

Considerations when using the Leadership Risk report

Leadership Risk: The unintended
negative consequences of
combinations of behavior



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: Using the Leadership Risk Report.

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.

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The Risk report is used most frequently in development, but in the hands of an experienced Wave user, it can provide valuable information in a recruitment setting, helping to drive interview questions. We find it most effective when used in combination with another report such as an Expert Report.

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Whilst the Risk report is typically used with senior leaders, it can be used further down the organization with managers too. It is worth thinking about the maturity of your group; you probably don't want Risk to be someone's first experience of development.

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The Risk report can be particularly useful when working with highly capable and effective individuals who might struggle to otherwise identify development areas.

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When running reports for three or more people, it is useful to generate the group overview that comes as standard with the individual reports for analysis of group Risks and to support leadership development activities.

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When feeding back the individual report, we recommend adding an extra 10-15 minutes onto the session.

- It is more of a narrative so doesn't need a huge amount of discussion but is likely to provide a useful summary of the discussions already had with the Expert report.
- For both Expert and Risk, 75 minutes works well, with 60 minutes on Expert and 15 minutes on Risk.
- Participants can take the narrative part of the Risk report away to read themselves if necessary.

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Ensure discussion of the Risk report focuses on the high scores and the potential risk they bring (Sten 8 and above). You wouldn't pay attention to low scores on this profile.

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When planning your session, look at the Risk mapping in the Technical Summary and make a note of how that individual's Risk scores have come about. Use this in the discussion to bring the Risk scores to life for that individual. For example, "Your Critical Risk is mostly driven by your very strong preference for Challenging."

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Look for areas of strength in the negative loading dimensions that individuals can look to leverage to help them mitigate against that particular Risk. For example, Chris Park is relatively high on Positive, which he could leverage to help him mitigate his Critical Risk area.

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Make sure you cover the dimensions that are feeding into high Risk scores as part of your Expert report discussion so that when you get to the Risk report, you can reflect back on those conversations and the discussion feels like a build.

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A Risk can appear because of a complex combination of behaviors, where there is a mix of high, low and average scores across positive and negatively loading dimensions rather than simply high scores on positively loading dimensions and low scores on negative loading dimensions.

- You may need to spend time unpacking this compared to more straightforward Risks.
- Pull out specific dimensions that might be impacting on the area more than others and dive into the detail of these.
- Be prepared for the individual to perhaps have a bit more of a blind spot here.

What if an individual has no Risk scores of a Sten 8 or above?

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- The risk here may then be that the individual struggles to have strong impact. Are they playing it too safe?
- Is the Expert profile quite flat? If so, the conversation may become about some of the disadvantages of this. Good questions here include “You might be able to turn your hand to everything but does that impact on your ability to do some things really well?” and “What do you want to be remembered for?”

Some good questions to ask as you explore the Risk profile include:

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- “Can you give me an example of how this has played out?”
- “When has this actually been helpful for you?”
- “How might this be experienced by others working with you?”
- “What could the long-term impact of this be on your team?”
- “What would happen if you did nothing?”
- “What can you do to mitigate against this?”