


Accredited partner of

Saville Assessment

Willis Towers Watson 

Wave Personality Questionnaires

The most powerful predictors of workplace
performance and potential

Predicting Performance & Potential

The Wave personality questionnaires are the most powerful predictors of workplace performance and potential.

As the market-leading personality assessment, Wave is recognised for:

- possessing the highest validity*
- using the best scoring format to forecast workplace performance**
- being the only tool to identify alignment between work motives and talents
- having the most up-to-date norms for better benchmarking
- receiving 27 out of a possible 30 stars from the British Psychological Society

"The Wave 'deep-dives' have provided Prudential with useful information and a high level of validity to add the rigour required and reduce the risk of bad hiring decisions at a senior level."



"Saville Assessment have produced a range of Wave reports that are truly innovative and provide a clear insight into what good looks like for our key roles."



"We are constantly impressed by the value Wave adds to the business. We use the tool and associated reports with our talent throughout their time with us. The fact we are talking the same language at recruitment, onboarding and development means our approach to talent is consistent and better aligned."

This presents a powerful force for the business."



* Project Epsom: How Valid is your Questionnaire? (2008)

** European Journal of Work and Organisational Psychology (2014); No. 1, 3-30



Best in class predictor

- 1 Potential
- 2 Work Performance
- 3 Competencies and Strengths
- 4 Preferred Culture



Years' Experience

123 New Wave Norms*

* launched in 2017

Used across



Countries



&



16

REPORT OPTIONS

3 unique

deep-dives driving better decisions



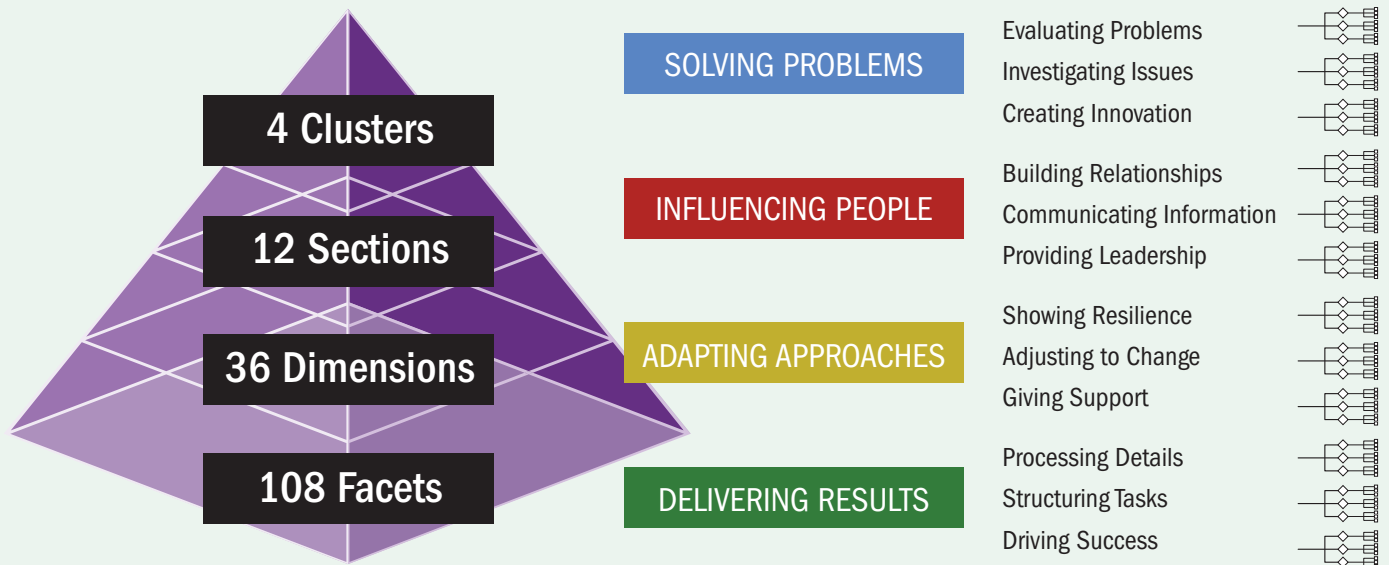
Wave Questionnaires

There are four flagship Wave questionnaires clients can choose from depending on their selection and development requirements.

