



Expert Report Chris Park



Performance

360

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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.

Ability Profile

The Saville Assessment 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 Summary Profile 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 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

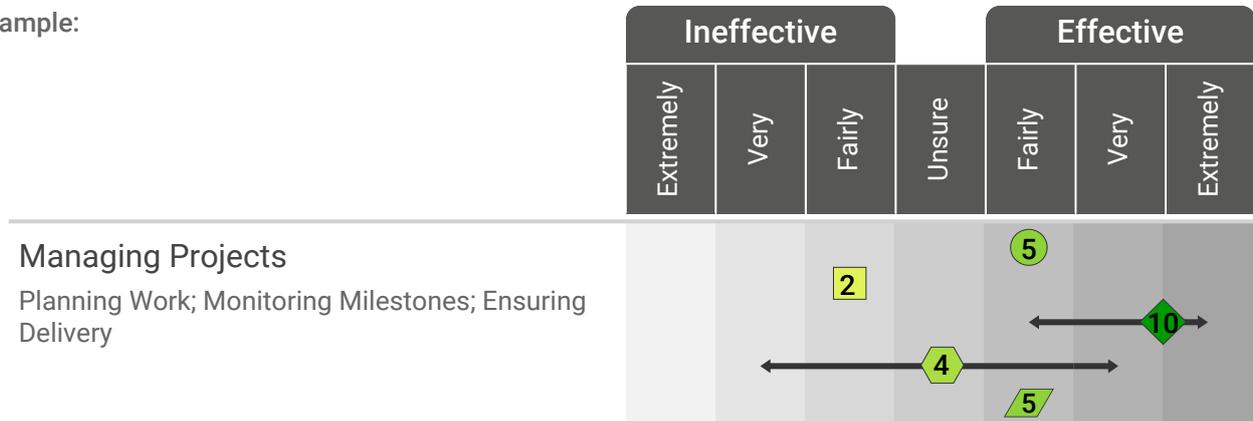
The final section presents any comments made by the different raters about Chris Park's performance at work.

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.

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.

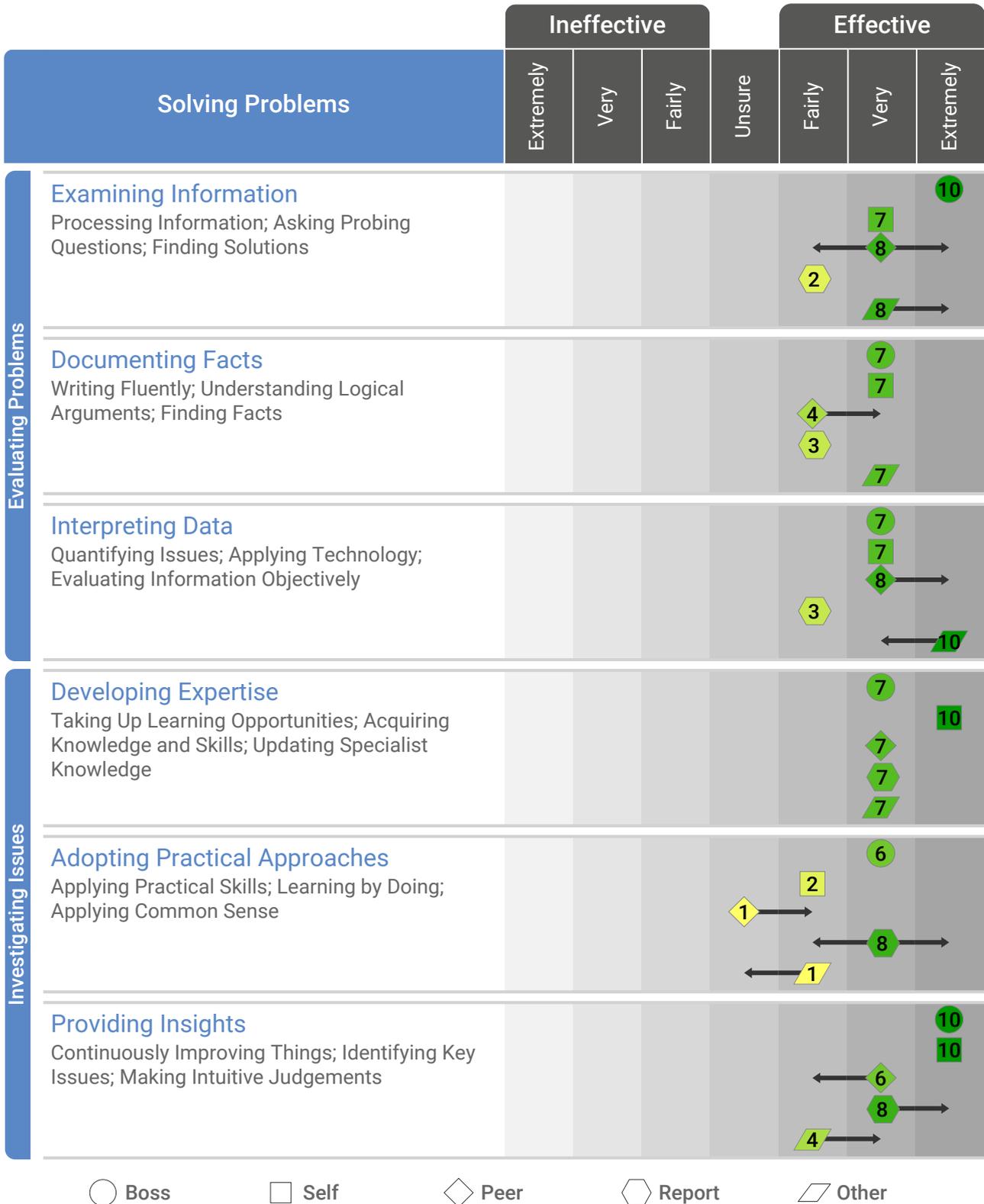
Comparison to Others:

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.

Behaviour Profile - Solving Problems



Behaviour Profile - Solving Problems



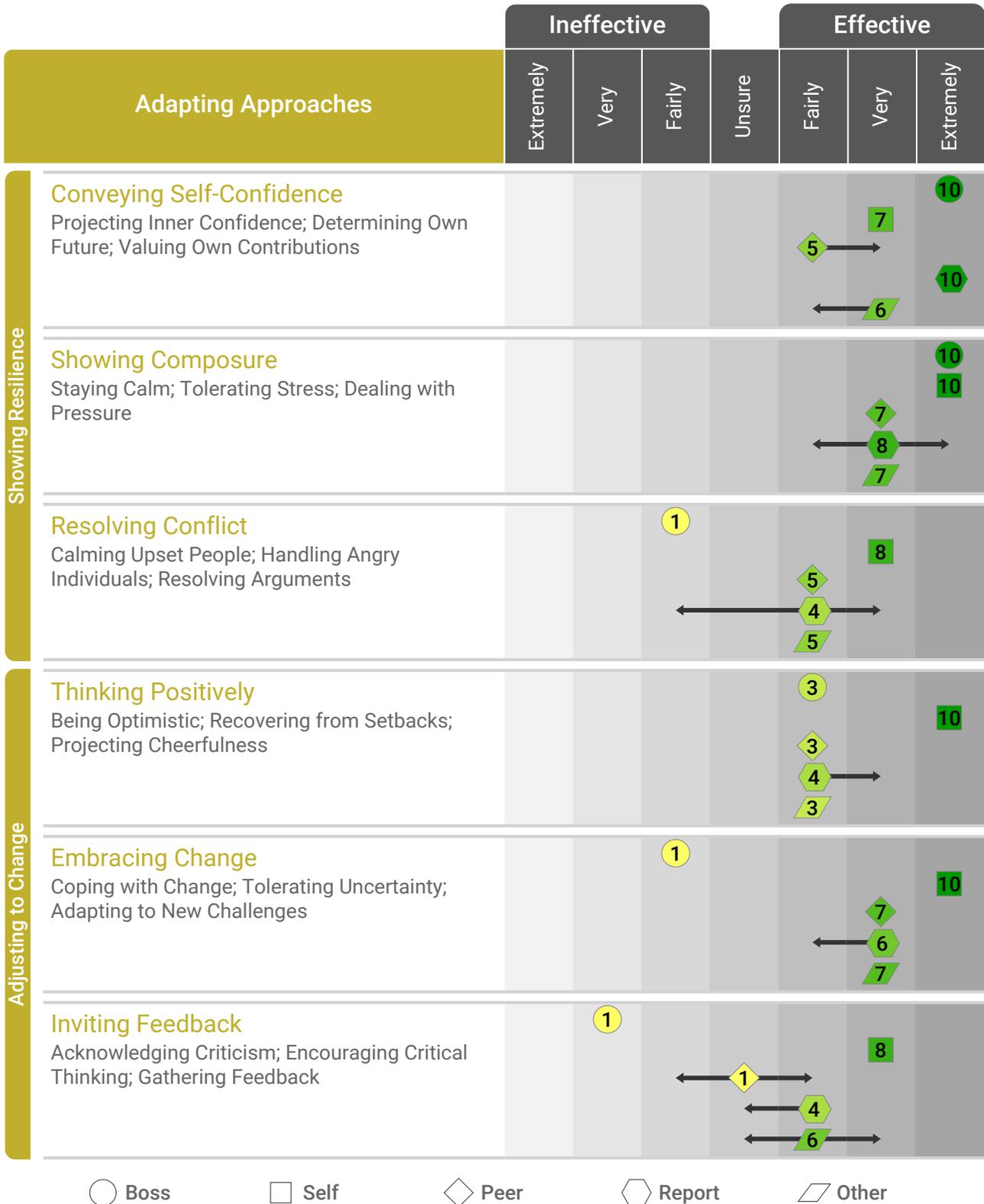
