

# Leadership Risk Report and Group Overview 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 Leadership Risk Report

The Wave Leadership Risk Report provides a powerful insight in nine key risk areas linked to the 3P model of Leadership Impact – Professional, People and Pioneering. The Leadership Risk report identifies unintentional risk areas of behavior and their potential impact on the individual, the organization and the culture based on the individual's completion of Wave Professional Styles.

The report is designed for use with senior managers and leaders, and it is accessible to individuals without an in-depth understanding of psychometric assessments. It can be used for leadership coaching and development, talent audits, group development sessions, leadership assessment as well as developing and identifying future leaders.

## Benefits

- Goes beyond the individual focus of risk and looks at the potential impact on an organization and its culture.
- Looks at the 'light side' and 'dark side' of leadership behavior.
- Provides practical tips to help mitigate risk and the repercussions.
- Can be used to deliver powerful coaching and feedback to accelerate potential.
- Provides a focus for leadership development programs around potential risk areas.
- Analyzing the complete team's predisposition on the different risk areas.

## Availability

PS

Professional  
Styles



# The Report

## Introduction to the Leadership Risk Report

Pages 3 and 4 provide information on the nine Leadership Risk areas featured in the report. These are presented under the 3 Ps of the Leadership Impact Model;

- **Professional leaders** are likely to be effective at leading in specialist contexts, focusing on reputation and providing technical knowledge.
- **People leaders** are likely to be effective at managing a wide range of people across teams, functions and geographies.
- **Pioneering leaders** are likely to be effective at identifying new opportunities, driving change and achieving growth.

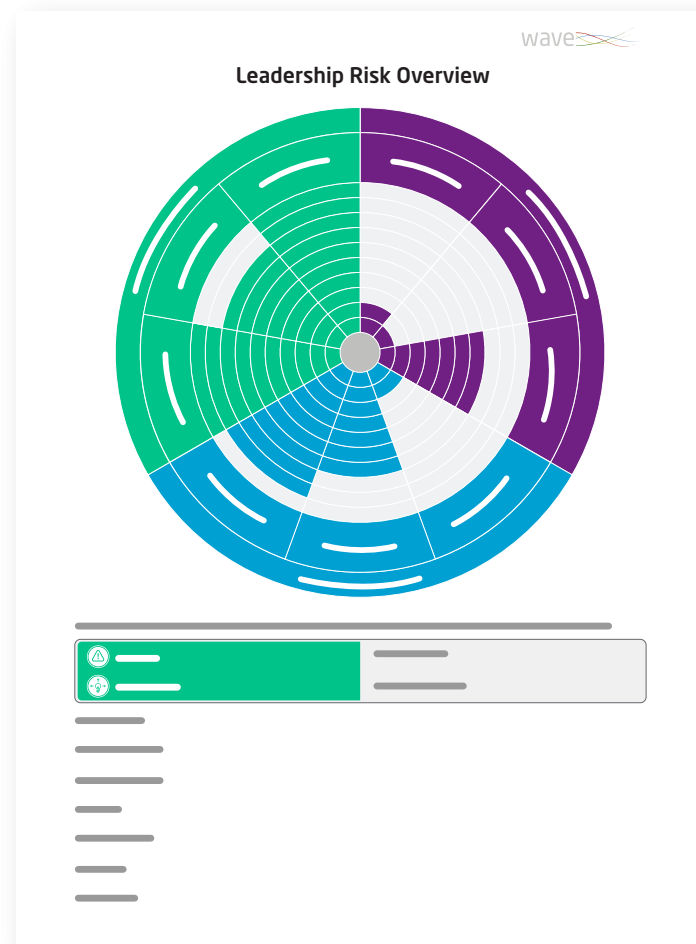
The first bullet of each risk area highlights how a leader is likely to behave if they are high on that risk area. The second bullet of each risk area details potential risks associated with that specific leadership style.

## Leadership Risk Overview

Page 5 presents a visual overview of the leader's potential behavioral risks. This information allows the individuals to identify their primary and secondary risk areas, along with where these potential behavioral risks sit within the overall Leadership Risk model.

The leader's scores for each of the nine risk areas are presented within the wheel at the top of the page giving an indication of how likely the leader is to demonstrate that risk area.

The second half of the page rank orders the nine risk areas with the highest area of risk at the top. The leader's Primary and Secondary risk areas are highlighted for easy identification. The third and fourth risk areas should not be ignored as they may come to the fore in certain situations.



### TOP TIPS

Profiles are scored using a one to ten scale compared to a benchmark group. A score of nine or ten indicates that a leader is much more likely to adopt that risk based on their responses to the behavioral style questionnaire, scores of five or six indicates that the leader is as likely as others to adopt that risk and a score of one or two indicates that the leader is much less likely to adopt that risk.

