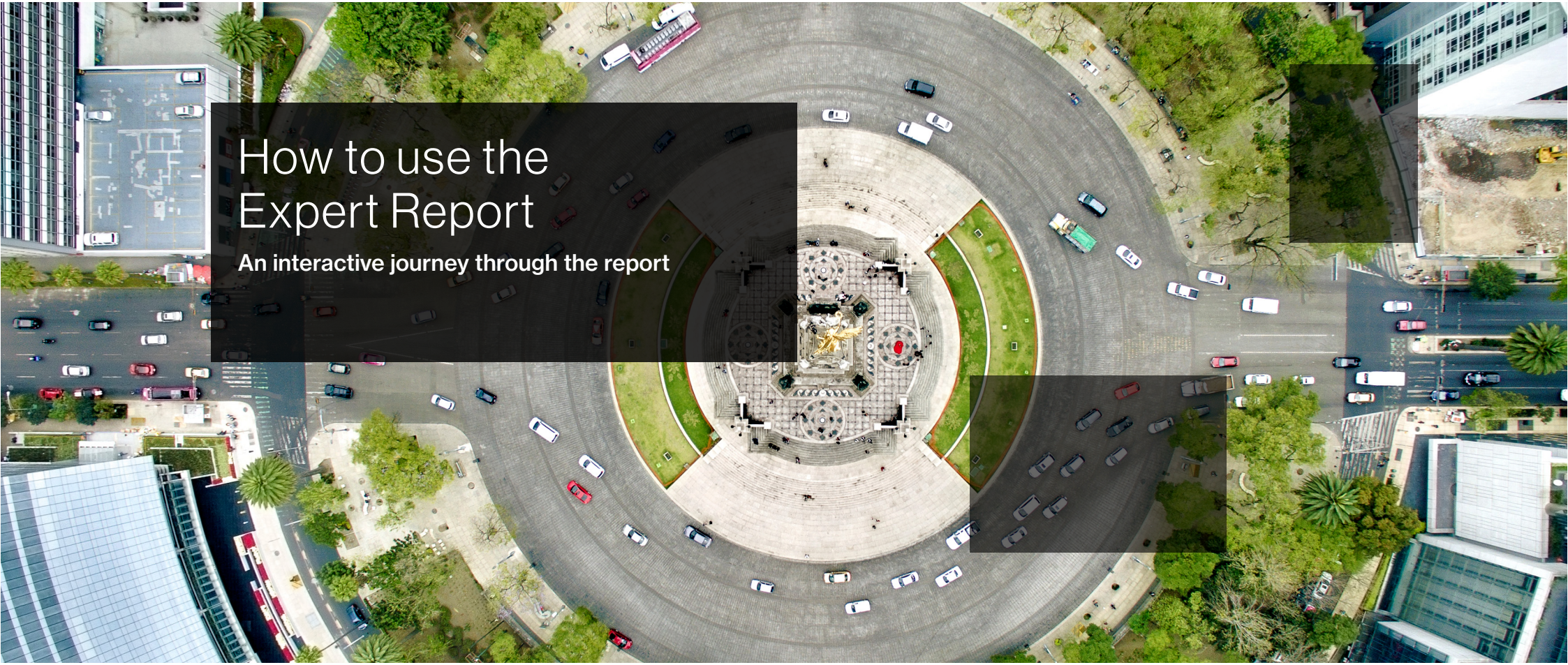
Saville Assessment

Willis Towers Watson



How to use the Expert Report

An interactive journey through the report

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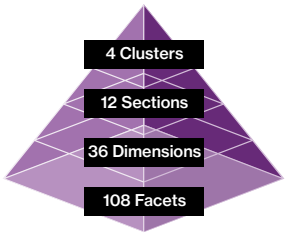
Availability:

About the Expert Report

The Wave Expert reports are developed to add rigour to selection decisions and development planning. The reports are powered by the Wave Styles model – a hierarchical model which allows users to quickly obtain a high level overview of an individual's style and also the capacity to understand an individual's style with real precision.



