

Career Guidance 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.

The Career Guidance Report is a useful tool for working adults to think about the occupations and work settings that they may be best suited for (career counseling). However, the Wave Styles questionnaires were not designed or intended for use with children, e.g. to determine the most suitable subjects to study. The questionnaires were designed for use only by individuals who are 16 years or older.

About the Career Guidance Report

The Career Guidance Report is designed to help individuals with career planning, self-insight, self-marketing as well as employability and coaching. The report provides the individual with a profile that highlights their signature strengths, challenge areas and likely fit within broad career areas.

The report can help individuals consider their first or next steps in their careers, using their signature strengths and challenge areas to improve performance in work-critical areas. It allows an individual to consider the areas of work to which their strengths may be most effectively applied, supporting individuals to develop themselves. The Career Guidance Report promotes self-development and guidance but can also be used by the individual alongside a career guidance counsellor or line manager.

Benefits

- Draws upon extensive research into what constitutes successful performance.
- Highlights the career area(s) and culture the individual is best suited to.
- Provides beneficial career planning information and constructive development tips.
- Informs career guidance and coaching.
- Supports individuals in preparing for interviews.
- Empowers the individual to plan their own development.
- Helps manage challenge areas and leverage signature strengths.

Availability

 FS

Focus Styles



Introduction

Overview

This section of the report presents your relative strengths and limitations rank ordered into four groups. Your first three behavioral effectiveness areas are referred to as 'Signature Strengths' and indexed with four symbols. The next three are referred to as 'Supporting Strengths' and indexed with three symbols. The next three areas are referred to as 'Lesser Strengths' and indexed with two symbols. The final three areas are referred to as 'Challenge Areas' and indexed with one symbol.

Signature Strengths

This section of the report covers your top three strengths. 'Know your Strength' explains the special contribution that you bring to the workplace. 'Your Culture/Environment Fit' outlines which organizational cultures are likely to align with your values and needs, which in turn should lead to job satisfaction. 'Maximize your Strength' gives you tips on how to deploy your strengths for maximum impact. 'Use your Strength Wisely' provides some caveats and warnings on how heavy reliance on your strengths might become disadvantageous. Finally, 'Competitive Advantage at Interview from your Strength' provides tips on how to prepare for interviews.

Challenge Areas

This section of the report covers your bottom three behavioral effectiveness areas. 'Know your Challenge Area' outlines which behaviors you are likely to find difficult to consistently demonstrate. 'Potentially Unsuitable Cultures/Environments' outlines the working environments you are likely to find stressful, which in turn may reduce your job satisfaction and performance at work. 'Working with your Challenge Area' gives you tips on how to develop this area. 'Turning your Challenge Area into an Asset' provides an alternative, positive angle on your area of challenge.

Career Area Chart

This chart indicates your suitability for 12 broad career areas covering a multitude of roles. It is based on your behavioral strengths. Different behavioral strengths underpin each of these career areas.


Career Area Fit

This section of the report presents your top three career areas. For each of the three career fields, your degree of strength is shown for the related behavioral areas.

The Report












Introduction

Page 2 of the report provides an outline of what each section of the report entails. It's written to be candidate friendly and does not require expert interpretation, but it can be useful for candidates to have a line manager or career guidance counsellor review the output with them.



Overview

This page provides an overview of your relative strengths, which are grouped into four categories featuring three strengths each. The list of strengths is presented in order from your strongest 'Signature Strength' to the area of greatest challenge for you. The implications for 'Signature Strengths' and 'Challenge Areas' are described in more detail on the pages that follow.

Signature Strengths		
Communicating Information		Page 4
Building Relationships		Page 5
Driving Success		Page 6
Supporting Strengths		
Showing Resilience		
Providing Leadership		
Evaluating Problems		
Lesser Strengths		
Adjusting to Change		
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Structuring Tasks		Page 8
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Overview

The report outlines the individual's relative strengths and limitations, which are grouped into four categories; Signature Strengths, Supporting Strengths, Lesser Strengths and Challenge Areas.

