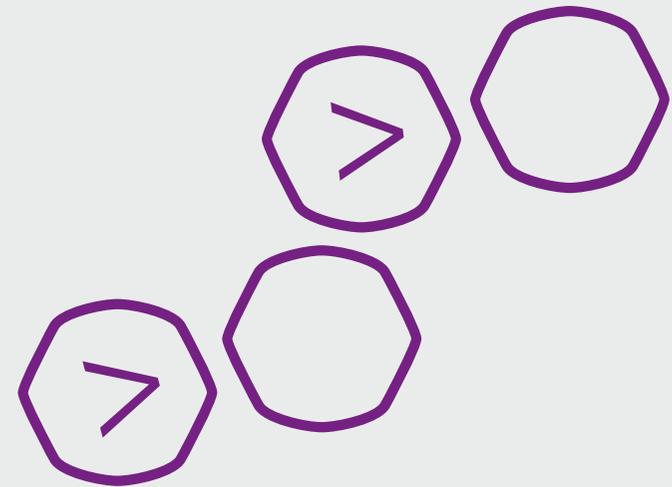




Coaching Report User Guide

Saville Assessment
Willis Towers Watson 



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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 Coaching Report

The Wave Coaching Report provides advice for the individual and/or their manager, HR professional or coach based on a behavioral profile generated from the employee's completion of a Wave assessment.

The report can help individuals consider their future goals and the ways in which they can use their key strengths and challenge areas to maximize their effectiveness at work and work towards their goals. It allows the organization to bring coaching to more employees and facilitates conversations between managers and employees, coaches and employees, or individuals wishing to develop themselves.

Benefits

- Drives a developmental coaching culture
- Demonstrates an organization's commitment to individual development
- Supports managers to move beyond performance management to development
- Encourages targeted action planning and review
- Empowers individuals to steer their own development
- Supports the development of action plans aimed at achieving individual goals

