

Saville Assessment

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Wave Leadership Impact 360 Technical Summary



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1.0 Overview

The Saville Assessment Wave Leadership Impact 360 is based on our highly valid Impact model of leadership effectiveness (for further information, please reference the Leadership Impact Model Technical Summary). The Leadership Impact 360 gives users a valid and comprehensive way to assess the impact of senior managers and leaders from different viewpoints.

Figure 1. The 18 Leadership Styles

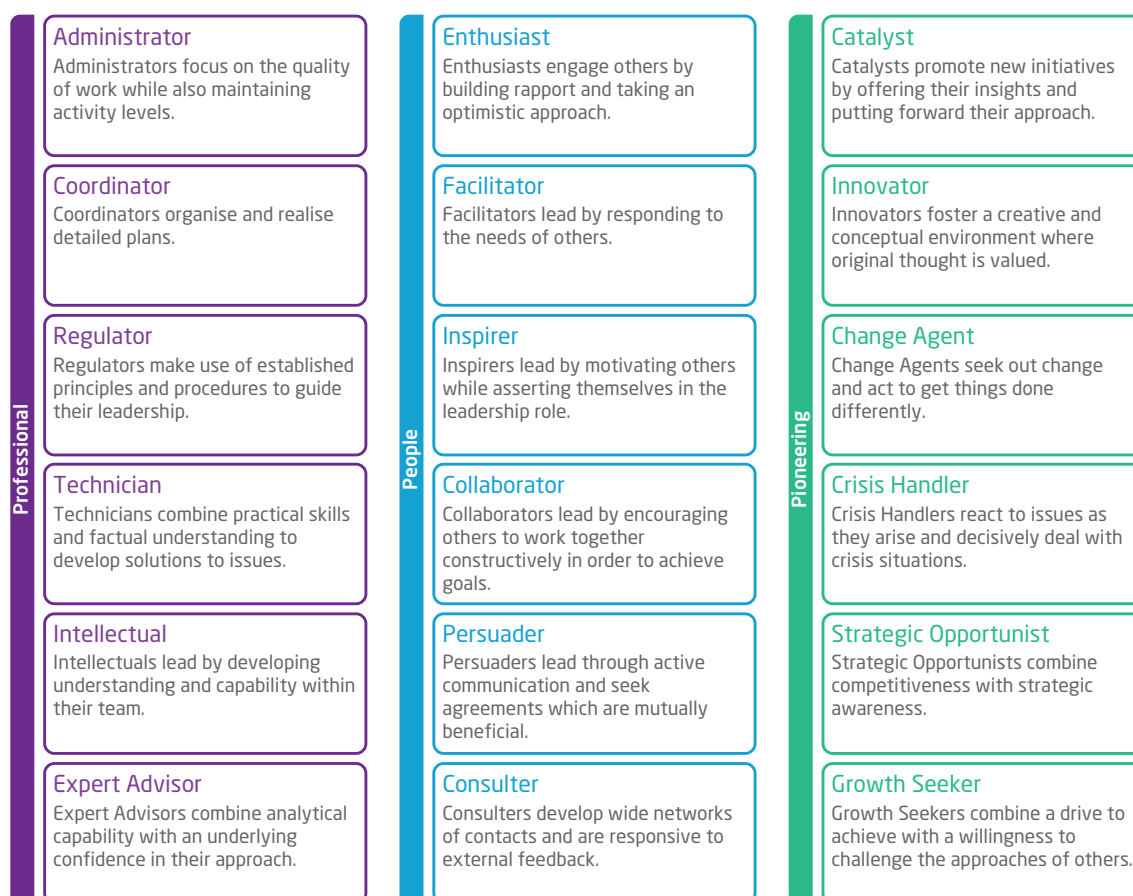


Figure 2. The 9 Leadership Impact Areas



1.1 Benefits

- **Quick completion** - the 10-minute completion time ensures a fast turn-around and minimal organizational disruption to larger projects.
- **High validity** - the 360 is built to provide structured feedback on the behaviors which are most predictive of leadership impact in the workplace.
- **Benchmarking** - dual reporting records actual ratings and a comparison against external data.
- **Qualitative and quantitative feedback** - open questions add richness and provide examples to complement numerical ratings.