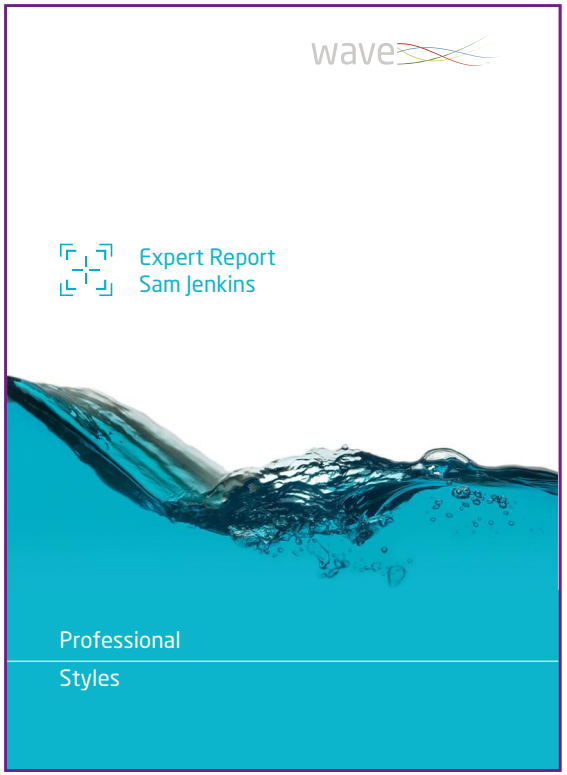
The reports provide trained users with an individual profile highlighting talents, motives, competencies and preferred culture of the candidate.

Click on the icons below to see how the report can help in each talent area.

Hire Talent

Build Talent

Lead Talent



Click to navigate through the Professional Styles Expert Report

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Applying the Expert Report

During the accreditation training we focused on how to interpret the results of the Wave Expert Reports in great detail.

There are two versions of the Expert Report available depending on whether the individual has completed the Professional Styles or Focus Styles assessment:

The Professional Styles Expert Report is used primarily in:

- Experienced Hire
- Talent Audits, Performance Development, Coaching
- Leadership Selection and Development

The Focus Styles Expert Report is used primarily in:

- Shortlisting
- Talent Audits, Performance Development, Coaching

- The Professional Styles Expert Report is generated by the Wave Professional Styles Assessment (40 mins) which is underpinned by the Wave Styles model. The questionnaire features one motive and one talent question for each of the 108 facets, giving 216 items measured in total.
- The Focus Styles Expert Report is generated by the Wave Focus Styles Assessment (13 mins). Wave Focus Styles is a third of the length of the Professional Styles assessment and maintains 80% of the validity. The ultra-compact Wave Focus Styles questionnaire is based on the 36 most valid facets of the Wave Model to create a questionnaire that is both short and a strong indicator of performance and potential at work.

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The Report - Professional Styles

Page two of the report provides some 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 in the report.

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 an overview of each individual section of the report.

Introduction to Assessment Report

This report provides information on motives, preferences, needs and talents, based on Sam Jenkins's responses to the Styles questionnaire.

Executive Summary Profile

The Executive Summary Profile outlines the 12 main sections of the profile, grouped under the four major cluster headings of Thought, Influence, Adaptability and Delivery. Beneath each of the 12 section headings information is given on the three underlying dimensions - 36 dimensions in total.

Full Psychometric Profile

The Full Psychometric Profile focuses on the 36 Professional Styles dimensions, which are arranged under four main cluster headings (Thought, Influence, Adaptability and Delivery), with one page devoted to each cluster. Each cluster breaks down into three sections (12 in total), each consisting of three dimensions. These 36 dimensions are each comprised of three underlying facets (108 in total), with verbal descriptions of the facet scores shown underneath the dimension title.

Summary Psychometric Profile

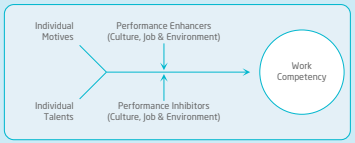
The Summary Psychometric Profile gives an overview of the 36 Styles dimensions of the profile on one page. It highlights where there is a facet range, and where motive or talent is higher (whichever is higher is indicated by M or T) and where normative or ipsative is higher (whichever is higher is indicated by an N or I).

