



Expert Report Cliff Sample

Performance

360

Contents

Introduction to Report.....	3
Profile Breakdown.....	4
Behaviour Profile - Solving Problems.....	5
Behaviour Profile - Influencing People.....	6
Behaviour Profile - Adapting Approaches.....	7
Behaviour Profile - Delivering Results.....	8
Summary Profile.....	9
Behaviour Overview Profile.....	10
Rater Comments.....	11

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 Cliff Sample (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 5334 Performance 360 ratings given on a group of senior managers and executives.

Since the results are based on an evaluation of performance made by Cliff Sample 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 Cliff Sample 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)**
-  **Direct Report (7)**

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

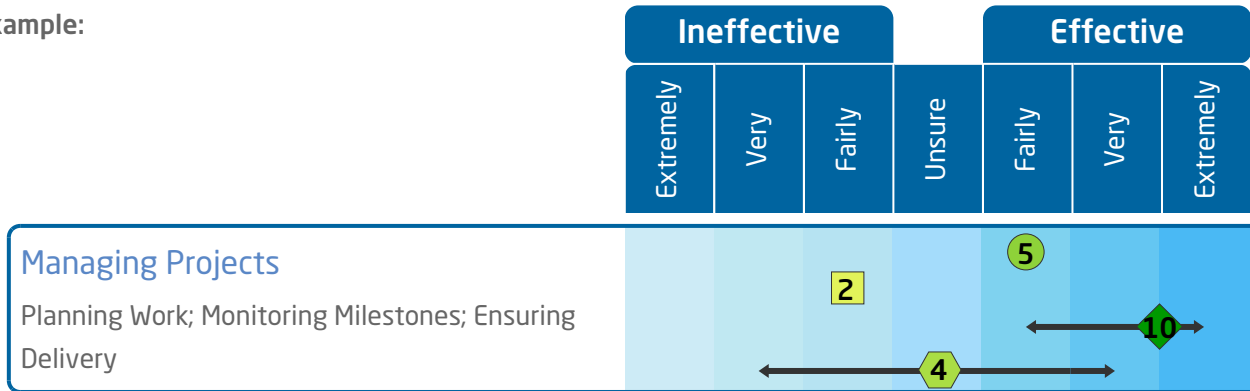
The final section presents any comments made by the different raters about Cliff Sample's performance at work.

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 Direct Report ratings ranged from very ineffective to very effective.

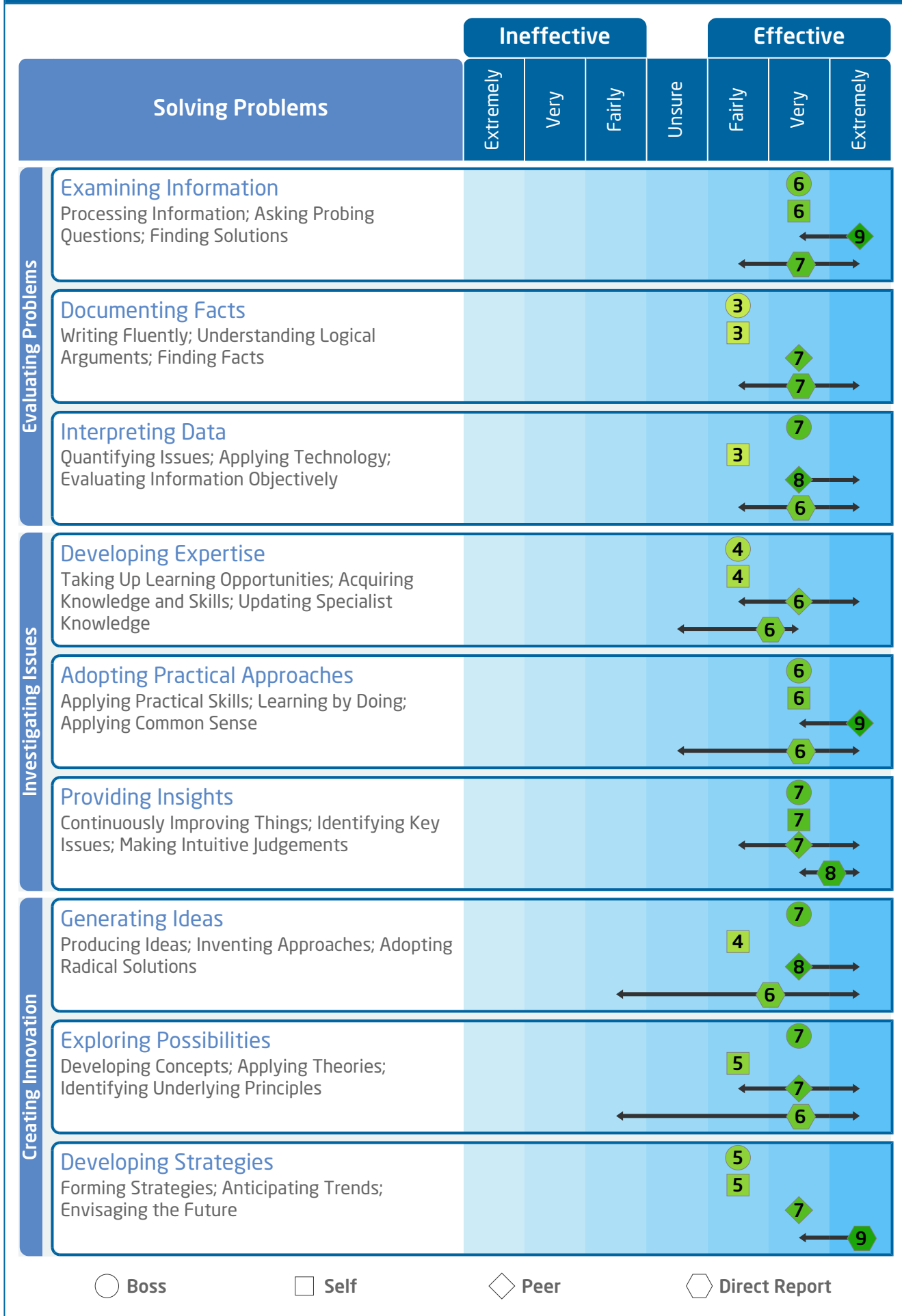
Comparison to Others:

