

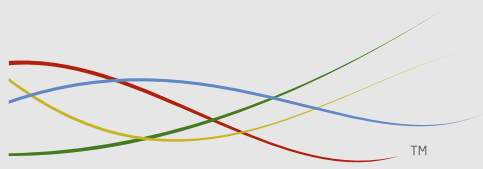


Considerations when feeding back Motive- Talent splits

Motives: needs, wants, desires,
preferences and drivers

Talents: what people see themselves to
be good at

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

Consider the individual's role and their frame of reference when completing the questionnaire. Ask questions as you introduce the session to understand their current role and their aspirations.

2

Draw on the Response Summary (pg. 5 of the Expert Report) for an overview of the individual's response pattern or completion style.

- For example, have they been overly self-critical (low Rating Acquiescence)? Consider the extent to which a generally self-critical outlook can impact on overall confidence levels and how that may have impacted their responses to talent questions. You may also wish to draw on Self Assured (Resilient).
- You may need to take a particularly considered and sensitive approach to some profiles.

3

Consider likely reaction to the splits (not only MT splits but also NI splits). During feedback, use the Response Summary page to give an overview of the response pattern and ask questions to understand completion experience to help you pre-empt any strong reactions to different parts of the profile further on.

4

You may wish to start the session with a more straightforward part of the profile with no splits and where there is a clear strength, but don't shy away from confronting challenge areas later!

5

Think about MT splits as a point of uniqueness for that individual. Remember that splits of 3 stens on any dimension only occur on roughly 5% of profiles; splits of 9 stens or more occur on less than 0.1% (so these are very unusual).

6

Explore individuals' enjoyment levels to help interpret the motivation score for a dimension area. Good questions here are:

- What do you most enjoy about this? What do you least enjoy? Are there situations or times where you enjoy it more or less?

7

Explore situational factors that are holding them back from utilizing a talent. Consider the culture of the organization.

- For example, is the regulatory nature of the individual's organization limiting how much they are able to innovate and generate ideas?
- Or as something happened that's meant their confidence has taken a knock, which might explain a lower T score on Self-Assured (looking at the facet exploring how in control of their own future they feel might add to this too).

8

Try to break down a dimension area to help you better understand the MT split.

- For example, what aspect of articulating information do you enjoy more/less? What is it specifically about giving presentations that you dislike?

9

Draw upon other areas of the profile and interpret the split in the context of the wider profile.

- For example, a split on Receptive, where the M is lower than the T may link back to the facet under Positive that explores time taken to recover from setbacks, or a lower score on the Self-Assured dimension, or a strong need for praise under the Self-Promoting dimension.
- As another example, you may wish to draw on Articulate (Impactful) to understand if an individual indicates that they find little enjoyment from communicating in writing (under Factual). Could a perceived lack of effectiveness in articulating information impact on their perceived talent and motivation within Factual?

10

Remember to challenge individuals who make excuses for lower M or T scores. For example, someone who is lower on Empowering brushes it off as they aren't in a leadership role. But how can they empower team members, clients etc?

11

Where an MT split is joined by an NI split, this can highlight an area of complexity for an individual. An MT split on its own is not usually surprising for the individual receiving feedback. When combined with an NI split, this suggests that the individual might be a little less sure of themselves and has only identified a difference between motive and talent when forced into ranking different items. This may mean that this is something they haven't thought about much before and it may even come as a surprise to see it on the profile.

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If you have a lot of MT splits and Consistency of Rankings is low, this is not necessarily a problem but is something to explore. It could be that someone is lacking in confidence and so has lower T and higher M across the board, or it could be that someone is approaching retirement and whilst highly effective, their motivation is dropping. Where there are large differences in motive and talent scores, Consistency does drop. Other things can also cause lower Consistency too, for example, a change of circumstance that means someone is forced to re evaluate strengths and weaknesses. Low consistency is something to check out but not proof that someone has been distracted / deliberate trying to manipulate the profile. You need to have a conversation to understand what is going on behind the scenes.



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