## Primary and Secondary Risk Areas

Pages 6 and 7 present the potential risk implications for the two highest risk areas, relating to the individual, the organization, and the potential influence on the culture.

**Potential Influence on Culture** provides insights into how a leader's risk area is likely to influence the overall culture of the organization.

**Potential Risk to the Organization** provides insights into how a leader's risk area may impact on the organization and the people they work with.

**Potential Risk to the Individual** provides insights into how a leader's risk area may impact on themselves and their career.

**Managing the Risk** provides suggestions for how the potential risks can be mitigated. These are aimed at both the organization and the leader.



### TOP TIPS

- Using the insights provided identify a specific example where the risk area has influenced the culture of the team/ department/organization.
- Identify which Managing the Risk action resonates most and how to achieve it.



## Managing Other Potential Risks

Page 8 provides additional information on the third and fourth highest potential risk areas.

Advice is provided on how to manage the third and fourth highest areas for leaders who want to address other potential risks (beyond their primary and secondary areas) which their behavioral preferences may be related to. The suggestions are aimed at the leader and the organizational level.

### TOP TIPS

- Identify one suggestion for the third and fourth risks, and outline how this could be put into practice.

# Using the Leadership Risk Report

If you are planning to have a development conversation with a leader using their Leadership Risk report, you may wish to consider the following steps:

## 1 Prepare the Discussion

- Book a session with the individual, allowing adequate time (30 – 45 minutes) to have the conversation in a private environment.
- Read through the individual's report and ensure you understand the structure and the contents of the report.
- Review the report and familiarize yourself with the leader's Primary and Secondary Risk. Consider how these risk areas could impact the leader's role.
- Review the advice on page 6 and 7, and consider which of the points would be useful to discuss in further detail.
- Consider which of the Managing Risk tips you would want to explore with the leader.

## 2 Introduce the Session

- Describe the purpose of the session (e.g. to support the leader in their 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 strengths in their current role?
  - What do they perceive to be their key areas of development in their current role?
  - What would they say are their potential risks?
  - What would others say are their potential risks?
  - What are their career aspirations?
  - What would they like to get out of the session?



### 3 Discuss Identified Risk Areas

- Walk through the report and ask the candidate for reflections on their risk areas.
  - How do they feel about their Primary and Secondary risk areas?
  - How do these risk areas align to what they perceived their risk areas may be?
  - How do these risk areas play out in their current role?
  - When have these risk areas helped them get along/been an advantage to them?
  - When have these risk areas held them back?
- Ask the leader to review the information on pages 6 and 7 about potential influence on the culture, organization and individual.
  - Can they provide an example of when their leadership style has influenced the culture in the way described in the report?
  - What is the impact of this risk area on their organization, department or team?
  - When has this risk area impacted their career or how could it impact their career?
- Using the information on pages 6 and 7 discuss how they can manage their risk areas.
  - Which of the tips in Managing the Risk resonates most with them?
  - How can they put the tips into action?
- Review the advice on page 8 and consider how the third and fourth risk areas impact the way the leader works.
  - Which of the tips resonate most? How could they put it into practice?

## 4 Action Planning

- Identify which risk areas are most likely to have the biggest influence on their workplace performance and create a personal development plan around these.
- Encourage the individual to consider what you've discussed and what actions would be useful to take.
- 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.
- Develop a mixture of short-term (within three months) and longer-term (more than six months) goals.
- Summarize your discussion.
- Schedule in follow-up conversations to check in on progress.

# Leadership Risk Group Reporting

Following completion of three or more individual Leadership Risk Reports, interactive talent analytics can be generated to provide an overview of the combined impact of risk areas for a group of leaders.

The Leadership Risk Group Reporting can be used as a focus when running leadership development sessions to support the formation of new leadership teams or to audit existing leadership teams.

## Benefits

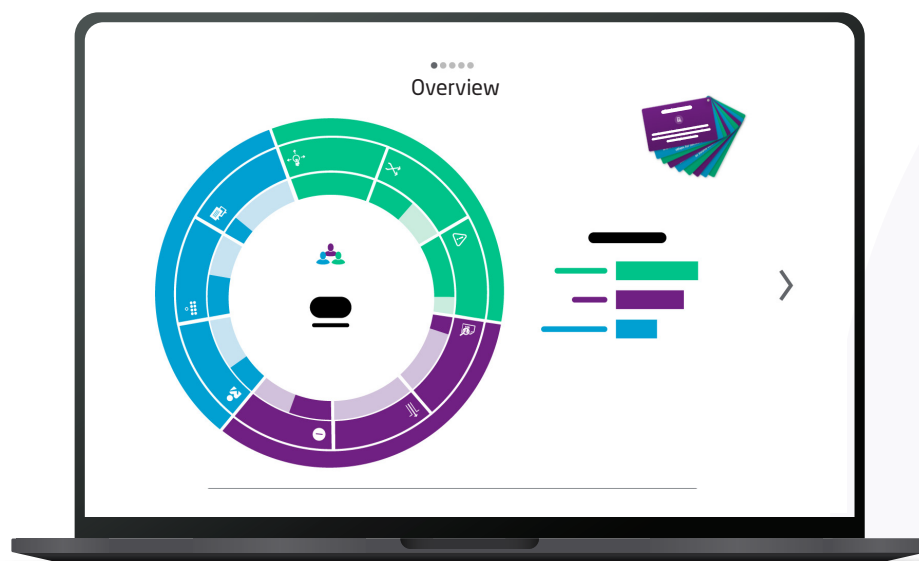
- Create a shared understanding amongst leaders of one another's risk areas.
- Understand the potential impact of leaders' collective risk on the organization and the culture.
- Target leadership development to manage areas of highest risk.
- Create leadership teams that incorporate a variety of risk areas.