Competency Potential Profile

The Competency Potential Report is based on links established between the 108 facets of the Styles questionnaire and a detailed, independent assessment of work performance on over 1,000 professionals. Based on real data, this gives a unique prediction of Sam Jenkins's likely strengths and limitations in 12 key performance areas. Underlying components of performance are reflected in the verbal descriptions and scores under each of the 12 competency headings. This prediction should be interpreted against key work requirements as established through job analysis or competency profiling methods. Highly positive profiles may reflect an unrealistically positive self-view whilst low scoring profiles may reflect an overly critical self-view. In such cases, it is particularly important to verify the results against other information.

Predicted Culture/Environment Fit

The Predicted Culture/Environment Fit Report gives an indication of the aspects of the culture, job and environment that are likely to enhance or inhibit a person's success. Saville Assessment's groundbreaking research suggests that people's motives and talents interact in important ways with culture, job and environment characteristics to help determine their work performance and competency.



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wave Professional Styles | wave Focus Styles

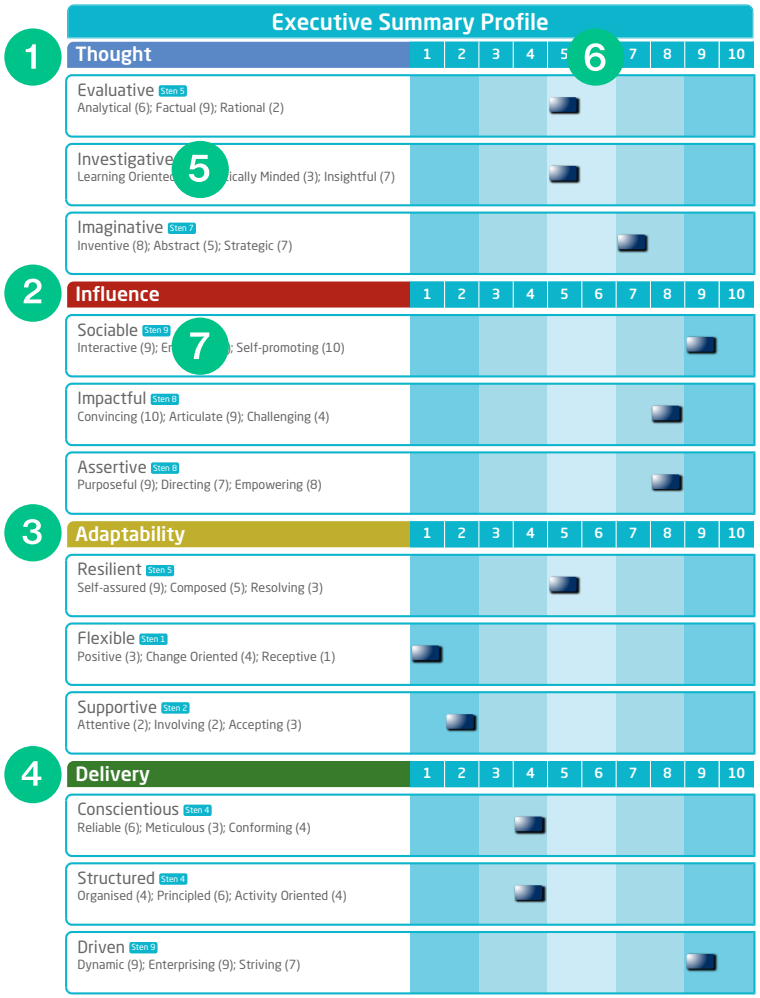
The Report - Professional Styles

Page four of the Professional Styles Expert report shows the Executive Summary Profile. This page shows the 12 main sections of the Wave Model grouped under four colour-coded clusters; Thought, Influence, Adaptability and Delivery.

Beneath each of the 12 section headings, information is given on the three underlying dimension – 36 dimensions in total.

This is where most questionnaires stop and Wave begins.