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



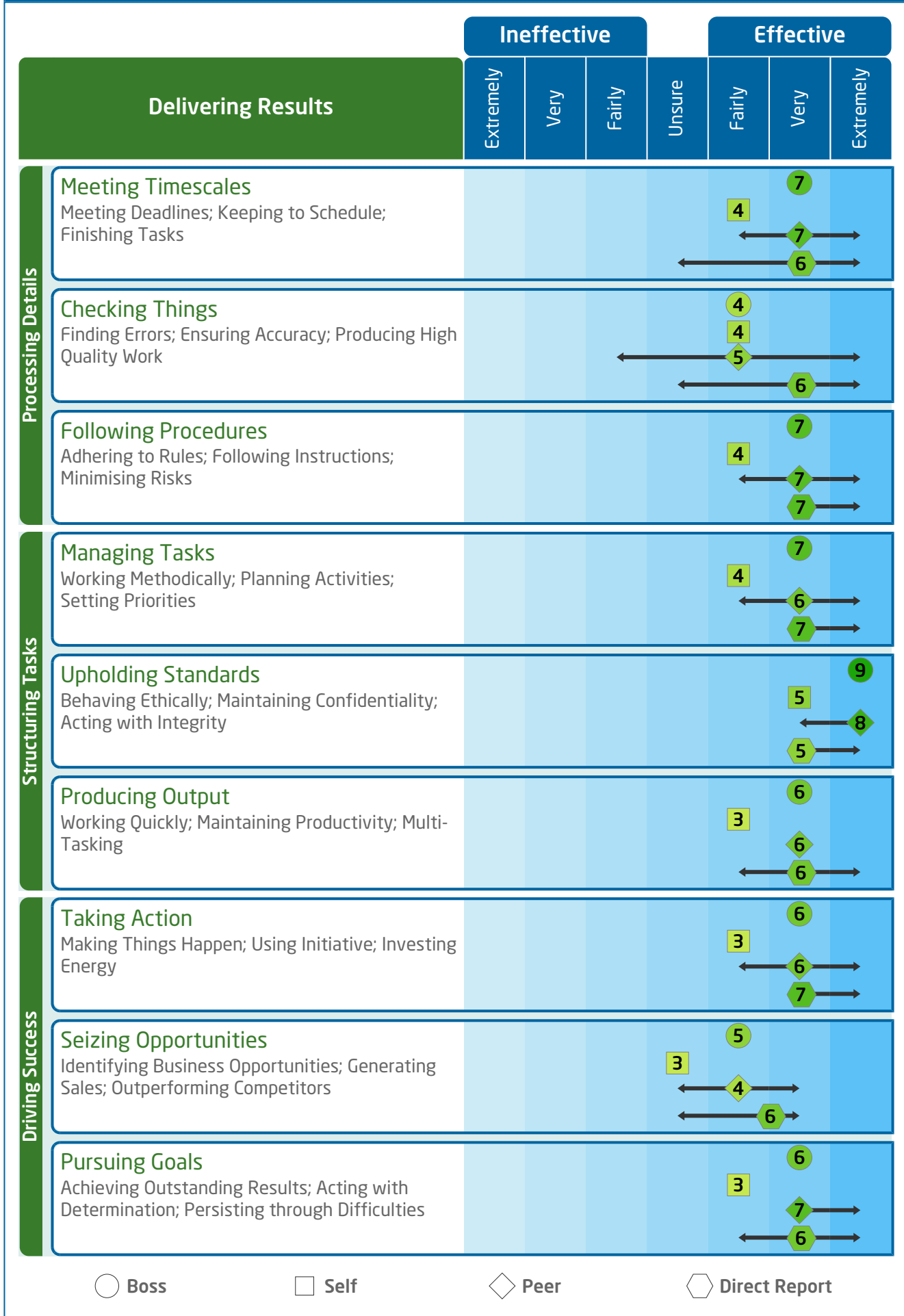
Behaviour Profile - Influencing People



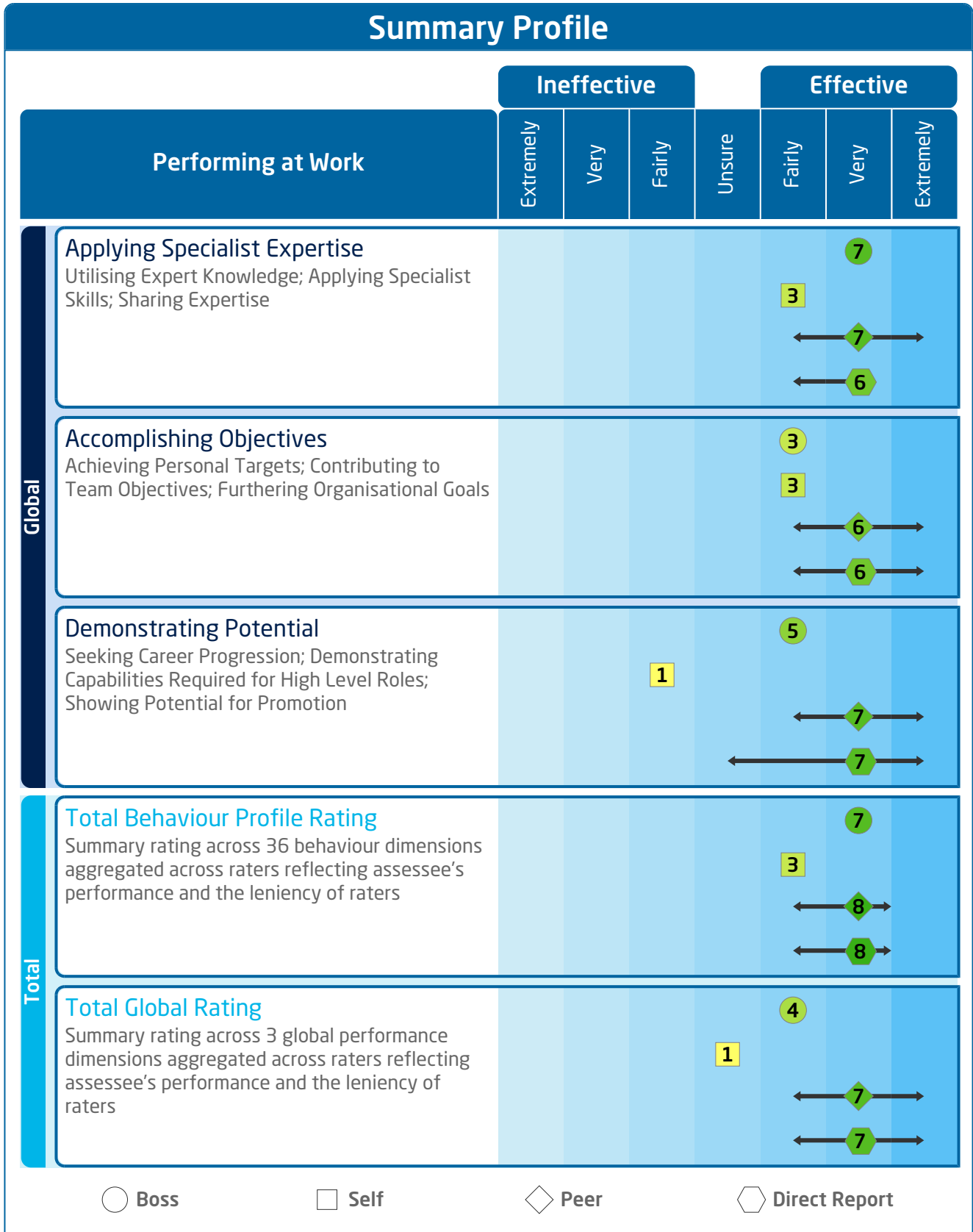
Behaviour Profile - Adapting Approaches



Behaviour Profile - Delivering Results



Summary Profile



Behaviour Overview Profile

		Ineffective			Effective			
		Extremely	Very	Fairly	Unsure	Fairly	Very	Extremely
Solving Problems	Evaluating Problems Examining Information (7); Documenting Facts (5); Interpreting Data (6)						6	
	Investigating Issues Developing Expertise (5); Adopting Practical Approaches (7); Providing Insights (7)						6	
	Creating Innovation Generating Ideas (6); Exploring Possibilities (6); Developing Strategies (6)						7	
Influencing People	Building Relationships Interacting with People (6); Establishing Rapport (6); Impressing People (6)						6	
	Communicating Information Convincing People (7); Articulating Information (5); Challenging Ideas (7)						7	
	Providing Leadership Making Decisions (6); Directing People (7); Empowering Individuals (7)						7	
Adapting Approaches	Showing Resilience Conveying Self-Confidence (6); Showing Composure (6); Resolving Conflict (5)						6	
	Adjusting to Change Thinking Positively (6); Embracing Change (6); Inviting Feedback (6)						6	
	Giving Support Understanding People (5); Team Working (6); Valuing Individuals (4)						5	
Delivering Results	Processing Details Meeting Timescales (6); Checking Things (5); Following Procedures (6)						6	
	Structuring Tasks Managing Tasks (6); Upholding Standards (7); Producing Output (5)						6	
	Driving Success Taking Action (5); Seizing Opportunities (5); Pursuing Goals (6)						5	

Rater Comments

Cliff Sample needs to keep doing well at...

- Boss 1: 1. Instill high level of ownership among the staff 2. Encourage inquisitive mindset 3. Develop more effective leaders at the plant
