

Saville Consulting Wave Professional Styles Handbook

PART 3: OUTPUTS

Chapter 12: Reflections

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12.0 Reflections

12.1 Introduction to Saville Consulting Wave® Reflections

Saville Consulting's Reflections Model focuses on the potential positive and negative associations of nine combinations leading to 18 contrasting workplace styles. The interaction between these contrasting styles may give rise to core strengths, but equally can lead to behavioral tendencies that have a negative impact in the workplace.

Reflecting on such combinations of contrasting styles can help individuals to identify the likely impact of their preferred workplace styles and in particular where these combinations can be counterproductive or have unintended consequences. Armed with such knowledge, individuals are likely to be better placed to prevent these adversely affecting their career and reputation. The Wave Reflections Report provides an effective way to gain a clearer insight into what specific behaviors may be limiting an individual's effectiveness in the workplace.

To use an example from the Big Five, somebody who is high on Emotional Stability but low on Agreeableness may, as a positive, feel comfortable dealing with difficult issues and be more willing to address problems with others, but, on the other hand may appear unhelpful and unsupportive and might sometimes be seen by others to create unnecessary conflict. As a leader this could mean that they tend to get things done in the face of difficulties, but may not be liked for how they go about getting the job done. If we look at the opposing combination by contrast, somebody who is low on Emotional Stability, but high on Agreeableness will probably be seen as sympathetic and supportive by others but as a negative, they are likely to find dealing with disagreements and difficulties more arduous and may succumb too readily to the influence of others. As a leader, they may be more likely to be blown off course, but at the same time are also more likely to have a consensual approach to agreeing direction with others - one that can be more appropriate, for example, in partnership organizations.

The Saville Consulting Wave Reflections Report gives greater detail than Emotional Stability, Agreeableness and other Big Five Personality Factors. To draw on an example from Saville Consulting Wave Reflections, on the Impressionable-Skeptical scale, somebody who is much more Skeptical than they are Impressionable, may be able to identify important issues and problems overlooked by less skeptical colleagues, however against this advantage by contrast, their skepticism may result in others viewing them as being overly critical or even an impediment to progress. Skeptics can find that they lose influence over time and may not always be consulted for fear that they will hold back progress. At the extreme, Skeptics (who are not Impressionable) may find their career development hindered, by being overlooked for promotion as a result of developing a reputation for being unnecessarily negative.

In contrast, somebody who is more Impressionable than Skeptical, may, as a positive, create a more supportive environment for the generation of new approaches. Yet as a negative, they may also be at risk of contributing to the social psychological phenomenon

'Group Think', where managers can continue with a course of action, despite overwhelming evidence that what they are doing will be counterproductive, just because the group has committed to and has the momentum to achieve such course of action. At the extreme, being more Impressionable could negatively affect someone's own career if they were to take the wrong path at another's suggestion; they also may not be the first to realize that they have made the wrong career choice! Skeptics in Wave Professional Styles Reflections tend to be highly Analytical, Factual and Rational and less Positive, Receptive and Accepting. By contrast Impressionable people tend to be highly Positive, Receptive and Accepting and less Analytical, Factual and Rational.

The above example can be extrapolated to a real life situation to exemplify the potentially catastrophic, yet completely unintended, impact individuals' preferred styles can have in the workplace. The 1986 Challenger Space Shuttle disaster was caused by an O-ring failure in one of the shuttle's Solid Rocket Boosters (SRBs), sparking a chain of events that led to the orbiter itself breaking up 73 seconds after launch and the deaths of all seven crew members. Morton Thiokol was the company responsible for the Challenger's SRB's and several of the company's engineers had raised concerns regarding the effectiveness of rubber O-rings at cold temperatures, arguing that there was not sufficient data to determine whether or not O-rings would seal the required joints properly at temperatures below 53°F (12°C). A subsequent investigation revealed the O-ring failure had been caused to some extent by the particularly cold conditions on the day of the shuttle's launch. The message of the engineers, whose analytical natures were paramount in identifying potential problems, although extremely important, was not taken sufficiently seriously by the organizations' managers. This is just one example of how real life situations can display the contrast between individuals who are more Impressionable and those who are more Skeptical.

The development of the Saville Consulting Wave Reflections Model has been guided by empirical research from initial conception to finalization and is based on international research on thousands of employees across hundreds of different organizations.

12.2 Reflections and Derailment

Career derailment can be defined as an individual failing to fulfill their anticipated level of potential, through being involuntarily plateaued, dismissed or demoted. It also encompasses individuals who reach a high level of management, but upon doing so fail to succeed in their role (McCall and Lombardo, 1983).

The avoidance of career derailment is an important consideration for individuals and businesses alike. Research conducted in the US by Smart (1999) estimated that the financial cost of a failed executive to a business could be as high as \$2,700,000.

Early research into the causes of career derailment included studies by Bentz (1967, 1985a, 1985b), McCall and Lombardo (1983), Morrison, White and Van Velsing (1987). They generally agreed that there are common specific behaviors that contribute towards career derailment. Among the factors cited were not possessing the necessary interpersonal skills, failing to employ proper teamwork and delegate properly, and being unable to change or adapt.

Lombardo, Ruderman & McCauley (1988) confirmed the findings of these studies, and proposed three broad areas where successful and derailed managers differ in performance: managerial skills, personality factors and the leadership of others. These three factors are mirrored in the Task, People and Growth higher level groupings of Saville Consulting's Reflections model, with Task being broadly aligned to managerial skills, personality factors being primarily People related and Growth being linked to leadership of others.

Lombardo & Eichinger (1988) identified how derailment can occur as a result of not only the weaknesses an individual possesses, but also the strengths. Specifically, in certain situations individuals may overplay their strengths, often to mask a weakness. They assert that in less senior positions, this can be glossed over, with the strength being rewarded and the weakness tolerated. However, when it comes to a stage of high level management, flaws can no longer be ignored; they may influence too many subordinates in the business and have a significant effect on their ability to perform at the highest level.

A key strategy which can be adopted to avoid derailment is to recognize contributing factors as early as possible, and attempt to address them while an individual is still learning and building on their skill base. Individuals should be encouraged to develop any weaknesses they possess, and consider how to deal with where their strengths could be overplayed to their disadvantage.

Gentry, Hammum, Ekelund and Jong (2007) highlighted the discrepancies between self and observer ratings of characteristics that could lead to derailment. They discovered that managers rated themselves as less likely to exhibit derailment behaviors than their bosses, peers and subordinates, and that the discrepancy gets wider as the level of management seniority increases. This indicates that self-awareness is likely to be important in allowing people to acknowledge potential derailment behaviors they may possess, and in turn affect their ability to successfully counteract them. The value of 360 assessments is underlined by this study with regards to personal development.

A similar study by Gentry, Britton Katz and McFeeters (2008) studied the importance of individuals actively recognizing and attempting to improve any derailment behavior that they may exhibit. Their study focused on the relationship of self and observer ratings of willingness to improve with boss ratings of derailment. Results showed that individuals who demonstrated an increased desire to improve were rated by their bosses as less likely to exhibit behavior that could contribute towards derailment later on in their career. With this in mind, advanced users of Wave when coaching may want to consider an individual's scores on dimensions such as Learning Orientation, Receptive and Striving to gauge the openness to development of an individual on the basis of the feedback of the Reflections report.

A recent study into leadership and derailment by Yi Zhang and Chandrasekar (2011) highlighted that for leadership to be effective two factors have to be considered. Firstly, building on strengths that are deemed necessary for effective leadership, and secondly, reducing derailment potential by avoiding problem behaviors pointed out by the existing derailment literature. The study illustrates the importance of not only focusing on either ones strengths or weaknesses, but ensuring that both are considered equally if leadership capability is to be successfully improved. The Wave Development Report that is designed to work with Wave Reflections focuses on building strengths as well as managing limitations.

12.3 Reflecting on Negatives

The prime focus on some assessments is the forecasting of behaviors that have negative consequences. The Hogan Development Survey is a notable example. Wave Reflections is designed to give a balanced perspective on the impact of extreme scores which are likely to be associated with both positive and negative consequences. If someone can understand not only the positive side of their profile, but at the same time why their strengths could be overplayed and might have unintended consequences, particularly in conjunction with some of their areas of limitation, they can better understand the impact they have at work and use their strengths more wisely. The approach in developing Reflections was ensuring that these links are not just hypothesized but empirically validated.

Throughout the development of Wave and the Reflections Model, a validation-centric developmental approach was followed, whereby the construction was influenced heavily by the evidence from real workplace performance outcomes. The Reflections Model takes a non-clinical, work-centered view to the identification of potential derailment factors in individuals. Providing users with tangible evidence of the empirical validity of an assessment is an integral component of Saville Consulting's long-term research and development program. As a result the Reflections Report informs the user of their likely workplace effectiveness based on previous information from independent, validated, workplace specific criterion ratings

12.4 Overview

The Reflections Model

The Saville Consulting Reflections Model has the following features:

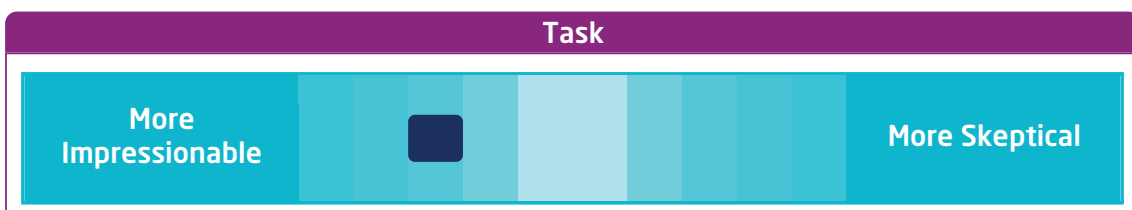
- It gives positive and negative reflections on workplace style and their impact on performance
- It provides information about the combinations of workplace styles an individual is likely to adopt
- It is performance-driven and has been empirically validated
- It allows for the targeting of specific dimensions that may require particular attention when considering personal development

The report is based on the completion of the Wave Professional Styles online assessment, and provides the user with scores on 18 contrasting workplace styles provided in nine different Reflections scales. The transparency of the report allows the user to observe in greater detail the individual behavioral dimensions that contribute to each Reflections score, and more crucially, where the combination of high and low scores can combine to generate extreme score combinations. For example, being highly analytical and pessimistic in combination is likely to make an individual more skeptical and less impressionable, which can have advantages and disadvantages. In some instances being

