

Performance

### **Contents**

Introduction	З
Profile Breakdown	4
Behaviour Profile - Solving Problems	5
Behaviour Profile - Influencing People	7
Behaviour Profile - Adapting Approaches	9
Behaviour Profile - Delivering Results	11
Summary Profile	13
Behaviour Overview Profile	14
Rater Comments	15

### **About this Report**

This report is based on the completion of Wave® Performance 360 which explores performance in a number of work areas.

The results are based on the responses of Chris Park (the assessee) and the raters' evaluation of the assessee's performance at work. To compare the assessee's performance in these areas to that of others, the responses have been compared to 25,254 Performance 360 ratings given on an international group of professionals and managers.

Since the results are based on an evaluation of performance made by Chris Park and the other raters, they reflect the assessee's own perception and the perception of the raters. The results should only be regarded as an indication of the assessee's past performance. Our extensive research has shown that these ratings can be a good measure of work performance from the perspective of different stakeholders.

It should be remembered that the information contained in this report is potentially sensitive and every effort should be made to ensure that it is stored in a secure place.

This report was produced using Saville Assessment software systems. It has been derived from the results of an assessment completed by the assessee and the raters and reflects the responses they have made.

This report has been generated electronically. Saville Assessment do not guarantee that it has not been changed or edited. We can accept no liability for the consequences of the use of this report, howsoever arising.

The application of this assessment is limited to Saville Assessment employees, agents of Saville Assessment and clients authorised by Saville Assessment.

### Introduction

#### **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 (3)→ Report (3)✓ Other (3)

#### **Behaviour Profile**

The overarching Wave® model has different levels of detail with one page in this report devoted to each behavioural 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 behaviour 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 behavioural dimensions.

#### **Behaviour 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.

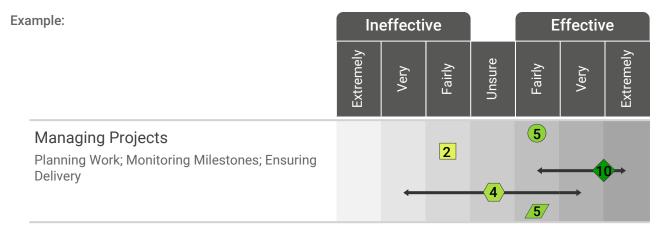
#### **Rater Comments**

The final section presents any comments made by the different raters about Chris Park'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.



In the example above, the assessee's Boss rating was fairly effective on 'Managing Projects' and the Self rating was fairly ineffective. The Peer ratings ranged from fairly effective to extremely effective and the aggregate Report ratings ranged from very ineffective to very effective. Finally, the Other ratings were fairly 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.

- performed better than only 1% of the comparison group
- performed better than only 5% of the comparison group
- performed better than only 10% of the comparison group
- performed better than only 25% of the comparison group
- performed better than only 40% of the comparison group
- performed better than 60% of the comparison group
- performed better than 75% of the comparison group
- performed better than 90% of the comparison group
- performed better than 95% of the comparison group
- performed better than 99% of the comparison group

In the example above, the assessee's Boss rating on 'Managing Projects' was average compared to the comparison group and the Self rating was very low. As compared to the comparison group, the Peer ratings were extremely high and the aggregate Report ratings were fairly low. Finally, the Other ratings were average compared to other individuals.

# **Behaviour Profile - Solving Problems**

		ln	effectiv	ve		E	ffectiv	re
	Solving Problems	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
S	Examining Information Processing Information; Asking Probing Questions; Finding Solutions					2	7 8 -	<b>10</b> →
<b>Evaluating Problems</b>	Documenting Facts Writing Fluently; Understanding Logical Arguments; Finding Facts					3	7 7 →	
Ш	Interpreting Data Quantifying Issues; Applying Technology; Evaluating Information Objectively					3	7 7 8- ←	→ <b>–10</b>
S	Developing Expertise Taking Up Learning Opportunities; Acquiring Knowledge and Skills; Updating Specialist Knowledge						7 7 7	10
Investigating Issues	Adopting Practical Approaches Applying Practical Skills; Learning by Doing; Applying Common Sense				<u>1</u> —	2 - 1	6	<b>→</b>
Ξ	Providing Insights Continuously Improving Things; Identifying Key Issues; Making Intuitive Judgements					4	-6 8-	10
	○ Boss □ Self ◇ Pe	er		Repor	t	C	ther	

