

Saville Consulting Wave Professional Styles Handbook

PART 3: OUTPUTS

Chapter 9: Types

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A large, dynamic splash of blue water against a white background. The water is captured in mid-motion, with a large, turbulent wave on the left and smaller bubbles and ripples on the right. The color is a vibrant, clear blue.

9.0 Types

9.1 Introduction to Saville Consulting Wave® Types

Typologies are essentially summaries of combinations of characteristics.

The Saville Consulting Wave types are based on the four higher level clusters in the Professional Styles assessment. These cover the areas of Thought, Influence, Adaptability and Delivery which underpin the performance areas of Solving Problems, Influencing People, Adapting Approaches and Delivering Results. The Wave Types Report integrates results on the 'People' Clusters (Influence and Adaptability) into four 'People Types' and on the 'Task' Clusters (Thought and Delivery) into four 'Task Types.'

Figure 9.1 People Types and Task Types display charts

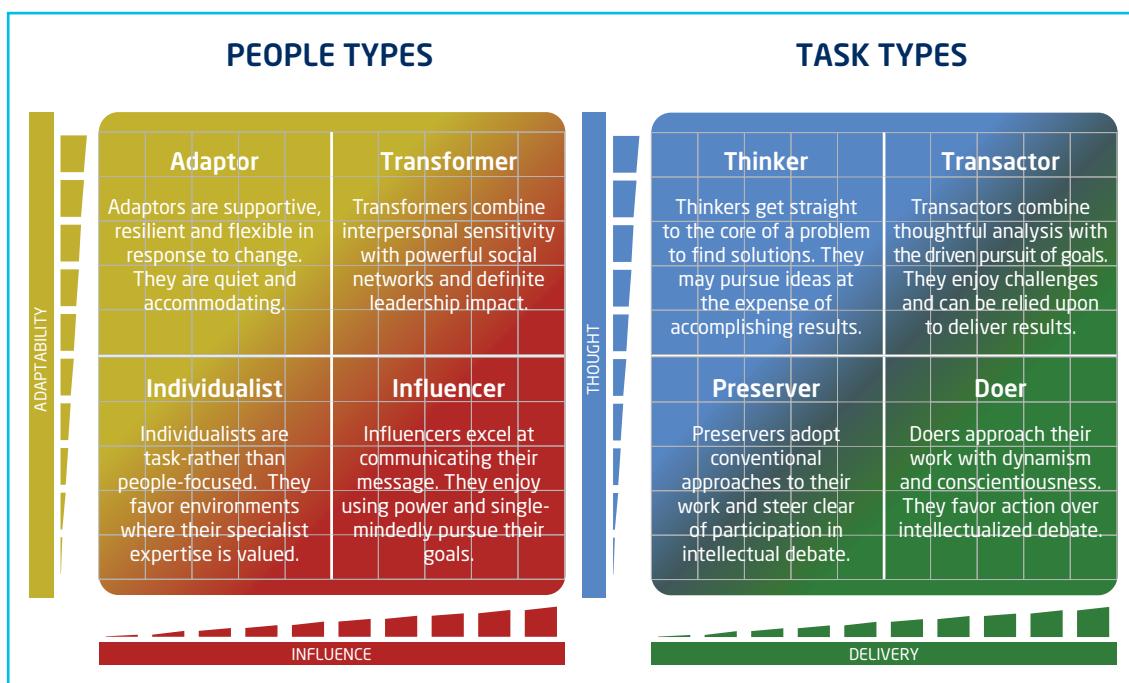


Figure 9.2 The four 'People' types and four 'Task' types combine to create 16 Saville Consulting Wave Types

Saville Consulting Wave Overview of the 16 Types				
PEOPLE ORIENTATION	Transformer-Preserver	Transformer-Thinker	Transformer-Doer	Transformer-Transactor
	Influencer-Preserver	Influencer-Thinker	Influencer-Doer	Influencer-Transactor
	Adaptor-Preserver	Adaptor-Thinker	Adaptor-Doer	Adaptor-Transactor
	Individualist-Preserver	Individualist-Thinker	Individualist-Doer	Individualist-Transactor
	Low	TASK ORIENTATION		High

Types are, by their nature, generalizations and thus will not fit every respondent equally well.

The likelihood that a person will fit a type description increases as the scores on the relevant dimensions become more extreme. For example, in the People domain, a person with both high Adaptability and high Influence scores is more likely than someone who scores at the midpoint on each of these scores to fit the description of a Transformer. By the same token, a person with very low scores on both Adaptability and Influence is more likely than someone at the midpoint of these clusters to fit the description of an Individualist.

People who score on the corridor close to the mid-point on one or both clusters can be described as less 'differentiated' in terms of type than those who score at the extremes.

When People and Task Types are combined a person could be highly differentiated in terms of People Type and undifferentiated in terms of Task Type, or vice versa. Thus, individuals with the same nominal overall Wave Type may differ quite substantially in terms of the characteristics that are most prominent.

9.2 Performance Driven Types

The Saville Consulting Wave Types model directly links to performance both for individuals and teams. This gives it a sharper edge in building effectiveness, distinguishing it from other team development models which tend to focus on the advantages of particular types and type combinations rather than their direct impact on effectiveness.

The Value of Different Types to Team Effectiveness

The Wave Types model helps to identify the four high level behavioral clusters that predict different areas of effectiveness (Solving Problems, Influencing People, Adapting Approaches and Delivering Results). As each Wave type has a different combination of these behaviors, they will not all impact on team effectiveness to the same degree.

The Wave types approach is underpinned by the performance driven Wave model so that the type combinations that are the most effective contributors to overall effectiveness can be easily identified. The model allows individuals to be high or low on all four clusters relating to effectiveness. Those who combine high scores in all four areas, Transformer-Transactors, will consequently be the most effective in terms of overall performance and potential. Conversely, those who are low in all four areas, Individualist-Preservers, will likely have the smallest contribution to effectiveness.

Although effectiveness relates to an individual's score on the four behavior areas, Transformer-Transactors may still make serious errors (in many respects they leave themselves open to this due to a tendency to be less risk averse yet prepared to make big decisions). Similarly, Individualist-Preservers still have a crucial role to play within a team, from doing the necessary, everyday tasks that no one else favors, and as is possible with other types providing the 'golden nugget' that improves efficiency and output. However, in general Transformer-Transactors are likely to be more effective than Individualist-Preservers. Note: It is important to consider that the Wave type bestowed on an individual is a result of their self-reported potential and effectiveness. Some people are more likely to over or under exaggerate their responses than others, either as a deliberate attempt to mislead or due to their genuine misperception.

The Benefits of Performance Centric Types and The One Person Team Concept

The key benefit of Wave Types linking directly to effectiveness is that it allows users to be clearer on what is missing from a team and what a team has in abundance (and potentially over-abundance). An Influencer-Thinker is likely to have the analysis, ideas and the powers of persuasion to get an idea put into action, but when complemented by an Adaptor-Doer, the two individuals in combination could improve the effectiveness of the team. The Adaptor-Doer brings stability and flexibility in dealing with people and a clear focus on high quality delivery, whilst the Influencer-Thinker has the ability to see a solution and influence others. These two complementary Wave types combine to cover the four behavioral clusters of effectiveness. An individual's type may be strong in all four behavioral clusters and in effect this individual can be seen as having the potential

to be a one person team. The one person team is the Transformer-Transactor Type; they are likely to work constructively with any other type, although they may find the less assertive and driven types more frustrating to work with. In this way, any working partnership can be looked at in terms of the complementary, aligned and shared behaviors.

In general, a working partnership will be more effective to the extent that all four behavioral clusters are covered by its members. An individual may cover all these alone, or a team of four may still be lacking in a particular area. Where a number of individuals share common behaviors, this is not necessarily wasted resource. Three Influencer-Thinkers can be a fiery combination in terms of intellectual debate, but they have the potential to create groundbreaking solutions when they have an agreed goal to work towards. The intention of the Wave Types model is to highlight that several similar types may lead to strengths in a certain area, or that other behavioral areas are not equally represented and the team may benefit from the input of others who have strengths in this domain.

The ideal composition of the team in terms of Wave types should be determined by its core purpose. A Think Tank Team delivering a 20 year vision of product ideas may benefit from quite a different make up from a team tasked with improving process efficiency for instance, although they may share some common elements. The identification of the team's purpose is a critical early step and can be facilitated by the use of the Saville Consulting Wave Performance Culture Framework Card Deck to clarify which are the areas of most importance to the team's future effectiveness.

Performance Centric Types in Practice

The Wave types approach utilizes validation evidence to suggest that certain Wave types contribute more to effectiveness, and as such has the potential pitfall that they classify the Transformer-Transactor as lacking nothing and the Individualist-Preserver as lacking everything.

To overcome this issue we recommend the Wave user utilizes the Wave Expert report, creating a more detailed balance of strengths and limitations from the detailed profile (e.g., from sections, dimensions and splits). In the case of Individualist-Preservers, for example, any other key strengths or specialist skills the individual contributes to the team are identified. Finally when sharing results on a combined chart highlighting the different type combinations, the individual's particular area of strength or expertise can be charted and shared.

9.3 Development and Validation of Types

The idea for the Types model originated in an attempt to conceptualize a componential model of overall performance in the workplace to create a simple framework which would look at the key components that underpinned this criterion.

The Great Eight competencies (Kurz & Bartram, 2002) represented a componential model of work performance, but lacked an explicit higher-order structure. The four Leadership

Functions described by Bartram, Kurz & Baron (2004) and Bartram (2004) clearly pointed towards a higher-order structure. Empirical modeling of competency data presented by Kurz (2005) suggested a simultaneous breakdown of performance into People and Task aspects as in the original Ohio leadership studies under the titles of Consideration and Initiating Structure, respectively. The other critical conceptualization was related to Alpha and Beta personality characteristics (Digman, 1997) as opposed to work criteria. The resulting '2 x 2' model of task, people and alpha and beta created the blueprint for the Wave Types model and what became the Wave clusters, which integrate personality and competency models in an aligned structure which underpins overall performance at work.

The 'Task Type' 2 x 2 matrix is comprised of the Wave clusters of Thought and Delivery, which form the axes of the matrix. The four cells inside the Task Type matrix are labeled Preserver, Thinker, Doer, and Transactor. The 'People Type' 2 x 2 matrix is comprised of the Wave clusters of Influence and Adaptability. These are shown on the axes of this matrix. The four cells in the People Type matrix are labeled Individualist, Influencer, Adaptor, and Transformer. This combination of four Task Types and four People Types combine to make up a total of 16 Wave Types shown in Figure 10.2.

The Construction chapter describes the development of the Wave model. In a nutshell, the Wave model was developed using both a deductive modeling approach combined with a validation-centric methodology in order to maximize validity. The 108 facets comprising the Wave model had to demonstrate empirical validity with measures of overall performance and behavioral effectiveness. Each 'style' measure in the Wave model is aligned with a behavioral 'competency' measure. This rigorous methodology was also applied to the Types model. Each of the Wave clusters that form the basis of the Wave Types model had to demonstrate empirical validity with not only its matched competency (i.e., Influence cluster score correlates with Influencing People competency rating), but also with measures of overall work performance.

Fullman (2005) demonstrated the point-to-point validities for the Professional Styles cluster trait scores (i.e., unit weight sum of 27 styles facets measured normatively) against its aligned behavior competency model (i.e., unit sum of nine competency behavior dimensions rated normatively by external raters). People Type cluster validities (uncorrected) were $r=.29$ for Influencing People and $r= .16$ for Adapting Approaches. Task Type cluster validities were .21 for Solving Problems and .16 for Delivery.

At this stage, single item ratings for People Leader, People Supporter, Task Leader and Task Supporter were gathered, which were later superseded by Influencing People, Adapting Approaches, Solving Problems and Delivering Results cluster level unit weight aggregates.

The data from the development study were used to create 108 competency potential facet equations designed to optimize the content, construct and criterion-related validity within the Wave aligned model. These equations were then applied to the standardization study data and minor adjustments were made to about 25% of the equations. Kurz et al. (2007) showed People Type cluster level validities of .38 for Influencing People and .31 for Adapting Approaches. Task Type cluster level validities were somewhat lower at .25 for Solving Problems and .22 for Achieving Objectives.

These equations were cross-validated on a sample of 308. In Project Epsom (see Validity chapter) an overall Types score (high on all clusters) Types total achieved a concurrent criterion-related validity of .27 (.48 adjusted for criterion unreliability) against a three item 'Global' rating of overall performance. With Influencing People correlating .24 (.42) and Adapting Approaches correlating .16 (.29) the Transformer total achieved a validity of .23 (.41). With Solving Problems correlating .15 (.27) and Delivering Results .21 (.37), the Transactor total achieved a validity of .22 (.39). These and other data in the Validity chapter provide empirical support for the validity of the Wave Types model, both for measuring overall job performance but also for specific behavioral competencies.