- Self 1: Encouraging others, leading by example, promoting the concept of change and improvement, delivering results for the business.
- Peer 1: active engaging with his teams to produce good teamwork, positive atmosphere and produce good results.
- Peer 2: instilling sense of accountability and willingness among the working team members and other stakeholders to participate in a healthy dialogue or discussion to achieve common goals. The positive energy that he brings into each of the session he spent with the team at work makes a good difference in creating a warm and professional working environment. He also recognizes good effort and hard work from staff appropriately.
- Peer 3: Staff engagement Empowerment Strategic and Critical Thinking Challenging others/ideas
- Direct Report 1: People engagement and offering ideas for improvement. Good management style and encourage peoples to share info and knowledge. Able to lead team effectively and steer the management team dealing with issue effectively
- Direct Report 2: No comments were made
- Direct Report 3: No comments were made
- Direct Report 4: No comments were made
- Direct Report 5: No comments were made
- Direct Report 6: Assertive Quick decision making with good common sense and logical thinking Strategize plan and solution Analytical Skill Engagement and Empowerment Empathy and Understanding
- Direct Report 7: No comments were made

Rater Comments

Cliff Sample needs to do less of...

Boss 1:	1. Worry of top management support
Self 1:	Talking and taking the stage, assuming what I do and the way I do it is the best. Be a little less challenging and critical of where we are in some cases in the business, Be a little less focussed on TBP.
Peer 1:	No comments were made