Click on the numbers to reveal an explanation of the area



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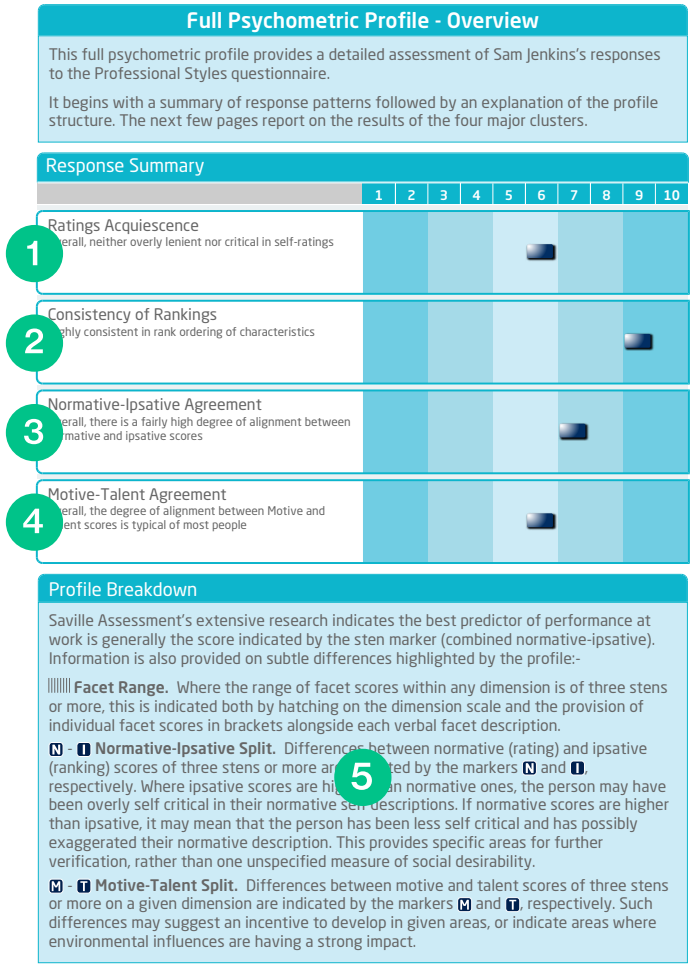
The Report - Professional Styles

On Page five of the Professional Styles Expert Report we find information on four Response Summary indicators. These indicators tell us more about how the candidate has approached the assessment and provide an indication of likely features of the report that follows.

At the bottom part of the page the profile structure is further outlined.

Click on the numbers to reveal an explanation of the area



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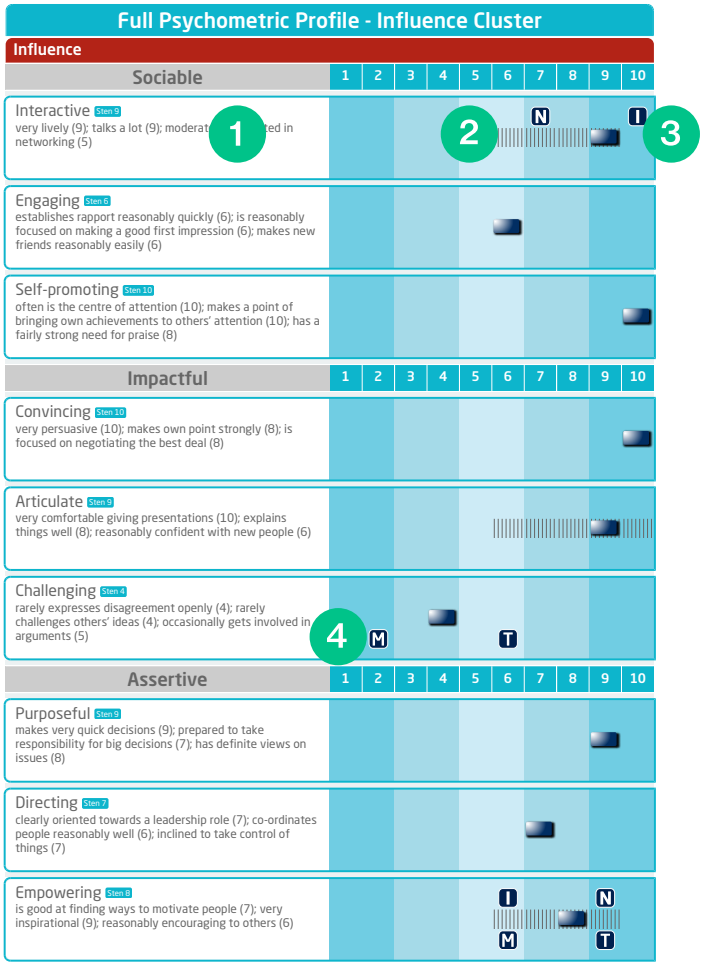
The Report - Professional Styles

