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# Positioning Wave in the Market Place

Gabby Parry

Saville Consulting UK Limited

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...A decade driving global assessment

# The Talent Cycle

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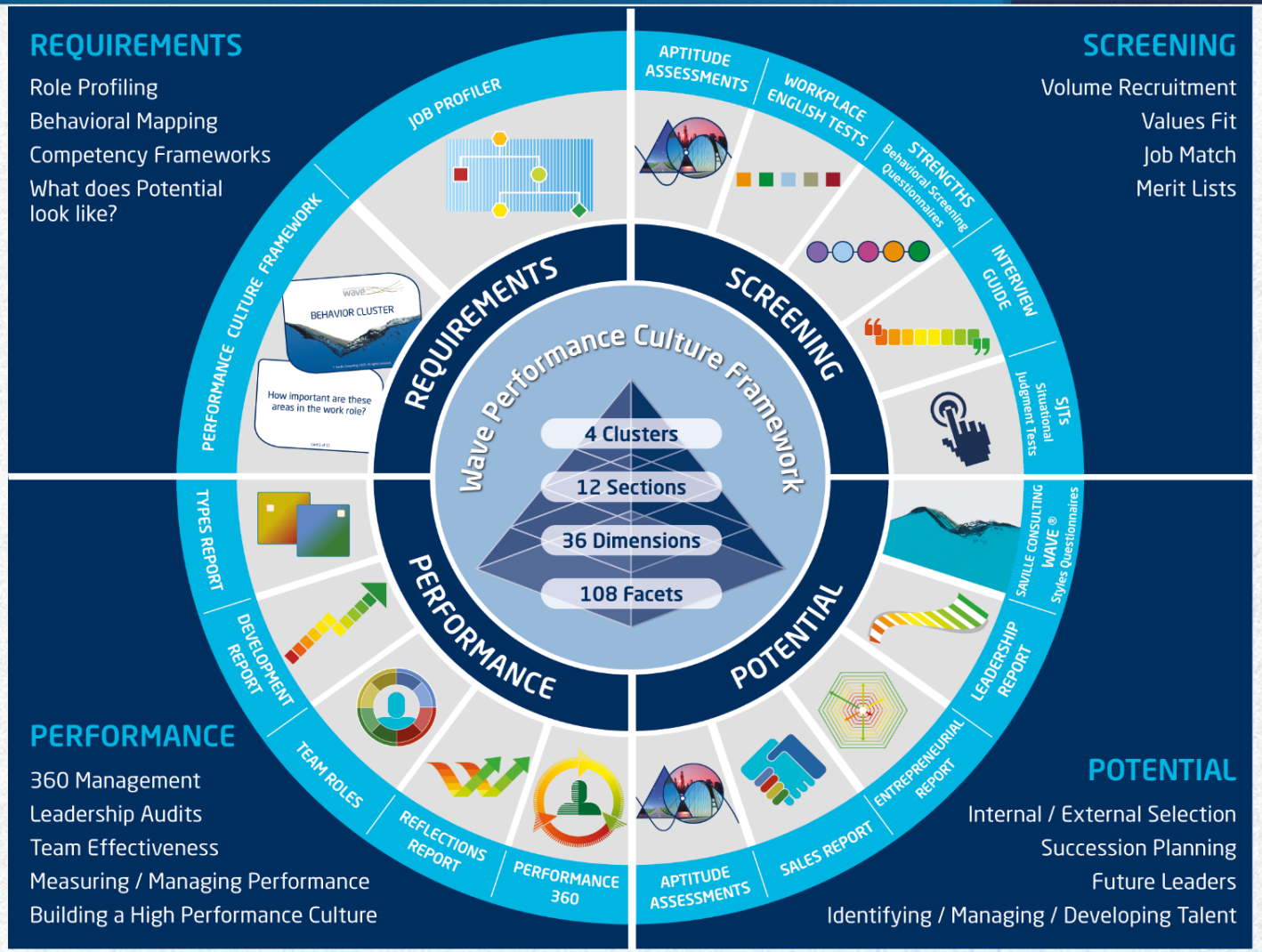


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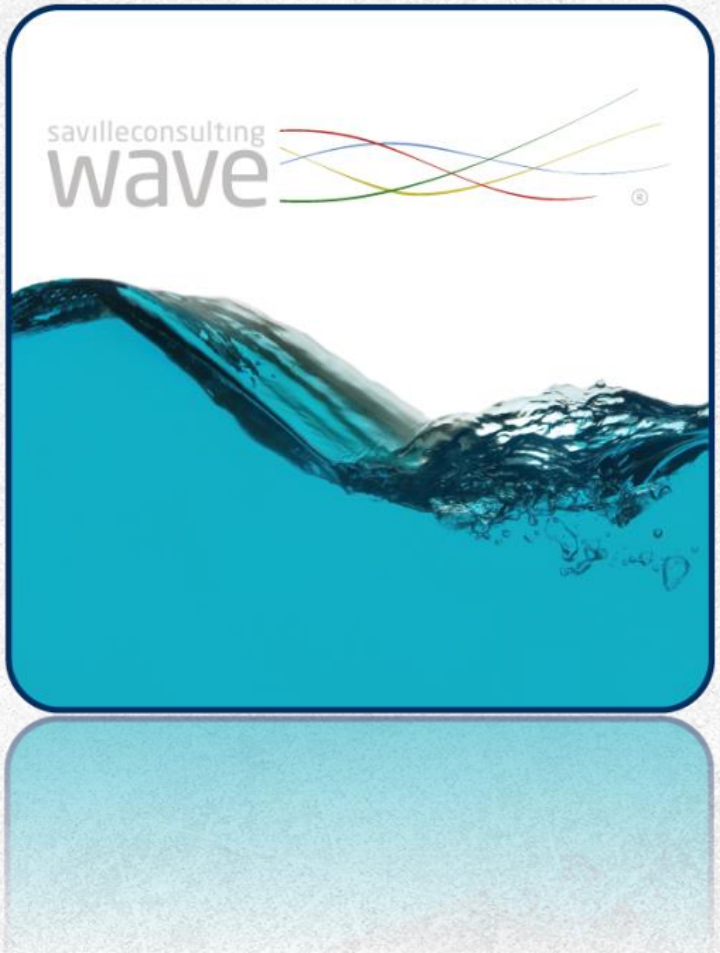
# Positioning Wave in the Market

