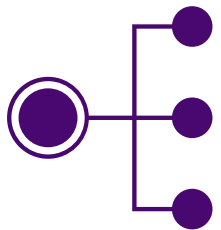




# Line Manager Report User Guide



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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 Line Manager Report

The Wave Line Manager Report provides information about an individual's competency potential, highlighting strengths and potential challenge areas against twelve key performance areas. The report also provides an indication of the aspects of an environment or culture that are likely to enhance or inhibit that individual's success.

The primary purpose of this report is to provide an overview of likely strengths and challenge areas to enhance onboarding activity. Saville Assessment do, however, offer a specific Onboarding Report which does this in a more structured way, including developmental advice. If you would like more information about this, please contact one of our consultants.

The Line Manager Report is accessible without an in-depth understanding of psychometric assessments.

## Benefits

- Access psychometric data without the need for formal training.
- Quickly identify an individual's likely strengths and challenge areas.
- Quickly identify how to create an environment which will enhance an individual's chances of success.

## Availability

 PS

Professional  
Styles

 FS

Focus  
Styles

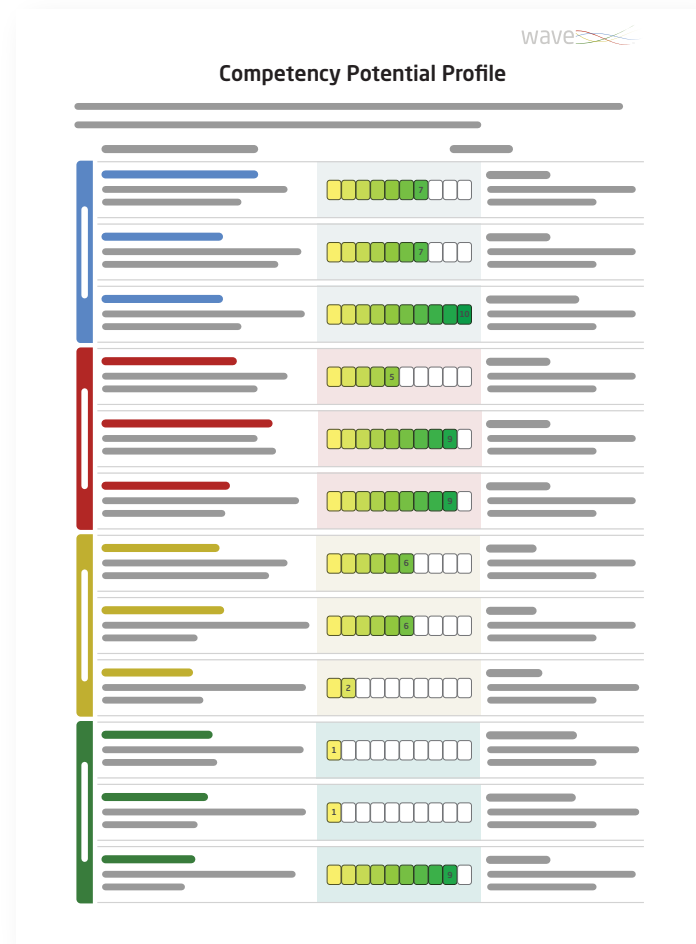
## Appropriate use of the Line Manager Report

The Wave Line Manager Report offers insight into an individual's competency potential and links individual attributes with corporate culture based on their responses to a Wave Personality Questionnaire.

It is designed to complement the use of the Expert Report; to provide untrained users with an overview of an individual against a universally-applicable competency model. From this model, the relative importance of each competency should be determined at the start of any assessment process. Where untrained users are interpreting the Line Manager Report to inform selection decisions, this should be in the context of predetermined requirements (for example, at least Sten 5 on four key competencies) and under the supervision of a trained user. Principally, the Line Manager Report is designed to be shared with untrained users once a selection decision has been made, to help them to understand an individual's key strengths and possible challenge areas. Please contact one of our consultants if you have any questions about using the Line Manager Report appropriately.

This report should only be supplied by a specialist who is qualified to use the full range of Saville Assessment Wave tools, including the Expert Report that provides more detailed information (e.g. on an individual's underlying talents and motives).



