Summary Development Report
Chris Park

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 12592 Performance 360 ratings given on a 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.

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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.

Building Strengths

Successful people tend to know what they are good at and play to these strengths. Before trying to make up for, or develop limitations, it may be worth considering how to make the most of these strengths. This summary report shows Building Strengths for the eight highest competency dimensions.

Possible Overplayed Strengths - 'Watch Fors'

Clear areas of strength are most likely to contribute to effectiveness at and enjoyment of work. They may, however, lead to unwanted or undesirable consequences. For each of the areas of particular strength, the potential pitfalls are highlighted together with actions to reduce or avoid their negative impact. This summary report shows Possible Overplayed Strengths for the four highest competency dimensions.

Development Tips

While building strengths is likely to be a more rewarding way to develop, it may be that there is a requirement to develop in areas which are less strong. For these areas development tips are provided on how to improve performance. This summary report shows Development Tips for the eight lowest competency dimensions.

Managing Limitations

Areas of limitation are unlikely to be areas where there is a strong desire or capability to easily change. It may be better to be realistic about these areas and rather than attempt to change them, be clear on how best to manage them. If there are no clear areas of limitation, this section will be blank. This summary report shows Managing Limitations for the four lowest competency dimensions.

Building Strengths

Generating Ideas Producing Ideas; Inventing Approaches; Adopting Radical Solutions		Extremely High performed better than 99% of comparison group

- Ensure that ideas are supported by a rational argument and a strong business case.

- Be aware of who the key stakeholders and decision makers are; these are the people to sell ideas to.

- Ask for feedback on the quality of your ideas and how they are presented.

- Look at your best ideas that have previously been rejected and see if they could be revived.

- Get involved in the early stages of projects. This is where suggestions will be welcomed.

- Investigate techniques to improve creativity.

- Put together a creative group of experts from different areas to solve intractable problems.

- Present a range of ideas, offering varying degrees of change from where things are now.

Possible Overplayed Strengths

Generating Ideas Producing Ideas; Inventing Approaches; Adopting Radical Solutions		Extremely High performed better than 99% of comparison group

- Is your strong focus on generating ideas sometimes at the expense of delivery? ACTION: Be careful not to take on too much; try out the best formed ideas, not all of the ideas.

- Does your passion for producing ideas make it difficult to listen to others' ideas and accept alternative views? ACTION: Treat other people's ideas with respect and review their merit alongside that of your own.

- Is your continued pursuit of ideas which have been rejected having an impact on your reputation? ACTION: Be clear on which ideas will always be rejected. Look to avoid these same pitfalls when putting forward new or revised ideas.

- With so many ideas, it may be difficult to prioritise and progress the key ones. ACTION: Identify the ideas that matter. Promote these and avoid presenting lots of ideas at once.

- Do you find that you have so many ideas it is difficult to identify the really good ones? ACTION: Aim for fewer, well-argued propositions.

- Is your quest for creativity at the expense of considering essential parameters and requirements? ACTION: Understand and adhere to the requirements of the brief.

- Does too radical an approach risk a loss of credibility with some key stakeholders? ACTION: Always seek feedback from stakeholders and be aware of what they are looking for.

- Is your focus on doing things differently so great that you risk losing what works well now? ACTION: Be clear on the reasons why things shouldn't change and be prepared to have changes as additions or new services rather than simply scrapping what went before.

Building Strengths

Challenging Ideas		Extremely High
Questioning Assumptions; Challenging Established Views; Arguing Own Perspective	10	performed better than 99% of comparison group

- Identify projects to get involved with which require change and where some resistance may have to be faced.

- Encourage colleagues to see challenges as constructive. Explain the benefits and sell ideas; don't simply stop at the point of challenge.

- Be aware of politics in the workplace. Review the best approaches with close colleagues before causing unnecessary upset.

- Be prepared to look at high profile areas that have remained unchanged for long periods of time. See how many improvements can be suggested.

- Before you begin to consider potential solutions, get people to focus on what the problems are and what it would be like if these problems did not exist.

- Join a debating society; practise presenting your viewpoint and learn from other debaters.

- Try not to allow a discussion to become too heated or personal.

Possible Overplayed Strengths

Challenging Ideas Questioning Assumptions; Challenging Established Views; Arguing Own Perspective	**10**	Extremely High performed better than 99% of comparison group

- Beware of prolonging discussion/debate and revisiting points which have already been agreed upon. ACTION: Know when to concede gracefully.