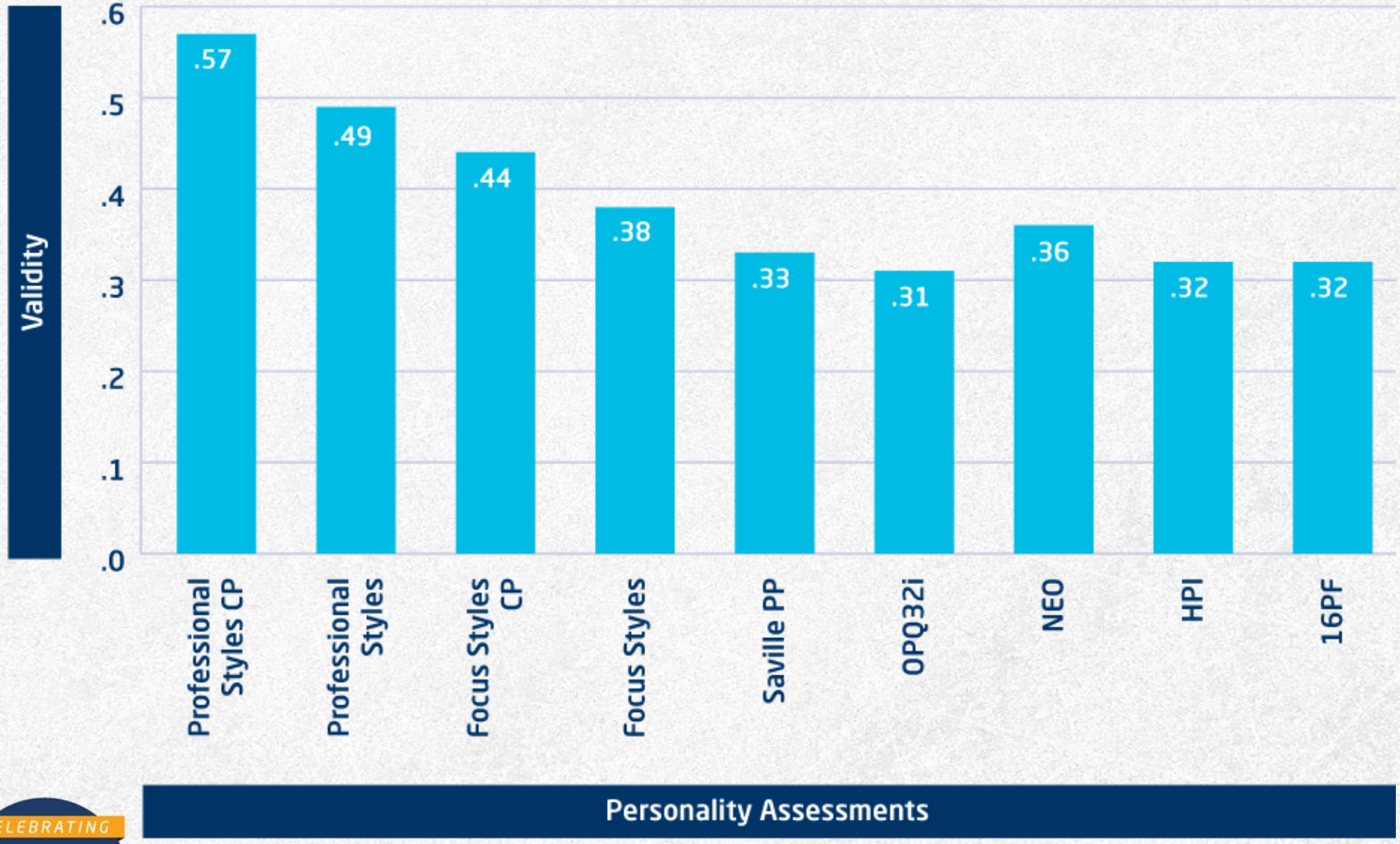
1. Win the data war
2. Focus on USP's
3. Wave in Recruitment
4. Wave in Development
5. What to use when