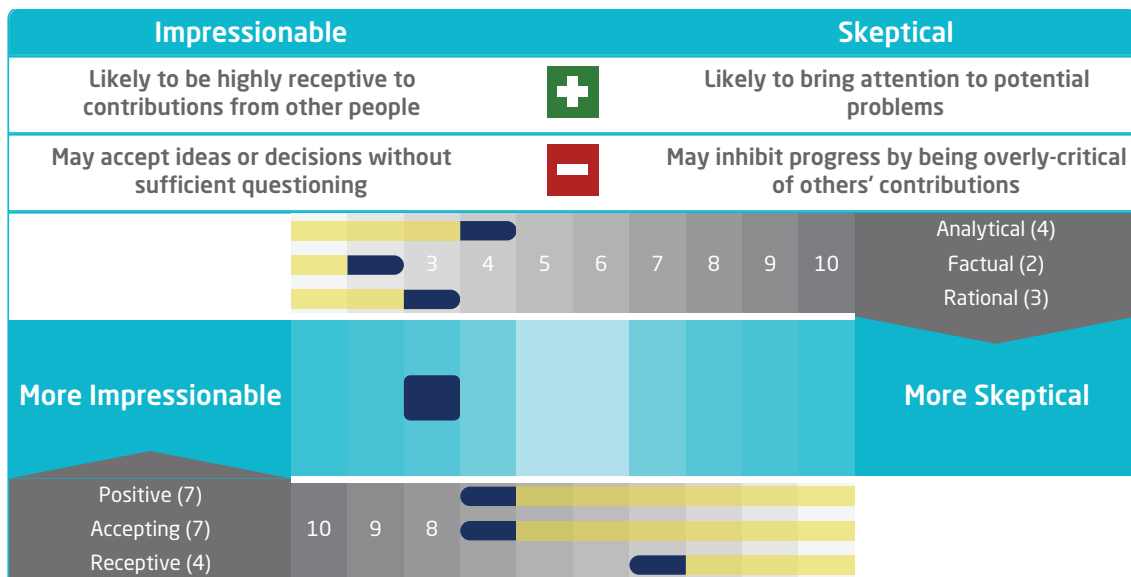
skeptical can be useful; a person is more likely to bring attention to the potential problems of a plan or idea. However, it can also be problematic if taken to the extreme; being overly-critical toward ideas or others' contributions may inhibit progress. An individual user of the report is able to reflect on any extreme scores they may have, and consider how they might avoid the associated negative behavioral tendencies.

The Reflections Report

The report consists of two sections, starting with the 'Reflections Overview'. This summarizes the nine Reflections scales, showing each overall score on a bipolar scale. The scales are categorized into three higher-order areas, "Task", "People" and "Growth".



Following this, the 'Detailed Reflections Profile' presents the nine scales in more detail, beginning with the positive and negative scale descriptions. The overall score is displayed on a bipolar scale, with the Wave dimension sub scores displayed above and below this on separate unipolar scales.



While bipolar scales have the advantage of providing a mechanism to compare and contrast combinations of scores, they also come with a logical problem. Practically, no two traits are perfectly negatively correlated or opposite to each other. To overcome this issue the contributing unipolar scales (Wave dimensions) are shown as well as the overall scores. So while it may, for example, be difficult to observe how an individual can be both 'Impressionable' and 'Skeptical' using solely a bipolar scale, with the help of the dimension

scores that contribute to being 'Skeptical' and 'Impressionable', we can see the underlying characteristics which make an individual in some ways more skeptical, but also those that make them more impressionable.

The report also allows for the presentation of differences between middle scorers, who can be classified into three types; those who are moderate on both sides of the scale, those who are low on both sides of the scale and those who are high on both sides of the scale. While all three would display the same middle score overall, their behavior may be quite different and the inclusion of the contributing unipolar scales in the report allows for such distinction.

12.5 Development and Validation

The development of the Reflections Model itself took place in 2010 and 2011 as part of the ongoing Wave research and development program.

A team of four psychometricians produced equations specifying the nine Reflections scales using 35 of the 36 dimensions from Wave Professional Styles. The dimension 'Directing' was not used in the equations, due to it being a measure of leadership orientation in general; as a result it tends to have clear positive correlations with the majority of competencies. The scales were validated using empirical data during the model's development. Between 2007 and 2008, a sample of 308 individuals completed a large range of different assessments, including Wave Professional Styles as part of Project Epsom. They also received comprehensive ratings of their workplace effectiveness from external raters.

The development team hypothesized a priori which Reflections scales should correlate with which workplace competencies. These outcome criteria spanned several different levels of specificity, from individually matched competencies and ratings of overplayed strengths through to global (overall) measures of effective workplace performance. Resultant analyses provided criterion-related validity evidence for each of the 18 contrasting combinations of workplace style with the Reflections model, specifically in terms of how well they predicted an individual's performance in the relevant constructs of workplace performance.

This information was used to refine some of the equations to optimize their validity, through an iterative process. For this particular sample of data, any equations which could not be theoretically and conceptually justified were ruled out, regardless of their strength in predicting workplace outcomes.

The production of the Reflections equations was accompanied by the development of positive and negative scale descriptions, designed to help an individual reflect upon typical behaviors that are associated with the ends of each scale. Positive scale descriptions describe effective workplace behaviors, whereas negative scale descriptions describe undesirable behavioral tendencies which may also occur.

Validity analyses are included in the Interpreting the Reflections Scales section of this chapter.

Concurrent validity was established by correlating the Reflections scales against external ratings of behavioral work performance (at the dimension level), external ratings of effectiveness (at the global and overall level) and external ratings of the 'Great Eight' competencies. All external ratings are based on Wave Performance 360 data and analysis was conducted using the Epsom sample (N=308). For further information on the sample, see Appendix C of this handbook. For further information on Project Epsom, refer to the validity chapter of this handbook. All validities were corrected for attenuation based on the reliability of the criteria (based on 263 pairs of criterion ratings). No further corrections were applied (e.g., restriction of range, predictor unreliability). Corrected correlations are displayed in brackets after uncorrected raw correlations.

Further evidence for the concurrent validity of the Reflections Scales is demonstrated with examples from Saville Consulting's Overplayed Strengths research. A sub-sample of the Epsom sample (N=254) completed Wave Professional Styles and were also asked to rate the relevance to themselves of issues relating to overplayed strengths, for example 'Does a strong interest in analysis sometimes outweigh the need to make a decision or recommendation?' These self-rating responses were correlated with scores on Wave Competency Potentials at the dimension level to determine issues likely to arise when people report themselves as being high on various competencies. The above example correlated at .22 with the competency Examining Information, indicating that those who rate themselves highly on the competency Examining Information are more likely to fall prey to the issue of 'a strong interest in analysis sometimes outweighing the need to make a decision or recommendation'. By identifying issues signifying overplayed strengths relating to those competencies demonstrating strong correlations with a Reflections scale, it is possible to demonstrate the potential problems that can occur when one is at one of the two extreme ends of the scale. Examples of overplayed strengths were a priori linked to specific competency potential dimensions within the Reflections model.

To better understand the construct validity of the Reflections combinations, the scales of Reflections were correlated with those of the Hogan Development Survey.

Reliability analysis is also presented in the Interpreting the Reflections Scales section. Alternate Form (N=1,153) and Test-Retest (N=100) reliability were used to establish scale reliability. Internal consistency estimates are not provided - when constructs cover different areas of theoretical domain, such is not an appropriate measure to use. The standardization sample (N=1,153) was used for Alternate Form reliability analysis and the Test-retest sample (N=100) for the Test-Retest reliability analysis. For further information on these samples refer to Appendices B and T respectively.

12.6 Applications of the Reflections Report

The Reflections Report is designed to be used by all Wave-trained users, and has a range of possible uses.

A non-exhaustive list of examples is included below:

Coaching

The Reflections Report can help an individual easily identify and reflect on key strengths and weaknesses that result from their preferred working styles. These can be used to inform positive developmental action and coaching strategies, so that limitations can be addressed and potential longer term negative impact of their style in the workplace reduced, allowing them to make the most of their style.

Personal Development

The Reflections Report provides a method to highlight the areas of performance that may require more focused attention and development, through the display of the individual Wave dimensions that combine towards the overall Reflections scores.

Saville Consulting recommend using the Reflections Report in combination with other reports to attain the most comprehensive overview of an individual for personal development activities. The Development Report can assist in providing development tips for low scoring dimensions as well as how to avoid overplaying strengths related to high scoring dimensions. The Wave Expert Report can provide a richer and fuller explanation of the style which underpins the nine Reflections scales.

Leadership Development

The Reflections Report can help to improve a leader's self-awareness of their strengths and weaknesses, which is an important factor in improving leadership capability. Actively recognizing and developing weaknesses, as well as being careful not to overplay strengths is likely to lessen a leader's chance of derailing in their career.

Leader Selection

The Reflections Report can help identify individuals with an appropriate balance of working styles in those areas relevant to the leadership role in question. Being able to identify any potential undesirable behavioral tendencies at an early stage of leadership selection or development is vital. Wave Reflections offers an efficient method of risk assessing a potential leader, drawing attention to areas of particular concern for an individual who is in a position of responsibility and may have significant influence on those working around them.

12.7 How to Use the Reflections Scales

Reflections Scale Name

Scale Summary from the Detailed Reflections Profile report: with positive and negative behavioral tendencies and Wave Professional Styles dimensions

Table presents correlations of Reflections scale with external ratings of work performance competencies. White cells display a priori predictions based on corresponding competencies. Shaded cells show the highest three other correlations not a priori hypothesized.

Note. Due to the bipolar nature of the scales, the unipolar Wave dimensions will correlate at the same value with one end of the scale as it does with the other end of the scale, with just the direction of the correlation changing. Analysis was conducted using the Epsom sample (N=308). For information on this sample, see Appendix C in this handbook.

Validity

Concurrent Criterion-Related Validity

Behavioral Competencies

Table 12.1 Correlations of Impressionable - Skeptical with external ratings of work performance competencies (N=308)

Impressionable (Low Skeptical)		Skeptical (Low Impressionable)	
Understanding People	.25 (.50)	Interpreting Data	.13 (.26)
Establishing Rapport	.21 (.37)	Managing Tasks	.11 (.23)
Interacting with People	.21 (.37)	Checking Things	.12 (.22)
Valuing Individuals	.15 (.29)	Examining Information	.08 (.16)
Inviting Feedback	.09 (.19)	Challenging Ideas	.06 (.12)
Thinking Positively	.10 (.17)	Documenting Facts	.04 (.08)

Note. White cells display a priori predictions based on corresponding competencies. Shaded cells show the highest three other correlations not a priori hypothesized.
Note: Any row correlation higher than .12 is statistically significant at the p<.05 level (two tailed) and any row correlation higher than .10 is statistically significant at the p<.05 level (one tailed). N=308.

Overall Effectiveness

'Impressionable-Skeptical' demonstrated no significant correlation with 'Overall Effectiveness', as measured by Performance 360, (r=.04 (.07) when more Impressionable and less Skeptical and -.04 (-.07) when more Skeptical and less Impressionable). Those more Impressionable and less Skeptical were rated as more effective in 'Accomplishing Objectives' (r =.08 (0.16)) but no statistically significant relationship was demonstrated between the scale and 'Applying Specialist Expertise' (r=.05 (.11)) or 'Demonstrating Potential'(r =-.02 (-.03)).

Great Eight Correlations

The 'Impressionable-Skeptical' scale was correlated with independent Great Eight criteria as measured by external ratings of work performance. 'Impressionable-Skeptical' correlated with the Great Eight's 'Supporting & Cooperating' at .13(.28), 'Interacting & Presenting' at .11 (.24), and 'Analyzing & Interpreting' at -.09 (-.20) (more Impressionable and less Skeptical). Someone more Impressionable and less Skeptical is likely to be highly receptive to and encouraging of other people's ideas and probably enjoys interaction with others. Someone more Skeptical and less Impressionable is more likely to bring attention to potential problems and is probably better equipped to be a skilled analyst.