- Too great a focus on challenging and questioning ideas can delay important decision making and put deadlines at risk. ACTION: Balance the need to make a decision with the need to make the right decision.

- Some colleagues may find being constantly challenged tiresome rather than taking it as constructive criticism. ACTION: Be aware of colleagues who find criticism tiresome; limit the criticism given and balance it with positive contributions.

- Is there a danger of continuing to question despite being given a series of reasonable answers? ACTION: Avoid being unnecessarily critical of a position which is well researched and considered, as this may give the impression that you have a biased agenda.

- Beware of discussion drifting off track and reopening older talking points. ACTION: Stay focused on what the criteria for decisions are. Highlight to others if the topic is becoming too wide ranging.

- Be aware that the passion of a few in a discussion may lead to the exclusion of less vocal colleagues. ACTION: Make sure that other people have given their viewpoint and that there is no perception of forcing others into a decision.

- Is there a risk of arguing for the sake of enjoyment? ACTION: Don't start an argument when there is no significant disagreement. Remain calm and find like-minded people to debate other issues with outside of work.

- Watch for heated discussion descending into something more personal. ACTION: Remember the importance of maintaining a good relationship. Impartial observers often consider that people become personal when they have lost an argument. If you feel your anger rising in a discussion, think about possible reasons for this.

- Do you have a tendency to carry on arguing even when the debate has finished? ACTION: Realise when no-one cares or is listening.

Building Strengths

Impressing People Attracting Attention; Promoting Personal Achievements; Gaining Recognition	9	Very High performed better than 95% of comparison group

- Volunteer for roles to represent the team to others.

- Volunteer to present and undertake activities which increase personal exposure.

- Offer to be the representative for your team. Be the spokesperson.

- Seek roles which encourage selling and influence.

- Promote the good work of the team and colleagues when appropriate.

- Think of different media to promote achievements (e.g. internal newsletters, professional bodies or trade press, etc.).

- Be factual in self-promotion. Use quantifiable data and qualitative comments of clients and stakeholders.

- Identify managers and colleagues who are happy to give support and praise when needed.

- Who has gained a less positive impression of you? Work hard at changing their impression.

Possible Overplayed Strengths

Impressing People Attracting Attention; Promoting Personal Achievements; Gaining Recognition	9	Very High performed better than 95% of comparison group

- Watch for attracting too much unnecessary attention, particularly in extremely competitive or confrontational environments. ACTION: Maximise positive exposure and minimise negative exposure.

- Look out for being perceived as overly political or politically motivated. ACTION: Be honest, consistent and straightforward with colleagues. An incident where self-promotion has been at the expense of someone else could be viewed very negatively.

- Be aware of wasting time impressing people who are not key decision makers. ACTION: Identify the key decision makers and the people they take advice from, and ensure that a positive impression is made upon them.

- It is sometimes not appropriate to take centre stage from someone more senior or who is formally presenting information to others. ACTION: Attract attention at the right time.

- Be aware of your own status relative to others and be careful not to say anything which will be considered obvious, presumptuous or just plain wrong by others. ACTION: Attract attention in the right way.

- Be careful not to oversell yourself and consequently miss opportunities to progress to new and different areas. ACTION: Moderate self-promotion and spend time finding out about other people.

- Watch for overplaying achievements that would only be considered as modest by others. ACTION: Find out about what other people have achieved to increase your awareness of what makes an achievement stand out as exceptional.

- Be aware that good ideas could be ignored if/when people perceive behaviour as too pushy. ACTION: Self-impose time limits for making a case. Avoid repeating stories to the same audience.

- Be aware that an excessive need for praise may put people under pressure and embarrass them at times. ACTION: Learn to manage with less recognition and praise.

- Be aware of taking too much credit and failing to reward team members appropriately. ACTION: Always acknowledge the contribution of others. People will be increasingly likely to proactively collaborate on projects.

Building Strengths

Pursuing Goals Achieving Outstanding Results; Acting with Determination; Persisting through Difficulties	9	Very High performed better than 95% of comparison group

- Seek greater responsibilities and map out your personal career path for the next five years.

- Look at how goals impact other valued business metrics (e.g. sales, costs, margin, quality, efficiency, shareholder value, market share).

- Set stretch targets and focus on achieving or exceeding them.

- Seek out roles and responsibilities that maximise strengths, as these present the greatest opportunity to excel.

- Identify the most important goals to achieve; make sure that energy is focused upon these.