The full Psychometric Profile on pages six to nine shows the individual's style in more detail, with one page devoted to each cluster.

This page shows the Influence cluster, which breaks down into three sections: Sociable, Impactful and Assertive. Each section breaks down into a further three dimensions. For example: Sociable into Interactive, Engaging and Self-promoting. Each dimension comprises three underlying facets, with verbal descriptions of the facet scores shown underneath the dimension title.

Click on the numbers to reveal an explanation of the area



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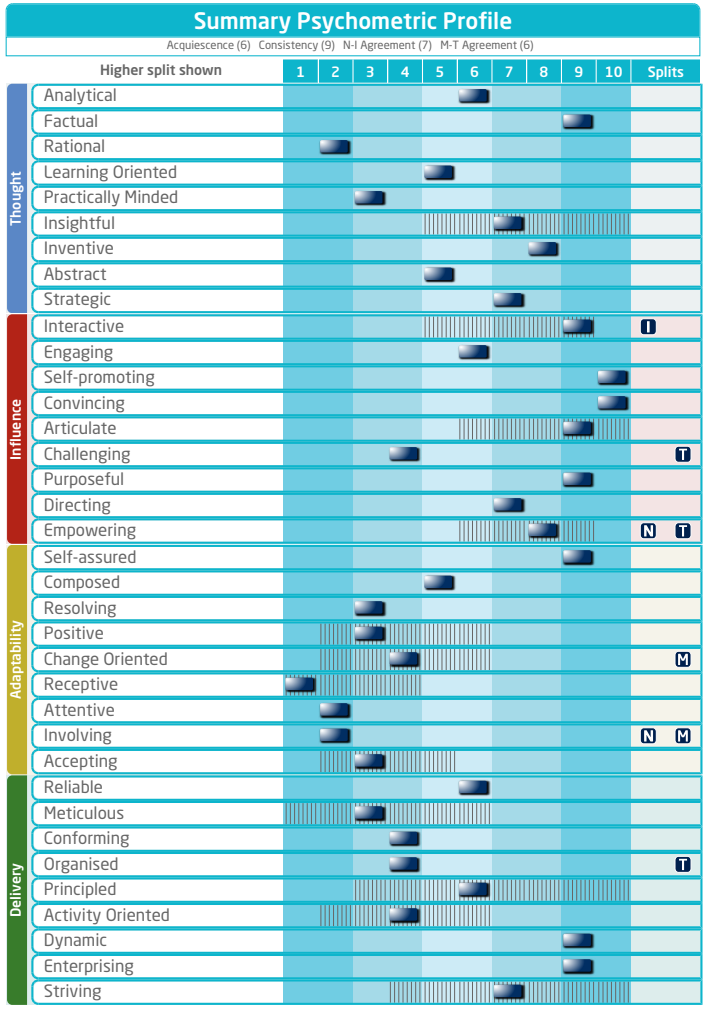
The Report - Professional Styles

Page 10 provides a summary of the Full Psychometric Profile at the dimension level of the Wave Professional Styles Model.

The Sten scores on the four Response Summary scales are provided at the top of the page.

Deep dives are also highlighted on each dimension. For motive-talent and normative-ipsative splits, the highest element of the split is shown under the 'Splits' column.

This page gives an overview of all 36 dimensions with associated splits, which can be a useful tool to aid preparation prior to feedback, though is not typically used during a one-to-one feedback session.