9.4 Applications

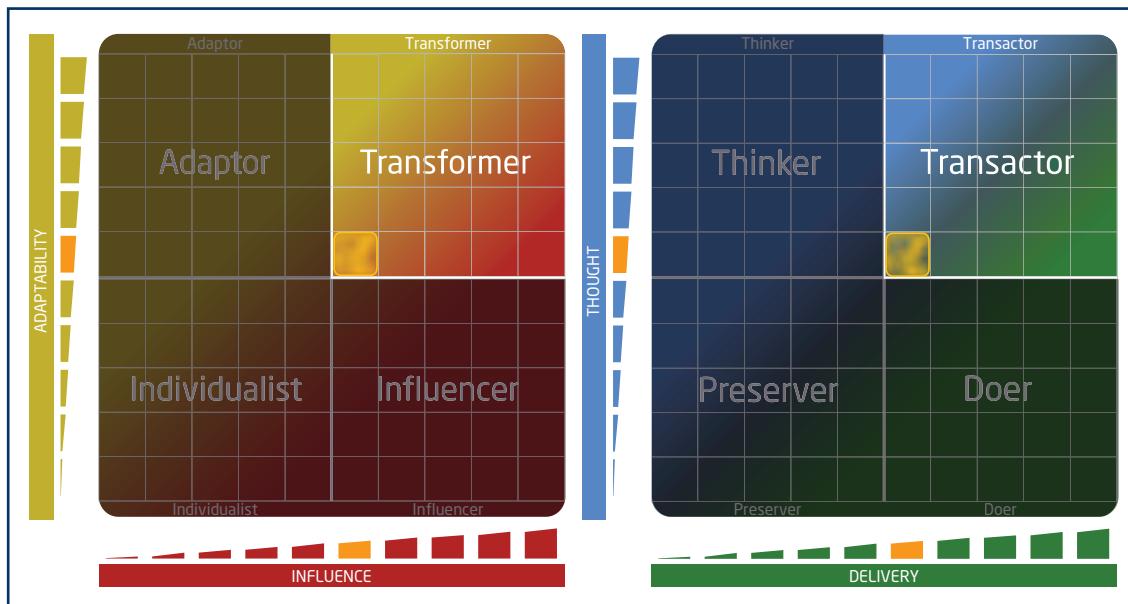
Saville Consulting Wave Types have implications for behavior in a number of areas including:

- Team Development
- Group Effectiveness
- Organizational Culture
- Individual Development
- Conflict Resolution
- Leadership Assessment
- Change Management
- Organizational Synergy & Development

9.5 Interpreting the Types

The following pages provide descriptions of each of the types. Each page provides bullet points of key characteristics and benefits of that type, potential sources of friction and frustration for that type in team interactions, and interactions with other Saville Consulting Wave Types.

TRANSFORMER-TRANSACTORS



- Extremely "people" as well as "task" oriented
- Outgoing and socially skilled. Perhaps charismatic
- Provide a clear vision, sense of purpose, able to translate ideas into action
- Good coordinators. Get things done by virtue of ability to inspire and carry people with them
- Focused on excellence and delivery
- Likely to get the best from people of whatever type due to insight and understanding into what makes different people tick and ability to empathize with differing needs and viewpoints
- Will value individual qualities and skills. Should be able to relate well, and be agreeable, to most people

Potential sources of friction/frustration:

- with Influencers who launch competing initiatives - possibly in an abrasive manner due to their lower degree of social, behavioral and emotional adaptability
- with other Transformers or Transactors who are driven to take the lead and are vying for the leadership role (though less likely with the former because both sides are likely to have the social and communication skills necessary to sort out differences in a civilized manner)
- people who resist change - Individualists (especially Preservers), although are likely to recognize that even these have their place in a team carrying out routine tasks

Interactions with Other Types

Potential Synergies with:

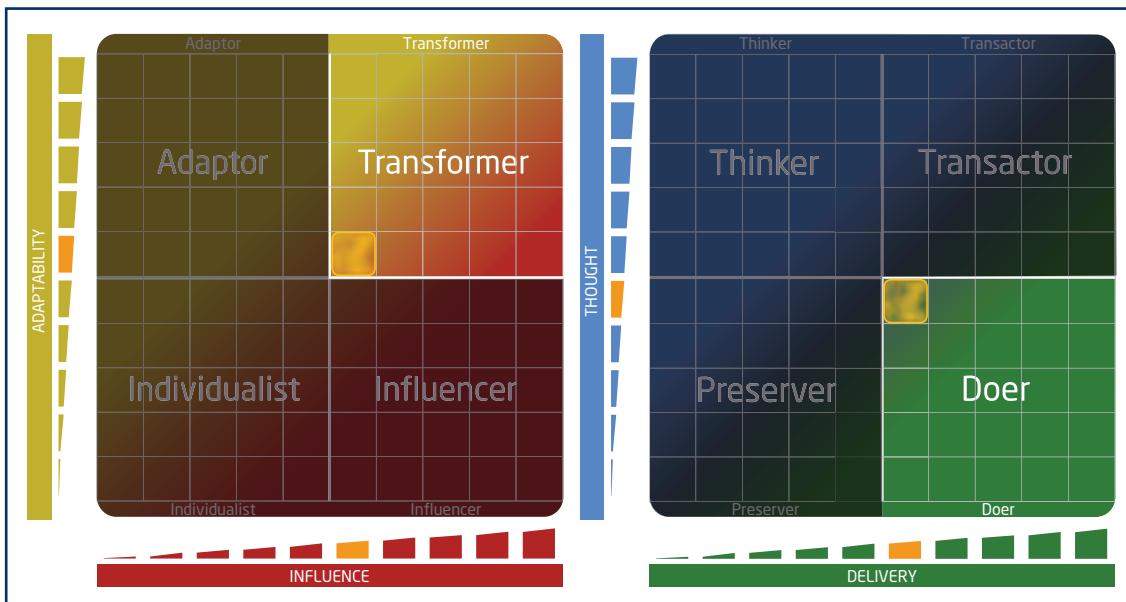
- Adaptor-Thinkers; Adaptor-Doers; Transformer-Thinkers; Transformer-Doers

Potential Conflicts with:

- Preservers (especially Individualist-Preservers); Influencers

Transformer-Transactors combine all the characteristics of successful teams. However, they operate from one perspective only. The content of their 'vision,' the nature of the ideas they generate, their perceptions, analyses and evaluations of people and situations will be influenced by their unique personal histories. Their self-report may be overly positive (high Acquiescence) so that they may benefit from obtaining third party views to challenge their position and explore alternative perspectives. Two (or more) heads are likely to generate better solutions than one in many cases.

TRANSFORMER-DOERS



- Strong leadership orientation
- Focus on delivery
- Emphasis is operational rather than strategic
- Implement the vision, but will need someone else to provide it
- Energetic and results focused
- Set high standards
- Leadership and interpersonal skills likely to facilitate them in getting others on board, getting things done
- Good coordinators and planners, will set clear goals
- Likely to get the best from people due to insight and understanding into what makes different people tick, and ability to empathize with differing needs and viewpoints

Potential sources of friction/frustration:

- other Transformers or Transactors vying for the leadership role
- frustration with Thinkers who spend too much time on ideas and evaluation and with Preservers, who are not sufficiently focused on action
- people who resist change (Individualists, particularly Individualist-Preservers, and Individualist-Thinkers)

Interactions with Other Types

Potential Synergies with:

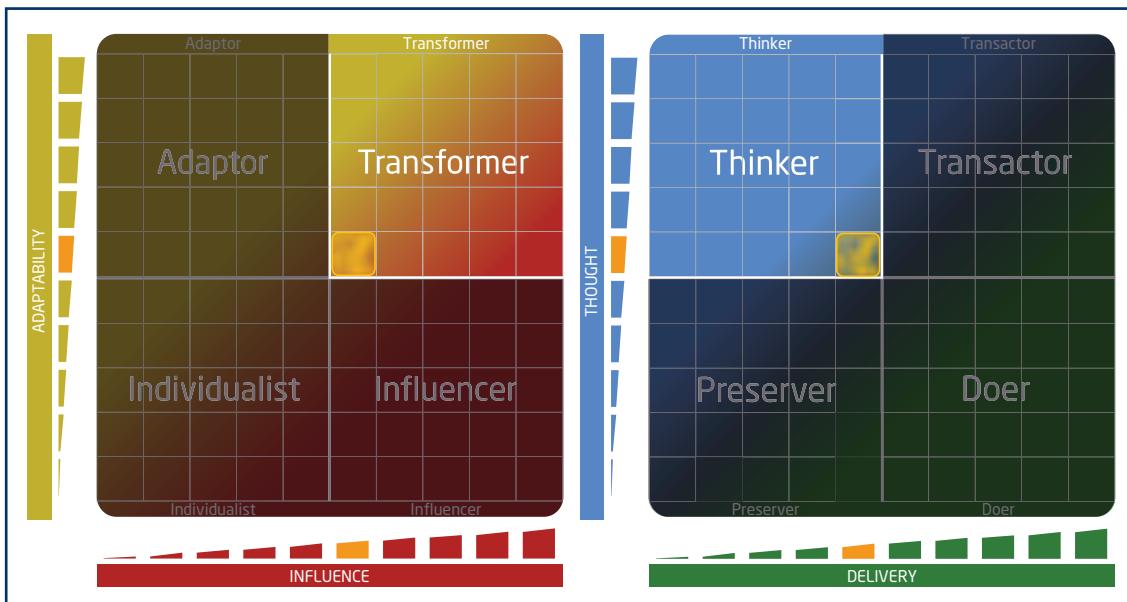
- Adaptor-Thinkers; Transactors

Potential Conflicts with:

- Influencers; Thinkers; Preservers; Individualists

Thinkers could provide complementary analytical and creative skills but may be seen as a challenge. Of the four Thinker types, relationships are likely to be easiest with Adaptor-Thinkers. Also likely to value Adaptor-Doers and all Transactors.

TRANSFORMER-THINKERS



- Innovators, 'thought leaders', blue sky thinkers
- Influence via their intellects
- Thoughtful in both senses
- More people than task focused
- Supportive of others, sensitive to their differing needs and viewpoints
- Will promote team harmony
- Transformer-Thinkers are people leaders that are strategically rather than operationally inclined
- Can provide the vision but rely on others to deliver. May be disorganized
- Enjoy long periods of reflection and consultation
- Spend a lot of time deliberating but may be slow to take action

Potential sources of friction/frustration:

- may find emphasis of Doers on achieving results taxing
- may interpret behavior of Preservers and Doers as insufficiently considered or old-fashioned
- may be more comfortable with Adaptors and other Transformers than Individualists

Interactions with Other Types

Potential Synergies with:

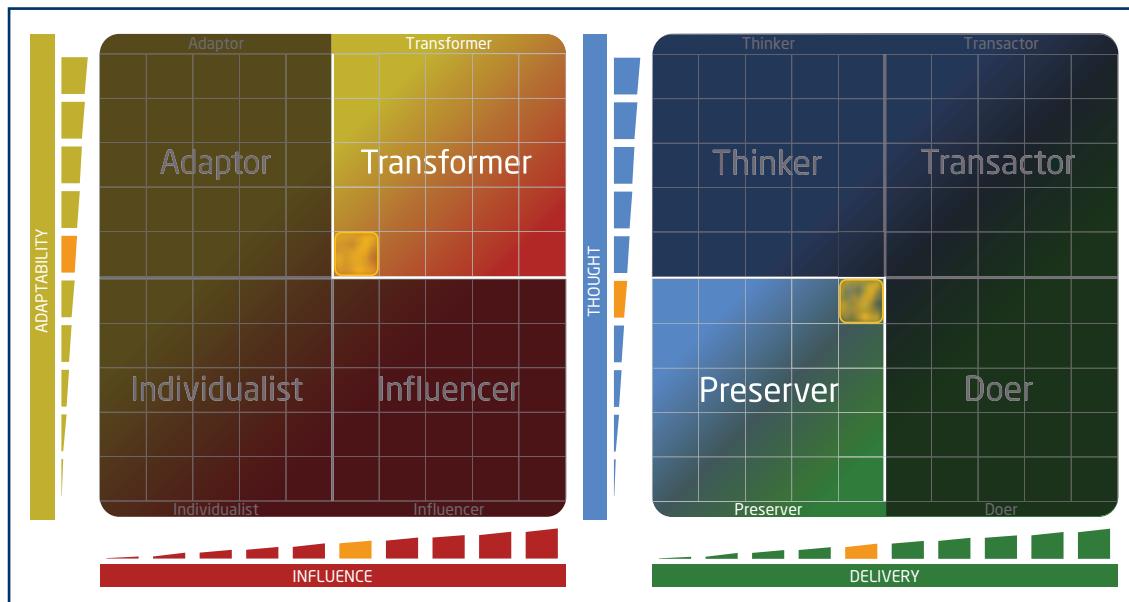
- Doers; Adaptors

Potential Conflicts with:

- Preservers

Could complement or be complemented by Doers, but it could be a hard relationship to manage given the high vs. low action orientation.

