



Coaching Report

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Focus

Styles

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About this Report

This report is based upon the Wave® Styles assessment, which explores an individual's motives, preferences, needs and talents in critical work areas.

The results are based on a comparison with an international group of over 31,000 professionals and managers.

Since the questionnaire is a self-report measure, the results reflect the individual's self-perception. Our extensive research has shown this to be a good indicator of how people are likely to operate in the workplace. Nevertheless, due consideration must be given to the subjective nature of using an individual's self-perception in the interpretation of these data.

It should be remembered that the information contained in this report is potentially sensitive and every effort should be made to ensure that it is stored in a secure place.

The information contained within this report is likely to remain a good reflection of the individual's self-perception for 12-24 months, depending upon circumstances.

The report was produced using Saville Assessment software systems. It has been derived from the results of an assessment completed by the respondent, and reflects the responses they made.

This report has been generated electronically. Saville Assessment do not guarantee that it has not been changed or edited. We can accept no liability for the consequences of the use of this report, howsoever arising.

The application of this assessment is limited to Saville Assessment employees, agents of Saville Assessment and clients authorized by Saville Assessment.

Introduction

This report explores your strengths and challenge areas against the Wave model, which is designed to be universally applicable and is based on extensive research. There are four main clusters and each cluster breaks down into three behavioral areas.

Solving Problems Evaluating Problems Investigating Issues Creating Innovation	Influencing People Building Relationships Communicating Information Providing Leadership
Adapting Approaches Showing Resilience Adjusting to Change Giving Support	Delivering Results Processing Details Structuring Tasks Driving Success

Coaching Preparation

This report is designed to provide a guide for individuals wishing to develop themselves or work with a coach or manager. This section allows you to prepare by setting out your future goals and reflecting on your strengths and challenge areas.

Core Strengths

This section of the report presents your top four strengths:

Communicating Information
Building Relationships
Driving Success
Showing Resilience

Successful people tend to know what they are good at and play to these strengths. 'Building Strengths' provides you with tips on how to build and capitalize on your strength to match the requirements of your role. 'Working Effectively with Others' provides tips to help alert the organization and/or your manager to understand your strengths and find ways to work with you to promote your development. Clear areas of strength are most likely to contribute to effectiveness and enjoyment at work. They may, however, lead to unwanted or undesirable consequences if overplayed. 'Using Strengths Well' provides tips to optimize the special contribution your strengths can bring to your workplace.

Challenge Areas

This section of the report presents two areas of challenge for you:

Giving Support
Structuring Tasks

Challenge areas are unlikely to be areas where there is a strong capability or desire for you to change. As well as seeking to develop these areas, it is often likely to be beneficial to manage these areas given that they are likely to be less open to development. 'Developing Challenge Areas' provides you with tips on how to develop and manage your limitations. 'Working Effectively with Others' provides tips on how the organization and/or your manager can help find ways to support your development.

Coaching Plan

This section encourages you to reflect on the key activities you are planning to undertake across the coming months. Space is provided for three focus areas.

Coaching Preparation

What are your future goals?

What do you consider to be your most useful strengths?

What do you think you will need to do differently to achieve your goals?

Core Strengths

Communicating Information

You are prepared to put your views across confidently, persuasively and with conviction. This may be an advantage in that your opinions are more likely to be taken into account and you are likely to be able to bring other people round to your point of view.



Building Strengths

- Before attempting to persuade others on an important issue, take time to rehearse the likely objections and best counter arguments.
- Check others' understanding of the key points you are communicating. Where you identify there is a lack of understanding, consider alternative ways of explaining the point.
- Ensure that you are being positive about the points you agree with while challenging the points you disagree with.



Working Effectively with Others

- Look for opportunities where you can make a difference through persuasion and negotiation.
- Take early opportunities to present information directly to colleagues and/or clients.
- Understand and discuss when and where it is likely to be appropriate for you to be more challenging and what the expectations are in terms of expressing concerns or alternative viewpoints.



Using Strengths Well

- Could you ever find yourself continuing to persuade others when the case has already been won? ACTION: Observe people and listen for signs of agreement. Remember to stop persuading when these signs are clear.
- Do you often find yourself as the person who is asked to do the talking? ACTION: Consider when a colleague knows more about a subject and give them the opportunity to present.
- Have you ever prolonged discussion or debate by revisiting points which are agreed upon and are not going to change? ACTION: Know when to move on to challenge points that you have the potential to influence.

Core Strengths

Building Relationships

You are likely to be active in developing relationships, interacting with others and getting yourself noticed. This is useful as it is likely to provide you with many opportunities through a wide circle of contacts.



Building Strengths

- Ensure conversations you have with key stakeholders are focused on topics which are relevant to both of you, and your work.
- Reflect on different individuals' reactions to you when you first meet them and consider what you could do differently to engage them more quickly next time.
- Identify which colleagues and stakeholders you would like to impress with the work that you are doing. Be clear on what specifically you could do to raise your profile with them.



Working Effectively with Others

- Find opportunities to attend events where you will have the chance to meaningfully network and develop potentially important relationships.
- Identify a list of colleagues you will benefit from engaging with; discuss the best way to approach each contact.
- Look for opportunities to highlight achievements and successes to colleagues in a manner that is appropriate for the organization.



Using Strengths Well

- Are you ever taking up too much of other people's time when they are busy? ACTION: Be careful to check that when people are busy they have time to talk to you.
- Do the majority of your work conversations have a clear purpose? ACTION: Be careful not to spend too much time engaging with others when it is not relevant to your work area/goals.
- Could promoting your own achievements ever be seen as something you do for yourself rather than for others? ACTION: Be sure to highlight colleagues' achievements as well as your own.