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The Report - Professional Styles

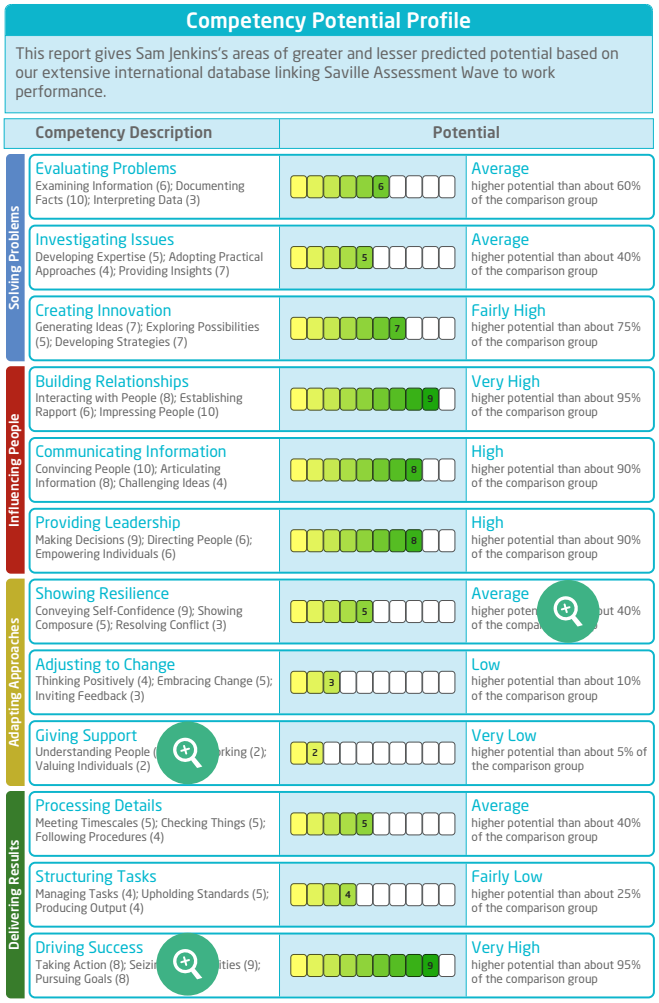
Page 11 of the report shows the Competency Potential Profile which forecasts an individual's workplace performance. Areas of strength and potential challenge are clearly highlighted.

This page translates individual styles into line manager-friendly competencies. The competency potential scores are based on equations that are designed to maximise the validity of the Wave Professional Styles in predicting the competencies.

In a selection situation, the Competency Potential Profile enables the Wave user and candidates to discuss the link between self-report and actual performance with scope for exploring the extremes of over-used strengths and under-managed challenge areas. Focusing on five or six key competencies, as identified in the role profiling stage, is advised. Scores on all 12 sections are presented to provide a comprehensive picture of an individual. When considering the Competency Potential Profile in a developmental or coaching situation, relative challenge areas matter only if the work environment requires use of particular behaviours.

For more information about job profiling or identifying requirements using the online Job Profiler or interactive Card Deck, please contact one of our consultants.

Click on the hotspots to reveal an explanation of the area



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The Report - Professional Styles

Page 12 of the reports shows the individual's Predicted Culture Environment Fit.

The profile provides a list of performance enhancers and their corresponding performance inhibitors.

Considering performance enhancers and inhibitors helps individuals to understand how well their current work demands line up with their stylistic preferences and check whether a new environment would really fit their individual needs.

Understanding a individual's culture environment fit can help organisations to create an environment in which the individual will best perform. The information is also useful to explore an individual's preferred culture during interviews.

