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# **About this Report**

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

The results are based on the responses of Jo Wilson (the assessee) and the raters' evaluation of the assessee's performance at work. The responses have been compared to a group of around 400 professionals, who have previously been rated on Performance 360, in order to compare the assessee's performance in these areas to that of others.

Since the results are based on an evaluation of performance made by Jo Wilson 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 research has demonstrated that these ratings can provide a valid indication of an individual's performance at work 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 Consulting 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 Consulting 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 Consulting employees, agents of Saville Consulting and clients authorised by Saville Consulting.



# **Introduction to Report**

This report is based on the completion of Saville Consulting Wave® Performance 360 by lo Wilson 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.

Boss (1)

Self (1)

Peer (2)

Report (2)

#### **Behaviour Profile**

The overarching Saville Consulting 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.

## **Ability Profile**

The Saville Consulting Ability Model has one ability cluster (Reasoning at Work) which is comprised of two sections that in turn each cover three dimensions.

## Summary Profile

The first part of the Work Performance Profile Summary covers global ratings on: Applying Specialist Expertise, Accomplishing Objectives and Demonstrating Potential The second part indicates the degree to which the assessee received positive or negative ratings on the behaviour clusters, ability cluster and the global performance ratings.

#### Behaviour Overview Profile

The Behaviour Overview Profile shows the effectiveness of the behavioural aspects based on averaging the results of the rater groups. The combined score is presented for the 12 behaviour 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**

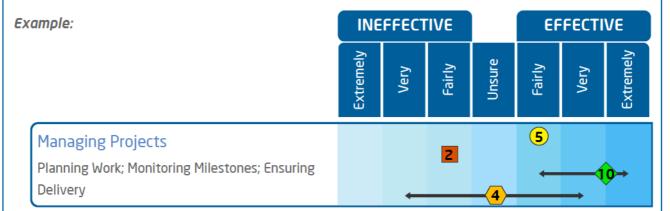
The final section presents any comments made by the different raters about Jo Wilson's performance at work.



## 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 on 'Managing Projects' was fairly effective, the assessee Self rating was fairly ineffective, the Peer ratings ranged from fairly effective to extremely effective as indicated by the arrows. Finally, the Report ratings ranged from very ineffective to very effective.

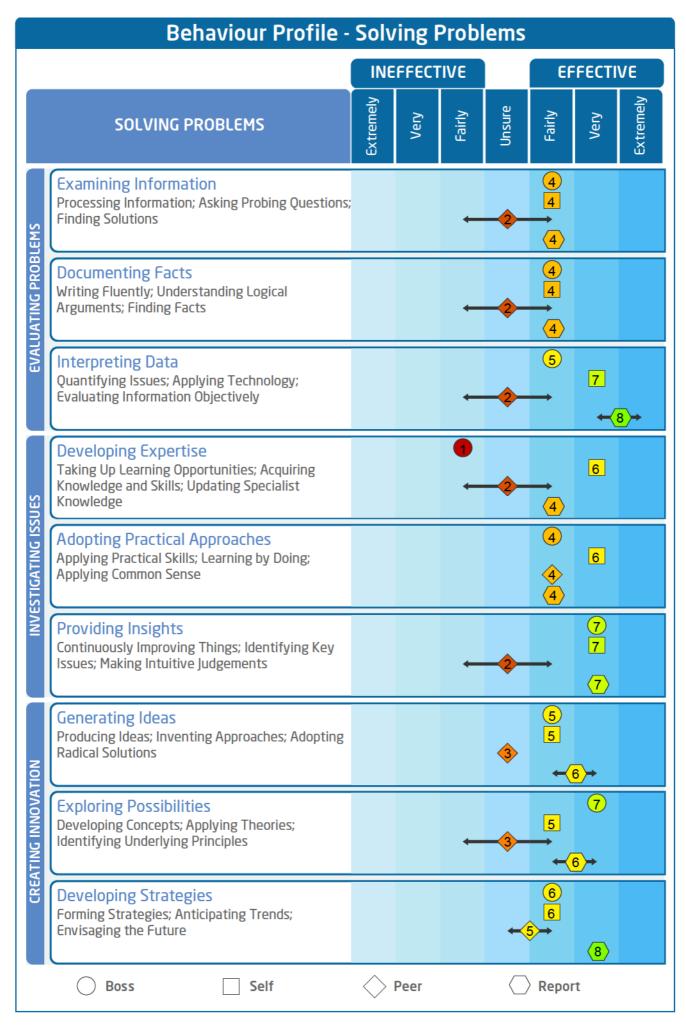
#### Comparison to Others:

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.

