



Considerations for gaining stakeholder buy-in for working with Wave



At Saville Assessment, we are passionate about supporting our Wave user community and committed to ensuring you get the most out of your assessments.

We run a regular program, bringing together Wave users to share hints and tips around interpreting and feeding back different profiles and to discuss any other points of interest we might come across when using the tool, creating a great sense of community in which to learn from each other. Sessions focus on specific topics and we have turned the key learnings from each topic into a library of Wave Hints & Tips.

The current guide summarizes hints and tips for: Gaining stakeholder buy-in for Wave.

If you are an accredited Wave user and would like to be a part of this community or book on to an upcoming session, please contact:

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If you are not already Wave trained and would like to be, please contact

info@savilleassessment.com for information about accreditation courses.

Describing the value that Wave adds:

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- Wave gives you information that is difficult to gather from other sources, enabling you to make a more informed decision (whether that be hiring or development related).
- In recruitment, Wave highlights areas that could present risks for the individual and organization so that you can use limited interview time to explore these and really focus on the things that matter for that person.
- Wave is unique in it's reporting of motive and talent; it distinctly separates out these two concepts. This gives an understanding of someone's motivation as well as talent. This is especially important if someone is good at something, so can provide lots of examples in an interview, but don't enjoy it; if they have to do it everyday, it is likely to impact negatively on their job satisfaction and, eventually, performance.
- It can highlight where situational factors might be at play i.e. where an individual is likely to behave differently in different situations (these are your N-I splits).
- Particularly relevant for stakeholders in recruitment, Wave can identify where someone might have over-rated themselves (again highlighted by N-I splits).
- Under- or over-rating can also be useful to understand in a development setting when identifying areas for focused and targeted development action.

Describing validity to stakeholders

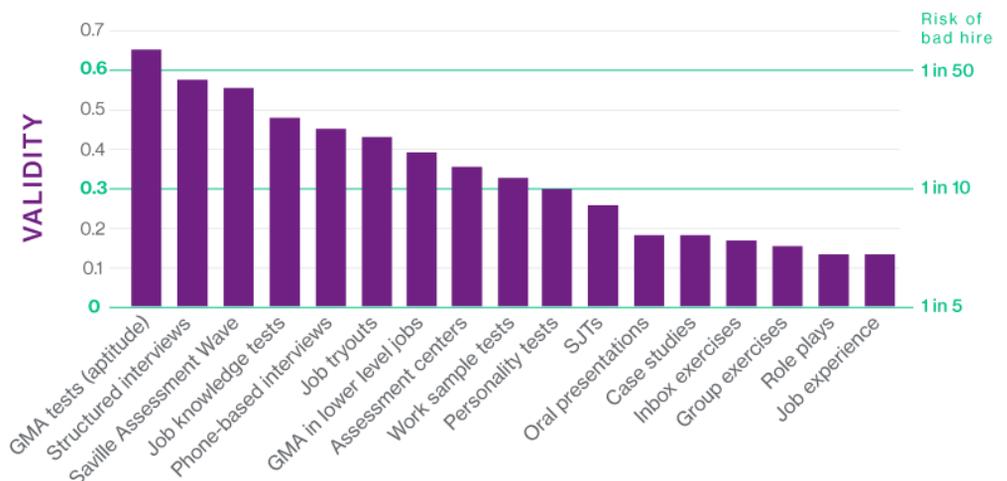
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- Validity is the ability of an assessment to predict performance at work.
- It is linked to risk; the greater the validity of a tool, the more you reduce risk of making the wrong hiring or development decisions.
- If you had no validity (you hired randomly or you randomly assigned development activity), you'd have a 1 in 5 chance of hiring a poor performer or sending someone off down the wrong development track.
- Bringing in an assessment to help you better understand a person's strengths and challenge areas can reduce the chance of making the wrong decision.
- An assessment with the minimum industry standard for validity would reduce this risk to 1 in 10 risk (it would have a validity of 0.3).
- The relationship between validity and risk is exponential so even small gains in validity can lead to significant reduction in risk.
- Remember to look for the right kind of validity when exploring different tools; you need to look for criterion validity, which is the one that shows a link to performance. Construct validity can sometimes be reported but this is demonstrating that you are measuring a construct that exists. It is an important form of validity (particularly in academic circles) but not linked to performance.

Use the validity graph to help demonstrate the various effectiveness of assessment methodologies in terms of reducing the risk of making the wrong hiring or development decision.

Effectiveness of assessment methods*

*Includes all assessment methods generally deemed acceptable for use in hiring across different occupations



Hunter & Schmidt (1998), Schmidt et al (2016) and Saville et al (2012)

Tackling views that “it’s just self-report”...

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- Make the point that interviewing, CVs and application forms are all self-report.
- Self-report can actually be better than observing someone as assessment or development center (this is because inconsistencies and assessor bias are almost always at play); refer to the validity graph on the previous page.
- Not all self-report is equal though; you can dramatically improve the validity of a self-report assessment by writing good questions and ensuring a standardized and structured delivery and scoring process.
- The following article goes into more detail on this topic within the context of recruitment and hiring: <https://www.savilleassessment.com/the-surprising-truth-about-self-reports/>
- For development, 360s are often perceived to be more useful than a self-report assessment, however the two together can be much more powerful than a 360 alone.
- Individuals can often be more receptive to feedback from their self-report than from other people’s 360 comments.
- One way to think about the difference in approach is that a 360 is an assessment of your reputation and Wave gets more at your identity; whilst examining reputation is a useful (and in some instances critical) thing to do, being able to link this back to your identity in order to fully understand it often then gives you the power to change things.
- Another way of looking at 360 vs Wave is thinking about a 360 output being the ‘what’ people see, with a Wave profile then showing you the ‘how’ behind this; again, being able to understand the ‘how’ behind the ‘what’ helps pinpoint specific behaviors for development that will then drive long lasting change.
- One of the most useful elements of a 360 is where an individual holds a different view to those who have rated them; it is often the case that these are the areas in Wave that are more complex and where you might see a M-T or N-I split, which can really help someone understand the difference in view on the 360.

Is running feedback sessions with stakeholders a good idea?

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- Sometimes the best way to get someone to understand Wave can be to get them to complete the questionnaire and then run a feedback session with them so they can “feel” how the splits and deep dives work and bring the tool to life, and get your stakeholder to experience it themselves (take some time for their own development).
- The success of this is likely to depend on how open they are. If your stakeholder is willing to explore, it will be more likely to go well; if they are a little more guarded or very skeptical of tools such as Wave, it may be more difficult to get them to open up. There is also the risk that they don’t agree with, or don’t like their profile and in those situations, individuals tend to dismiss the tool completely.
- It is worth looking at particular dimensions on their profile – for example, someone who is low on receptive, high on challenging, or analytical might be make for a more challenging conversation.

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How to approach a stakeholder who likes what they know

- If in a situation where a stakeholder really likes something else because that’s what they are used to, it’s important not to dismiss the other tool but acknowledge its merits and look to understand what they like about it so you are able to demonstrate the equivalent with Wave.
- Think about how Wave might complement or add value to what is already being used. Talk about it taking the great work that has been done so far and pushing it on even further.
- We are more than happy to help with comparisons with or more information on other tools so just contact your account manager or info@savilleassessment.com if needed.