

Saville Assessment

A WTW Company



Resilient Agility Technical Summary



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1.0 Introduction to the Resilient Agility Model

Change and transformation are not new, but the pace of change continues to accelerate. It is in the best interests of individuals and the organizations they work for to have the awareness and tools to both cope and thrive during periods of change or uncertainty. We have developed the Resilient Agility framework to support this. Resilient Agility is a unique form of agility which is robust and can be sustained in the longer term. Individuals are more likely to be effective during change if they have built-in resilience as part of the capacity to be agile – Resilience & Agility are a critical combination.

We have developed the powerful combination of Resilience and Agility underpinned by over 10 years of Wave data, helping individuals to manage and cope with change and transformation in the workplace. Those who show high capacity for Resilient Agility are also more likely to demonstrate high potential in the workplace. The combination of individual reports and group analytics support both team-based change management and large-scale transformation.

The approach takes account of relevant existing literature and perspectives, including research into resilience, agility and grit. These areas rooted in positive psychology have been found to impact workplace performance, organizational commitment and wellbeing in work (Credé, Tynan & Harms, 2017; De Meuse, 2017; Youssef & Luthan, 2007).

This is the only model and output which focuses on the ability to respond positively to change and who has the resilience and drive to see it through. In times of instability, individuals need to be more than just flexible, they must demonstrate grit in being intellectually and emotionally positive about change. Resilient Agility focuses performance to develop individuals to act and respond in the best way to volatile environments.

From the Wave Competency Potential dimensions, the 20 dimensions which were the best forecasters of ratings related to Resilient Agility were identified. These 20 dimensions were grouped into four key Resilient Agility Drivers by our experts with a combined 40 years of experience in personality research.



Dealing with Change

Embracing transformation positively. Managing uncertainty with composure.

- It is important to understand how you are likely to feel and react emotionally during times of change and uncertainty.
- Reflecting on your past experiences and how you have felt can help you better understand how to be more resilient in dealing with future uncertainty.
- Focusing on the positive aspects of change and envisioning a way forward can facilitate the change process.

Staying Connected

Making and maintaining connections. Actively participating and communicating.

- Actively communicating and contributing keeps you engaged in the process of change and ensures others stay informed.
- Building support networks is an important part of the transformation journey, particularly with those who promote constructive dialogue.
- Utilizing technology and virtual working can help you to both stay connected and reconnect with others.

Enabling New Ways of Working

Using insights to forge new directions at work. Ensuring effective work plans are delivered.

- A natural instinctive reaction to changing events can be to reject or ignore their significance.
- Leveraging insights gained from changes and focusing on their longer-term impact can help you to be more productive through formulating new and better ways of working.
- Reworking plans and strategies can provide a renewed sense of purpose and direction for you and those around you.

Maintaining Drive

Capitalizing on the opportunities that change presents. Keeping everyone focused on key work objectives.

- Taking action on things that are within your control can provide you with an increased sense of involvement in the change process.
- Continuing to achieve key goals can help focus you and others on delivering results and finding new opportunities, rather than constantly being distracted by unexpected events or changes.
- Celebrating success is important for personal and team morale, whilst promoting a focus on getting the right things done.

The table below displays the mapping of the Wave Competency Potential dimensions from the Styles questionnaires to the four Resilient Agility dimensions. All dimensions are positively loaded and equally weighted.

Resilient Agility Driver	Mapped Dimensions	Wave Cluster*
Dealing with Change	Embracing Change	AA
	Thinking Positively	AA
	Conveying Self-Confidence	AA
	Inviting Feedback	AA
	Showing Composure	AA
Staying Connected	Articulating Information	IP
	Establishing Rapport	IP
	Team Working	AA
	Convincing People	IP
	Interacting with People	IP
Enabling New Ways of Working	Developing Strategies	SP
	Making Decisions	IP
	Providing Insights	SP
	Managing Tasks	DS
	Producing Output	DS
Maintaining Drive	Pursuing Goals	DS
	Directing People	IP
	Empowering Individuals	IP
	Taking Action	DS
	Seizing Opportunities	DS

*The Wave Cluster column indicates which of the four Wave Clusters the dimensions sit under in the standard Wave model

Some of the four Resilient Agility drivers demonstrate a moderate degree of intercorrelation which is to be expected given that the underlying behavioral dimensions have been selected as they all relate to Resilience and Agility. The four areas considered together demonstrate an individual's Resilient Agility when facing organizational transformation. Maintaining Drive correlates with all of the other areas; .67/.58 with Dealing with Change, .57/.47 with Staying Connected and .66/.64 with Enabling New Ways of Working (Focus Styles/Professional Styles intercorrelations, respectively). These relationships are logical considering the kinds of behaviors which contribute to motivation and capacity for Maintaining Drive in work.

2.0 Reporting

The Building Resilient Agility report is designed to support any group of employees who want to improve their self-awareness and understand how to better deploy their strengths to increase their Resilient Agility. The report is particularly suitable for employees who are facing or are likely to face significant change at work.

The report can be generated from completions of both Focus Styles and Professional Styles. Individuals can access the report directly after completion and use the report to guide their self-development. This makes the implementation simple, efficient and cost-effective. The report is designed for non-trained users and no particular understanding of psychometrics is required to get the most from this report. This means it is a highly accessible resource for use in self-development initiatives. Nonetheless, individuals may like to look through this report with a line manager or coach to prompt additional reflection.