Core Strengths

Driving Success

You have clear focus and determination to achieve results and make things happen. This focus can often make the difference between success or failure in an ambitious project.



Building Strengths

- Take action on the challenging but critical issues you face and avoid getting distracted by less important tasks.
- Explore major new opportunities with your colleagues and identify how you can help progress these and help make your organization more competitive.
- Regularly review and question whether you are focused on the goals which will provide the most benefit to you and your organization.



Working Effectively with Others

- Identify aspects of your role where a high level of energy is required and there is a strong need to take action and make things happen.
- Explore where there may be some opportunities to be competitive and entrepreneurial within your role.
- Ensure colleagues understand your results orientation and that you are likely to want to drive projects to a successful conclusion.



Using Strengths Well

- Is initiating new activity ever at the expense of getting through your normal workload? ACTION: Ensure that you have time to cover your key responsibilities before initiating new activities.
- Are you ever in the situation where you find yourself in direct competition with colleagues? ACTION: Try to be supportive to all of your colleagues and remember you are all working in the organization's best interest.
- Could your strong desire to achieve success lead you to push yourself and others too hard? ACTION: Ensure that you are not demanding too much of yourself or others.

Core Strengths

Showing Resilience

You are likely to be relatively resilient to the challenges and demands of your role. When faced with adversity at work, you will tend to remain calm and seek a resolution to problems.



Building Strengths

- Look for opportunities which push you to do things that are outside of your comfort zone.
- When faced with a difficult challenge or situation, mentally prepare yourself by reflecting upon when you were effective previously.
- After dealing with a situation where others were angry or upset, review what you did to help and consider what you could do differently next time.



Working Effectively with Others

- Let your colleagues know what you are confident doing and that you are willing to do things you have not done before.
- Be open with your colleagues about how you have handled pressure in the past and what you found easy or more difficult.
- Make others aware that you may be prepared to help out in resolving conflicts or challenges between people.



Using Strengths Well

- Could your strong self-confidence ever lead you to underestimate how difficult a particular challenge might be? ACTION: Ask others how easy or difficult they found similar challenges to be.
- Does your composed approach ever mean that others do not realize when things are getting too much? ACTION: Work on understanding where your pressure points are, and be prepared to say no.
- Is there a danger of getting too involved in disagreements or arguments between colleagues? ACTION: Question whether you should get involved in such discussions, particularly if the topic is not critical for your work.

Challenge Areas

Giving Support

Your primary focus at work is unlikely to be on supporting other people. At times, you may be perceived by others as self-focused and they may think that you do not place sufficient emphasis on the people issues.



Developing Challenge Areas

- Make time to speak to colleagues on a one-to-one basis and understand their individual work issues and concerns.
- Where you are less certain what the best direction to take is, discuss the options with colleagues and try to reach a common/shared understanding.
- Work closely with a colleague who it is important for you to trust. Over time build your sense of confidence that they will do what they need to do to get the job done.



Working Effectively with Others

- Work together to minimize distractions when it is important to focus attention and listen to others.
- Agree the right balance for you and your work in terms of working collaboratively with others versus working independently.
- Be sure that you are supporting the right people in the right way and know when it is particularly critical to provide your support and assistance.

Challenge Areas

Structuring Tasks

You do not see yourself as particularly well organized in how you structure your work. You are more likely to take a flexible approach to managing tasks and activities rather than being particularly focused on following a precise plan or schedule.



Developing Challenge Areas

- At the start of each day, spend time checking your diary. Understand what your upcoming commitments are and what you need to arrange to ensure that these all run smoothly.
- Reflect on recent experiences you have had which have challenged your thinking around ethics and principles. What lessons can you draw from your experiences for the future?
- Think about when you perhaps use your time less constructively and try to do something which delivers a tangible outcome instead.



Working Effectively with Others

- Prioritize and develop clear plans for work tasks and projects.
- Ensure that you understand the organization's procedures about ethics and confidentiality, particularly those that relate directly to your work.
- Structure your workload to ensure that it is manageable and that you are not doing several different things at the same time.

Coaching Plan

Focus Area One (Strength Area):

Why have you chosen this area?

What are your key development activities?

Who can help with your development and how?

How and when are you going to measure how successful you have been at developing this area?

First Update (e.g. after six months)

What progress have you made? What will you do next?

Second Update (e.g. after 12 months)

What progress have you made? What will you do next?

Final Update (e.g. after 18 months)

What progress have you made? What will you do to continue your development?

Coaching Plan

Focus Area Two (Challenge Area):

Why have you chosen this area?

What are your key development activities?

Who can help with your development and how?

How and when are you going to measure how successful you have been at developing this area?

First Update (e.g. after six months)

What progress have you made? What will you do next?

Second Update (e.g. after 12 months)

What progress have you made? What will you do next?

Final Update (e.g. after 18 months)

What progress have you made? What will you do to continue your development?

Coaching Plan

Focus Area Three (Strength or Challenge Area):

Why have you chosen this area?

What are your key development activities?

Who can help with your development and how?

How and when are you going to measure how successful you have been at developing this area?

First Update (e.g. after six months)

What progress have you made? What will you do next?

Second Update (e.g. after 12 months)

What progress have you made? What will you do next?

Final Update (e.g. after 18 months)

What progress have you made? What will you do to continue your development?

Notes