Wave Strengths is a suite of five behavioural screening questionnaires suitable for volume recruitment projects.

All questionnaires are driven by the Wave model. This extensively-researched model measures the key characteristics that underpin successful workplace performance.

The model is hierarchical, built around 4 clusters, 12 sections, 36 dimensions and 108 facets.



Professional Styles

- 40** Minutes' Completion Time
- 12** Reports Available

Wave Professional Styles elicits detailed candidate information, lending itself to high-stakes recruitment and senior level development.

Focus Styles

- 13** Minutes' Completion Time
- 9** Reports Available

Wave Focus Styles is a shorter version of Professional Styles. It retains 80% of the validity and is suitable for talent shortlisting, hiring and development.

Performance 360

- 10** Minutes' Completion Time
- 3** Reports Available

The Performance 360 online assessment enables a range of relevant individuals to rate a colleague's performance at work and show how the individual perceives themselves.











Job Profiler

- 10** Minutes' Completion Time
- 1** Report Available

The Job Profiler gathers a number of individual perspectives from relevant stakeholders on what is important for new or existing roles.

Wave Strengths

Wave Strengths is a powerful suite of behavioural screening questionnaires offering a cost-effective approach to volume recruitment.

Role Type	Questionnaire	Test Format
Graduate, Management Trainee, Manager & Professional	Work Strengths	 
Technical Apprentice, Operational Roles in Manufacturing, Engineering, Construction and Transport	Operational Strengths	 
Sales, Marketing, Business Development & Financial Services	Commercial Strengths	 
Contact Centre, Customer Service, Hospitality & Leisure	Customer Strengths	 
Clerical & Office	Administrative Strengths	 

Candidate Experience

The Wave questionnaires use work-relevant language to ask candidates what they enjoy doing (motive) and what they think they are good at (talent).

The questionnaires use a unique 'rate and rank' format eliciting more detailed information about a candidate's workplace preferences. This avoids central tendency in reports and flat profiles.

Candidates can complete the questionnaires on desktop and mobile devices.



Report Features

The flagship Wave Expert Reports (available from Focus and Professional Styles) are recognised for their sophisticated level of data, presented in a user and administrator-friendly format.

Response Summary – Illustrates how a candidate has interacted with the questionnaire. In-built checks and balances highlight how favourably a candidate has rated themselves and if there are any inconsistencies to probe.

Response Summary	1	2	3	4	5	6	7	8	9	10
Ratings Acquiescence Overall, neither overly lenient nor critical in self-ratings						■				
Consistency of Rankings Highly consistent in rank ordering of characteristics										■
Normative-Ipsative Agreement Overall, there is a fairly high degree of alignment between normative and ipsative scores						■				
Motive-Talent Agreement Overall, the degree of alignment between Motive and Talent scores is typical of most people						■				

Performance Enhancers	
+	where the ability to get rapidly to the core of issues and readily identify solutions to problems is highly valued
+	where people are encouraged to assume responsibility for important decisions and decisiveness is a valued characteristic
+	where creativity and innovation are encouraged and radical ideas and solutions welcomed
+	where heated debate is valued and people are encouraged to challenge ideas, argue and voice disagreements openly
+	where there is a strong results focus and determination to succeed, no matter what, and people are rewarded for achieving outstanding results
+	where there is a strong strategic focus, it is seen as desirable to have a clear vision for the future and strategic thinking capability is highly valued
+	where the development of theoretical ideas and concepts is encouraged
+	where there is the opportunity to take on leadership responsibilities and have control over other people and resources

Performance Inhibitors	
⊘	where little value is placed on providing new insights and identifying potential improvements
⊘	where the responsibility for major decisions rests with other people and there is little opportunity to influence the outcome
⊘	where conventional attitudes prevail, traditional approaches are preferred and people are discouraged from generating new ideas
⊘	where dissent is frowned upon and people are discouraged from challenging ideas and voicing disagreements
⊘	where the urge to achieve outstanding results is not great and people seldom persist in the face of difficulties
⊘	where the focus is short rather than longer term, tactical rather than strategic
⊘	where there is little interest in the application of theoretical ideas and models and people are given little time to explore different options and possibilities
⊘	where there is little opportunity for taking on leadership responsibilities or directing other people

Competency Profile Page – Provides a unique prediction of a candidate's likely strengths and limitations across 12 key performance areas. Presented in a candidate-friendly format to frame feedback positively.

