

# Saville Consulting Wave Professional Styles Handbook

## PART 1: OVERVIEW

### Chapter 5: Administration and Security

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## 5.0 Administration and Security

### 5.1 A Note on Security for Administrators

Saville Consulting Wave Styles were built from first principles to be internet assessment tools. There are two modes of administration available for Wave Styles assessment which represent two different levels of security.

**Invited Access** mode is where an individual has been prequalified to be assessed. This prequalification could take many forms. For example, it may be that the individual is an existing member of staff attending an internal development event or a candidate having passed previous qualification stages of a selection procedure. The typical form of administration in Invited Access mode is the individuals receive a link and username and password to their email address and then complete Wave Styles online with no supervision.

**Supervised Access** mode is a more secure form of administration, with an administrator present and the individual being assessed online. Supervised Administration offers greater safeguards over identity deception (i.e., getting someone else to complete).

In practice, the Supervised Access mode is used much more rarely than the Invited Access mode, but it provides the reassurance of a separate version where there is any concern over misrepresentation.

A second form is also useful as it provides evidence of Wave Styles Alternate Form Reliability. When a separate supervised alternative form of a self-report assessment is not available it may be appropriate to complete the invited access form under supervised conditions.

We recommend that Saville Consulting Wave® should be supported by an analysis of the components of the job critical to job success from sources such as local validation studies, formal job analysis, competency models, role profiles, person specifications and job descriptions.

The Saville Consulting Wave Job Profiler can be completed by appropriate stakeholders and subject matter experts to indicate the relevance or importance of different characteristics for the job. Alternatively, a parallel process can be accomplished person-to-person or in focus groups with Saville Consulting Wave Performance Culture Framework.

A local validation study can also be commissioned and completed using our short online performance rating tools to establish criterion-related validity job relevance. Wave Job Profiler typically takes 15 minutes to complete per stakeholder/subject matter expert and is a quick and efficient way to establish job relevance.

## 5.2 Administration

Saville Consulting Wave Styles questionnaires are online questionnaires with instructions and examples given as part of the administration. This means that in both Supervised Access and Invited Access administration modes the questionnaires do not require the support of an administration card.

We do advise that prior to administration assesseees are sent a Professional Styles Preparation Guide. The preparation guide provides a short description of the assessment process, along with example screen shots and tips for proper preparation. [Digital versions of the preparation guides are available as complimentary downloads on the Saville Consulting Website \[www.savilleconsulting.com\]\(http://www.savilleconsulting.com\).](#)

Assesseees are not allowed to go back to previous items that have already been answered. In the event that an assessee notices that the response scale has been used incorrectly, the questionnaire may be reset and the assessee can start over. A reset can only be done by an Oasys Project Administrator (e.g., client project administrator or Saville Consulting Bureau Services).

### Supervised Access Administration

This should be completed under the direction of a Saville Consulting Wave qualified user. During supervision, the supervisor should check the speed of completion of each assessee. We recommend aiming to get every assessee to complete the questionnaire within one hour. As a rule of thumb, if someone has completed six blocks of six items within the first 10 minutes they are on course for completion in approximately 60 minutes. If someone has not reached this point, it is worth encouraging them to work faster.

## 5.3 A Note on Completion Time for Administrators

Saville Consulting Wave Styles have no time limit. We recommend that they are completed in 35 minutes for Professional Styles and 15 minutes for Focus Styles.

When allowing time for completion of Wave Styles questionnaires on a timed event such as an Assessment or Development Center it is worth bearing in mind that there can be a wide range of completion times. We would recommend that you allow an hour to complete Wave Professional Styles and 30 minutes for Wave Focus on a timed event, and that individuals are scheduled to complete the assessment before a coffee or meal break.

## 5.4 Administration to Accommodate Disabilities

If you have established that an individual who will be completing a Wave Styles questionnaire has a disability that you may need to accommodate in the administration, then you can make contact with your local Saville Consulting contact to go through issues and considerations in making any necessary accommodations to an administration.