TRANSFORMER-PRESERVERS



- Prominent in groups
- Emphasis on people issues rather than creation of vision and strategy or achieving results
- Good facilitators but need to be provided with vision and goals from elsewhere
- Prefer established approaches
- Focus on the concrete here and now, rather than abstract ideas and possibilities for the future
- Spontaneous rather than planned
- Leverage their influencing skills
- Network and are well-connected
- Suited to relationship management roles

Potential sources of friction/frustration:

- may find the emphasis on task at the expense of people of Individualist-Doers and Individualist-Transactors unpalatable
- may find Doers taxing
- may find Thinkers difficult to understand

Interactions with Other Types

Potential Synergies with:

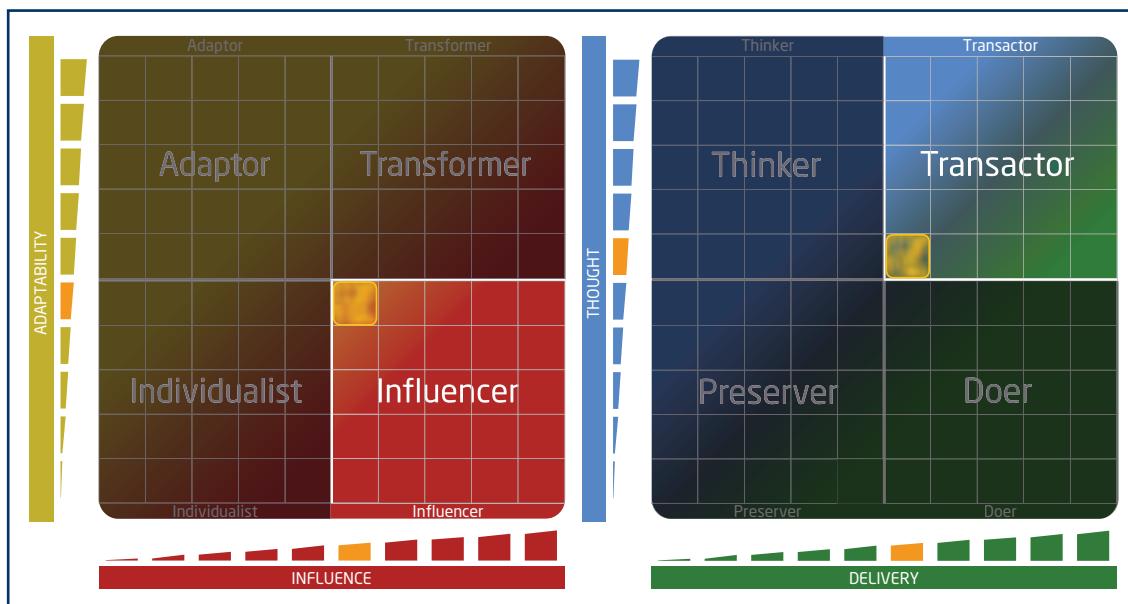
- Transformer-Transactors; Doers; Thinkers

Potential Conflicts with:

- Individualist-Doers; Individualist-Transactors

Complemented by Transactors, Doers and Thinkers who focus on successful completion of the right tasks.

INFLUENCER-TRANSACTORS



- Influencer-Transactors will provide a vision and a sense of direction
- Can translate ideas into action and will get things done
- May be prepared to upset a few people in the process
- Strong orientation towards the leadership role - likely to want to take control in any group situation
- Bring energy, drive and a clear sense of purpose to a team
- People will know what is expected of them and how it should be achieved but may not always feel that sufficient account has been taken of their varying needs and viewpoints
- May come across as tough and insensitive, but may be sensitive to criticism and react defensively
- Prepared to stick to their guns - less adaptable than most as want to push through own agenda

Potential sources of friction/frustration:

- where there are others vying for the leadership position (Transactors, Transformers and other Influencers)
- may be perceived as selfish by those who place emphasis on supporting others, teamwork, etc (Transformers, Adaptors)
- inclination to challenge and dominate may result in friction with other assertive types (Influencers and, to a lesser extent, Transformers)
- decisiveness may bring them into conflict with more consultative types (Transformer-Transactors, Transformer-Thinkers, Adaptors)

Interactions with Other Types

Potential Synergies with:

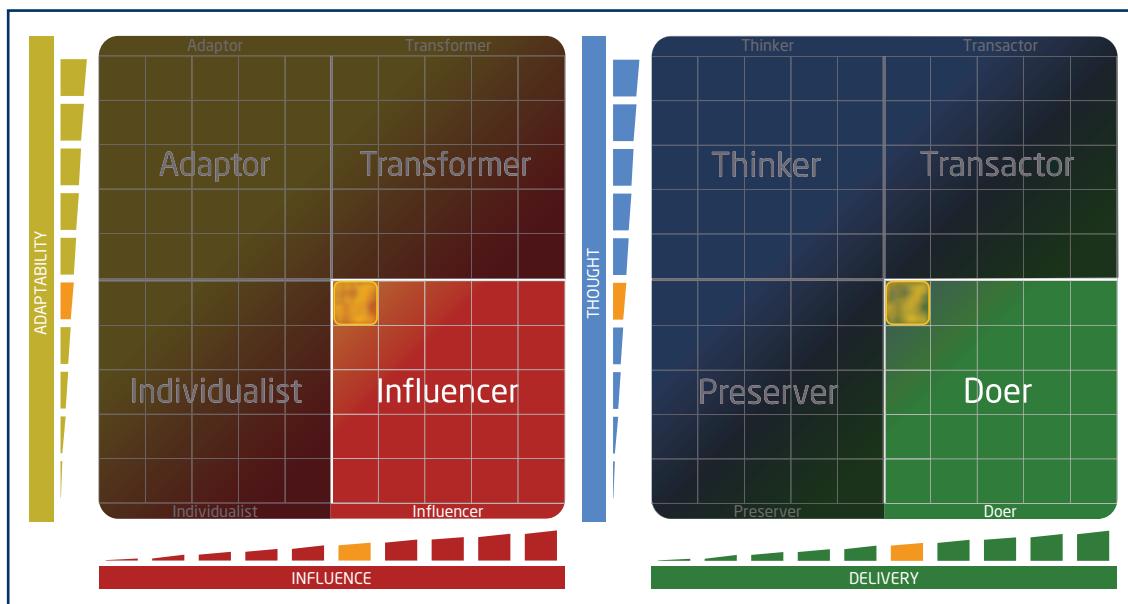
- Adaptors; Individualists (especially Individualist-Doers)

Potential Conflicts with:

- other Influencers (especially Influencer-Doers); Transformers (especially Transformer-Transactors)

Could complement or be complemented by Adaptors and Transformers although the latter may also be in competition for influence and leadership.

INFLUENCER-DOERS



- Influencer-Doers are task-orientated and highly results focused
- Operational rather than strategic in emphasis, they will look to someone else to provide the vision but be effective in delivering
- Energetic, purposeful, directive
- Make an impact, can be relied upon to deliver, but would benefit from paying more attention to their impact on others
- Pragmatic and down to earth, focus operational rather than strategic
- Prefer stability over change
- May struggle with highly intellectual tasks and people

Potential sources of friction/frustration:

- where others are vying for leadership role (especially other Influencers)
- Thinkers may feel that their actions are autocratic, and/or that they lack imagination
- more people-orientated types (Adaptors, Transformers) may perceive them as domineering, autocratic, cold
- preference for stability may frustrate more change-oriented types (Transformer-Transactors, Transformer-Thinkers)

Interactions with Other Types

Potential Synergies with:

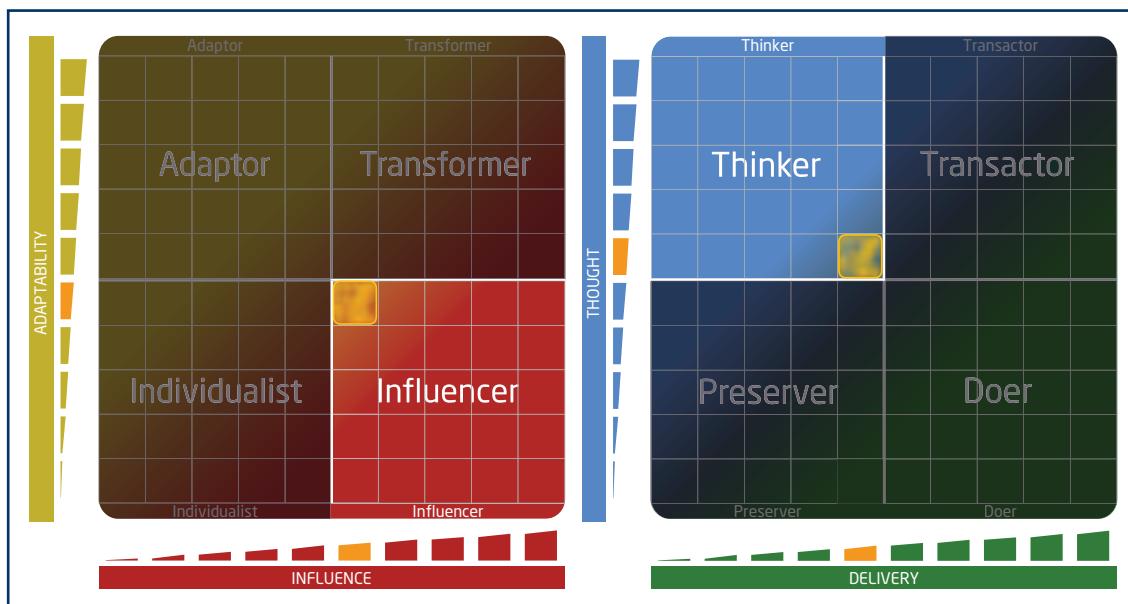
- Adaptor-Thinkers; Adaptor-Doers; Individualist-Thinkers

Potential Conflicts with:

- Thinkers; Transformers; other Influencers

Complemented by Adaptor-Thinkers, although may view their lack of assertive drive frustrating and slow paced.

INFLUENCER-THINKERS



- Influence via their intellect
- Lively debaters
- Thought leaders. Visionaries
- Have very strong opinions and clear ideas about the direction things should take
- Forceful in putting their views across. Enjoy arguing
- Make an impact
- May not always give sufficient consideration to the opinions and feelings of others
- Can be sensitive to criticism and easily get defensive
- Emphasis on thought rather than action

Potential sources of friction/frustration:

- may irritate those strong on delivery (Doers, Transactors) who may perceive their inclination to analyze and argue every point as a delaying tactic
- may be perceived as aggressive by types with stronger 'soft' people skills (Adaptors, Transformers)
- preference for intellectual discussion and argument over dialogue may frustrate more consultative types (Adaptors, Transformers)

Interactions with Other Types

Potential Synergies with:

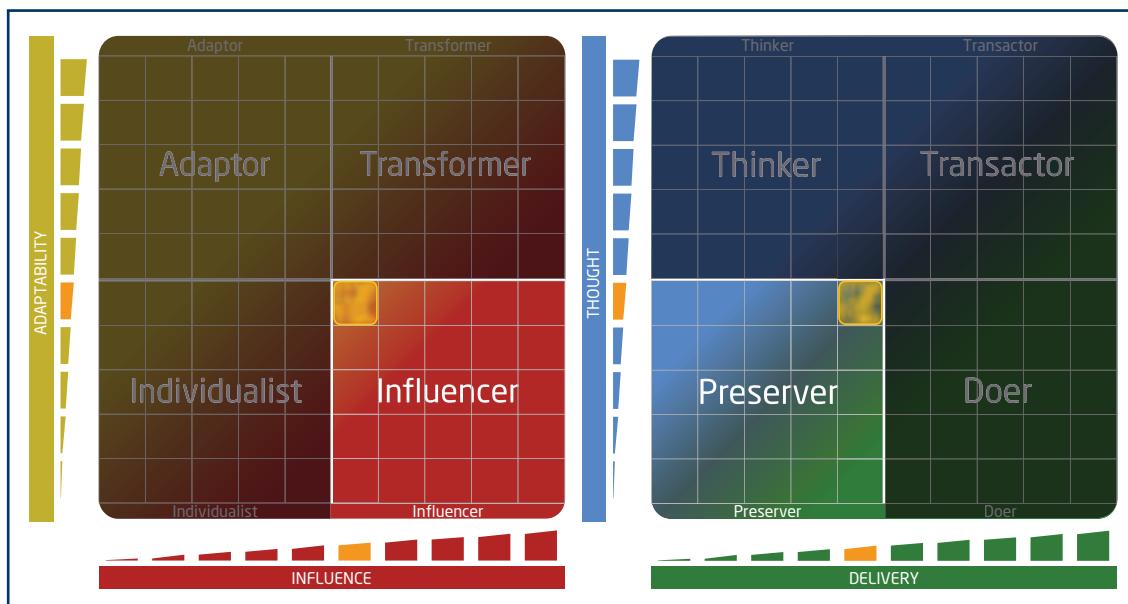
- Adaptor-Doers; Adaptor-Transactors; Individualist-Doers

Potential Conflicts with:

- Doers; Adaptors; Transformers

Complemented by Adaptor-Doers but they may not always appreciate Adaptor-Doers need for clarity and consistency to get things done.