2.0 Instrument

The Wave Leadership Impact 360 (5C) instrument is linked to 5 rater categories: Self, Boss, Peer, Report and Other. There are two tasks: rating an individual's effectiveness in adopting 18 different leadership styles and then rating their impact on 9 leadership areas. Comments can also be provided on when an individual's positive impact has been evidenced and how they could improve their leadership impact.

The first task uses the seven-point effectiveness scale which ranges from Extremely Ineffective to Extremely Effective.

A Candidate

Leadership Impact 360

Page 2 of 13 - Leadership Styles Instructions

You will be presented with a series of leadership styles. You are asked to indicate how effective you think Sample Candidate is at adopting each leadership style, using a scale from 'Extremely Ineffective' to 'Extremely Effective'

Please look at the completed examples below:

	Extremely Ineffective ---	Very Ineffective --	Fairly Ineffective -	Unsure -/+	Fairly Effective +	Very Effective ++	Extremely Effective +++
Motivator - Motivators encourage people to achieve goals and influence productivity. e.g. Setting Goals; Maintaining Productivity	☐	☐	☐	☐	☐	☒	☐
Organizer - Organizers manage processes and set achievable timescales. e.g. Managing processes; Setting Timescales	☐	☐	☒	☐	☐	☐	☐
Communicator - Communicators articulate clearly and listen to others' views. e.g. Listening; Speaking Clearly	☐	☐	☐	☒	☐	☐	☐

In the examples above, a Very Effective rating has been given for 'Motivator' and a Fairly Ineffective rating has been given for 'Organizer'. In the final example, an Unsure rating has been given for 'Communicator', which may be due to a lack of evidence.

Figure 4. Leadership Impact

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2.2 Languages

The Leadership Impact 360 questionnaire and Expert Report are currently available in English (United Kingdom) and English (United States), with no immediate plans for other language versions.

3.0 Reporting

The report provides a summary profile for both Leadership Styles effectiveness and Leadership Impact, aggregating ratings across the rater groups including self. The more detailed profiles show the effectiveness and impact ratings for each of the rater groups. Secondary information is provided by comparing the performance ratings to an external benchmark.

The report bridges the gap between specific behaviours and organizational-level outcomes. The leadership styles show which behaviours underpin impact outcomes. In addition, the 360 report can be used alongside the Professional Styles Leadership Impact Expert Report to identify gaps between potential and performance on leadership style and leadership impact.