Some of the common accommodations you have to make in three areas are given below to help Wave Users have an understanding of some of the common accommodations for disability.

### Visual

While some people with visual disabilities may be able to complete Wave Styles without the need for accommodation, others may wish to have the support of additional accessibility software or hardware they have been set up to use. In other cases, it may be appropriate to have a trained reader to read the questions and note the answers for an individual assessee. Often this can be successfully accomplished on the telephone rather than needing to have the individual present in person. Clearly, this raises issues of confidentiality for the reader who should be given clear instructions not to disclose the individual's responses from the administration session and be suitably trained in test and questionnaire administration. It may be that an administration will be longer than usual, so typically no instruction is given on the speed of completion to individuals with visual impairments. Ask the assessee what accommodation would be effective.

### Auditory

Individuals with hearing impairments are unlikely to need accommodation in an invited access administration (although if they require technical support this may need to be accommodated). In a supervised administration, accommodation may be needed to ensure that the hearing impaired individual gets any initial instruction on logging in and using the computer. It may be that an individual signing in the appropriate language or the administrator taking care to allow the hearing impaired individual to lip read are appropriate accommodations. Communicate with the assessee on what accommodation would be effective.

### Movement

Individuals with disabilities that are related to movement and coordination may have their own devices and software to allow them to use the computer and as a result this may require no accommodation when using Saville Consulting Wave Styles in Invited Access format. In other cases, in either Invited or Supervised Access modes a suitable accommodation may include providing an administrator to record the responses to the assessment. Ask the assessee what accommodation would be effective.

## 5.5 Online Administration Instructions

Professional Styles
Project Administrator

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This questionnaire asks you to provide information on your preferences, needs and talents within a work context.

The questionnaire consists of 36 blocks of 6 statements which you are asked to rate on a nine-point scale ranging from 'Very Strongly Disagree' to 'Very Strongly Agree'.

**Please look at the completed examples given below.**

		Very Strongly Disagree	Strongly Disagree	Disagree	Slightly Disagree	Unsure	Slightly Agree	Agree	Strongly Agree	Very Strongly Agree
I am a competitive person	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
I like to challenge people's ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
I am comfortable working alone	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am cheerful most of the time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I prefer to take the lead	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
I am good at building rapport	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

In the example above the respondent very strongly agrees that they are a competitive person who likes to challenge people's ideas. They disagree that they are comfortable working alone and are unsure whether or not they are cheerful most of the time. Finally, the respondent has indicated that they strongly prefer to take the lead and that they are good at building rapport.

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Professional Styles
Project Administrator

**Instructions - Page 2 of 4** ?

If you give the same rating for two or more statements, these statements may be presented to you again and you will be asked to indicate which statements is most like you and which statement is least like you.

**Please look at the completed examples given below.**

		Most	Least
I am a competitive person	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
I like to challenge people's ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I prefer to take the lead	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am good at building rapport	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

In the example above, the person has indicated that being a competitive person is most like them and being good at building rapport is least like them.

In some cases, you may only be asked to select which statement is most like you, or you may be asked to repeat this process more than once before moving on to the next set of statements.

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Professional Styles
Project Administrator


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**Instructions - Page 3 of 4**

You will be presented with a series of 6 statements across 36 screens.

To select your response to each statement click on the appropriate button from 'Very Strongly Disagree' and 'Very Strongly Agree', or if any statements are presented to you again, Click on the appropriate button(s) for Most and/or Least.

If you wish to change your response simply click on the button that corresponds to your new response.



When you have completed all of the statements on a screen you can continue to the next screen by clicking the 'Next'  button.

Once you have clicked on the 'Next'  button, you will not be able to go back and change your responses.

A 'help' ? button is displayed on each screen to provide you with a reminder of the instructions for completing this questionnaire.