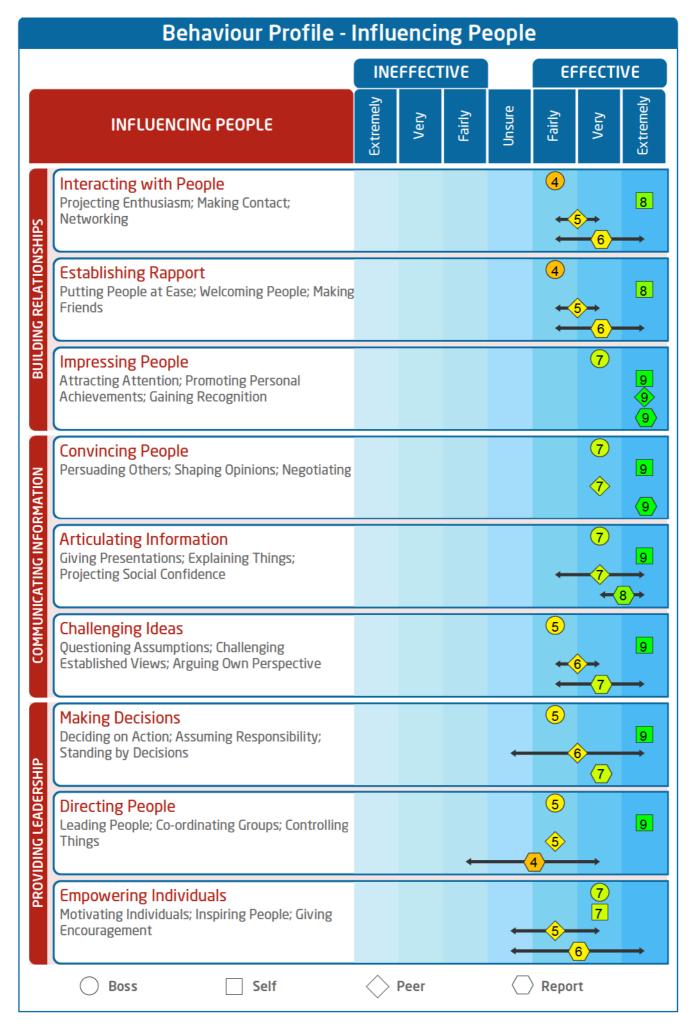
- 1 Extremely Low performed better than only 1% of comparison group
- **2 Very Low** performed better than only 5% of comparison group
- 3 Low performed better than only 10% of comparison group
- 4 Fairly Low performed better than only 25% of comparison group
- **5 Average** performed better than only 40% of comparison group
- performed better than 60% of comparison group
- **7 Fairly High** performed better than 75% of comparison group
- 8 High performed better than 90% of comparison group
- **9 Very High** performed better than 95% of comparison group
- **10 Extremely High** performed better than 99% of comparison group