# **Behaviour Profile - Solving Problems**

			Inc	effecti	ve		Е	ffectiv	re
	Solving Problems	Extremely		Very	Fairly	Unsure	Fairly	Very	Extremely
	Generating Ideas Producing Ideas; Inventing Approaches; Adopting Radical Solutions							9-	10 10 0 10
Creating Innovation	Exploring Possibilities Developing Concepts; Applying Theories; Identifying Underlying Principles					1	5	8 8	10
	Developing Strategies Forming Strategies; Anticipating Trends; Envisaging the Future					3 -	4		10
	○ Boss □ Self <	Peer			Repor	t	C	ther	

# **Behaviour Profile - Influencing People**

		ln	effective		E	ffectiv	re
	Influencing People	Extremely	Very	Fairly Unsure	Fairly	Very	Extremely
St	Interacting with People Projecting Enthusiasm; Making Contact; Networking				4	-6 7	9
Building Relationships	Establishing Rapport Putting People at Ease; Welcoming People; Making Friends				4	6 6	9
BL	Impressing People Attracting Attention; Promoting Personal Achievements; Gaining Recognition					<b>8</b>	10
ation	Convincing People Persuading Others; Shaping Opinions; Negotiating				4	8	10
Communicating Information	Articulating Information Giving Presentations; Explaining Things; Projecting Social Confidence				<b>—</b>	-6 8-	10
Comr	Challenging Ideas Questioning Assumptions; Challenging Established Views; Arguing Own Perspective						10 10 10 10
	○ Boss □ Self ◇ Pe	eer		Report		Other	

# **Behaviour Profile - Influencing People**

		ln	effecti	ve		E	ffectiv	re
	Influencing People	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
d	Making Decisions  Deciding on Action; Assuming Responsibility; Standing by Decisions			<b>+</b>	1	<b>→</b>	7	10
Providing Leadership	Directing People Leading People; Co-ordinating Groups; Controlling Things					5-4	<del></del>	10
	Empowering Individuals  Motivating Individuals; Inspiring People; Giving Encouragement			1	<u></u>	-4 -4	8	
	Boss Self Pe	eer		Repor	t		Other	

# **Behaviour Profile - Adapting Approaches**

		In	effecti	ve		Е	ffectiv	re
	Adapting Approaches	Extremely	Very	Fairly	Unsure	Effect  Alie A  7  5  6  7  8  7  6  7  8  7  8  7  8  8  7  8  8		Extremely
	Conveying Self-Confidence Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions					<b>♦</b> —	<b>7</b> → <b>6</b>	10
Showing Resilience	Showing Composure Staying Calm; Tolerating Stress; Dealing with Pressure					<b>—</b>		10
o,	Resolving Conflict Calming Upset People; Handling Angry Individuals; Resolving Arguments			1	3	5	8	
O	Thinking Positively Being Optimistic; Recovering from Setbacks; Projecting Cheerfulness					3 4 -	<b>-</b>	10
Adjusting to Change	Embracing Change Coping with Change; Tolerating Uncertainty; Adapting to New Challenges			1		<b>—</b>	<b>7 6 7</b>	10
A	Inviting Feedback Acknowledging Criticism; Encouraging Critical Thinking; Gathering Feedback		1	<b>—</b>	1	4	8	
	○ Boss □ Self ◇ Pe	er		Repor	rt	C	ther	

# **Behaviour Profile - Adapting Approaches**

		ln	effecti	ve		E	ffectiv	re
	Adapting Approaches	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
	Understanding People Showing Empathy; Listening to People; Understanding Motivation			<b>—</b>	1	4	7	
Giving Support	Team Working Working Participatively; Encouraging Team Contributions; Involving Others in Decisions					3 3 3	7	
	Valuing Individuals Showing Consideration; Tolerating Others; Trusting People				1	4	7	
	○ Boss □ Self ◇ Pe	eer		Repor	t	c	ther	