INFLUENCER-PRESERVERS



- Assertive. Like to have their opinions heard and make an impact
- Prefer to apply tried-and-tested approaches
- Prefer predictability over uncertainty
- Concrete thinkers - not into intellectual debate
- Network well, but probably prefer to maintain a degree of social distance
- Are probably more concerned with making an impact than building strong relationships
- Suited to working independently
- Interested in getting people to accept and follow their agenda
- Could be seen as manipulative by some

Potential sources of friction/frustration:

- may be perceived as cold and/or manipulative by people with more highly developed interpersonal skills (Adaptors, Transformers)
- preference for tried-and-tested approaches could frustrate more adaptable types (Adaptors, Transformers)
- may be perceived as lacking in drive by more energetic and delivery focused types (Doers, Transactors)
- may be perceived as overly domineering by some (Adaptor-Doers, Adaptor-Thinkers, Adaptor-Transactors)

Interactions with Other Types

Potential Synergies with:

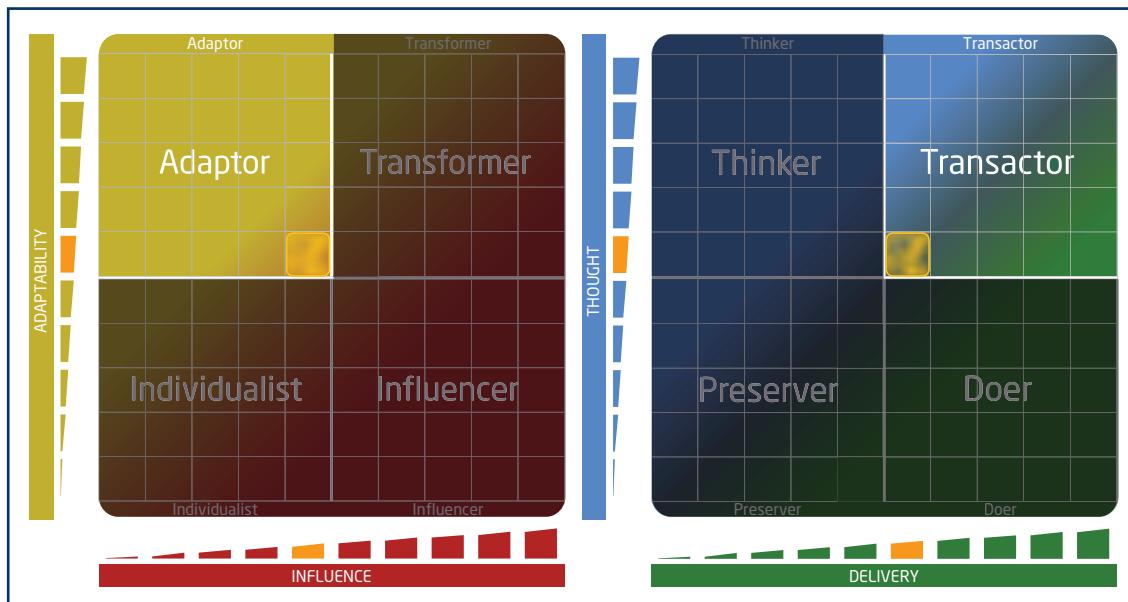
- Adaptor-Doers; Adaptor-Transactors

Potential Conflicts with:

- Adaptors; Transformers; other Influencers

Complemented by Adaptor, Transformers and Transactors, but may have to work hard to gain influence with Thinkers and Transactors.

ADAPTOR-TRANSACTORS



- Good team players
- Supportive, positive, flexible and adaptable
- Bring ideas and a strong task focus to the team
- Energetic and action-oriented
- Can be relied upon to deliver on time and to a high standard
- Quiet and unassertive, a force for harmony within a team
- Imaginative, potentially visionary
- May lack the assertiveness or persuasion to get ideas accepted

Potential sources of friction/frustration:

- may tend to get walked over and talked over by more assertive types (Influencers in particular)
- may be irritated by less action-oriented types (Preservers, Thinkers)
- may be frustrated by those who resist change (Individualist, Preservers)
- may find more extroverted/domineering types (Influencers, particularly Influencer-Doers, Influencer-Transactors) loud or overwhelming

Interactions with Other Types

Potential Synergies with:

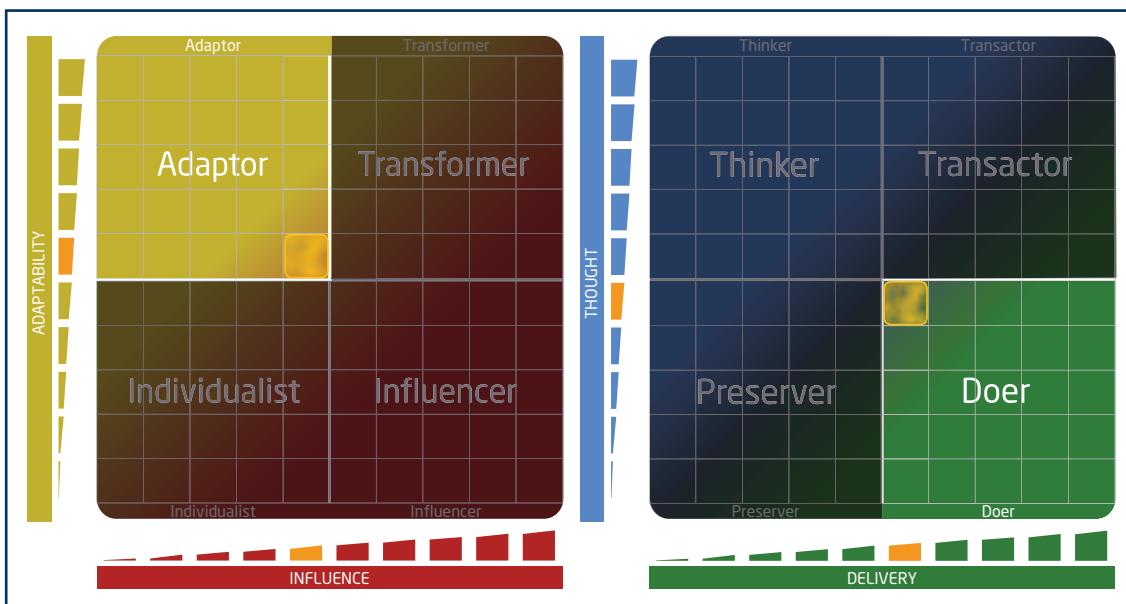
- Influencers; Individualists

Potential Conflict with:

- Preservers; Thinkers

Complemented by Influencers and Transformers, may benefit from the influence and promotion brought in by these types.

ADAPTOR-DOERS



- Good team players, work collaboratively to achieve mutual goals
- Supportive, flexible, adaptable
- Good Implementers and Completer Finishers
- Likely to bring others' ideas to fruition
- Bring strong task focus to situation
- Goal-oriented but not without regard/consideration for needs of fellow team members
- Cope well with change and uncertainty

Potential sources of friction/frustration:

- thinking types may perceive them as lacking vision
- they may perceive Thinkers as overly cerebral, be frustrated by their lack of activity
- may struggle to assert their views in the presence of more dominant types (especially Influencers)

Interactions with Other Types

Potential Synergies with:

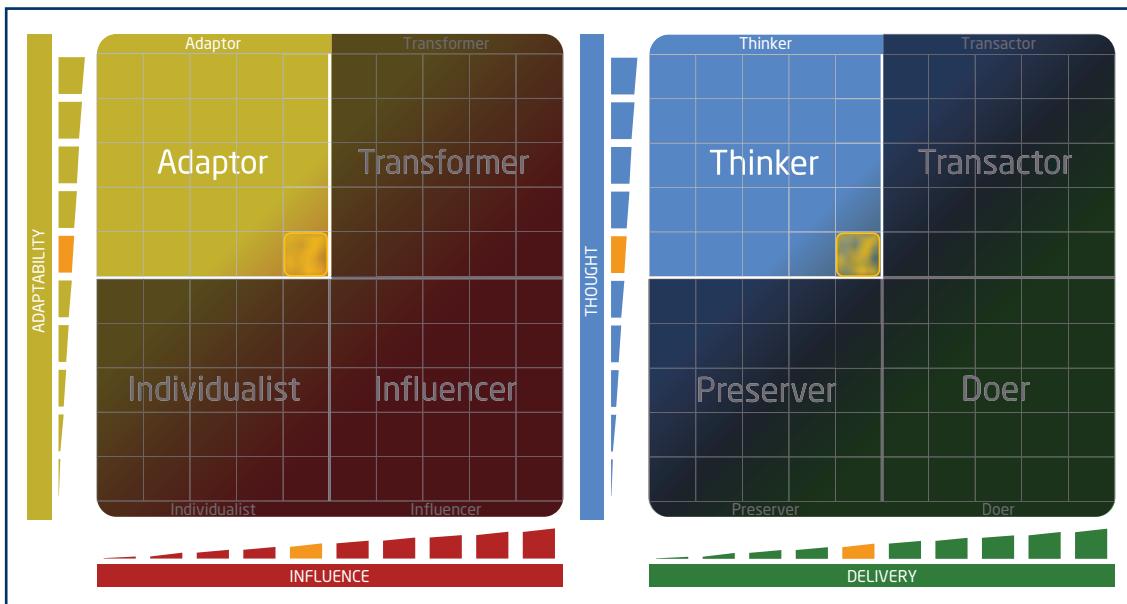
- Influencer-Thinkers; Transformer-Transactors; Transformer-Thinkers

Potential Conflicts with:

- Thinkers; Individualists

Complemented particularly by Influencer-Thinkers who can bring the ideas and the influence to get more delivered through other people.

ADAPTOR-THINKERS



- Combine imagination, creativity and breadth of thought with analysis and logic
- Source of ideas within a team
- Sensitive and sympathetic to others' needs and viewpoints
- A force for harmony within a team
- Quiet and unassertive, may have difficulty getting ideas across and/or accepted
- Likely to spend a lot of time deliberating but be slow to take action
- Prone to be a bit disorganized

Potential sources of friction/frustration:

- may feel overwhelmed by more domineering or assertive types (particularly Influencers)
- may feel pressured by more action-orientated types (Doers and Transactors)
- will respond well to being consulted (Transformer-Transactors, Transformer-Doers)
- may be frustrated by types who are less adaptable (Individualist- Preservers)
- may irritate more action-orientated types (Doers, Transactors)

Interactions with Other Types

Potential Synergies with:

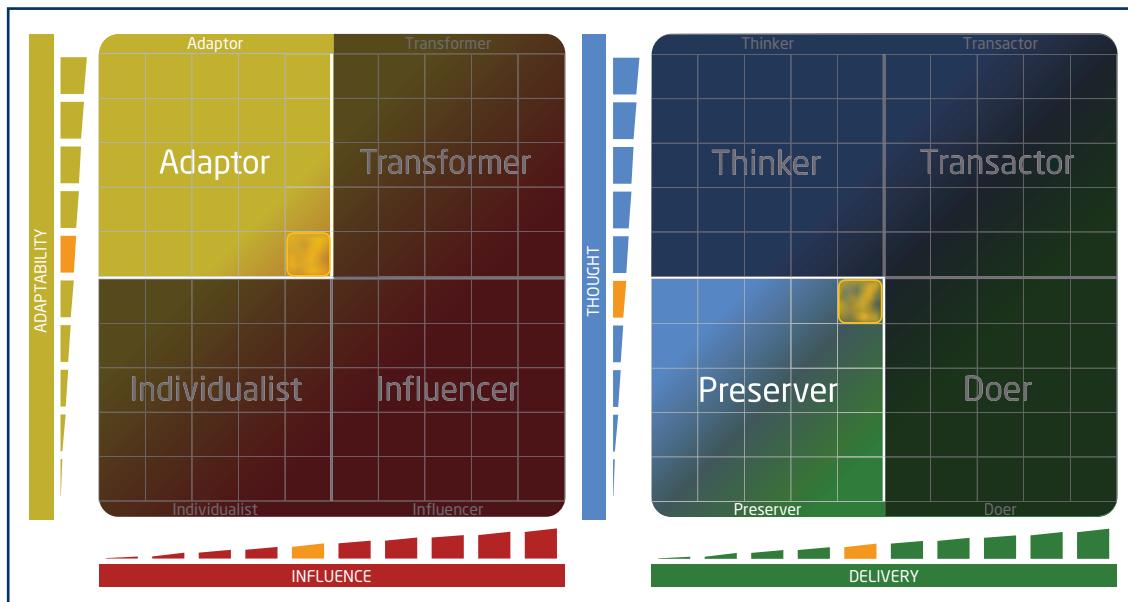
- Transformer-Transactors; Transformer-Doers; Influencer-Transactors; Influencer-Doers; Individualist-Doers

Potential Conflicts with:

- Doers; Transactors; Preservers

Complemented by Influencer-Doers who bring the necessary goal focus to achieve more and faster.

