

# Leadership Impact Full Summary Report User Guide



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This User Guide sets out the recommended use of this report. If you have any questions about appropriate uses of this report and how to get the most out of it, please ensure you speak to a specialist who is qualified to use the full range of Saville Assessment Wave tools.

# About the Leadership Impact Full Summary Report

The Leadership Impact Full Summary Report provides information on an individual's leadership impact, leadership styles and situational leadership effectiveness to help you better understand likely strengths and preferences for behaviors proven to drive effective leadership performance.

The Leadership Impact Full Summary Report is accessible to individuals without an in-depth understanding of psychometric assessments and is designed for use when one-to-one feedback may not be possible.

This report comes with a complimentary Leadership Impact Summary Report and Personal Report, and a group overview is available.

Alternatively this report is complimentary when a Leadership Impact Expert Report is purchased.

## Benefits

- Identify where an individual is likely to have the most impact as a leader.
- Understand an individual's leadership style and approach to leadership.
- Consider the types of situations in which an individual is likely to be most effective as a leader.
- Help individuals build self-awareness about their leadership style and impact.

## Availability



PS

Professional  
Styles

# Introducing the Leadership Impact Model

The Leadership Impact Full Summary Report is structured around the Leadership Impact model. The Leadership Impact model looks beyond competencies and strengths to understand the direct impact of a leader's style and behavior on key organizational outcomes.

## The 3Ps of Leadership

The Leadership Impact model covers three main areas called the 'three Ps' of Leadership: Professional, People and Pioneering which represent three main approaches to effective leadership. Throughout the report, the three Ps are aligned to the corresponding colors of **purple**, **blue** and **green**:

### Professional

Professional leaders are likely to be effective at leading in specialist contexts and providing professional or technical knowledge.

### People

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

### Pioneering

Pioneering leaders are likely to be effective at driving success, change and growth.

## 9 Impact Areas

Clustered under the three Ps are nine Impact Areas. These represent nine areas at work in which leaders can exert a critical impact on the organization.

## 18 Leadership Styles

Beneath the nine Impact Areas are 18 Leadership Styles, with two Leadership Styles clustered under each Impact Area. These Leadership Styles allow a deeper dive into the behaviors and motivations that drive leadership impact.

# The Report

## Leadership Impact Potential Prediction

The Leadership Impact Potential Prediction page provides an indication of the individual's likely potential across the nine Leadership Impact areas, clustered under the 3 Ps of Leadership.

The prediction equations that underpin these areas are primarily based on the behaviors behind the two Leadership Styles which relate to each Impact Area. These equations are designed to maximize the validity and therefore the predictive power of the model.

Highs and lows are likely to be presented for each individual due to the nature of the questionnaire, forcing candidates to make decisions between different behaviors.

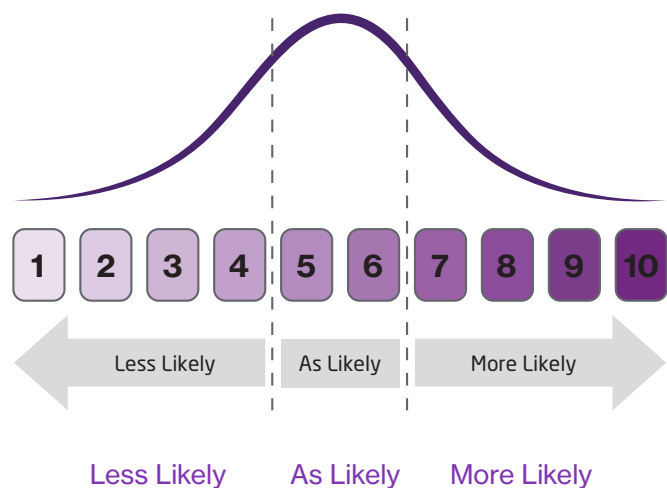
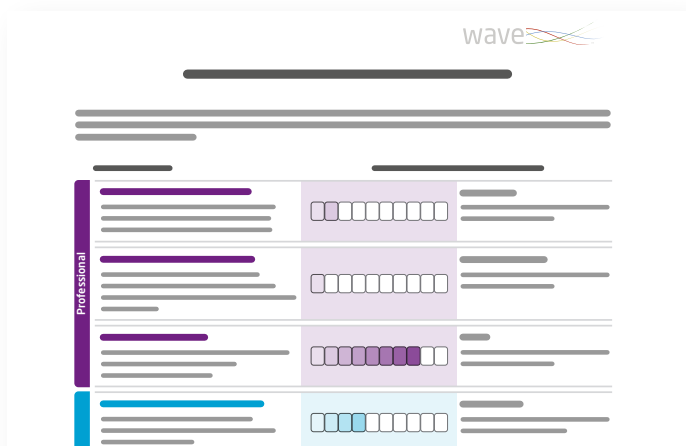


### TOP TIPS

- Whilst all nine Leadership Impact Areas are presented to provide a comprehensive picture of an individual, you should focus on the four to five Leadership Impact Areas that are relevant to the leadership role or the context of the leader you are working with.
- Use this page to highlight where you want to delve into more information within the rest of the report.

