leader i 360

Expert Report
Chris Park

Leadership Impact

360

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About this Report

This report is based on the completion of Wave® Leadership Impact 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 1,579 Leadership Impact 360 ratings given on a group of senior managers & executives.

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.

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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.

Leadership Styles Profile Summary

The Leadership Styles Profile Summary shows the combined effectiveness scores for the 18 Leadership Styles grouped under the 3P leadership factors. The combined scores are based on averaging the results of the rater groups. Arrows indicate where there are differences in ratings for the 18 Leadership Styles between individual raters.

Leadership Styles Profile

The Leadership Styles Profile shows the effectiveness scores for the 18 Leadership Styles, with one page devoted to each of the 3P leadership factors (Professional, People, Pioneering). Each page covers six Leadership Styles grouped in pairs against each Impact area. Arrows indicate where there are differences in ratings for the 18 Leadership Styles between individual raters.

Leadership Impact Profile Summary

The Leadership Impact Profile Summary shows the combined impact scores for the nine key Leadership Impact areas grouped under the 3P leadership factors. The combined scores are based on averaging the results of the rater groups. Arrows indicate where there are differences in the ratings for the nine impact areas between individual raters.

Leadership Impact Profile

The Leadership Impact Profile shows the leadership impact level for the nine key Leadership Impact areas. Arrows indicate where there are differences in ratings for the nine impact areas between individual raters.

Rater Comments

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

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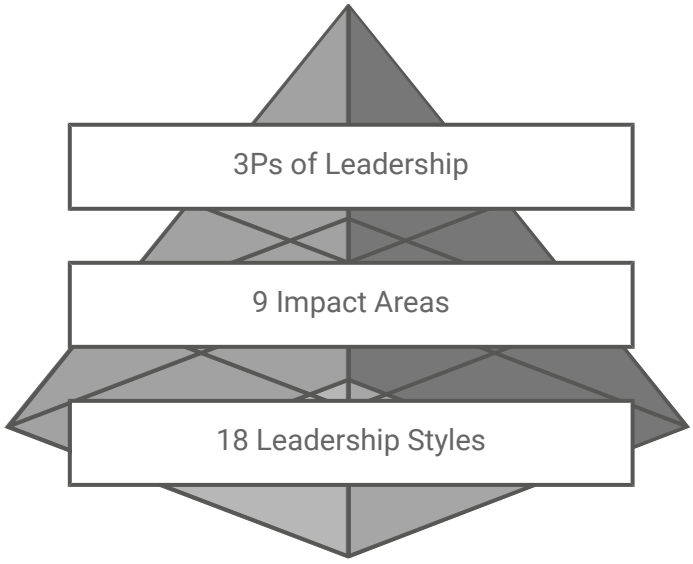
Introducing the Leadership Impact Model

The Leadership Impact model is a hierarchical model of leadership effectiveness. At the top of the hierarchy, the 3P factors represent three main approaches to effective workplace leadership.

Each of the three Ps can be broken down into three Impact areas. These represent nine areas at work in which leaders can exert a critical impact. The nine Impact areas can be thought of as primary components of effective workplace leadership. In the Leadership Impact model, there are also 18 Leadership Styles which are broadly aligned to the nine Impact areas.

The diagram below shows the hierarchy of the Leadership Impact model.



Professional

Professional leaders are likely to be effective at leading in specialist contexts and providing professional or technical knowledge.

People

People leaders are likely to be effective at managing a wide range of people across teams or functions.

Pioneering

Pioneering leaders are likely to be effective at driving success, change and growth.

Leadership Impact Model Summary

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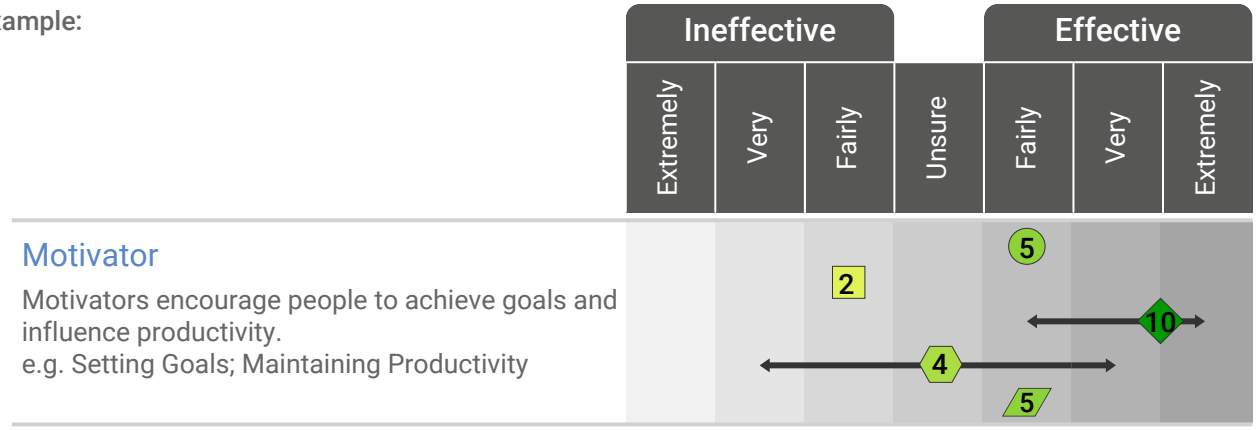
Profile Breakdown

