



Saville
assessment

Performance 360 Development Report

User Guide

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Using the Performance 360
Development Report

This User Guide sets out the recommended use of this report. If you have any questions about appropriate uses of this report and how to get the most out of it, please ensure you speak to a specialist who is qualified to use the full range of Saville Assessment Wave tools.

About the Performance 360 Development Report



The Wave Performance 360 Development Report draws from a bank of over 430 development tips designed to promote focused development planning.

The Wave Performance 360 Development Report creates a starting point for an individual to consider ways in which they can develop within the workplace. It can act as a powerful catalyst for development conversations between individuals, managers, mentors and coaches, helping to bridge the gap between profile analysis and development planning. Reports are accessible to line managers and individuals without an in-depth understanding of psychometric assessments.

The Wave Development Report provides advice for an individual, based on a behavioral profile generated from their own self-ratings and stakeholder ratings in 360 assessments. Depending on an individual's results, the report makes suggestions as to how they might build on a strength, develop a potential challenge area and watch out for a possible overplayed strength.

The report can be used in individual-led development, coaching, management development, assessment/development center follow-up and onboarding of new hires.

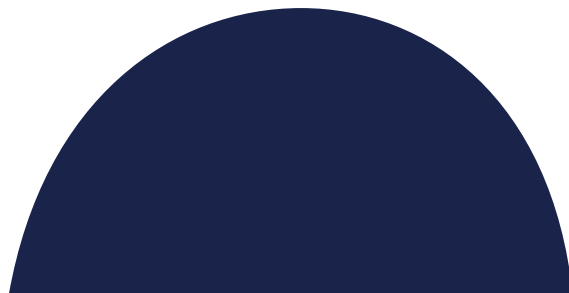
Benefits

- Quick and easy development planning
- Builds on strengths to maximize performance
- Highlights possible overplayed strengths which may be derailing
- Positively worded to encourage engagement with development actions
- Focuses on the behaviors shown to drive workplace performance

Availability



Wave Performance 360



Introduction

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The Report

Introduction to Assessment Report

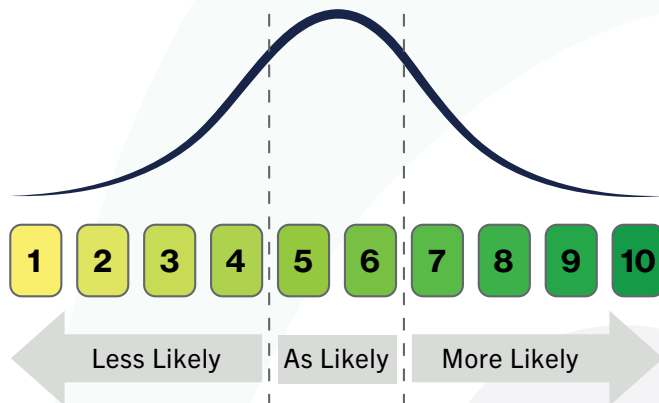
Page 3 of the report provides an overview of the development report.

The Development Report is divided into four sections:

- ① **Core Strengths**
- ② **Possible Challenge Areas**
- ③ **Setting Development Priorities**
- ④ **Additional 20 Areas**

The report is composed of the following three types of advice:

1. Building Strengths
2. Possible Overplayed Strengths – “Watch-Fors”
3. Development Activities



Development Advice

The development advice presented in the report will depend on the individual's aggregated rater scores, including self-ratings, from the 360 assessment. Scores are benchmarked and provide an indication of the individual's perceived effectiveness in comparison to the benchmark group.

✓ TOP TIPS

- Profiles are scored using a benchmark to give them meaning. A score of seven and above indicates a higher than average rating by others and therefore suggests they are seen as more effective than most in this area.
- Where an individual scores four and below this indicates a lower than average rating by others and therefore suggests they are seen as less effective than most in this area.
- Scores of five and six are considered average when compared with the benchmark group.

The report is composed of three types of development advice:

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 potential limitations, it may be worth considering how to make the most of these strengths.

Building Strengths are shown for dimensions with scores of 6-10 which range from average to extremely high.



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 area of strength, the potential pitfalls are highlighted together with actions that may help to mitigate their negative impact.

Possible Overplayed Strengths are shown for dimensions with scores of 8-10 which are all well above average.



Development Activities

While building strengths is likely to be a more rewarding way to develop, there is often a requirement to develop in areas which are less strong. For these areas, development tips are provided on how to improve performance.

Development Activities are shown for dimensions with scores of 1-5 which range from well below average to average.



Core Strengths (Top 8)



Core Strengths (Top 8)

The first section of the Performance 360 Development Report shows an individual's Core Strengths. These are the individual's top eight scoring competencies from the 36 Wave dimensions.

The report presents the competency dimension and its underpinning behaviors, alongside the sten score and a descriptor of how this score compares to the comparison group.

Under each of the eight competency dimensions, advice is provided in line with the score of the competency dimension.