# 1. Win the data war

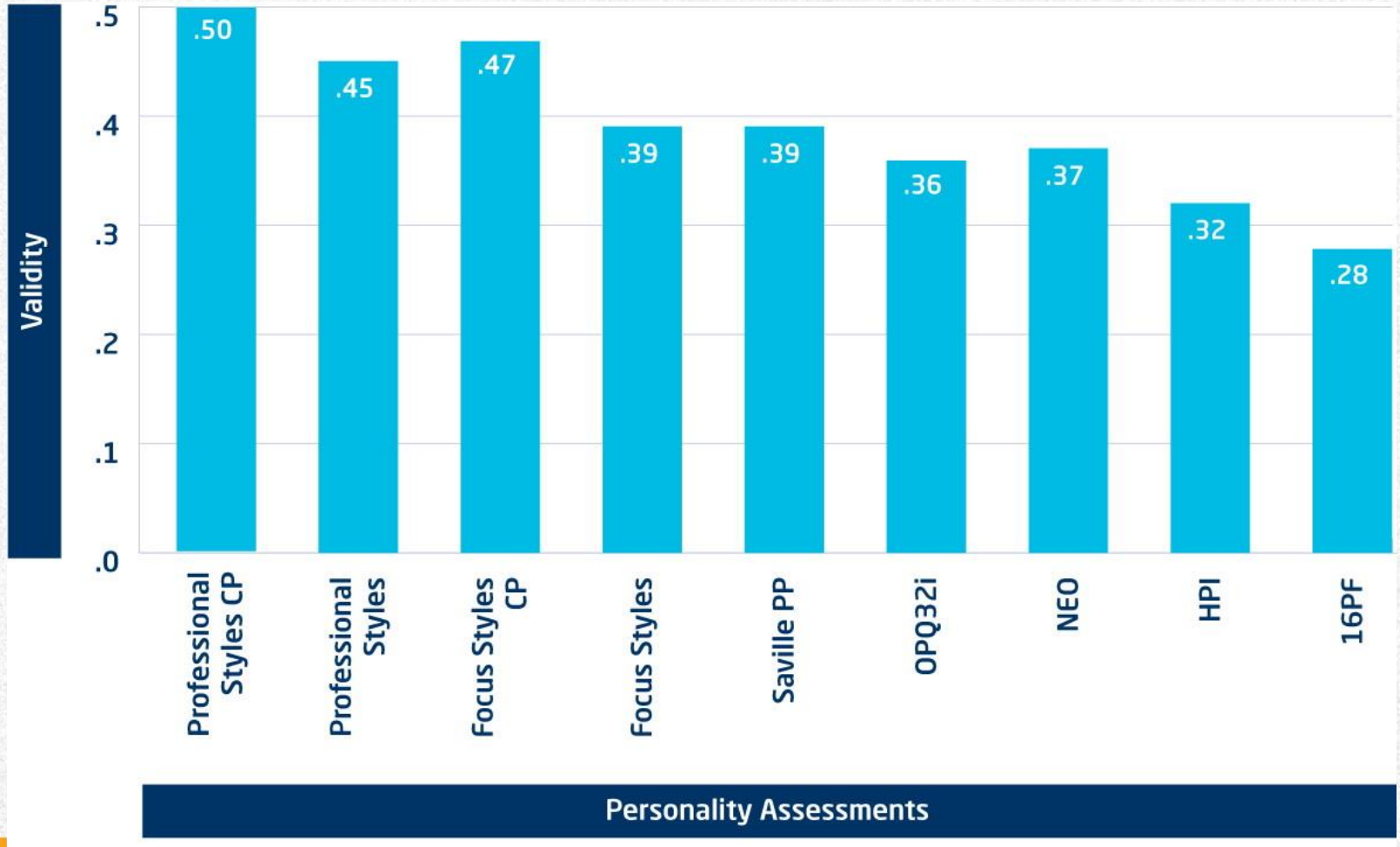
# Project Epsom-Overall Performance





# Project Epsom – Great Eight





# British Psychological Society Review

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| Criteria | NEO | 16PF | Hogan Dark Side | Talent Q | Hogan Personality | OPQ | Wave |
|---|---|---|---|---|---|---|---|
| Quality of Documentation | | | | | | | |
| Quality of Materials | | | | | | | |
| Norms and Reference Groups | | | | | | | |
| Construct Validity | | | | | | | |
| Criterion-Related Validity | 0 | | | | | | |
| Reliability | | | | | | | |
| Reports | | | | | | | |
| **Overall** | 23/35 | 24/35 | 25.5/35 | 26.5/35 | 28/35 | 31/35 | **32**/35 |

# British Psychological Society Review

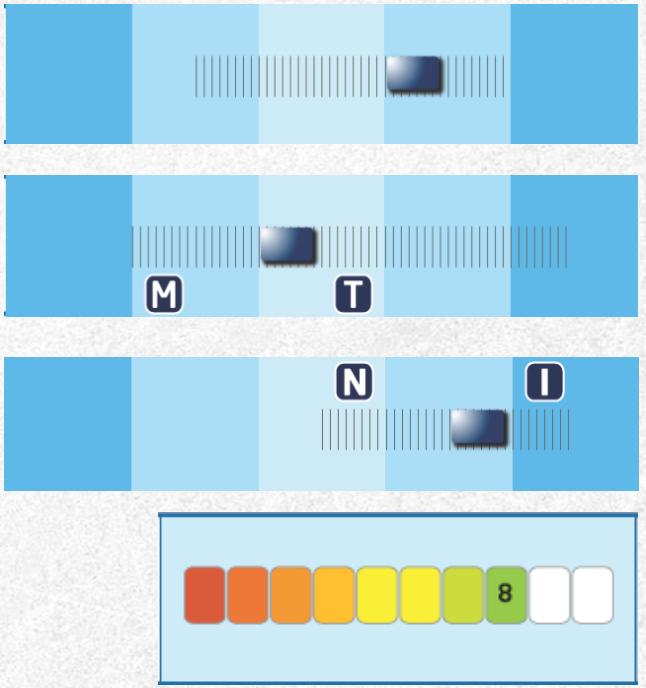


| Overall rating of the Quality of the explanation of the rationale: | Saville Consulting Wave | TalentQ Dimensions |
|---|---|---|
| Theoretical foundations of the constructs: | | |
| Test development procedure: | | |
| Thoroughness of the item analyses and item analysis model: | | |
| Explanation of content validity: | | |
| Summary of relevant research: | | |

# 2. Focus on USP's



- Modern 21st Century assessment
- Maximizes the power of the internet
- High validity
- 3 deep dives
- Motive, talent, culture fit and competency potential all in one dynamic questionnaire
- Integrated portfolio