The Building Resilient Agility Report provides development suggestions for the behaviors underpinning the four Resilient Agility drivers. There are three different types of advice given.



This symbol indicates a behavior for which the individual has shown a moderate preference in comparison to an external benchmark group. The first bullet point provides advice on how to build and capitalize on this as a strength. The second bullet point provides suggestions for how to effectively use this area at work.



This symbol indicates a behavior for which the individual has shown a particularly strong preference. The first bullet point provides advice on how to build and capitalize on this as a strength. The second bullet point provides suggestions for how to effectively use this strength at work. The third bullet point prompts the individual to consider any potential undesirable consequences if these behaviors are overplayed.



This symbol indicates a behavior for which the individual has shown less preference or may consider to be a challenge. The first bullet point provides advice on how to develop and manage the potential challenge area. The second bullet point provides tips on how the individual can effectively support their development at work.

Additionally, the report includes a page of actions to consider in order to build Resilient Agility. Each Resilient Agility area is accompanied by a prompt question and an editable text box for the individual to reflect upon their strengths, any challenge areas and make notes on how they intend to build these areas.

3.0 Reliability

This section provides two different forms of reliability evidence for the Resilient Agility model. Alternate form reliability is where two equivalent (parallel) versions of a questionnaire are completed by the same sample of individuals. Test-retest reliability is where the same sample of individuals complete the same questionnaire twice, with a time delay between the two completions. In both types of analysis, the two sets of scores are correlated and this provides a useful indication of the consistency of the measure of a questionnaire. A development aim of the Resilient Agility model was that these forms of reliability should be as high as possible.

3.1 Alternate Form Reliability

Table 1 shows alternate form reliability figures for the four Resilient Agility drivers. This is based on a sample of 1,153 participants who completed both the invited access and the supervised access versions of Wave Professional Styles. Resilient Agility scores were derived from these data using pre-specified equations. The Resilient Agility drivers demonstrate high alternate form reliabilities with coefficients ranging from .92 (Dealing with Change, Staying Connected, Enabling New Ways of Working) to .95 (Maintaining Drive).

Table 1. Alternate Form Reliability - Invited Access (IA) vs. Supervised Access (SA) - Wave Professional Styles Resilient Agility driver scales (N=1,153)

Resilient Agility Driver	(IA) Mean	(IA) SD	(SA) Mean	(SA) SD	SEm (Sten)	r_t	Other Highest Correlation	Other Resilient Agility Driver
Dealing with Change	14366.13	1676.61	14290.03	1626.2	.57	.92	.61	Maintaining Drive
Staying Connected	14118.10	1830.71	13784.89	1801.37	.57	.92	.51	Maintaining Drive
Enabling New Ways of Working	14573.39	1522.09	14494.76	1564.98	.57	.92	.65	Maintaining Drive
Maintaining Drive	14018.08	2219.12	13898.69	2231.03	.45	.95	.65	Enabling New Ways of Working
Mean Average	14268.93	1812.13	14117.09	1805.90	.54	.93	.61	
Median Average	14242.11	1753.66	14094.36	1713.80	.57	.92	.63	
Min	14018.08	1522.09	13784.89	1564.98	.45	.92	.51	
Max	14573.39	2219.12	14494.76	2231.03	.57	.95	.65	

3.2 Test-Retest Reliability

Table 2 shows test-retest reliability figures for the four Resilient Agility drivers. This is based on a sample of 100 participants who completed Wave Professional Styles twice with an average period of 18 months between the two completions. Resilient Agility scores were derived from these data using pre-specified equations. The Resilient Agility drivers demonstrate high test-retest reliabilities with coefficients ranging from .81 (Enabling New Ways of Working) to .85 (Dealing with Change) and a median reliability of .83.

Table 2. Test-Retest Reliability - Wave Professional Styles Resilient Agility driver scales (N=100)

Resilient Agility Driver	Mean _{t1}	SD _{t1}	Mean _{t2}	SD _{t2}	SEm (Sten)	r _t
Dealing with Change	14169.42	1668.36	14035.95	1780.13	.77	.85
Staying Connected	13762.50	1922.03	13635.09	2046.50	.80	.84
Enabling New Ways of Working	14611.70	1632.61	14807.27	1690.80	.87	.81
Maintaining Drive	13769.76	2200.00	13996.29	2250.30	.85	.82
Mean Average	14078.34	1855.75	14118.65	1941.93	.82	.83
Median Average	13969.59	1795.19	14016.12	1913.32	.82	.83
Min	13762.50	1632.61	13635.09	1690.80	.77	.81
Max	14611.70	2200.00	14807.27	2250.30	.87	.85

Note: There was an average of 18 months between the first and second assessments.

Overall, the alternate form and test-retest reliabilities provide clear evidence for the reliability of the consistency and construct separation of the Resilient Agility scales.

Further information about reliability can be found in the Wave Professional Styles Handbook (Second Edition).

4.0 Validity

This section provides two different forms of validity evidence for the Resilient Agility model: criterion-related and construct validity.

Criterion-related validity is often regarded as the single most important property of an assessment. It involves correlating assessment scores with independently evaluated criterion outcomes of job performance. The type of criterion-related validity evidence presented here is concurrent, where no time lag exists between when the assessment was completed and when the job performance criterion was measured.

Construct validity is the extent to which an assessment measures a hypothetical construct or area of human performance. The scores from an assessment with good construct validity would be expected to behave as if the underlying construct were directly being measured.

