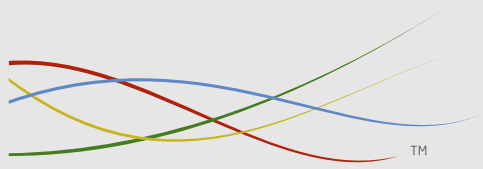




Considerations for linking different parts of the Wave profile

wave



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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

Look for links that reflect patterns we see regularly and those that go against the grain. The latter provide you with an opportunity to highlight how that person is unique.

2

Remember not to just make links between behaviors on the profile, but link back to the individual and their context. For example, how does this link back to their role/aspirations?

3

Think about the level the individual operates at within the organization; more senior individuals may be lower on the Evaluative and Conscientious sections, whilst more junior individuals may be higher on these and lower on areas like Imaginative and Assertive.

4

Think about your own style and how this links to the profile in front of you. If you are both very detail oriented, how do you ensure you don't get lost in the granularity?

5

Make use of other reference points within the report when making links and pulling themes together. The Environment Fit profile and the Competency Potential Profile at the end of the Expert Report can both help you do this, depending on your audience.

6

When working with more senior groups, use the Leadership Risk report to help you bring together the profile and provide a "So what?"

7

You can link right across the Wave hierarchy. For example, you can link dimensions within a section, sections with other sections or even particular facet verbalizers with other parts of the profile whether they are other facets, dimension or even sections.

8

Look at where there might be a link between N-I or M-T splits and tackle these together; for example, where splits occur more than once within a section, there's probably something big going on for that whole section.

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Start at a macro level and look at how the clusters relate. The Thought and Delivery clusters are the two task-based clusters and Influence and Adaptability as the two people-based clusters. Are they more likely to lean towards task-related activities or people related activities?

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Explore how the profile links together from a section perspective. Some examples are below:

- Evaluative vs Imaginative - are they more of an analyst or an innovator?
- Conscientious and Structured vs Driven - are they more of a finisher or a striver?
- Imaginative vs Conscientious - are they focused more on creativity or execution?
- Flexible vs Structured - are happy to go with the flow or do they prefer to know what they are doing when?
- Assertive vs Supportive - are they more of a leader or a team player?
- Supportive and Sociable - these two areas can often work together, particularly if someone is more people focused.
- Conscientious and Evaluative - you often find those who are high on Evaluative are also high on Conscientious and there is a real detail focus to their profile.

Use the Wave Intercorrelations matrix to help you understand how different dimensions relate to each other.

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- Very strong correlations are highlighted in green if they are positive and orange if they are negative
 - Positive correlations: where you are high on one dimension, you are high on the other
 - Negative correlations: where you are low on one dimension, you are high on the other)
- You will find that behaviors within a cluster generally are more highly correlated and so these behaviors are color coded using the cluster color; the more interesting parts are those outside of these boxes.
- Anything above 0.2 is significant and anything above 0.3 is interesting.
- Use these in your feedback conversations both when people follow the pattern or buck the trend; the latter is always particularly interesting as you get a real opportunity to explore a real point of uniqueness for someone and what this could mean for them.

The strongest correlations to keep in mind at the dimension level include

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Dynamic is very highly correlated with Purposeful and Directing; if you are high on Dynamic, it is likely you are high on Purposeful and Directing and vice versa. Insightful can also link in here, being related to Dynamic and Purposeful.

13

Enterprising and Convincing are highly related; if you are high on one it is likely you are high on the other, if you are low on one it is likely you are low on the other. One for salespeople!

14

Strategic and Empowering are highly correlated; if you are high on one it is likely you are high on the other, if you are low on one it is likely you are low on the other. Possibly linked to role level.

15

Conforming is negatively correlated with a number of dimensions, most notable Inventive and Change Oriented; if you are high on Conforming you are likely to be lower on Inventive and Change Oriented.

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Remember to think about patterns that might not appear on the matrix but are still interesting to explore. For example, looking at the Challenging and Resolving dimensions together can be interesting:

- Someone low on both may avoid challenging because they don't like conflict.
- Someone high on both may be happy to challenge because they are comfortable with conflict.
- Someone low on Challenging but high on Resolving might not Challenge because they favor harmony and dislike disagreement (hence wanting to get it solved).

Some additional pointers for specific facets include

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The facet looking at the extent to which someone perseveres (in the Striving dimension) can often link to what you see on Change Oriented and Inventive. Someone who is good at coming up with alternatives and happy to change direction when something isn't working might be less likely to persevere.

18

The facet looking at the extent to which someone has a need for praise (in the Self-Promoting dimension) can often add to what is on the profile under the Receptive dimension.

19

The facet looking at the extent to which someone is interested in understanding others' motivations (in the Attentive dimension) is useful to look at when discussing the Empowering dimension.

20

The facet looking at how lively someone is (in the Interactive dimension) often links to the facet looking at how energetic someone is (in the Dynamic dimension).

Remember there is something in every cluster that links to decision making style. To link these areas, look at:

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- The whole Purposeful dimension (covering decision making speed, comfort with responsibility for big decisions and standing by decisions - Influence)
- And the facets looking at:
 - The extent to which they base decisions on facts alone (Rational - Thought)
 - The extent to which they trust intuition to guide judgement (Insightful - Thought)
 - The extent to which they involve others in the final decision (Involving - Adaptability)
 - The extent to which they take risks in decision making (Conforming - Delivery)



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