Expert Report
Chris Park

Performance

360

Contents

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 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 22,530 Performance 360 ratings given on an international group of senior managers and 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.

The application of this assessment is limited to Saville Assessment employees, agents of Saville Assessment and clients authorised by Saville Assessment.

Introduction to Report

This report is based on the completion of Saville Assessment Wave® Performance 360 by Chris Park 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 (3)**
- ⬡ **Report (3)**
- ▱ **Other (3)**

Behaviour Profile

The overarching Saville Assessment 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.

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 behavioural dimensions.

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.
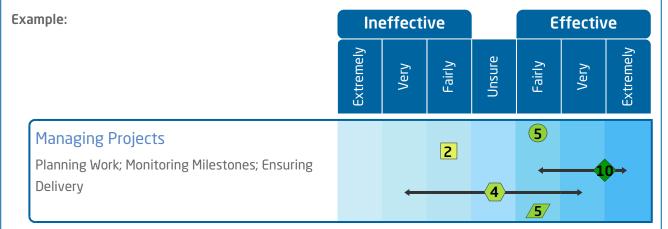
Rater Comments

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

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:

	Ineffective				Effective		
	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely

Managing Projects

Planning Work; Monitoring Milestones; Ensuring Delivery

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

Solving Problems	Ineffective				Effective		
	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely

Evaluating Problems

Examining Information
Processing Information; Asking Probing Questions; Finding Solutions

- 10 (Extremely, Boss)
- 7 (Very, Self)
- 8 (Very, Peer)
- 2 (Fairly, Report)
- 8 (Very, Other)

Documenting Facts
Writing Fluently; Understanding Logical Arguments; Finding Facts

- 7 (Very)
- 7 (Very)
- 4 (Fairly, Peer)
- 3 (Fairly, Report)
- 7 (Very, Other)

Interpreting Data
Quantifying Issues; Applying Technology; Evaluating Information Objectively

- 7 (Very)
- 7 (Very)
- 8 (Very, Peer)
- 3 (Fairly, Report)
- 10 (Extremely, Other)

Investigating Issues

Developing Expertise
Taking Up Learning Opportunities; Acquiring Knowledge and Skills; Updating Specialist Knowledge

- 7 (Very)
- 10 (Extremely, Self)
- 7 (Very, Peer)
- 7 (Very, Report)
- 7 (Very, Other)

Adopting Practical Approaches
Applying Practical Skills; Learning by Doing; Applying Common Sense

- 6 (Very, Boss)
- 2 (Fairly, Self)
- 1 (Fairly, Report)
- 8 (Very, Peer)
- 1 (Fairly, Other)

Providing Insights
Continuously Improving Things; Identifying Key Issues; Making Intuitive Judgements

- 10 (Extremely, Boss)
- 10 (Extremely, Self)
- 6 (Very, Peer)
- 8 (Very, Report)
- 4 (Fairly, Other)

Legend:
- ◯ Boss
- ☐ Self
- ◇ Peer
- ⬡ Report
- ▱ Other

Behaviour Profile - Solving Problems

Solving Problems	Ineffective				Effective		
	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely

Creating Innovation

Generating Ideas
Producing Ideas; Inventing Approaches; Adopting Radical Solutions

- 10 (Extremely)
- 10 (Extremely)
- 10 (Extremely)
- 9 → (Very, arrow right)
- 10 (Extremely)

Exploring Possibilities
Developing Concepts; Applying Theories; Identifying Underlying Principles

- 10 (Extremely)
- 1 (Unsure)
- 8 (Very)
- 8 (Very)
- 5 → (Fairly, arrow right)

Developing Strategies
Forming Strategies; Anticipating Trends; Envisaging the Future

- 10 (Extremely)
- 1 (Unsure)
- 2 → (Unsure, arrow right)
- 3 ← (Fairly, arrow left)
- 3 ← (Fairly, arrow left)

◯ Boss   ☐ Self   ◇ Peer   ⬡ Report   ▱ Other

Behaviour Profile - Influencing People

	Ineffective				Effective		
Influencing People	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely

Building Relationships

Interacting with People
Projecting Enthusiasm; Making Contact; Networking
— 9 (Boss), 9 (Self), 6 (Report, arrow left), 7 (Report) at Very; 4 (Other) at Fairly; 9 at Extremely

Establishing Rapport
Putting People at Ease; Welcoming People; Making Friends
— 9, 9 at Extremely; 6, 6 (arrow left) at Very; 5 (arrow right) at Fairly

Impressing People
Attracting Attention; Promoting Personal Achievements; Gaining Recognition
— 10, 10, 10 at Extremely; 8 (Peer), 8 (Other) at Very

Communicating Information

Convincing People
Persuading Others; Shaping Opinions; Negotiating
— 10, 10 at Extremely; 8 (Report) at Very; 4 (Peer), 4 (Other) at Fairly