Availability

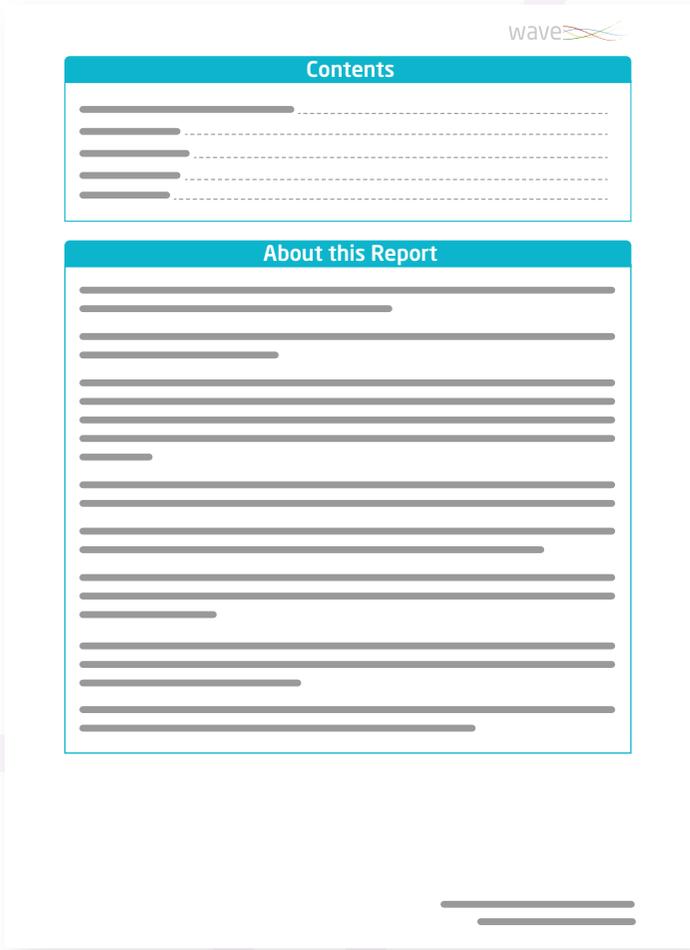


Professional
Styles



Focus Styles

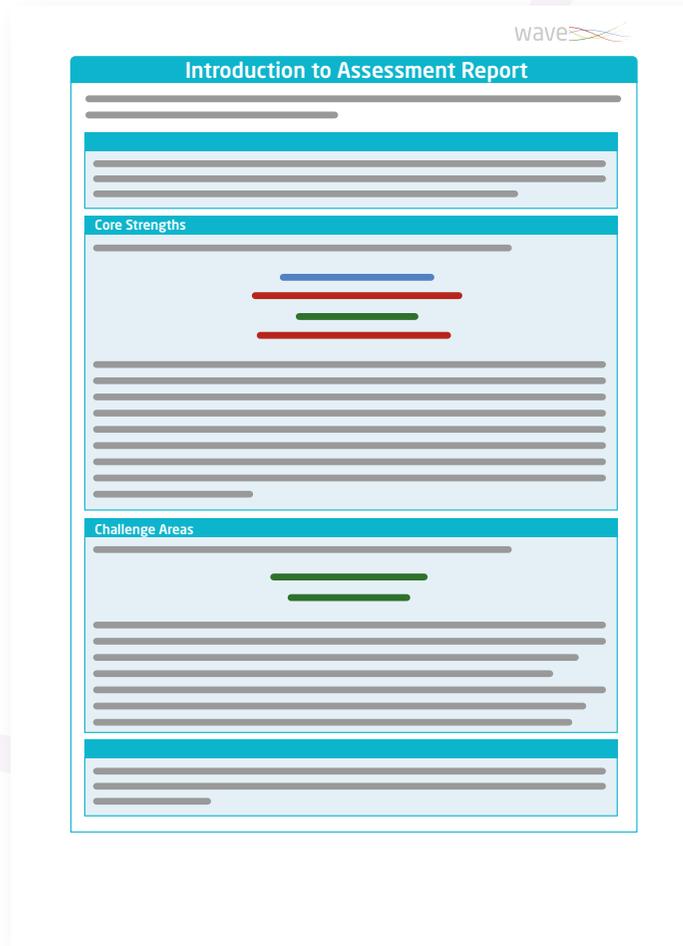




The Report

Page 2 - About this Report

Page 2 of the report provides information about the report such as the self-report nature of the responses and the benchmark group used in scoring. There is a reminder of this benchmark group in the footer of each page of the report.



Page 3 - Introduction to Assessment Report

Page 3 of the report provides an overview of each individual section of the report.

The individual's top four strengths and two challenge areas are listed on this page. The strengths and challenge areas are color coded based on whether they are from the Solving Problems, Influencing People, Adapting Approaches or Delivering Results clusters from the Wave model. If you click on the strength or challenge area you will be taken straight to that strength or challenge area within the pdf.



The image shows a screenshot of a report page titled 'Preparation'. The page has a blue header with the word 'Preparation' and the 'wave' logo. Below the header are three large, empty rectangular boxes for writing answers.

Page 4 - Preparation

Page 4 of the report is the preparation page, which provides space for the individual to consider and articulate their future goals, as well as reflect on their current strengths and development needs.