There is no time limit for this questionnaire but you should work quickly and accurately. It is recommended that you complete the questionnaire in 35 minutes.

If you lose your internet connection, please log back in using the link that was sent to you in the invitation email. When you have logged in select the questionnaire from your task list and the last page you viewed will be displayed.

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Professional Styles
Project Administrator

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**Instructions - Page 4 of 4**

**Please remember the following points when completing the questionnaire:**

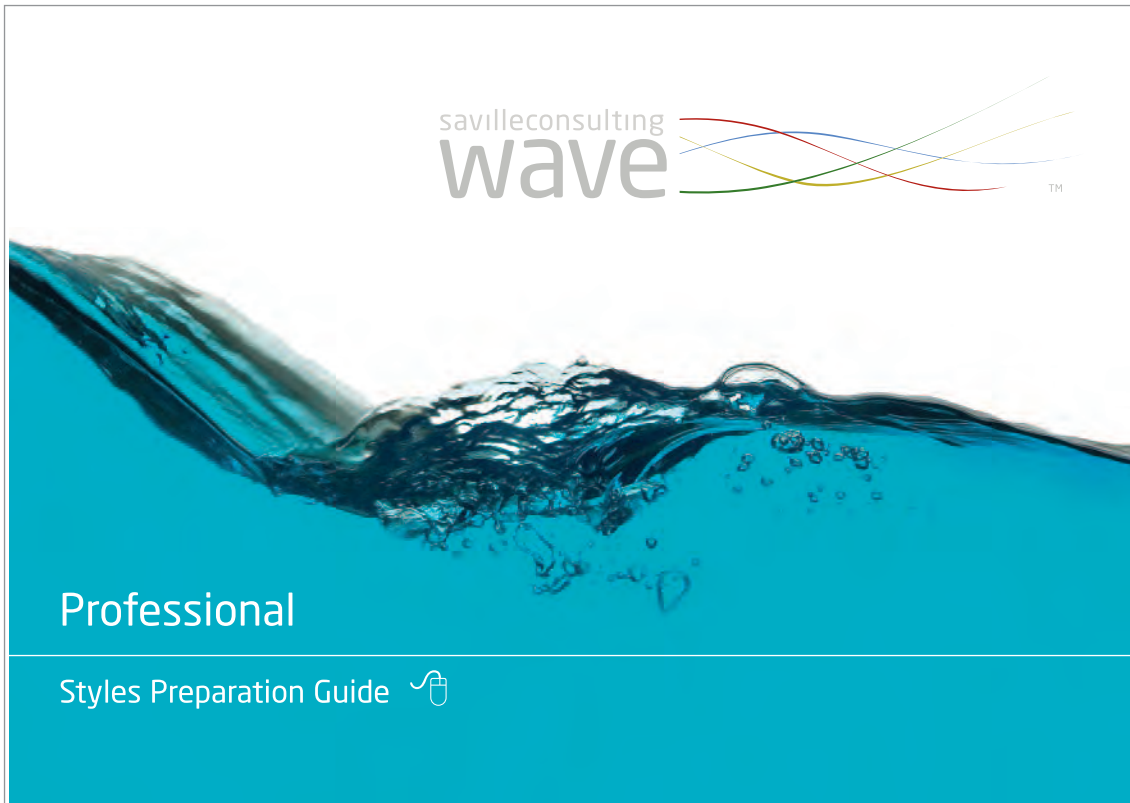
- When answering each question be as discerning as possible by using the full range of responses, from 'Very Strongly Disagree' to 'Very Strongly Agree'. You may find some of the statements difficult to rate but please ensure you answer every statement.
- Some statements may initially appear to be very similar to others you have already rated but there is actual difference.
- Some statements are about being good at something whereas others are about what you prefer, need, or are interested in.
- Please read each statement very carefully, as what you are good at and what you feel you need may be very different.
- Please be as honest as you can. There is no one right or wrong answer, job roles vary and there are many ways of being effective in any one job.
- A number of response checks are built into the questionnaire to check the consistency and accuracy of your responses. Your responses will also be compared and verified against other information collected about you.
- Try to answer from a work perspective as much as possible.

