



wave  i

# Career Potential Development 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 Wave-i Career Potential Development Report

The Wave-i Career Potential Development Report is designed to be used in the context of development programs wherein Wave-i is providing insight into the candidate pool.

The report draws from a bank of over 570 development tips designed to promote focused career development planning.

The Career Potential Development Report creates a starting point for an individual to consider ways in which they can develop leadership potential and how they align to career paths. It can act as a powerful catalyst for career and leadership development conversations, helping to bridge the gap between profile analysis and development planning. Reports are accessible to key stakeholders and individuals without an in-depth understanding of psychometric assessments.

The Career Potential Development Report provides advice for an individual, based on a behavioral profile generated from their completion of the Wave Professional Styles assessment. Depending on an individual's results, the report makes suggestions as to how they might build on a strength, develop a potential challenge area and watch out for possible overplayed strengths. It also makes suggestions for key strengths to deploy, challenge areas to mitigate and managing any risk areas within three overarching career paths areas.

## Benefits

- Quick and easy development planning
- Targeted career path development
- Builds on strengths to maximize performance
- Highlights possible overplayed strengths which may be derailing
- Positively worded to encourage engagement with development actions
- Focuses on the behaviors shown to drive workplace performance and leadership potential

## Availability



Professional  
Styles



# The Report

## Introduction to the Wave-i Career Potential Development Report

Page 3 of the report provides an overview of each of the individual sections of the report.

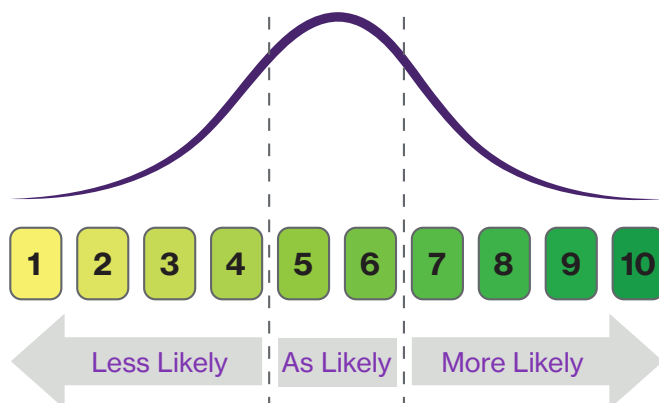
The Career Potential Development Report is divided into five sections:

- ① Core Strengths
- ② Possible Challenge Areas
- ③ Career Path Development
- ④ Setting Development Priorities
- ⑤ Setting Career Path Development Priorities

The Core Strengths and Possible Challenge Areas are composed of the following three types of advice:

1. Building Strengths
2. Possible Overplayed Strengths – “Watch-Fors”
3. Development Activities





## Development Advice

The development advice presented in the report will depend on the individual's scores from their completion of the Professional Styles questionnaire. Scores are benchmarked and provide an indication as to how the individual 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 area as a 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 don't 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 report is composed of three types of development advice:

## Building Strengths

Successful People tend to know what they are good at and play to these strengths. Before trying to make up for, or develop potential limitations, it may be worth considering how to make the most of these strengths.

Building Strengths are shown for competency dimension with scores of 6-10 which range from average to extremely high.



## Possible Overplayed Strengths – “Watch Fors”

Clear areas of strength are most likely to contribute to effectiveness at and enjoyment of work. They may, however, lead to unwanted or undesirable consequences. For each area of strength, the potential pitfalls are highlighted together with actions that may help to mitigate their negative impact.

Possible Overplayed Strengths are shown for competency dimensions with scores of 8-10 which are all well above average.



## Development Activities

While building strengths is likely to be a more rewarding way to develop, there is often a requirement to develop in areas which are less strong. For these areas, development tips are provided on how to improve performance.

Development Activities are shown for competency dimensions with scores of 1-5 which range from well below average to average.