This page consists of three questions

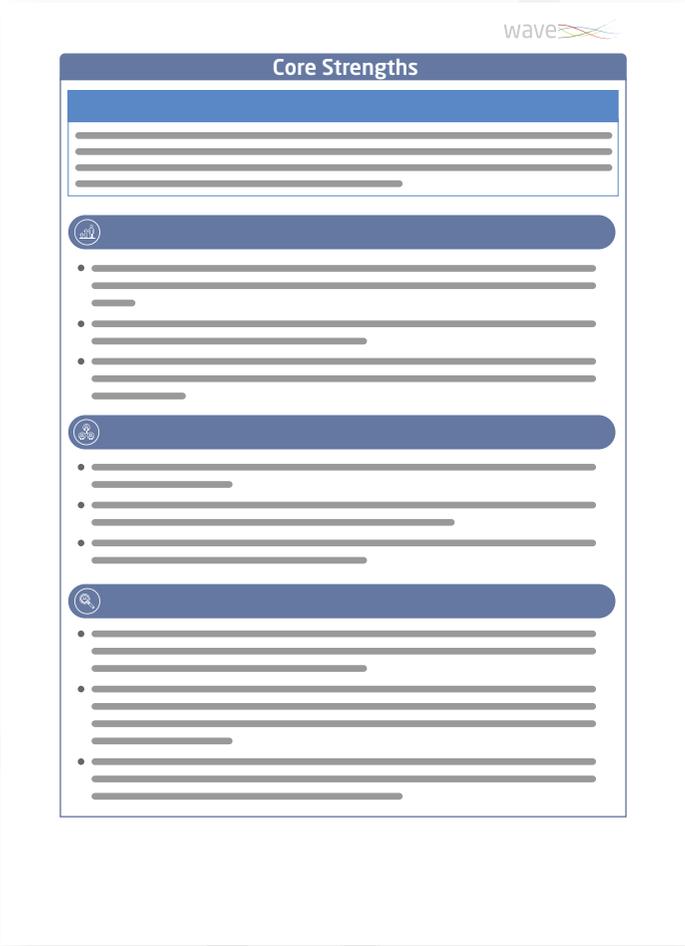
What are your future goals?

What do you consider to be your most useful strengths?

What do you think you will need to do differently to achieve your goals?

✓ TOP TIPS

- When thinking about future goals, consider what they are and why they are important.
- When considering strengths, focus on behaviors or competencies; for example, 'calm under pressure', 'good at analyzing information' or 'communicating clearly'.



Page 5-8 - Core Strengths

Pages 5 to 8 of the report provide detail on the individual's four Core Strengths, based on the four highest scoring areas of the 12 competency sections from the Wave model.

The beginning of the page highlights the Wave competency, e.g. 'Creating Innovation' and provides some detail about this competency as a strength.



Building Strengths

Successful people tend to know what they are good at and play to these strengths. This section provides advice and tips on how to capitalize on individual strengths to match the requirements of the job.

TOP TIPS

- Consider the advantages of this behavioral style in relation to current role.
- Consider how these strengths could be maximized to meet future goals.





Working Effectively with Others

Job roles nearly always involve working with other people; this section provides tips to find ways to work alongside others to promote development.

TOP TIPS

- Identify other people who can support with development opportunities.



Using Strengths Well

Clear areas of strength are most likely to contribute to effectiveness and enjoyment at work. They may, however, also lead to unwanted or undesirable consequences. This section helps to build awareness as to where strengths might become overplayed and provides actions to help mitigate these risks.

TOP TIPS

- Describe an example of when this strength has resulted in an undesirable consequence.
- Identify which ACTION resonates most, expand on this ACTION.



