

How to use the Line Manager Report

An interactive journey through the report



About the Line Manager Report

The Wave Line Manager Report provides recruiters and hiring managers with an individual profile, highlighting strengths and potential challenge areas on twelve key competencies. The report also provides an indication of those aspects of the environment or culture that are likely to enhance or inhibit an individual's success. It is designed for use in selection, onboarding and development. Reports are accessible to individuals without an in-depth understanding of psychometric assessments.

The report can help to:

- **Manage** small to medium volumes of candidates
- **Quickly identify** an individual's likely strengths and challenge areas
- **Increase** objectivity and standardisation in recruitment processes
- **Improve** culture fit for new hires
- **Enhance** onboarding activity



Click to navigate through the Line Manager Report

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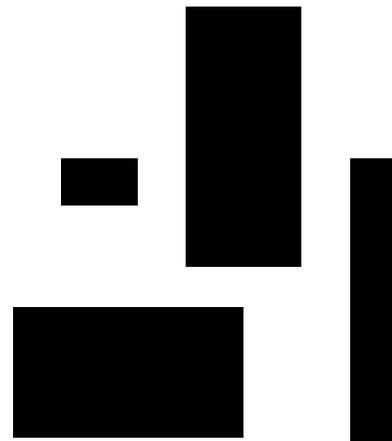
Applying the Line Manager Report

The Line Manager Report enables recruiters and line managers to fine tune their decision making and select with confidence. The report provides an individual's competency potential and links individual attributes with corporate culture based on their responses to a Wave assessment. The report can be used in isolation or in conjunction with another report e.g. the Interview Guide to support recruitment or the Development Report or Personal Report to initiate a development or onboarding discussion.

Prior to using the Line Manager Report in a selection context, it is important to understand the key requirements for the role and conduct a job analysis. This may include reviewing job descriptions, interviewing hiring managers, using the [Wave Card Deck](#) or deploying the [Wave Job Profiler](#). If you require support with job analysis or would like more information on how to establish an effective recruitment strategy, please contact one of our [consultants](#).

The report is used primarily in:

- *Screening*
- *Shortlisting*
- *Interviewing*
- *Onboarding*
- *Talent Auditing*



The Report

Page two of the report provides some information about the report including the benchmark group used in scoring. There is a reminder of this benchmark group in the footer of each page in the report, so you won't have to keep flicking back to this page.

About this Report

This report is based upon the Saville Assessment Wave 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 the Saville Assessment Oasys system. 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 a useful reminder of the different sections within it, along with information about each section.

Introduction to the Line Manager Report

This report provides information about an individual's Competency Potential and Predicted Culture/Environment fit based on Saville Assessment's extensive validation research.

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 Chris Park'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.



How to use this report

The report can be used in a variety of talent management activities including personnel selection, placement, promotion and talent development. The report is designed to be interpreted by line managers, assessors, interviewers and other key stakeholders to inform their decision making without the need for specific training or expertise in the area of psychometric assessment. The competency model is designed to be universally applicable and is based on extensive research. The relative importance of each competency should be determined at the start of the assessment process. In addition, the information in this report should be used in combination with other work-relevant information about the individual when making employment related decisions.

This report should only be supplied by a specialist who is qualified to use the full range of Saville Assessment Wave tools, including the Expert Report that provides more detailed information (e.g. on an individual's underlying talents and motives).

Competency Potential Profile

Page four of the report displays the Competency Potential Profile. This presents scores across the 12 competency sections and 36 dimensions of the Wave Model.

Scores on the report are provided on a scale of one to ten. These scores use benchmarking and so provide an indication of 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 questionnaire suggest that they see this area as a real area of strength and it is likely that they have high potential in this area. Where an individual scores a one, their responses to the questionnaire suggest that they don't see this as an area of strength and they are likely to have lower potential in this area. Scores of five and six are considered average when compared with the benchmark group. Scores of one, two or three may be a concern if the area is critical to the role because the individual's responses suggest that they are likely to have lower potential in this area, compared to others.

Generally speaking, a user would focus on no more than five or six key competencies, as determined at the role profiling stage, however, scores on all 12 sections are presented to provide a comprehensive picture of an individual.

For example, whilst Giving Support might not be critical for a particular role, it may still be useful to understand where this may be a considerable challenge area for an individual as it may impact upon their team fit and how they are onboarded, for example.