# 3. Wave in Recruitment

ATTRACT + RECRUIT

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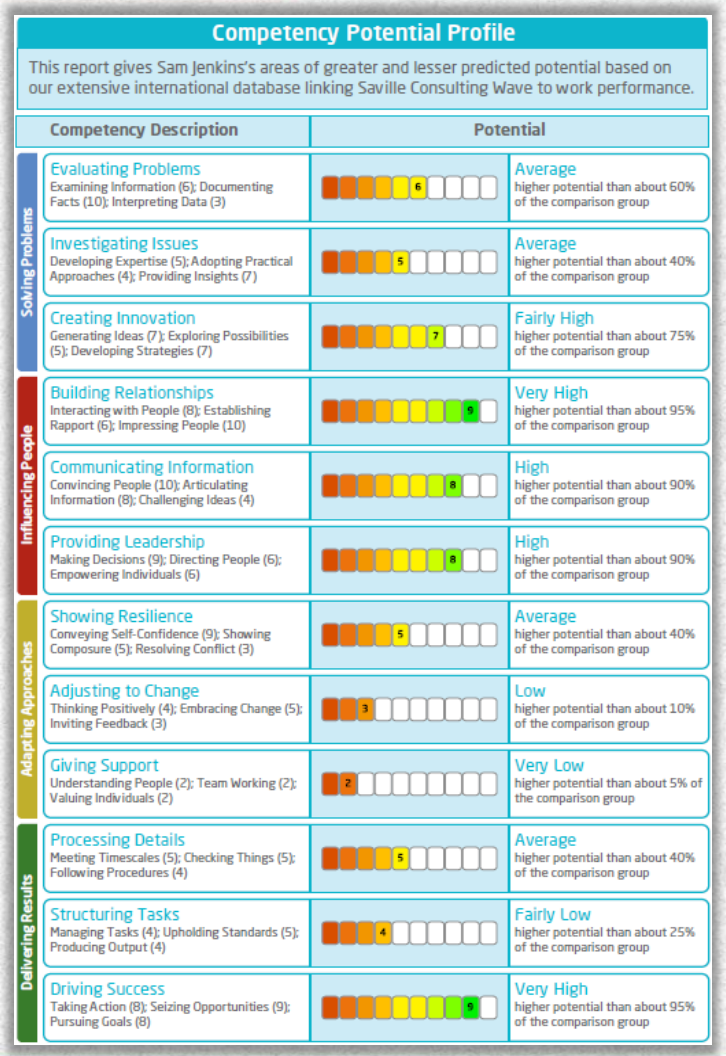
## Main Applications

- Senior Hire
- Shortlisting
- Leadership Selection

## Why Wave?

- Positive candidate experience, no daft items, easy feedback
- Work relevant, global and valid
- Difficult to distort
- N-I splits direct you to areas to probe
- Talent and Motive for core requirements of the role in one questionnaire
- Points of uniqueness on facet range, depth
- (Link to Interview Guides, Sales Report)



**Competency Potential Profile**

This report gives Sam Jenkins's areas of greater and lesser predicted potential based on our extensive international database linking Saville Consulting Wave to work performance.

| | Competency Description | Potential | |
|---|---|---|---|
| Solving Problems | Evaluating Problems<br>Examining Information (6); Documenting Facts (10); Interpreting Data (3) | 6 | Average<br>higher potential than about 60% of the comparison group |
| | Investigating Issues<br>Developing Expertise (5); Adopting Practical Approaches (4); Providing Insights (7) | 5 | Average<br>higher potential than about 40% of the comparison group |
| | Creating Innovation<br>Generating Ideas (7); Exploring Possibilities (5); Developing Strategies (7) | 7 | Fairly High<br>higher potential than about 75% of the comparison group |
| Influencing People | Building Relationships<br>Interacting with People (8); Establishing Rapport (6); Impressing People (10) | 9 | Very High<br>higher potential than about 95% of the comparison group |
| | Communicating Information<br>Convincing People (10); Articulating Information (8); Challenging Ideas (4) | 8 | High<br>higher potential than about 90% of the comparison group |
| | Providing Leadership<br>Making Decisions (9); Directing People (6); Empowering Individuals (6) | 8 | High<br>higher potential than about 90% of the comparison group |
| Adapting Approaches | Showing Resilience<br>Conveying Self-Confidence (9); Showing Composure (5); Resolving Conflict (3) | 5 | Average<br>higher potential than about 40% of the comparison group |
| | Adjusting to Change<br>Thinking Positively (4); Embracing Change (5); Inviting Feedback (3) | 3 | Low<br>higher potential than about 10% of the comparison group |
| | Giving Support<br>Understanding People (2); Team Working (2); Valuing Individuals (2) | 2 | Very Low<br>higher potential than about 5% of the comparison group |
| Delivering Results | Processing Details<br>Meeting Timescales (5); Checking Things (5); Following Procedures (4) | 5 | Average<br>higher potential than about 40% of the comparison group |
| | Structuring Tasks<br>Managing Tasks (4); Upholding Standards (5); Producing Output (4) | 4 | Fairly Low<br>higher potential than about 25% of the comparison group |
| | Driving Success<br>Taking Action (8); Seizing Opportunities (9); Pursuing Goals (8) | 9 | Very High<br>higher potential than about 95% of the comparison group |