- Share a vision of success with others to inspire them.

- Tell stories of past victories to encourage others to keep trying in the face of adversity.

Possible Overplayed Strengths

Pursuing Goals Achieving Outstanding Results; Acting with Determination; Persisting through Difficulties	9	Very High performed better than 95% of comparison group

- Has personal ambition become too much of a focus and driver? ACTION: Get a sense of perspective; review all that is important in life.

- Watch out that the pursuit of individual goals isn't at the expense of overall team or business performance. ACTION: Make sure that personal goals are closely aligned with team and wider organisational goals.

- Could your strong desire for promotion lead you to take on a role too early, i.e. before you have gained the necessary knowledge and experience? ACTION: Review your progress regularly; invest in your development and be realistic about whether you are ready for promotion.

- How valued and appreciated do those contributing to success feel? ACTION: Ensure others receive the credit that is due to them. Regularly acknowledge their efforts/support.

- Is there a danger of pushing people unnecessarily hard? ACTION: Be aware of the impact which your determined approach might have on other people's work-life balance.

- Is there a risk of becoming too immersed in difficult tasks which are not of great importance relative to other things? ACTION: Regularly re-evaluate the cost-benefit of investing time in trying to salvage a bad situation.

Building Strengths

Convincing People Persuading Others; Shaping Opinions; Negotiating	▮▮▮▮▮▮ **8** ▯▯	High performed better than 90% of comparison group

- Vary your approach, particularly when dealing with regular contacts, so as not to become predictable and therefore easier to argue against.
- Consult others when putting arguments together. They may well be able to offer a unique perspective.
- Ask for feedback on persuasive skills. Look to achieve good, high-quality solutions that build relationships.
- Prepare arguments well. Consider both sides of the case in order to handle objections and counter-argue.
- Be clear on your final point and rehearse giving this message.
- Look to get involved with higher level and more difficult negotiations.
- Attend a formal negotiation skills programme.

Building Strengths

Conveying Self-Confidence Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions	▮▮▮▮▮▮ **8** ▯▯	High performed better than 90% of comparison group

- Use self-confidence as a platform to try new things and undertake challenging assignments.
- Look for roles where establishing credibility is important and valued.
- Work with a mentor and continue to pursue personal development.
- Seek high profile roles which increase exposure in the organisation.
- Look for projects which are out of your comfort zone.
- Seek feedback on your performance; do not rely solely on your own judgement.
- Be clear about your strengths, and look for opportunities to maximise using them.
- Identify other people who have strengths which can compensate for your weaker areas.
- Look at your career and consider the moves and experiences which will help you realise personal ambitions.
- Identify positive and encouraging managers and mentors who can help your career.
- Build strengths, specialist expertise and knowledge which will enable you to make a greater professional contribution.
- Avoid contributing when unsure; be honest and find more facts before committing to action.

Building Strengths

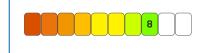| Taking Action Making Things Happen; Using Initiative; Investing Energy	`■■■■■■ 8 □□`	High performed better than 90% of comparison group

- Make sure others are also on board before diving into something new.
- Consider getting involved in projects that require troubleshooting and a consultation process.
- Gain experience through short-term contracts or secondments.
- Seek opportunities to start new initiatives or business ventures, or to turn poorly performing areas around.
- Look for things that really need to be done, but there is inertia and indecisiveness. Move them on.
- Develop a reputation for taking the initiative and resolving issues before they escalate.
- Use your high energy level to bring vigour and enthusiasm to projects when people are feeling dejected.
- Take something which seems to be stop-start and for which there is little motivation, and get it moving along.

Building Strengths

Developing Expertise Taking Up Learning Opportunities; Acquiring Knowledge and Skills; Updating Specialist Knowledge	`■■■■■■ 8 □□`	High performed better than 90% of comparison group

- Identify the experts in a specialist field, target what information to get from them and think how best to achieve this.
- Review personal development activities with your manager and/or mentor on a regular basis.
- Volunteer to share learning with the team by giving presentations, writing up experiences or summarising recent research or reading.
- Identify learning and development areas that are key for your current role and/or future progression.
- Research new approaches to learning and self-development techniques to aid retention of new information.
- Offer to mentor others and encourage others to learn and develop, suggesting strategies to improve pace of learning.
- Research current thinking in a relevant work area and write a critique of the key arguments.
- Set up a group to learn about a particular specialist topic. Bring in expertise if necessary.