The four categories reflect the individual's behavioral self-ratings and how these ratings rank in relation to one another. The four categories contain a total of 12 work-based behaviors, which form the Saville Assessment Wave model. These behaviors have been found to predict an individual's working style and performance.

More detail is provided for the Signature Strengths and Challenge Areas categories in the following pages of the report.



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Signature Strength

Communicating Information ●●●●

Know your Strength

You are more prepared to put your views across confidently, persuasively and with conviction than many others. This may be an advantage in that your opinions are more likely to be taken account of than others and you are more likely to be able to bring other people round to your point of view.

Your Culture/Environment Fit

You are likely to relish roles where you can make your point known and where expressing your view can make a material difference to the outcome. However, you may find overly authoritarian and autocratic cultures, where people are expected to do what they are told, more difficult to work in.

Maximize your Strength

Making your point effectively is first and foremost about understanding your audience. Try to understand not only what their needs are, but what drives or motivates them. This understanding can help you get a point across in a way others are more likely to accept. Prepare in advance by thinking through the likely objections that may be given and develop strong points to counter or overcome the objections. Remember to acknowledge someone's objection before dealing with it in a positive manner.

Use your Strength Wisely

You need to deploy your strength with care as you are likely to enjoy the process of putting across your view more than other people. There may be times when this is unwanted or the point that you are expressing is not welcome. Try to avoid being unnecessarily combative and exercise discretion in knowing when to reserve judgment.

Competitive Advantage at Interview from your Strength

Think of someone you have successfully persuaded but who was seen as difficult to influence. Giving a specific example of something you said that contributed to convincing this person will help you make a strong case at interview. Give short, clear answers as to what exactly you did that made the difference.

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Signature Strengths

These pages provide detail on the individual's top three strengths.

Guidance around the individual's Signature Strengths is provided in five sections; Know your Strength; Your Culture/Environment Fit, Maximize your Strength, Use your Strength Wisely, and Competitive Advantage at Interview from your Strength.



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Signature Strength

Communicating Information ●●●●

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Know Your Strength

This section provides insight into the Strength and its relevance to working effectively.



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Signature Strength

Communicating Information ●●●●

● Know your Strength

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Your Culture/Environment Fit

This section provides insight into the working cultures and environments likely to suit the individual. It explains which aspects of a work environment are likely to be most complementary to the individual's working style and raise some awareness of those aspects which could be less well suited to them.



Signature Strength

Communicating Information

Know your Strength

Your Culture/Environment Fit

Maximize your Strength

Use your Strength wisely

Competitive Advantage at Interview from your Strength

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Maximize your Strength

Successful people tend to know what they are good at and play to these strengths. This section provides practical advice and tips on how to capitalize on the Strength for maximum impact.

TOP TIPS

- Consider the advantages of this Strength in relation to career interests.
- Consider how these strengths could be maximized to fulfil potential in a career area.



Signature Strength

Communicating Information

Know your Strength

Your Culture/Environment Fit

Maximize your Strength

Use your Strength Wisely

Competitive Advantage at Interview from your Strength

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Use your Strength Wisely

Clear areas of strength are most likely to contribute to effectiveness and enjoyment at work. They may, however, also lead to unwanted or undesirable consequences. This section helps to build awareness as to where strengths might become overplayed and provides actions to help mitigate these risks.

TOP TIPS

- Think about when this Strength has resulted in an undesirable outcome.
- Identify alternative actions you could take to effectively use your Strength whilst mitigating any potential risks.



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Competitive Advantage at Interview from your Strength

This report is intended to support individuals moving into a new stage in their career so this area provides suggestions on how an individual could prepare for interview. It outlines how the individual can most effectively demonstrate their Strength and raises awareness around what different interviewers could be looking for the person to explain.



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Challenge Area

Structuring Tasks

Know your Challenge Area

You are likely to be less well organized than many people and may generally avoid making plans of how to approach your work. You may have a tendency not to complete tasks until deadlines are near and a high degree of structure is not likely to play an integral role in your approach to your work.