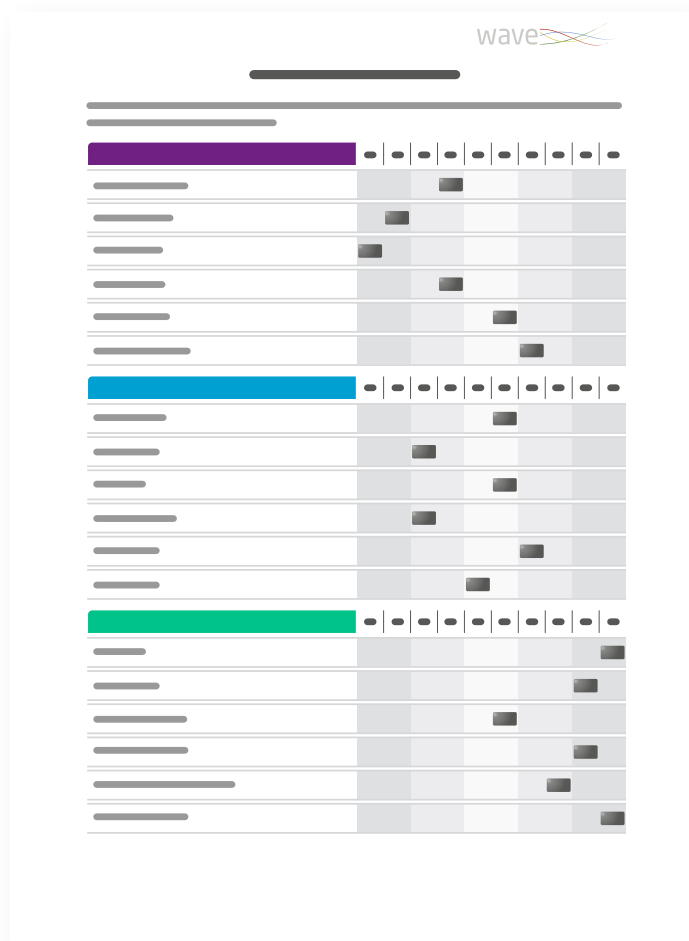
## Leadership Impact Potential Prediction

The assessment score is related to the Wave Professional Styles questionnaire that the individual completed. These scores use benchmarking and provide an indication as to how somebody is likely to perform in comparison to the benchmark group.



### TOP TIPS

- Profiles are scored using a benchmark to give them meaning. Where an individual scores a seven and above, their responses to the questionnaire suggest they see this as an area of strength and it is likely that they have high potential to demonstrate leadership impact in this area.
- Where an individual scores a four and below, their responses to the questionnaire suggest they do not see this area as an area of strength and they are likely to have lower potential to demonstrate leadership impact in this area.
- Scores of five and six are considered average when compared to the benchmark.
- The verbalizers (ranging from 'Extremely Low' to 'Extremely High') give more meaning to the scoring.



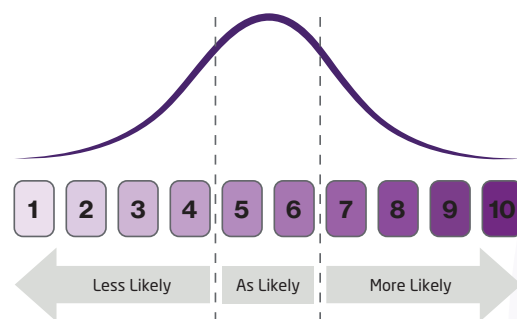
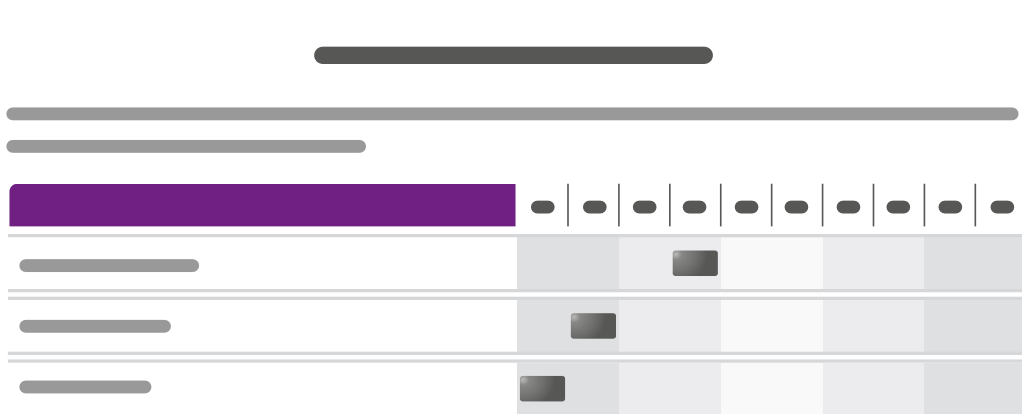
## Summary Leadership Styles Profile