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# Wave in Recruitment

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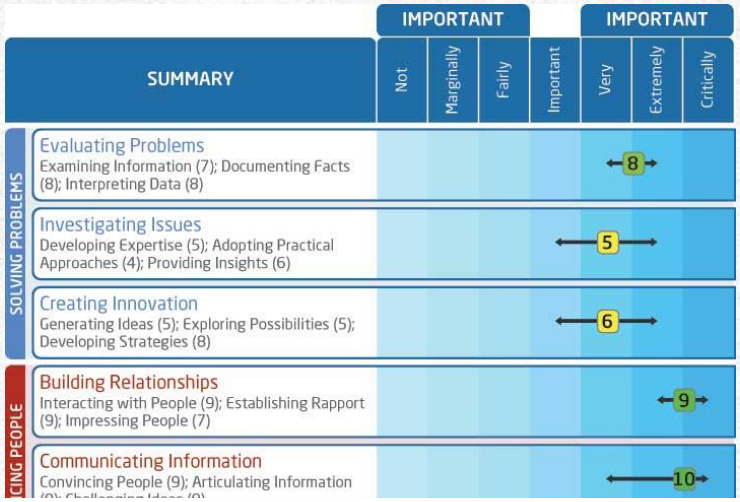
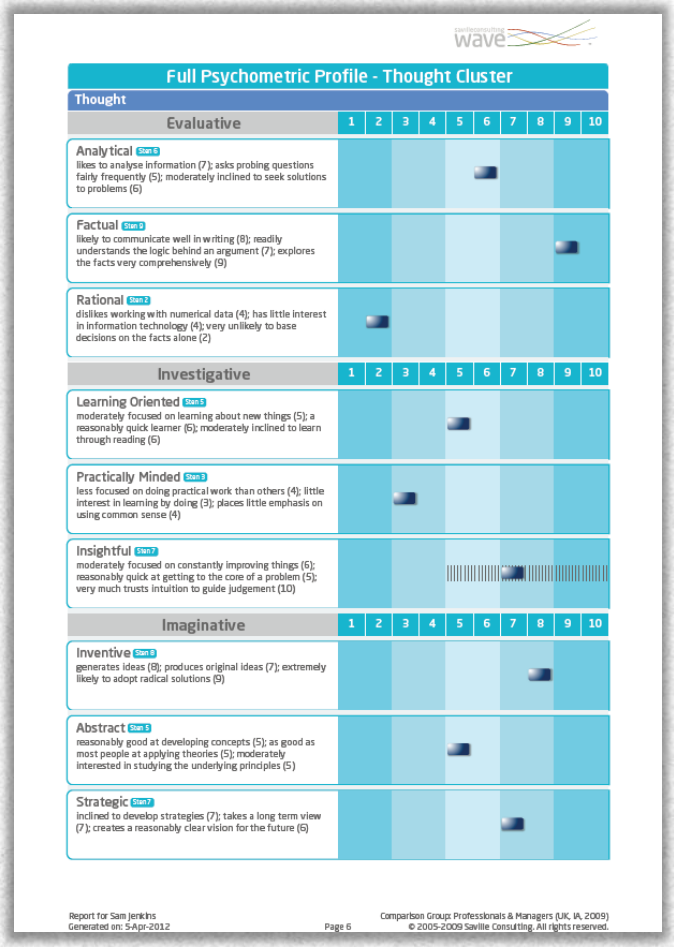



## Interview Scores Summary

| ✓ | Page | Area Assessed | Assessment Score | Interview Score |
|---|---|---|---|---|
| ☑ | 5 | Evaluating Problems<br>Examining Information (2); Documenting Facts (5); Interpreting Data (4) | 4 | 2 |
| ☐ | 6 | Investigating Issues<br>Developing Expertise (1); Adopting Practical Approaches (7); Providing Insights (3) | 1 | |
| ☐ | 7 | Creating Innovation<br>Generating Ideas (2); Exploring Possibilities (1); Developing Strategies (1) | 1 | |
| ☐ | 8 | Building Relationships<br>Interacting with People (9); Establishing Rapport (6); Impressing People (10) | 9 | |

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# Who's using Wave in Recruitment

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PRUDENTIAL

Virgin media

"Organizations"

SANDVIK

RICOH imagine. change.

ODGERS BERNDTSON

"Search Companies"

NB NORMAN BROADBENT

HEIDRICK & STRUGGLES

HAYS Recruiting experts worldwide

alexander mann solutions

"Recruitment Businesses"

tmp.worldwide

WE'RE ALL YOURS

MERCER

"Human Capital Companies"

Penna

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# Wave in Recruitment - Testimonials

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'We have worked with Saville Consulting to map Wave to our leadership framework, to ensure we are using the **most robust and predictive assessment** to drive our quality of hire'

Jan Olsson, Manager Recruitment & Assessment SANDVIK

The Wave 'deep-dives' have provided Prudential with useful information and a **high level of validity to add the rigour required and reduce the risk of bad hiring decisions** at a senior level.

Natalie Meredith PRUDENTIAL

'Saville Consulting have produced a range of Wave reports that are truly innovative and provide a **clear insight into what good looks like for our key roles**.'

Graeme Johnson, Resourcing Strategy Manager Virgin media

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# Wave in Recruitment – Case Study



## Case Study

PRUDENTIAL

### Industry

Life Insurance & Financial Services

### Project

Senior Level Hires

### Saville Consulting Products Implemented

Wave Professional Styles Expert report, Wave Focus Styles Expert report, Swift Executive Aptitude

### Key Improvements

Depth of information provided by Wave Expert report added rigour to the recruitment process and reduced the risks involved at this level of hiring decisions.

The unique rate-and-rank format of the Wave questionnaire eliminated central tendency, previously experienced with other psychometric tools.

The user and administrator reporting has proved popular with hiring managers and candidates.

### The Client

Prudential UK is a leading life and pension's provider to approximately seven million customers in the United Kingdom. Their expertise in areas such as longevity, risk management and multi asset investment, together with their financial strength and highly respected brand, means that the business is strongly positioned to continue pursuing a value-driven strategy built around their core strengths in with-profits and annuities.