The Leadership Styles Profile pages 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 Introduction 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 and Other ratings on 'Motivator' were fairly effective, the Self rating was fairly ineffective, the Peer ratings ranged from fairly effective to extremely effective as indicated by the arrows and the Report ratings ranged from very ineffective to very effective.

Note: The Leadership Impact areas are rated on a different rating scale ranging from 'Large Negative Impact' to 'Large Positive Impact'.

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 and Other ratings on 'Motivator' were average compared to the comparison group. The Self rating was very low compared to the comparison group. The Peer ratings were extremely high and the assessee's Report ratings were fairly low in comparison to other individuals.

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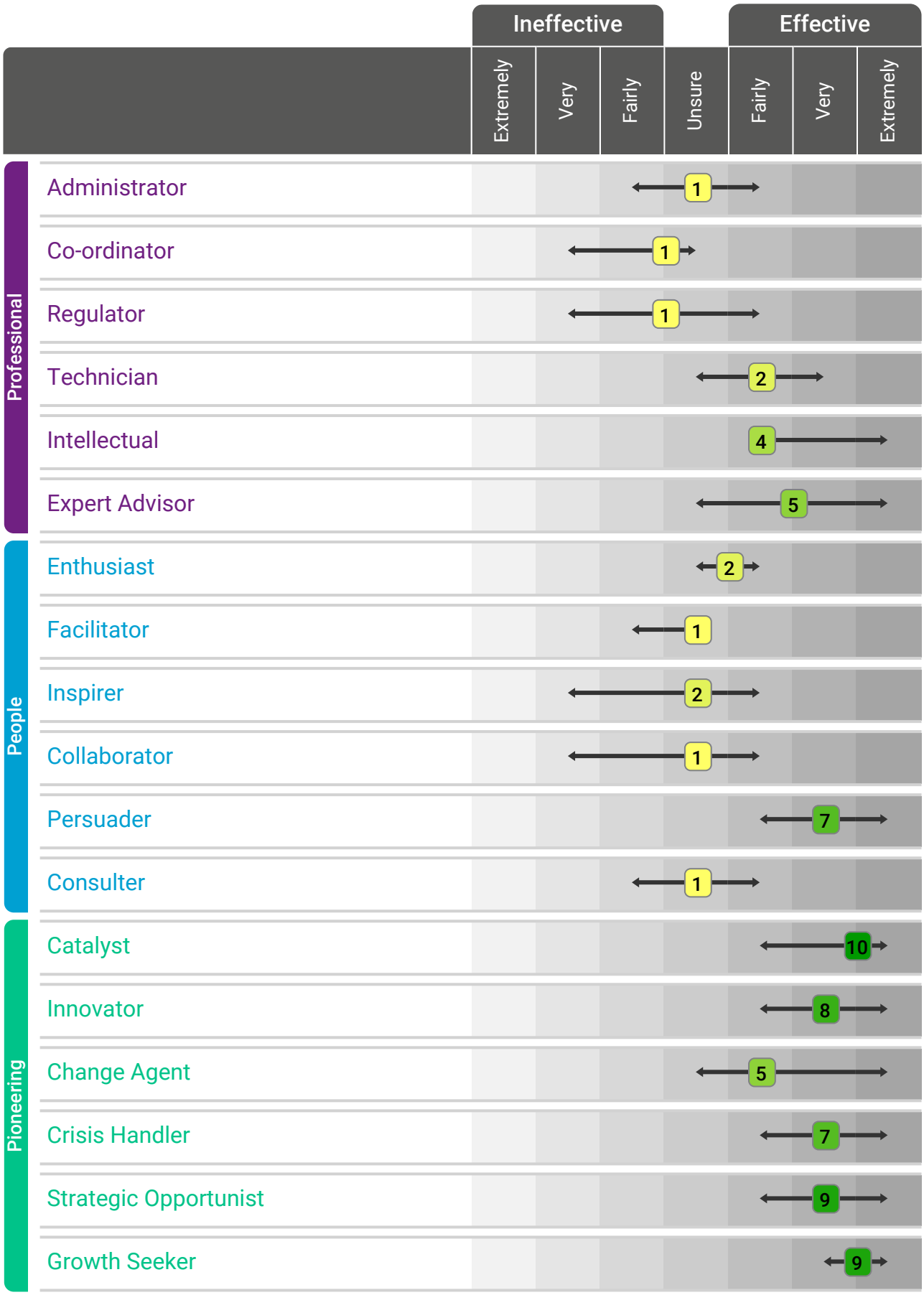
Leadership Styles Profile Summary