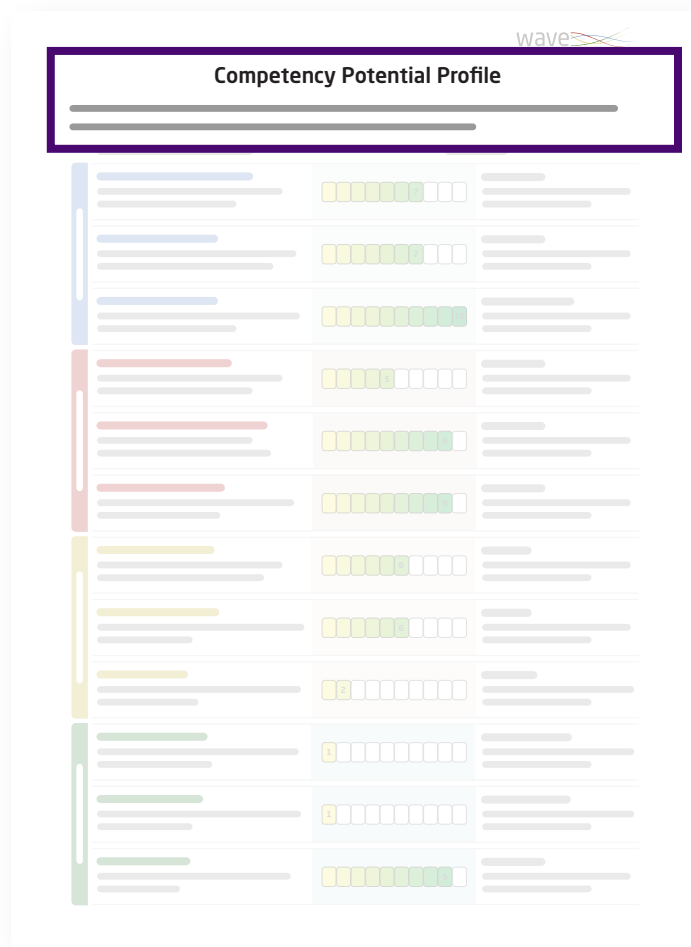


# The Report

## Competency Potential Profile

Page 4 displays the individual's Competency Potential Profile. This includes the following information about the subject of the report:

1. Ratings Acquiescence
2. Consistency of Rankings
3. Summary of areas of greater and lesser potential



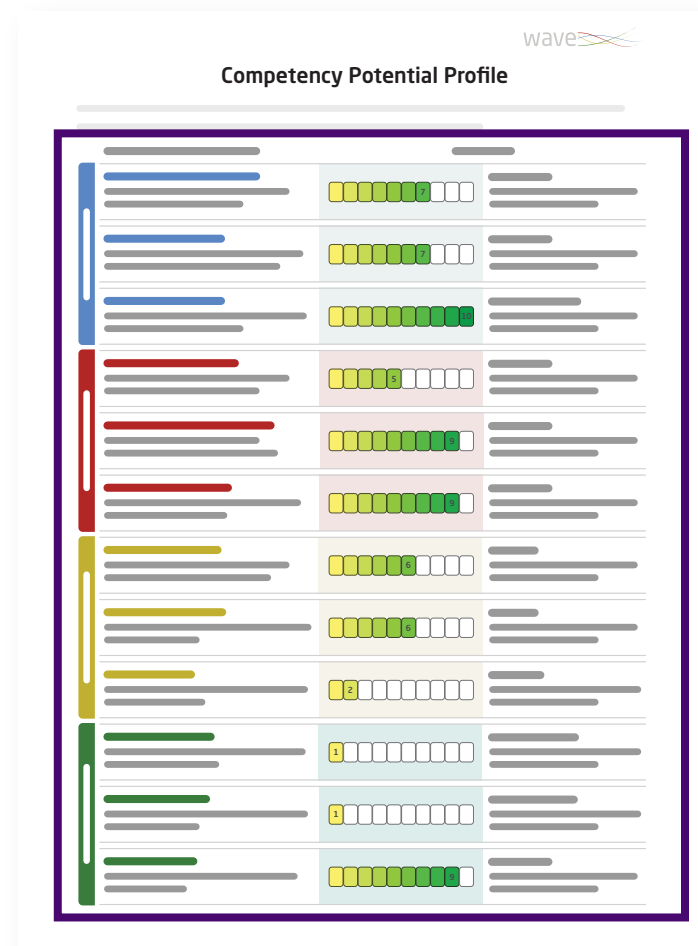
## 1 - Ratings Acquiescence

The Ratings Acquiescence score provides an indication of how positive or critical an individual has been in their self-ratings when completing the Wave Personality Questionnaire. A score of seven and above means they have been more positive than is typical of the comparison group. A score of four and below means they have been more critical than is typical of the comparison group. Scores of five and six are average and indicate the individual has neither been overly lenient nor critical in their self-ratings.

## 2 - Consistency of Rankings

The Consistency of Rankings score provides an indication of how consistently someone has rank ordered similar characteristics across the profile.

A score of seven and above means they have been more consistent in how they have ranked behaviors than is typical of the comparison group. A score of four and below means they have been less consistent than is typical of the comparison group.