Prudential identify their people as the key driver of their success;

> *"At Prudential we foster a "Great Place to Work" environment in which our people find value and meaning in their work, and deliver outstanding performance for our customers, shareholders and communities."*

# 4. Wave in Development



**Main Applications**

- Identifying Potential, Talent Management/Development
- Coaching, Feedback and Developmental Action Planning

**Why Wave?**

- Measures Potential
- Identify motivation to improve, do less (M-T splits)
- Understand uniqueness and individuality (Facet Ranges)
- Probe self-critical behaviours and potential areas of exaggeration, (N-I splits)
- Build an understanding of what is driving/hindering performance

(Link to Development Reports, Leadership, 360)

# Wave in Development

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## Possible Overplayed Strengths

| Conveying Self-Confidence | | Extremely High |
|---|---|---|
| Projecting Inner Confidence; Determining Own Future; Valuing Own Contributions | 10 | performed better than 99% of comparison group |

- Look out for pushing own contributions over and above other people's contribution. ACTION: Allow other people time to speak and actively listen when they do.
- Look out for failing to question own capabilities. ACTION: Review with others (and be open to) what could be done better, particularly after a significant or stretching assignment.
- Could there be a general assumption that everything is under control? ACTION: Build contingency into plans, particularly where there are inter-dependencies on projects.
- Could there be an issue with over-confidence at times? ACTION: Review any experiences where things have gone wrong. Work at establishing how own actions could have contributed to problems.
- Could other people find such strong personal confidence intimidating at times? ACTION: Include people and be aware of their individual differences. Less confident people can deliver very effectively.
- Could there be a concern that as well as being seen as self confident, could appear to others as self absorbed and selfish? ACTION: Be aware of others' perceptions and try to appear more inclusive.
- Could a high degree of self determination mean that there is little or no contribution to organisational initiatives that show little prospect of personal advancement? ACTION: Get more involved. If personal commitment is low for these organisational initiatives, it will be more difficult to motivate others to be involved in them.
- Is there a possibility of being seen by others as boastful or conceited? ACTION: Judge the audience carefully. Remember that sometimes it is better not to place too much emphasis on own value/contribution.

## Predicted Situational Leadership Effectiveness

This profile indicates the situations where Sam Jenkins is likely to be an effective leader. The profile shows the top six followed by the bottom six situations.

10 Likely to be extremely well suited to leadership where persuasion is required in order to overcome resistance to ideas or plans

1 Likely to be unsuited to leadership where activities need to be effectively coordinated in order to be productive

## Behaviour Profile - Solving Problems

| Solving Problems | Ineffective: Extremely | Ineffective: Very | Ineffective: Fairly | Unsure | Effective: Fairly | Effective: Very | Effective: Extremely |
|---|---|---|---|---|---|---|---|
| Evaluating Problems: Examining Information — Processing Information; Asking Probing Questions; Finding Solutions | | | | | 5, 5 | 6, 6 | |
| Evaluating Problems: Documenting Facts — Writing Fluently; Understanding Logical Arguments; Finding Facts | | | 1 | | 4, 4 | 7 | |
| Evaluating Problems: Interpreting Data — Quantifying Issues; Applying Technology; Evaluating Information Objectively | | | | | 5 | 7, 7 | 7 |

## Leader Base Profile

This profile provides a summary of the likely potential of Sam Jenkins in six key aspects underpinning overall leadership effectiveness.

| | | | |
|---|---|---|---|
| Task | Logical | Leads using analytical and reasoning capability | 3 |
| Task | Expert | Actively investigates and solves problems using specialist expertise | 5 |
| People | Adaptable | Understands and adapts to the needs of others | 3 |
| People | Dominant | Assertively interacts with people in order to achieve desired results | 7 |
| Growth | Entrepreneurial | Strives for commercial success by seizing opportunities and outperforming competitors | 9 |
| Growth | Revolutionary | Focuses on imaginative solutions and generates a long-term vision | 9 |

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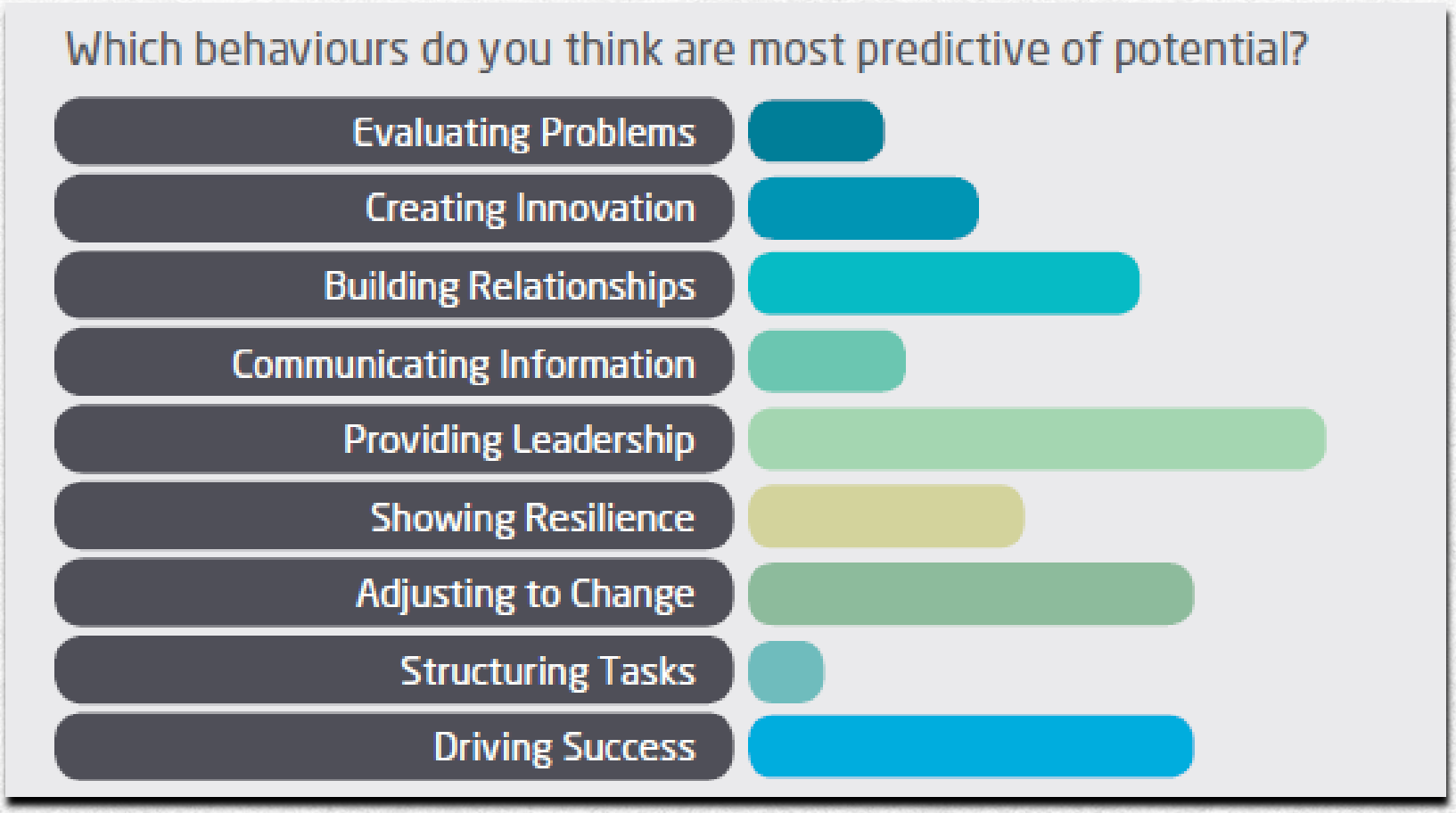
# Defining Potential