Behaviour Profile - Influencing People



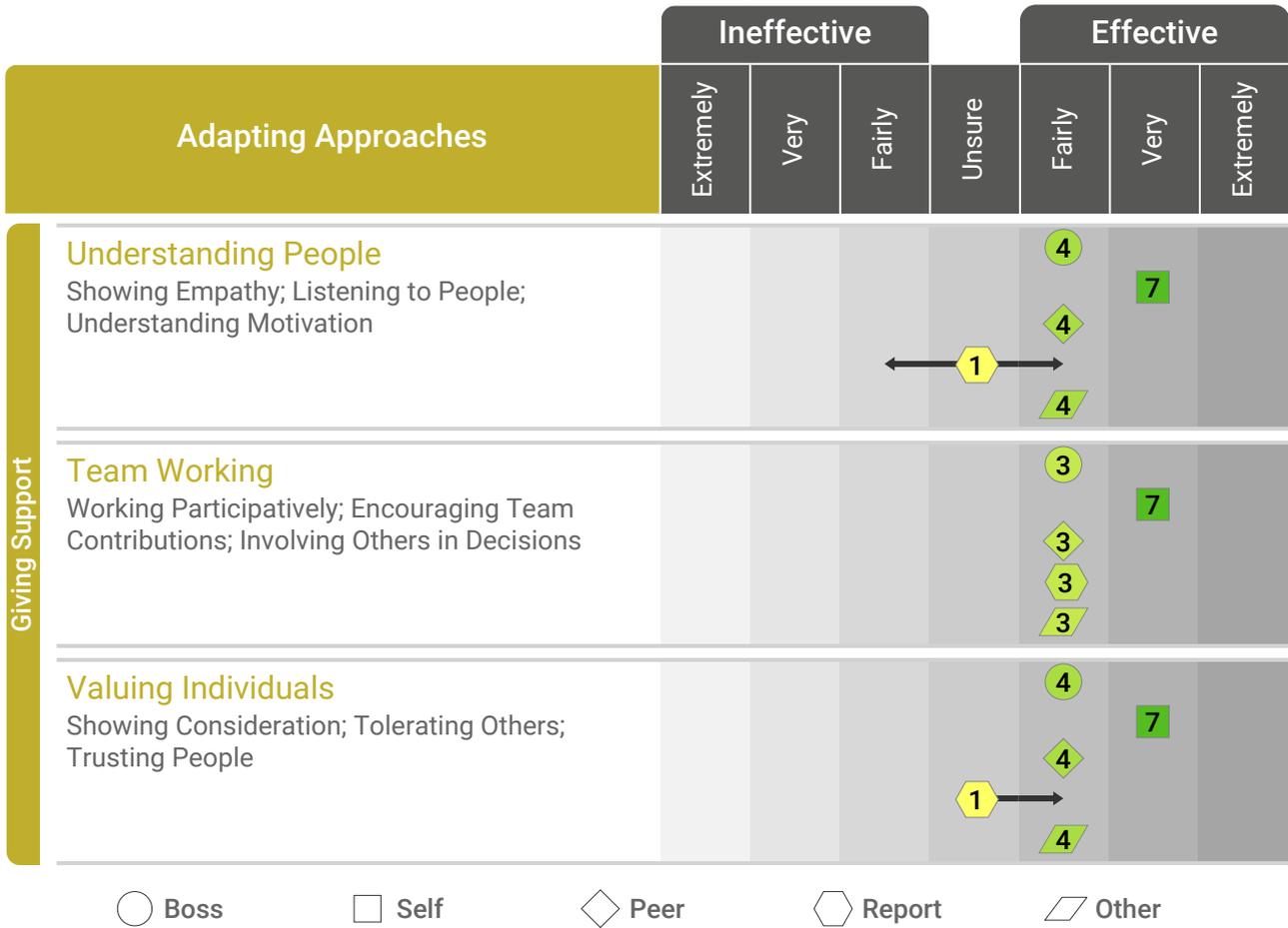
Behaviour Profile - Influencing People



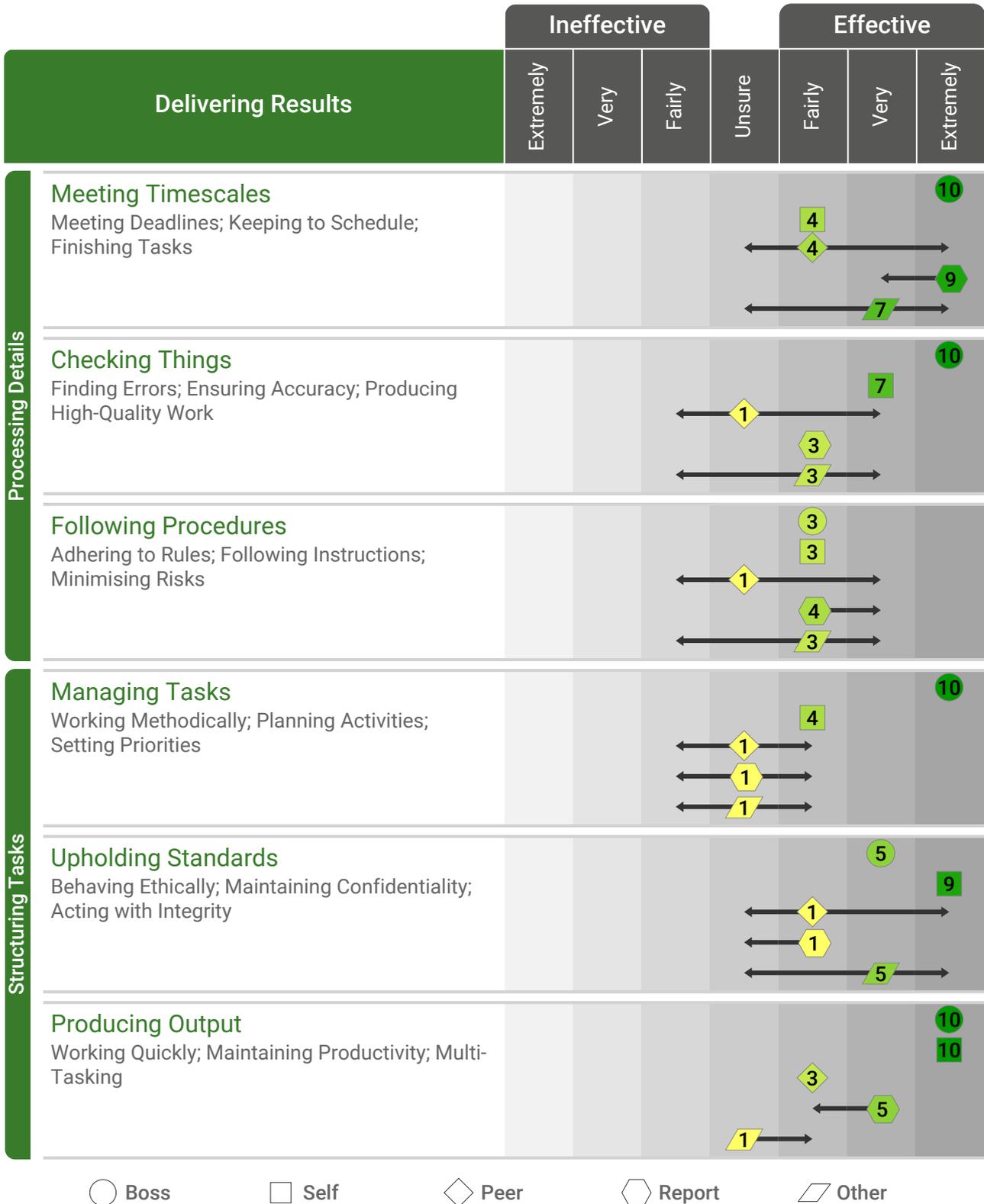