Scale Summary

Impressionable	Skeptical
Associated Positive and Negative Behavioral Tendencies	
Likely to be highly receptive to contributions from other people	Likely to bring attention to potential problems
May accept ideas or decisions without sufficient questioning	May inhibit progress by being overly-critical of others' contributions
Wave Professional Styles Dimensions loaded into scale	
Positive Accepting Receptive	Analytical Factual Rational

Impressionable - Skeptical

This scale measures how open an individual is to the views and ideas of others and the degree to which they are likely to accept or question them.

More Impressionable

More impressionable individuals tend to be highly receptive to contributions from other people. They are likely to be skilled at interacting with people, find it easy to establish rapport and generally demonstrate a large amount of openness towards others. However, being too impressionable may lead them to accept ideas or decisions without sufficient questioning. They are unlikely to place a great deal of value on evaluating information, and may lack the capability to get the full benefit from facts and data.

More Skeptical

More skeptical individuals are likely to bring attention to potential problems. They tend to prioritize the use of facts and data ahead of subjective opinion when forming views. This makes their outlook advantageous in situations where issues need to be fully dissected and debated. Conversely, in situations where their skepticism goes too far they may inhibit progress by being overly-critical of others' contributions. A highly skeptical nature can make others feel that they are not trusted, and being pessimistic about others' views can at times make others consider them hard to work with.

Detailed behavioral descriptions of each end of the Reflections scale

Summary of correlational analyses of Reflections scale with external ratings of 'Great Eight' competencies

Summary of correlational analyses of Reflections scale with external ratings of global and overall effectiveness

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Summary of evidence from Saville Consulting research into overplayed strengths; individuals' (N=254) Wave Professional Styles scores were correlated with ratings of relevance to themselves of issues relating to overplayed strengths (self-ratings).

Note. Analysis was conducted using a sub-sample of the Epsom sample. For information on the Epsom sample, see Appendix C in this handbook

Reliability statistics: only Alternate Form and Test-Retest reliabilities are reported; the use Internal Consistency estimates are considered inappropriate due to the bipolar nature of the Reflections scales.

Note. Analyses were conducted using the Standardization sample (N=1153) for Alternate Form reliability analysis and the Test-retest sample (N=100) for Test-retest reliability analysis. For full descriptions of the samples see Appendices B and T in this handbook.

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Overplayed Strengths

Research by Saville Consulting into overplayed strengths highlights the potential pitfalls at the extremes of the 'Impressionable-Skeptical' scale. Being highly Impressionable and less Skeptical can leave one prey to being perceived as overly enthusiastic and lacking in judgment or discrimination' (self-rating on overplayed strength (OS) correlated at .22 with Wave Competency Potential dimension Interacting with People; those more Impressionable and less Skeptical are likely to be rated highly on the competency Interacting with People (r=.37)). Being highly Skeptical and less Impressionable may result in a strong interest in analysis sometimes outweighing the need to make a decision or recommendation' (self-rating on OS correlated at .22 with Wave Competency Potential dimension Examining Information; those more Skeptical and less Impressionable are more likely to be rated highly on the competency Examining Information (r=.16).

Construct Validity

Table 12.2 Strongest correlations with scales from the Hogan Development Survey (N=306)

Impressionable (Low Skeptical)	Skeptical (Low Impressionable)
Dutiful	Reserved
Colorful	Skeptical
	Excitable
	Leisurely

Note: Any raw correlation higher than .12 is statistically significant at the p<.05 level (two tailed) and any raw correlation higher than .10 is statistically significant at the p<.05 level (one tailed), N=306.

The strongest correlation when more Skeptical and less Impressionable was with the HDS scale 'Reserved' (r=.37); that with the HDS scale of the same name was lower at .23. This can be explained by the underlying nature of the two scales. The Wave Reflections skeptic is very task focused, comprising the dimensions Analytical, Factual and Rational and correlating with external ratings of work performance on Interpreting Data (r=.26), Managing Tasks (r=.23), Checking Things (r=.22) and Examining Information (.16). The HDS skeptic is more likely to be more people oriented in their skepticism, with the scale demonstrating only one significant correlation with Wave Thought cluster dimensions and showing much stronger correlations with dimensions such as Challenging (r=.27). For further detail see Matrix 6 in the Appendix of this handbook. The strongest correlation when more Impressionable and less Skeptical was with the HDS scale 'Dutiful' (r=.28).

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Reliability

Alternate Form Reliability (N=1,153)	.89*
Test Re-test Reliability (N=100)	.77*

Relationships with other Reflections scales

If more Impressionable (than Skeptical) people are very likely to be:
None

If more Impressionable (than Skeptical) people are moderately likely to be:
More Sympathetic (less Tenacious)
More Obliging (less Outspoken)

If more Skeptical (than Impressionable) people are very likely to be:
None

If more Skeptical (than Impressionable) people are moderately likely to be:
More Tenacious (less Sympathetic)
More Outspoken (less Obliging)

Table 12.3 Summary of correlations between Impressionable - Skeptical and other Reflections scales (N=1,153)

Reflections scale	More Impressionable - Less Skeptical	More Skeptical - Less Impressionable
More Task Immersed - Less Socially Immersed	-.28*	.28*
More Broadminded - Less Particular	.22*	-.22*
More Obliging - Less Outspoken	.36*	-.36*
More Tough-Minded - Less Sensitive	-.24*	.24*
More Self-focused - Less Focused on Others	-.23*	.23*
More Darling - Less Cautious	.11	-.11
More Sympathetic - Less Tenacious	.33*	-.33*
More Reflective - Less Impulsive	-.26*	.26*

Note: Any raw correlation higher than .06 is statistically significant at the p<.05 level (two tailed) and any raw correlation higher than .05 is statistically significant at the p<.05 level (one tailed).

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Table summarizing relationships between the scale in question and all other Reflections scales.

Table displaying statistically significant correlations with Hogan Development Survey (HDS) scales (p<.05, two-tailed)

Note. Due to the bipolar nature of the scales, the unipolar HDS scales will correlate at the same value with one end of the scale as it does with the other end of the scale, with just the direction of the correlation changing.



Relationships between the scale and other Reflections scales. Where correlations are above .30, an association is described as 'very likely', where correlations are above .40, an association is described as 'moderately likely'.

Note. Analysis was conducted using the Standardization sample (N=1,153); for a full description of the sample see Appendix B in this handbook

Impressionable - Skeptical

This scale measures how open an individual is to the views and ideas of others and the degree to which they are likely to accept or question them.

Scale Summary

Impressionable		Skeptical
Associated Positive and Negative Behavioral Tendencies		
Likely to be highly receptive to contributions from other people		Likely to bring attention to potential problems
May accept ideas or decisions without sufficient questioning		May inhibit progress by being overly-critical of others' contributions
Wave Professional Styles Dimensions loaded into scale		
Positive		Analytical
Accepting		Factual
Receptive		Rational

More Impressionable

More impressionable individuals tend to be highly receptive to contributions from other people. They are likely to be skilled at interacting with people, find it easy to establish rapport, and generally demonstrate a large amount of openness towards others. However, being too impressionable may lead them to accept ideas or decisions without sufficient questioning. They are unlikely to place a great deal of value on evaluating information, and may lack the capability to get the full benefit from facts and data.

More Skeptical

More skeptical individuals are likely to bring attention to potential problems. They tend to prioritize the use of facts and data ahead of subjective opinion when forming views. This makes their outlook advantageous in situations where issues need to be fully dissected and debated. Conversely, in situations where their skepticism goes too far they may inhibit progress by being overly-critical of others' contributions. A highly skeptical nature can make others feel that they are not trusted, and being pessimistic about others' views can at times make others consider them hard to work with.

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Overall Effectiveness

'Impressionable-Skeptical' demonstrated no significant correlation with 'Overall Effectiveness', as measured by Performance 360, ($r = .04$ (.07) when more Impressionable and less Skeptical and -0.04 (-.07) when more Skeptical and less Impressionable). Neither were statistically significant relationships demonstrated between the scale and 'Accomplishing Objectives' ($r = .08$ (.16)), 'Applying Specialist Expertise' ($r = .05$ (.11)) or 'Demonstrating Potential' ($r = -.02$ (-.03)).

Great Eight Correlations

The 'Impressionable-Skeptical' scale was correlated with independent Great Eight criteria as measured by external ratings of work performance. 'Impressionable-Skeptical' correlated with the Great Eight's 'Supporting & Cooperating' at .13 (.28), (more Impressionable and less Skeptical). Someone more Impressionable and less Skeptical is likely to be highly receptive to and encouraging of other people's ideas and probably enjoys interaction with others. Someone more Skeptical and less Impressionable is less likely to exhibit such behaviors.

Overplayed Strengths

Research by Saville Consulting into overplayed strengths highlights the potential pitfalls at the Impressionable extreme of the 'Impressionable-Skeptical' scale. Being highly Impressionable and less Skeptical can leave one prey to 'being perceived as overly enthusiastic and lacking in judgment or discrimination' - self-rating on overplayed strength (OS) correlated at .22 with Wave Competency Potential dimension Interacting with People; those more Impressionable and less Skeptical are likely to be rated highly on the competency Interacting with People, correlating at .21 ($r=.37$).

Construct Validity

Table 12.2 Strongest correlations with scales from the Hogan Development Survey (N=306)

Impressionable (Low Skeptical)		Skeptical (Low Impressionable)	
Dutiful	.28	Reserved	.37
Colorful	.13	Skeptical	.23
		Excitable	.18
		Leisurely	.16

Note: Any raw correlation higher than .12 is statistically significant at the $p<.05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p<.05$ level (one tailed). N=306.

The strongest correlation when more Skeptical and less Impressionable was with the HDS scale 'Reserved' ($r=.37$); that with the HDS scale of the same name was lower at .23. This can be explained by the underlying nature of the two scales. The Wave Reflections skeptic is very task focused, comprising the dimensions Analytical, Factual and Rational and correlating with external ratings of work performance on Interpreting Data ($r=.26$), Managing Tasks ($r=.23$), Checking Things ($r=.22$) and Examining Information (.16). The HDS skeptic is more likely to be more people oriented in their skepticism, with the scale demonstrating only one significant correlation with Wave Thought cluster dimensions and showing much stronger correlations with dimensions such as Challenging ($r=.27$). For further detail see Matrix 6 in the Appendix of this handbook. The strongest correlation when more Impressionable and less Skeptical was with the HDS scale 'Dutiful' ($r=.28$).