# Potential Merit List

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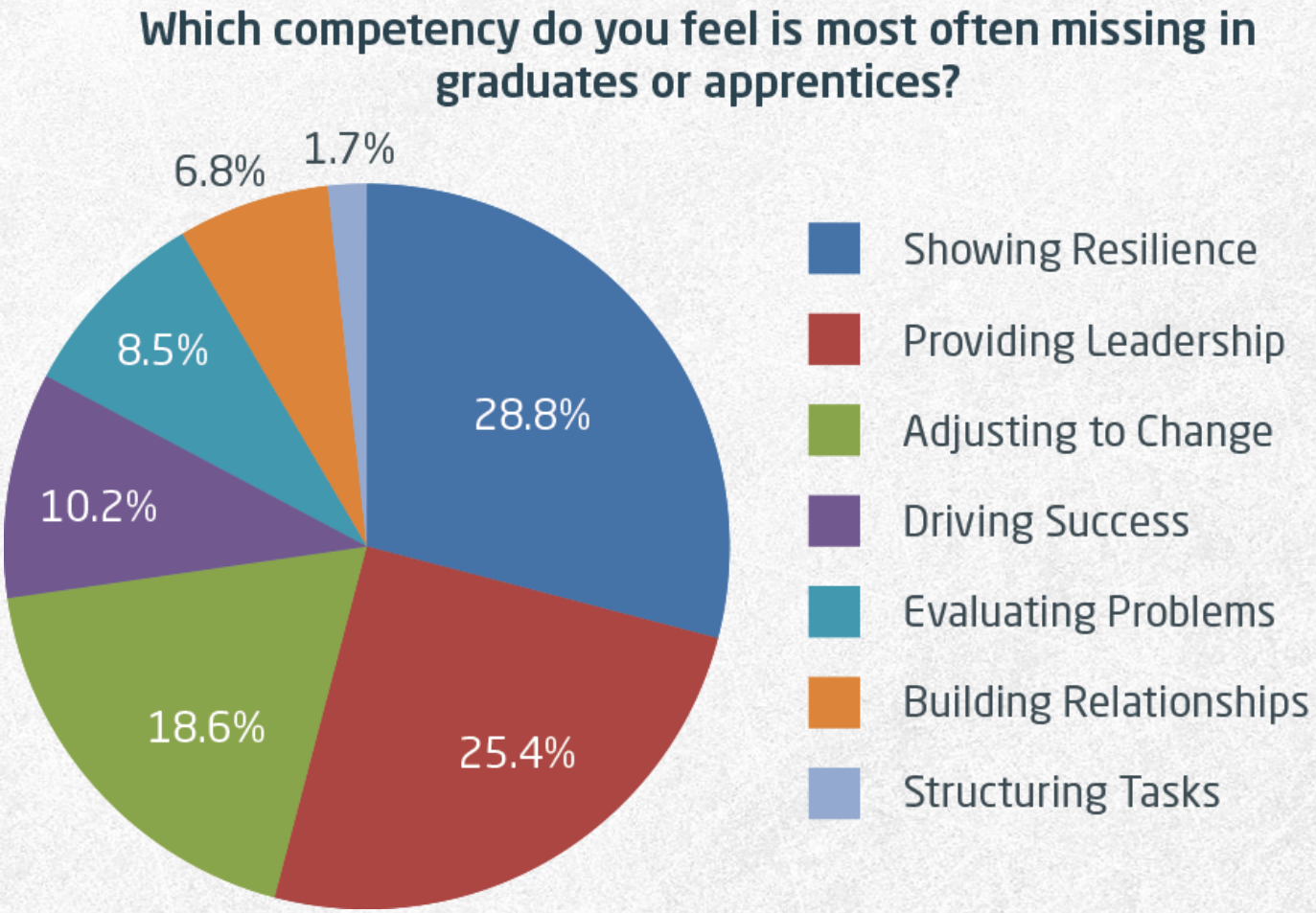
## Reverse Ordinal Assessment Rank (ROAR) method is used to create a predictor equation based on the 12 ranked contributors.