Development Tips

Empowering Individuals Motivating Individuals; Inspiring People; Giving Encouragement	■■■ 3 □□□□□□□	Low performed better than only 10% of comparison group

- Spend time understanding what people want to do and why.
- Identify and understand other individuals' strengths, motivations and development requirements.
- Praise clearly and unambiguously; acknowledge achievements and celebrate success.
- Get to know your team and colleagues well and develop a sense of unified purpose.
- Discuss people's aspirations and ambitions with them.
- Explore what people find most satisfying in their job.
- Present a clear vision of the future.
- Express your personal commitment to and enthusiasm for the vision.
- Find opportunities to praise people and recognise good performance.
- Acknowledge and congratulate additional and extra effort.

Managing Limitations

Empowering Individuals Motivating Individuals; Inspiring People; Giving Encouragement	■■■ 3 □□□□□□□	Low performed better than only 10% of comparison group

- Select individuals to coach and mentor others. Review staff progress with them on a regular basis.
- Don't underestimate the impact that a relatively small amount of time spent encouraging can have on people's motivation and performance.
- Seek advice from experienced managers on how best to motivate others.
- List the various motivating influences on a group of individuals.
- Make sure that everyone is clearly focused on what needs to be done, and treat getting it done as an accomplishment.
- Think carefully about the words you use, and avoid being overly negative. Focus the discussion on achievements and how to ensure success (rather than on how to avoid failure).

Development Tips

Inviting Feedback Acknowledging Criticism; Encouraging Critical Thinking; Gathering Feedback	■■■ 3 □□□□□□□	Low performed better than only 10% of comparison group

- Acknowledge that it is important to understand what customers and colleagues think.
- Ask open questions to improve the quality of feedback received.
- Ask for specific examples to support any feedback.
- Make sure that you request feedback regularly, and provide the means for people to give it.
- Listen carefully to feedback, and refrain from being defensive.
- Seek feedback from a range of sources, not just the ones likely to be positive.
- Ask for feedback on what was done well and what could have been done differently or better.
- Thank people for their feedback and demonstrate how it has been acted upon.
- Ask people to be critical, but constructive; focus on what could be done better and how, and not simply on what is wrong.
- When others have critical thoughts be encouraging and responsive.
- Ask for feedback on a regular basis.
- Make notes, ensuring all the relevant points have been captured.
- Ask for timely feedback, i.e. immediately after an event/project.

Managing Limitations

Inviting Feedback Acknowledging Criticism; Encouraging Critical Thinking; Gathering Feedback	■■■ 3 □□□□□□□	Low performed better than only 10% of comparison group

- Try requesting feedback on your service levels; this is often easier than asking for feedback on personal behaviour.
- Always accept an offer for feedback, even if it does not seem particularly worthwhile at the time.
- Avoid interrupting; a defensive approach may discourage others from giving valuable feedback.
- Asking for specific examples will make feedback easier to acknowledge.
- Listen and respond to the critical thoughts of others.
- Ask a trusted friend or colleague to gather feedback for you.

Development Tips

Understanding People		Fairly Low
Showing Empathy; Listening to People; Understanding Motivation	**4**	performed better than only 25% of comparison group

- Encourage people to talk about themselves.
- Ask open questions and make an effort to get to know people.
- Ask what motivates people and why they have made the choices they have.
- Show individuals that you understand any problems or difficulties they are facing.
- Find ways to support others by giving them practical help where possible.
- Talk less and give others the opportunity to explain and discuss in full.
- Demonstrate your understanding by summarising the key points you have heard.
- Ask people what motivates them and why they have made the choices they have.

Managing Limitations

Understanding People		Fairly Low
Showing Empathy; Listening to People; Understanding Motivation	**4**	performed better than only 25% of comparison group

- Spend more time talking to people and getting to know them.
- If someone does something unexpected, ask them why they acted in that way.
- If showing empathy is not something that comes naturally, offer to provide practical support.
- Try to show active listening skills; maintain eye contact and give people your full attention.
- Volunteer at the start of meetings to take notes and summarise the key points and actions raised.
- Ask others what drives their motivation and that of those around them.

Development Tips

Managing Tasks Working Methodically; Planning Activities; Setting Priorities	🟧🟧🟧🟨 4 ⬜⬜⬜⬜⬜	Fairly Low performed better than only 25% of comparison group

- Perform or allocate tasks in line with capabilities and interests; use more appealing tasks as rewards and give people more challenging assignments.