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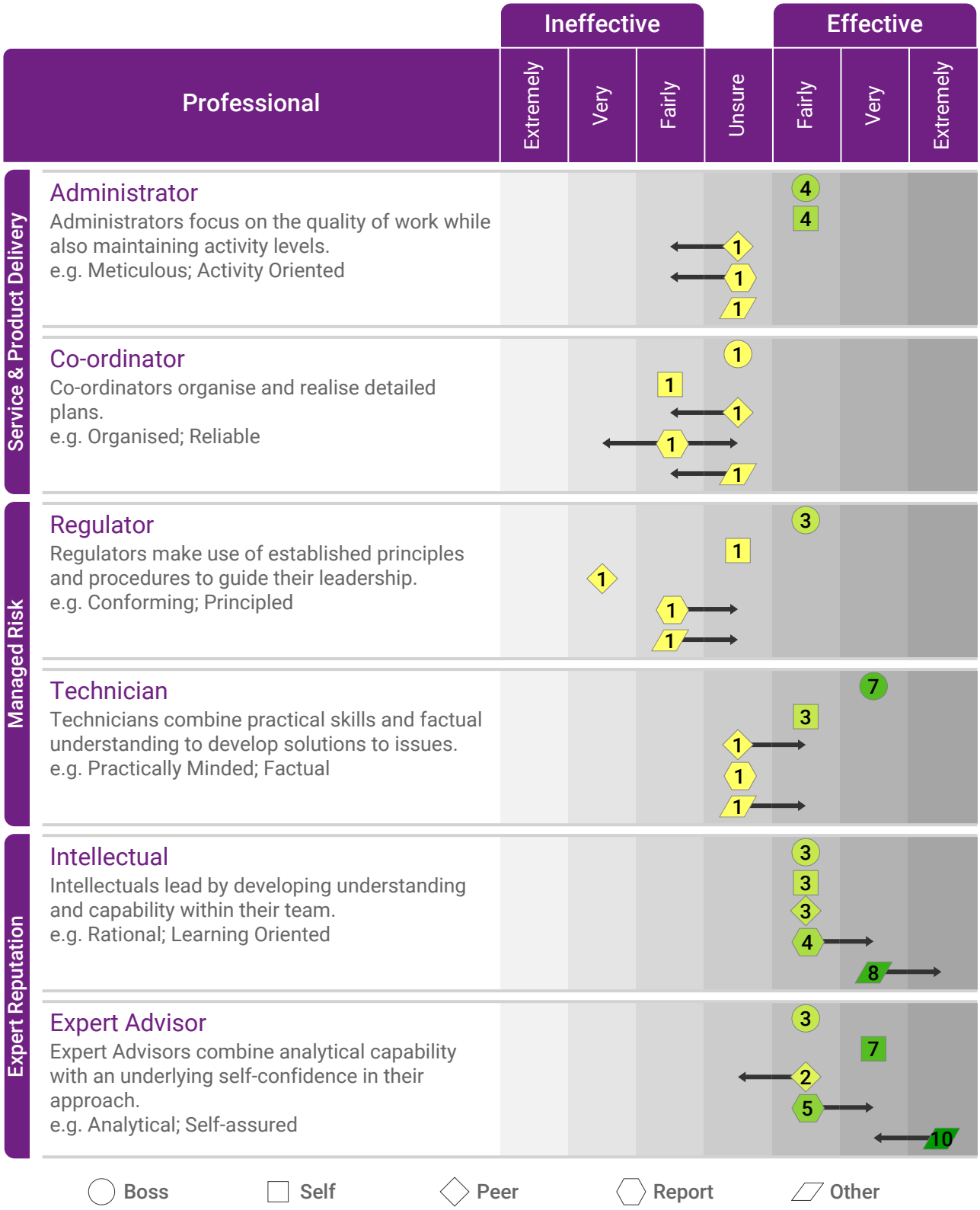
Leadership Styles Profile - Professional