The Great Eight model (Kurz & Bartram, 2002) was used to validate the Wave questionnaires, a process detailed extensively in the Validity chapter of the Wave Professional Styles Handbook. The process involved creating composite Great Eight predictor scores for a number of different personality assessments, allowing for direct comparison between them. While the Resilient Agility model was not developed with the Great Eight in mind, this general model provides a useful, independent starting point for exploring the constructs measured in the Resilient Agility model.

4.1 Criterion-Related Validity

Tables 3 and 4 display the correlations between the Wave Professional Styles Resilient Agility drivers and external ratings of Resilience and Agility respectively, as measured by the Wave Performance 360 questionnaire. Raw validities (r) are displayed along with corrected validities (r_c) which were corrected for attenuation based on the reliability of the criteria (based on 263 pairs of criterion ratings). No further corrections were applied (e.g. restriction of range, predictor unreliability).

Table 3. Concurrent Criterion-Related Validity of the Wave Professional Styles Resilient Agility driver scales in three different studies from self-report data matched against external ratings of Resilience, unadjusted and adjusted for criterion unreliability

Resilient Agility Driver with Resilience Ratings	Study 1: Development Sample (N=392) “Coping with Stress”		Study 2: Standardization Sample (N=567) “Projecting Confidence”		Study 3: Epsom Sample (N=369) “Showing Resilience”	
	r	r _c	r	r _c	r	r _c
Dealing with Change	.22	.39	.29	.52	.20	.36
Staying Connected	.20	.37	.20	.36	.16	.29
Enabling New Ways of Working	.20	.36	.19	.33	.09	.15
Maintaining Drive	.20	.37	.27	.49	.15	.27
Mean Average	.21	.37	.24	.43	.15	.27
Median Average	.20	.37	.24	.43	.16	.28
Min	.20	.36	.19	.33	.09	.15
Max	.22	.39	.29	.52	.20	.36

Table 4. Concurrent Criterion-Related Validity of the Wave Professional Styles Resilient Agility driver scales in three different studies from self-report data matched against external ratings of Agility, unadjusted and adjusted for criterion unreliability

Resilient Agility Driver with Agility Ratings	Study 1: Development Sample (N=391) “Adapting to Change”		Study 2: Standardization Sample (N=618) “Adjusting to Change”		Study 3: Epsom Sample (N=369) “Adjusting to Change”	
	r	r _c	r	r _c	r	r _c
Dealing with Change	.23	.48	.26	.55	.22	.46
Staying Connected	.18	.39	.17	.35	.10	.20
Enabling New Ways of Working	.14	.30	.15	.31	.14	.30
Maintaining Drive	.17	.35	.22	.46	.16	.34
Mean Average	.18	.38	.20	.42	.15	.32
Median Average	.17	.37	.19	.40	.15	.32
Min	.14	.30	.15	.31	.10	.20
Max	.23	.48	.26	.55	.22	.46

All four of the Resilient Agility Drivers were significantly related to the ratings associated with Resilience and Agility in all three samples, with one exception (Enabling New Ways of Working with Showing Resilience in the Epsom sample). This provides good evidence that the Drivers form essential components of Resilient Agility. The replication of these relationships in different samples demonstrates cross-validation evidence that these relationships can be generalized.

While the primary development aim of the Resilient Agility drivers was to ensure they forecast Resilient Agility, it is important that these drivers are also related to increased overall potential. Table 5 displays the correlations between the Wave Professional Styles Resilient Agility drivers and external ratings of Potential, as measured by the Wave Performance 360 questionnaire. Validities (r_c) were corrected for attenuation based on the reliability of the criteria (based on 263 pairs of criterion ratings). No further corrections were applied (e.g. restriction of range, predictor unreliability).

Table 5. Concurrent Criterion-Related Validity of the Wave Professional Styles Resilient Agility driver scales in three different studies from self-report data matched against external ratings of Potential, unadjusted and adjusted for criterion unreliability

Resilient Agility Driver with Potential Ratings	Study 1: Development Sample (N=393) “Potential for Promotion”		Study 2: Standardization Sample (N=622) “Potential for Promotion”		Study 3: Epsom Sample (N=369) “Demonstrating Potential”	
	r	r_c	r	r_c	r	r_c
Dealing with Change	.18	.28	.21	.34	.22	.35
Staying Connected	.18	.29	.13	.21	.08	.13
Enabling New Ways of Working	.21	.33	.22	.36	.27	.44
Maintaining Drive	.19	.30	.29	.46	.31	.51
Mean Average	.19	.30	.21	.34	.22	.36
Median Average	.18	.30	.22	.35	.25	.40
Min	.18	.28	.13	.21	.08	.13
Max	.21	.33	.29	.46	.31	.51

Across the three samples, the four Drivers were significantly related to external ratings of Potential, with the exception of Staying Connected in the Epsom sample. This provides good evidence for the use of the report to support development of Resilient Agility, as well as developing overall potential for success.

4.2 Construct Validity

To establish construct validity, scores on the four Resilient Agility drivers were correlated with individuals' 'Great Eight' competency scores, which were computed from individuals' responses to the OPQ32i questionnaire. Table 6 displays the *a priori* hypothesized correlations and highest other correlations which were not *a priori* hypothesized between Resilient Agility drivers and OPQ 'Great Eight' competencies. None of the Resilient Agility drivers were hypothesized to correlate with the 'Great Eight' competency of Analyzing & Interpreting.