- Take note of activities which require action. Allocate time for each activity.

- Complete one part of a task before moving on to the next. Try to reach a good finishing point before you switch to another task.

- When doing something for the first time, take a note of each step and store the notes, ready to review them before doing the task for a second time.

- Anticipate likely derailers and build contingencies for them into plans. Communicate promptly with team members as plans change.

- Review plans with a colleague.

- Build contingency into all stages of planning.

- Highlight the interdependencies in a plan. Ensure everyone understands the implications of their contribution.

- Try to balance both the urgency and importance of tasks when establishing their priority.

- Be clear about immediate priorities as well as those for the next 30 and 90 days. Review and revise them regularly.

Managing Limitations

Managing Tasks Working Methodically; Planning Activities; Setting Priorities	🟧🟧🟧🟨 4 ⬜⬜⬜⬜⬜	Fairly Low performed better than only 25% of comparison group

- Get administrative support if possible. If not, use automated calendars to manage appointments and store contact information efficiently.

- Not all tasks are created equal; some will come more easily, or be more interesting to you than others. Plan accordingly.

- Tackle one thing at a time and don't let distractions affect your focus.

- Get help breaking each activity into specific work steps with time frames, resources, dependencies, review dates and metrics to evaluate progress.

- Start with a simple plan in the form of a to-do list; consult and amend it daily.

- Ask about both the urgency and importance of tasks before tackling them.

- List the key priorities and have these available at all times.

Development Tips

Team Working Working Participatively; Encouraging Team Contributions; Involving Others in Decisions	■■■■ 4 □□□□□□	Fairly Low performed better than only 25% of comparison group

- Spend time getting to know team members, their roles and contribution.
- Discuss how to work together to ensure mutual benefit.
- Check that all the relevant people who may use a product or service are involved in some way.
- Recognise the benefit of having more than one point of view to consider, and think about the value others can bring with their suggestions.
- It may be better to talk to some people one-to-one before a meeting to get their views.
- Make sure that all relevant parties have been given the opportunity to make their views known.
- Set clear timescales for consultation and decision making.
- Ensure that everyone knows who is responsible for the overall decision.

Development Tips

Adopting Practical Approaches Applying Practical Skills; Learning by Doing; Applying Common Sense	■■■■ 4 □□□□□□	Fairly Low performed better than only 25% of comparison group

- Concentrate on what will actually work and try to provide an immediate and practical solution to the problem.
- Test ideas out on the people who will actually have to use the systems/processes that are being suggested, and ask for feedback on your ideas.
- Ask to be shown how to use the equipment in the office by someone who knows how to use it effectively.
- Build in time for reflection and review following a period of having to learn a task by doing it. Avoid concentrating on what went wrong; focus instead on what was learned.
- Spend time checking whether fundamental assumptions are met and that an approach delivers what is really needed.

Development Tips

Resolving Conflict		Fairly Low
Calming Upset People; Handling Angry Individuals; Resolving Arguments	■■■■ 4 □□□□□□	performed better than only 25% of comparison group

- Listen actively and attentively. Suspend judgement.
- Focus on facts and data; try not to be overly influenced by people's emotions and dominance.
- Identify potential problems early and take action quickly before people get angry.
- Allow people to have their say. Try not to interrupt them.
- Find areas where there is common agreement.
- Empathise with people and help them to see that they are being listened to and understood.
- Understand the context for the argument and then hear both sides.
- Remain objective. Resist any temptation to be personally involved or take sides.
- Look for occasions when it would be appropriate to deal with others who are upset.

Development Tips

Valuing Individuals		Fairly Low
Showing Consideration; Tolerating Others; Trusting People	■■■■ 4 □□□□□□	performed better than only 25% of comparison group

- Accept people for who they are; appreciate their capabilities and contribution. Focus on the things that matter.
- When someone else makes a mistake or misjudgement, reflect on your own previous deficiencies to keep the scale of the error in context.
- Work at being more approachable, and showing empathy for the problems people have to deal with.
- Separate out which of people's problems are genuinely important, and be sympathetic and supportive about these.
- Reflect on which of a person's problems they may see as genuine and important and try to be sympathetic about these.
- Work at not showing your impatience and frustration with others.
- Different strengths can be highly effective in combination. Try to recognise where others provide complementary strengths to your own.
- Explain how people can earn trust; make your expectations clear.
- Make it clear to people when they have breached your trust.

Comments/Actions

Comparison Group: Professionals & Managers (2011)