



Performance

360



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# **About this Report**

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

The results are based on the responses of Sam Jenkins (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 12592 Performance 360 ratings given on a group of professionals and managers.

Since the results are based on an evaluation of performance made by Sam Jenkins 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 authorized by Saville Assessment.



# **Introduction to Report**

This report is based on the completion of Saville Assessment Wave<sup>®</sup> Performance 360 by Sam Jenkins 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.



## Behavior Profile

The overarching Saville Assessment Wave<sup>®</sup> 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 Behavior Overview Profile shows the effectiveness of the behavioral aspects based on averaging the results of the rater groups. The combined score is presented for the 12 behavior sections. Arrows indicate where there are differences between the average ratings of the rater groups. Three dimensions define each section. The average across the rater groups is shown next to each dimension in brackets.

## Rater Comments

The final section presents any comments made by the different raters about Sam Jenkins'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 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.

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



	Behavior Profile - S	Solvi	ng P	roble	ems			
		Ine	effecti	ve		E	ffectiv	ve
	Solving Problems	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
S	Examining Information Processing Information; Asking Probing Questions; Finding Solutions					ţ	6 6 5 6	<b>-</b> • <b>9</b> →
<b>Evaluating Problems</b>	Documenting Facts Writing Fluently; Understanding Logical Arguments; Finding Facts				←	-5 	7 6 6	10
Ū	Interpreting Data Quantifying Issues; Applying Technology; Evaluating Information Objectively			Ļ	←	4 4 3 3 4	$\rightarrow$	
es	Developing Expertise Taking Up Learning Opportunities; Acquiring Knowledge and Skills; Updating Specialist Knowledge				-	- 5	7 7 8 8	$\rightarrow$
Investigating Issue	Adopting Practical Approaches Applying Practical Skills; Learning by Doing; Applying Common Sense					3 2 4	6 	
Ξ	Providing Insights Continuously Improving Things; Identifying Key Issues; Making Intuitive Judgments				-	5	7 7 8 	<b>→</b>
	○ Boss □ Self ◇ Pe	er		Repo	rt		ther	



Behavior Profile - S	Solvi	ng P	roble	ems				
	Ine	effecti	ve		E	Effective		
Solving Problems	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely	
Generating Ideas Producing Ideas; Inventing Approaches; Adopting Radical Solutions						7 8- 8- 7		
Exploring Possibilities Developing Concepts; Applying Theories; Identifying Underlying Principles					5	-7 -7 7	10	
Developing Strategies Forming Strategies; Anticipating Trends; Envisaging the Future				<b>—</b>	<mark>6</mark>	7 8- 		
◯ Boss □ Self ◇ Pe	er		Repo	rt		ther		



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									- 0		

		Ine	effecti	ve		E	ffectiv	'e
	Influencing People	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
ps	Interacting with People Projecting Enthusiasm; Making Contact; Networking						111	9 9 -8 -8 -8
<b>Building Relationships</b>	Establishing Rapport Putting People at Ease; Welcoming People; Making Friends					<b>—</b>	6	9 9 -8 
Bu	Impressing People Attracting Attention; Promoting Personal Achievements; Gaining Recognition						8	10 9 
ation	Convincing People Persuading Others; Shaping Opinions; Negotiating						- <b>?</b>	10 10 -9 10
Communicating Information	Articulating Information Giving Presentations; Explaining Things; Projecting Social Confidence						7 8	9
Comr	Challenging Ideas Questioning Assumptions; Challenging Established Views; Arguing Own Perspective			-		4 3 5 5	<b>7</b> → →	
	◯ Boss □ Self ◇ Pe	er		Repo	rt	_ 0	ther	



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Behavior F	rotile -	Influen	CING P	eopie

		Ine	effecti	ve		E	ffectiv	ve 🛛
	Influencing People	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
a	Making Decisions Deciding on Action; Assuming Responsibility; Standing by Decisions			<b>—</b>	←	4	6 6 →	9 →
Providing Leadership	Directing People Leading People; Coordinating Groups; Controlling Things				<mark>3</mark>	- <u>-</u> 5	7 -6 →	9
P	<b>Empowering Individuals</b> Motivating Individuals; Inspiring People; Giving Encouragement			-1-		5	7	
	◯ Boss □ Self ◇ Pe	er			rt		ther	



	Behavior Profile - Ad	apti	ng Ap	oproa	ache	S		
		The fidence dence; Determining Own ontributions  The ng Stress; Dealing with  The ng Stress; Dealing Wi	E	Effective				
	Adapting Approaches	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
B	Conveying Self-Confidence Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions						7	10 -9 -9 10
Showing Resilience	Showing Composure Staying Calm; Tolerating Stress; Dealing with Pressure					-	7 7 -7 7	
	Resolving Conflict Calming Upset People; Handling Angry Individuals; Resolving Arguments			-	-3-	5 	7	
e,	Thinking Positively Being Optimistic; Recovering from Setbacks; Projecting Cheerfulness				←		7 7 6 1	
Adjusting to Change	Embracing Change Coping with Change; Tolerating Uncertainty; Adapting to New Challenges				1	4 5- 4- 3	<b>→</b>	
P	Inviting Feedback Acknowledging Criticism; Encouraging Critical Thinking; Gathering Feedback				-3-	5		
	○ Boss □ Self ◇ Pe	er		Repo	rt	0	ther	



Behavior Profile - Ad	lapti	ng Ap	oproa	ache	S		
	Ine	effectiv	ve		E	ffectiv	'e
Adapting Approaches	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
Understanding People Showing Empathy; Listening to People; Understanding Motivation	<b>—</b>		- <u>1</u> -		4 4 3 	<b>→</b>	
Team Working Working Participatively; Encouraging Team Contributions; Involving Others in Decisions			ļļ		4 4 -3 		
Valuing Individuals Showing Consideration; Tolerating Others; Trusting People		¢		2	4 		
◯ Boss □ Self ◇ Pe	er	$\frown$	Repoi	rt		ther	