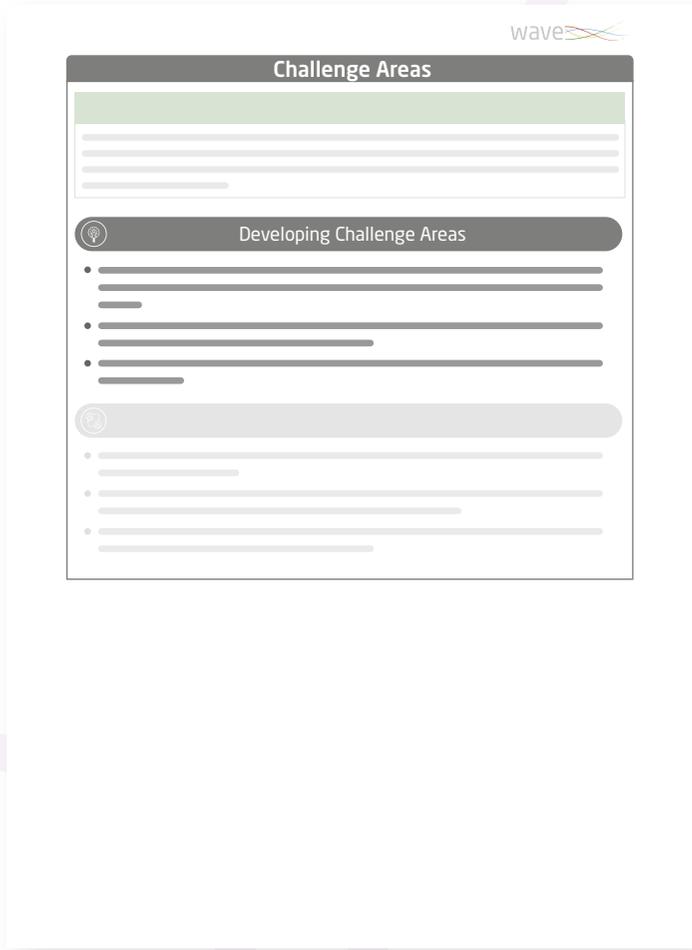


Page 9-10 - Challenge Areas

Pages 9 and 10 of the report provide detail on the individual's two Challenge Areas, based on the two lowest scoring areas of the 12 competency sections from the Wave model.

The beginning of the page highlights the Wave competency, e.g. 'Driving Success' and provides some detail about this competency as a challenge area.





Developing Challenge Areas

During coaching, along with strengths, it is also important to consider potential challenge areas. This section provides tips to help develop these challenge areas or put in place ways to manage them.

TOP TIPS

- Consider how important this area is to help achieve future goals.
- Consider which tips are most aligned to achieving future goals.

The screenshot shows a report interface with the following structure:

- Header: wave logo
- Section: Challenge Areas
- Section: Working Effectively with Others (highlighted in the image)
- Content: A list of bullet points under the 'Working Effectively with Others' section.



Working Effectively with Others

This section provides advice on how the organization and/or those you work with can help find ways to support development.

TOP TIPS

- Identify resources within the organization that can support development.

Page 11-13 - Coaching Plan

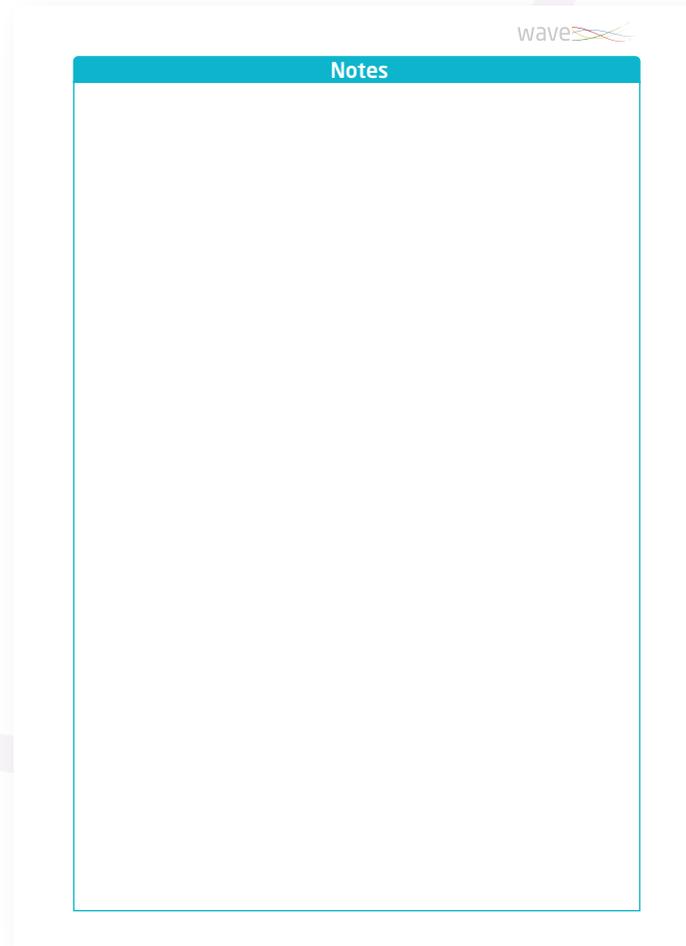
Pages 11, 12 and 13 guide the individual through targeted actions to plan their development. There is space to select three focus areas, and the report encourages consideration of both strength and challenge areas.

The individual is guided to break down each area to build tangible development focusing on the activities they will do, who can help them and how progress will be measured. This is designed to help them implement their coaching actions.