Potentially Unsuitable Cultures/Environments

You are unlikely to be well-suited to environments in which there are many different activities that need to be organized and coordinated. Similarly, environments in which there are inflexible deadlines may not suit you. You are likely to find it frustrating if you are required to work on specific tasks in a very structured way without having the flexibility to change your approach as you see fit.

Working with your Challenge Area

Breaking a task down into sub-components can simplify a process and dealing with the different components individually may help develop your organizational and prioritization skills. Many other people are likely to prefer to take a more structured approach than you, so they may be able to help provide structure around your activities. You could seek assistance from someone who is more structured than you to help you prioritize the delivery of sub-components according to their individual deadlines.

Turning your Challenge Area into an Asset

Working in a less structured and organized way than many people may allow you to be more flexible in your work. When not relying heavily on structured procedures, you may have more opportunities to adapt your approaches to the specific demands of the current situation. Working without structure may also free you of potentially limiting constraints and allow you to develop novel solutions to problems and take non-standard approaches. It may be useful to recall examples of when an unstructured approach has been successful for you in the past, perhaps in a situation where it allowed you to react to something unanticipated which later proved particularly important. Because many other people are likely to be more structured than you, working in tandem with someone who is more structured may provide a useful combination of creativity and process.

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Challenge Areas

These pages provide detail on the individual's three Challenge Areas, based on the three lowest scoring areas of the 12 competency sections from the Wave model.

Guidance around the individual's Challenge Areas is provided in four sections; Know your Challenge Area; Potentially Unsuitable Cultures/Environments, Working with your Challenge Area, and Turning your Challenge Area into an Asset.



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Challenge Area

Structuring Tasks

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● Know your Challenge Area

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Know your Challenge Area

This section provides insight into how an individual's challenge area may be expected to impede their performance.



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Challenge Area

Structuring Tasks ● ● ● ● ●

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Potentially Unsuitable Cultures/ Environments

This section provides insight into the working cultures and environments that are less likely to suit the individual. It explains which aspects of a work environment could be less of a fit for the person's working style, raising awareness of the kinds of workplace which may not support that individual's working preferences.



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Challenge Area

Structuring Tasks ● ● ● ● ●

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Working with your Challenge Area

This section provides practical advice on how to reduce the detrimental impact of the individual's challenge areas on overall performance. It includes tips on how to develop and manage individual limitations, and tangible advice around alternative actions a person could take which could work better for their style.

TOP TIPS

- Identify resources and contacts, within or outside of the organization, that could support working around potential challenge areas.

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Challenge Area

Structuring Tasks ● ● ● ● ●

● Know your Challenge Area

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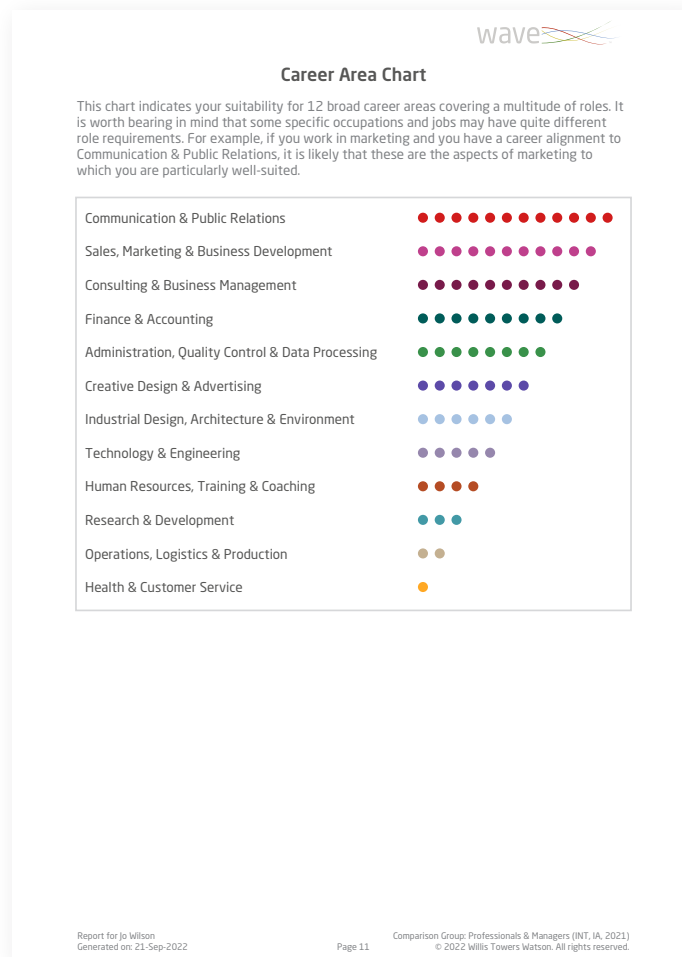
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Turning your Challenge Area into an Asset