Articulating Information
Giving Presentations; Explaining Things; Projecting Social Confidence
— 10, 10, 10 at Extremely; 6 (arrow left), 8 (arrow right, Other) at Very

Challenging Ideas
Questioning Assumptions; Challenging Established Views; Arguing Own Perspective
— 10, 10, 10, 10, 10 at Extremely

Legend: ◯ Boss   ▢ Self   ◇ Peer   ⬡ Report   ▱ Other

Behaviour Profile - Influencing People

		Ineffective				Effective		
Influencing People		Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
Providing Leadership	**Making Decisions** Deciding on Action; Assuming Responsibility; Standing by Decisions				1 ←→		7	10 / 10
					1 ←→			
	Directing People Leading People; Co-ordinating Groups; Controlling Things					4		10 / 10
						5 →		
						4		
	Empowering Individuals Motivating Individuals; Inspiring People; Giving Encouragement			1		← 4	7	
						← 4		
					3 →			

◯ **Boss**   ▢ **Self**   ◇ **Peer**   ⬡ **Report**   ▱ **Other**

Behaviour Profile - Adapting Approaches

Adapting Approaches	Ineffective				Effective		
	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely

Showing Resilience

Conveying Self-Confidence
Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions
- Boss: 10 (Extremely effective)
- Self: 7 (Very effective)
- Peer: 5 (Fairly effective) →
- Report: 10 (Extremely effective)
- Other: 6 (Fairly effective) ←

Showing Composure
Staying Calm; Tolerating Stress; Dealing with Pressure
- Boss: 10 (Extremely effective)
- Report: 10 (Extremely effective)
- Peer: 7 (Very effective)
- Self: 8 (Very effective) ←→
- Other: 7 (Very effective)

Resolving Conflict
Calming Upset People; Handling Angry Individuals; Resolving Arguments
- Boss: 1 (Unsure)
- Self: 8 (Very effective)
- Peer: 5 (Fairly effective)
- Report: 2 (Fairly effective) ←→
- Other: 5 (Fairly effective)

Adjusting to Change

Thinking Positively
Being Optimistic; Recovering from Setbacks; Projecting Cheerfulness
- Boss: 3 (Fairly effective)
- Self: 10 (Extremely effective)
- Peer: 3 (Fairly effective)
- Report: 4 (Fairly effective) →
- Other: 3 (Fairly effective)

Embracing Change
Coping with Change; Tolerating Uncertainty; Adapting to New Challenges
- Boss: 1 (Unsure)
- Self: 10 (Extremely effective)
- Peer: 7 (Very effective)
- Report: 6 (Very effective) ←
- Other: 7 (Very effective)

Inviting Feedback
Acknowledging Criticism; Encouraging Critical Thinking; Gathering Feedback
- Boss: 1 (Unsure)
- Self: 8 (Very effective)
- Boss: 1 (Fairly effective) ←→
- Report: 4 (Fairly effective) ←
- Other: 6 (Fairly effective) ←→

Legend: ◯ Boss ▢ Self ◇ Peer ⬡ Report ▱ Other

Behaviour Profile - Adapting Approaches

		Ineffective				Effective		
Adapting Approaches		Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
Giving Support	**Understanding People** Showing Empathy; Listening to People; Understanding Motivation				◄──1──►	4 (Report) / 4 (Peer) / 4 (Other)	7	
	Team Working Working Participatively; Encouraging Team Contributions; Involving Others in Decisions					4 (Report) / 4 (Peer) / 4 (Other)	7	
	Valuing Individuals Showing Consideration; Tolerating Others; Trusting People				2──►	4 (Report) / 4 (Peer) / 4 (Other)	7	

○ **Boss**   □ **Self**   ◇ **Peer**   ⬡ **Report**   ▱ **Other**

Behaviour Profile - Delivering Results

		Ineffective				Effective		
Delivering Results		Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely

Processing Details

Meeting Timescales
Meeting Deadlines; Keeping to Schedule; Finishing Tasks

- **10** (Extremely)
- **4** (Fairly, Peer diamond)
- **4** (Fairly, with arrow)
- **9** (Extremely, Report)
- **7** (Very, Other)

Checking Things
Finding Errors; Ensuring Accuracy; Producing High-Quality Work

- **10** (Extremely)
- **7** (Very, Self)
- **1** (Unsure, with arrow)
- **3** (Fairly, Report)
- **3** (Fairly, Other with arrow)

Following Procedures
Adhering to Rules; Following Instructions; Minimising Risks

- **3** (Fairly, Report)
- **3** (Fairly, Self)
- **1** (Unsure, with arrow)
- **4** (Fairly, Peer with arrow)
- **3** (Fairly, Other with arrow)