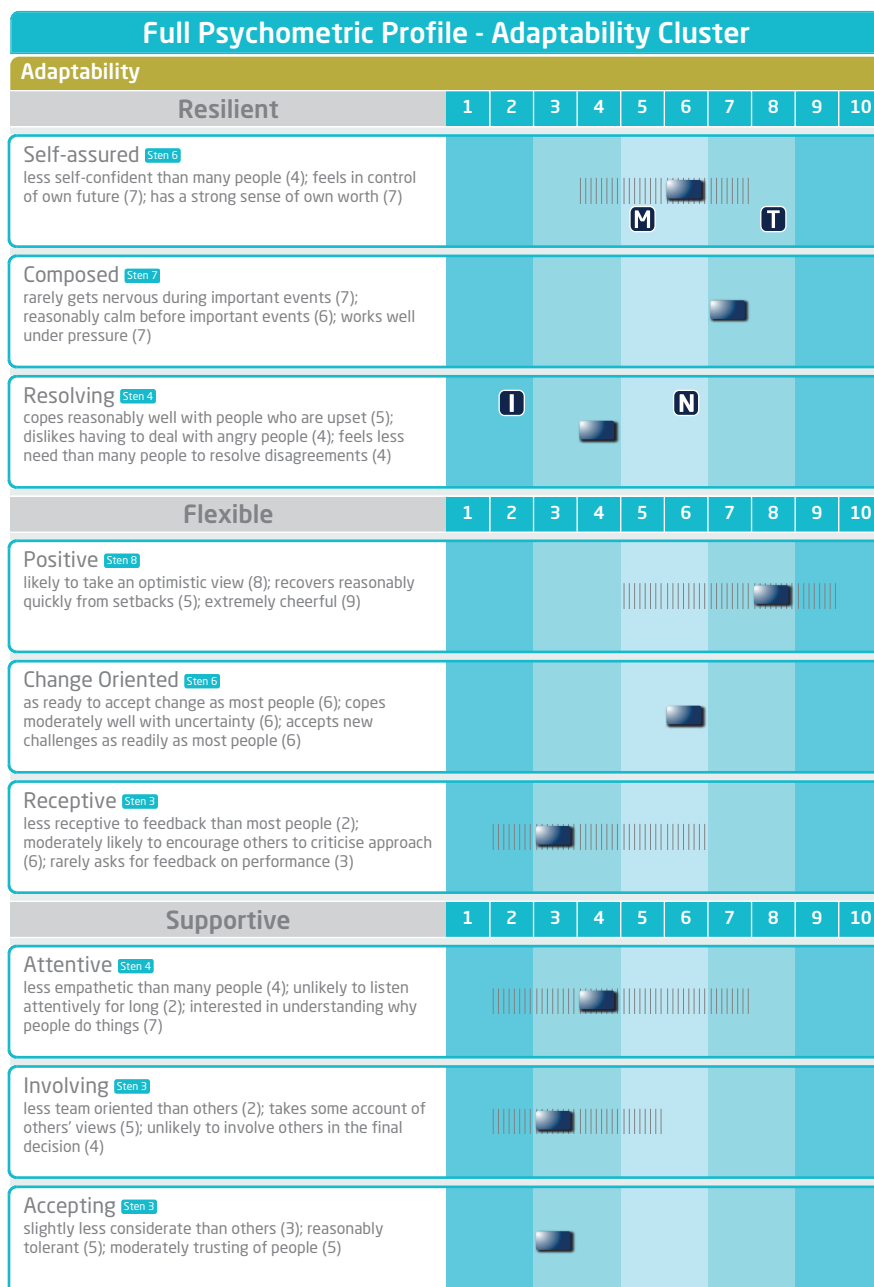
Competency Potential Profile		
This report gives Chris Park's areas of greater and lesser predicted potential based on our extensive international database linking Saville Assessment Wave to work performance.		
Competency Description	Potential	
Evaluating Problems Examining Information (8); Documenting Facts (6); Interpreting Data (6)		Fairly High higher potential than about 75% of the comparison group
Investigating Issues Developing Expertise (6); Adopting Practical Approaches (3); Providing Insights (10)		Fairly High higher potential than about 75% of the comparison group
Creating Innovation Generating Ideas (10); Exploring Possibilities (9); Developing Strategies (9)		Extremely High higher potential than about 99% of the comparison group
Building Relationships Interacting with People (5); Establishing Rapport (3); Impressing People (8)		Average higher potential than about 40% of the comparison group
Communicating Information Convincing People (8); Articulating Information (5); Challenging Ideas (10)		Very High higher potential than about 95% of the comparison group
Providing Leadership Making Decisions (10); Directing People (8); Empowering Individuals (6)		High higher potential than about 90% of the comparison group
Showing Resilience Conveying Self-Confidence (7); Showing Composure (7); Resolving Conflict (4)		Average higher potential than about 60% of the comparison group
Adjusting to Change Thinking Positively (7); Embracing Change (6); Inviting Feedback (3)		Average higher potential than about 60% of the comparison group
Giving Support Understanding People (3); Team Working (2); Valuing Individuals (3)		Very Low higher potential than about 5% of the comparison group
Processing Details Meeting Timescales (2); Checking Things (3); Following Procedures (1)		Extremely Low higher potential than about 1% of the comparison group
Structuring Tasks Managing Tasks (1); Upholding Standards (2); Producing Output (4)		Extremely Low higher potential than about 1% of the comparison group
Driving Success Taking Action (8); Seizing Opportunities (8); Pursuing Goals (9)		Very High higher potential than about 95% of the comparison group

