



# Work Roles 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 Work Roles Report

The Work Roles Report provides an indication of the types of roles that an individual is more or less likely to adopt in the workplace. It explores the likely impact of these preferred and less preferred roles when working and interacting with others.

The Work Roles Report provides an individual with a Work Roles profile and accompanying advice, based on their completion of a Wave assessment. The report provides information on an individual's most and least preferred roles, how these roles might play out in combination, how an individual might make the most of their own work roles and what they might need to consider when working with others who are similar to or different from themselves.

The report can be used in isolation or in conjunction with another Wave report, for example the Personal Report or the Expert Report, to support individual development. It lends itself extremely well to individual development conducted in group settings, as reports do not require an in-depth, one-to-one debrief in order to be fully understood. Alternatively, the results of a team or group of people can be aggregated and presented to facilitate discussion in a group development setting, either in person or virtually. Specific applications include facilitating change management; M&A activity and conflict resolution, for example. Reports are accessible to line managers, team leaders and individuals without an in-depth understanding of psychometric assessments.

## Benefits

- Helps create high-performing teams
- Supports behavioral change
- Allows quick and easy data collection with straightforward reporting
- Helps build self-awareness
- Enhances the awareness of others

## Availability



PS

Professional  
Styles



FS

Focus  
Styles

# The Work Roles Model

The eight Work Roles are based on the four clusters of the Wave Performance Culture Framework: Solving Problems, Influencing People, Adapting Approaches and Delivering Results.

Each cluster has two underlying Work Roles.





# The Report

## Introduction

Page 3 provides a description of the characteristics of each of the eight Work Roles.



## Your Work Roles

Page 4 presents the eight different Work Roles on a wheel. Scores are presented in brackets after the Work Role and shown graphically in the number of bars on the chart.

The second half of the page rank-orders the eight Work Roles, with the most preferred Work Role at the top and the least preferred at the bottom. Primary and Secondary roles are highlighted along with the two Least Preferred roles. Roles in the middle should not be ignored. Individuals may use third, fourth, and even fifth ranked work roles in some situations.

### 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 are more likely to adopt that Work Role than others.
- Where an individual scores a four and below, their responses to the questionnaire suggest that they are less likely to adopt this Work Role.
- Scores of five and six are considered average when compared with the benchmark group.



## Your Preferred Work Roles

Page 5 presents the individual's two most preferred roles (Primary and Secondary Work Roles).

A description of the key features of the Work Role are presented for both Primary and Secondary roles.

These top two roles combine to create the individual's dual role and the report outlines the strengths associated with the dual combination.

### TOP TIPS

- Consider an example when this dual combination has provided a positive benefit at work.

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### Your Contrasting Work Roles

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## Your Contrasting Work Roles

Page 6 presents the combination of the preferred roles (Primary and Secondary) and the two least preferred roles as contrasting roles.

Behaviors associated with these combinations of preferences are highlighted. Questions designed to encourage self-reflection and development are also presented to prompt the individual to consider how they might improve performance considering this information.

### TOP TIPS

- Reflect on the question posed for each of the contrasting roles.
- Answer these questions by providing specific examples.



