

## British Psychological Society Division of Occupational Psychology Conference 2012



**Our Saville Consulting team delivered state-of-the-art inputs to the annual Division of Occupational Psychology Conference in Chester.**

The conference consisted of three days of presentations, symposiums and workshops around the theme 'Delivering Excellence'. Feedback on the event was extremely positive and the range and quality of presentations made for a high energy, inspirational event.

**Rab MacIver, Head of Research & Development, kicked off the symposium titled 'The Bright Side (and Dark Side): Effectiveness of People at Work' facilitating a thought-provoking discussion on the nature of performance criteria, their inter-relationships and their prediction from trait predictor variables.**

### Effectiveness at Work

Dr Rainer Kurz delivered the first paper focusing on the key components of behavior which forecast who is proficient at work and who has the potential for promotion. Conference delegates shared and discussed performance-related theories and models. The paper homed in on the original Saville Consulting Wave development study. Precursors of the Behavior scales in the Saville Consulting Wave® Performance Culture Framework B-A-G model were shown to correlate highly with the Global scale (Proficiency and Potential for Promotion items). Conscientiousness-related themes in the Delivery Cluster were particularly strongly related to overall performance. In terms of predicting Global performance, the highest validities were found for Insightful, Directing & Empowering (.18 uncorrected), Organised & Activity Focussed (.17), Engaging, Receptive & Striving (.15) and Purposeful, Self-assured, Reliable and Dynamic (.14). The sum of all 36 Competency Potential Dimensions correlated .20. Validities for individual competencies were assessed and the 36 Predictor-Criterion Dimensions averaged .21. The results suggest that effectiveness at work is structured hierarchically, and that Wave Styles assesses who

is the most likely to be effective and who has the potential to progress.

### Shorter Performance Criteria Versus Longer Measures

Tom Hopton's paper explained that a major difficulty in comparing performance across different jobs is having a coherent, consistent and valid framework of criteria against which to assess performance. He raised the question "Why do many people not dedicate as much attention to defining criteria as they do to the measurement of predictive constructs like personality and cognitive ability?" This paper presented evidence suggesting that a 3-item measure of overall workplace performance (Applying Specialist Expertise, Accomplishing Objectives and Demonstrating Potential) can outperform a number of longer, more in-depth measures. Tom described a study in which 308 individuals completed Wave Professional Styles and had their performance rated on a research version of the Saville Consulting Performance 360 assessment. The 360 assessment contained single items representing the Great Eight constructs (Bartram, 2005), as well as the Wave Performance Culture Framework including behavioral, ability and global competencies of workplace performance. The study revealed that the strongest correlation between the predictor measure (Wave Professional Styles) and any independent criterion measure was for the 3-item criterion measure at .32\*\* uncorrected. This paper concluded with a discussion of why this shorter criterion measure may have outperformed the longer scales. It also presented some possible implications for future research and practise.

### Helping Psychologists to See in the Dark

The third paper delivered by Sarah Chan and Rab MacIver compared two psychometric approaches to identifying effective leaders. Since the early 1990's, research has been focusing on the bright



side of personality traits and their relationships with work performance and competencies. These traits, such as the Big 5, have shown clear, positive links to performance criteria. In recent years, the 'Dark Side' of personality has received considerable attention in leadership research with suggestions that such flawed personality traits would come into play when an individual was under stress at work, which could lead to management or career derailment. However, the relationships between dark side traits and leadership are rather unclear. Some studies have found negative relationships while others found positive relationships for some dark side traits. The paper established how dark side traits measured in the Hogan Development Survey (HDS) aligned to the Big 5 traits (as measured by NEO) and how likely these dark side traits would relate to leadership (based on correlations with OPQ based predictions of the Leading & Deciding Great 8 factor). Following from this hypotheses generation process, external ratings of leadership effectiveness were used to validate the relationships hypothesised. Lastly, the paper looked at improving the prediction of leadership effectiveness through multiple regression. Based on the results, it was suggested that focusing on bright side traits would be more useful in identifying effective leaders than Dark Side measures, especially when comparing and contrasting any extreme behavior combinations of Bright Side traits, e.g. using the Wave Professional Styles Reflections Report.

## Leadership and Leadership Problems

A popular skills workshop on 'Leadership and Leadership problems' was hosted by Saville Consulting's very own Danni Chambers. Key issues highlighted included the delegate's perceptions on 'What has an impact on an individual's leadership capability?' An estimated three quarters of the audience chose 'Behaviors' as their most important factor with around 50% selecting 'Intelligence' as their second most important factor. The session highlighted the importance of understanding scales of bright side measures such as Wave Styles

assessments to forecast not only who is likely to emerge as an effective leader, but also to identify what leadership problems can be foreseen. The Leadership and Reflections reports were used as a basis for improved understanding.

Our webinar on 8th March presents on '*Identifying Leadership Potential using Wave Leadership and Reflections Reports*'. [Click here to book.](#)

## Team Roles

Kate Hall closed the conference with a practical session focusing on Saville Consulting's Team Roles Model. It helped delegates to understand not only how different team role combinations could be used together, but also the importance of understanding how an individual's preferred and least preferred team roles can act together to impact on a team's performance.

Our webinar on 6th March looks further at '*How to Maximise Team Performance with Team Roles*'. [Click here to book.](#)

## What Drives Olympic Gold Performance?

The After-Dinner Interview of sports psychologist and England cricketer, Jeremy Snape, by Saville Consulting's Chris Small, informed and entertained the audience using videos and anecdotes charting the traits of sports and business leaders. Of particular interest to many in the audience was how Jeremy worked with the South African National Cricket Team to help them recognise the importance of 'Ubuntu' - an African Humanistic Philosophy that emphasises the impact that behavior has on others.

[Click here for full article.](#)

Slides from the Saville Consulting presentations are available for clients to download from the secure area of the Saville Consulting [website](#) or upon request by contacting Simon Cottam at [simon.cottam@savilleconsulting.com](mailto:simon.cottam@savilleconsulting.com)