Structuring Tasks

Managing Tasks
Working Methodically; Planning Activities; Setting Priorities

- **10** (Extremely)
- **4** (Fairly, Self)
- **1** (Unsure, with arrow)
- **1** (Unsure, with arrow)
- **1** (Unsure, Other with arrow)

Upholding Standards
Behaving Ethically; Maintaining Confidentiality; Acting with Integrity

- **5** (Fairly, Report)
- **9** (Extremely, Self)
- **1** (Unsure, with arrow)
- **1** (Unsure, Report with arrow)
- **5** (Fairly, Other with arrow)

Producing Output
Working Quickly; Maintaining Productivity; Multi-Tasking

- **10** (Extremely)
- **10** (Extremely, Self)
- **3** (Fairly, Peer)
- **5** (Fairly, Report with arrow)
- **1** (Unsure, Other with arrow)

Legend:
- ◯ Boss
- ☐ Self
- ◇ Peer
- ⬡ Report
- ▱ Other

Behaviour Profile - Delivering Results

	Ineffective				Effective		
Delivering Results	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely

Driving Success

Taking Action
Making Things Happen; Using Initiative; Investing Energy

- 10 (Extremely)
- 10 (Extremely)
- 6 (Very)
- 6 (Very)
- 7 → (Very)

Seizing Opportunities
Identifying Business Opportunities; Generating Sales; Outperforming Competitors

- 10 (Extremely)
- 10 (Extremely)
- 5 (Fairly)
- 3 → (Unsure)
- 5 (Fairly)

Pursuing Goals
Achieving Outstanding Results; Acting with Determination; Persisting through Difficulties

- 10 (Extremely)
- 10 (Extremely)
- 8 → (Very)
- ← 9 (Extremely)
- ← 9 (Extremely)

○ Boss □ Self ◇ Peer ⬡ Report ▱ Other

Summary Profile

Performing at Work	Ineffective				Effective		
	Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely

Global

Applying Specialist Expertise
Utilising Expert Knowledge; Applying Specialist Skills; Sharing Expertise

- 7 (Very)
- 7 (Very)
- 8 (Very) →
- 10 (Extremely) ←
- 8 (Very) ←→

Accomplishing Objectives
Achieving Personal Targets; Contributing to Team Objectives; Furthering Organisational Goals

- 10 (Extremely)
- 10 (Extremely)
- 4 (Fairly) →
- 7 (Very)
- 6 (Very) ←

Demonstrating Potential
Seeking Career Progression; Demonstrating Capabilities Required for High-Level Roles; Showing Potential for Promotion

- 10 (Extremely)
- 10 (Extremely)
- 6 (Very) ←
- 5 (Fairly) →
- 5 (Fairly) →

Total

Total Behaviour Profile Rating
Summary rating across 36 behaviour dimensions aggregated across raters reflecting assessee's performance and the leniency of raters

- 7 (Very)
- 8 (Very)
- 5 (Fairly)
- 5 (Very)
- 5 (Very)

Total Global Rating
Summary rating across 3 global performance dimensions aggregated across raters reflecting assessee's performance and the leniency of raters

- 10 (Extremely)
- 10 (Extremely)
- 6 (Very)
- 7 (Very)
- 6 (Very)

Legend: ◯ Boss ▢ Self ◇ Peer ⬡ Report ▱ Other

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) — 6 (Fairly Effective)

Investigating Issues
Developing Expertise (8); Adopting Practical Approaches (3); Providing Insights (8) — 7 (Very Effective)

Creating Innovation
Generating Ideas (10); Exploring Possibilities (7); Developing Strategies (4) — 7 (Very Effective)

Influencing People

Building Relationships
Interacting with People (7); Establishing Rapport (7); Impressing People (10) — 8 (Very Effective)

Communicating Information
Convincing People (8); Articulating Information (9); Challenging Ideas (10) — 10 (Very/Extremely Effective)

Providing Leadership
Making Decisions (5); Directing People (7); Empowering Individuals (3) — 5 (Fairly Effective)

Adapting Approaches

Showing Resilience
Conveying Self-Confidence (8); Showing Composure (8); Resolving Conflict (4) — 7 (Very Effective)

Adjusting to Change
Thinking Positively (5); Embracing Change (5); Inviting Feedback (2) — 4 (Unsure)

Giving Support
Understanding People (4); Team Working (4); Valuing Individuals (4) — 4 (Unsure)

Delivering Results

Processing Details
Meeting Timescales (6); Checking Things (5); Following Procedures (3) — 5 (Fairly Effective)

Structuring Tasks
Managing Tasks (3); Upholding Standards (4); Producing Output (6) — 4 (Unsure)

Driving Success
Taking Action (8); Seizing Opportunities (7); Pursuing Goals (9) — 8 (Very Effective)

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.