Building Resilient Agility
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Professional

Styles

Introduction

This report is designed to provide a guide for individuals working during times of change and transformation. Four key drivers have been identified based on the behaviours which are the best forecasters of Resilient Agility.

Dealing with Change	Embracing transformation positively. Managing uncertainty with composure.
Staying Connected	Making and maintaining connections. Actively participating and communicating.
Enabling New Ways of Working	Using insights to forge new directions at work. Ensuring effective work plans are delivered.
Maintaining Drive	Capitalising on the opportunities that change presents. Keeping everyone focused on key work objectives.

Development suggestions are provided against the behaviours underpinning these four drivers, based on your responses to the Saville Assessment Wave Styles questionnaire.

There are different types of advice presented, which vary depending on how much of a preference you have indicated for the underlying behaviours. The appropriateness of each piece of advice will differ for each individual and will to some extent depend on the job role and opportunities or resources available.

Introduction

Symbol Key

+ This symbol indicates a behaviour that you have demonstrated a preference for that is fairly typical when compared with others. The first bullet point provides advice on how to build and capitalise on this as a strength. The second bullet point provides suggestions for how to effectively use your strengths at work.

++ This symbol indicates that you have demonstrated a particularly strong preference for this behaviour. The first bullet point provides advice on how to build and capitalise on this as a strength. The second bullet point provides suggestions for how to effectively use your strengths at work. The third bullet point provides advice to optimise the special contribution your strengths can bring and make you aware of potential undesirable consequences if these behaviours are overplayed.

This symbol indicates a behaviour that you demonstrated less of a preference for which may present more of a challenge for you. The first bullet point provides advice on how to develop and manage your potential challenge areas. The second bullet point provides tips on how to effectively support your development at work.

Dealing with Change

It is important to understand how you are likely to feel and react emotionally during times of change and uncertainty. Reflecting on your past experiences and how you have felt can help you better understand how to be more resilient in dealing with future uncertainty. Focusing on the positive aspects of change and envisioning a way forward can facilitate the change process.

Embracing Change

- During a period of change, help others see the likely benefits and be clear on what you expect to happen and when.
- Find opportunities to work on different types of tasks which will maintain your interest and challenge you.

Thinking Positively

- Consider work issues which you are less positive or happy about. Take some time to think about how these can be improved.
- Get involved with projects where a positive can-do attitude will make a real difference.

Conveying Self-Confidence

- Look for opportunities which push you to do things that are outside of your comfort zone.
- Let your colleagues know what you are confident doing and that you are willing to do things you have not done before.

Inviting Feedback

- After a key piece of work is finished, ask people how they feel it went. You do not need to directly ask how you did to get useful feedback.
- Arrange regular one-to-ones with key colleagues you are working with to discuss work completed, seek feedback and plan improvements.

Showing Composure

- When faced with a difficult challenge or situation, mentally prepare yourself by reflecting upon when you were effective previously.
- Be open with your colleagues about how you have handled pressure in the past and what you found easy or more difficult.

Staying Connected

Actively communicating and contributing keeps you engaged in the process of change and ensures others stay informed. Building support networks is an important part of the transformation journey, particularly with those who promote constructive dialogue. Utilising technology and virtual working can help you to both stay connected and reconnect with others.

Articulating Information

- 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.
- Take early opportunities to present information directly to colleagues and/or clients.

Establishing Rapport

- When you are meeting new people, introduce yourself and explain your role, asking open questions to encourage them to engage with you.
- Set up meetings with key contacts within your organisation who may be important in your role.

Team Working

- 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.
- Agree the right balance for you and your work in terms of working collaboratively with others versus working independently.

Convincing People

- Before attempting to persuade others on an important issue, take time to rehearse the likely objections and best counter arguments.
- Look for opportunities where you can make a difference through persuasion and negotiation.
- 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.

Interacting with People

- Ensure conversations you have with key stakeholders are focused on topics which are relevant to both of you, and your work.
- Find opportunities to meaningfully network and develop potentially important relationships.

Enabling New Ways of Working

A natural instinctive reaction to changing events can be to reject or ignore their significance. Leveraging insights gained from changes and focusing on their longer-term impact can help you to be more productive through formulating new and better ways of working. Reworking plans and strategies can provide a renewed sense of purpose and direction for you and those around you.

++ Developing Strategies

- Look for tactics and strategies which are used in jobs/industries/organisations similar to your own. Ensure any new thinking you suggest is accompanied by a clear rationale.
- Look for opportunities for you to be involved in strategic discussions with colleagues about your shared future direction.
- Could your focus on the long term be at the expense of dealing with the present? ACTION: Switch between an operational and strategic focus as time permits; do not let one dominate the other.

++ Making Decisions

- Prepare for big decisions by getting together the relevant facts and canvassing opinion.
- Work with colleagues and your manager to understand how key decisions are made, who is responsible and what is expected from you in these decisions.
- Is there ever a danger that you are prepared to make key decisions quickly without having all the information on how it will be implemented? ACTION: When making a decision make sure you understand the implications in terms of required investment and resources.

++ Providing Insights

- Improve your understanding of issues by getting involved in activities you would not normally consider. Find out about a different area and the perspective of different people.
- Get involved with projects where there is a need to quickly identify what is at the core of an issue and readily identify solutions to problems.
- Have you ever had a strong sense that you know the best course of action despite not knowing all of the facts? ACTION: Consider whether it is worth waiting to get more information before immediately relying on your intuition.

Managing Tasks

- 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.
- Prioritise and develop clear plans for work tasks and projects.

Producing Output

- Think about when you perhaps use your time less constructively and try to do something which delivers a tangible outcome instead.
- Structure your workload to ensure that it is manageable and that you are not doing several different things at the same time.

Maintaining Drive

Taking action on things that are within your control can provide you with an increased sense of involvement in the change process. Continuing to achieve key goals can help focus you and others on delivering results and finding new opportunities, rather than constantly being distracted by unexpected events or changes. Celebrating success is important for personal and team morale, whilst promoting a focus on getting the right things done.

++ Pursuing Goals

- Regularly review and question whether you are focused on the goals which will provide the most benefit to you and your organisation.
- Ensure colleagues understand your results orientation and that you are likely to want to drive projects to a successful conclusion.
- 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.

++ Directing People

- Help to build your own and others' leadership capabilities by encouraging and coaching others to take on more leadership responsibility.
- Clarify expectations about how much responsibility you will have over time for co-ordinating people and controlling resources.
- Can your strong inclination to take charge ever be perceived negatively by others who are less assertive than you? ACTION: Consider when it is appropriate for you to take charge and when you should encourage others to take a leadership role.

+ Empowering Individuals

- Provide specific examples of what a colleague has done particularly well when you praise them rather than just giving them general encouragement.
- Understand what it is that others find motivating at work. Think through how you could be a greater source of motivation for them.

++ Taking Action

- Take action on the challenging but critical issues you face and avoid getting distracted by less important tasks.
- 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.
- 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.

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++ Seizing Opportunities

- Explore major new opportunities with your colleagues and identify how you can help progress these and help make your organisation more competitive.
- Explore where there may be some opportunities to be competitive and entrepreneurial within your role.
- 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 organisation's best interest.

Actions to Consider to Build Resilient Agility

Dealing with Change

What can you do to help you deal with change more effectively?

Staying Connected

What can you do to improve your communication during times of change?

Enabling New Ways of Working

How can you more effectively contribute to new ways of working?

Maintaining Drive

What can you do to maintain your focus on achieving important work goals?

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 24,000 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.

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