Table 6. Wave Professional Styles Resilient Agility drivers against Great Eight competencies from OPQ32i (N=350)

Resilient Agility Driver	Mapped 'Great Eight'	Average r with unmapped 'Great Eights'	Highest Other 'Great Eight' r	r
Dealing with Change	Adapting & Coping	.09	Leading & Deciding (.45)	.39
	Interacting & Presenting			.70
Staying Connected	Supporting & Cooperating	-.04	Leading & Deciding (.31)	.30
	Creating & Conceptualizing			.19
Enabling New Ways of Working	Organizing & Executing	.03	Leading & Deciding (.45)	.33
	Leading & Deciding			.65
Maintaining Drive	Enterprising & Performing	.01	Creating & Conceptualizing (.36)	.46
Mean Average		.03		.43
Median Average		.02		.39
Min		-.04		.19
Max		.09		.70

Note: Any raw correlation higher than .11 is statistically significant at the $p < .05$ level (two-tailed) and any raw correlation higher than .09 is statistically significant at the $p < .05$ level (one-tailed).

All of the Resilient Agility drivers were significantly positively associated with their *a priori* hypothesized matched 'Great Eight' criterion ratings. All drivers were significantly related to Leading & Deciding.

Resilient Agility can be derived from both the Professional Styles and Focus Styles questionnaires. The Resilient Agility drivers as calculated from both versions of the questionnaire were correlated to confirm the construct equivalence of the different versions.

Table 7. Wave Professional Styles Resilient Agility drivers against Wave Focus Styles Resilient Agility drivers (N=383)

Professional Styles and Focus Styles Resilient Agility Driver	Average r with unmatched	r
Dealing with Change	.48	.84
Staying Connected	.29	.86
Enabling New Ways of Working	.37	.85
Maintaining Drive	.58	.85
Mean	.43	.85
Median	.43	.85
Min	.29	.84
Max	.58	.86

Note: Any raw correlation higher than .11 is statistically significant at the $p < .05$ level (two-tailed) and any raw correlation higher than .09 is statistically significant at the $p < .05$ level (one-tailed).

Strong correlations between the drivers as measured by the Professional and Focus Styles questionnaires, indicate that they are measuring the same constructs. The average correlations with the unmatched Drivers are still relatively high, but this is to be expected when measuring one broader overall construct, in this case Resilient Agility. The unmatched correlations are sufficiently high to indicate related constructs, but not so high to suggest the same narrow construct is being measured repetitively.

To further explore the construct validity of the Resilient Agility drivers, the scales were calculated based on self-report ratings against the Wave dimensions from an operational sample of 13,042 individuals. There were a total of 34,538 external ratings available for these individuals, from their managers, colleagues and reports. The four Resilient Agility drivers, as well as the overall combined measure of Resilient Agility based on the four, were all significantly correlated with external ratings of Resilience (“Showing Resilience”) and Agility (“Adjusting to Change”).

While this was not based on the Professional or Focus Styles questionnaires, it provides good evidence for the validity of the constructs of the four Resilient Agility drivers and overall Resilient Agility, as related to external ratings of Resilience and Agility.

Further information about validity can be found in the Wave Professional Styles Handbook (Second Edition).

