Saville Assessment
Willis Towers Watson

How to use the Development Report

An interactive journey through the report

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Availability:

About the Development Report

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

The Development Report helps an individual start to consider ways in which they can develop within the workplace and can act as a powerful catalyst for development conversations between individuals, managers, mentors and coaches, helping to bridge the gap between diagnosis and development planning. Reports are accessible to line managers and individuals without an in-depth understanding of psychometric assessments.

The report is structured into four sections:

- Core Strengths (Top 8)
- Possible Challenge Areas (Bottom 8)
- Setting Development Priorities
- Additional 20 Areas

Click to navigate through the Development Report

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Applying the Development Report

The Wave Development Report provides advice for an individual, based on a behavioural profile generated from their completion of a Wave assessment. The report can be generated from both self-report and 360 assessments. Depending on an individual's results, the report makes suggestions as to how they might build on a strength, develop a potential challenge area and watch out for a possible overplayed strength. The appropriateness of each piece of advice will differ for each individual and will, to some extent, depend on the job role and the opportunities and resources available.

The reports can help to:

- ***Build*** self-awareness
- ***Prioritise*** strengths and development areas
- ***Set*** objectives
- ***Plan*** developmental interventions
- ***Add*** depth to onboarding discussions
- ***Support*** both individuals and managers in coaching, development and performance management activities

Used primarily in:

- *Individual self-improvement/development*
- *Coaching*
- *Management development exercises*
- *Assessment/development centre follow-up*
- *Onboarding of new hires*

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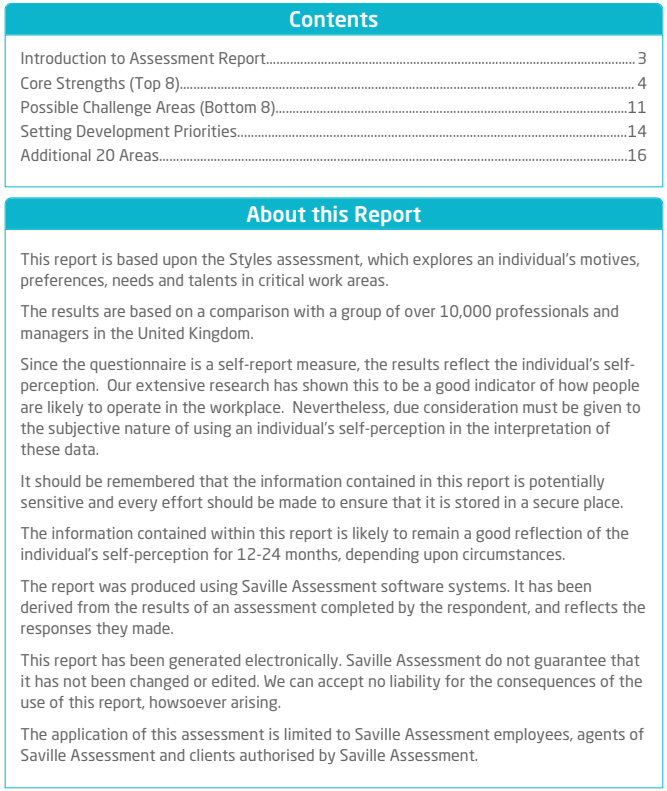
The Report

Page two of the report provides the user with some information about the report, including the benchmark group used in scoring. There's a reminder of this benchmark group in the footer of each page in the report.



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About this Report

This report is based upon the Styles assessment, which explores an individual's motives, preferences, needs and talents in critical work areas.

The results are based on a comparison with a group of over 10,000 professionals and managers in the United Kingdom.

Since the questionnaire is a self-report measure, the results reflect the individual's self-perception. Our extensive research has shown this to be a good indicator of how people are likely to operate in the workplace. Nevertheless, due consideration must be given to the subjective nature of using an individual's self-perception in the interpretation of these data.

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.