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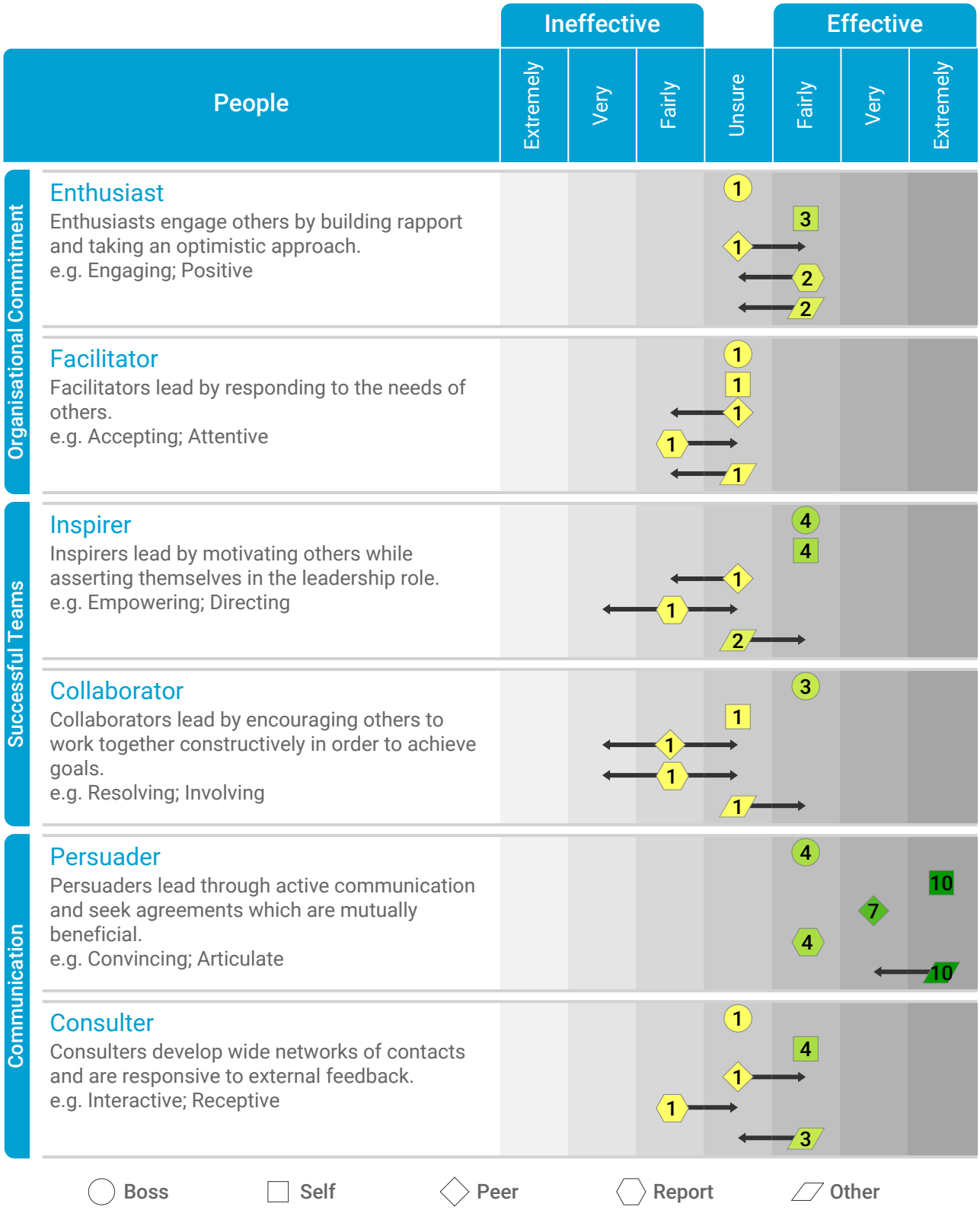
Leadership Styles Profile - People