[Click on the numbers to reveal an explanation of the area](#) ✓

Competency Potential Profile	
The following report summarises Chris Park's areas of greater and lesser potential. Chris Park's Ratings Acquiescence is Sten 7 and their Consistency of Rankings is Sten 9.	
Competency Description	Potential
Strategic Thinking Evaluating Problems Examining Information (8); Documenting Facts (8); Interpreting Data (8)	Fairly High higher potential than about 75% of the comparison group
Strategic Thinking Investigating Issues Developing Expertise (7); Adopting Practical Approach (4); Providing Insights (10)	Fairly High higher potential than about 75% of the comparison group
Strategic Thinking Creating Innovation Generating Ideas (10); Exploring Possibilities (9); Developing Strategies (8)	Extremely High higher potential than about 99% of the comparison group
Interacting with People Building Relationships Interacting with People (3); Establishing Rapport (3); Inspiring People (8)	Average higher potential than about 40% of the comparison group
Interacting with People Communicating Information Convincing People (8); Encouraging Information (5); Challenging Ideas (10)	Very High higher potential than about 95% of the comparison group
Interacting with People Providing Leadership Making Decisions (10); Directing People (8); Empowering Individuals (5)	High higher potential than about 90% of the comparison group
Showing Resilience Showing Resilience Conveying Self Confidence (8); Showing Competence (7); Resolving Conflicts (3)	Average higher potential than about 60% of the comparison group
Adjusting to Change Adjusting to Change Trying Feedback (7); Embracing Change (8); Inviting Feedback (4)	Average higher potential than about 60% of the comparison group
Assisting Others Giving Support Understanding People (3); Team Working (2); Valuing Individuals (3)	Very Low higher potential than about 5% of the comparison group
Processing Details Processing Details Meeting Timelines (2); Checking Things (3); Following Instructions (1)	Very Low higher potential than about 5% of the comparison group
Driving Results Structuring Tasks Resolving Tasks (3); Upholding Standards (3); Producing Output (4)	Extremely Low higher potential than about 1% of the comparison group
Driving Results Driving Success Taking Action (8); Seizing Opportunities (9); Pursuing Goals (8)	Very High higher potential than about 95% of the comparison group

This page can be customised to an organisation's competency, values or leadership framework. For more details please contact one of our [consultants](#).

Predicted Culture/Environment Fit Report

Page five of the Line Manager Report displays the Predicted Culture/Environment Fit profile. 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.

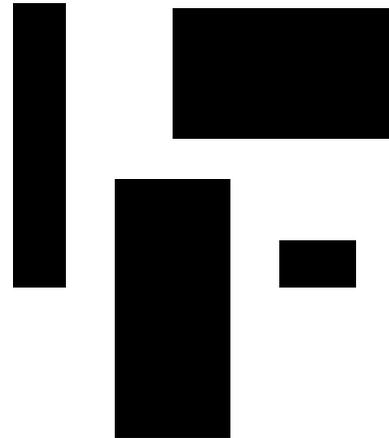
Click on the hotspots to reveal an explanation of the area >

Predicted Culture/Environment Fit	
Based on extensive Saville Consulting research linking the styles of individuals to culture at work, this report highlights the aspects of the culture, job and environment that are likely to enhance or inhibit Sam Jenkins's success:	
Performance Enhancers	
+	where there is an emphasis on comprehensively researching and recording the facts and communicating them clearly in writing
+	where the ability to make a persuasive case is highly valued and influence is by means of persuasion and negotiation rather than the exercise of authority
+	where there is the opportunity to be the centre of attention and people are aware of one's achievements and status
+	where commercialism and entrepreneurialism are valued and the emphasis is on identifying business opportunities and outperforming the competition
+	where self confidence is regarded as an asset and people are encouraged to know their own worth and take responsibility for their own workload
+	where energy levels are high, there is a strong action orientation and people are rewarded for taking the initiative and making things happen
+	where people are encouraged to assume responsibility for important decisions and decisiveness is a valued characteristic
+	where the ability to explain things clearly and confidently is highly valued and there are frequent opportunities for giving formal presentations
Performance Inhibitors	
⊘	where little value is attached to exploring all the facts and communicating them well in writing
⊘	where influence is by means of command and control rather than by persuasion and negotiation
⊘	where one is in a low profile position and achievements go unrecognised
⊘	where the culture is non-commercial, non-competitive and non-profit oriented
⊘	where self confidence is equated with arrogance and denigrated, and people are discouraged from taking control of their own workload
⊘	where energy levels are low and people show little initiative
⊘	where the responsibility for major decisions rests with other people and there is little opportunity to influence the outcome
⊘	where relatively little importance is attached to the ability to explain things well and there are few opportunities for giving presentations

Using the Line Manager Report

Let's look at putting the Line Manager Report into practice.

- **Profile the Role** – conduct an in-depth job analysis and identify up to six key competencies critical to the role
- **Assess Fit** – look at the individual's scores in the critical areas. Do they meet the required level of fit?
- **Make Recommendation** – decide on what action to take e.g. will they progress to the next stage of the recruitment process? What should they focus on for development action planning?
- **Prepare 1-2-1** – identify areas of strength to verify and consider areas of potential concern to probe further during an interview or development discussion
- **Feedback** – share the Predicted Culture/Environment fit with the individual to provide insights into the types of work cultures and environments they are most suited to. Work with them to identify areas where they are likely to benefit from further development activities



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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Availability:

Contact Us

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

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