Predicted Culture/Environment Fit – Indicates the aspects of the culture, job and environment likely to enhance or inhibit a candidate's workplace performance.

The four-page Full Psychometric Profile in the Wave Professional Styles Expert Report dives deep into a candidate's workplace potential and preferences.

It helps eliminate central tendency ('flat profiles' with limited score range) and is extremely powerful for:

- distinguishing between high-calibre candidates
- conducting interviews
- providing feedback
- development and coaching

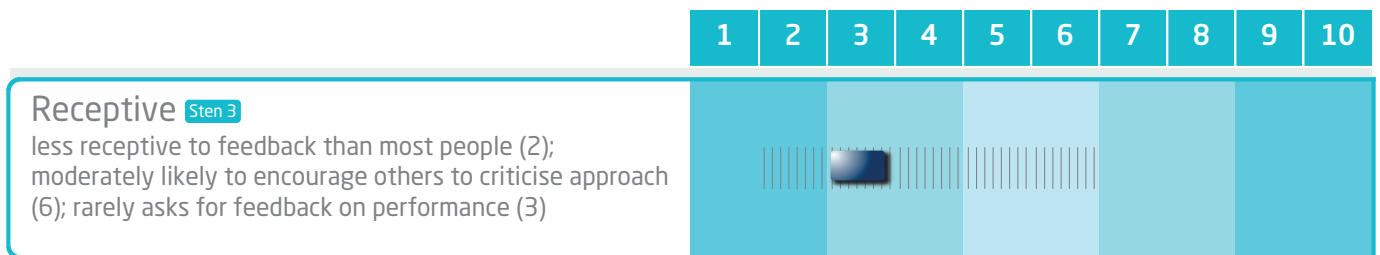


Deep Dives

The Wave assessment is unique in profiling three deep dives which sit beneath overall scores.

Facet Ranges

Highlight where an individual has a more unusual spread or range of scores across three facets.



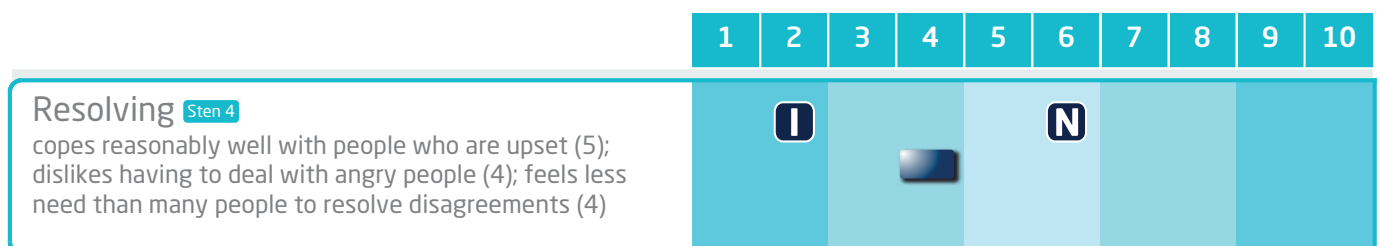
Motive-Talent Splits

Highlight where there is lack of alignment between an individual's motive and talent on a Wave dimension (Professional Styles) or section (Focus Styles).