Peer 2:	defending shortcomings from his own team member and be more transparent in acknowledging what's wrong for the betterment of the affected work processes and individuals.
Peer 3:	No comments were made
Direct Report 1:	-
Direct Report 2:	No comments were made
Direct Report 3:	No comments were made
Direct Report 4:	No comments were made
Direct Report 5:	No comments were made
Direct Report 6:	None so far
Direct Report 7:	No comments were made

Rater Comments

Cliff Sample needs to improve at..

- Boss 1: No comments were made
- Self 1: listening to others, tolerate different approaches and characteristics of others outside the direct team, work harder in Malaysia around networks and stakeholder engagement, explaining my thinking and convincing others around to the benefits at times. Offer wider support and engagement across the portfolio. take more time and apply energy to one to one coaching and mentoring of key staff. Although in stating these points, my role as interim management support will time out July 2016, so time is an issue.
- Peer 1: No comments were made
- Peer 2: being able to be less defensive and able to be more attentive and receptive to ideas or recommendations coming from various stakeholders.
- Peer 3: Understanding on the complexities in Malaysian working culture Understanding, rationalisation and appreciation of contributions by other departments/division (non-plant) More involved in checking and improving staff work quality and accuracy at plant level
- Direct Report 1: -
- Direct Report 2: No comments were made
- Direct Report 3: No comments were made
- Direct Report 4: No comments were made
- Direct Report 5: No comments were made
- Direct Report 6: Too aggressive and pushy in selling/upholding ideas/principles may lead to some perceive it as ego, especially peers
- Direct Report 7: No comments were made