ADAPTOR-PRESERVERS



- Good team players albeit they will maintain a low profile
- Supportive, malleable, flexible, adaptable
- Considerate. Sensitive to the needs of others
- Will do what is required of them albeit at their own pace
- Cope well with change though unlikely to initiate it

Potential sources of friction/frustration:

- may feel pressured by more action-oriented types (Doers, Transactors) who, for their part, may perceive Adaptor-Preservers as lacking initiative or disinterested
- may struggle to appreciate intellectual arguments (Thinkers) and sense of urgency (Transactors, Doers)
- unlikely to assert their views in the presence of more dominant types (especially Influencers)

Interactions with Other Types

Potential Synergies with:

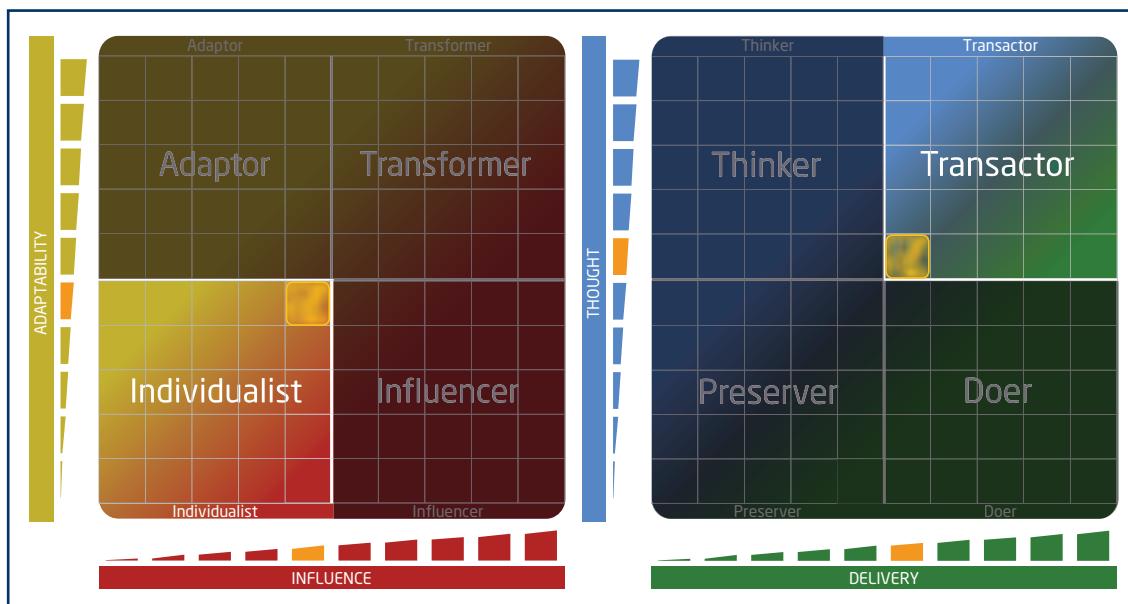
- Transformer-Transactors; Influencer-Transactors

Potential Conflict with:

- Doers; Transactors

Complemented by and willing to work with most other types. They often help to provide more harmony and cohesion to a team.

INDIVIDUALIST-TRANSACTORS



- Quiet, introverted
- Independent, self-sufficient
- Task rather than people oriented
- Combine strategic capability with a strong operational focus
- Translate ideas into action
- Pursue their goals with energy and single-minded determination
- Prefer predictability over uncertainty

Potential sources of friction/frustration:

- may not always receive the support they need from colleagues because introverted behavior means that their needs are not recognized
- may be perceived by more outgoing types (Influencers, Transformers) as unsociable, unfriendly, aloof
- may feel pressured by more communicative and sociable types (Adaptors, Transformers)
- may feel overwhelmed by more extroverted or domineering types (Influencers)

Interactions with Other Types

Potential Synergies with:

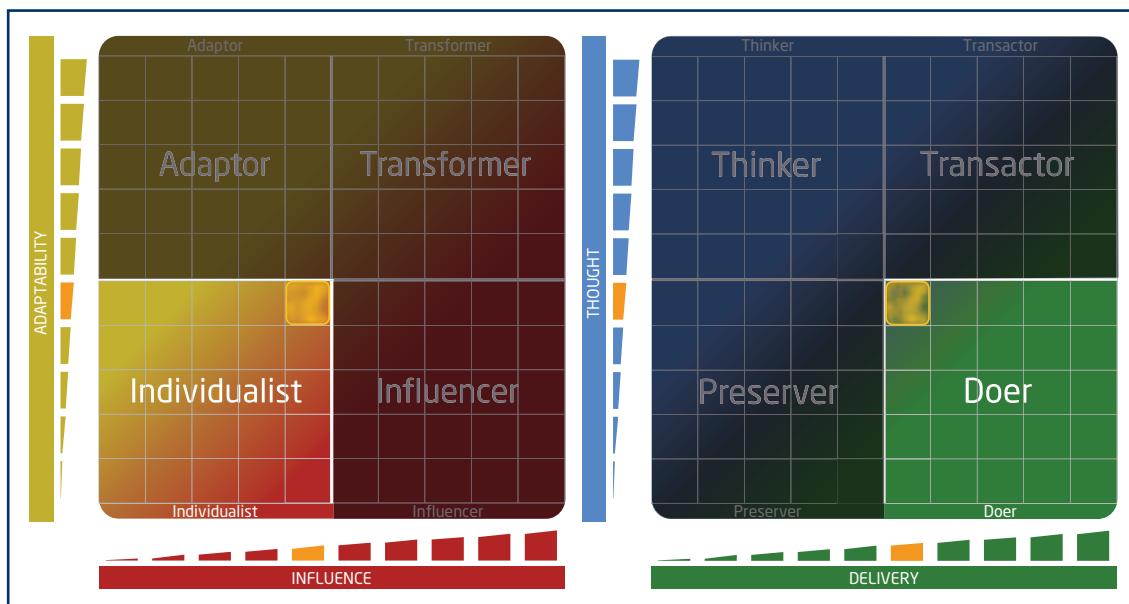
- Transformer-Transactors; Adaptor-Transactors; Influencer-Transactors; Adaptor-Doers

Potential Conflicts with:

- Influencers; Transformers; Transactors

Complemented by Transformers who can provide the people orientation to help Individualist-Transactors deliver more by involving others.

INDIVIDUALIST-DOERS



- Quiet, introverted - keep to themselves
- Independent, self-reliant
- Anxious to do well
- Possibly driven by 'fear of failure'
- Focused on delivery
- Good Implementers and Completer Finishers. Get things done
- Favor less adventurous options
- Uncomfortable with change and uncertainty

Potential sources of friction/frustration:

- may be frustrated by apparent inactivity of Thinking types
- may be seen by more extroverted types as unsociable, unfriendly, aloof
- may feel pressured by more communicative and sociable types (Influencers, Transformers)
- need for support, when it arises, may not be recognized by colleagues

Interactions with Other Types

Potential Synergies with:

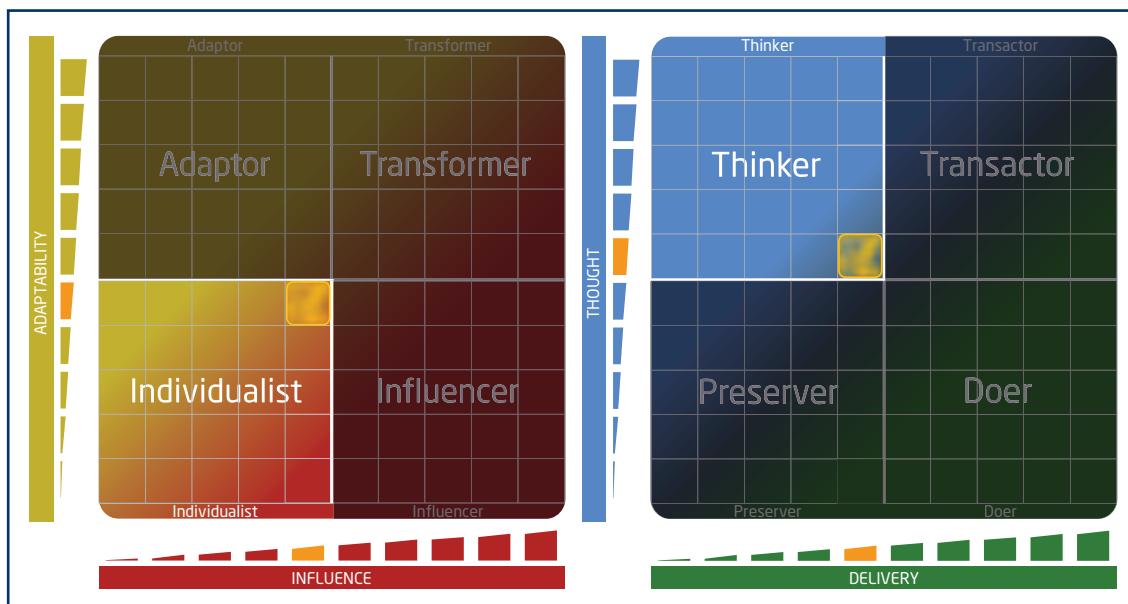
- Transformer-Transactors; Transformer-Doers; Influencer-Transactors; Influencer-Doers; Thinkers

Potential Conflicts with:

- Thinkers; Influencers; Adaptors; Transformers

Complemented by Transformer-Thinkers in particular who can provide the clarity of ideas and leadership to help effective delivery. Will work best with types who provide clear direction (Transformer-Transactors, Transformer-Doers, Influencer-Transactors, Influencer-Doers).

INDIVIDUALIST-THINKERS



- Quiet, reserved, low profile introverts. Keep to themselves
- Intellectuals/academics
- Like research
- Focused on exploration of ideas, problem solving
- Strategically minded rather than operationally focused
- Like working on their own

Potential sources of friction/frustration:

- may have difficulty getting ideas across
- may be overlooked, walked over, talked over by more dynamic types (particularly Influencers, Doers)
- may feel overwhelmed by more communicative and sociable types (Adaptors, Transformers)
- may resist change
- may be unhappy working as part of a team and dampen rather than encourage enthusiasm in others
- may irritate more action-oriented types (especially Doers)

Interactions with Other Types

Potential Synergies with:

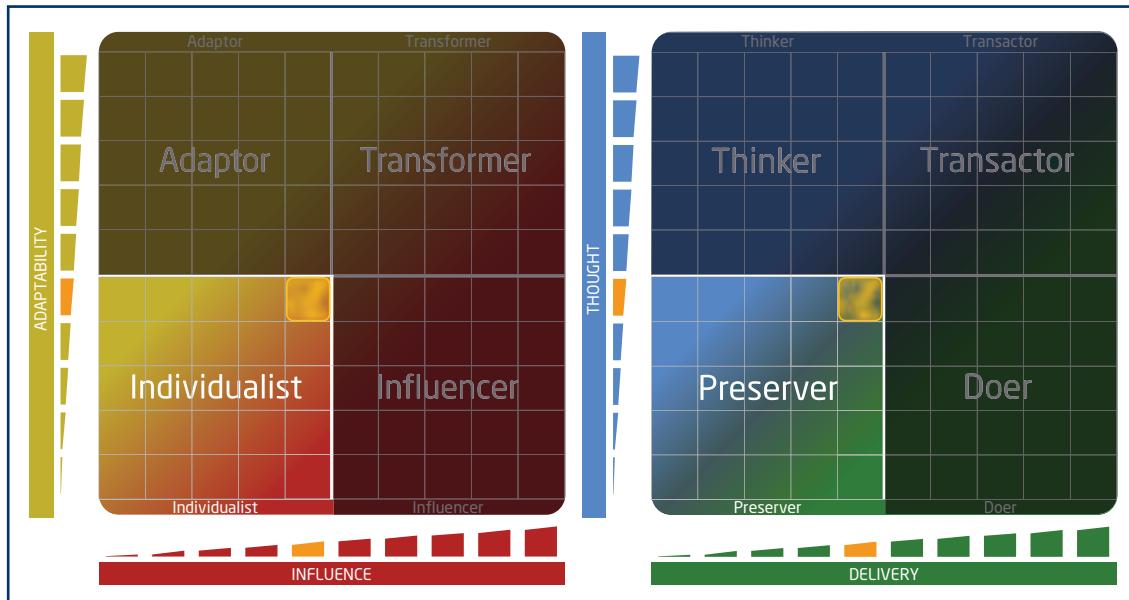
- Doers (especially Adaptor-Doers); Transactors (especially Transformer-Transactors)

Potential Conflicts with:

- Influencers; Adaptors; other Individualists; Transactors

Complemented in particular by Transformer-Doers who bring the leadership and drive to help the Individualist-Thinkers deliver their vision.

INDIVIDUALIST-PRESERVERS



- Quiet, shy, nervous
- Low key, reserved
- Prefer working independently - comfortable working with limited social interaction
- Best suited to preserving and maintaining established systems and using tried-and-tested methods and approaches
- Can be relied upon to follow familiar routines
- Like stability, uncomfortable with change and uncertainty

Potential sources of friction/frustration:

- may be perceived by more action-oriented types (Doers, Transactors) as lacking motivation and initiative
- may perceive more extroverted types (Influencers in particular) as loud and domineering
- may irritate more communicative and sociable types (Adaptors, Transformers) and, in turn, feel pressured by them
- may not be recognized for the work they do because they often favor doing work which is low profile

Interactions with Other Types

Potential Synergies with:

- Transformer-Transactors; Adaptor-Transactors; Influencer-Transactors

Potential Conflicts with:

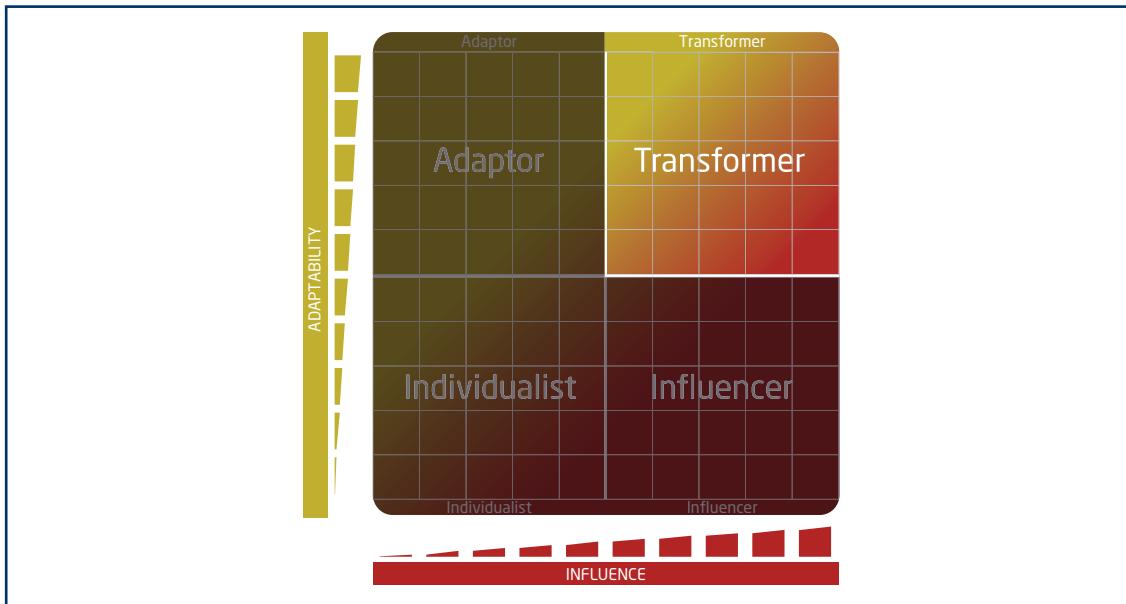
- Influencers; Doers; Transactors

Complemented by most other types who can bring in extra influence, delivery, ideas, analysis and flexibility of dealing with people.