Normative-Ipsative Splits

Highlight where there is a significant difference between how an individual has rated and ranked themselves on a Wave dimension (Professional Styles) or section (Focus Styles). This can indicate potential under/over self-evaluation.



Wave Reports - Applications



Hire Talent

Improve Quality of Hire

Pinpoint the drivers for success, identify the right people for the right roles and maximise talent acquisition metrics.

Clients use Wave reports for:

- Defining Success
- Experienced Hires
- Shortlisting Candidates
- Devolved Recruitment



Build Talent

Maximise Talent Effectiveness

Identify potential, develop performance, create agile teams and improve workplace productivity.

Clients use Wave reports for:

- Talent Audits
- Team Effectiveness
- Onboarding
- Performance Development
- Individual Capability
- Engagement & Retention



Lead Talent

Transform Leadership Effectiveness

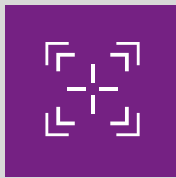
Identify, select and develop leaders who will create the most positive impact on your organisation and accelerate exceptional results.

Clients use Wave reports for:

- Leadership Selection
- Identifying Entrepreneurs
- Leadership Development
- Identifying Future Leaders
- Identifying Leadership Risk

Report Options

The integrated suite of Wave reports are accessible to all individuals involved with Hiring, Building and Leading Talent. Expert reports require Wave accreditation training to confidently interpret the deep level of detail provided, whilst other reports can be accessed with the support of interactive user guides.



Professional Styles Expert Report

Comprehensive 12-page report for distinguishing between high-level individuals. Depth of information provided adds rigour to selection decisions and development planning.

Powered by Wave Professional Styles

Accreditation Training Required



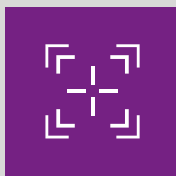
Experienced Hires, Shortlisting Candidates



Talent Audits, Performance Development, Engagement & Retention, Individual Capability



Leadership Selection, Leadership Development, Identifying Future Leaders



Focus Styles Expert Report

7-page report exploring the information of the unique deep dives in a summarised format. Ideal for candidate shortlisting, hiring and development.

Powered by Focus Styles

Accreditation Training Required



Shortlisting Candidates



Talent Audits, Performance Development, Engagement & Retention, Individual Capability



Work Roles Report

Identifies an individual's most and least preferred work roles. Practical advice on how to leverage your preferred work roles across teams, projects and colleagues for maximum performance.

Powered by Wave Focus and Professional Styles

Supporting User Guide Provided



Team Effectiveness, Individual Capability, Engagement & Retention, Performance Development



Interview Guide

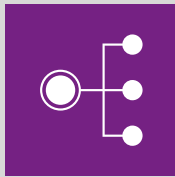
User-friendly report for recruiters and managers to structure interviews. Uses powerful data to probe areas of concern and verify candidate strengths.

Powered by Wave Focus and Professional Styles

Supporting User Guide Provided



Devolved Recruitment, Shortlisting



Line Manager Report

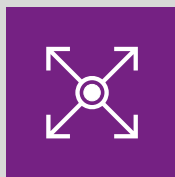
Perfect for individuals unfamiliar with psychometrics who are involved in hiring decisions. Illustrates a candidate's behaviours, potential and cultural fit.

Powered by Wave Focus and Professional Styles

Supporting User Guide Provided



Devolved Recruitment



Personal Report

Candidate report providing high-quality and straightforward feedback. Can stand alone or in conjunction with telephone or face-to-face feedback.

Powered by Wave Focus and Professional Styles

Supporting User Guide Provided



Applicant feedback (successful and unsuccessful)



Coaching



Sales Reports

Integrated suite of five reports which identifies and develops individuals with the potential to be great sales people.

Powered by Wave Professional Styles

Expert Option Available Requiring Training



Experienced Hires, Shortlisting, Devolved Recruitment



Individual Capability, Performance Development, Talent Audit, Engagement & Retention



Development Report

Illustrates capability and possible overplayed strengths. Actionable advice and development tips to achieve workplace potential.