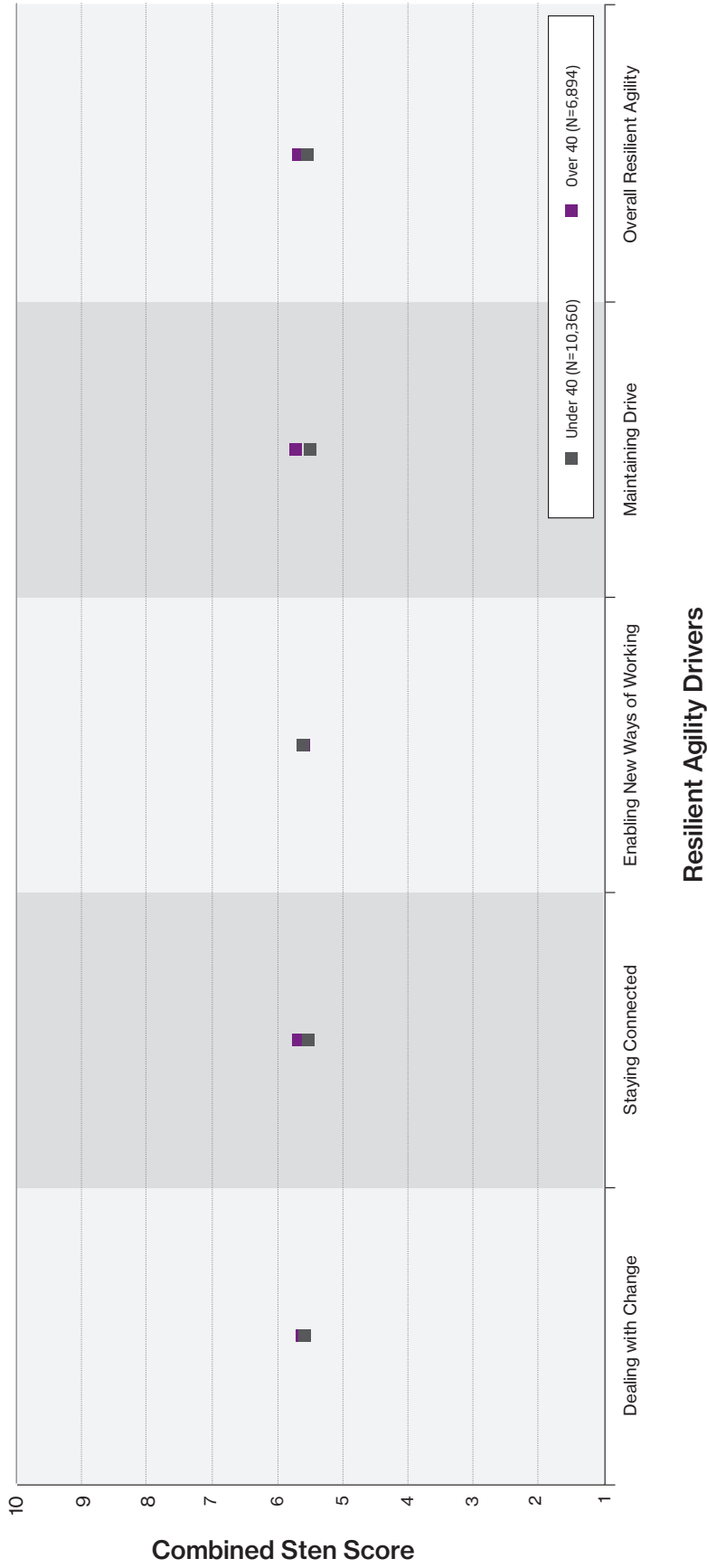
5.0 Fairness

This section introduces information about group differences in scores achieved on the Resilient Agility model. It includes a comparison of the Resilient Agility areas in different groups created according to the following criteria:

- Age
- Gender
- Cultural Background

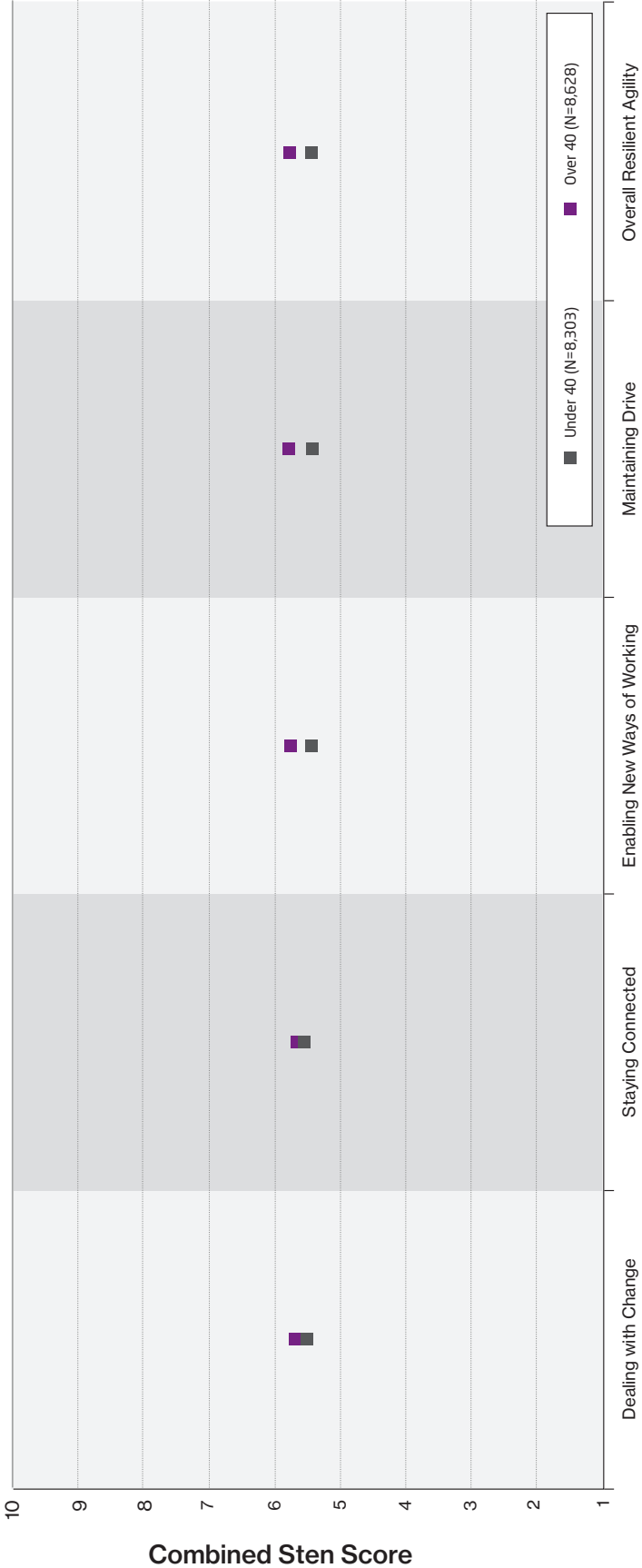
Fairness data is presented based on the Resilient Agility model as measured by both the Focus Styles and Professional Styles questionnaires.

Focus Styles Age Trends International – Sten Profile



People under the age of 40 (N=10,360) were compared to people over 40 (N=6,894). There were no differences between the two age groups on any of the Resilient Agility Drivers, or Overall.