Reliability

Alternate Form Reliability (N=1,153)	.89
Test Re-test Reliability (N=100)	.77

Relationships with other Reflections scales

If more Impressionable (than Skeptical) people are very likely to be:

None

If more Impressionable (than Skeptical) people are moderately likely to be:

More Sympathetic (less Tenacious)

More Obliging (less Outspoken)

If more Skeptical (than Impressionable) people are very likely to be:

None

If more Skeptical (than Impressionable) people are moderately likely to be:

More Tenacious (less Sympathetic)

More Outspoken (less Obliging)

Table 12.3 Summary of correlations between Impressionable - Skeptical and other Reflections scales (N=1,153)



Reflections scale	More Impressionable - Less Skeptical	More Skeptical - Less Impressionable
More Task Immersed - Less Socially Immersed	-.28	.28
More Broadminded - Less Particular	.22	-.22
More Obliging - Less Outspoken	.36	-.36
More Tough-Minded - Less Sensitive	-.24	.24
More Self-focused - Less Focused on Others	-.23	.23
More Daring - Less Cautious	.11	-.11
More Sympathetic - Less Tenacious	.33	-.33
More Reflective - Less Impulsive	-.26	.26

Note: Any raw correlation higher than .06 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .05 is statistically significant at the $p < .05$ level (one tailed).

Task-Immersed - Socially-Immersed

This scale measures the balance between an individual's concern with completing work tasks and being sociable in the workplace.

Scale Summary

Task Immersed		Socially Immersed
Associated Positive and Negative Behavioral Tendencies		
Likely to be able to maintain their focus on tasks despite distractions		Likely to help build positive relationship between people
May spend too little time developing and maintaining workplace relationships		May spend too little time on important workplace tasks
Wave Professional Styles Dimensions loaded into scale		
Organized		Interactive
Dynamic		Engaging
Practically Minded		Self-Promoting

More Task-Immersed

Individuals that prefer to be more task-immersed are likely to be able to maintain their focus on tasks despite distractions. They tend to be very organized in their work, make effective plans, and are able to prioritize their tasks, enabling them to work efficiently. They may often adopt a practical approach to solving problems, and their full control of all the aspects of a task can help them to choose options which are more achievable and realistic. Paying too much attention to tasks could be at the expense of spending too little time developing and maintaining workplace relationships. Interacting with others and establishing rapport may be seen as weaknesses of individuals that are highly task-immersed.

More Socially-Immersed

More socially-immersed individuals are likely to help build positive relationships between people. They are typically highly interactive and are able to establish and maintain rapport easily. Their generally strong self-confidence means that they are good at impressing others and are likely to be successful networkers. A downside of focusing strongly on the social aspects of work is that they may spend too little time on important workplace tasks. They are less likely to apply the necessary task management skills to organize theirs or others workloads effectively. This can lead to an insufficient grasp of the important factors of a task and potentially result in decision making which puts undue pressure on others by committing them to less realistic or achievable goals.

Validity

Concurrent Criterion-Related Validity

Behavioral Competencies

Table 12.4 Strongest correlations of Task-Immersed - Socially-Immersed with external ratings of work performance competencies based on Wave 360 data (N=308)

Task-Immersed (Low Socially-Immersed)		Socially-Immersed (Low Task-Immersed)	
Managing Tasks	.23 (.45)	Interacting with People	.19 (.34)
Adopting Practical Approaches	.16 (.33)	Conveying Self-Confidence	.16 (.32)
Making Decisions	.16 (.32)	Establishing Rapport	.18 (.31)
Producing Output	.15 (.29)	Impressing People	.14 (.28)
Meeting Timescales	.15 (.28)	Understanding People	.13 (.26)
Taking Action	.05 (.15)	Articulating Information	.14 (.25)

Note. White cells display a priori predictions based on corresponding competencies. Shaded cells show the highest three other correlations not a priori hypothesized.

Note: Any raw correlation higher than .12 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p < .05$ level (one tailed). $N=308$.

Overall Effectiveness

'Task-Immersed-Socially-Immersed' demonstrated no significant correlation with 'Overall Effectiveness', as measured by Performance 360, ($r = -.02$ (-.03)) when more Task-Immersed and less Socially-Immersed and at .02 (.03) when more Socially-Immersed and less Task-Immersed). No significant relationships were found between the scale and the global measures of effectiveness 'Applying Specialist Expertise' ($r = .02$ (.04)), 'Accomplishing Objectives' ($r = -.04$ (-.09)) and 'Demonstrating Potential' ($r = -.02$ (-.03)).

Great Eight Correlations

The 'Task-Immersed-Socially-Immersed' scale was correlated with independent Great Eight criteria as measured by external ratings of work performance. 'Task-Immersed-Socially-Immersed' correlated with the Great Eight's 'Organizing & Executing' at .20 (.47), 'Adapting & Coping' at .12 (.26) and 'Interacting & Presenting' at -.20 (-.43) (more Task-Immersed and less Socially-Immersed). Someone more Task-Immersed and less Socially-Immersed is likely to be adept at maintaining their focus despite distractions and probably a highly organized individual. Someone more Socially-Immersed and less Task-Immersed is more likely to spend their time interacting with others in the workplace.

Overplayed Strengths

Research by Saville Consulting into overplayed strengths highlights the potential pitfalls at the extremes of the 'Task-Immersed-Socially-Immersed' scale. Being highly Task-Immersed and less Socially-Immersed may lead to 'a danger of being seen as too dominant in group or team settings' - self-rating on OS correlated at .21 with Wave Competency Potential dimension Making Decisions; those more Task-Immersed and less Socially-Immersed are likely to be rated highly on the competency Making Decisions, correlating at .16 ($r=.32$). Being highly Socially-Immersed and less Task-Immersed may result in 'a focus on interacting at the expense of completing more mundane daily tasks' - self-rating on OS correlated at .20 with Wave Competency Potential dimension Interacting with People; those more Socially-Immersed and less Task-Immersed are likely to be rated highly on the competency Interacting with People, correlating at .19 ($r=.34$).

Construct Validity

Table 12.5 Strongest correlations with scales from the Hogan Development Survey (N=306)

Task-Immersed (Low Socially-Immersed)		Socially-Immersed (Low Task-Immersed)	
Reserved	.49	Colorful	.46
Diligent	.25	Dutiful	.19
Cautious	.12	Imaginative	.13

Note: Any raw correlation higher than .12 is statistically significant at the $p<.05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p<.05$ level (one tailed). N=306.

The strongest correlation when more Task-Immersed and less Socially-Immersed was with the HDS scale 'Reserved' (.49). The strongest correlation when more Socially-Immersed and less Task-Immersed was with the HDS scale 'Colorful' (.46).

Reliability

Alternate Form Reliability (N=1,153)	.91
Test Re-test Reliability (N=100)	.85

Relationships with other Reflections scales

If more Task-Immersed (than Socially-Immersed) people are very likely to be:

None

If more Task-Immersed (than Socially-Immersed) people are moderately likely to be:

More Cautious (less Daring)

If more Socially-Immersed (than Task-Immersed) people are very likely to be:

None

If more Socially-Immersed (than Task-Immersed) people are moderately likely to be:

More Daring (less Cautious)

Table 12.6 Summary of correlations between Task-Immersed - Socially-Immersed and other Reflections scales (N=1,153)



Reflections scale	More Task-Immersed - Less Socially-Immersed	More Socially-Immersed - Task-Immersed
More Impressionable - Less Skeptical	-.28	.28
More Broadminded - Less Particular	-.28	.28
More Obliging - Less Outspoken	.09	-.09
More Tough-Minded - Less Sensitive	-.11	.11
More Self-focused - Less Focused on Others	-.25	.25
More Daring - Less Cautious	-.30	.30
More Sympathetic - Less Tenacious	.18	-.18
More Reflective - Less Impulsive	-.04	.04

Note: Any raw correlation higher than .06 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .05 is statistically significant at the $p < .05$ level (one tailed).

Broadminded - Particular

This scale measures whether an individual is focused more on looking at the bigger picture or paying attention to the finer details.

Scale Summary

Broadminded		Particular
Associated Positive and Negative Behavioral Tendencies		
Likely to encourage and help others to take a broad perspective		Likely to control details to ensure achievement of high quality standards
May place less emphasis on ensuring details are correct		May focus on details without due attention to the broader issues
Wave Professional Styles Dimensions loaded into scale		
Empowering Strategic Insightful		Meticulous Organized Factual

More Broadminded

Individuals that prefer to be more broadminded are likely to encourage and help others to take a broad perspective. They tend to be good at generating ideas and at keeping an open mind to concepts that are original or abstract. While they may be skilled at articulating information, those less interested in concepts or theories may not easily understand everything a more broadminded individual says. Focusing solely on the broader issues can also result in a tendency to place less emphasis on ensuring that details are correct. They may prefer not to conform to accepted ways of doing things, viewing following procedures as unimportant and being disinclined to follow rules.

More Particular

More particular individuals are likely to be in charge of the details to ensure the achievement of high quality standards. They are typically very conscientious and diligent in their approach, and tend to place importance on making sure that structured processes are followed and standards are upheld. The danger of focusing too much on the finer details is that they may not give due attention to the broader issues. There may be a lack of focus on the bigger picture of overall strategy and the different tactical approaches or alternatives that are available to achieve key goals.

Validity

Concurrent Criterion-Related Validity

Behavioral Competencies

Table 12.7 Strongest correlations of Broadminded - Particular with external ratings of work performance competencies based on Wave 360 data (N=308)

Broadminded (Low Particular)		Particular (Low Broadminded)	
Generating Ideas	.19 (.38)	Following Procedures	.24 (.48)
Articulating Information	.21 (.36)	Upholding Standards	.14 (.29)
Convincing People	.17 (.35)	Understanding People	.13 (.25)
Providing Insights	.15 (.29)	Checking Things	.12 (.21)
Developing Strategies	.11 (.22)	Managing Tasks	.09 (.17)
Empowering Individuals	.01 (.01)	Documenting Facts	.06 (.12)

Note. White cells display a priori predictions based on corresponding competencies. Shaded cells show the highest three other correlations not a priori hypothesized.

Note: Any raw correlation higher than .12 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p < .05$ level (one tailed). $N=308$.

Overall Effectiveness

'Broadminded-Particular' correlated with 'Overall Effectiveness', as measured by Performance 360, at .13 (.23) when more Broadminded and less Particular and at -.13 (-.23) when more Particular and less Broadminded, suggesting those who are more Broadminded and less Particular are rated as more effective overall. Those more Broadminded and less Particular were also rated as more effective 'Demonstrating Potential' ($r=.12$ (.20)). No statistically significant relationship was found between the scale and 'Applying Specialist Expertise' ($r=.11$ (.25)), or 'Accomplishing Objectives' ($r=.06$ (.13)).

Great Eight Correlations

The 'Broadminded-Particular' scale was correlated with independent Great Eight criteria as measured by external ratings of work performance. 'Broadminded-Particular' correlated with the Great Eight's 'Enterprising & Performing' at .12 (.27), 'Interacting & Presenting' at .12 (.25) and 'Leading & Deciding' at .12 (.23) (more Broadminded and less Particular). Someone more Broadminded and less Particular is likely to be adept at developing enterprising concepts and ideas and may seek out a position of leadership to ensure their ideas are adopted. Someone more Particular and less Broadminded is less likely to exhibit such behaviors.