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





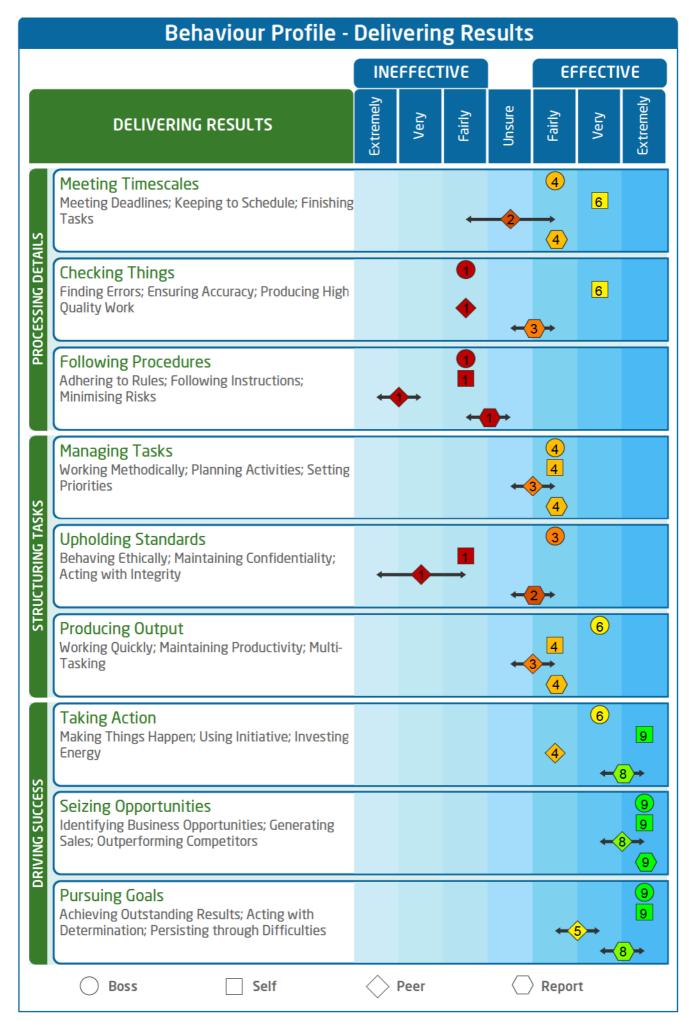






## **Behaviour Profile - Adapting Approaches INEFFECTIVE EFFECTIVE** Extremely Extremely Unsure Fairly Very Very ADAPTING APPROACHES Conveying Self-Confidence 9 Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions 4 NG RESIL **Showing Composure** 5 Staying Calm; Tolerating Stress; Dealing with Pressure **Resolving Conflict** 5 Calming Upset People; Handling Angry Individuals; **Resolving Arguments Thinking Positively** Being Optimistic; Recovering from Setbacks; **Projecting Cheerfulness Embracing Change** 7 Coping with Change; Tolerating Uncertainty; Adapting to New Challenges $\langle 7 \rangle$ **Inviting Feedback** Acknowledging Criticism; Encouraging Critical Thinking; Gathering Feedback **Understanding People** Showing Empathy; Listening to People; **Understanding Motivation** Team Working 6 Working Participatively; Encouraging Team Contributions: Involving Others in Decisions Valuing Individuals Showing Consideration; Tolerating Others; 6 Trusting People Report **Boss** Self Peer







Ability Profile - Reasoning at Work								
		INE	INEFFECTIVE			EFFECTIVE		
	REASONING AT WORK	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
TION	Working with Words Understanding Word Meaning; Comprehending Text; Making Verbal Inferences; Evaluating Written Materials; Comparing Arguments				←	5 5 5		
WORKING WITH INFORMATION	Working with Numbers Understanding Tables; Comprehending Graphs; Making Numerical Inferences; Evaluating Quantities; Comparing Data				<b>←</b> (	<u>5</u> →	7 5 <b>→</b>	
WOR	Working with Details Checking Letters and Text; Checking Numbers and Tables; Checking Codes and Symbols; Identifying Mistakes; Classifying Information			•	←(	<u>5</u>		
S	Working with Systems Understanding Logical Rules; Comprehending Process Diagrams; Identifying Causes; Finding Faults; Comparing Flowchart Sequences				4	5 <b>→</b> 6	7	
WORKING WITH THINGS	Working with Designs Estimating Lengths and Angles; Recognising Rotated Shapes; Visualising Three-Dimensional Objects; Inspecting Objects; Designing Things				4 ~:	6 → 5 →		
M	Working with Equipment Understanding Mechanical Problems; Comprehending Physical Principles; Estimating Movement of Objects; Using Tools; Operating Machinery				5 5 •\$	5)→		
	O Boss Self	$\Diamond$	Peer			Repor	t	



Summary Profile								
		INEFFECTIVE				EF	VE	
	PERFORMING AT WORK	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
	Applying Specialist Expertise Utilising Expert Knowledge; Applying Specialist Skills; Sharing Expertise				2	4	6	
GLOBAL	Accomplishing Objectives Achieving Personal Targets; Contributing to Team Objectives; Furthering Organisational Goals					₩	<b>6</b> ←	9 7 <b>→</b>
	Demonstrating Potential Seeking Career Progression; Demonstrating the Capabilities Required for High Level Roles; Showing Potential for Promotion				<b>₃</b> ←	5	<b>→</b>	9
	Total Behaviour Profile Rating Summary rating across 36 behaviour dimensions aggregated across raters reflecting assessee's performance and the leniency of raters				4	4	6 5	
TOTAL	Total Ability Profile Rating Summary rating across 6 ability dimensions aggregated across raters reflecting assessee's performance and the leniency of raters				<b>4 3</b>	6		
	Total Global Rating Summary rating across 3 global performance dimensions aggregated across raters reflecting assessee's performance and the leniency of raters					4 4	5)→	8
	O Boss Self	$\Diamond$	Peer			Repor	t	