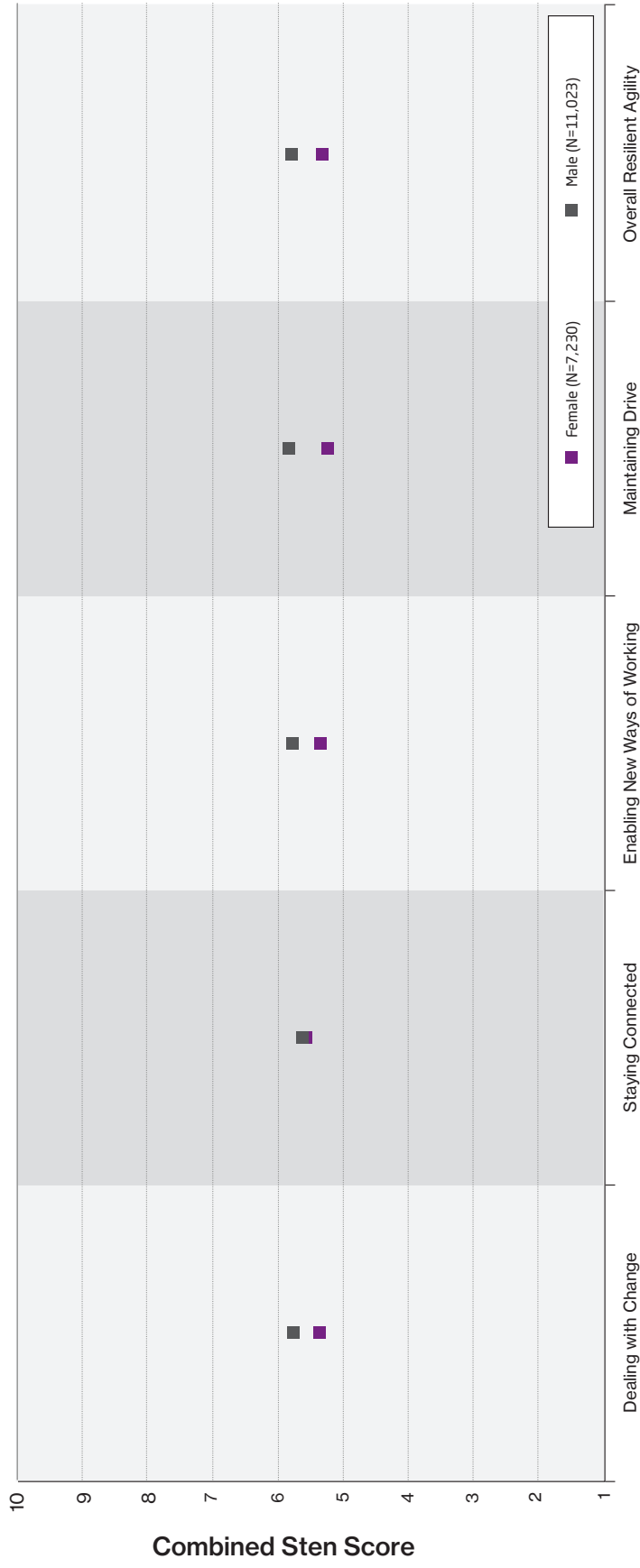
Professional Styles Age Trends International – Sten Profile



Resilient Agility Drivers

People under the age of 40 (N=8,303) were compared to people over 40 (N=8,628). There were no differences between the two age groups on any of the Resilient Agility Drivers, or Overall.

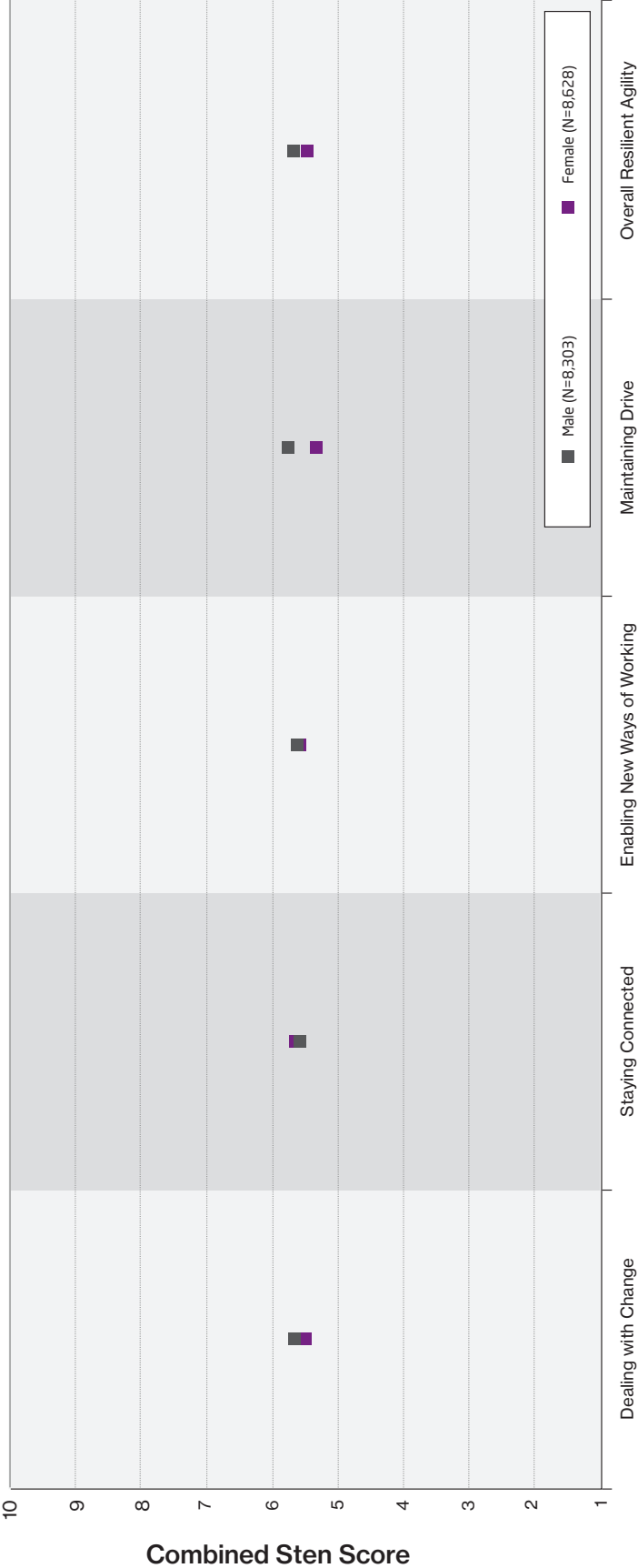
Focus Styles Gender Trends International – Sten Profile



