



Performance

360



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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. 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 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 Jo 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.

\bigcirc	Boss (1)
	Self (1)
\diamond	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 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 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

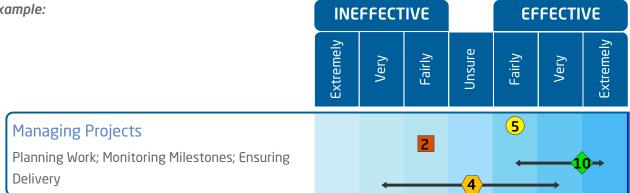
The final section presents any comments made by the different raters about Jo Wilson's performance at work.

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.

Example:



In the example above, the assessee's Boss rating on 'Managing Projects' was fairly effective, the 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
6 - Average	- 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 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.



Behaviour Profile - Solving Problems

		Inc	effecti	ve		E	ffectiv	/e
	Solving Problems	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
ms	Examining Information Processing Information; Asking Probing Questions; Finding Solutions				•	3 3 3		
Evaluating Problems	Documenting Facts Writing Fluently; Understanding Logical Arguments; Finding Facts				•	4 4 4		
Eva	Interpreting Data Quantifying Issues; Applying Technology; Evaluating Information Objectively				•	4 →	7 ←(8 →
les	Developing Expertise Taking Up Learning Opportunities; Acquiring Knowledge and Skills; Updating Specialist Knowledge			1	•	→ 4	7	
Investigating Issues	Adopting Practical Approaches Applying Practical Skills; Learning by Doing; Applying Common Sense					3	6	
Inv	Providing Insights Continuously Improving Things; Identifying Key Issues; Making Intuitive Judgements				•	→	7 7 7	
on	Generating Ideas Producing Ideas; Inventing Approaches; Adopting Radical Solutions				\$	5 5 ←	<mark>5</mark> →	
Creating Innovation	Exploring Possibilities Developing Concepts; Applying Theories; Identifying Underlying Principles				2	5 → ←(7 5 →	
Ŭ	Developing Strategies Forming Strategies; Anticipating Trends; Envisaging the Future					5 5 4 →	7	
	◯ Boss □ Self ◇ Pe	er		Repo	rt			



Behaviour Profile - Influencing People

		In	effecti	_		E	ffectiv	/e
	Influencing People	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
nips	Interacting with People Projecting Enthusiasm; Making Contact; Networking					4 ↓ ↓	;→ 	9 →
Building Relationships	Establishing Rapport Putting People at Ease; Welcoming People; Making Friends					4 ↓↓	5→ 6	9
Build	Impressing People Attracting Attention; Promoting Personal Achievements; Gaining Recognition						8	10 10 10
mation	Convincing People Persuading Others; Shaping Opinions; Negotiating						7 7	10 10
mmunicating Information	Articulating Information Giving Presentations; Explaining Things; Projecting Social Confidence						7 -7 1	9 → 3 →
Commi	Challenging Ideas Questioning Assumptions; Challenging Established Views; Arguing Own Perspective					4 ←€	→ 	10 →
hip	Making Decisions Deciding on Action; Assuming Responsibility; Standing by Decisions				-	4	6	<mark>9</mark> →
Providing Leadership	Directing People Leading People; Co-ordinating Groups; Controlling Things					4	→	9
Pro	Empowering Individuals Motivating Individuals; Inspiring People; Giving Encouragement				Ļ	-5-	7 7 →	→
	◯ Boss □ Self ◇ Pe	er		Repo	rt			



Behaviour Profile - Adapting Approaches

		Inc	effecti	ve		E	ffectiv	/e
	Adapting Approaches	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
Ce	Conveying Self-Confidence Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions						7 +4 +1	$10 \\ 3 \rightarrow \\ 3 \rightarrow$
Showing Resilience	Showing Composure Staying Calm; Tolerating Stress; Dealing with Pressure			•	2	<mark>4</mark> →		
Sh	Resolving Conflict Calming Upset People; Handling Angry Individuals; Resolving Arguments				-	<mark>5</mark> 5		
ge	Thinking Positively Being Optimistic; Recovering from Setbacks; Projecting Cheerfulness					4	7 7 5→	
Adjusting to Change	Embracing Change Coping with Change; Tolerating Uncertainty; Adapting to New Challenges					4	7	
Adj	Inviting Feedback Acknowledging Criticism; Encouraging Critical Thinking; Gathering Feedback		-	•	2 2 	4		
	Understanding People Showing Empathy; Listening to People; Understanding Motivation			Ļ	-	4 4 →		
Giving Support	Team Working Working Participatively; Encouraging Team Contributions; Involving Others in Decisions			+		2 →	6	
	Valuing Individuals Showing Consideration; Tolerating Others; Trusting People					3	<mark>7</mark> →	
	◯ Boss □ Self <>Pe	er		Repo	rt			