# **Behaviour Profile - Delivering Results**

		ln	effectiv	/e		E	ffectiv	e
	Delivering Results	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
	Meeting Timescales Meeting Deadlines; Keeping to Schedule; Finishing Tasks				<b>←</b>	4	<del></del>	10 
Processing Details	Checking Things Finding Errors; Ensuring Accuracy; Producing High-Quality Work			<b>←</b>	1	3	<b>7</b> →	10
	Following Procedures Adhering to Rules; Following Instructions; Minimising Risks			<b>+</b>	1	3 3	<b>→</b>	
	Managing Tasks Working Methodically; Planning Activities; Setting Priorities			111	1 1 1	<b>4</b> → → →		10
Structuring Tasks	Upholding Standards Behaving Ethically; Maintaining Confidentiality; Acting with Integrity				<b>+ + +</b>	1 1	5	<b>9</b> →
	Producing Output Working Quickly; Maintaining Productivity; Multi- Tasking				1/-	3		10
	○ Boss □ Self ◇ Pe	er		Repor	t	c	ther	

# **Behaviour Profile - Delivering Results**

		ln	effecti	ve		E	Effective		
	Delivering Results	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely	
	Taking Action  Making Things Happen; Using Initiative; Investing Energy						7 7 8 -	10	
Driving Success	Seizing Opportunities Identifying Business Opportunities; Generating Sales; Outperforming Competitors				3	5		10	
	Pursuing Goals Achieving Outstanding Results; Acting with Determination; Persisting through Difficulties						<b>8</b> -	10 10 	
	Boss Self Pe	er		Repor	t	c	ther		

### **Summary Profile**

		ln	effecti	ve		E	ffectiv	re
	Performing at Work	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
	Applying Specialist Expertise Utilising Expert Knowledge; Applying Specialist Skills; Sharing Expertise					<b>—</b>	7 8 -	→ <b>-9</b>
Global	Accomplishing Objectives Achieving Personal Targets; Contributing to Team Objectives; Furthering Organisational Goals					<b>4</b> -	7	10
	Demonstrating Potential Seeking Career Progression; Demonstrating Capabilities Required for High-Level Roles; Showing Potential for Promotion					5-5-	<b>-♦</b>	10
tal	Total Behaviour Profile Rating Summary rating across 36 behaviour dimensions aggregated across raters reflecting assessee's performance and the leniency of raters					5	7 8	
Total	Total Global Rating Summary rating across 3 global performance dimensions aggregated across raters reflecting assessee's performance and the leniency of raters						6 7 6	10
	○ Boss □ Self ◇ Pe	er		Repor	t	c	ther	

### **Behaviour Overview Profile**

		ln	effecti	ve		E	ffectiv	re
		Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
ms	Evaluating Problems Examining Information (7); Documenting Facts (6); Interpreting Data (7)					<b>—</b>	7	
Solving Problems	Investigating Issues Developing Expertise (8); Adopting Practical Approaches (3); Providing Insights (8)					<b>—</b>	<b>-7</b>	
So	Creating Innovation Generating Ideas (10); Exploring Possibilities (7); Developing Strategies (5)					<b>—</b>	_8_	<b>→</b>
ople	Building Relationships Interacting with People (7); Establishing Rapport (7); Impressing People (10)					<b>—</b>	-8-	<b>→</b>
Influencing People	Communicating Information Convincing People (8); Articulating Information (9); Challenging Ideas (10)						<b>←</b> [1	<b>0</b> →
Infl	Providing Leadership Making Decisions (5); Directing People (7); Empowering Individuals (3)				<b>—</b>	5		<b></b>
sches	Showing Resilience Conveying Self-Confidence (8); Showing Composure (8); Resolving Conflict (4)					<b>—</b>	<b>-7</b>	
Adapting Approa	Adjusting to Change Thinking Positively (5); Embracing Change (5); Inviting Feedback (2)			<b>—</b>		4		<b>→</b>
Adap	Giving Support Understanding People (4); Team Working (4); Valuing Individuals (4)				<b>—</b>	4	<b>→</b>	
ults	Processing Details Meeting Timescales (6); Checking Things (5); Following Procedures (3)			<b>—</b>		<u>(</u>	<b>5</b> →	
Delivering Results	Structuring Tasks Managing Tasks (3); Upholding Standards (4); Producing Output (6)				<b>—</b>		4	<b>→</b>
De	Driving Success Taking Action (9); Seizing Opportunities (7); Pursuing Goals (10)						9-	<b>→</b>