Resilient Agility Drivers

Mean scores for male individuals (N=11,023) were compared to mean scores for female individuals (N=7,230). Differences ranged from non-existent to small; no moderate or large differences were found.

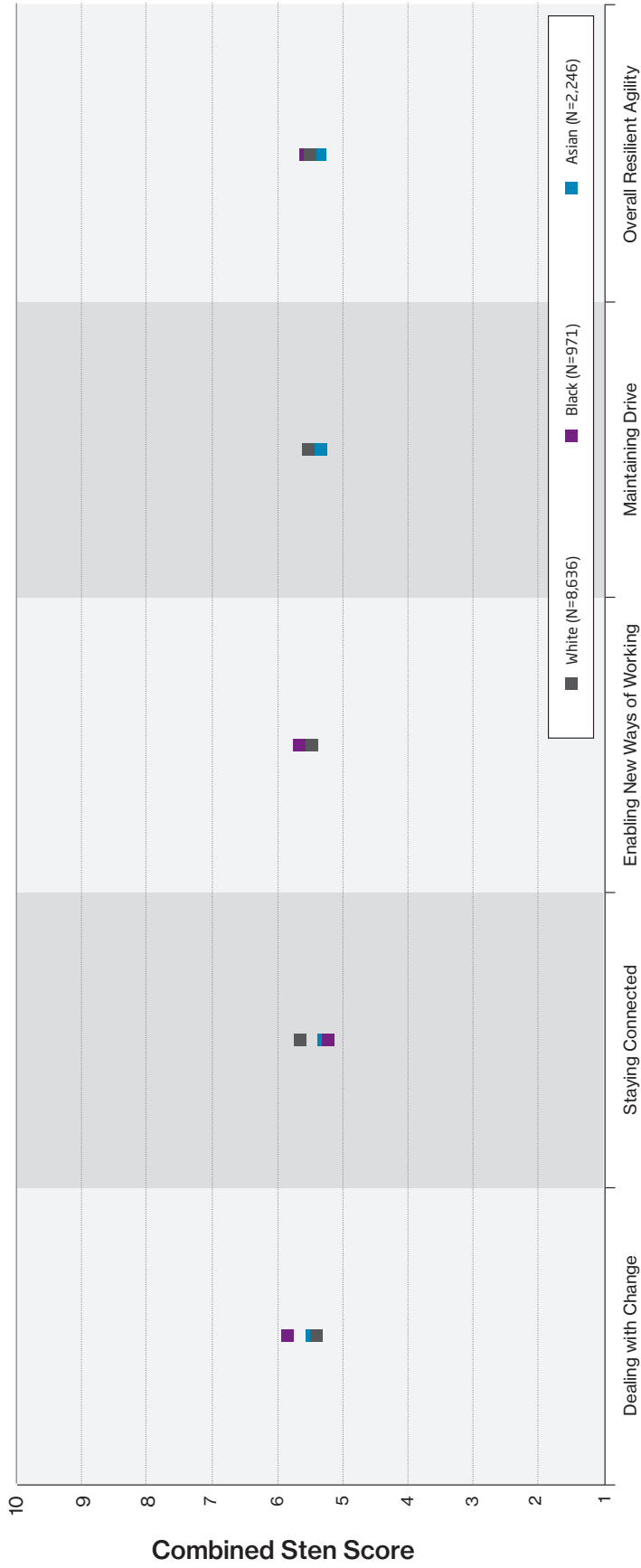
Professional Styles Gender Trends International – Sten Profile



Resilient Agility Drivers

Mean scores for male individuals (N=11,580) were compared to mean scores for female individuals (N=6,574). Differences ranged from non-existent to small; no moderate or large differences were found.