Figure 5. Leadership Styles Summary

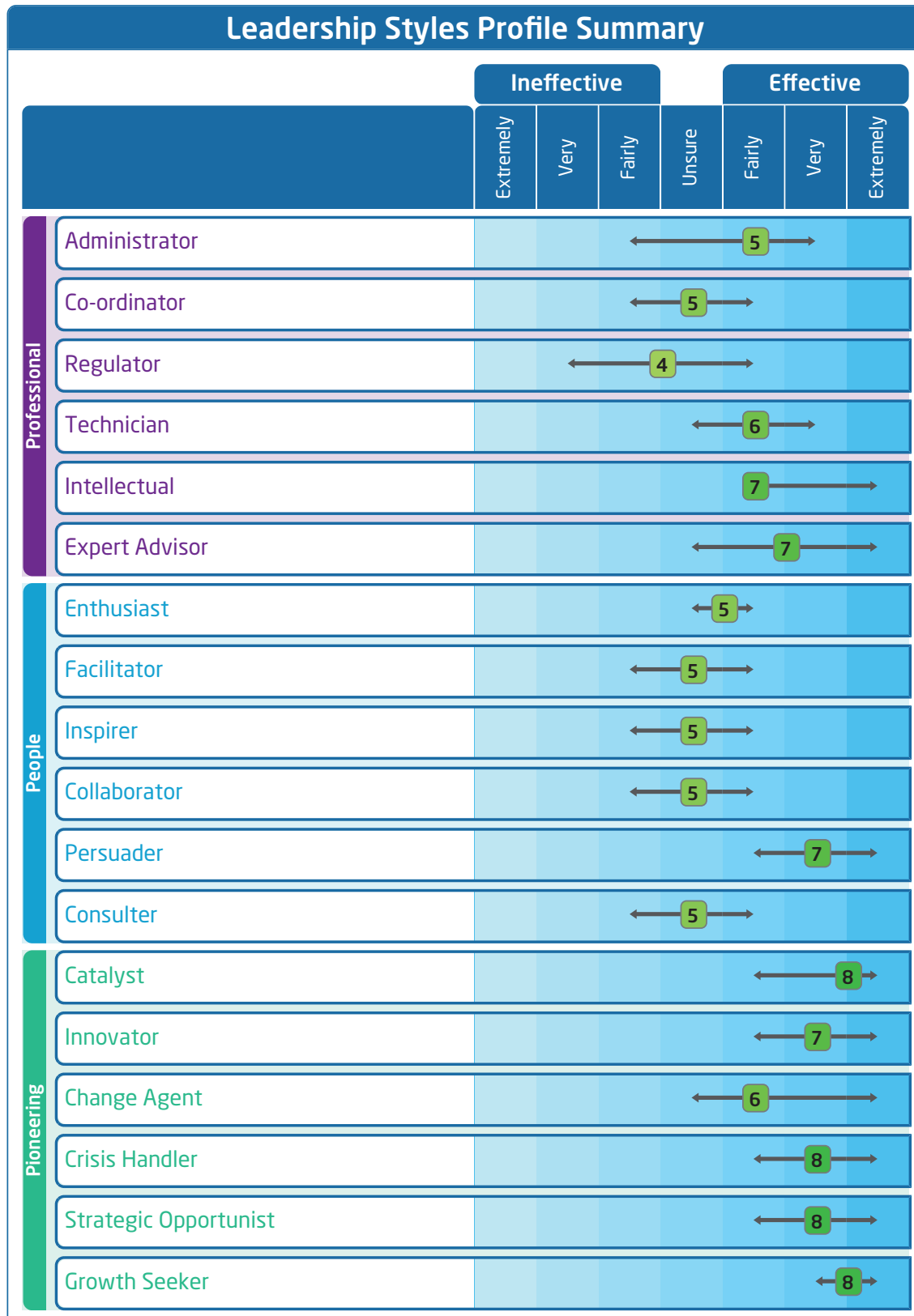


Figure 6. Leadership Styles Profile – Professional

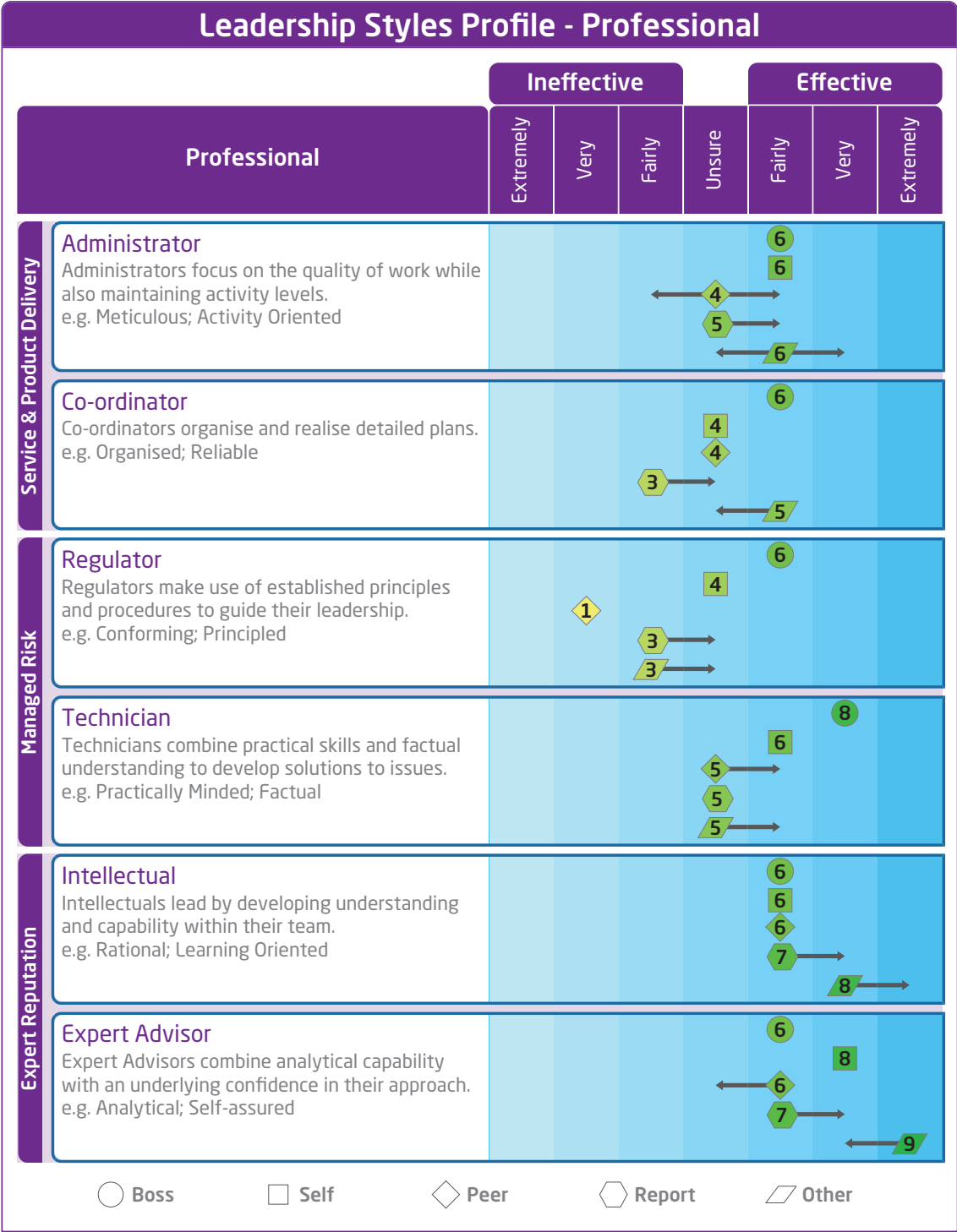


Figure 7. Leadership Impact Summary

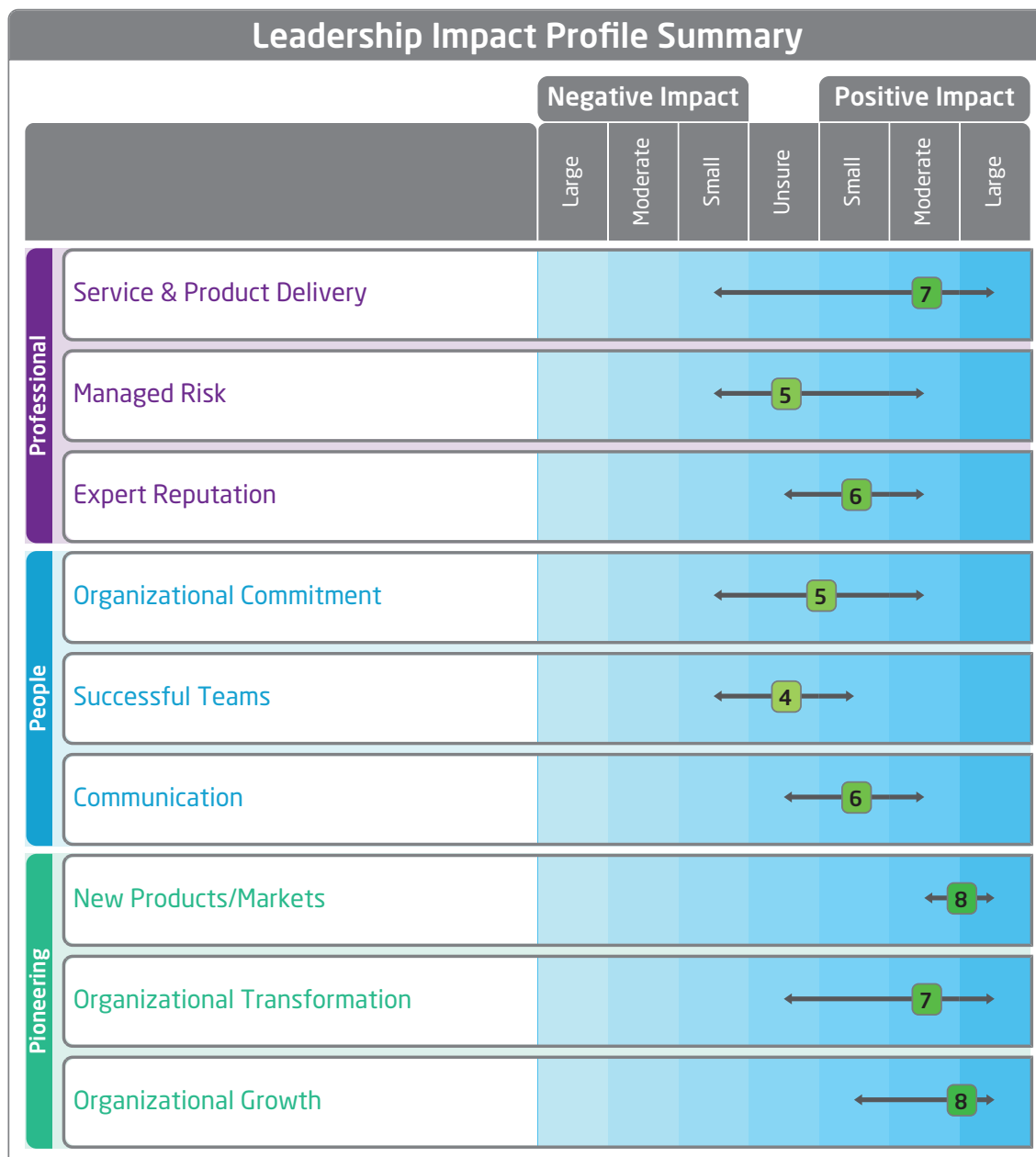


Figure 8. Leadership Impact Profile

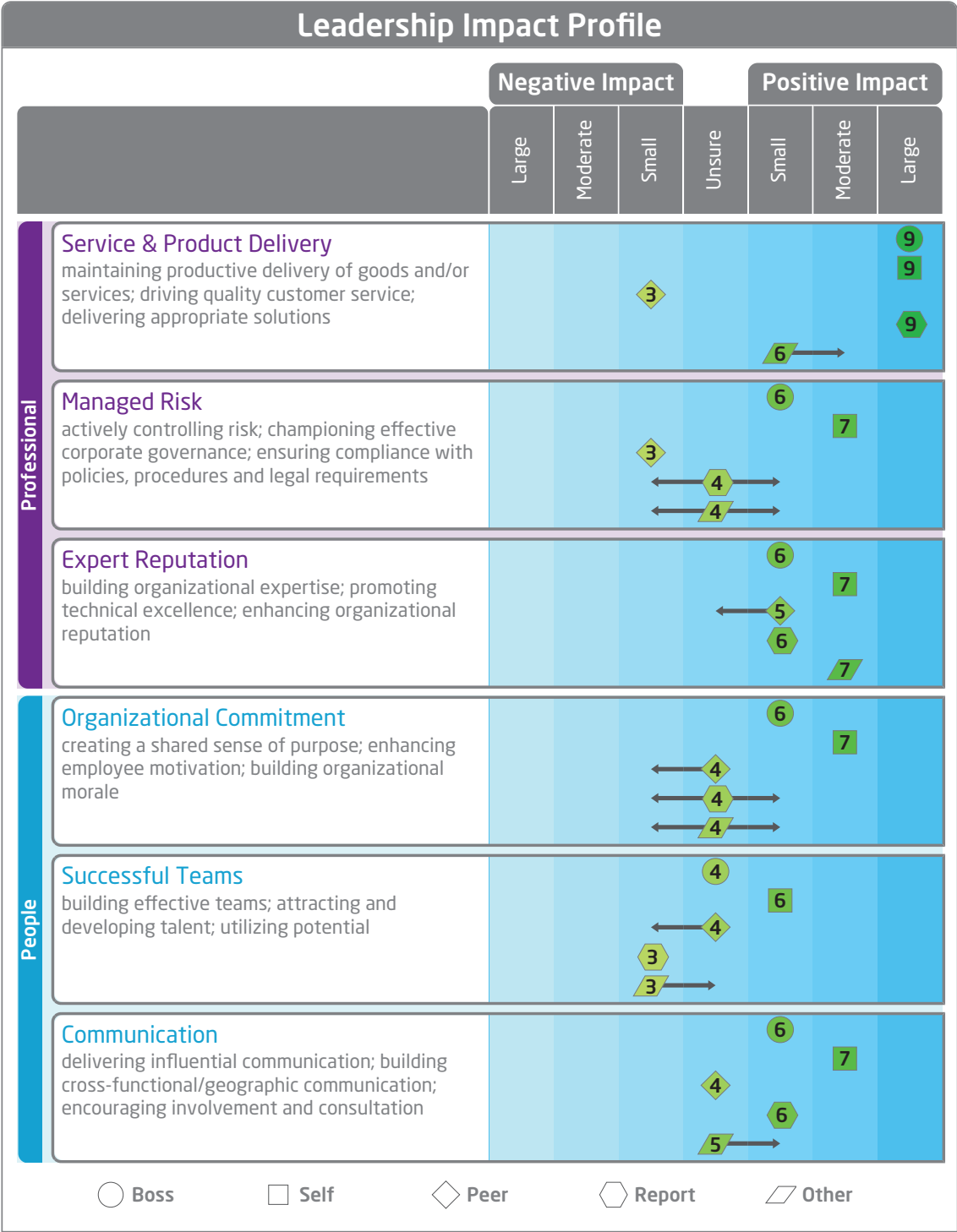


Figure 9. Leadership Impact Profile

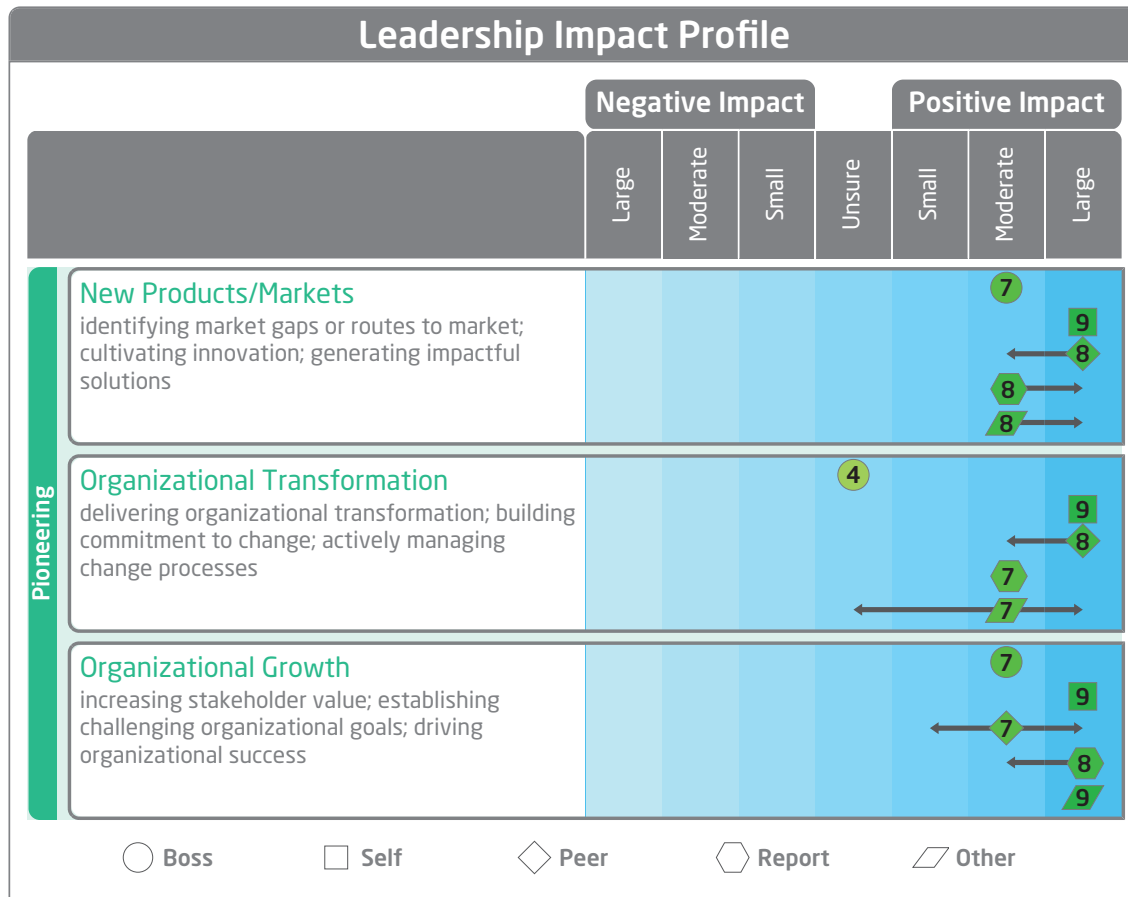


Figure 10. Rater Comments

Rater Comments	
Chris Park has a positive impact as a leader when they...	
Boss 1:	demonstrate strong commitment to organizational goals; represent the organization on product expertise and strong technical knowledge - great feedback from events
Self 1:	No comments were made
Peer 1:	take 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:	encourage us to be creative and to think in new ways
Report 2:	No comments were made
Report 3:	articulates vision on improving services really well and drives the team to deliver high quality solutions; promotes the achievements of the team
Other 1:	No comments were made
Other 2:	Provide innovative solutions, taking into account our different needs
Other 3:	No comments were made

Figure 11. Rater Comments

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:	No comments were made
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

4.0 Norms

The initial norm created for use with the Wave Leadership Impact 360 was a Managerial Group norm. The sample consists of 6,410 individuals from a mixed occupational background, who rated the work performance of their manager.

Display name: Interim Managerial Group (2016)

5.0 Applications of the Wave Leadership Impact 360

- Individual Development
- Potential and Performance Management
- Leadership Coaching or Development
- Insightful Feedback
- Benchmarking Senior Managers/ Leadership Performance across the organisation
- Rounded assessment alongside the Leadership Impact Expert Report

Please note: This document is an interim version of the Leadership Impact 360 Technical Summary that will be updated with additional technical information.

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