

Saville Consulting Wave Professional Styles Handbook

PART 1: OVERVIEW

Chapter 2: Applications



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2.0 Applications of Saville Consulting Wave® Styles

Saville Consulting Wave Styles have been designed to be used throughout the employee life-cycle. Below are some of the applications of Saville Consulting Wave Styles giving an insight into where they can make a difference. The advanced features and models that aid interpretation and decision-making are critical to Wave Styles' success in these applications, as well as the improved validity offered by the measures (*see Validity chapter*).

Recruitment Selection

Saville Consulting Wave Styles are designed to create a platform for much better decision-making from a self-report questionnaire, leading to increases in the caliber of employees. Saville Consulting Wave gives more valid data in less time and can be administered before conducting an interview or as a source of information to cross reference with other data. Person-Job Fit Reports can also be generated when the competency requirements of a job have been profiled.

Career Planning

Self-insight is important when career planning. It is therefore useful for the individual to understand what things they like to do and what things they are good at. It is also helpful to identify characteristics in a work culture that will help bring out their full potential and enhance satisfaction. Saville Consulting Wave Styles provides that insight.

Coaching and Development

Saville Consulting Wave Styles provide insights that are useful to those being coached and provide a clear link to understanding the impact of their personal style (motive and talent) on their performance at work. Facet splits provide greater detail and interesting contrasts that lead to a precise understanding of the individual's approach to work. In development, it is also extremely useful to know where an individual is intrinsically motivated to develop, and where they are not (which is provided by motive-talent splits).

Self-Selection

Self-selection can be aided by showing job applicants how well they fit with specific job demands and work culture. It may be that self-selection happens before a formal application is made by candidates or as part of the selection process itself. Supplying each applicant with a culture prediction report can enable applicants to make their own decision about how compatible they are with the work culture.

Individualized Induction and On-boarding

Saville Consulting Wave Styles can be used after hire to accelerate induction and development. Despite new hires reporting to be satisfied in general, their satisfaction ratings are relatively weak when they are asked about the feedback of (or lack of feedback of) assessment data collected during the selection process (Miles, 2006). The culture prediction report provides new hires with a picture of what is most likely to enhance their performance in their specific work environment and can help them consider how best to make the most of their talents within that setting.

Team Development

The Saville Consulting Types Model helps members of teams see how they complement one another (e.g., Thinker Influencers are complemented by Adaptor Doers). Group profile reporting is available for team building to explore how two or more people are likely to interact. The detail provided on the full Saville Consulting Wave Expert reports can also provide deeper insight into how people interact with each other.

Organizational Talent Audit/Benchmark

Saville Consulting Wave provides a vehicle for benchmarking groups in terms of their perceived motives and talents. This information can be combined with Saville Consulting organizational surveys of preferred and actual culture to give a unique insight into how the motives and talents of employees are aligned to the organizational culture which can help inform future organizational development strategy.

2.1 Misuse of Saville Consulting Wave Styles

Saville Consulting Wave Styles questionnaires provide a wealth of information about job applicants and employees to the user for a wide range of applications, but there are uses and target populations for which Wave Styles assessments are not appropriate. A sample of these include the following:

Mental Health or Clinical Assessment

Wave Styles questionnaires are not designed as an assessment or diagnostic for mental health disorders. This could include assessment for emotional or psychological stability, substance abuse, eating disorders, physiological disorders, depression, or for creating a treatment program. In these cases a clinical assessment should be used.

Forensic Assessment

Assessments are sometimes used in a forensic setting to determine the suitability of a person to keep custody of a child or to help to decide if a person should go to jail. The Wave Styles questionnaires are not appropriate for these types of decisions as they are not designed or validated to be an assessment of a person's general mental health or emotional well being.

Intelligence Testing

The Wave Styles questionnaires are a measure of work behaviors and personality, not cognitive or mental ability. While the Wave Styles questionnaires measure aspects of behavior related to cognitive performance (i.e., Evaluation), it is an indirect measure only and does not provide an IQ score or similar index of intellectual capacity. We recommend Saville Consulting Aptitude tests for measuring work-related aptitudes. These aptitude tests are frequently used with a Wave Styles questionnaire for a more comprehensive assessment of a person's style and aptitudes.

Parenting Advice or School Eligibility

Wave Styles questionnaires are useful tools for working adults to think about the occupations and work settings that they may be best suited for (career counseling.) However, the questionnaires were not designed or intended for use with children to determine if they qualify to attend a particular school, are eligible for a particular curriculum or can be assigned to a specific classroom, e.g., whether a child be put into a special school, program or class. Likewise, Wave Styles questionnaires are not designed to be used by parents for advice on parenting behavior. The questionnaires were designed for use by individuals who are 16 years or older.

Relationship Compatibility

The Wave Styles questionnaires measure behaviors important for success at work for many different occupations, and as such measure many "normal personality" traits that are important for compatibility in non-work settings. However, the Wave Styles questionnaires have not been designed or validated for use in assessing compatibility between persons for dating, marriage or other non-work oriented relationships.

Workforce Reductions or Firing a Problem Employee

Some line managers prefer to use a tool to help them identify which employees to let go during a staff reduction initiative. Likewise, they may want a tool to decide that a person should be fired – providing a “pass or fail” score to make the decision for them. These are inappropriate uses of a personality questionnaire and will not provide an optimum business outcome from a workforce planning viewpoint. There are other more effective methods that yield better results (contact Saville Consulting for information).

Workforce reduction decisions should be based on appropriate organizational criteria with appropriate consultation, and not based primarily on the results of a personality questionnaire, especially if the job itself remains unchanged. If there is a redesign of a job, then a Wave Styles questionnaire may be appropriate to help inform decision makers about an employee’s potential to succeed in the newly designed job along with other known information about the employee.