Behaviour Profile - Delivering Results

		In	effecti	_		E	ffectiv	/e
	Delivering Results	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
lis	Meeting Timescales Meeting Deadlines; Keeping to Schedule; Finishing Tasks			-	-\$	4 	7	
Processing Details	Checking Things Finding Errors; Ensuring Accuracy; Producing High Quality Work			•	←(3)→	7	
Ā	Following Procedures Adhering to Rules; Following Instructions; Minimising Risks				▶→			
S	Managing Tasks Working Methodically; Planning Activities; Setting Priorities				←	4 4 3→ 4		
Structuring Tasks	Upholding Standards Behaving Ethically; Maintaining Confidentiality; Acting with Integrity	-	•	1 →	←	2 ▶→		
Ň	Producing Output Working Quickly; Maintaining Productivity; Multi- Tasking					3 →	6	
	Taking Action Making Things Happen; Using Initiative; Investing Energy					3	6 ←(9 8→
Driving Success	Seizing Opportunities Identifying Business Opportunities; Generating Sales; Outperforming Competitors							10 10 → 10
	Pursuing Goals Achieving Outstanding Results; Acting with Determination; Persisting through Difficulties					←.	5→ ←(1	9 9 8→
	◯ Boss □ Self ◇ Pe	er		Repo	rt			



Ability	Profile -	Reasonin	at Work

	In	effecti	ve		E	ffectiv	ve 🛛
Reasoning at Work	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
Working with Words Understanding Word Meaning; Comprehending Text; Making Verbal Inferences; Evaluating Written Materials; Comparing Arguments				←	4 4 → 4		
Working with Numbers Understanding Tables; Comprehending Graphs; Making Numerical Inferences; Evaluating Quantities; Comparing Data				←	4 → ←(!	7 5→	
Working with Details Checking Letters and Text; Checking Numbers and Tables; Checking Codes and Symbols; Identifying Mistakes; Classifying Information			•	←.	5 4→		
Working with Systems Understanding Logical Rules; Comprehending Process Diagrams; Identifying Causes; Finding Faults; Comparing Flowchart Sequences				2	↓→ 5	7	
Working with Designs Estimating Lengths and Angles; Recognising Rotated Shapes; Visualising Three-Dimensional Objects; Inspecting Objects; Designing Things				4 ~(6 >→ 5 →		
Working with Equipment Understanding Mechanical Problems; Comprehending Physical Principles; Estimating Movement of Objects; Using Tools; Operating Machinery				4 4 4 ~	5`→		
◯ Boss □ Self <>Pe	eer		Repo	rt			



	Summary	/ Pro	file					
		In	effecti	ive		E	ffectiv	ve 💦
	Performing at Work	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
	Applying Specialist Expertise Utilising Expert Knowledge; Applying Specialist Skills; Sharing Expertise				•	4 4	7	
Global	Accomplishing Objectives Achieving Personal Targets; Contributing to Team Objectives; Furthering Organisational Goals					←.	7 5→ ←{8	10 3 →
	Demonstrating Potential Seeking Career Progression; Demonstrating Capabilities Required for High Level Roles; Showing Potential for Promotion				\$	5	_	9
	Total Behaviour Profile Rating Summary rating across 36 behaviour dimensions aggregated across raters reflecting assessee's performance and the leniency of raters					4	7 5	
Total	Total Ability Profile Rating Summary rating across 6 ability dimensions aggregated across raters reflecting assessee's performance and the leniency of raters				3	5		
	Total Global Rating Summary rating across 3 global performance dimensions aggregated across raters reflecting assessee's performance and the leniency of raters					4 \$ ←	5`→	10
	Boss Self	er		Repo	rt			



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



	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