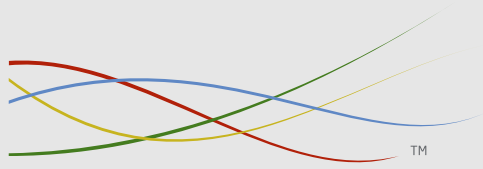




Considerations for a feedback conversation with a Wave Expert profile

wave



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

We offer regular articles and webinars, as well as a range of useful guides and materials in our Client Resource Area, to help you confidently use our tools to transform your selection and development activities.

If you are not already Wave trained, and would like to be, please visit contact info@savilleassessment.com for information about our accreditation courses.

We also offer Leadership Impact Masterclasses for Wave-trained individuals, visit www.savilleassessment.com/accreditation-training for more info.

1

Allow enough time for the session. A full developmental session using the Expert report usually requires 75 minutes. A selection interview using the Expert report usually requires at least 60 minutes.

2

Introduce yourself and the session. Remember to:

- Outline the purpose of the session
- Agree on the objectives of the session (cover both organization and individual objectives)
- Clarify the time available
- Confirm any points relating to data access, storage and confidentiality
- Highlight that the session is a two-way conversation, and that you will be asking questions throughout
- Explain any note-taking you plan to do (what they will be used for, what will happen to them afterwards)
- Outline the next steps once the session is over
- Ask about their experience of completing the questionnaire
- Ask about their career history, their current role and their future aspirations
- Ask them what they see as the main obstacle between them and their next goal
- Ask what they see as their key strengths and challenge areas

3

Provide an introduction to Wave. Remember to include the following:

- Explain that it is a self-report tool and that it has strong validity (i.e. what we say about ourselves tends to line up with what other people would say about our performance)
- It is an assessment of workplace style
- Describe the model: four clusters, 12 sections, 36 dimensions and 108 facets
- It uses a comparison group to give the profile meaning
- Describe how the scoring works
- Use page 4 (Executive Summary Profile) to help explain the model and the scoring and gauge reaction to the high level profile here, before diving into the detail

4

Explain anything relevant or unusual on the Response Summary page; if you are short on time, skip M-T Agreement and N-I Agreement and tackle these concepts on the profile itself.

5

Choose a clear area of strength to start with on the detailed profile. It can also be helpful to start on a dimension that doesn't have any 'deep dives' on it.

6

Use the facet verbalizers to help you explain the scoring on a dimension; you don't have to put it all into your own words (Wave does the interpretation for you, leaving you to take the conversation further).

7

Remember to make use of the fact that Wave is also graphical, you can sometimes simply point/refer to an area and ask for someone's view without having to explaining it verbatim.

8

If you have multiple 'deep dives' on one dimension, tackle them in the following order:

- Facet range
- Motive-Talent Split
- Normative-Ipsative Split (usually linked to the M-T split if both are present)

9

Allow time for the individual to digest the information presented; don't be afraid of silences and make sure you pause regularly to check for understanding and ask for their reaction.

10

Ask open questions. Avoid leading questions (although sometimes a good leading question can be effective for clarification) or multiple questions. Try to link questions back to the objectives of the session, for example:

- How does this play out in your current role?
- What does this mean for where you want to be?
- Will this continue to be effective?
- What impact does this have on others around you?
- What might you want to do differently, given you want to do X?

11

Remember to make links between different areas of the profile to help bring it to life. Look at potential links in advance and test out these hypotheses during your discussion.

12

Remember not to put your own judgment on certain scores and deliver scores objectively. Low Principled scores and high Self-promoting scores seem to be the ones that catch feedback providers out the most.

13

Just as you might try to start with an area of strength, it can be helpful to finish the detailed profile on an area of strength too.

14

If your conversation is developmental, record any potential development actions during the discussion to support action planning at a later date. You might want to send these in a follow-up email after the session, so individuals have a record of the key conversation points to come back to.

15

Explain the Competency Potential profile as a translation of the styles profile (i.e. everything you have just spoken about) into competency language. You may choose to highlight key strengths and challenge areas, which will line up to what you have already discussed. This page tends to be used by organizations for decision making, rather than to support in-depth feedback conversations.

16

The Environment Fit page can be a useful summary page if you have time to cover it; if not, it is self-explanatory and doesn't require a Wave-trained user to interpret so you don't have to cover this.

17

Leave enough time at the end to close the session by summarizing the conversation. Highlight key strengths and development areas discussed and how these link to the session objectives. Ask the individual for their key takeaways.

Get in touch for the Hints & Tips guide on Closing a Feedback Session, a topic explored during a previous Wave User Group session.



About Saville Assessment, A WTW Company

Our integrated approach to talent solutions helps organizations achieve their business objectives. We decrease risks and increase good opportunities associated with talent assessment and development. Representatives in over 80 countries equip us to support projects all over the world. Whether early-careers recruitment or leadership development, local authority or multinational corporation, we help all our clients unlock potential and achieve results. Learn more at www.savilleassessment.com