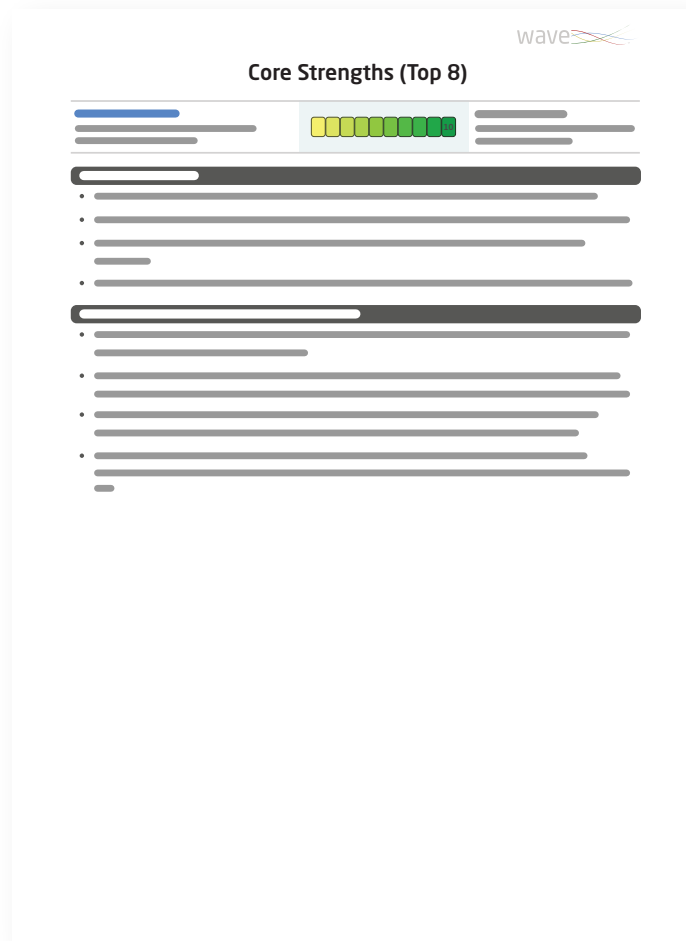


## Core Strengths (Top 8)

The first section of the Career Potential Development Report shows an individual's Core Strengths. These are the individual's top eight scoring competency dimensions from the Wave dimensions which are most related to core leadership potential.

The report presents the competency dimension (for example, Providing Insights) and which behaviors sit underneath these competency dimensions, alongside the Sten score and a descriptor of how this score compares to the comparison group.

Under each of the eight competency dimensions, advice is provided in line with the score of the competency dimension.



### TOP TIPS

- Consider the advantages of these core strengths in relation to a leadership role.
- Use the advice to consider the risk of these strengths being overplayed.
- Identify and focus on the tips that resonate most with the role.



## Possible Challenge Areas (Bottom 8)

The second section of the Development Report shows an individual's Possible Challenge Areas. These are the individual's bottom eight scoring competency dimensions from the Wave dimensions which are most related to core leadership potential.

Under each of the eight competency dimensions, advice is provided in line with the score of the competency dimension.

### TOP TIPS

- Consider how important each challenge area is to your current role. If it is important, consider how it can be developed further.
- Consider which tips are most relevant in order to help achieve future goals.
- Expand on tips in the report to make them more specific for the circumstance.





## Career Path Development

The third section of the Development Report provides development in relation to different career paths: **Professional**, **People**, and **Pioneering**.

Descriptions of each career path are provided for reader understanding.

The individual's alignment to each of the career paths is provided, as well as an indication of how much of a preference they demonstrated.

### TOP TIPS

- Consider the relevance of, and alignment to, each career path area in the context of the current role and possible future career paths.
- Identify where there is likely to be the most benefit from focusing on developing strengths and challenge areas, as well as managing any risks.



From the behaviors that have been identified as most important for the three career path indicators, development advice is provided for the top and bottom three scoring behavioral dimensions (for example, within Pioneering).

- The top three scoring behavioral dimensions in each career path are Key Strengths to Deploy.
- The bottom three scoring behavioral dimensions in each career path are Challenge Areas to Mitigate.

Scores and development advice are provided for these six competency dimensions.