Behaviour Overview Profile								
		INE	FFECT	IVE		EFFECTIVE		
		Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
EMS	Evaluating Problems Examining Information (3); Documenting Facts (4); Interpreting Data (5)			<b>—</b>		5	<b>→</b>	
SOLVING PROBLEMS	Investigating Issues Developing Expertise (3); Adopting Practical Approaches (4); Providing Insights (6)				<b>←</b>	4	<b>→</b>	
105	Creating Innovation Generating Ideas (5); Exploring Possibilities (6); Developing Strategies (6)				<b>—</b>	4	<b>→</b>	
PEOPLE	Building Relationships Interacting with People (6); Establishing Rapport (6); Impressing People (8)					<b>←</b>	7	<b>→</b>
INFLUENCING PE	Communicating Information Convincing People (8); Articulating Information (8); Challenging Ideas (7)					<b>—</b>	8	<del></del>
INFU	Providing Leadership Making Decisions (6); Directing People (6); Empowering Individuals (6)				<b>←</b>		5	<b>→</b>
ACHES	Showing Resilience Conveying Self-Confidence (8); Showing Composure (4); Resolving Conflict (4)				<b>—</b>	5	<b>→</b>	
ING APPROACH	Adjusting to Change Thinking Positively (6); Embracing Change (6); Inviting Feedback (3)				<b>—</b>	4	<b>-</b>	
ADAPTING	Giving Support Understanding People (4); Team Working (3); Valuing Individuals (4)			<b>—</b>		4	<b>-</b>	
DELIVERING RESULTS	Processing Details Meeting Timescales (4); Checking Things (2); Following Procedures (1)		<b>—</b>		2	<b>→</b>		
	Structuring Tasks Managing Tasks (4); Upholding Standards (1); Producing Output (4)			<b>—</b>		3→		
	Driving Success Taking Action (7); Seizing Opportunities (9); Pursuing Goals (8)					<b>—</b>		<mark>7</mark> →



## **Rater Comments**

### Jo Wilson needs to keep doing well at...

Boss 1: driving his team to be positive and achieve results, creating a sense of

purpose and motivation - bringing in five big projects

Self 1: Delivering results and growing the revenues

Peer 1: Seeking out sales opportunities. Building and developing the team.

Focusing on revenues

Peer 2: delivering his results - spotting and chasing down big leads - being

positive and encouraging people

Report 1: motivating his team - getting results - winning big projects - being good

fun

Report 2: Introducing me to good clients and good leads. Helping me to improve

my product knowledge and also my negotiating skills



## **Rater Comments**

Jo Wilson needs to do less of...

Boss 1: Missing key facts or details - keeping client info up to date and keeping

consultants in the business up to date with what he and his team are

doing in their accounts

Self 1: Getting distracted by irrelevant detail

Peer 1: Being political and manipulating colleagues. Self interest often

outweighs the team/group goal, this is not constructive in a team

environment. Can be over competitive.

Peer 2: involving experts too late in the process to allow them to input into the

design, making unrealistic demands on internal resources without checking their availability, losing his cool when challenged or criticised

Report 1: being negative about certain people in the business he doesn't like

openly - falling out with senior consultants in the business for no good

reason

Report 2: Taking over , when I am in the middle of a deal.



### **Rater Comments**

#### Jo Wilson needs to improve at...

Boss 1: Bit more checking of facts and communication across the business would

help and learning to bring in expertise a little earlier on some big

projects rather than scope them himself

Self 1: Winning bigger customers and cross selling within these

Peer 1: Understanding other people's position and being prepared to be flexible

with people and resources. Developing longer term strategies in addition

to focusing on the quarterly revenues

Peer 2: checking things, making sure adminstration is done accurately on client

meeting/orders and client enquiries. letting other people know what is

going on

Report 1: checking information and prices on proposals he is signing off- not

giving one off deals to clients that are difficult to track

Report 2: Thinking about how to motivate me and the team. No news is good

news! Could be better at anticipating when I actualkly do need

help/guidance and when I don't

# People Centric.