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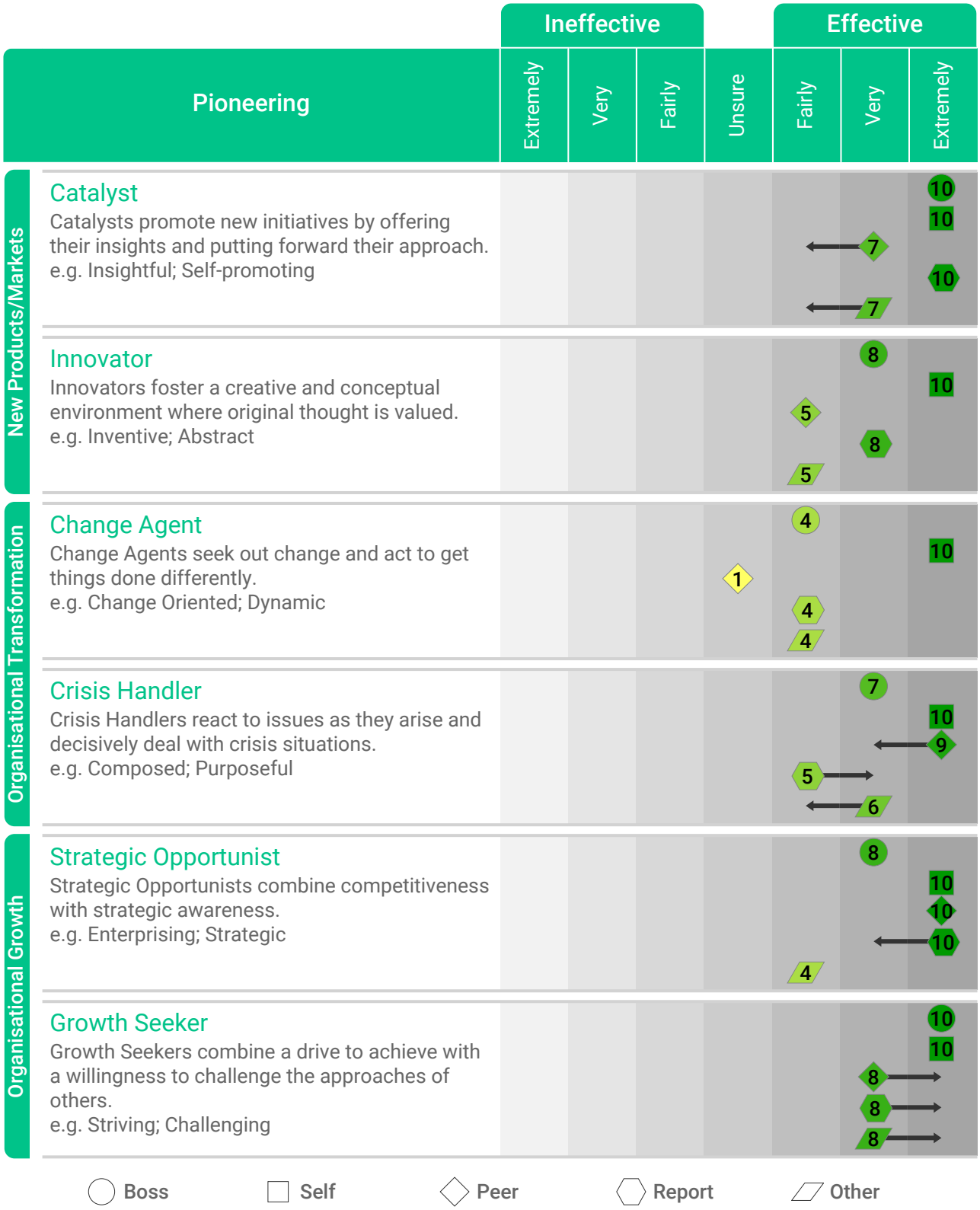
Leadership Styles Profile - Pioneering