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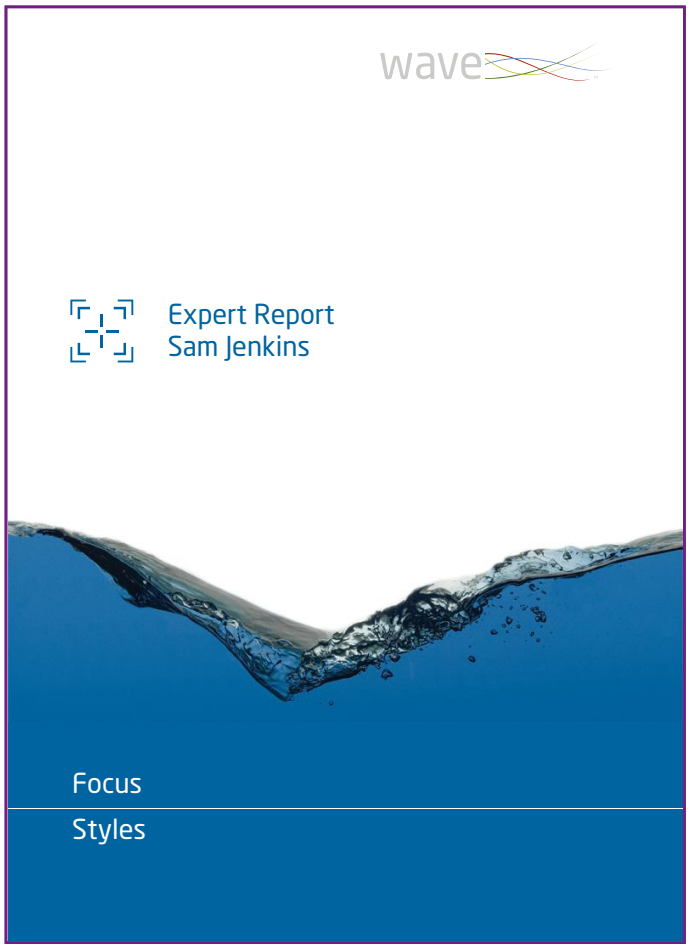
The Report - Focus Styles

The Wave Focus Styles Expert Report includes a Response Summary profile and a one-page Psychometric Profile providing scores on the 12 Wave sections and 36 Wave facets included in the shorter Focus Styles questionnaire. The Psychometric Profile includes facet ranges, motive-talent splits and normative-ipsative splits.

The Focus Styles Expert Report also includes a Predicted Culture/Environment Fit profile and a Competency Potential Profile.



Click to navigate through the Focus Styles Expert Report

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Using the Expert Report

The Expert Report is used in a variety of contexts to Hire Talent, Build Talent and Lead Talent. Regardless of the purpose, feedback is an integral part of using the report.

Discussing the outcomes of the report helps to increase both the feedback provider's and the feedback recipient's understanding of the individual in question. When the report is used for selection the purpose of the feedback session will be to extract information and validate the results in the report. When the report is used for development the purpose is more to increase self-awareness and help to identify areas for further development.

Expert Report Feedback Process

- Setting the scene
- Explain how Wave works
- Feedback the profile
  - Response Summary
  - Discuss Deep Dives
  - Ask questions
  - Make links
  - Summarise
- Conclusion and next steps

Useful Open Questions for Feedback Session

- "How does that sound to you?"
- "How important is that for your current role?"
- "When are you more likely to do this at work?"
- "Why is that important to you?"
- "What impact does that style have on your performance at work?"
- "What are the advantages/disadvantages of that particular style?"
- "Where has this been most successful?"
- "Give me an example of when you have demonstrated those behaviours recently?"

It is best practice to provide feedback. The Wave Styles Personal Report is designed to provide candidate feedback, especially in situations where in-depth face-to-face or telephone feedback is not possible. The report has been designed to be straightforward and user-friendly for the recipient.

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Using the Expert Report - Feedback Checklist

Setting the Scene

- Purpose
- Experience when completing
- Agree objectives
- Clarify potential next steps
- Time available
- Confidentiality & data storage
- Past history
- Current role
- Aspirations

Introducing Wave

- Self-report but powerful prediction
- Comparison group
- Scores/Scales
- Behavioural styles
- Overview of the Wave model
- Response Summary

Behaviour Profile

- Facet Descriptors
- Facet Ranges
- Motive-Talent Splits
- N-I Splits

Style

- Open questions
- Links between different areas of the report
- Summary of conversation

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Next Steps

If you are newly trained and would like to start implementing the Wave portfolio, 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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