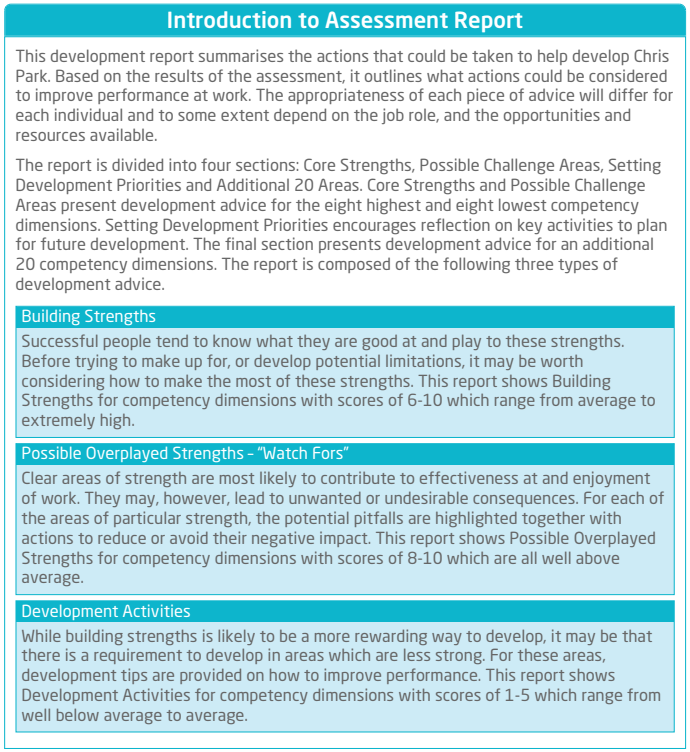
The information contained within this report is likely to remain a good reflection of the individual's self-perception for 12-24 months, depending upon circumstances.

The report was produced using Saville Assessment software systems. It has been derived from the results of an assessment completed by the respondent, and reflects the responses they 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.

Page three of the report provides information on the rules for presenting different sorts of development advice.



Introduction to Assessment Report

This development report summarises the actions that could be taken to help develop Chris Park. Based on the results of the assessment, it outlines what actions could be considered to improve performance at work. The appropriateness of each piece of advice will differ for each individual and to some extent depend on the job role, and the opportunities and resources available.

The report is divided into four sections: Core Strengths, Possible Challenge Areas, Setting Development Priorities and Additional 20 Areas. Core Strengths and Possible Challenge Areas present development advice for the eight highest and eight lowest competency dimensions. Setting Development Priorities encourages reflection on key activities to plan for future development. The final section presents development advice for an additional 20 competency dimensions. The report is composed of the following three types of development advice.

Building Strengths

Successful people tend to know what they are good at and play to these strengths. Before trying to make up for, or develop potential limitations, it may be worth considering how to make the most of these strengths. This report shows Building Strengths for competency dimensions with scores of 6-10 which range from average to extremely high.

Possible Overplayed Strengths - "Watch Fors"

Clear areas of strength are most likely to contribute to effectiveness at and enjoyment of work. They may, however, lead to unwanted or undesirable consequences. For each of the areas of particular strength, the potential pitfalls are highlighted together with actions to reduce or avoid their negative impact. This report shows Possible Overplayed Strengths for competency dimensions with scores of 8-10 which are all well above average.

Development Activities

While building strengths is likely to be a more rewarding way to develop, it may be that there is a requirement to develop in areas which are less strong. For these areas, development tips are provided on how to improve performance. This report shows Development Activities for competency dimensions with scores of 1-5 which range from well below average to average.

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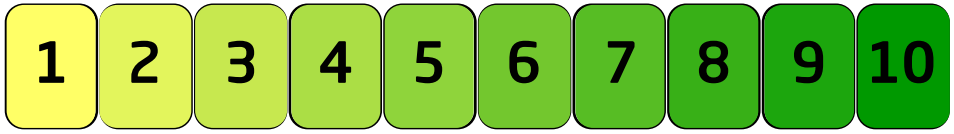
Scoring

Scores on the report are provided on a scale of one to ten. These Sten scores use benchmarking and provide an indication as to how somebody is likely to perform in comparison to others. Profiles are scored this way to give them meaning.

Where an individual scores a ten, their responses to the assessment suggest that they see this as an area of strength and it is, therefore, likely that they have high potential in this area. Where an individual scores a one, their responses to the assessment suggest that they don't see this as an area of strength and they are, therefore, likely to have lower potential in this area. Scores of five and six are average when compared with the benchmark group.

There are three different types of development advice:

- *Building Strengths*
- *Possible Overplayed Strengths – "Watch Fors"*
- *Development Activities*



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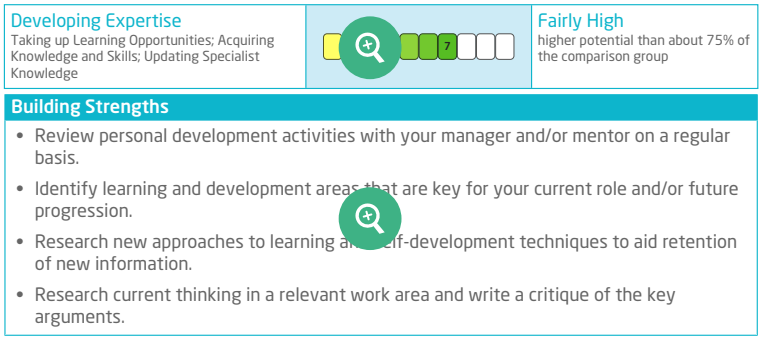
Building Strengths

Successful people tend to know what they are good at and will play to these strengths. Before trying to develop limitations, it is worth considering how to make the most of an individual's strengths.