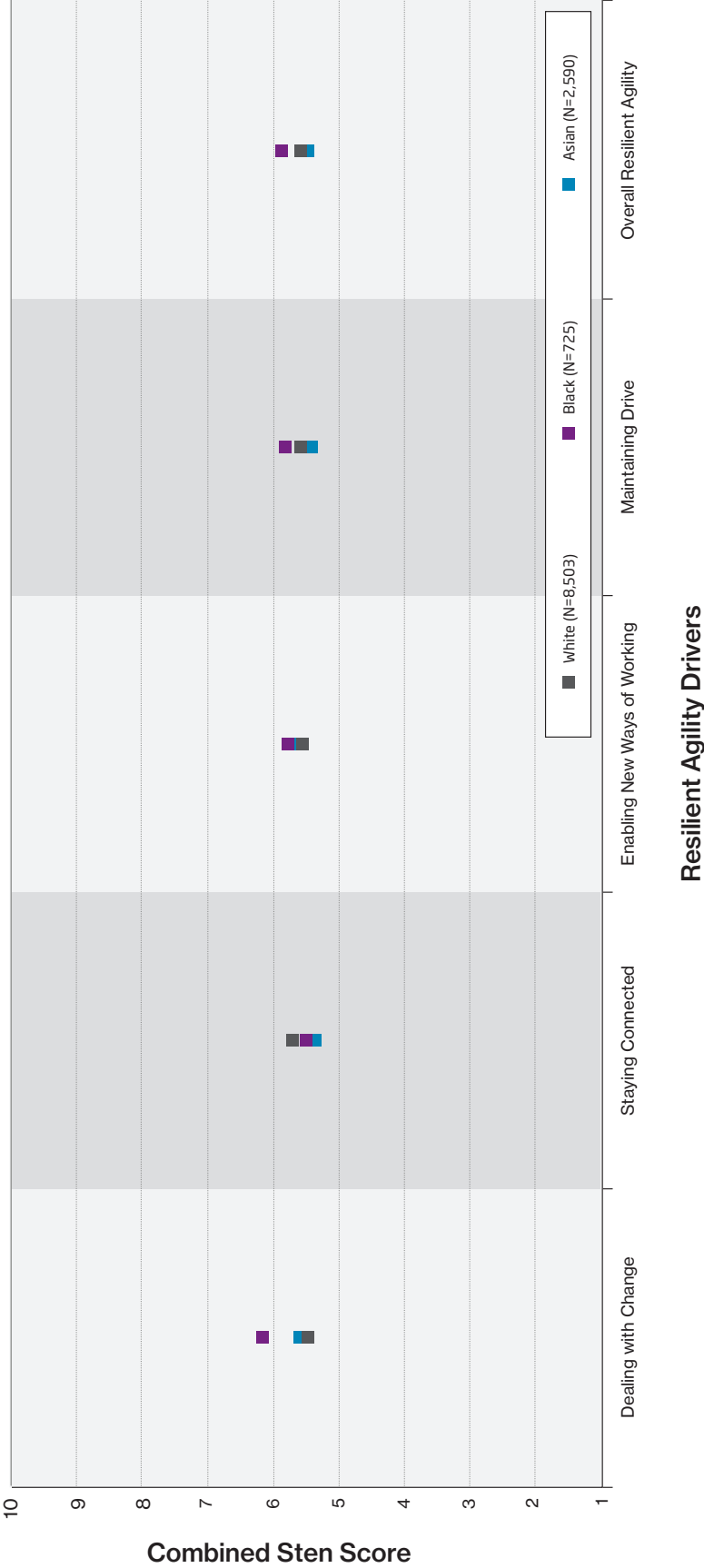
Focus Styles Ethnicity Trends International – Sten Profile



Resilient Agility Drivers

The White group (N=8,636) was compared to the Black (N=971) and Asian (N=2,246) groups in terms of their mean scores. Differences ranged from non-existent to small; no moderate or large differences were found.

Professional Styles Ethnicity Trends International – Sten Profile



The White group (N=8,503) was compared to the Black (N=725) and Asian (N=2,590) groups in terms of their mean scores. Differences ranged from non-existent to small. The largest difference was on Dealing with Change where the Black group were, on average, .68 of a Sten higher than the White group and .60 of a Sten higher than the Asian group, with all other differences less than .44 of a Sten. No moderate or large differences were found.

6.0 References

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7.0 Appendix

7.1 Overall Criterion-Related Validity

In addition to the Resilient Agility driver validities presented in Tables 3 – 5, the equivalent validities are presented below for Overall Resilient Agility, calculated by combining the Resilient Agility drivers equally. Table 8 displays the correlations between the Wave Professional Styles Overall Resilient Agility and external ratings of Resilience, Agility and Potential, as measured by the Wave Performance 360 questionnaire. Raw validities (r) are displayed along with corrected validities (r_c) which were corrected for attenuation based on the reliability of the criteria (based on 263 pairs of criterion ratings). No further corrections were applied (e.g. restriction of range, predictor unreliability).

Table 8. Concurrent Criterion-Related Validity of the Wave Professional Styles Resilient Agility Overall in three different studies from self-report data matched against external ratings of Resilience, Agility and Potential, unadjusted and adjusted for criterion unreliability

Overall Resilient Agility with Ratings	Study 1: Development Sample (N=391-393)		Study 2: Standardization Sample (N=567-622)		Study 3: Epsom Sample (N=369)	
	r	r_c	r	r_c	r	r_c
Overall Resilient Agility with Resilience Ratings	.22	.40	.31	.56	.20	.37
Overall Resilient Agility with Agility Ratings	.19	.40	.26	.54	.21	.43
Overall Resilient Agility with Potential Ratings	.20	.32	.28	.45	.30	.49

Overall Resilient Agility is strongly related to all of the criterion ratings of Resilience, Agility and Potential.

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