Behaviour Profile - Adapting Approaches



Behaviour Profile - Adapting Approaches



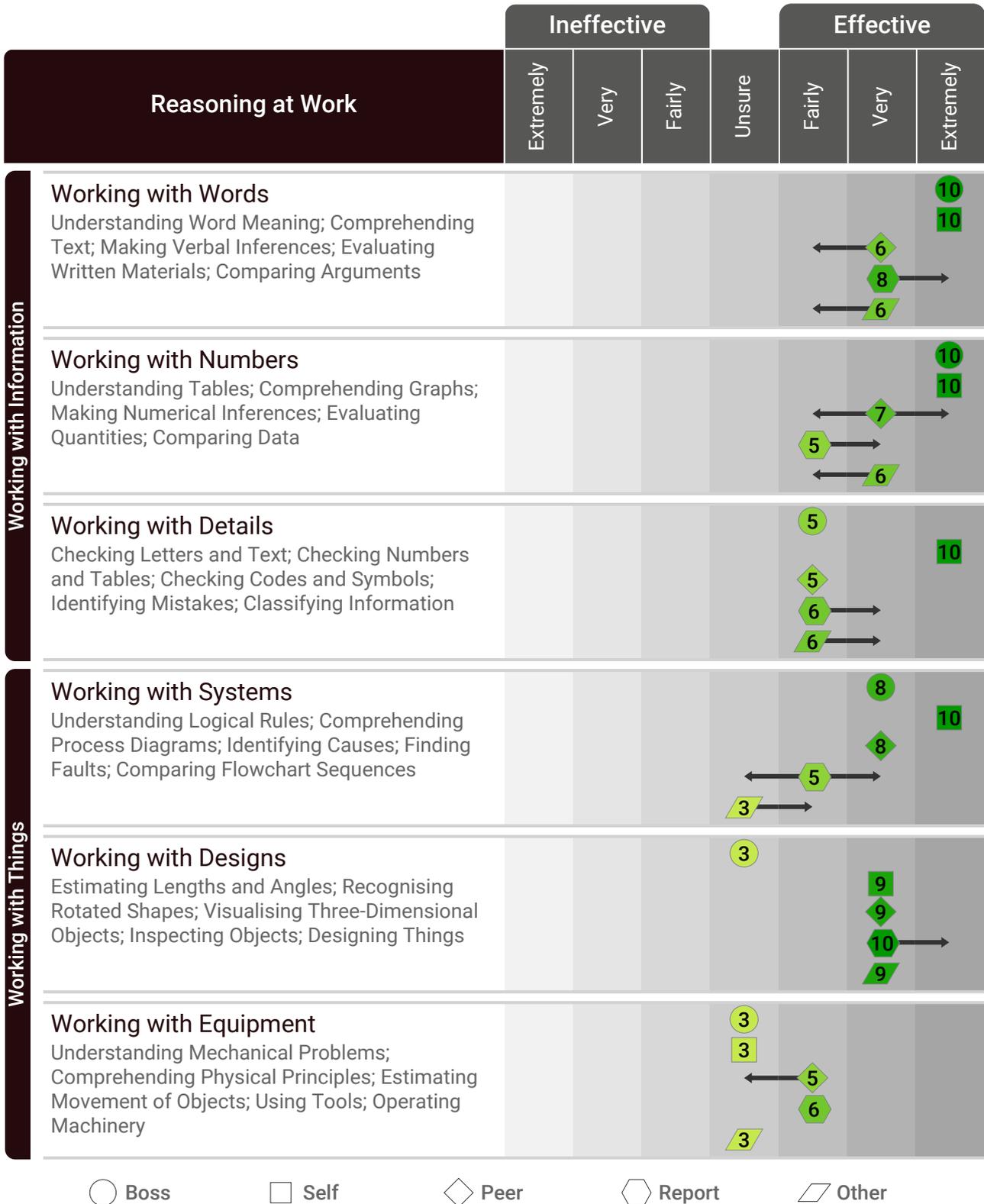
Behaviour Profile - Delivering Results