Overplayed Strengths

Evidence suggests that individuals more Particular and less Broadminded are likely to be rated as less effective in the majority of areas and those more Broadminded and less Particular are likely to be rated as highly effective in more areas. However, research by Saville Consulting into overplayed strengths highlights the potential pitfalls of being at the seemingly more favorable extreme of the scale. Being highly Broadminded and less Particular may lead to ‘a quest for creativity at the expense of considering essential parameters and requirements’ - self-rating on OS correlated at .22 with Wave Competency Potential dimension Generating Ideas; those more Broadminded and less Particular are likely to be rated highly on the competency Generating Ideas, correlating at .19 ($r=.38$).

Construct Validity

Table 12.8 Strongest correlations with scales from the Hogan Development Survey (N=306)

Broadminded (Low Particular)		Particular (Low Broadminded)	
Colorful	.42	Diligent	.42
Mischievous	.39	Cautious	.21
Imaginative	.37	Dutiful	.18
Bold	.29		

Note: Any raw correlation higher than .12 is statistically significant at the $p<.05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p<.05$ level (one tailed). N=306.

The strongest correlations when more Broadminded and less Particular were .42 and .37 with the ‘Colorful’ and ‘Imaginative’ HDS scales respectively. That when more Particular and less Broadminded was with the ‘Diligent’ HDS scale (.42).

Reliability

Alternate Form Reliability (N=1,153)	.92
Test Re-test Reliability (N=100)	.74

Relationships with other Reflections scales

If more Broadminded (than Particular) people are very likely to be:

More Daring (less Cautious)
 More Outspoken (less Obliging)

If more Broadminded (than Particular) people are moderately likely to be:

More Tough-Minded (less Sensitive)

If more Particular (than Broadminded) people are very likely to be:

More Cautious (less Daring)
 More Obliging (less Outspoken)

If more Particular (than Broadminded) people are moderately likely to be:

More Sensitive (less Tough-Minded)

Table 12.9 Summary of correlations between Broadminded - Particular and other Reflections scales (N=1,153)



Reflections scale	More Broadminded - Less Particular	More Particular - Less Broadminded
More Impressionable - Less Skeptical	.22	-.22
More Task-Immersed - Less Socially-Immersed	-.28	.28
More Obliging - Less Outspoken	-.47	.47
More Tough-Minded - Less Sensitive	.32	-.32
More Self-focused - Less Focused on Others	.29	-.29
More Daring - Less Cautious	.72	-.72
More Sympathetic - Less Tenacious	-.14	.14
More Reflective - Less Impulsive	.08	-.08

Note: Any raw correlation higher than .06 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .05 is statistically significant at the $p < .05$ level (one tailed).

Obliging - Outspoken

This scale measures whether an individual is likely to challenge others or try to help achieve a consensus.

Scale Summary

Obliging		Outspoken
Associated Positive and Negative Behavioral Tendencies		
Likely to get along with others and minimize unnecessary confrontations		Likely to be an effective advocate for important issues
May tend to avoid speaking out when it could cause disharmony		May frequently disagree with the consensus and be regarded as divisive
Wave Professional Styles Dimensions loaded into scale		
Accepting		Challenging
Resolving		Articulate
Conforming		Convincing

More Obliging

More obliging individuals are likely to get along with others and minimize unnecessary confrontations. They are likely to be good at creating a relaxed working atmosphere; they achieve this through being trustful, considerate, and keen to resolve any differences that may exist between others. They also tend to ensure that procedures are followed closely. At times, however, they may be too eager to please, and tend to avoid speaking out when it could cause disharmony. Therefore they are less likely to challenge others or offer opinions that go against the majority view.

More Outspoken

Individuals who prefer to be more outspoken are likely to be effective advocates for important issues. They are characteristically very challenging and are able to put their arguments across in a very convincing way. They generally have no reservations about openly voicing their disagreement, but if this is done too frequently against the consensus they may be regarded as divisive. They are less likely to be sensitive to the feelings of those around when airing their views, and can potentially be perceived as displaying a lack of empathy and tolerance towards others. At the extreme their behavior may be seen as mischievous, where they may challenge something to provoke a reaction.

Validity

Concurrent Criterion-Related Validity

Behavioral Competencies

Table 12.10 Strongest correlations of Obliging - Outspoken with external ratings of work performance competencies based on Wave 360 data (N=308)

Obliging (Low Outspoken)		Outspoken (Low Obliging)	
Understanding People	.22 (.44)	Challenging Ideas	.26 (.52)
Following Procedures	.19 (.38)	Convincing People	.23 (.47)
Valuing Individuals	.17 (.32)	Generating Ideas	.22 (.45)
Resolving Conflict	.16 (.31)	Seizing Opportunities	.21 (.42)
Upholding Standards	.10 (.20)	Conveying Self-Confidence	.21 (.42)
Establishing Rapport	.09 (.16)	Articulating Information	.23 (.40)

Note. White cells display a priori predictions based on corresponding competencies. Shaded cells show the highest three other correlations not a priori hypothesized.

Note: Any raw correlation higher than .12 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p < .05$ level (one tailed). $N=308$.

Overall Effectiveness

'Obliging-Outspoken' correlated with 'Overall Effectiveness', as measured by Performance 360, at $-.20$ ($-.30$) when more Obliging and less Outspoken and at $.20$ ($.30$), when more Outspoken and less Obliging, suggesting those who are more Outspoken and less Obliging are rated as more effective. Those more Outspoken and less Obliging were also rated as more effective in 'Demonstrating Potential' ($r=.20$ ($.33$)). There were no statistically significant relationships between the scale and the global measures 'Applying Specialist Expertise' ($r=.07$ ($.15$)) or 'Accomplishing Objectives' ($r=.11$ ($.24$)).

Great Eight Correlations

The 'Obliging-Outspoken' scale was correlated with independent Great Eight criteria as measured by external ratings of work performance. 'Obliging-Outspoken' correlated with the Great Eight's 'Creating & Conceptualizing' at $-.17$ ($-.53$), 'Enterprising & Performing' at $-.22$ ($-.48$), 'Leading & Deciding' at $-.20$ ($-.36$), 'Analyzing & Interpreting' at $-.14$ ($-.30$) and 'Interacting & Presenting' at $-.12$ ($-.26$) (more Obliging and less Outspoken). Someone more Outspoken and less Obliging is less likely to accept the status quo and is probably adept at developing and creating new and enterprising concepts and ideas. They are also likely to create for themselves a platform from which to advertise their ideas and be highly competent in both interaction with others and adopting a position of leadership - both key strategies in getting buy in from others.

Overplayed Strengths

Evidence suggests that individuals more Obliging and less Outspoken are likely to be rated as less effective in the majority of areas and those more Outspoken and less Obliging are likely to be rated as highly effective in more areas. However, research by Saville Consulting into overplayed strengths highlights the potential pitfalls of being at the seemingly more favorable extreme of the scale. Being highly Outspoken and less Obliging may lead to one 'being so determined to make a point and express a view that it hinders listening to relevant arguments from colleagues or customers' or 'the act of trying to change people's opinion becoming a personal challenge' - self-ratings on OSs correlated at .27 and .25 respectively with Wave Competency Potential dimension Convincing People; those more Outspoken and less Obliging are more likely to be rated as highly effective in the competency Convincing People, correlating at .23 (r=.47).

Construct Validity

Table 12.11 Strongest correlations with scales from the Hogan Development Survey (N=306)

Obliging (Low Outspoken)		Outspoken (Low Obliging)	
Dutiful	.49	Bold	.41
Cautious	.32	Mischievous	.41
Diligent	.13	Colorful	.40

Note: Any raw correlation higher than .12 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p < .05$ level (one tailed). N=306.

When more Obliging and less Outspoken, the highest correlation was with the HDS scale 'Dutiful' at .49. When more Outspoken and less Obliging, the highest correlations were with the HDS scales 'Bold' (r=.41), 'Mischievous' (r=.41), 'Colorful' (r=.40) and 'Imaginative' (r=.39).

Reliability

Alternate Form Reliability (N=1,153)	.92
Test Re-test Reliability (N=100)	.81

Relationships with other Reflections scales

If more Obliging (than Outspoken) people are very likely to be:

More Focused on Others (less Self-focused)
 More Cautious (less Daring)
 More Sensitive (less Tough-Minded)
 More Sympathetic (less Tenacious)
 More Particular (less Broadminded)

If more Obliging (than Outspoken) people are moderately likely to be:

More Impressionable (less Skeptical)

If more Outspoken (than Obliging) people are very likely to be:

More Self-focused (less Focused on Others)
 More Daring (less Cautious)
 More Tough-Minded (less Sensitive)
 More Tenacious (less Sympathetic)
 More Broadminded (less Particular)

If more Outspoken (than Obliging) people are moderately likely to be:

More Skeptical (less Impressionable)

Table 12.12 Summary of correlations between Obliging - Outspoken and other Reflections scales (N=1,153)



Reflections scale	More Obliging - Less Outspoken	More Outspoken - Less Obliging
More Impressionable - Less Skeptical	.36	-.36
More Task-Immersed - Less Socially-Immersed	.09	-.09
More Broadminded - Less Particular	-.47	.47
More Tough-Minded - Less Sensitive	-.61	.61
More Self-focused - Less Focused on Others	-.65	.65
More Daring - Less Cautious	-.62	.62
More Sympathetic - Less Tenacious	.54	-.54
More Reflective - Less Impulsive	.03	-.03

Note: Any raw correlation higher than .06 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .05 is statistically significant at the $p < .05$ level (one tailed).

Tough Minded - Sensitive

This scale measures an individual's ability to cope in pressured situations and the degree to which they are prepared to assist others in difficult circumstances.

Scale Summary

Tough Minded		Sensitive
Associated Positive and Negative Behavioral Tendencies		
Likely to appear confident and calm in difficult situations		Likely to be sensitive to difficulties experienced by others
May be perceived as lacking concern and appear unmoved under pressure		May often react inappropriately under pressure
Wave Professional Styles Dimensions loaded into scale		
Self-Assured		Receptive
Composed		Attentive
Positive		Accepting

More Tough Minded

Individuals who demonstrate more tough minded behavior are likely to appear confident and calm in testing situations. They are typically very self-assured and generally find it easy to ignore any negative criticism. The substantial self-belief they exhibit however may be perceived by some as lacking concern and appearing unmoved under pressure. This can be potentially unhelpful in highly stressful situations where those around them are not as resilient as they are.

More Sensitive

Individuals who prefer to be more sensitive are likely to be highly focused on the difficulties experienced by others. They typically prefer to spend time tending to others when things are not going well, and can be very understanding. At times, others may perceive them as delicate, and they may be seen to overreact or react inappropriately under pressure. Possessing a more sensitive nature also means that they are unlikely to push others hard, particularly when others are under pressure.

Validity

Concurrent Criterion-Related Validity

Behavioral Competencies

Table 12.13 Strongest correlations of Tough Minded - Sensitive with external ratings of work performance competencies based on Wave 360 data (N=308)

Tough Minded (Low Sensitive)		Sensitive (Low Tough Minded)	
Conveying Self-Confidence	.28 (.56)	Understanding People	.21 (.43)
Seizing Opportunities	.24 (.49)	Following Procedures	.14 (.27)
Taking Action	.23 (.45)	Valuing Individuals	.07 (.14)
Articulating Information	.26 (.45)	Upholding Standards	.06 (.12)
Thinking Positively	.15 (.27)	Resolving Conflict	.06 (.12)
Showing Composure	.12 (.23)	Inviting Feedback	-.05 (-.10)

Note. White cells display a priori predictions based on corresponding competencies. Shaded cells show the highest three other correlations not a priori hypothesized.

