



### The Challenge

Following a downturn in the market, a **new business strategy** was required to secure new markets and drive growth.

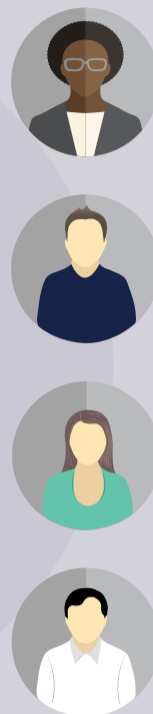
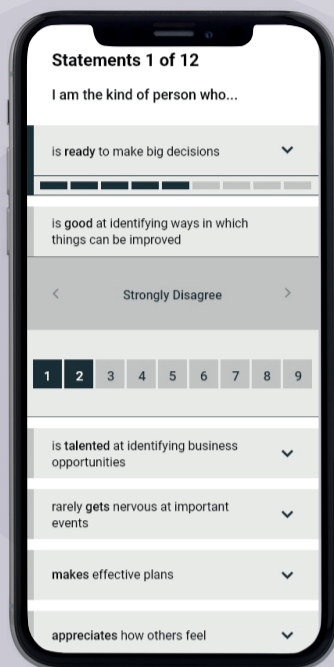
As a result of the new strategy, managers with the potential to successfully drive this transformation needed to be identified within the organization. Measurement needed to be objective, fair and recognize potential as well as consider past performance.



### The Solution

We partnered with the client's **Talent Council of key internal stakeholders** to oversee the project.

Following an initial screening process using CVs and performance data, successful candidates were asked to complete the **Wave Professional Styles** and **Wave Performance 360 Questionnaires**.



The **Leadership Impact Expert report** was generated to illustrate the candidate's leadership potential against nine key areas of leadership impact and 18 critical leadership styles aligned to organizational outcomes.



Impact Area	Leadership Impact Potential
Service & Product Delivery	Very Low
Managed Risk	Extremely Low
Expert Reputation	High
Organizational Commitment	Fairly Low
Successful Teams	Average
Communication	Average
New Products/Markets	Extremely High
Organizational Transformation	Very High
Organizational Growth	Very High



Behaviour Overview Profile	Ineffective		Effective	
	Very Ineffective	Fairly Ineffective	Fairly Effective	Very Effective
Evaluating Problems				
Investigating Issues				
Creating Innovation				
Building Relationships				
Communicating Information				
Providing Leadership				
Showing Resilience				
Adjusting to Change				
Giving Support				
Processing Details				
Structuring Tasks				
Driving Success				

The **Performance 360 Expert report** was generated to illustrate current performance against future potential and present a well-rounded view of the candidate's capabilities against the pre-identified success profile.



Candidate **results were interpreted** and **findings presented** to the Talent Council to inform their selection decisions.

### Benefits to the Organization

#### QUALITY



The Leadership Impact Expert report identified the candidates most aligned to the pre-identified success profiles most likely to achieve the organizational outcomes required.

#### ENGAGEMENT



Creating a more streamlined process for the transformation project meant both candidates and HR were more engaged.

#### EFFICIENCY



Using online questionnaires to get a depth of data in a short timeframe meant the end-to-end project was delivered within a two-week timeframe.

#### COST



The streamlined process created a positive correlation with speed and cost of delivery.

#### DIVERSITY, EQUITY & INCLUSION



The introduction of the Wave Professional Styles and 360 questionnaires presented the Talent Council with objective performance and potential data to guide decisions and help reduce opportunity for human bias.