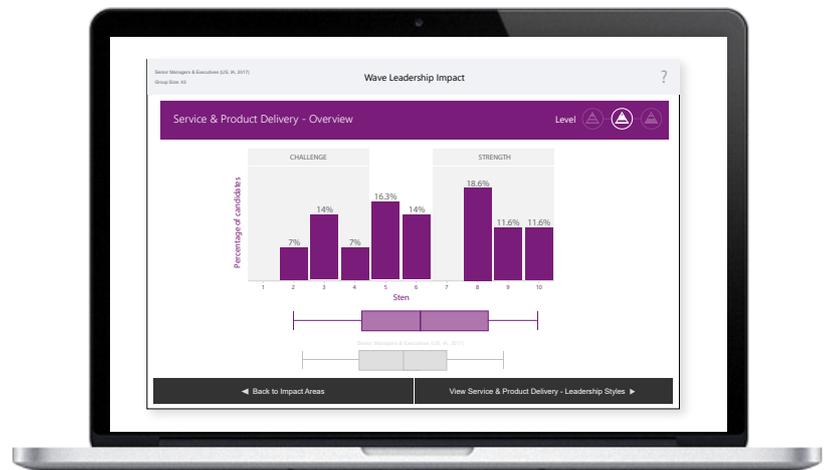
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See the collective impact of your senior team.



Understand the combined effect of individual leadership styles to identify trends and patterns for an agile approach to:

- ✓ maximizing the effectiveness of your senior team
- ✓ focused leadership selection
- ✓ targeted leadership development activity
- ✓ smarter succession planning

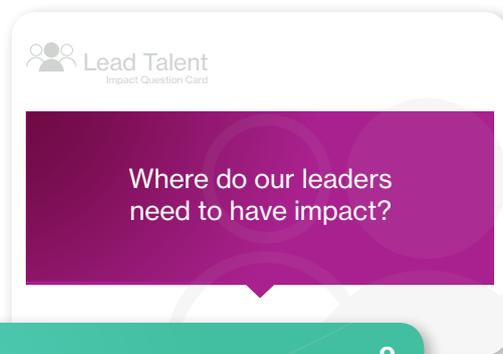


Leadership Impact Profiling Card Set

The interactive card set provides an engaging and structured method for key stakeholders to discuss where their leaders need to create impact.

The cards help align these critical conversations against the organizational outcomes leaders will be measured against, pinpointing the behaviors required to achieve them.

Provide a clear and valid framework for focused hiring decisions, targeted succession planning and powerful development activity.



Applying Impact

The 3P Leadership Impact model can enhance the outcome of a variety of talent interventions.



Mergers & Acquisitions

Understand the 'sell-side'

Identify impact of the 'buy side' executives

Effectively match integration team



Individual Leadership Development

Build self-awareness

Develop behaviors that maximize impact

Understand situations when leaders are likely to be most and least effective

Conduct personalized development interventions



Succession Planning

Objectively identify individuals with the potential to lead the future organization

Uncover and grow leadership talent

Proactively plan for future leadership requirements

Leadership Team Development Workshops



Build mutual awareness of individual and team impact

Collectively agree priority impact areas

Develop comradery of leadership team

Mitigate potential leadership team risk areas

Use data to prioritize issues and pave the path for future leadership team success

Transformation



Equip leaders with an understanding of how they can impact change

Identify leaders who can impact a transformational culture

Develop leaders to lead through times of uncertainty and ambiguity

Executive Hire (Internal & External)



Make key leadership appointments

Match the right leader to the right role

Onboard leaders using assessment data

Use data to integrate leaders in their new positions

Leadership Audit/ Benchmarking



Benchmark leaders and leadership teams across the organization in a quick and dynamic way

Benchmark leaders and leadership teams with external Senior Managers and Executives

Delivering Impact

The Leadership Impact portfolio is suitable for all stages of the assessment process so you can start your journey where it is most appropriate for you.

Profile

Using our Lead Talent Card Deck, identify where your leaders need to have the most impact.