### TOP TIPS

- Consider the advantages of these key strengths in relation to a leadership role or path.
- Consider how each challenge area may hinder development within a leadership role or path.
- Expand on tips in the report to make them more specific for the circumstance.



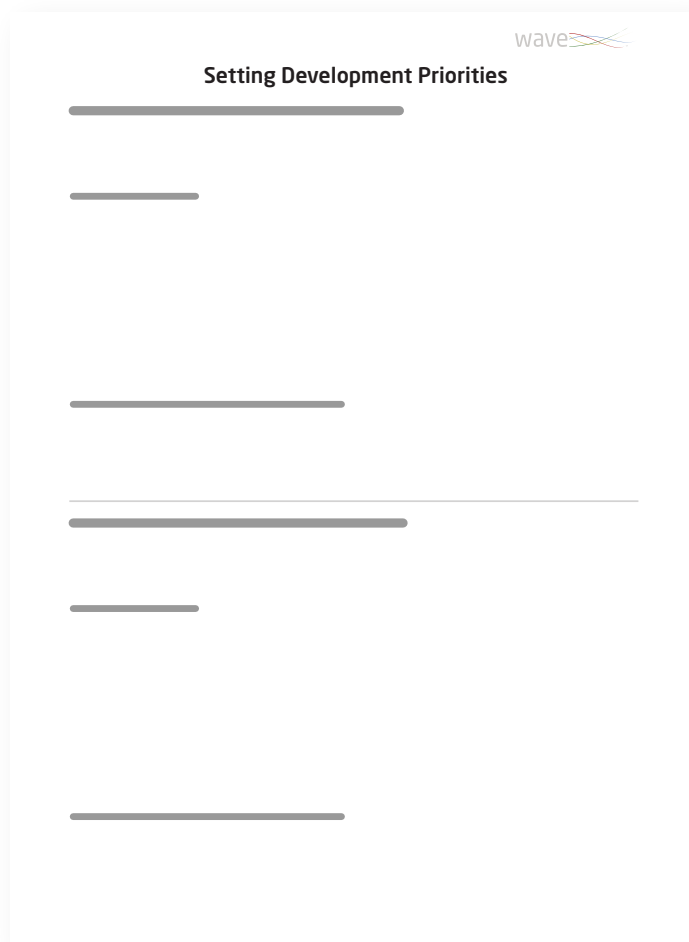
There are nine risk areas which sit under the three career path indicators - **Perfectionist, Procedural, Critical, Obliging, Autonomous, Expressive, Disruptive, Unpredictable, Daring**. A primary and secondary risk area is presented in each report.

Risk areas are presented where relevant for each career area (for example, risk areas Daring and Disruptive aligning under the Career Path Development – Pioneering page). The risk areas are described and suggest how strengths might be overplayed.

Advice on Managing the Risk is given for the two highest risk areas across Professional, People, and Pioneering areas.

### TOP TIPS

- Consider how these risk areas might impact a leadership role.
- Consider which tips are most relevant in order to help manage the risk and achieve future goals.