9.6 Commonalities and Differences

This section provides descriptions of common similarities and differences that will be found within Types.

COMMONALITIES and DIFFERENCES of TRANSFORMERS



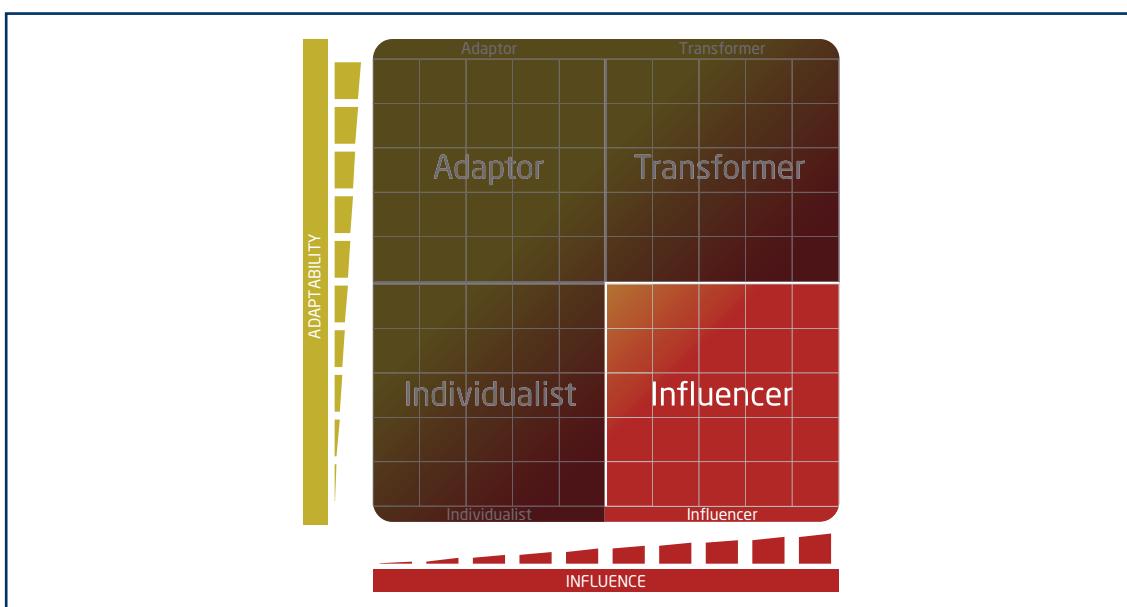
Have in common that they are:

- people-oriented
- 'natural' leaders who will provide a clear sense of direction, will inspire and motivate others
- outgoing, sociable, socially confident; good communicators, well-networked
- socially skilled, sensitive to differing needs and viewpoints, considerate
- likely to get the best from people of whatever type because of empathy and insight into what makes people tick
- emotionally resilient, calm under pressure
- flexible and adaptable
- change-oriented

Variations:

- **Transformer-Transactors** strike a balance between people and task issues, and operational and strategic focus. Visionary but also able to translate ideas into action, get things done.
- **Transformer-Doers** are people leaders that are operationally rather than strategically inclined, look to others to provide the vision but able to deliver through people.
- **Transformer-Thinkers** are people leaders that are strategically rather than operationally inclined. Can provide the vision but rely on others to deliver.
- **Transformer-Preservers** are people rather than task leaders; emphasis more on social issues. Look to others to provide the vision and also lack a strong operational focus. Less organized and results focused and probably more conventional and risk averse than other Transformer combinations.

COMMONALITIES and DIFFERENCES of INFLUENCERS



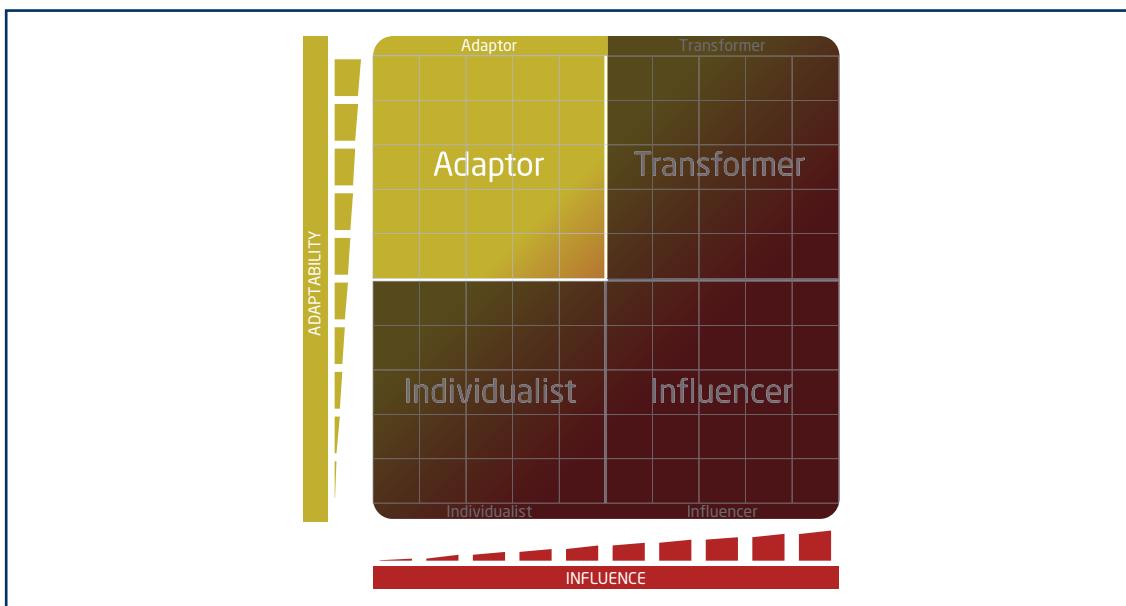
Have in common that they are:

- driven to take the lead, enjoy being in a position of power and influence
- decisive, assertive, directive
- confident communicators, prepared to voice disagreements openly, argue their case persuasively
- less team-oriented - prefer the team leader to the team member role
- potentially perceived as lacking in the 'softer' people skills (empathy, tolerance, concern for others)
- more prone to anxiety before and during important events
- more sensitive to criticism
- less likely to seek change, preferring to operate from a basis of stability

Variations:

- **Influencer-Transactors** will provide a vision and bring energy, drive and a clear sense of purpose to a team; can translate ideas into action and will get things done, although may well upset a few people in the process.
- **Influencer-Doers** are task-oriented and highly results focused. Operational rather than strategic in emphasis, they will look to someone else to provide the vision but be effective in delivering, possibly at some cost to the team harmony.
- **Influencer-Thinkers** influence via their intellects. Have strong opinions and ideas of their own about the direction things should take. Forceful in putting views across and make an impact, but less action-oriented than Influencer-Transactors and Doers.
- **Influencer-Preservers** are assertive and like to make an impact, but are less likely to introduce new ideas (are less innovative and more risk averse) than Influencer-Transactors or Thinkers and less action-oriented than Influencer-Doers and Transactors.

COMMONALITIES and DIFFERENCES of ADAPTOORS



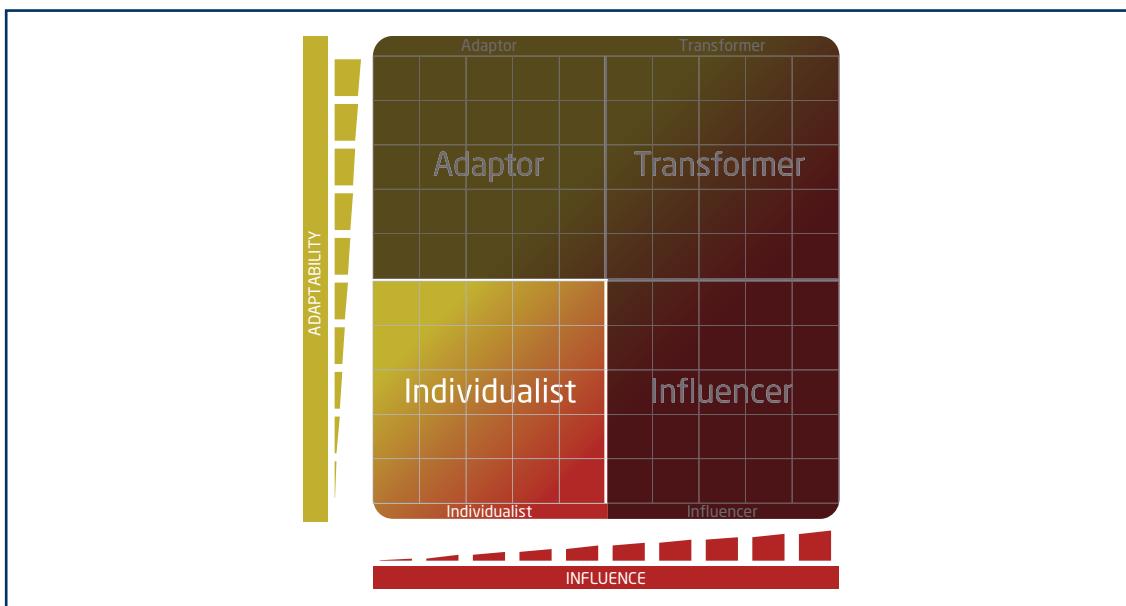
Have in common that they are:

- good team players - involving, supportive, sensitive and sympathetic to the needs and viewpoints of others
- 'agreeable' - caring, considerate, tolerant, a force for harmony and cohesion
- resilient, calm under pressure, take challenges in their stride
- less driven to take the lead, prefer to operate with clear direction from above
- quiet, less assertive, modest
- flexible and adaptable, cope well with change and uncertainty

Variations:

- **Adaptor-Transactors** are good team players who are both people and task-oriented. A source of ideas, but also bring energy and drive to a team and can be relied upon to deliver on time and to a high standard.
- **Adaptor-Doers** share with Adaptor-Transactors a strong people and task orientation but look to other people to provide the ideas which they then implement.
- **Adaptor-Thinkers** are a source of ideas but are less action-oriented than Adaptor-Doers and Transactors.
- **Adaptor-Preservers** are supportive, flexible and adaptable - good team players who will do what is required of them, albeit they will maintain a low profile.

COMMONALITIES and DIFFERENCES of INDIVIDUALISTS



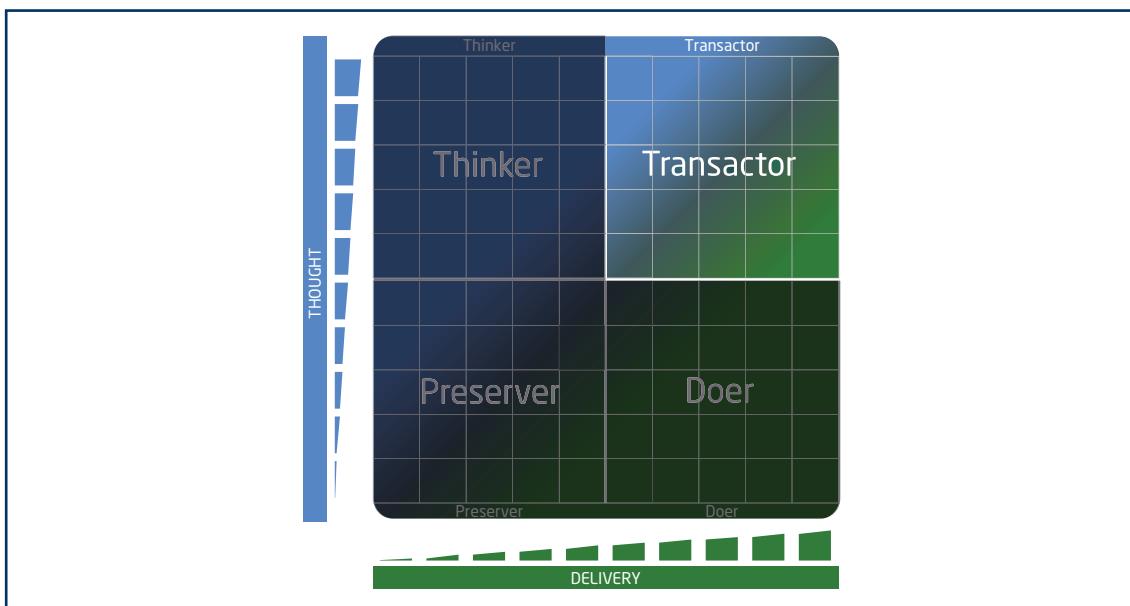
Have in common that they are:

- more introverted, quiet, less assertive
- independent and self-reliant, essentially less team-oriented, work well in isolation
- less driven to take the lead or motivated to make an impact/influence people by other means
- likely to take time to trust people
- likely to work best when not under pressure
 - likely to prefer clarity and certainty

Variations:

- **Individualist-Transactors** are task rather than people-oriented, combine strategic capability with a strong operational focus, pursue goals with single-minded determination.
- **Individualist-Doers** are good implementers with a strong focus on delivery.
- **Individualist-Thinkers** are prototypical intellectuals focused on exploration of ideas and problem solving. Strategic rather than operational in emphasis and less action-oriented than Individualist-Doers or Transactors.
- **Individualist-Preservers** have less intellectual curiosity and imagination than Individualist-Thinkers and Transactors and lack the action orientation of Individualist-Doers and Transactors. Prefer to work with clear direction on tasks which are not high risk or high profile.