The Wave Development Report will show Building Strengths for competency dimensions with scores of six to ten which range from average to extremely high.



Click on the hotspots to reveal an explanation of the area

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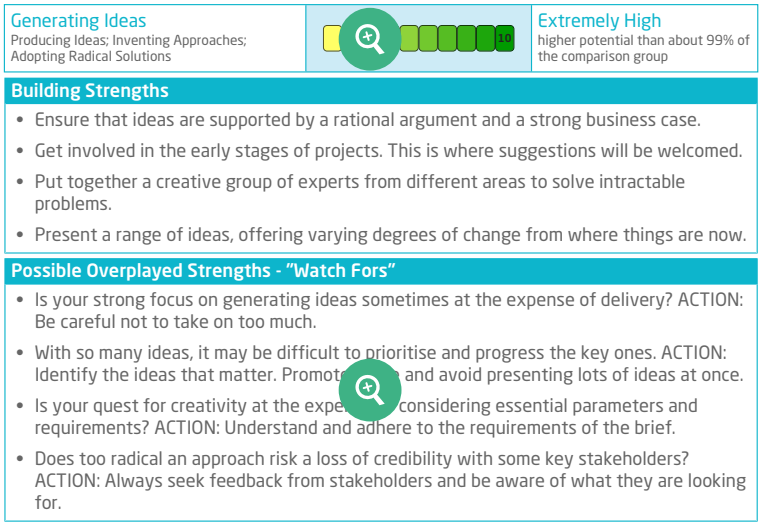
Possible Overplayed Strengths - “Watch Fors”

Whilst clear areas of strength are most likely to contribute to effectiveness and enjoyment of work, they may also lead to unwanted or undesirable consequences when overplayed. For each area of particular strength, the potential pitfalls are highlighted together with actions that may help to mitigate their negative impact.

The Wave Development Report will show Possible Overplayed Strengths for any competency dimension that has a Sten score of eight or above.



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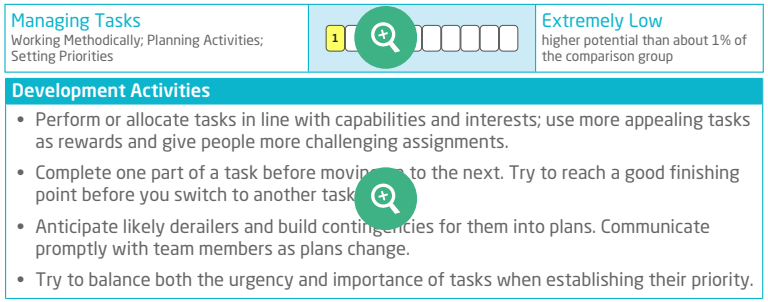
Development Activies

Whilst building on key strengths is likely to be a more rewarding way to develop, sometimes there is a requirement to work on areas that present challenges for an individual. For these areas, development advice on how to improve performance are provided.

The Wave Development Report shows Development Activities for any competency dimension with scores of one to five which range from below average to average.



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Using the Report: Managers, Coaches and Mentors

Prepare the Discussion

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

Introduce the Session

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

Principles of Coaching

- Coaching supports changes of attitude, behaviour and performance with the goal of improving results on a long-term basis.
- The most important 'tool' is communication i.e. asking questions, listening and empathising.

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Using the Report: Managers, Coaches and Mentors

Discuss Identified Strengths and Challenge Areas

- Walk through the report, highlighting key strengths and challenge areas – seek their thoughts on these key themes. Do they agree?
- Point out which behavioural areas in the report indicate key strengths and probe these:
  - How important is this area in their current/ next role?
  - When has this really helped them get along?
  - How can they leverage this strength to help them meet their current objectives/next career goal?
- Point out which behavioural areas in the report indicate areas of development and probe these:
  - What is the impact of this in their current/ next role?
  - When has this held them back?
  - What can they do to ensure this doesn't present barriers in the future?
- Summarise your discussion.
- Ask the individual for key take-away messages/ action points from your conversation. Encourage them to complete the Setting Development Priorities page.

The GROW model of coaching provides structure to a conversation to deliver a meaningful result:

- Goal setting for the session "What do you want to achieve?"
- Reality checking "What is the current situation and how do you feel?"
- Options and strategies for courses of action "What could you do about this challenge?"
- "What is to be done, how and when?"