Potential = (Driving Success * 12) + (Providing Leadership * 11) + (Adjusting to Change * 10) + (Showing Resilience * 9) + (Investigating Issues * 8) + (Communicating Information * 7) + (Building Relationships * 6) + (Creating Innovation * 5) + (Structuring Tasks * 4) + (Evaluating Problems * 3) + (Processing Details * 2) + (Giving Support * 1))/78

| USERNAME | Ratings Acquiescence | Consistency of Rankings | Evaluating Problems | Investigating Issues | Creating Innovation | Building Relationships | Communicating Information | Providing Leadership | Showing Resilience | Adjusting to Change | Giving Support | Processing Details | Structuring Tasks | Driving Success | Merit List |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Candidate A | 9 | 9 | 8 | 7 | 9 | 5 | 10 | 9 | 7 | 6 | 4 | 4 | 7 | 10 | 7.78 |
| Candidate B | 8 | 7 | 6 | 6 | 6 | 4 | 7 | 8 | 9 | 8 | 5 | 4 | 5 | 9 | 7.17 |
| Candidate C | 8 | 3 | 6 | 7 | 4 | 8 | 10 | 8 | 8 | 6 | 6 | 5 | 6 | 6 | 6.97 |
| Candidate D | 10 | 5 | 5 | 4 | 3 | 9 | 7 | 8 | 9 | 7 | 10 | 6 | 7 | 7 | 6.90 |
| Candidate E | 8 | 6 | 5 | 7 | 5 | 7 | 7 | 7 | 5 | 8 | 4 | 8 | 7 | 6 | 6.53 |
| Candidate F | 5 | 7 | 2 | 5 | 7 | 8 | 7 | 7 | 6 | 7 | 5 | 3 | 4 | 7 | 6.28 |
| Candidate G | 7 | 6 | 4 | 6 | 6 | 3 | 6 | 7 | 6 | 6 | 6 | 7 | 9 | 7 | 6.17 |
| Candidate H | 6 | 4 | 5 | 4 | 6 | 4 | 7 | 6 | 6 | 7 | 7 | 4 | 4 | 7 | 5.83 |
| Candidate I | 7 | 6 | 5 | 5 | 5 | 10 | 10 | 6 | 5 | 4 | 5 | 5 | 1 | 4 | 5.49 |
| Candidate J | 4 | 9 | 3 | 3 | 3 | 3 | 4 | 6 | 8 | 4 | 8 | 5 | 8 | 6 | 5.05 |
| Candidate K | 7 | 4 | 7 | 6 | 6 | 6 | 4 | 2 | 4 | 4 | 5 | 4 | 3 | 5 | 4.44 |
| Candidate L | 3 | 8 | 5 | 4 | 1 | 10 | 6 | 2 | 6 | 6 | 8 | 2 | 1 | 1 | 4.08 |
| Candidate M | 2 | 6 | 5 | 3 | 3 | 4 | 2 | 3 | 7 | 6 | 8 | 4 | 4 | 3 | 4.05 |
| Candidate N | 3 | 8 | 5 | 5 | 2 | 4 | 7 | 6 | 2 | 2 | 7 | 6 | 6 | 2 | 3.96 |
| Candidate O | 1 | 4 | 2 | 3 | 1 | 1 | 3 | 2 | 6 | 2 | 4 | 7 | 6 | 1 | 2.72 |

# Developing Capability





# Assessments in Graduate Development

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Two most frequently used assessments for GRADUATE DEVEVELOPMENT

**49%** TEAM ROLES

**44%** 360 ASSESSMENT

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# Wave in Development - Testimonials



Wave provides so much relevant information to our talent team to assess an individual's fit to role, level and culture and is an important part of senior assessment and development process.
Tracey West, Occupational Psychologist

Data provided by Saville Consulting contributed to targeted selection of development activities sought for individuals or groups of leaders to drive performance improvement.

We used both Wave Professional Styles and Wave 360 to support our EMEIA Partner group this year. It allows us to really understand the key strengths and potential challenge areas for each individual in a way that we would struggle to do using other methods. Big 4 Firm

# Case Study – Development



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## Case Study

### Industry

Natural Gas Production

### Project

Senior Manager Development Programme

### Saville Consulting Products Implemented

Wave Professional Styles Expert report, Leadership report, 360 report

### Key Improvements

Data analysis by Saville Consulting illustrated trends across two levels of leader improved understanding of these groups to help improve leadership performance.

Branded assessments tailored to Qatargas competency and language improved the assessment experience for assesee's who were largely unfamiliar with the process.

Targeted selection of development activities based on the information from Wave improved the experience and impact on performance for leaders on the programme.

### The Client

Qatargas was established in 1984 and pioneered the Liquefied Natural Gas (LNG) Industry in Qatar. It is currently the largest LNG producing company in the world, with an annual LNG production capacity of 42 million tonnes per annum (MTA).

Qatargas has approximately 3000 employees comprising of over 65 plus different nationalities. Qatargas' customers are spread throughout the four corners of the world in European, Asian and the American markets.

> *"Data provided by Saville Consulting contributed to targeted selection of development activities sought for individuals or groups of leaders to drive performance improvement."*

# 5. What to Use When?



## Wave Expert User

Full trained / Psychologists / Coaches / HR Practitioners

- Expert Reports
- Detail
  Deep Dives
  Need
  Interpretation

## Practitioner User

Line Managers / Hiring Managers

- Strengths
- Line Manager
  Personal
  Interview Guide
  Environment Fit
- Overview
  Reports

# The Final Say…..



Recommendation, Referral and Case studies are our strongest source of business development help to positioning Wave as the best questionnaire on the market

We are building our marketing collateral

…By Sector

…By Application

…By Product

…By Campaign

Please help, templates available.