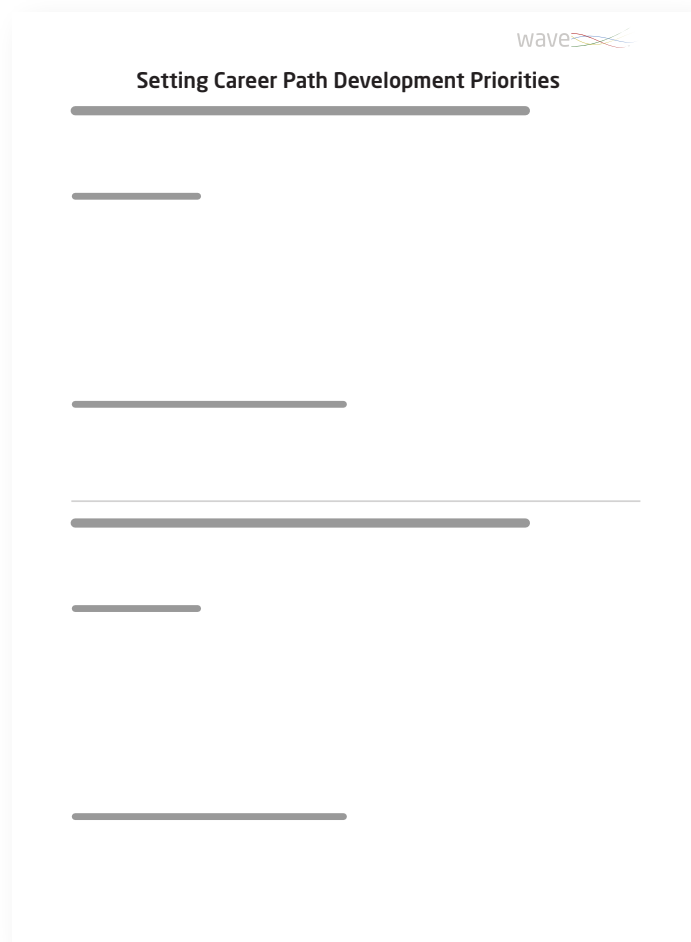
## Setting Development Priorities

The fourth section of the Career Potential Development Report provides space to identify the key development areas from the Core Strengths and Possible Challenge Areas (Top 8 and Bottom 8) to focus on, the actions to be taken and how they will be reviewed.

Editable boxes allow you to make notes within the report and revisit at a later date.

### TOP TIPS

- Identify three to four areas for development and create a personal development plan around these.
- Develop a mix of short-term (within three months) and longer-term (more than six months) goals.
- Include both Core Strengths and Possible Challenge Areas.
- Identify ways that others could help and support along the way.



## Setting Career Path Development Priorities

The fifth section of the Career Potential Development Report provides space to identify the key development areas from the career path areas (Professional, People, Pioneering) to focus on, the actions to be taken and how they will be reviewed.

Editable boxes allow you to make notes within the report and revisit at a later date.

### ✓ TOP TIPS

- Identify two areas for development and create a personal development plan around these.
- If including a Key Strength to Deploy or Challenge Area to Mitigate, avoid selecting a behavioral dimension which has been included in Setting Development Priorities.

# Using the Wave-i Career Potential Development Report

The Career Potential Development Report can be used by the individual to review alone or in a one-to-one development discussion with a manager, coach, peer or L&D professional to build self-insight and set clear development priorities. If using the report as part of a development discussion, consider the following points:

## 1 Prepare the Discussion

- Read through the individual's report and ensure you have an understanding of what the report is saying and how you would like to describe it using your own words.
- Select a number of tips from the report that you believe would most benefit the individual.

## 2 Introduce the Session

- Describe the purpose of the session (e.g., to support you in your development) and set the parameters of confidentiality.
- Start a dialogue:
  - How did you find completing the assessment?
  - What do you perceive to be their key strength areas?
  - What do you perceive to be their key areas of development?
  - What are your career aspirations?
  - What would you like to get out of the session?

## 3 Discuss Core Strengths, Potential Challenge Areas and Career Path Development

- Ask the individual for their reflections on each of the areas:
  - How important is this area in your current/next role?
  - When has this strength helped you achieve a goal?
  - When has this challenge area held you back?
  - Have you had feedback on this area?
- Review the associated advice for each of the areas:
  - Which of the tips could help you further leverage this strength?
  - How would you adapt this piece of advice to make it work for you?
  - Who could help you to put this strategy in place?



## 4 Set Development Priorities

- Identify five to six areas for development, including career path areas.
- Use the Setting Development Priorities and Setting Career Potential Development Priorities pages to capture these areas.
- Use the tips within the report to formulate specific actions that can be taken.
- Agree on a timeframe to review these actions and how successful you have been.

### ✓ TOP TIPS

Consider using the **GROW** model of coaching to provide structure to a conversation to deliver a meaningful result:

**G**oal setting for the session “What do you want to achieve?”

**R**eality checking “What is the current situation and what are the barriers to achieving your goals?”

**O**ptions and strategies for courses of action  
“What could you do to get past the barriers?”

**W**rap-Up “What is to be done, how and when?”



#### 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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