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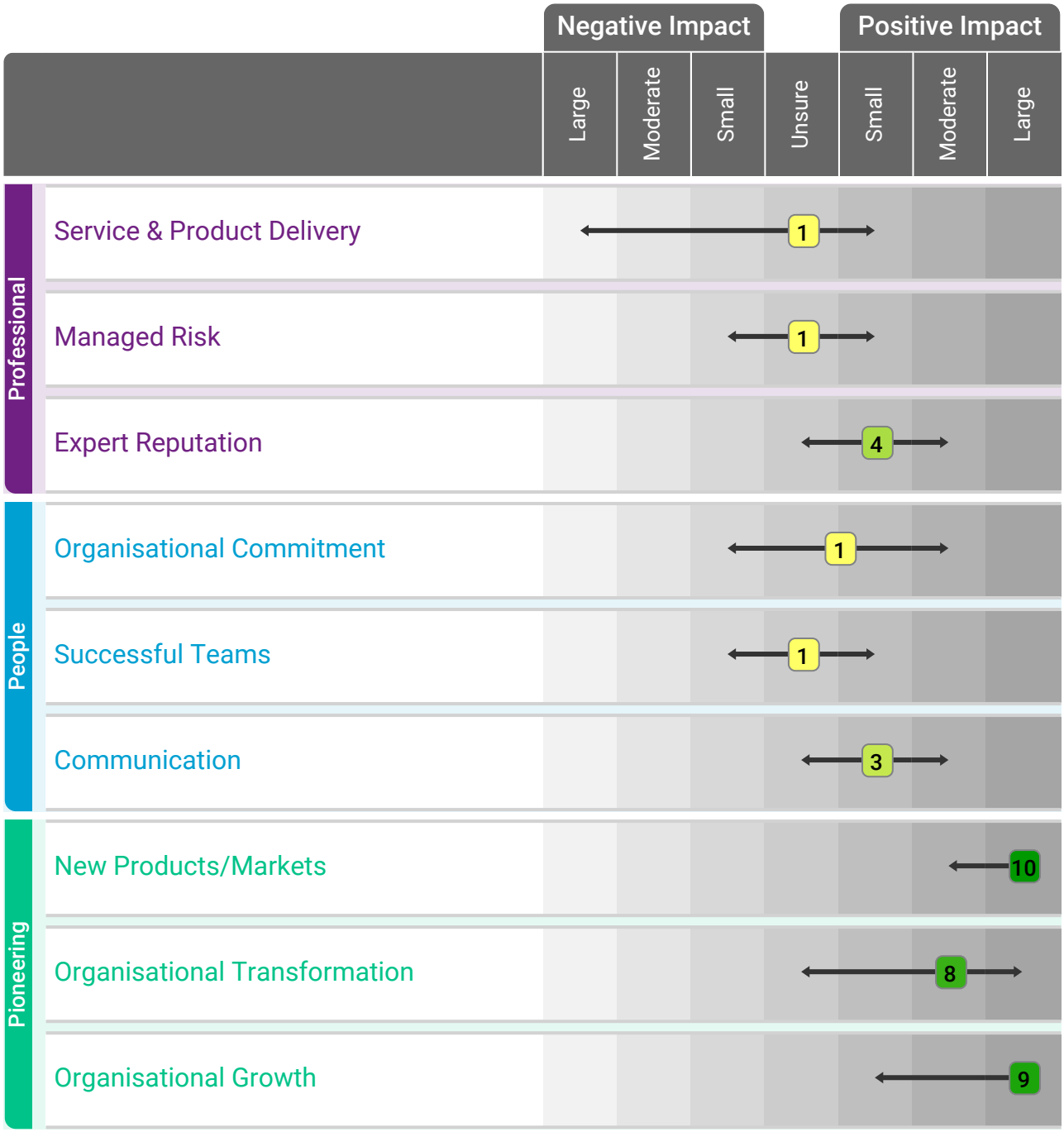
Leadership Impact Profile Summary