- Where does this new leader need to have impact in order to drive our strategy?
- Where do our leaders need to have impact given the current market challenges?
- Where do our leaders need to have impact in order to drive cultural change?
- How can our leaders have impact to help us stand out from the competition?
- What risks do we wish to mitigate in our leaders?



Assess

Utilize our suite of leadership reports to identify the impact of leaders.

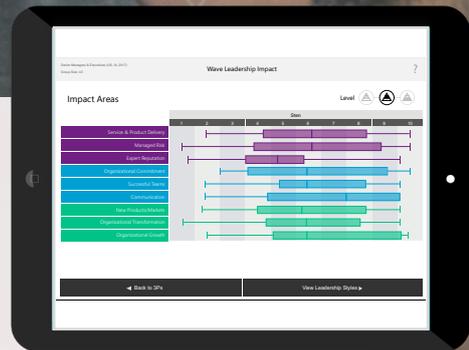
- Will this leader have the impact to fulfill this role successfully?
- Where could this leader have more organizational impact?
- Does this future leader have unrealized impact?
- Where can this leader help us transform?
- Where could this leader have an unintended negative impact on our culture?



Audit

Explore our interactive leadership analytics to understand the impact of your leaders at a group level.

- How does this new leadership hire complement our existing leadership team?
- What does this leadership team need to focus on to make this transformation successful?
- How does our leadership team compare to other leadership teams?
- What does our pipeline of leaders look like?
- How can our leaders work better together?



Transform

Exploit the leadership data to have maximum impact on your organizational decisions.

- Quickly and effectively integrate new leaders into the organization.
- Leverage leaders' strengths to have maximum organizational impact.
- Build stronger and more impactful leadership teams.
- Map-out and develop leadership pipelines.
- Implement safeguards to mitigate potential leadership risks.



Client Success with Impact



Global Bank

for Mergers & Acquisitions



Global Airline

for individual Leadership
Development



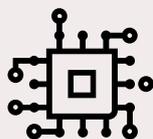
Global Electronics Brand

for Succession Planning



Global Healthcare Company

for Leadership Team
Development



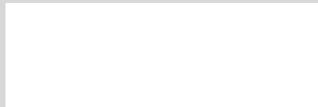
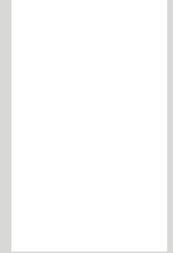
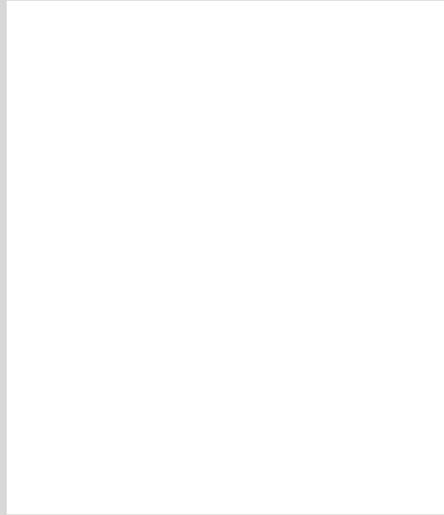
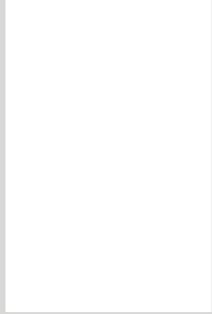
Global Technology Organization

for Transformation



UK Health Club Chain

for Executive Hire



About Saville Assessment, a Willis Towers Watson Company

Our mission is to transform assessment around the world. We enable organizations to identify potential, accelerate performance, and achieve outstanding results. Our portfolio of leading-edge assessments are designed based on extensive research into successful workplace performance and the critical relationship between motive, talent and workplace culture. With representatives in over 80 countries we are transforming how organizations Hire, Build and Lead their talent globally. Learn more at www.savilleassessment.com