## Group Overview

The Leadership Risk Group Overview presents the nine risk areas for the leadership group.

The size of the group is shown in the middle of the wheel. Around the outside of the wheel you have the nine risk areas, clustered under the 3Ps – Professional People and Pioneering. For each risk area you have the number of people who have that risk area, as a Primary or Secondary risk area. The size of each bar in the wheel is set relative to the number of times the most frequent risk occurs.

The top three areas are listed on the right-hand side.



### ✓ TOP TIPS

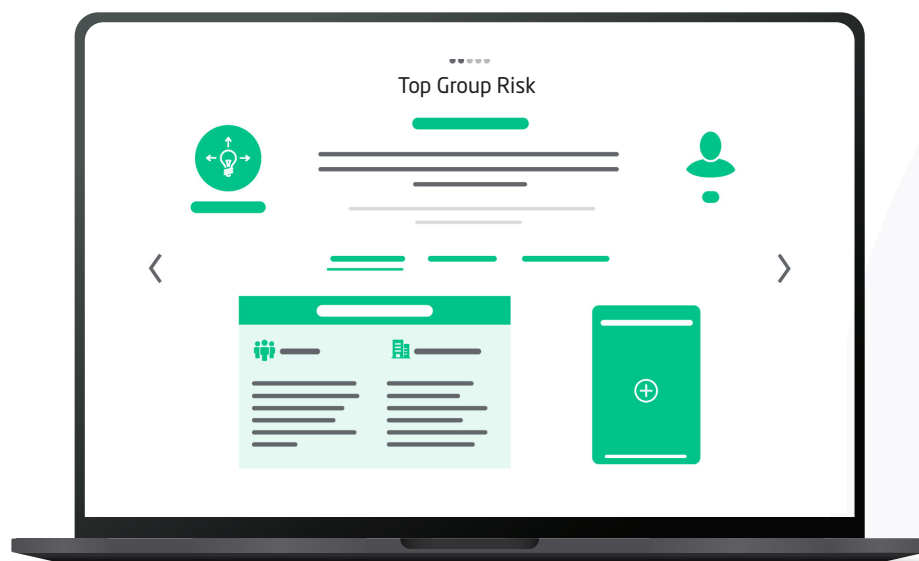
- The wheel is interactive; click on the different risk areas when presenting them to a leadership group.
- For a reminder of the nine risk areas, click on the card swatch in the top right-hand corner.
- Use the options in the top left-hand corner to change settings, such as renaming the profile, showing candidate names or the risk counts.

## Top Three Group Risks

Using the arrows on the profile, you can navigate to further information about the top three group risk areas.

On each of the three pages you will be presented with a summary of the risk area and three headings, to explore further. The titles of these headings will differ depending on the risk area.

Clicking on each of these headings will reveal further information as to how the risk area may influence the organization and its culture. There is a “Potential Action” card that when selected reveals advice on how to manage that risk area as a group.



### ✓ TOP TIPS

- Use the headings as discussion points before revealing the information provided.
- Think of ideas to mitigate the risk prior to revealing the suggested action.



## Using The Risks Positively

The final page provides potential actions on how the group could use the top three risk areas positively.

### ✓ TOP TIPS

- Discuss ways each risk area can be used positively before revealing the potential action.

## Using the Leadership Risk Group Overview

If you are planning on running a group development session using the Leadership Risk Group Overview, you may wish to consider the following steps:

- Ensure you have a good understanding of the purpose and objectives of the session.
- Ask Leaders to familiarize themselves with their own report prior to the session or at the start of the session.
- Provide a session introduction and overview of the Leadership Risk model.
- Ask leaders to share their own individual risks and reflections on these risks.
- Display the Leadership Risk Group Overview and ask the leadership team to provide examples of when the group has seen the negative effects of the top risk.
- Select the three headings for each of the top risk areas, explore how these themes might influence organization and its culture.
- Review all potential actions and identify how the leadership group could put them into action.
- Ask delegates to identify actions the group is committing to taking forward.



#### 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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