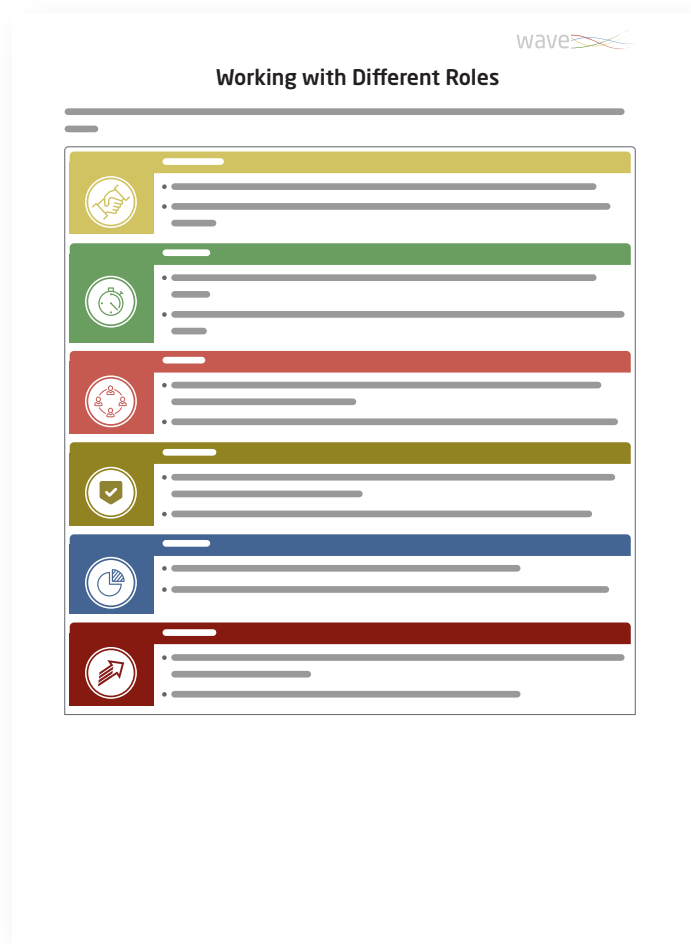


## Making the Most of Your Work Roles

Page 7 presents advice related to enhancing the preferred roles (Primary and Secondary) and managing the two least preferred roles. Targeted advice relating to most preferred roles helps an individual optimize these strengths. Development-focused advice is provided for least preferred roles to support the individual in managing these potential limitations.

### ✓ TOP TIPS

- Choose one point for each of the Work Roles and expand upon this point to detail what more could be done.

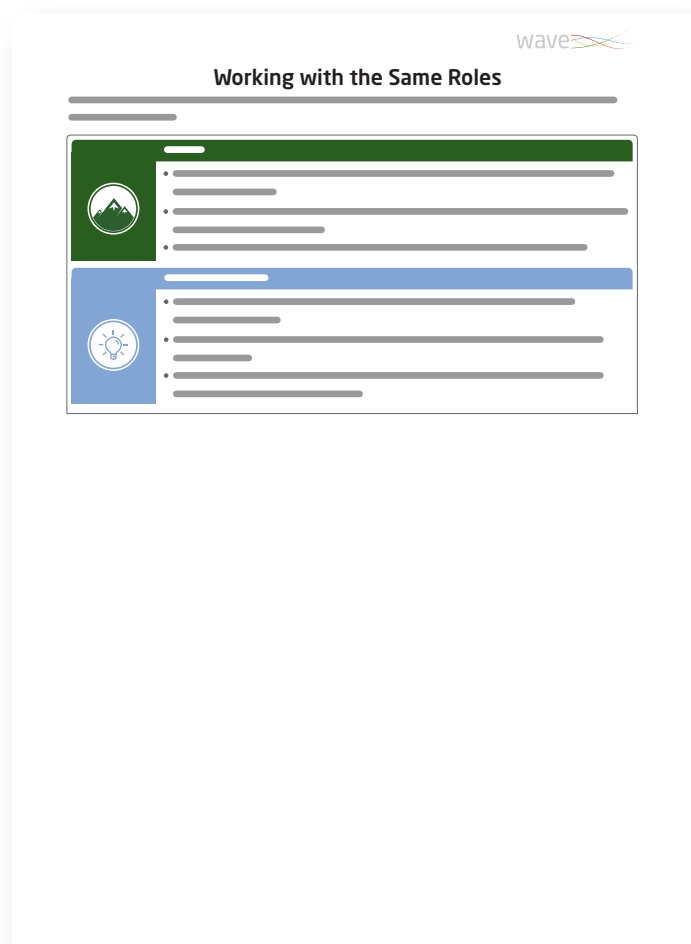


## Working with Different Roles

Page 8 provides advice on how you can work more effectively with people who have other Work Roles.

### ✓ TOP TIPS

- Identify colleagues and consider what their Work Roles may be.
- Given the advice on this page, could you flex your approach to work more effectively with those individuals?



## Working with the Same Roles

Page 9 provides advice relating to working with others with the same role preferences.

Advice here relates to how individuals can work more effectively with individuals who are likely to be similar to themselves. Both of the individual's preferred work roles are presented here.

### ✓ TOP TIPS

- Reflect on the implications of working with people with the same preferences.

# Using the Work Roles Report

The Work Roles report can be used in a one-to-one development discussion with an individual to help them understand their preferred and least preferred ways of working, the advantages and potential disadvantages of these approaches as well as to consider how others may work in similar or different ways. If you are planning a development conversation, you may wish to consider the following steps:

## 1 Prepare the Discussion

- Read through the individual's report and ensure you understand the structure and contents of the report.
- Review the elements of the report you believe most benefit the individual within your discussion.