Powered by Wave Focus and Professional Styles and Wave Performance 360

Supporting User Guide Provided



Performance Development, Individual Capability



Entrepreneurial Report

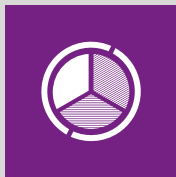
Powerful predictor of the potential to add value to an organisation through entrepreneurial talent and vision.

Powered by Wave Focus and Professional Styles

Supporting User Guide Provided



Identifying Entrepreneurs



Leadership Impact Report

The first report to go beyond competencies and link behaviour to organisational outcomes. Identifies where your leaders are most likely to create impact across nine key business areas.

Powered by Wave Professional Styles

Accreditation Training Required



Leadership Selection, Leadership Development, Identifying Future leaders



Onboarding Report

Accelerates time to productivity of new employees. Aligns strengths and challenge areas against business demands for focussed objectives.

Powered by Wave Focus and Professional Styles

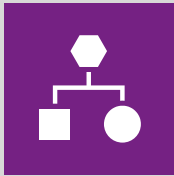
Supporting User Guide Provided



Devolved Recruitment



Onboarding, Engagement & Retention



Job Profiler

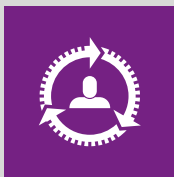
Shows several stakeholder perspectives as to what 'good' looks like. Objectively defines key behaviours for benchmarking from 'Not Important' to 'Critical'.

Powered by Job Profiler

Supporting User Guide Provided



Defining Success, Devolved Recruitment



Performance 360

Displays the ratings of a range of relevant stakeholders for a colleague's performance, driving powerful feedback and coaching activity.

Powered by Wave Performance 360

Accreditation Training Required



Performance Development, Talent Audits, Individual Capability



Leadership Development



Leadership Impact 360

Gathers feedback from a range of key stakeholders on a leader's impact across nine critical business areas. A powerful leadership development tool providing a holistic view of leadership impact.

Powered by Leadership Impact 360

Accreditation Training Required



Leadership Development



Leadership Risk

Identifies unintended risk areas of leadership and how to mitigate them. Provides valuable insight into the influence they can bring to the individual, organisation and culture.

Powered by Wave Professional Styles

Supporting User Guide Provided



Identifying Leadership Risk

A selection of our clients

Whether it is early-careers recruitment or leadership development, local authority or multinational corporation; we help all our clients Hire, Build and Lead their talent.



THALES

Heathrow
Making every journey better



dyson

RICOH
imagine. change.



FUJITSU



Johnson & Johnson



e-on



Waitrose



next

COMMERZBANK

Working with us

Global Reach

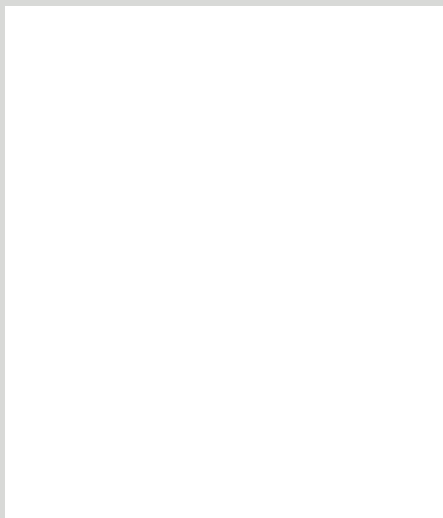
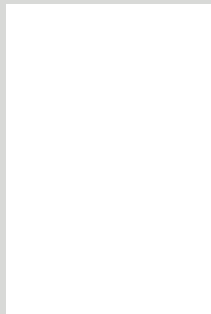
Representatives in 80 countries and assessments in over 40 languages equip us to support your projects globally.

Customer Service

Our client support team and seven-days-a-week bureau service are committed to exceeding client and candidate expectations.

Pricing

We offer a clear and simple pricing model. Our range of assessments allows the freedom to create a package suited to your requirements and budget.



PI Management – Empowering for Change

Accredited Partner for Switzerland

4, rte de Lavaux - CH-1095 Lutry

+41 21 791 61 77

info@piman.ch

Lead: Dr. Daniel Held - dheld@piman.ch



P i m a n
empowering for change