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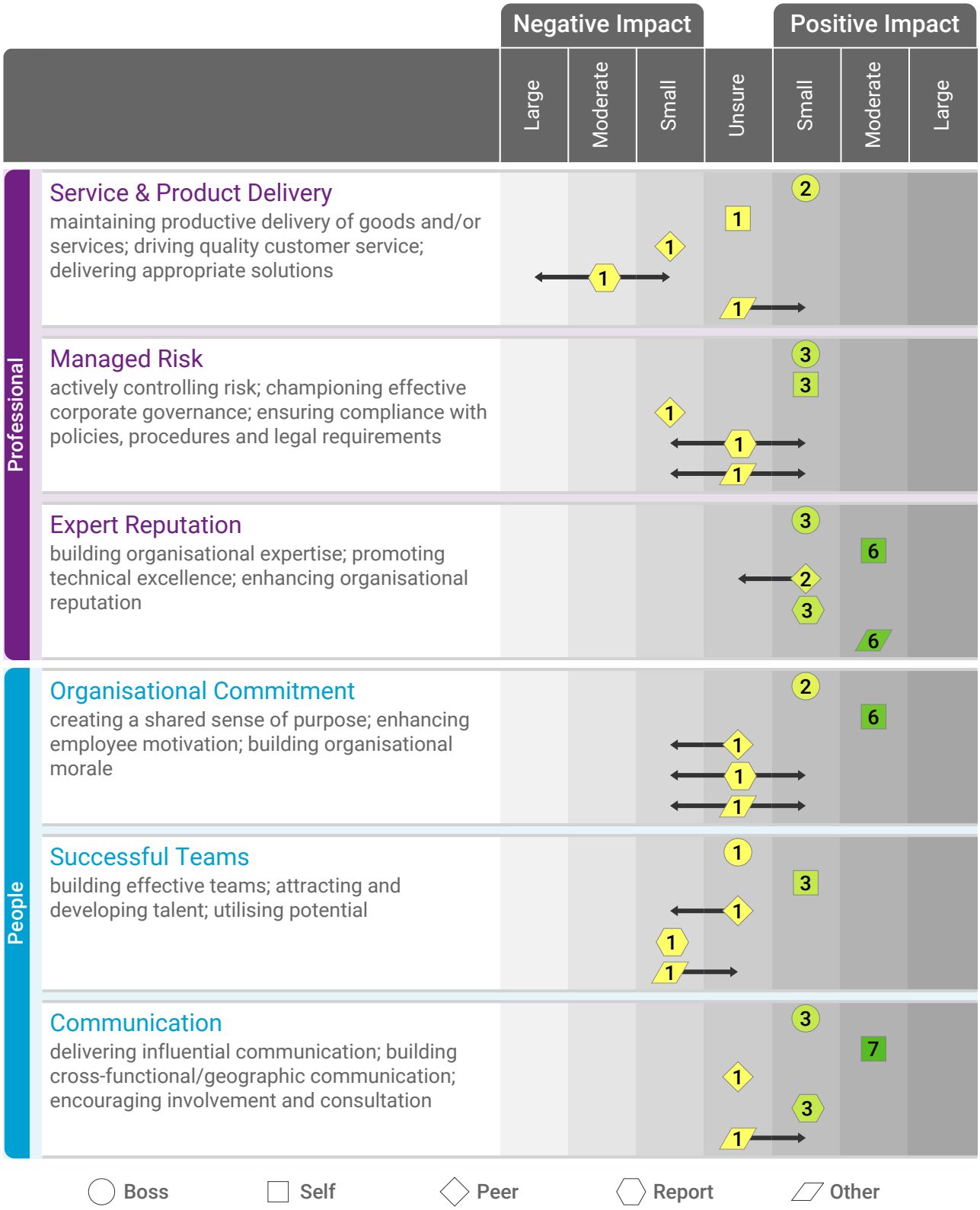
Leadership Impact Profile