✓ TOP TIPS

- Consider the advantages of these core strengths in relation to the current role.
- Use the advice to consider the risk of these strengths being overplayed.
- Identify and focus on the tips that resonate most with the role.

Possible Challenge Areas (Bottom 8)



Possible Challenge Areas (Bottom 8)

The second section of the Development Report shows an individual's Possible Challenge Areas. These are the individual's bottom eight scoring competencies from the 36 Wave dimensions

Under each of the eight dimensions, advice is provided in line with the score for the dimension.

✓ TOP TIPS

- Consider how important each challenge area is to a leadership role. If it is important, consider how it can be developed further.
- Consider which tips are most relevant in order to help achieve future goals.
- Expand on tips in the report to make them more specific for the circumstance.

Setting Development Priorities

Setting Development Priorities

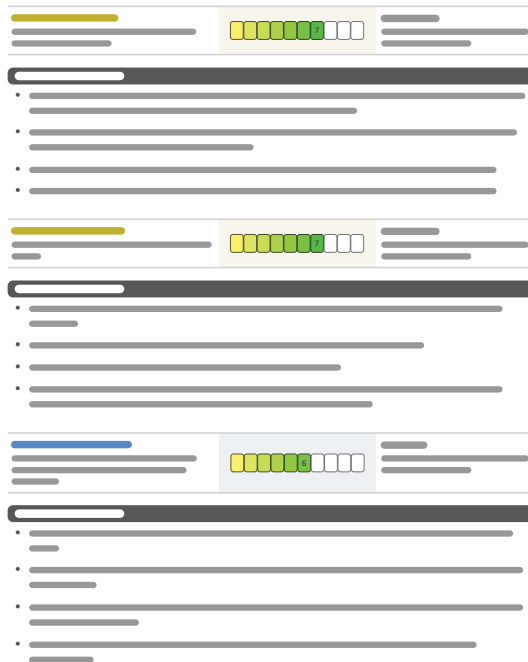
The third section of the Development Report provides space to identify the key development areas to focus on, the actions to be taken and how they will be reviewed.

Editable boxes allow you to make notes within the report and revisit at a later date.

TOP TIPS

- Identify three to four areas for development and create a personal development plan around these.
- Develop a mix of short-term (within three months) and longer-term (more than six months) goals.
- Include both Core Strengths and Possible Challenge Areas.
- Identify ways that others could help and support along the way.

Additional 20 Areas



Additional 20 Areas

The final section of the Development Report shows an individual's additional 20 areas. These are the individual's scores on the remaining areas from the 36 Wave dimensions (i.e. excluding the eight Core Strengths and eight Potential Challenge Areas).

Under each of the 20 dimensions, advice is provided in line with the score for the dimension.



TOP TIPS

- Review the Additional 20 Areas and identify if any are crucial to achieving current or future goals.
- Focus on those which are going to have maximum impact.

Using the Performance 360 Development Report

The Development Report can be used by the individual to review alone or in a one-to-one development discussion with a manager, coach, peer or L&D profession to build self-insight and set clear development priorities.

① Prepare the Discussion

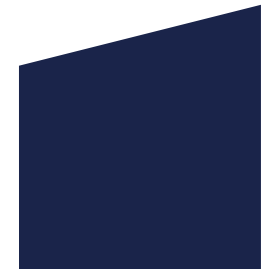
- Read through the individual's report and ensure you have an understanding of what the report is saying and how you would like to describe it using your own words.
- Select a number of tips from the report that you believe would most benefit the individual.

② Introduce the Session

- Describe the purpose of the session (e.g., to support you in your development) and set the parameters of confidentiality.
- Start a dialogue:
 - How did you find completing the assessment?
 - What do you perceive to be their key strength areas?
 - What do you perceive to be their key areas of development?
 - What are your career aspirations?
 - What would you like to get out of the session?

③ Discuss Core Strengths and Potential Challenge Areas

- Ask the individual for their reflections on each of the areas.
 - How important is this area in your current/next role?
 - When has this strength helped you achieve a goal?
 - When has this challenge area held you back?
 - Have you had feedback on this area?
- Review the associated advice for each of the areas.
 - Which of the tips could help you further leverage this strength?
 - How would you adapt this piece of advice to make it work for you?
 - Who could help you to put this strategy in place?



4 Set Development Priorities

- Identify three to four areas for development.
- Use the Setting Development Priorities page to capture these areas.
- Use the tips within the report to formulate specific actions that can be taken.
- Agree on a timeframe to review these actions and how successful you have been.
- Review the 20 Additional Areas to ensure that you have not missed a key development area.

✓ TOP TIPS

Consider using the **GROW** model of coaching to provide structure to a conversation to deliver a meaningful result:

Goal setting for the session “What do you want to achieve?”

Reality checking “What is the current situation and what are the barriers to achieving your goals?”

Options and strategies for courses of action “What could you do to get past the barriers?”

Wrap-Up “What is to be done, how and when?”



Saville
assessment

info@savilleassessment.com

www.savilleassessment.com

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