### 3 - Summary of areas of greater and lesser potential

The remainder of page 4 provides an indication of an individual's likely potential across 12 different competencies from the Wave model. For each of the 12 sections, the three underlying dimensions are also shown with associated scores in brackets.

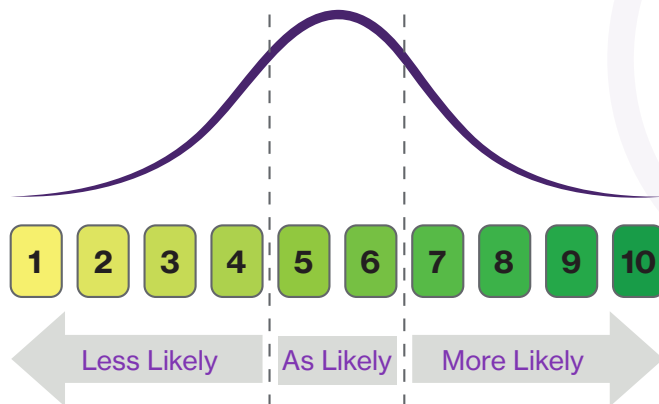
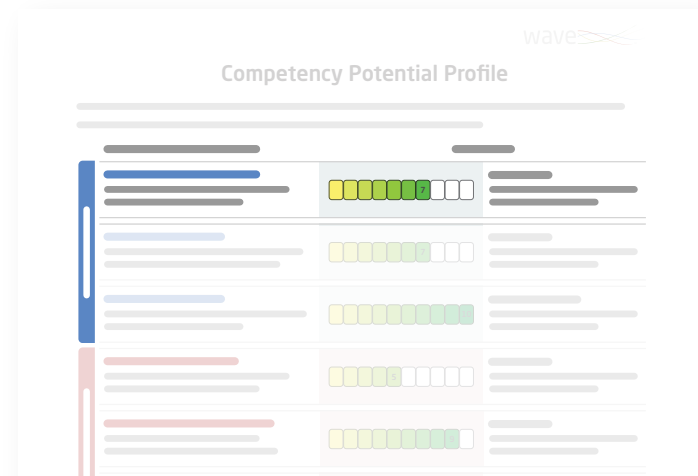
Highs and lows are likely to be presented for each candidate due to the nature of the questionnaire, forcing candidates to make decisions between different behavioral styles.

#### TOP TIPS

- Whilst all 12 sections are presented to provide a comprehensive picture of an individual, you should focus on competencies relevant to the role.
- This section of the report can be customized to an organization's competency, values or leadership framework. For more details, please contact one of our consultants.

### 3 - Summary of areas of greater and lesser potential

The assessment score is related to the behavioral questionnaire that the individual completed. These scores use benchmarking and provide an indication as to how somebody is likely to perform in comparison to the benchmark group.



#### TOP TIPS

- Profiles are scored using a benchmark to give them meaning. Where an individual scores a seven and above, their responses to the questionnaire suggest they see this as an area of strength and it is likely that they have high potential in this area.
- Where an individual scores a four and below, their responses to the questionnaire suggest that they do not see this area as an area of strength and they are likely to have lower potential in this area.
- Scores of five and six are considered average when compared with the benchmark group.
- The verbalisers (ranging from “Extremely Low” to “Extremely High”) give more meaning to the scoring.





## Predicted Culture/Environment Fit

Page 5 displays the Predicted Culture/Environment Fit. This provides a list of performance enhancers and their corresponding performance inhibitors. Considering performance enhancers and inhibitors helps to understand how well the individual's work demands line up with their preferences.

Performance enhancers are aspects of the culture, job and environment that are likely to enhance success. These are based on the individual's highest eight competency dimension scores on the Competency Potential page.

Performance inhibitors are aspects of the culture, job and environment that are likely to inhibit success. These are the reverse of the performance enhancers.

### TOP TIPS

- Share this page with the individual and give them an opportunity to discuss the performance enhancers and inhibitors with you. This often leads to a rich discussion about the sort of environment they will thrive in and how it can be created for their role.

# Using the Line Manager Report

To put the Line Manager Report into practice, we recommend that you:

## Consider the individual's role

Think about the tasks the individual needs to perform and how they need to perform them. Identify the competencies from the Competency Potential Profile which are most critical to the role.

## Consider the individual's fit

Look at the individual's scores in the critical areas. Are there any elements of the role their profile suggests they are likely to excel or struggle in?

## Consider culture/environment fit

Work with the subject of the report to identify how their work environment can be molded to fit with their performance enhancers as much as is practically possible.

## Discuss their strengths and challenge areas in relation to the role and their fit

Seek the individual's thoughts on key themes. Do they agree and do any actions need to be taken?



#### 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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