This section provides insight into how the individual could potentially use a challenge area to good effect. It gives tangible advice on how to leverage a preferred working style to make a positive impact when that style may not be an obvious strength.

TOP TIPS

- Consider asking for feedback on the advantages and disadvantages of the preferred working style.
- Reflect on aspects of the challenge area that could be adapted to good effect.



Career Area Chart

This page of the report indicates the likely suitability of the individual across 12 broad career areas. These areas include:

- Industrial Design, Architecture & Environment
- Research & Development
- Creative Design & Advertising
- Human Resources, Training & Coaching
- Communication & Public Relations
- Sales, Marketing & Business Development
- Consulting & Business Management
- Finance & Accounting
- Administration, Quality Control & Data Processing
- Health & Customer Services
- Operations, Logistics & Production
- Technology & Engineering

This section can be particularly valuable for those in the early stages of their career when considering the kinds of industries they may be suited to and may excel in based on their strengths.



Career Area Fit

This section of the report presents your top three career areas. It further details the key strengths which underpin each of the three career areas. These strengths are based on typical requirements for jobs in each career area. Your level of strength is indicated against these typical job role requirements.

1 Career Area: Communication & Public Relations

Jobs in this field tend to require information to be communicated in a clear and articulate manner. Given the service nature of many such roles, an optimistic and flexible approach with receptiveness to feedback is usually critical to performance. Many roles in this career area involve interaction with a wide range of people, including the public. A capacity to engage positively with others and to make people feel comfortable is also important.

Typical Job Role Requirements	Your Strengths
Communicating Information	Signature Strength
Adjusting to Change	Lesser Strength
Building Relationships	Signature Strength

2 Career Area: Sales, Marketing & Business Development

Jobs in this field require assertiveness and self-confidence. In addition, orientation towards the achievement of goals, entrepreneurial drive and dynamism are key to performance in this career area. Persuasive articulation of arguments is also important for negotiating and closing deals.

Typical Job Role Requirements	Your Strengths
Providing Leadership	Supporting Strength
Driving Success	Signature Strength
Communicating Information	Signature Strength

3 Career Area: Consulting & Business Management

Jobs in this field require high levels of drive, motivation, commercial awareness and tenacity. In addition, leadership qualities are required to make important decisions and direct the work of others. Planning, organizing, coordinating and prioritizing work, as well as swift execution of action are often central to such roles.

Typical Job Role Requirements	Your Strengths
Driving Success	Signature Strength
Providing Leadership	Supporting Strength
Structuring Tasks	Challenge Area

Career Area Fit

This page provides the individual with insight into their top three career areas. It details the key strengths which underpin the top three career areas and how the individual's strengths align to these typical role requirements.



About this Report

This report is based upon the Wave® Styles assessment, which explores an individual's motives, preferences, needs and talents in critical work areas.

The results are based on a comparison with an international group of over 31,000 professionals and managers.

Since the questionnaire is a self-report measure, the results reflect the individual's self-perception. Our extensive research has shown this to be a good indicator of how people are likely to operate in the workplace. Nevertheless, due consideration must be given to the subjective nature of using an individual's self-perception in the interpretation of these data.