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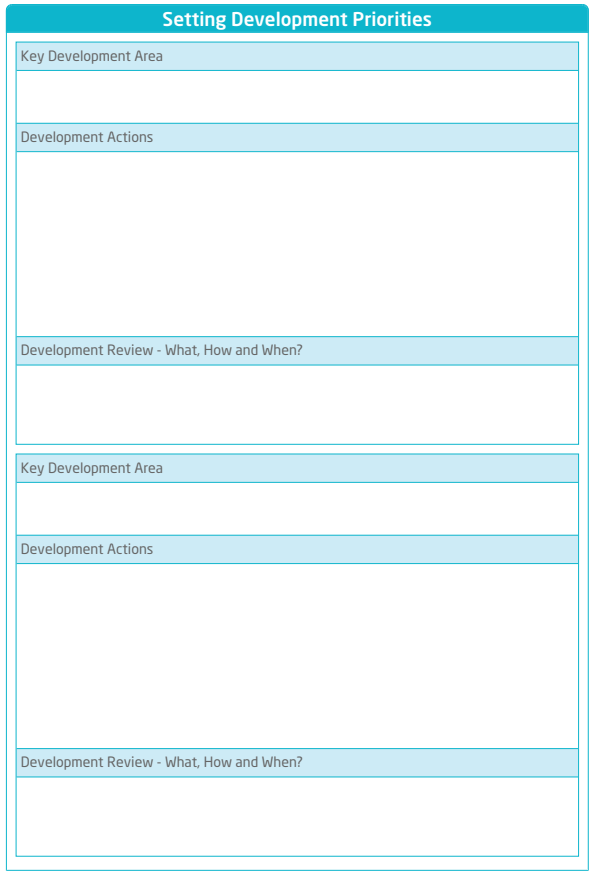
Using the Report: Managers, Coaches and Mentors

Setting Development Priorities

- Identify three to four areas for development and create a personal development plan around these.
- Develop a mixture of short-term (within three months) and longer-term (>six months) goals.
- Use the editable Setting Development Priorities pages within the report to assist with creating the development plan.
- Schedule in follow-up conversations to check in on progress.
- 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.



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Case Study:

Manager development in a global IT services company

START

Wave 360 completed as part of Manager Development Programme

360 Report fed back to individuals in 1-2-1 coaching session

The Development Report is provided to individuals after 1-2-1 session

Individuals used the Development Report to support action planning in preparation for future programme work

FINISH

"We use the Wave 360 assessment on our leadership development programmes and have found it an invaluable addition to our toolbox. The 360 feedback reports provide insightful commentary that is easily digested by our managers and the benchmarked scores add a richness that we can't get elsewhere. The Development Reports aid action planning and act as a useful prompt in proceeding months for what our managers should be doing differently."

Leadership Learning Specialist Manager

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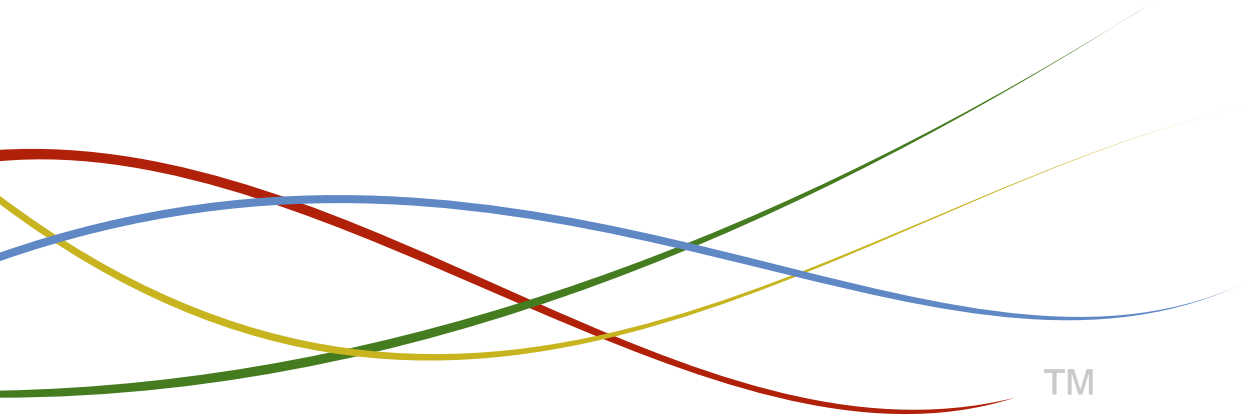
Next Steps

If your organisation already uses Wave, speak to your administrator to access the assessments. If your organisation is new to Wave, contact one of our consultants to discuss how we can get you set up.

Please also contact one of our consultants if you are interested in customising the content of the report to align with your competency or values framework.



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If you have any questions, or want to make an enquiry about any of our products or services, please fill in the form and a member of the Saville Assessment team will get in touch as soon as possible.

Full Name

Company

Email

Phone

Comments

SUBMIT

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