#### **Rater Comments**

### Chris Park needs to keep doing well at...

Boss 1: coming up with ideas and new ways of doing things to help the business

progress and grow. Chris's drive and energy motivates others to aspire to

higher goals

Self 1: No comments were made

Peer 1: Chris has some great original ideas that have been instrumental in winning

the company some key accounts. His ability to appreciate a product or

service in a unique yet applicable way is really quite a talent.

Peer 2: Harnessing the creative talent in the company and effectively dealing with

the concerns and negative reactions of those resistant to change.

Peer 3: His great expertise and experience is an asset to the business; his ability to

solve complex problems is highly valued amongst his peers.

Report 1: Chris has a broad and varied skill set. As well as coming up with innovative

ideas for new projects Chris's agility means the delivery of these projects

at the final stages is also of a high standard.

Report 2: Chris is very creative and always brings a great variety of information and

knowledge into project meetings.

Report 3: No comments were made

Other 1: Willing to question things and drive forward change despite opposition,

which is not always well received but is needed to grow the business.

Other 2: No comments were made

Other 3: Networking widely both internally and externally.

#### **Rater Comments**

#### Chris Park needs to do less of...

Boss 1: sometimes Chris's passion for an idea can mean being less receptive to

other ideas or other ways of doing things. Chris is also not afraid to challenge and question which can make some people feel uncomfortable

about making alternative suggestions

Self 1: No comments were made

Peer 1: Chris's high levels of enthusiasm often seem like he's taking over and

stifling the creativity and capabilities of others. Chris's unwavering belief in particular projects can sometimes come across as arrogant to colleagues

and new clients and end up alienating those around them.

Peer 2: Being overbearing and unwilling to listen to others' suggestions.

Peer 3: No comments were made

Report 1: Although delegation is part of a hierarchical system of management Chris

tends to pass on blame to members of the team when results sometimes aren't at their best. As a manager it is important for Chris to understand the

dynamics of the team and to increase team solidarity, not reduce it.

Report 2: No comments were made

Report 3: Blaming us when projects have not been delivered on time or exactly as

expected - often this is because of Chris over-promising and not checking with the team on other work priorities before committing to project

schedules.

Other 1: No comments were made
Other 2: No comments were made

Other 3: Reacting negatively to feedback

#### **Rater Comments**

### Chris Park needs to improve at...

Boss 1: focusing more on leading and motivating the team - understanding their

needs and supporting them and the wider team to help achieve collective goals; this will, in turn, help Chris achieve more personal success. Embracing feedback as an opportunity to become an even better leader

rather than viewing it as criticism

Self 1: No comments were made

Peer 1: As an extremely creative person Chris can overlook the financial and

commercial implications of new ideas and they may practically impact the

team and the business more widely.

Peer 2: Listening more in meetings rather than thinking about what they want to

say next. Finding ways to make people feel that their views matter.

Peer 3: No comments were made

Report 1: Chris doesn't always see the impact on resourcing when bringing new

ideas to the team - it would be beneficial, therefore, to further develop their

commercial understanding.

Report 2: Giving the team more encouragement and valuing what we do; having

regular meetings to get a better idea of what's going on in the team and

have more awareness of issues.

Report 3: Chris needs to take more responsibility for decision making within the

team and not pass the blame when under scrutiny.

Other 1: Being more open to asking for feedback early on from key stakeholders

who bring expertise and experience in different areas to those of Christhis will help avoid finding critical issues in the latter stages of a project.

Other 2: Focusing more on longer-term strategy and the commercial viability of

different solutions.

Other 3: Attention to detail - often rushing things through when forward planning

could have avoided timeline issues.