Note: Any raw correlation higher than .12 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p < .05$ level (one tailed). $N=308$.

Overall Effectiveness

'Tough Minded-Sensitive' correlated with 'Overall Effectiveness', as measured by Performance 360, at .22 (.38) when more Tough Minded and less Sensitive and at -.20 (-.38) when more Sensitive and less Tough Minded, suggesting those who are more Tough Minded and less Sensitive are rated as more effective. Those more Tough Minded and less Sensitive are also rated as more effective in 'Applying Specialist Expertise' ($r=.17$ (.37)) and 'Demonstrating Potential' ($r=.21$ (.34)). No statistically significant relationship was found between the scale and the global measure 'Accomplishing Objectives' ($r=.11$ (.23))

Great Eight Correlations

The 'Tough Minded-Sensitive' scale was correlated with independent Great Eight criteria as measured by external ratings of work performance. 'Tough Minded-Sensitive' correlated with the Great Eight's 'Enterprising & Performing' at .24 (.51), 'Creating & Conceptualizing' at .17 (.50), 'Leading & Deciding' at .26 (.48), 'Interacting & Presenting' at .19 (.41), 'Analyzing & Interpreting' at .17 (.38) and 'Adapting & Coping' at .16 (.33) (more Tough Minded and less Sensitive). These results would be expected. Someone more Tough Minded and less Sensitive is likely to excel in most areas, except perhaps those relating to the consideration of others, where their lack of sensitivity is unlikely to foster a supportive environment. Indeed, the only great eight with which the scale showed no correlation was 'Supporting & Cooperating'.

Overplayed Strengths

Evidence suggests that individuals more Sensitive and less Tough Minded are likely to be rated as less effective in the majority of areas and those more Tough Minded and less Sensitive are likely to be rated as highly effective in more areas. However, research by Saville Consulting into overplayed strengths also highlights the potential pitfalls of being at the seemingly more favorable extreme of the scale. Being highly Tough Minded and less Sensitive could cause 'other people to find such strong personal confidence intimidating' and there may 'be concern that as well as being seen as self-confident, one could appear to others as self-absorbed and selfish' - self-ratings on OSs correlated at .24 and .27 respectively with the Wave Competency Potential dimension Conveying Self-Confidence; those more Tough Minded and less Sensitive are likely to be rated as highly effective in the competency Conveying Self-Confidence, correlating at .28 ($r=.56$).

Construct Validity

Table 12.14 Strongest correlations with scales from the Hogan Development Survey (N=306)

Tough Minded (Low Sensitive)		Sensitive (Low Tough Minded)	
Colorful	.41	Dutiful	.46
Mischievous	.37	Careful	.46
Bold	.35	Excitable	.17
Imaginative	.13		

Note: Any raw correlation higher than .12 is statistically significant at the $p<.05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p<.05$ level (one tailed). N=306.

The highest correlation when more Tough Minded and less Sensitive was with the HDS scale 'Colorful' at .41. Those when more Sensitive and less Tough Minded were with the HDS scales 'Cautious' and 'Dutiful' ($r=.46$ for both).

Reliability

Alternate Form Reliability (N=1,153)	.90
Test Re-test Reliability (N=100)	.83

Relationships with other Reflections scales

If more Tough-Minded (than Sensitive) people are very likely to be:

More Self-focused (less Focused on Others)
 More Tenacious (less Sympathetic)
 More Outspoken (less Obliging)

If more Tough-Minded (than Sensitive) people are moderately likely to be:

More Daring (less Cautious)
 More Broadminded (less Particular)

If more Sensitive (than Tough-Minded) people are very likely to be:

More Focused on Others (less Self-focused)
 More Sympathetic (less Tenacious)
 More Obliging (less Outspoken)

If more Sensitive (than Tough-Minded) people are moderately likely to be:

More Cautious (less Daring)
 More Broadminded (less Particular)

Table 12.15 Summary of correlations between Tough-Minded - Sensitive and other Reflections scales (N=1,153)



Reflections scale	More Tough-Minded - Less Sensitive	More Sensitive - Less Tough-Minded
More Impressionable - Less Skeptical	-.24	.24
More Task-Immersed - Less Socially-Immersed	-.11	.11
More Broadminded - Less Particular	.32	-.32
More Obliging - Less Outspoken	-.61	.61
More Self-focused - Less Focused on Others	.66	-.66
More Daring - Less Cautious	.39	-.39
More Sympathetic - Less Tenacious	-.62	.62
More Reflective - Less Impulsive	-.17	.17

Note: Any raw correlation higher than .06 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .05 is statistically significant at the $p < .05$ level (one tailed).

Self-focused - Focused on Others

This scale measures the balance between an individual's focus on their own interests and on the interests of others.

Scale Summary

Self-focused		Focused on Others
Associated Positive and Negative Behavioral Tendencies		
Likely to impress people and seize personal opportunities		Likely to do things for the good and welfare of other people
May promote their own interests over the interests of others		May do too little to promote their own interests
Wave Professional Styles Dimensions loaded into scale		
Self-Promoting		Principled
Convincing		Involving
Self-Assured		Attentive

More Self-focused

More self-focused individuals are likely to impress people and seize personal opportunities. They are likely to be good at promoting themselves and their cause, and feel confident in situations where they are the center of attention. As well as impressing others with their achievements they often tend to be good at winning people round. At times, however, more self-focused individuals may neglect to focus sufficiently on the needs of others. This may be unhelpful in situations where teamwork is a key to success. More self-focused individuals tend to make sure that their personal goals are achieved first. At the extreme this could be at the expense of those around them or even the organization as a whole.

More Focused on Others

Individuals who favor being more focused on others are likely to do things for the good and welfare of other people. They typically would prefer those around them to benefit from their work, rather than themselves. However, a strong need to focus on others mean they may do too little to promote their own interests. They are likely to be less forceful in convincing others, and may not believe that imposing their views on others is appropriate. This may mean that they fail to take the fullest advantage of situations that present themselves and as a result miss important career and personal opportunities.

Validity

Concurrent Criterion-Related Validity

Behavioral Competencies

Table 12.16 Strongest correlations of Self-focused - Focused on Others with external ratings of work performance competencies based on Wave 360 data (N=308)

Self-focused (Low Focused on Others)		Focused on Others (Low Self-focused)	
Impressing People	.24 (.48)	Understanding People	.27 (.53)
Conveying Self-Confidence	.23 (.46)	Valuing Individuals	.21 (.39)
Seizing Opportunities	.19 (.37)	Upholding Standards	.18 (.36)
Taking Action	.18 (.35)	Resolving Conflict	.18 (.35)
Convincing People	.15 (.31)	Following Procedures	.16 (.32)
Pursuing Goals	.16 (.31)	Team Working	.08 (.17)

Note. White cells display a priori predictions based on corresponding competencies. Shaded cells show the highest three other correlations not a priori hypothesized.

Note: Any raw correlation higher than .12 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p < .05$ level (one tailed). N=308.

Overall Effectiveness

'Self-focused-Focused on Others' correlated with 'Overall Effectiveness', as measured by Performance 360, at .16 (.28) when more Self-focused and less Focused on Others and at -.16 (-.28) when more Focused on Others and less Self-focused, suggesting those who are more Self-focused and less Focused on Others are rated as more effective. Those more Self-focused and less Focused on Others were also rated more effective in 'Demonstrating Potential' ($r = .22$ (.36)). No significant relationship was found with the global measure 'Applying Specialist Expertise' ($r = .05$ (.10)), or 'Accomplishing Objectives' ($r = .07$ (.15)).

Great Eight Correlations

The 'Self-focused-Focused on Others' scale was correlated with independent Great Eight criteria as measured by external ratings of work performance. 'Self-focused-Focused on Others' correlated with the Great Eight's 'Creating & Conceptualizing' at .11 (.33), 'Leading & Deciding' at .14 (.25), 'Enterprising & Performing' at .15 (.32) and 'Supporting & Cooperating' at -.12 (-.25) (more Self-focused and less Focused on Others). Someone more Self-focused and less Focused on Others is likely to strive to ensure that things go their way, especially when it comes to the arenas of developing new and enterprising ideas, where they might have to steer others in a certain direction to make sure their ideas are adopted. They are, therefore, more likely to be seen as more effective in most areas with, evidently, the exception of 'Supporting & Cooperating', where, unsurprisingly,

those who are more Focused on Others and less Self-focused are considered more effective.

Overplayed Strengths

Evidence suggests that individuals more Focused on Others and less Self-focused are likely to be rated as less effective in the majority of areas and those more Self-focused and less Focused on Others are likely to be rated as highly effective in more areas. However, research by Saville Consulting into overplayed strengths also highlights the potential pitfalls of being at the extreme of the seemingly more favorable end of the scale. Being highly Self-focused and less Focused on Others could cause 'one to attract too much unnecessary attention, particularly in extremely competitive or confrontational environments' and there may be a danger of 'inappropriately taking center stage from someone more senior or who is formally presenting information to others' - self-ratings on OSs correlating at .21 and .27 respectively with the Wave Competency Potential dimension Impressing People; those more Self-focused and less Focused on Others are likely to be rated as highly effective in the competency Impressing People, correlating at .24 (r=.48).

Construct Validity

Table 12.17 Strongest correlations with scales from the Hogan Development Survey (N=306)

Self-focused (Low Focused on Others)		Focused on Others (Low Self-focused)	
Colorful	.47	Dutiful	.29
Bold	.45	Cautious	.28
Mischievous	.42		
Imaginative	.33		
Skeptical	.28		
Leisurely	.12		

Note: Any raw correlation higher than .12 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p < .05$ level (one tailed). N=306.

When more Self-focused and less Focused on Others the highest correlations were with the HDS scales 'Colorful' (r=.47), 'Bold' (r=.45) and 'Mischievous' (r=.42). The highest correlations when more Focused on Others and less Self-focused were with the HDS scales 'Dutiful' (r=.29) and 'Cautious' (r=.28).

Reliability

Alternate Form Reliability (N=1,153)	.89
Test Re-test Reliability (N=100)	.74

Relationships with other Reflections scales

If more Self-focused (than Focused on Others) people are very likely to be:

More Tough-minded (less Sensitive)
 More Outspoken (less Obliging)
 More Tenacious (less Sympathetic)

If more Self-focused (than Focused on Others) people are moderately likely to be:

More Daring (less Cautious)

If more Focused on Others (than Self-focused) people are very likely to be:

More Sensitive (less Tough Minded)
 More Obliging (less Outspoken)
 More Sympathetic (less Tenacious)

If more Focused on Others (than Self-focused) people are moderately likely to be:

More Cautious (less Daring)

Table 12.18 Summary of correlations between Self-focused - Focused on Others and other Reflections scales (N=1,153)



Reflections scale	More Self-focused - Less Focused on Others	More Focused on Others - Less Self-focused
More Impressionable - Less Skeptical	-.23	.23
More Task-Immersed - Less Socially-Immersed	-.25	.25
More Broadminded - Less Particular	.29	-.29
More Obliging - Less Outspoken	-.65	.65
More Tough-Minded - Less Sensitive	.66	-.66
More Daring - Less Cautious	.36	-.36
More Sympathetic - Less Tenacious	-.61	.61
More Reflective - Less Impulsive	-.06	.06

Note: Any raw correlation higher than .06 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .05 is statistically significant at the $p < .05$ level (one tailed).