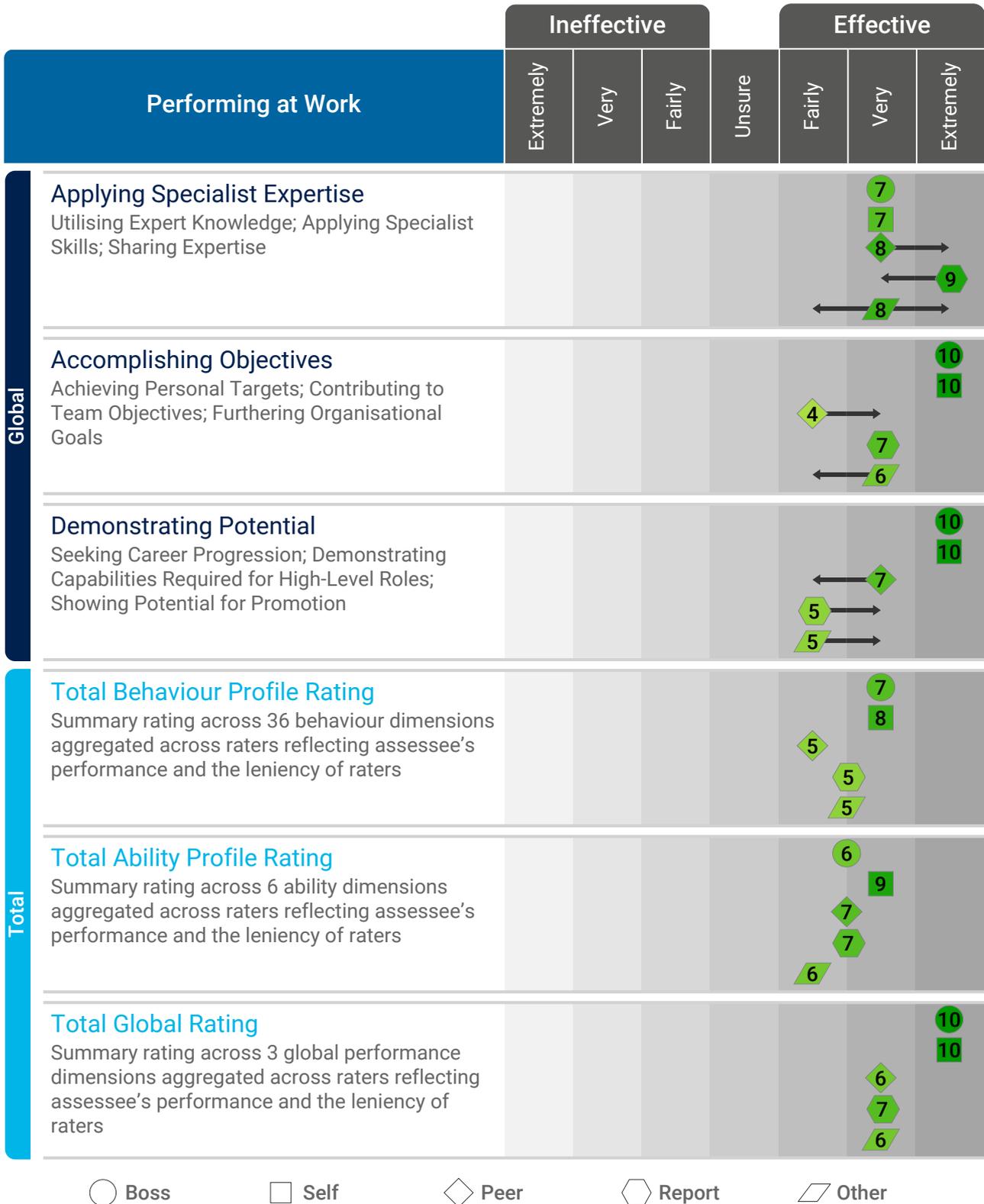
Behaviour Profile - Delivering Results



Ability Profile - Reasoning at Work



Summary Profile



Behaviour Overview Profile

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

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 Chris - this 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.