COMMONALITIES and DIFFERENCES of TRANSACTORS



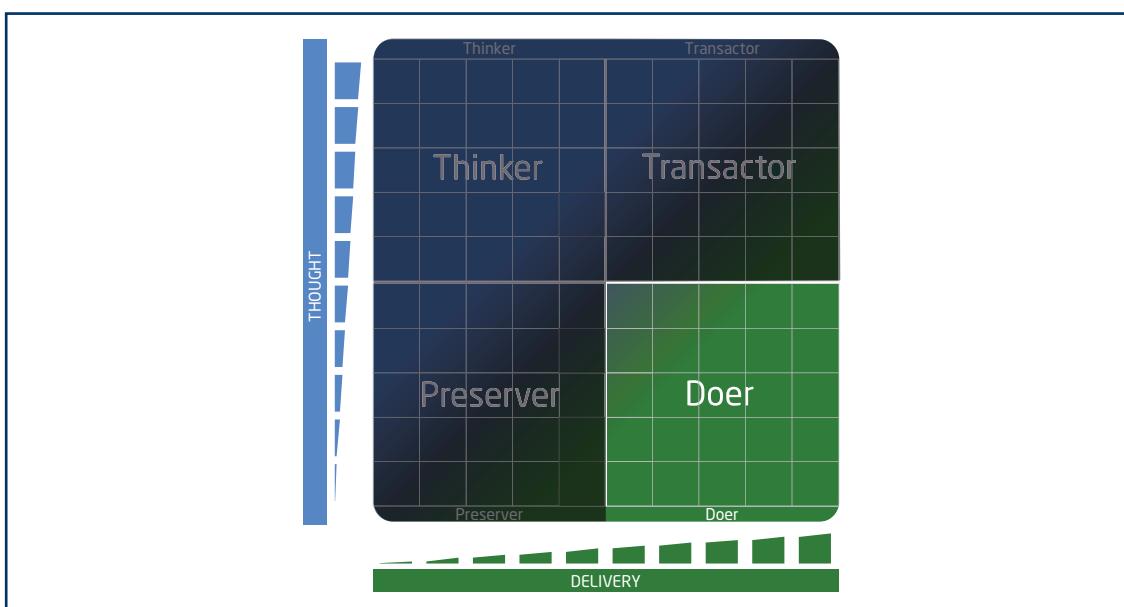
Have in common that they are:

- task-oriented
- likely to combine a capacity for breadth of vision with analytical skill
- likely to combine strategic capability with operational focus
- able to translate ideas into action
- energetic, action-oriented and results focused
- well-organized, effective planners
- reliable in delivery
- meticulous

Variations:

- **Transformer-Transactors** strike a balance between people and task issues; they will provide clear direction and be focused on achieving results, but with due consideration for the needs and viewpoints of others.
- **Influencer-Transactors** will provide a vision and bring energy, drive and a clear sense of purpose to a team; they will get things done, but may well upset a few people in the process.
- **Adaptor-Transactors** are good team players who are both people and task-oriented. Will help promote harmony within a team.
- **Individualist-Transactors** are task rather than people-oriented and will pursue goals with single minded determination.

COMMONALITIES and DIFFERENCES of DOERS



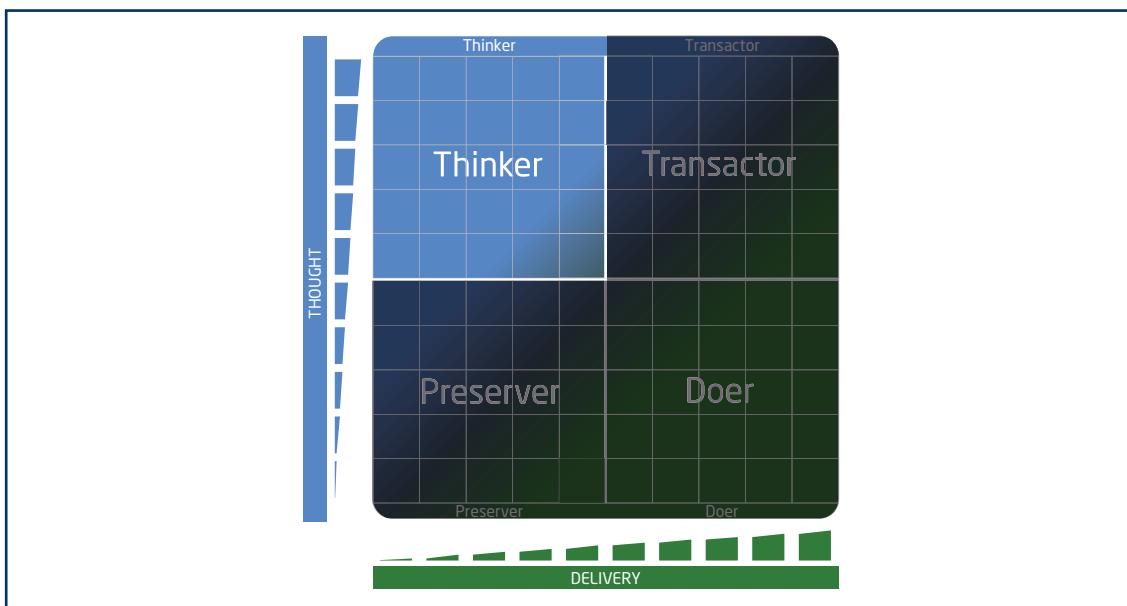
Have in common that they are:

- energetic and action-oriented
- results focused
- driven
- organized
- meticulous
- reliable
- delivery focused
- good implementers

Variations:

- **Transformer-Doers** are both task and people-oriented. Interpersonally skilled, they are able to deliver through people.
- **Influencer-Doers** are task-oriented and highly results focused. They can be relied upon to deliver but are prepared to do so in a way that may be seen as abrasive.
- **Adaptor-Doers** are good team players who are also strong implementers. They will work collaboratively with others to achieve mutual goals.
- **Individualist-Doers** are good implementers with a strong focus on delivery. They will probably work best on their own.

COMMONALITIES and DIFFERENCES of THINKERS



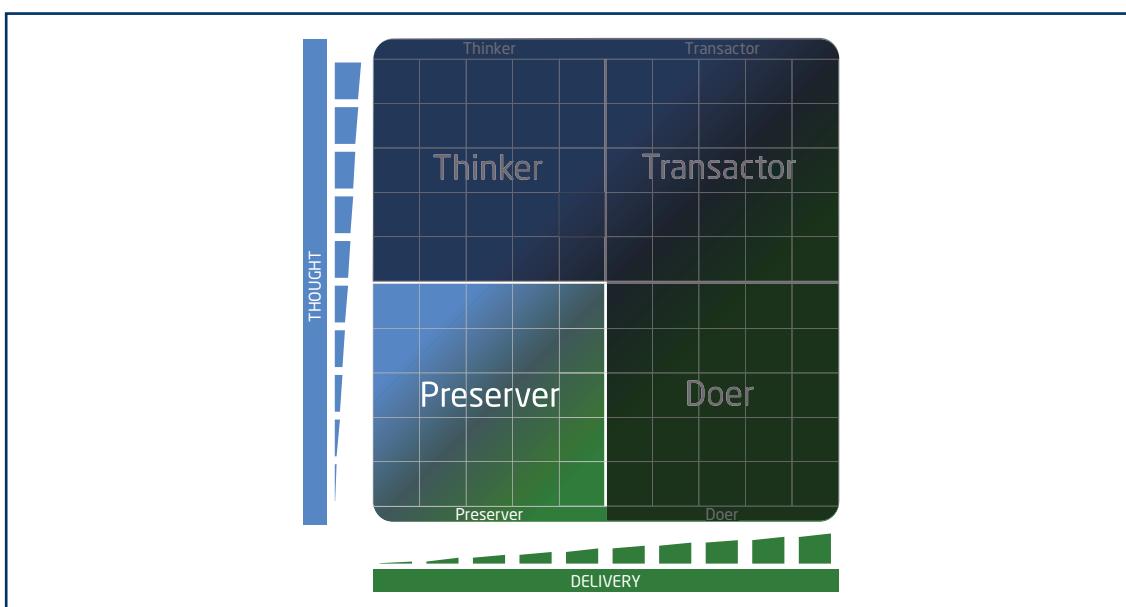
Have in common that they are:

- imaginative
- visionary
- strategic
- open minded
- logical, rational, analytical
- prone to be disorganized
- disinterested in detail
- risk takers

Variations:

- **Transformer-Thinkers** are more people than task-focused. They will provide the vision and deliver through others.
- **Influencer-Thinkers** have strong opinions and ideas of their own about the direction things should take. They are forceful in putting views across and make an impact, but may upset a few people in the process and be less effective than Transformer-Thinkers in delivering through other people.
- **Adaptor-Thinkers** are good team players, a source of ideas and force for harmony within a team.
- **Individualist-Thinkers** are prototypical intellectuals focused on exploration of ideas and problem solving.

COMMONALITIES and DIFFERENCES of PRESERVERS



Have in common that they are:

- likely not to waste effort changing what works well already
- more conventional in their thinking and approach
- less intellectual
- less ambitious
- focused on the concrete here and now

Variations:

- **Transformer-Preservers** are social rather than task leaders; emphasis more on people issues.
- **Influencer-Preservers** are assertive and like to make an impact; they are likely to be less sensitive to the needs of others than Transformer-Preservers or Adaptor-Preservers.
- **Adaptor-Preservers** are supportive, flexible and adaptable - good team players who will do what is required of them, albeit they will maintain a low profile.
- **Individualist-Preservers** are probably the most quiet, reserved and 'low key' of all the types. They tend not to want to change things themselves, but can be encouraged to input ideas for improvement from their experience.

9.7 Using Types with Teams

'THE ONE PERSON TEAM'

Since a team is generally considered, by definition, to be a group of two or more people working together to achieve an objective, strictly speaking there can be no such thing as a one person team. However, on the face of it, Transformer-Transactors combine all the characteristics of successful teams.

They combine (among other things):

- an equally strong task and people orientation
- strong leadership qualities with a strong team orientation
- authoritativeness and 'softer' people skills
- confidence with sensitivity
- decisiveness and flexibility
- breadth of thought and vision with analytical skill
- strategic capability with operational focus
- energy with structure and focus

Limitations of the 'one person team'

They operate from one perspective only. The content of their 'vision,' the nature of the ideas they generate, their perceptions, analyses and evaluations of people and situations will be influenced by their unique personal histories. They have no third party to challenge their position or offer an alternative perspective. Therefore, if, for no other reason than this, two heads (or more) are likely to be better than one, however 'balanced.'

Synergies

Because of their well-developed interpersonal skills and insight into people's behavior, Transformer-Transactors are likely to relate well and get the best from most people.

Adaptor-Thinkers and Adaptor-Doers are likely to complement them particularly well.

Potential Conflicts/Frustrations

Of all the Types, Transformer-Transactors are most likely to become impatient/feel frustrated with Individualists and Individualist-Preservers in particular. This is because of the apparent resistance to change of these Types and a reluctance to question and take risks, coupled with an unwillingness to engage socially.

They could also find themselves in conflict for the leadership role with Influencers, particularly Influencer-Transactors whose directive stance they are unlikely to appreciate.

'TWO PEOPLE TEAMS' WITH COMPLEMENTARY CHARACTERISTICS

Influencer-Thinkers with Adaptor-Doers

Influencer -Thinkers are thought leaders who will be a source of ideas and provide a vision. They will have strong opinions about the direction things should take and put their views across forcefully. They will make an impact. They are likely to debate issues at length and may win the arguments - at an intellectual level. Where they are likely to be less effective is in implementing the vision and getting other people to act on their ideas - not least because they may be abrasive when putting their points across and react negatively to criticism.