Daring - Cautious

This scale measures whether an individual is more inclined to take risks and promote change, or favor more conservative options with which they are already familiar.

Scale Summary

Daring		Cautious
Associated Positive and Negative Behavioral Tendencies		
Likely to take calculated risks which may result in effective change		Likely to favor methods which have been successfully tried and tested
May increase exposure to risk in the need to enforce change		May miss opportunities to experiment with new approaches
Wave Professional Styles Dimensions loaded into scale		
Enterprising Change Oriented Inventive		Conforming Rational Reliable

More Daring

Individuals who prefer a more daring approach are likely to take calculated risks, which may result in effective change. They are likely to be innovative, and good at generating ideas that can take advantage of unexplored areas. Being too daring may, however, increase exposure to risk. More daring individuals must assess the right time to try to seize an opportunity, in addition to making sure that they follow the required procedures. They may also lack structure in the way in which they work, and specifically may not meet timescales or fulfil their obligations.

More Cautious

More cautious individuals are likely to favor methods which have been successfully tried and tested. They typically prefer lower risk options and are eager to ensure that rules and regulations are adhered to. They can generally be counted upon as reliable individuals who wish to continue doing things conventionally. A potential weakness of being too cautious is that they may miss opportunities to experiment with new approaches; most likely the result of not being particularly creative combined with a reluctance to seize opportunities.

Validity

Concurrent Criterion-Related Validity

Behavioral Competencies

Table 12.19 Strongest correlations of Daring - Cautious with external ratings of work performance competencies based on Wave 360 data (N=308)

Daring (Low Cautious)		Cautious (Low Daring)	
Generating Ideas	.23 (.46)	Following Procedures	.30 (.59)
Seizing Opportunities	.19 (.38)	Upholding Standards	.18 (.35)
Convincing People	.19 (.38)	Meeting Timescales	.17 (.32)
Exploring Possibilities	.18 (.36)	Understanding People	.14 (.29)
Articulating Information	.20 (.35)	Valuing Individuals	.15 (.28)
Embracing Change	.10 (.19)	Interpreting Data	-.07 (-.15)

Note. White cells display a priori predictions based on corresponding competencies. Shaded cells show the highest three other correlations not a priori hypothesized.

Note: Any raw correlation higher than .12 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p < .05$ level (one tailed). $N=308$.

Overall Effectiveness

'Daring-Cautious' correlated with 'Overall Effectiveness', as measured by Wave 360, at .13 (.23) when more Daring and less Cautious and at -.13 (-.23) when more Cautious and less Daring, suggesting those who are more Daring and less Cautious are rated as more effective. Those more Daring and less Cautious were also rated as more effective in 'Demonstrating Potential' ($r=.15$ (.25)). No statistically significant relationship was found between the scale and the global measures 'Applying Specialist Expertise' ($r=.08$ (.17)) and 'Accomplishing Objectives' ($r=.05$ (.12))

Great Eight Correlations

The 'Daring-Cautious' scale was correlated with independent Great Eight criteria as measured by external ratings of work performance. 'Daring-Cautious' correlated with the Great Eight's 'Creating & Conceptualizing' at .16 (.47), 'Enterprising & Performing' at .13 (.28) and 'Supporting & Cooperating' at -.12 (-.26) (more Daring and less Cautious). These results would be expected. Someone more Daring and less Cautious is more likely to propose new, radical ideas and jump at opportunities. Being less satisfied with conforming to the status quo, they are more likely to drive things forward and, therefore, are more likely to be seen as more effective in most areas, with, again, the exception of 'Supporting & Cooperating', where it is likely that their desire for variety and new things may not be conducive to the wellbeing of those around them.

Overplayed Strengths

Evidence suggests that individuals more Cautious and less Daring are likely to be rated as less effective in the majority of areas and those more Daring and less Cautious are likely to be rated as highly effective in more areas. However, research by Saville Consulting into overplayed strengths also highlights the potential pitfalls of being at the extreme of the seemingly more favorable end of the scale. Being highly Daring and less Cautious could result in 'a passion for producing ideas creating difficulties when listening to others' ideas and accepting alternative views' - self-rating on OS correlated at .22 with the Wave Competency Potential dimension Generating Ideas; those more Daring and less Cautious are likely to be rated as highly effective in the competency Generating Ideas, correlating at .23 ($r=.46$). It also may mean that 'more time and energy is spent seeking new opportunities than dealing with existing demands' or 'a too great a focus on pursuing one or two big opportunities which never seem to materialize at the expense of more modest opportunities which are more likely to come to fruition' - self-ratings on OSs correlated at .34 and .31 respectively with the Wave Competency Potential dimension Seizing Opportunities; those more Daring and less Cautious are likely to be rated as highly effective in the competency Seizing Opportunities, correlating at .19 ($r=.38$).

Construct Validity

Table 12.20 Strongest correlations with scales from the Hogan Development Survey (N=306)

Daring (Low Cautious)		Cautious (Low Daring)	
Mischievous	.50	Diligent	.39
Imaginative	.45	Cautious	.32
Colorful	.45	Dutiful	.32
Bold	.29		

Note: Any raw correlation higher than .12 is statistically significant at the $p<.05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p<.05$ level (one tailed). N=306.

The highest correlations when more Daring and less Cautious were with the HDS scales 'Imaginative' and 'Colorful' .50 and 'Mischievous' at .45. When more Cautious and less Daring, the highest correlation was with the HDS scale 'Diligent' ($r=.39$) rather than its HDS namesake 'Cautious' ($r=.32$). Again, looking at the components and correlates of these scales explains why; the characteristics of being more Cautious and less Daring (the Cautious element comprising Conforming, Rational and Reliable) align more comfortably with the HDS's 'Diligent' (correlating with Conforming at .38, Rational at .22 and Reliable at .46) than 'Cautious' (correlating with Conforming at .40, Rational at -.06 and Reliable at .08). See Matrix 6 in the Appendices of this handbook for further detail).

Reliability

Alternate Form Reliability (N=1,153)	.94
Test Re-test Reliability (N=100)	.82

Relationships with other Reflections scales

If more Daring (than Cautious) people are very likely to be:

More Broadminded (less Particular)
More Outspoken (less Obliging)

If more Daring (than Cautious) people are moderately likely to be:

More Tough-Minded (less Sensitive)
More Self-focused (less Focused on Others)
More Socially-Immersed (less Task-Immersed)

If more Cautious (than Daring) people are very likely to be:

More Particular (less Broadminded)
More Obliging (less Outspoken)

If more Cautious (than Daring) people are moderately likely to be:

More Sensitive (less Tough-Minded)
More Focused on Others (less Self-focused)
More Task-Immersed (less Socially-Immersed)

Table 12.21 Summary of correlations between Daring - Cautious and other Reflections scales (N=1,153)



Reflections scale	More Daring - Less Cautious	More Cautious - Less Daring
More Impressionable - Less Skeptical	.11	-.11
More Task-Immersed - Less Socially-Immersed	-.30	.30
More Broadminded - Less Particular	.72	-.72
More Obliging - Less Outspoken	-.62	.62
More Tough-Minded - Less Sensitive	.39	-.39
More Self-focused - Less Focused on Others	.36	-.36
More Sympathetic - Less Tenacious	-.28	.28
More Reflective - Less Impulsive	.00	.00

Note: Any raw correlation higher than .06 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .05 is statistically significant at the $p < .05$ level (one tailed).

Sympathetic - Tenacious

This scale measures how concerned an individual is with achieving the best possible results in contrast with the level of support that people receive.

Scale Summary

Sympathetic		Tenacious	
Associated Positive and Negative Behavioral Tendencies			
Likely to be effective at supporting other people		Likely to be good at achieving goals and objectives	
May focus on the needs of other at the expense of delivering results		May push people hard and show a limited concern for their well-being	
Wave Professional Styles Dimensions loaded into scale			
Involving		Striving	
Attentive		Dynamic	
Receptive		Activity-Oriented	

More Sympathetic

Individuals who prefer to be more sympathetic are likely to be effective at supporting other people. They tend to be good listeners and display a large amount of empathy. They typically find it easy to establish rapport with others, and can generally be described as friendly. However on occasions where their sympathy is taken to the extreme it may become problematic, as they may focus on the needs of others at the expense of delivering results.

More Tenacious

More tenacious individuals are likely to be good at achieving goals and objectives. They are characteristically proactive in their approach, often attempting to get things started and make things happen. They are also typically very results oriented, and seek to turn action and opportunities into tangible results. By overstressing the importance of results, however, they may push people hard and show a limited concern for the well-being of others. They are likely to display relatively little patience towards others who contribute little or underperform in their eyes.

Validity

Concurrent Criterion-Related Validity

Behavioral Competencies

Table 12.22 Strongest correlations of Sympathetic - Tenacious with external ratings of work performance competencies based on Wave 360 data (N=308)

Sympathetic (Low Tenacious)		Tenacious (Low Sympathetic)	
Understanding People	.19 (.38)	Taking Action	.27 (.53)
Following Procedures	.09 (.19)	Providing Insights	.24 (.48)
Valuing Individuals	.09 (.17)	Seizing Opportunities	.22 (.45)
Establishing Rapport	.09 (.16)	Pursuing Goals	.22 (.44)
Team Working	.00 (.00)	Producing Output	.21 (.42)
Inviting Feedback	-.02 (-.04)	Generating Ideas	.20 (.40)

Note. White cells display a priori predictions based on corresponding competencies. Shaded cells show the highest three other correlations not a priori hypothesized.

Note: Any raw correlation higher than .12 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p < .05$ level (one tailed). $N=308$.

Overall Effectiveness

'Sympathetic-Tenacious' correlated with 'Overall Effectiveness', as measured by Wave 360, at $-.25 (-.45)$ when more Sympathetic and less Tenacious and at $.25 (.45)$ when more Tenacious and less Sympathetic, suggesting those who are more Tenacious and less Sympathetic are rated as more effective. Those more Tenacious and less Sympathetic were also rated as more effective in 'Applying Specialist Expertise' ($r=.13 (.29)$), 'Accomplishing Objectives' ($r=.15 (.33)$) and 'Demonstrating Potential' ($r=.28 (.45)$).

Great Eight Correlations

The 'Sympathetic-Tenacious' scale was correlated with independent Great Eight criteria as measured by external ratings of work performance. 'Sympathetic-Tenacious' correlated with the Great Eight's 'Creating & Conceptualizing' at $-.24 (-.74)$, 'Enterprising & Performing' at $-.30 (-.66)$, 'Organizing & Executing' at $-.17 (-.41)$, 'Analyzing & Interpreting' at $-.17 (-.37)$, 'Adapting & Coping' at $-.18 (-.37)$ and 'Leading & Deciding' at $-.20 (-.37)$ (more Tenacious and less Sympathetic). This would be expected; someone more Tenacious and less Sympathetic is likely to be highly results oriented and, therefore, more likely to be seen as more effective in nearly all areas, with, once again, the exception of 'Supporting & Cooperating', where it is likely that their focus on successful task delivery is at the expense of a concern for the welfare of others.