The Summary Leadership Styles Profile page provides an overview of the 18 Leadership Styles arranged under the 3 Ps of Leadership.

Information on this page is focused on the type of leadership behaviors and styles an individual is likely to adopt.

### TOP TIPS

- Use this page to review high-level trends of an individual's leadership style.
- Each of these Leadership Styles is explored in more depth later in the profile.



## Summary Leadership Styles Profile

The Summary Leadership Styles Profile page provides an overview of the 18 Leadership Styles arranged under the 3 Ps of Leadership.

Information on this page is focused on the type of leadership behaviors and styles an individual is likely to adopt.

### TOP TIPS

- Where an individual scores a seven and above, their responses to the questionnaire suggest they see this as an area of strength and are more likely to adopt this Leadership Style than others.
- Where an individual scores a four and below, their responses to the questionnaire suggest they do not see this as an area of strength, and they are likely to adopt this Leadership Style less than others.
- Scores of five and six are considered average when compared to the benchmark and they are as likely to adopt this Leadership Style as others.



## Professional, People and Pioneering Leadership Styles Profiles

The Professional, People and Pioneering Leadership Styles profiles focus in turn on each of the 3 Ps of leadership, with one page devoted to each of the nine Leadership Impact Areas.

Each of the nine Leadership Impact Areas break down into two Leadership Styles, with a further two behavioral dimensions under each of the Leadership Styles.

Each behavioral dimension comprises three underlying facets, with verbal descriptions of the facet scores shown underneath the dimension title. These statements change to reflect how the individual responded to the behavioral questionnaire.





At the bottom of the page there are tailored reflections for development, based on the individual's responses aligned to the Leadership Styles. The first reflection provides advice on how an individual can build their positive impact in this area; the second reflection provides advice on how to manage the potential for weaker impact in this area.

### ✓ TOP TIPS

- Try to link this Leadership Style back to the impact an individual has or might have as a leader.
- 'Reflections for Development' provides practical advice to support further development; try to understand this advice in the context of the leadership role.



## Situational Leadership Profile

The Situational Leadership Profile gives an indication of the workplace situations in which the individual is likely to be more or less effective as a leader.

The profile provides five top-ranked situations based on the individual's top five Leadership Styles and the five bottom-ranked situations based on the individual's bottom five Leadership Styles.

Situational leadership information can help identify the situations in which the individual will best perform as a leader.

### TOP TIPS

- This page highlights the types of situations the individual feels their leadership style is most suited to and the types of situations where they most enjoy being a leader. Explore ways to maximize the opportunity to lead within the top situations.

# Using the Leadership Impact Full Summary Report

The Leadership Impact Full Summary Report can be used in situations where one-to-one feedback is not possible. We would, however, recommend that a group orientation session is provided to individuals to support in the interpretation of the report. Please contact one of our consultants for further supporting materials for group orientation sessions.

To put the Leadership Impact Full Summary Report into practice, we recommend that you:

## 1 Consider the individual's role

Think about the leadership requirements of the individual's current or future role. Identify the four or five Leadership Impact Areas where they will be required to have impact.

## 2 Consider situational leadership

Work with the individual to identify how they are likely to lead in different types of situations and the likelihood of the occurrence of these situations.

## 3 Consider the individual's fit

Review the individual's Leadership Impact Areas and consider how aligned they are to the core requirements you have identified. Are there any elements of the role their profile suggests they are likely to excel in or struggle with?

## 4 Discuss leadership style in relation to the impact they need to create as a leader.

Delve into the Leadership Styles that align to the core Leadership Impact Areas. Seek examples of where the individual has adopted that Leadership Style in the past and the impact they created as a result of that style.



#### About Saville Assessment, a WTW 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 talent globally.



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