Adaptor-Doers are good team players who look to others to provide vision and clear direction, which Influencer-Thinkers will do. They, for their part, will bring the energy, drive and strong task focus that is lacking in Influencer-Thinkers and get things done (they are good implementers and good at completing and finishing tasks). Where other parties are involved, they will also provide the interpersonal skills and sensitivity needed to oil the social wheels. Flexible, adaptable, positive and resilient they will provide the support that Influencer-Thinkers may need to help them cope with change and other stressors.

Individualist-Transactors and Transformer-Preservers

Individualist-Transactors are quiet introverts who are task rather than people-oriented. They combine strategic capability with a strong operational focus. They have the capacity to create a vision for the future, but may need encouragement and help to communicate it. Similarly they may have difficulty getting their ideas accepted (or even recognized) because of limitations in their ability to communicate effectively. They are neither natural leaders nor team players. Energetic and driven, they pursue their goals with single-minded determination and in a planned and orderly way, but may be oblivious to the needs of others in the process and fail to get support from others when needed. They may at times get very anxious, particularly under pressure.

In contrast, Transformer-Preservers are extroverts and much more people than task focused. They are good communicators, socially adroit, and sensitive and considerate in their behavior towards others. While likely to gravitate towards the leadership role in team situations, they will look to others to provide a vision which Individualist-Transactors can do. Their focus is on the concrete here and now, rather than abstract ideas and possibilities for the future and they tend to react spontaneously to situations rather than plan ahead. They are calm and easy-going rather than highly driven and cope well with pressure.

The two types can thus be seen to have complementary skills - each fills gaps in the other's repertoire. This is not to say that they will share the same values nor even like each other; for example, Individualist-Transactors may despair of the Transformer-Preserver's relative disinterest in thoughts and ideas and apparent lack of energy and drive, while Transformer-Preservers, for their part, may deplore the Individualist-Transactor's lack of social skills and emphasis on task at the expense of people.

'TWO PEOPLE TEAMS' WITH POTENTIAL CLASHES

Influencer-Thinker with another Influencer-Thinker

Both are likely to be forceful characters with very strong opinions, ideas and agendas of their own. Problems will begin when these are out of alignment. Each will want to convince the other of the rightness of their position and be prepared to argue their case. Neither will want to back down. Moreover, any criticism of an idea is likely to be taken personally, increasing the likelihood of negative feeling (hostility even) and a further 'digging in of heels.' Adding to the difficulties will be the lack of empathy and tolerance of each party - the unwillingness to listen, to see things from the other's perspective. At worst this could be a pairing characterized by much heated debate and very little action.

'THREE, FOUR OR MORE PEOPLE TEAMS'

Most teams are composed of more than two people and they possess a mixture of complementary synergies and potential clashes. The principles of the one and two person teams can be carried over to understanding the interaction, functioning and effectiveness of these larger teams. See the following pages for a summary of potential synergies and clashes between Saville Consulting Wave Types.

9.8 Transformers - Potential Synergies and Conflicts

TRANSFORMER

Transformer-Transactors

Potential Synergies with:

- Adaptor-Thinkers; Adaptor-Doers; Transformer-Thinkers; Transformer-Doers

Potential Conflicts with:

- Preservers (especially Individualist-Preservers); Influencers

Transformer-Doers

Potential Synergies with:

- Adaptor-Thinkers; Transactors

Potential Conflicts with:

- Influencers; Thinkers; Preservers; Individualists

Transformer-Thinkers

Potential Synergies with:

- Doers; Adaptors

Potential Conflicts with:

- Preservers

Transformer-Preservers

Potential Synergies with:

- Transformer-Transactors; Doers; Thinkers

Potential Conflicts with:

- Individualist-Doers; Individualist-Transactors

9.9 Influencers - Potential Synergies and Conflicts

INFLUENCER

Influencer-Transactors

Potential Synergies with:

- Adaptors; Individualists (especially Individualist-Doers)

Potential Conflicts with:

- other Influencers (especially Influencer-Doers); Transformers (especially Transformer-Transactors)

Influencer-Doers

Potential Synergies with:

- Adaptor-Thinkers; Adaptor-Doers; Individualist-Thinkers

Potential Conflicts with:

- Thinkers; Transformers; other Influencers

Influencer-Thinkers

Potential Synergies with:

- Adaptor-Doers; Adaptor-Transactors; Individualist-Doers

Potential Conflicts with:

- Doers; Adaptors; Transformers

Influencer-Preservers

Potential Synergies with:

- Adaptor-Doers; Adaptor-Transactors

Potential Conflicts with:

- Adaptors; Transformers; other Influencers

9.10 Adaptors - Potential Synergies and Conflicts

ADAPTOR

Adaptor-Transactors

Potential Synergies with:

- Influencers; Individualists

Potential Conflict with:

- Preservers; Thinkers

Adaptor-Doers

Potential Synergies with:

- Influencer-Thinkers; Transformer-Transactors; Transformer-Thinkers

Potential Conflicts with:

- Thinkers; Individualists

Adaptor-Thinkers

Potential Synergies with:

- Transformer-Transactors; Transformer-Doers; Influencer-Transactors; Influencer-Doers; Individualist-Doers

Potential Conflicts with:

- Doers; Transactors; Preservers

Adaptor-Preservers

Potential Synergies with:

- Transformer-Transactors; Influencer-Transactors

Potential Conflict with:

- Doers; Transactors

9.11 Individualists - Potential Synergies and Conflicts

INDIVIDUALIST

Individualist-Transactors

Potential Synergies with:

- Transformer-Transactors; Adaptor-Transactors; Influencer-Transactors; Adaptor-Doers

Potential Conflicts with:

- Influencers; Transformers; Transactors

Individualist-Doers

Potential Synergies with:

- Transformer-Transactors; Transformer-Doers; Influencer-Transactors; Influencer-Doers; Thinkers

Potential Conflicts with:

- Thinkers; Influencers; Adaptors; Transformers

Individualist-Thinkers

Potential Synergies with:

- Doers (especially Adaptor-Doers); Transactors (especially Transformer-Transactors)

Potential Conflicts with:

- Influencers; Adaptors; other Individualists; Transactors

Individualist-Preservers

Potential Synergies with:

- Transformer-Transactors; Adaptor-Transactors; Influencer-Transactors

Potential Conflicts with:

- Influencers; Doers; Transactors

9.12 Types Reliability

Alternate Form Reliability

In order to assess the alternate form reliability of the Types Model, a sample of 1,153 individuals from the UK completed parallel versions of Wave Professional Styles (Invited Access and Supervised Access). These two versions are designed with different content but to measure the same concepts and areas. For a full description of the sample (Standardization sample), refer to Appendix B of this handbook.

Table 9.1 Types Model Alternate Form Reliability - Invited Access (IA) vs. Supervised Access (SA) (N=1,153)

	Mean (IA)	Mean (SA)	SD (IA)	SD (SA)	SEM Sten	r
People Types	50,809.62	50,042.43	4,625.09	4,545.57	.46	.95
Task Types	52,575.92	52,763.64	3,568.84	3,599.62	.53	.93
Overall Type Score	103,385.55	102,806.08	5,605.31	5,597.70	.49	.94

Alternate form reliabilities for the People and Task Types were .95 and .93 respectively, and the Overall Types Score reliability was .94.

Test-Retest Reliability

In order to assess the test-retest reliability of the Types Model, a sample of 100 individuals from the UK who were engaged in a mixed range of different occupations completed Wave Professional Styles (Invited Access) twice with a period of approximately 18 months between the two completions. For a full description of the sample (Test-retest sample), refer to Appendix T of this handbook.

Table 9.2 Types Model Test-Retest Reliability (N=100)

	Mean t ₁	Mean t ₂	SD t ₁	SD t ₂	SEM Sten	r
People Types	49,773.68	49,595.48	4,547.61	4,837.69	.81	.84
Task Types	53,010.18	53,155.94	3,683.64	3,884.98	.81	.83
Overall Type Score	102,783.86	102,751.41	5,238.48	5,712.47	.83	.83

Test-retest reliabilities for the People and Task Types were .84 and .83 respectively while the Overall Type Scores reliability was .83.

Both Alternate Form and Test-retest reliability estimates provide sound evidence for the reliabilities of Saville Consulting Types scales.

9.13 Types Validity

Construct Validity

Construct validity for the Types model was demonstrated by correlating Types scores with 'Great Eight' competency scores computed from the OPQ questionnaire. It was hypothesized that scores on Saville Consulting 'People' Type would be positively associated with those 'Great Eight' constructs relating to people, influence and adaptability: 'Interacting & Presenting', 'Leading & Deciding', 'Supporting & Cooperating' and 'Adapting & Coping'. Scores on Saville Consulting 'Task' Type were hypothesized to be positively associated with those 'Great Eight' constructs relating to tasks, thought and delivery: 'Analyzing & Interpreting', 'Creating & Conceptualizing', 'Organizing & Executing' and 'Enterprising & Performing'. Table 9.3 summarizes the correlations between Saville Consulting Types and 'Great Eight' competencies underpinned by OPQ scales. Analysis was conducted using the Epsom sample (N=308). For further information on this sample refer to Appendix C in this handbook. Hypothesized correlations are shown in bold.

Table 9.3 Types scores correlated with Great Eight scores computed from OPQ scales (N=308)

	Analyzing & Interpreting	Creating & Conceptualizing	Interacting & Presenting	Leading & Deciding	Supporting & Cooperating	Adapting & Coping	Organizing & Executing	Enterprising and Performing
People Types	-.23	.23	.57	.46	.14	.13	-.39	.15
Task Types	.34	.21	-.28	.27	-.48	-.18	.38	.30
Overall Types Score	.04	.33	.28	.56	-.21	-.02	-.06	.33

Note: Any raw correlation higher than .12 is statistically significant at the p<.05 level (two tailed) and any raw correlation higher than .10 is statistically significant at the p<.05 level (one tailed).

People Types scores demonstrated moderate to strong correlations with the 'Great Eight' competencies 'Interacting & Presenting' (.57) and 'Leading & Deciding' (.46). This would suggest that People Types scores are most closely related to the influence based 'Great Eight' factors that are underpinned by OPQ scales.

Task Type scores achieved moderate strength correlations across the 'Great Eight' OPQ-based factors 'Analyzing & Interpreting' (.34), 'Creating & Conceptualizing' (.21), 'Organizing & Executing' (.38) and 'Enterprising & Performing' (.30). This indicates that the thought and delivery based 'Great Eight' factors underpinned by the OPQ scales are measuring constructs similar to those measured by the Task Types.

The Overall Types Score (combined People Types and Task Types scores) illustrated notable correlations with 'Creating & Conceptualizing' (.33), 'Leading & Deciding' (.56), and 'Enterprising & Performing' (.33).

The Types model is supported by the data, demonstrating appropriate alignment with the relevant 'Great Eight' competencies underpinned by OPQ scales.

Concurrent Validity

Concurrent criterion-related validity for the Types model was demonstrated by correlating Types scores with external ratings of performance on the four Wave Clusters. Table 9.4 presents the correlations of Saville Consulting Types with external ratings of work performance on the four Wave Clusters. Again, analysis was conducted using the Epsom sample (N=308). For further information on this sample refer to Appendix C in this handbook. Validities have been corrected for attenuation based on the reliability of the criteria (based on 199 pairs of criterion ratings). No further corrections were applied (e.g. restriction of range, predictor unreliability). Corrected correlations are presented in brackets after the uncorrected, raw correlations. Hypothesized correlations are shown in bold.

Table 9.4 Types scores correlated with external ratings of performance on the four Wave Clusters (N=308)

	Solving Problems r (corrected r)	Influencing People r (corrected r)	Adapting Approaches r (corrected r)	Delivering Results r (corrected r)
People Types	.15 (.33)	.28 (.51)	.18 (.32)	.01 (.02)
Task Types	.21 (.45)	.02 (.03)	-.02 (-.04)	.21 (.38)
Overall Type Score	.27 (.58)	.24 (.44)	.14 (.24)	.15 (.28)

Note: Any raw correlation higher than .12 is statistically significant at the p<.05 level (two tailed) and any raw correlation higher than .10 is statistically significant at the p<.05 level (one tailed).

The Saville Consulting 'People' Type was positively associated with work performance on 'Solving Problems' ($r=.15 (.33)$), 'Influencing People' ($r=.28 (.51)$) and 'Adapting Approaches' ($r=.18 (.32)$). The Saville Consulting 'Task' Type was positively associated with work performance on 'Solving Problems' ($r=.21 (.45)$) and 'Delivering Results' ($r=.21 (.38)$). Results indicate that those with stronger 'People' Types scores are likely to be rated highly on competencies relating to influencing people and adapting approaches, while those with stronger 'Task' Types scores are likely to be rated highly on competencies relating to solving problems and delivering results.

The Overall Types Score (combined People Type and Task Type scores) achieved validities of .27(.58) for 'Solving Problems', .24(.44) for 'Influencing People', .14(.24) for 'Adapting Approaches', and .15(.28) for 'Delivering Results', illustrating coverage across all four clusters.

9.14 Summary of Saville Consulting Types

This chapter has detailed the development of Saville Consulting Types, discussing, in-depth, its applications and interpretation. It has presented strong evidence for the validity and reliability of the Types model. Saville Consulting Types aims to summarize combinations of characteristics, which can provide information on likely behavioral outcomes in both individual and team situations.