Overplayed Strengths

Evidence suggests that individuals more Sympathetic and less Tenacious are likely to be rated as less effective in the majority of areas and those more Tenacious and less Sympathetic are likely to be rated as highly effective in more areas. However, research by Saville Consulting into overplayed strengths also highlights the potential pitfalls of being at the extreme of the seemingly more favorable end of the scale. Being highly Tenacious and less Sympathetic could result in 'pushing people unnecessarily hard' or 'personal ambition becoming too much of a focus and driver' - self-rating on OS correlating at .20 and .30 respectively with Wave Competency Potential dimension Pursuing Goals; those more Tenacious and less Sympathetic are likely to be rated as more effective in the competency Pursuing Goals, correlating at .22 ($r=.44$). There may also be a risk of 'the desire to make things happen tending to throw existing projects into disarray' - self-rating on OS correlated at .24 with Wave Competency Potential dimension Taking Action; those more Tenacious and less Sympathetic are likely to be rated as more effective in the competency Taking Action, correlating at .27 ($r=.53$).

Construct Validity

Table 12.23 Strongest correlations with scales from the Hogan Development Survey (N=306)

Sympathetic (Low Tenacious)		Tenacious (Low Sympathetic)	
Dutiful	.39	Mischievous	.33
Cautious	.27	Bold	.29
		Colorful	.21
		Imaginative	.17
		Skeptical	.17
		Reserved	.17
		Leisurely	.12

Note: Any raw correlation higher than .12 is statistically significant at the $p<.05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p<.05$ level (one tailed). N=306.

The highest correlation when more Sympathetic and less Tenacious was with the HDS scale 'Dutiful' at .39. Those when more Tenacious and less Sympathetic were with the HDS scales 'Mischievous' ($r=.33$) and 'Bold' ($r=.29$).

Reliability

Alternate Form Reliability (N=1,153)	.90
Test Re-test Reliability (N=100)	.81

Relationships with other Reflections scales

If more Sympathetic (than Tenacious) people are very likely to be:

More Sensitive (less Tough-Minded)
 More Focused on Others (less Self-focused)
 More Obliging (less Outspoken)

If more Sympathetic (than Tenacious) people are moderately likely to be:

More Reflective (less Impulsive)
 More Impressionable (less Skeptical)

If more Tenacious (than Sympathetic) people are very likely to be:

More Tough-Minded (less Sensitive)
 More Self-focused (less Focused on Others)
 More Outspoken (less Obliging)

If more Tenacious (than Sympathetic) people are moderately likely to be:

More Impulsive (less Reflective)
 More Skeptical (less Impressionable)

Table 12.24 Summary of correlations between Sympathetic - Tenacious and other Reflections scales (N=1,153)



Reflections scale	More Sympathetic - Less Tenacious	More Tenacious - Less Sympathetic
More Impressionable - Less Skeptical	.33	-.33
More Task-Immersed - Less Socially-Immersed	-.18	.18
More Broadminded - Less Particular	-.14	.14
More Obliging - Less Outspoken	.54	-.54
More Tough-Minded - Less Sensitive	-.62	.62
More Self-focused - Less Focused on Others	-.61	.61
More Daring - Less Cautious	-.27	.27
More Reflective - Less Impulsive	.34	-.34

Note: Any raw correlation higher than .06 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .05 is statistically significant at the $p < .05$ level (one tailed).

Reflective - Impulsive

This scale measures an individual's attitude towards decision-making, and whether they are more likely to weigh-up various options or go with their first instinct.

Scale Summary

Reflective	Impulsive
Associated Positive and Negative Behavioral Tendencies	
Likely to use information from a range of sources to make well-informed decisions	 Likely to make quick decisions and act swiftly
May delay activities and take too long over urgent decisions	 May commit to a course of action without investigating better options
Wave Professional Styles Dimensions loaded into scale	
Learning Oriented Strategic Abstract	Activity Oriented Purposeful Change Oriented

More Reflective

Individuals who prefer to be more reflective are likely to use information from a range of sources to make well-informed decisions. They tend to be cautious in their execution of decisions, yet imaginative in their thinking, and not afraid to challenge the existing ways of doing things. They typically will retain confidence that their approach is more likely to yield the correct choice if given sufficient time. However, if they deliberate too much they may delay activities and take too long over urgent decisions.

More Impulsive

More impulsive individuals are likely to make quick decisions and act swiftly. Their highly decisive nature allows them to get things done and they typically produce a large quantity of output. They tend to have a talent for taking charge of others and have no fear of being fully responsible for the decisions they make. However, being too impulsive may cause them to commit to a course of action without investigating better options. The tendency to take responsibility for quick decisions and actions may cause others to feel, at times, they have relatively little say.

Validity

Concurrent Criterion-Related Validity

Behavioral Competencies

Table 12.25 Strongest correlations of Reflective - Impulsive with external ratings of work performance competencies based on Wave 360 data (N=308)

Reflective (Low Impulsive)		Impulsive (Low Reflective)	
Exploring Possibilities	.01 (.03)	Making Decisions	.20 (.41)
Developing Strategies	-.03 (-.07)	Producing Output	.20 (.41)
Developing Expertise	-.06 (-.13)	Directing People	.23 (.41)
<i>No work performance competencies statistically significantly positively correlated with the Reflective extreme of the scale.</i>		Adopting Practical Approaches	.18 (.36)
		Taking Action	.17 (.33)
		Embracing Change	.04 (.09)

Note. White cells display a priori predictions based on corresponding competencies. Shaded cells show the highest three other correlations not a priori hypothesized.

Note: Any raw correlation higher than .12 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p < .05$ level (one tailed). N=308.

Overall Effectiveness

'Reflective-Impulsive' demonstrated no significant correlation with 'Overall Effectiveness', as measured by Wave 360, (-.09 (-.16) when more Reflective and less Impulsive and at .09 (.16) when more Impulsive and less Reflective). Those more Impulsive and less Reflective were also rated as more effective in 'Accomplishing Objectives' ($r = .14$ (.30)), however, no relationship was observed between the scale and the global measures 'Demonstrating Potential' ($r = .02$ (.03)) and 'Applying Specialist Expertise' ($r = .07$ (.15)).

Great Eight Correlations

The 'Reflective-Impulsive' scale was correlated with independent Great Eight criteria as measured by external ratings of work performance. 'Reflective-Impulsive' correlated with the Great Eight's 'Leading & Deciding' at -.18 (-.34), 'Analyzing & Interpreting' at -.12 (-.25), 'Creating & Conceptualizing' at -.08 (-.24), 'Adapting & Coping' at -.11 (-.24), 'Interacting & Presenting' at -.10 (-.22), 'Supporting & Cooperating' at -.08 (-.17) and 'Enterprising & Performing' at -.06 (-.14) (more Impulsive and less Reflective). This would be expected; someone more Impulsive and less Reflective is likely to be more activity oriented and make things happen by acting swiftly and making quick decisions. They may, therefore, appear to be more effective in all areas than their more Reflective and less Impulsive counterparts, who may delay activities, find fault in ideas and take too long over urgent decisions.

Overplayed Strengths

Evidence suggests that individuals more Reflective and less Impulsive are likely to be rated as less effective in the majority of areas and those more Impulsive and less Reflective are likely to be rated as highly effective in more areas. However, research by Saville Consulting into overplayed strengths also highlights the potential pitfalls of being at the extreme of the seemingly more favorable end of the scale. Being highly Impulsive and less Reflective could result in ‘the excitement of starting something new at the expense of doing more routine work’ - self-rating on OS correlated at .31 with Wave Competency Potential dimension Taking Action; those more Impulsive and less Reflective are likely to be rated as highly effective in the competency Taking Action, correlating at .17 ($r=.33$). There may also be a danger of ‘being seen as too dominant in group or team settings’ - self-rating on OS correlated at .21 with Wave Competency Potential dimension Making Decisions; those more Impulsive and less Reflective are likely to be rated as highly effective in the competency Making Decisions, correlating at .20 ($r=.41$).

Construct Validity

Table 12.26 Strongest correlations with scales from the Hogan Development Survey (N=306)

Reflective (Low Impulsive)		Impulsive (Low Reflective)
Cautious	.18	No significant correlations.
Imaginative	.18	
Reserved	.13	
Excitable	.12	

Note: Any raw correlation higher than .12 is statistically significant at the $p<.05$ level (two tailed) and any raw correlation higher than .10 is statistically significant at the $p<.05$ level (one tailed). N=306.

The highest correlations when more Reflective and less Impulsive were with the HDS scales ‘Cautious’ and ‘Imaginative’ ($r= .18$ in both instances). When more Impulsive and less Reflective there were no significant positive correlations. Results suggest that the ‘Reflective-Impulsive’ scale is measuring an aspect of derailment behavior not covered by the Hogan Development Survey.

Reliability

Alternate Form Reliability (N=1,153)	.87
Test Re-test Reliability (N=100)	.77

Relationships with other Reflections scales

If more Reflective (than Impulsive) people are very likely to be:

None

If more Reflective (than Impulsive) people are moderately likely to be:

More Sympathetic (less Tenacious)

If more Impulsive (than Reflective) people are very likely to be:

None

If more Impulsive (than Reflective) people are moderately likely to be:

More Tenacious (less Sympathetic)

Table 12.27 Summary of correlations between Reflective - Impulsive and other Reflections scales (N=1,153)

Reflections scale	More Reflective - Less Impulsive	More Impulsive - Less Reflective
More Impressionable - Less Skeptical	-.26	.26
More Task-Immersed - Less Socially-Immersed	-.04	.04
More Broadminded - Less Particular	.08	-.08
More Obliging - Less Outspoken	.03	-.03
More Tough-Minded - Less Sensitive	-.17	.17
More Self-focused - Less Focused on Others	-.06	.06
More Daring - Less Cautious	.00	.00
More Sympathetic - Less Tenacious	.34	-.34

Note: Any raw correlation higher than .06 is statistically significant at the $p < .05$ level (two tailed) and any raw correlation higher than .05 is statistically significant at the $p < .05$ level (one tailed).

12.8 Reflections Summary

By detailing in depth the associations of each Reflections scale this chapter aims to demonstrate how the Reflections model is positioned within the Wave Performance Culture Framework.

Detailed scale descriptions and examples of potential positive and negative behavioral outcomes are provided along with Alternate Form and Test-Retest reliability estimates and validity data. Scales are validated against external ratings of work performance competencies, overall effectiveness and 'Great Eight' competencies, as well as against research on overplayed strengths. Construct validity is established by comparison of Reflections with the Hogan Development Survey.

In summary, the chapter should assist the user in navigating through a complex pattern of links between potential positive and negative behavioral tendencies and individual performance competencies, overall effectiveness, associations with the 'Great Eight' competencies and overplayed strengths.