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## 5.6 Preparation Guides


The preparation guide is available for download at [www.savilleconsulting.com](http://www.savilleconsulting.com).



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**wave**

# Professional

Styles Preparation Guide 



### Introducing Professional Styles

This preparation guide is designed to help you understand how to approach the Professional Styles questionnaire. The questionnaire explores a person's motives, preferences, needs and talents within a work context. Research has demonstrated that Saville Consulting Wave questionnaires are powerful predictors of a wide variety of performance and behavior at work.

Professional Styles can help you to:

- understand your motives, preferences, needs and talents in a work context
- find ways to make better use of your preferred working style in your current job, or identify future jobs, environments and cultures suited to your style
- increase your awareness of how your work style impacts your experiences at work

Professional Styles can help employers to:

- understand the motives, preferences, needs and talents of their employees and applicants
- place individuals in positions best suited to their style and the organization's style
- identify areas where individuals might benefit from further development

### Completing Professional Styles

The questionnaire is presented on-screen in blocks of six statements which you are asked to rate on a nine-point scale, ranging from 'Very Strongly Disagree' to 'Very Strongly Agree'. Please enter your responses by clicking on the appropriate rating for each statement. You must respond to every statement to progress to the next screen. If you give the same rating for two or more statements, these statements may be presented to you again and you will be asked to indicate which statement is most like you and which statement is least like you.

Look at the completed example on the next page.

### Example

	Very Strongly Disagree	Strongly Disagree	Disagree	Slightly Disagree	Unsure	Slightly Agree	Agree	Strongly Agree	Very Strongly Agree
It is <b>important</b> to me to know how well I have done	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
I am an optimist	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
I am <b>good</b> at generating ideas	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using technology is one of my <b>strong</b> points	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am <b>good</b> at understanding how others feel	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
I am someone who is confident when meeting new people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

In the example, the respondent has indicated that they:

- **very strongly agree** that it is **important** to know how well they have done
- **very strongly agree** that they are an optimist
- **disagree** that they are **good** at generating ideas
- are **unsure** whether or not technology is one of their **strong** points
- **strongly agree** that they are **good** at understanding how others feel
- **strongly agree** that they are someone who is confident when meeting new people

Because the respondent has given the same rating to two pairs of statements, these are presented again, and the respondent is asked to indicate which statement is **most** like them and which statement is **least** like them.

	Most	Least
It is <b>important</b> to me to know how well I have done	<input checked="" type="radio"/>	<input type="radio"/>
I am an optimist	<input type="radio"/>	<input type="radio"/>
I am <b>good</b> at understanding how others feel	<input type="radio"/>	<input type="radio"/>
I am someone who is confident when meeting new people	<input type="radio"/>	<input checked="" type="radio"/>

### How to approach Professional Styles

When completing the questionnaire, it is important you consider the following points:

- When answering each question be as discerning as possible by using the full range of possible responses, from 'Very Strongly Disagree' to 'Very Strongly Agree'. Please try to respond from a work perspective.
- Read each statement carefully, as what you are good at and what you feel you need may be very different.
- Respond to the statements as honestly as you can. There are no right or wrong answers; jobs vary and there are ways of being effective in any one job.
- A number of response checks are built into the questionnaire to validate the consistency of your responses. Your responses will also be verified against other information collected.
- Before you complete the questionnaire, you may find it useful to reflect on your own work style. You may also find it useful to consider any feedback you have received from others on your style at work.
- The questionnaire is best completed when you are alert and free from interruptions.
- If you have any special requirements it is important that you make these known immediately to allow appropriate accommodations to be made.