## 2 Introduce the Session

- Describe the purpose of the session (e.g. to explore your Work Roles) and set the parameters of confidentiality.
- Start a dialogue:
  - Have they done anything like this before?
  - Who do they work most closely with in the workplace?
  - What do they see as their key strengths when working with others?
  - What do they find difficult when working with others?

### 3 Discuss Preferred and Least Preferred Work Roles

- Walk through the report and discuss the two most preferred and two least preferred work roles.
- Use pages 5-7 to consider in more detail the impact of the preferred and least preferred Work Roles in the workplace.
  - Ask for examples of when they have seen their combination of Work Roles play out.
  - What advantages do these combinations of Work Roles bring to them?
  - Given their Work Roles, what do they need to be more mindful of going forward?
- Use pages 8 and 9 to consider how to work more effectively with others.
  - Are there types of Work Roles that they find more difficult/easier to work with? Why?
  - How will they approach interactions with others differently going forward?

### 4 Action Planning

- Ask the individual for their takeaway messages/action points from the conversation.
- Outline an action that will be taken to enhance the two preferred Work Roles.
- Outline an action that will be taken to mitigate potential negative outcomes from the least two preferred Work Roles.
- Identify future situations where it maybe beneficial to get support from others with different Work Roles.

## Other Uses for the Work Roles Report

The Work Roles Report can also support recruitment and onboarding activity, particularly where the role involves interacting with a specific team.

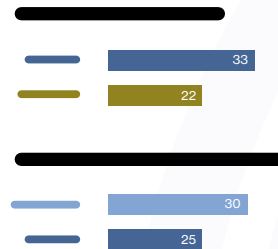
The tool provides an efficient and effective way of analyzing the group already in place, identifying gaps that you might want to address in recruitment. A new hire can then complete the assessment, allowing you to understand their own workplace style and how they are likely to interact with others at work.

Combining this information with profiles of the current team means that you can then easily assess the likely fit of this individual within a group.

Work Roles can be used in a number of ways to speed up onboarding, maximizing the productivity of new hires as quickly as possible:

- Line managers can use key information to help them understand what they can do to maximize the performance of the new starter.
- Data can help with decision making regarding buddy or mentor pairings.
- The individual's report can help structure conversations with line managers, buddies and mentors, to build and cement key relationships.
- Individuals can use their own report to kick start thinking around their on-the-job development.
- Team building activities; incorporating the data of other team members can build engagement and speed up the team formation process.

## Using the Work Roles Group Overview



The Work Roles Group Overview has been designed to provide group data on the Work Roles Report. Following completion of three or more individual Work Roles Reports, interactive talent analytics can be generated to provide an overview of the combined impact of work roles for a group of individuals. The overview provides information on a group's preferred and less preferred work roles, together with information to facilitate group development. It is designed for use with groups or teams of any size and level.

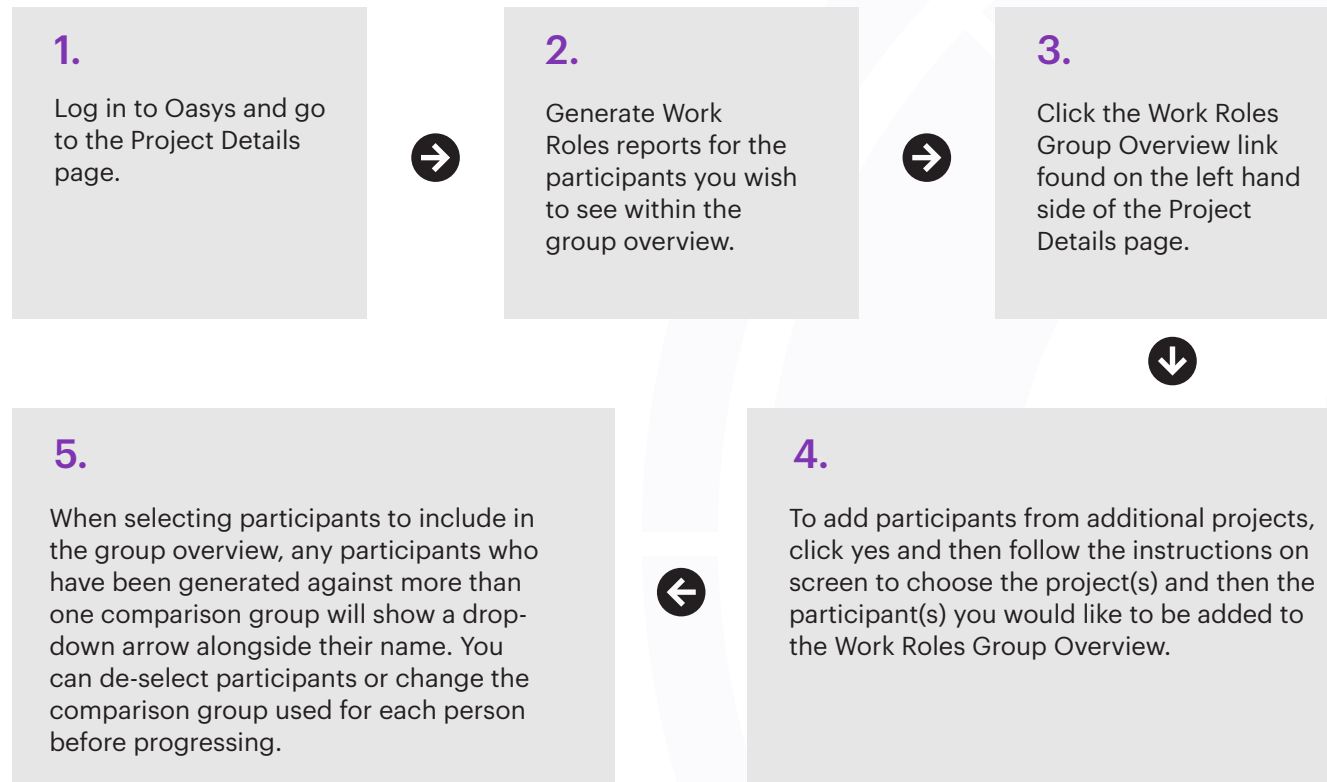
The Work Roles Group Overview can be used as a focus when running group development sessions to support the formation of new teams or to audit existing teams to give the following benefits:

- Create a shared understanding amongst team members of one another's preferred and less preferred work roles.
- Understand the potential impact of individuals' collective preferred and less preferred Work Roles on the organization.
- Help team members understand how best to work with other individuals with the same or different preferred Work Roles.
- Create high-functioning teams that incorporate a variety of work roles.

If you are planning to use the Group Overview for a team development conversation, you may wish to consider the following steps:

## 1 Prepare the Group Overview

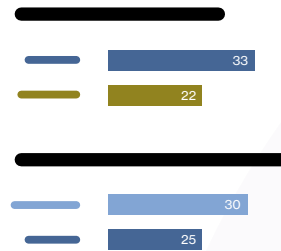
The Work Roles Group Overview can be generated via the Oasys platform. To use the Work Roles Group Overview you must have a minimum of three participants who have completed Wave Professional Styles / Wave Focus Styles and generated Work Roles reports for each of the participants within the project. Participants can exist across different projects, and on different norms, but they must all exist on the same Oasys platform.







The size of the group is shown in the middle of the wheel. Around the outside of the wheel, you have the eight Work Roles, clustered under the 4 Wave Clusters – Solving Problems (blue), Influencing People (red), Adapting Approaches (yellow) and Delivering Results (green). For each Work Role, you have the number of people who have that Work Role as their preferred or less preferred Work Role.



## 2 Review the Group Overview

Here are some top tips to think about when you are reviewing the group overview:

- The wheel is interactive; click on the different Work Roles when presenting them to a team.
- For a reminder of the eight Work Roles, 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 preferred/less preferred role counts.
- The group's two most preferred and least preferred Work Roles are listed on the right-hand side.
- Ask the group to think about the potential positive and negative impact of having a group with these as their preferred roles.
- There is a “Potential Actions” card for each of these which provides advice on how to help reduce the potential negative impact of having a group with a lower preference for these roles.
- Get the group to think of ideas to help reduce the potential negative impact of their less preferred roles prior to revealing the suggested actions.

### 3 Plan your Group Session

- Ensure you have a good understanding of the purpose and objectives of the session
- For a complimentary Work Roles toolkit to support you running a group session, please contact one of our consultants
- Ask the group to familiarize themselves with their own report prior to the session or at the start of the session

### 4 Deliver the Group Session\*

- Provide a session introduction and overview of the Work Roles model
- Ask the group to share their own individual preferred and less preferred work roles and reflections on these
- Display the Work Roles Group Overview and ask the group to provide examples of when they have seen the positive and negative effects of the preferred and less preferred roles
- For the group's preferred and less preferred roles, explore what the impact might be on the organization
- Review all potential actions and identify how the group could put them into actions
- Ask delegates to commit actions the group is committing to taking forward

\*Please contact one of our consultants for a complimentary pack of materials to use when facilitating a group session.



#### 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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