It should be remembered that the information contained in this report is potentially sensitive and every effort should be made to ensure that it is stored in a secure place.

The information contained within this report is likely to remain a good reflection of the individual's self-perception for 12-24 months, depending upon circumstances.

The report was produced using Saville Assessment software systems. It has been derived from the results of an assessment completed by the respondent, and reflects the responses they made.

This report has been generated electronically. Saville Assessment do not guarantee that it has not been changed or edited. We can accept no liability for the consequences of the use of this report, howsoever arising.

The application of this assessment is limited to Saville Assessment employees, agents of Saville Assessment and clients authorized by Saville Assessment.

About this Report

The final page of the report provides the user with information about the report, such as the self-report nature of the responses and the benchmark group used in scoring. There is a reminder of this benchmark group in the footer of each page in the report.

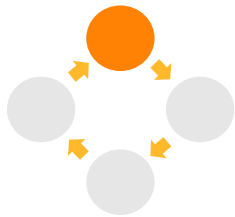
Using the Career Guidance Report

The Career Guidance Report has been designed so that individuals can easily work through it on their own. This supports personal reflection and development planning. It can also be used to support individual development conversations with line managers, coaches and career counsellors.

If you are planning a career guidance conversation with an individual, you may want to consider the following steps:



Feedback Process



Prepare the Discussion

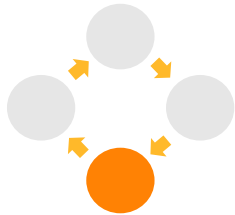
- Read through the individual's report and ensure you have an understanding of what the report is saying and how you would like to describe it using your own words.
- Select a number of tips from the report that you believe would most benefit the individual, remembering to include points around the individual's Strengths as well as potential Challenge Areas.
- Book in a session with the individual to discuss the report in a private environment.

Introduce the Session

Describe the purpose of the session (e.g., to support in development) and set the parameters of confidentiality.

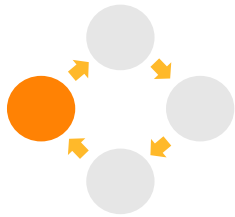
Start a dialogue:

- How did they find completing the assessment?
- What do they perceive to be their key strength areas?
- What do they perceive to be their key areas of development?
- What are their career aspirations?
- What would they like to get out of the session?



Discuss Identified Strengths, Challenge Areas and likely Career Area Fit

- Walk through the report, highlighting key Strengths and Challenge Areas – seek their thoughts on key themes. Do they agree?
- Point out which behavioral areas in the report indicate key strengths and probe these:
 - When has this really helped them succeed?
 - How can they leverage this strength to help them meet their current objectives/next career goal?
- Point out which behavioral areas in the report indicate areas of development and probe these:
 - When has this held them back?
 - What can they do to ensure this doesn't present barriers in the future?
- Walk through the Career Area Chart with the individual and prompt them to reflect on areas highlighted as more or less well suited to them. Do they agree? Use the Career Area Fit page to link back to what you've discussed in terms of strengths and challenge areas.
- Summarize your discussion. Ask the individual for key take-away messages/action points from your conversation.



Action Planning

Identify three to four areas for development and create a personal development plan around these. Develop a mixture of short-term (within three months) and longer-term (> six months) goals. Schedule in follow-up conversations to check in on progress.

Consider the importance of SMART goals:

- Specific - target a specific area for improvement.
- Measurable - qualify or suggest an indicator of progress.
- Attainable - ensure the goal is both realistic and challenging.
- Relevant - ensure the goal is something that matters and will bring benefit to the individual.
- Time bound - specify when the results can be achieved by.



About Saville Assessment, a WTW Company

Our mission is to transform assessment around the world. We enable organizations to identify potential, accelerate performance and achieve outstanding results. Our portfolio of leading-edge assessments are designed based on extensive research into successful workplace performance and the critical 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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