The second half of pages 11, 12 and 13 provides space to review development progress at three intervals, a suggestion of six, 12 and 18 months is given but updates can be made at anytime. Coaching is a continuous process with the aim of improving an individual's performance and satisfaction at work. Regular follow ups on progress will support this process.

✓ TOP TIPS

- Make clear and detailed notes, this will help when you come to review progress.
- Set a specific time a follow up in the calendar.



Page 14 - Notes

The final page of the report is left blank for any additional notes.

✓ TOP TIPS

- Use this page to make notes between coaching sessions, to prompt discussion.

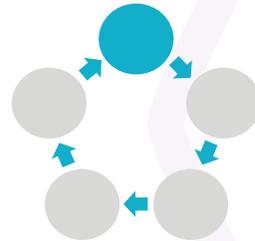


Using the Coaching Report

The Coaching Report has been designed to facilitate a coaching conversation with an individual's manager, a learning and development professional, coach, or used to support self-coaching.

If you are planning a coaching conversation with an individual, you may wish to consider the following steps:

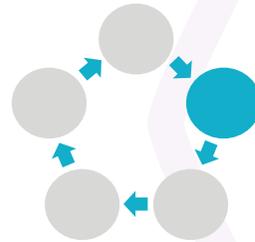




Preparation

- Book a session with the individual, allowing adequate time (45 minutes – 1 hour) to have the coaching conversation in a private environment.
- Read through the individual's report and ensure you understand the structure and the contents of the report.
- Introduce the session and set the parameters of confidentiality.
- Use page 4 to discuss and take notes on the individual's future goals, current strengths and development areas.

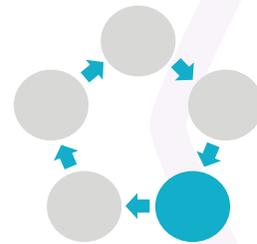




Coaching on Strengths and Challenge Areas

- Use pages 5 to 10 to highlight key strengths and challenge areas.
- Seek the individual's thoughts on key themes - do they agree?
- Discuss strengths and probe these:
 - When has this been a benefit for them?
 - How can they leverage this strength to help them meet their goals?
- Discuss challenge areas and probe these:
 - When has this held them back?
 - What can they do to ensure this doesn't present barriers in the future?

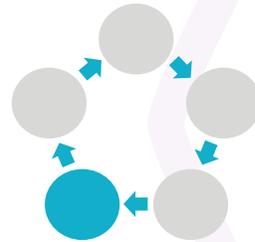




Coaching Plan

- Use the Coaching Plan on pages 11 to 13 to structure action planning.
- Encourage the individual to consider what you've discussed and what actions would be useful to take.
- Consider the importance of SMART goals:
 - Specific – target a specific area for improvement.
 - Measurable – qualify or suggest an indicator of progress.
 - Attainable – ensure the goal is both realistic and challenging.
 - Relevant – ensure the goal is something that matters and will bring benefit to the individual.
 - Time-bound – specify when the results can be achieved by.
- Focus on areas that will help the individual achieve their goals or is linked to success in their role.

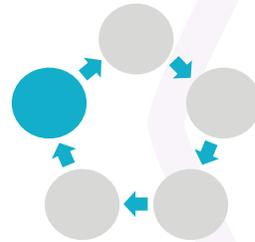




Implementation

- Allow the individual to begin putting their plans into practice.
- Set a specific time for follow up.
- Discuss if regular but informal “check-ins” between sessions would be beneficial.





Review and Update

- Use the second half of pages 11, 12 and 13 to review and update coaching plans at three different intervals.
- Review progress that has been made and provide recognition for this.
- If progress hasn't been made, explore the reasons why this may be.
- Commit to next steps and set a specific time for your next follow up.





Saville Assessment

WillisTowers Watson

Our mission is to transform assessment around the world. We enable organizations to identify potential, accelerate performance and achieve outstanding results. Our portfolio of leading-edge assessments are designed based on extensive research into successful workplace performance and the critical relationship between motive, talent and workplace culture. With representatives in over 80 countries we are transforming how organizations Hire, Build and Lead talent globally.

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