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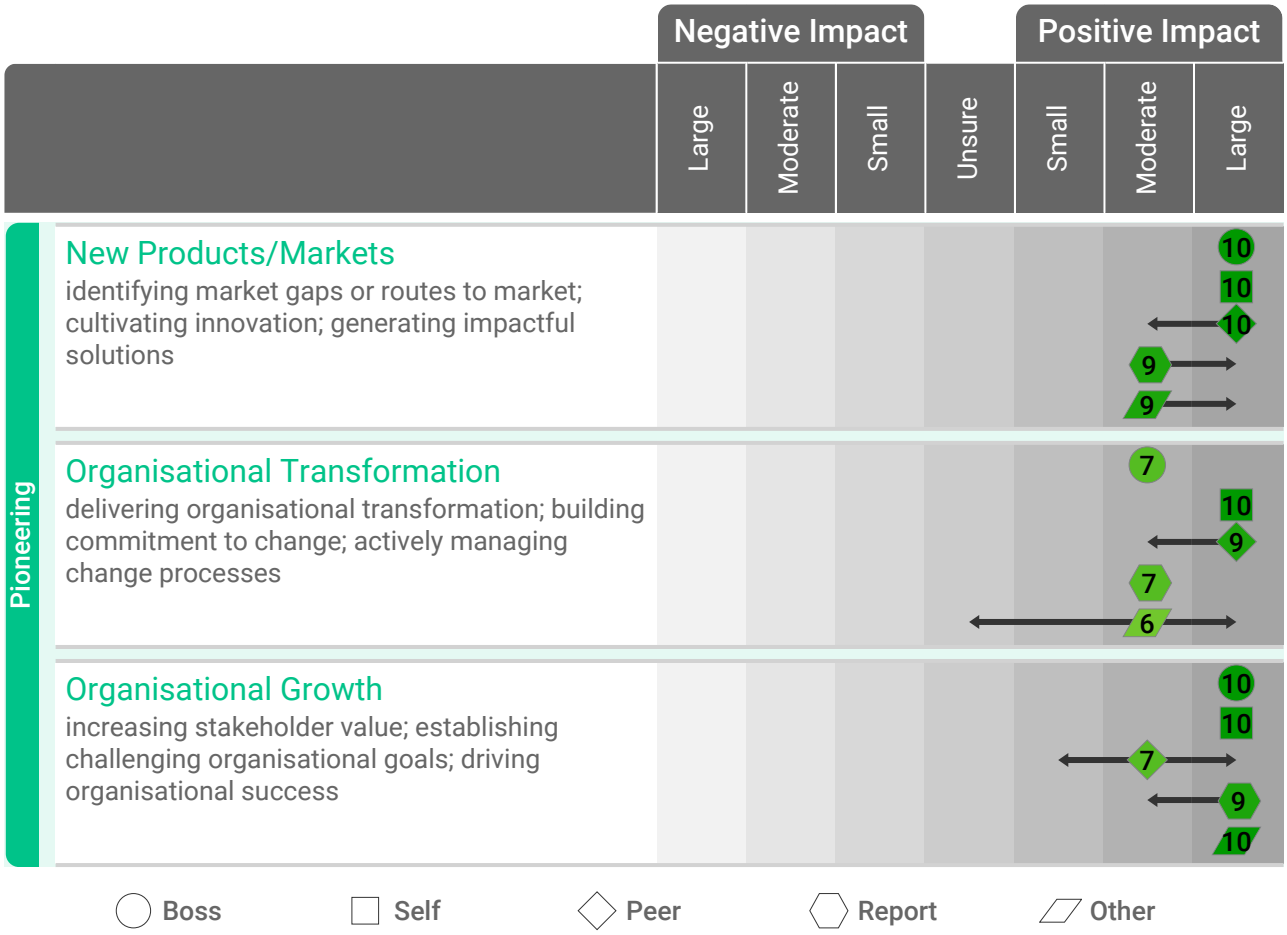
Leadership Impact Profile



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Rater Comments

Chris Park makes a positive impact as a leader by...

Boss 1:	demonstrating strong commitment to organizational goals; representing the organization on product expertise and strong technical knowledge – great feedback from events
Self 1:	No comments were made
Peer 1:	taking a strategic view – good at identifying new opportunities and pushing forward with new approaches for improving customer service
Peer 2:	Presenting on new products/services – impressive knowledge and great enthusiasm for what's new, which creates a shared sense of purpose for the team
Peer 3:	No comments were made
Report 1:	encouraging us to be creative and to think in new ways
Report 2:	No comments were made
Report 3:	articulating the vision on improving services and driving the team to deliver high quality solutions; promoting the achievements of the team
Other 1:	No comments were made
Other 2:	Providing innovative solutions, taking into account our different needs
Other 3:	No comments were made

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Rater Comments

Chris Park could improve their leadership impact by...

Boss 1:	dealing with issues in a timely manner; team members should not have to escalate to me because of lack of appropriate attention/support to team. Looking for new ways to engage stakeholders, get feedback, bring people on board by leveraging expertise
Self 1:	Admin and planning are not my strong suits, but I need to find a better way of delegating, rather than leaving things to "just happen". I should probably collaborate more with colleagues and the team to check my thinking and before making key decisions.
Peer 1:	Making more effort to collaborate with others – team, colleagues and other key stakeholders; often makes decisions/does own thing without checking in with what the rest of the wider team are doing
Peer 2:	Ensuring correct procedures are being followed in their team; inconsistencies in this area have come to light – some team members cutting corners with regards to compliance, there needs to be more checks in place and not assuming everyone is following things as they should be
Peer 3:	No comments were made
Report 1:	being on hand to advise when there are issues rather than expecting us to deal with everything; taking a more involved approach to managing the team – taking time find out what we're doing and providing clearer direction
Report 2:	No comments were made
Report 3:	Not sitting on issues – often I have to chase to get input/resolution; listening more – having regular one-to-ones so can discuss issues and potential for development/getting involved in new things. Spending more time with the whole team giving more direction/guidance – particularly checking in when work is busy, demanding or there are problems. We generally know what to do, even in a crisis, but not always, and sometimes would be good to have the reassurance that we are doing the right thing.
Other 1:	No comments were made
Other 2:	No comments were made
Other 3:	No comments were made

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