	Behavior Profile - [	Deliv	ering	Res	ults			
		Ine	effecti	ve		E	ffectiv	e
	Delivering Results	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
	Meeting Timescales Meeting Deadlines; Keeping to Schedule; Finishing Tasks			-		4 4 4 4		<b>→</b>
Processing Details	Checking Things Finding Errors; Ensuring Accuracy; Producing High-Quality Work					5-	7 7 6 7	
	Following Procedures Adhering to Rules; Following Instructions; Minimizing Risks				Ļ	4 4 3 4 5	→ →	
	Managing Tasks Working Methodically; Planning Activities; Setting Priorities			-		5 	7 	9
Structuring Tasks	Upholding Standards Behaving Ethically; Maintaining Confidentiality; Acting with Integrity					Ļ	5 5 6 4	<b>→</b>
	Producing Output Working Quickly; Maintaining Productivity; Multi- Tasking				<b>~</b>	-	6 6 5 6 7	$\rightarrow$ $\rightarrow$ $\rightarrow$
	◯ Boss □ Self ◇ Pe	er		Repo	rt		ther	

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	Ine	effecti	ve		E	ffectiv	e
Delivering Results	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
Taking Action Making Things Happen; Using Initiative; Investing Energy						*	9 9 8 8
Seizing Opportunities Identifying Business Opportunities; Generating Sales; Outperforming Competitors						ţ	10 10 -9 10
Pursuing Goals Achieving Outstanding Results; Acting with Determination; Persisting through Difficulties						7- 1-	9 9 - 0 - 1 - 1
○ Boss □ Self	er		Repo	rt	/7 0	other	



Summary Profile											
		Ineffective				E	ffectiv	/e			
	Performing at Work	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely			
Global	Applying Specialist Expertise Utilizing Expert Knowledge; Applying Specialist Skills; Sharing Expertise				<b>—</b>		7 	∎ 9 			
	Accomplishing Objectives Achieving Personal Targets; Contributing to Team Objectives; Furthering Organizational Goals					-	7	10 10 			
	Demonstrating Potential Seeking Career Progression; Demonstrating Capabilities Required for High-Level Roles; Showing Potential for Promotion					\$	7 	9			
Total	Total Behavior Profile Rating Summary rating across 36 behavior dimensions aggregated across raters reflecting assessee's performance and the leniency of raters						7 8 6 5 → 7				
	Total Global Rating Summary rating across 3 global performance dimensions aggregated across raters reflecting assessee's performance and the leniency of raters					÷	8 7 6 7				
○ Boss   □ Self   ◇ Peer   ○ Report   ∠ Other											



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



# **Rater Comments**

## Sam Jenkins needs to keep doing well at...

- Boss 1: Bringing in new business and achieving sales targets. Sam has brought a lot of energy and enthusiasm to the team and has good working relationships with people across the business as well as with clients.
- Self 1: Meeting targets and building contracts.
- Peer 1: Facilitating good relationships within the department, account management and seeking out new business.
- Peer 2: Uses initiative effectively in order to get projects started and reacts quickly to issues.
- Peer 3: Coming up with innovative ideas with regards to new e-learning approaches. Sam is an effective account manager who liaises regularly with customers.
- Report 1: Achieving targets and demonstrating excellent client relationships.
- Report 2: No comments were made
- Report 3: Generating new leads and new ideas, and having a strong work ethic.
- Other 1: Sam seems to have a really effective communication style when talking to clients.
- Other 2: I'm always impressed by Sam's ability to develop leads and is something which I hope will continue.
- Other 3: No comments were made



# **Rater Comments**

## Sam Jenkins needs to do less of...

- Boss 1: Sam is a passionate individual but sometimes this overrides good judgement taking a more considered approach could be beneficial.
- Self 1: Talking over people.
- Peer 1: Although Sam comes up with a lot of creative ideas, there is a lack of consideration for the practical implications; this can impact the turnaround of projects and Sam can become quite defensive when challenged on this.
- Peer 2: Sam is an outgoing character who can dominate conversations when there are other valid opinions which could be shared.
- Peer 3: Sam needs to be less independent and more mindful of colleagues and team members.
- Report 1: No comments were made
- Report 2: No comments were made
- Report 3: No comments were made
- Other 1: Sometimes I think Sam can be a bit forceful when talking to others and trying to make the points of an argument clear.
- Other 2: No comments were made
- Other 3: No comments were made



# **Rater Comments**

## Sam Jenkins needs to improve at...

- Boss 1: Sam has made a real impact at Tradigital but in order to continue to progress, a more flexible approach to work needs to be adopted and other people's views should be listened to.
- Self 1: Taking others' views on board.
- Peer 1: Listening to and incorporating colleagues' ideas, particularly during the initial stages of a project.
- Peer 2: Sam could focus more on communicating timescales and informing others of changes.
- Peer 3: Sam needs to feel confident in disagreeing openly and constructively with others; Sam is a knowledgeable individual who copes well with more technical information and could draw upon this more to structure arguments. Being more open-minded to others' suggestions would help to achieve team goals quicker.
- Report 1: No comments were made
- Report 2: No comments were made
- Report 3: Recognizing the contributions the team makes; Sam also has a vast amount of job knowledge which could be shared more freely to help benefit the team.
- Other 1: Allowing other people in the team to contribute more to the final solution.
- Other 2: Collaborating more with colleagues and making use of the skills and knowledge of others.
- Other 3: No comments were made