Building Resilient Agility Report User Guide

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This User Guide sets out the recommended use of this report. If you have any questions about appropriate uses of this report and how to get the most out of it, please ensure you speak to a specialist who is qualified to use the full range of Saville Assessment Wave tools.

About the Building Resilient Agility Report

The Building Resilient Agility report is designed to provide a guide for individuals working during times of change and transformation, based on their completion of a Wave assessment.

The report can be used to support individual and team development through times of change and transformation, such as M&A activity or digital transformation. Additionally, it can support early careers and personal development, to help individuals build their Resilient Agility and better equip them for working in the VUCA (volatile, uncertain complex and ambiguous) world. Data from the report can also be used for talent auditing and benchmarking to identify strengths and challenge areas as well as address gaps for development.

Benefits

• Builds individual and organizational Resilient Agility

• Supports digital transformation agendas

• Accelerates early career development

• Audits and benchmarks the organization's level of Resilient Agility

• Prepares individuals and teams for times of change and transformation

Availability

PS

FS

Professional
Styles

Focus
Styles

What is Resilient Agility?

Resilient Agility is a unique form of agility which is robust and can be maintained over the longer term.

Individuals who are strong in Resilient Agility are more likely to be effective during change and have built-in resilience as part of their capacity to be agile.

The behaviors within the Resilient Agility model are linked to both performance and potential in the workplace.

The Report

Introduction

Page 2 provides an overview of the Resilient Agility model and the four drivers which underpin this model.

Page 3 details the different types of advice presented within the report, based on the responses of the individual to the Wave questionnaire.

The Resilient Agility model is made up of four drivers:

Dealing with Change: Embracing change positively. Managing uncertainty with composure

Staying Connected: Making and maintaining connections. Actively participating and communicating.

Enabling New Ways of Working: Using insights to forge new directions at work. Ensuring effective work plans are delivered.

Maintaining Drive: Capitalizing on the opportunities change presents. Keeping everyone focused on key work objectives.

Staying Connected

wave

Resilient Agility Drivers

After the introduction, the four drivers of Resilient Agility are displayed; Dealing with Change, Staying Connected, Enabling New Ways of Working and Maintaining Drive.

Under each driver heading is a description of the driver and how it is relevant in times of change and transformation.

Following this description are the five dimensions from the Wave model that underpin that driver. The symbol that is presented next to each dimension will change depending on how much of a preference the individual has for that behavioral dimension, based on their completion of the Wave questionnaire.

✓ TOP TIPS

- Review each of the Resilient Agility drivers in full and ensure you understand each of the symbols.
- Consider which drivers have more strength areas and which drivers have fewer strength areas.
- Review any themes across the report.

Resilient Agility Report Symbols

This symbol indicates that the individual has a typical preference for this behavior when compared to others.

- The first bullet point provides advice on how to build and capitalize on this as an area of strength.
- The second bullet point provides suggestions for how to effectively use their strengths at work.

This symbol indicates that the individual has a particularly strong preference for this behavior when compared to others.

- The first bullet point provides advice on how to build and capitalize on this as a strength.
- The second bullet point provides suggestions for how the individual can effectively use their strengths at work.
- The third bullet point provides advice to optimize the special consequences these strengths can bring and make individuals aware of potential undesirable consequences if these behaviors are overplayed.

This symbol indicates that the individual has less of a preference for this behavior when compared to others.

- The first bullet point provides advice on how to develop and manage potential challenge areas.
- The second bullet point provides tips on how to effectively support the individual's development at work.

TOP TIPS

- Consider the advantages of this strength within the context of change or transformation.
- How could this strength be used to support others during times of change?

- Reflect on a specific example of when this strength has been integral when responding to change.
- Consider the ACTION provided and how it could be applied within the current situation.

- Consider how important this area is to help develop Resilient Agility, specifically in times of change.
- Identify resources within the organization that can support development.

Actions to Consider to Build Resilient Agility

Following the four drivers of Resilient Agility the report displays an action planning page. There are four spaces to make notes on actions that the individual could take; one for each of the drivers. Under each driver heading is a question to prompt the individual to create actions relevant to that driver. The space below each of the questions is editable so that actions can be noted directly on the report.

⊘ TOP TIPS

- Consider actions for the current change or transformation being experienced as well as longer-term actions to be better prepared for future changes.
- Think of clear, tangible points that can be put into action.
- Make specific and detailed notes as this will help when reviewing progress.

Using the Building Resilient Agility Report

The Building Resilient Agility report can be used stand-alone for individuals to review their strengths and development areas in times of change and transformation and to detail actions that could be taken going forward. The report can also be used in individual development conversations with managers, coaches, mentors or L&D professionals to help individuals build their Resilient Agility in times of change and transformation. If you are planning a development conversation, you may wish to consider the following steps:

① Prepare the Discussion

- Read through the individual's report and ensure you have an understanding of what the report is saying and how you would like to describe it using your own words.

② Introduce the Session

- Describe the purpose of the session (e.g. to support in your development) and set the parameters of confidentiality.
- Start a dialogue:

  – Tell me about the changes or transformations you have been through previously/are going through/expect to go through?
  – How agile do you perceive yourself to be?
  – How resilient do you think you are?
  – What do you enjoy about times of change?
  – What do you find hardest about times of change?
  – What would you like to get out of the session?

(3) Discuss the Resilient Agility Drivers

- Review each of the Resilient Agility drivers

  - Use the descriptions at the top of the page to explain the relevance of the driver in times of change and transformation.
  - Ask the individual to reflect on how that driver is important in times of change or transformation.

- For each Resilient Agility driver, review the areas of typical and strong preference (green symbols)

  - Give me an example of when this strength has helped you in times of change?
  - What more could you do to leverage this strength to help build your Resilient Agility?
  - When could this strength be overplayed in times of change or transformation?

- For each Resilient Agility driver, review the areas of lesser preference (yellow symbol)

  - How does this impact how you respond to change or times of uncertainty?
  - Where have you seen someone use this behavior positively in times of change or transformation?

(4) Action Planning

- Ask the individual for their takeaway messages/action points from the conversation.
- Work through the questions on Actions to Consider to Build Resilient Agility page to develop action points in order to support the development of each driver.
- For each question, consider current changes and transformations but also look to the future as well.
- Ask the individual to consider actions that both develop areas of lesser preference but also build on the strengths of current areas of typical or strong preference.
- Encourage the individual to focus on describing how they think each action will support their ability to build their Resilient Agility.
- Schedule follow-up conversations to check in on progress.

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performance and achieve outstanding results. Our portfolio of
leading-edge assessments are designed based on extensive
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relationship between motive, talent and workplace culture. With
representatives in over 80 countries we are transforming how
organizations Hire, Build and Lead talent globally.

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