

# Saville Consulting Wave Professional Styles Handbook

## PART 1: OVERVIEW

### Chapter 2: Applications

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## 2.0 Applications of Saville Consulting Wave® Styles

Saville Consulting Wave® Styles have been designed to be used throughout the employee life-cycle. Below are some of the applications of Saville Consulting Wave Styles, along with suggested Wave reports (presented in suggested order of use) giving an insight into where they can make a difference. The advanced features and models that aid interpretation and decision making are critical to Wave Styles' success in these applications, as well as the enhanced validity offered by the measure (see *Validity chapter*).

### Selection

Saville Consulting Wave Styles are designed to create a platform for much better decision making from a self-report questionnaire, leading to an increase in the calibre of employees. Saville Consulting Wave provides more valid data in less time and can be administered before conducting an interview or as a source of information to cross reference with other data.

- **Self-selection:** selection is a two-way process and culture fit data provided by Saville Consulting Wave Styles can be helpful to candidates in their decision making.
- **On-boarding:** Saville Consulting Wave Styles can be used after hire to accelerate induction and development. Despite new hires reporting to be satisfied in general, their satisfaction ratings are relatively weak when they are asked about the feedback (or lack of feedback) of assessment data collected during the selection process (Miles, 2006). In the first 100 days of an individual's employment, Saville Consulting Wave can help provide a platform from which to discuss the individual's preferred culture. This can then inform and help drive further on-boarding discussions, from which the job can be tailored to better fit the new employee, as well as the new employee being provided with the opportunity to consider how best to approach their new role.

### Individual Development

Saville Consulting Wave Styles provide insights into where an individual is intrinsically motivated to develop and where they are not (through motive-talent splits). Saville Consulting Wave reports also provide a platform from which discussion in appraisals and developmental reviews can stem.

### Coaching

Saville Consulting Wave Styles provide a clear link to understanding the impact of personal style on performance at work. Facet splits provide greater detail and interesting contrasts that lead to precise understanding of the individual's approach to work. The Reflections report highlights potential positive and negative behavioral outcomes of combinations of particular workplace styles.

## Leadership Assessment

Saville Consulting Wave Styles can help identify and serve as a platform for the assessment and development of leadership potential. Saville Consulting Wave provides insight into style, motivation and underlying talent, exploring the potential strengths and limitations of different approaches. It presents in-depth information that can be used to structure discussion at interview stages of selection processes and as a platform for leadership coaching and developmental processes.

## Team Development

The Saville Consulting Team Roles Model provides clear feedback on the role preferences of an individual, and highlights how these preferences might work alongside each other to the potential benefit or detriment of the individual or team's performance. Saville Consulting Team Roles allows for the identification of gaps within the team and helps team members see how they might interact with one another.

## Organizational Talent Audit

Saville Consulting Wave provides a vehicle for benchmarking groups in terms of their perceived motives, talents and competencies. This information can be combined with information from the Saville Consulting Performance Culture Framework and can be used as a basis for the development of new performance driven frameworks for a client organization (e.g. Competency, Capability, Values). The combination of a matched individual style assessment and matched measures of requirement and performance from the Performance Culture Framework allows for the development of empirical validation based competency frameworks which identify threshold competencies which differentiate on the key behaviors underpinning enhanced performance.

## Business Growth

Saville Consulting Wave Styles provides a means to identify and develop individual's within an organization who are likely to contribute significantly to business growth. By first identifying and then investing development in such individuals, businesses are more likely to retain those that have the potential to bring the most to their organization - Saville Consulting Wave provides a mechanism for this to be put into practise.

## Self-awareness

For individuals who wish to gain an awareness of what they are most and least likely to have an impact on at work, Saville Consulting Wave provides a high level summary of an individual's key performance areas which underpin work performance.

## Career Planning

Self-insight is important when career planning. It is therefore useful for the individual to understand what things they like to do and what things they are good at. It is also helpful to identify characteristics in a work culture that will help bring out their full potential and boost job satisfaction. Saville Consulting Wave Styles provides that insight.

### 2.1 Applying Wave with Clients own Frameworks

Saville Consulting clients can choose to measure their own assessment framework using Professional Styles. Where assessments are being used in volume, a bespoke report which is branded to and assesses clients' own frameworks can be developed. This is achieved by mapping to the 108 facets and 36 dimensions of Wave. Contact Saville Consulting for further information.

### 2.2 Misuse of Saville Consulting Wave Styles

Saville Consulting Wave Styles questionnaires provide a wealth of information about job applicants and employees to the user for a wide range of applications, but there are uses and target populations for which Wave Styles assessments are not appropriate. A sample of these include the following:

#### Mental Health, Clinical or Forensic Assessment

Wave Styles questionnaires are not designed as an assessment or diagnostic for mental health disorders. This could include assessment for emotional or psychological stability, substance abuse, eating disorders, physiological disorders, depression, or for creating a treatment program. In these cases a clinical assessment should be used.

#### Intelligence Testing

The Wave Styles questionnaires are a measure of work behaviors and personality, not cognitive or mental ability. While the Wave Styles questionnaires measure aspects of behavior related to cognitive performance (i.e., Evaluation), it is an indirect measure only and does not provide an IQ score or similar index of intellectual capacity. We recommend Saville Consulting Aptitude tests for measuring work-related aptitudes. These aptitude tests are frequently used with a Wave Styles questionnaire for a more comprehensive assessment of a person's style and aptitudes.

## Parenting Advice or School Eligibility

Wave Styles questionnaires are useful tools for working adults to think about the occupations and work settings that they may be best suited for (career counseling.) However, the questionnaires were not designed or intended for use with children to determine if they qualify to attend a particular school, are eligible for a particular curriculum or can be assigned to a specific classroom, e.g., whether a child be put into a special school, program or class. Likewise, Wave Styles questionnaires are not designed to be used by parents for advice on parenting behavior. The questionnaires were designed for use by individuals who are 16 years or older.

## Relationship Compatibility

The Wave Styles questionnaires measure behaviors important for success at work for many different occupations, and as such measure many “normal personality” traits that are important for compatibility in nonwork settings. However, the Wave Styles questionnaires have not been designed or validated for use in assessing compatibility between persons for dating, marriage or other non-work oriented relationships.

## Workforce Reductions or Firing a Problem Employee

Some line managers prefer to use a tool to help them identify which employees to let go during a staff reduction initiative. Likewise, they may want a tool to decide that a person should be fired - providing a “pass or fail” score to make the decision for them. These are inappropriate uses of a personality questionnaire and will not provide an optimum business outcome from a workforce planning viewpoint. There are other more effective methods that yield better results (contact Saville Consulting for information).

Workforce reduction decisions should be based on appropriate organizational criteria with appropriate consultation, and not based primarily on the results of a personality questionnaire, especially if the job itself remains unchanged. If there is a redesign of a job, then a Wave Styles questionnaire may be appropriate to help inform decision makers about an employee’s potential to succeed in the newly designed job along with other known information about the employee.