



**Special Group in
Coaching Psychology**



The
British
Psychological
Society

Construct Validation of the Saville Consulting Wave ® Types Model of Transformers & Transactors

Dr Rainer Kurz, Saville Consulting
rainer.kurz@savilleconsulting.com

Steffen Feindt, University of Bielefeld
1stklaas@gmx.de

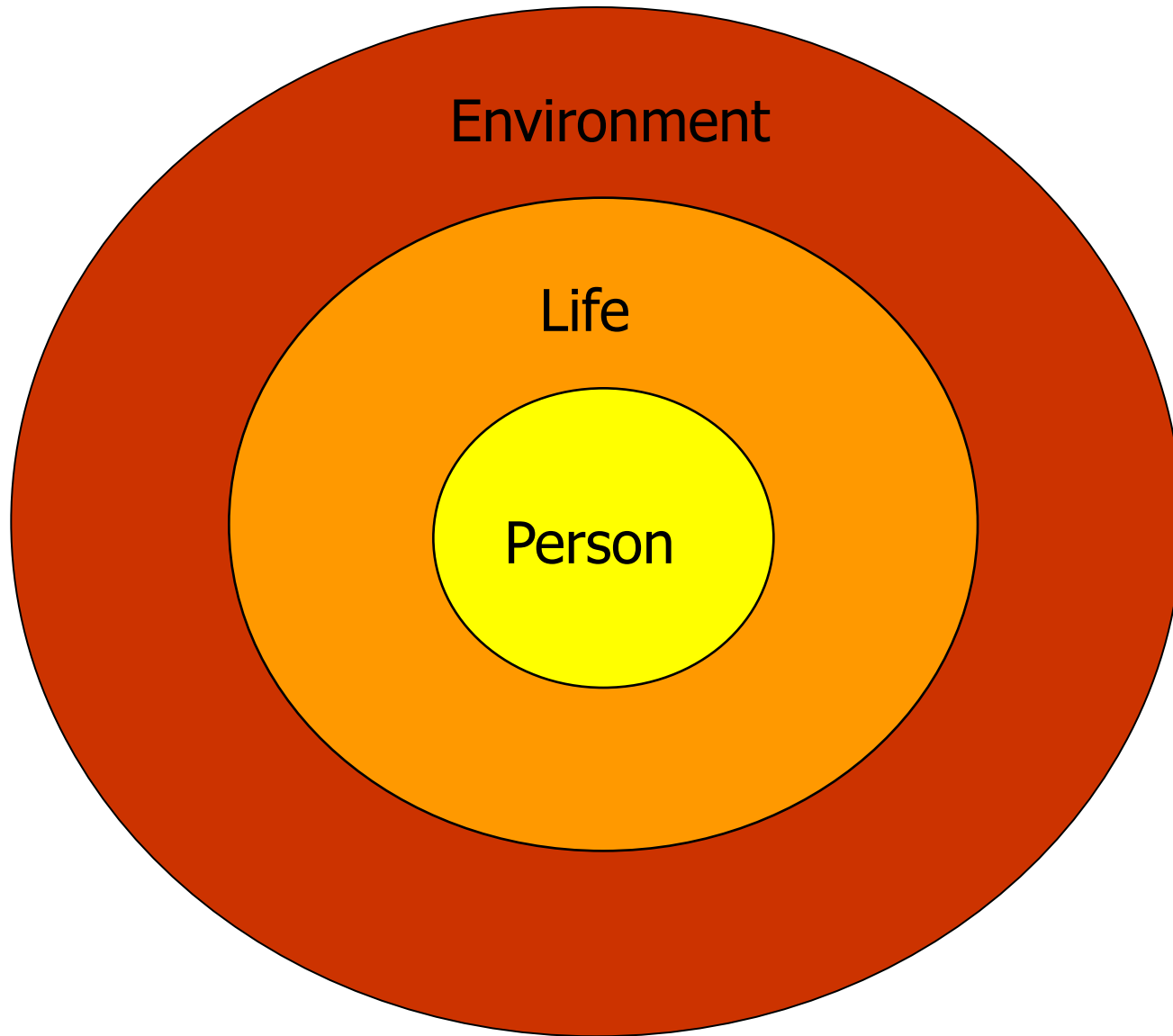
Overview

- Coaching to realise potential and maximise performance
- Understanding the person and their environment
- Leadership & Types
- Saville Consulting Wave ® Wheel
- Saville Consulting Wave ® Types
- Construct convergence validation study
- Coaching implications

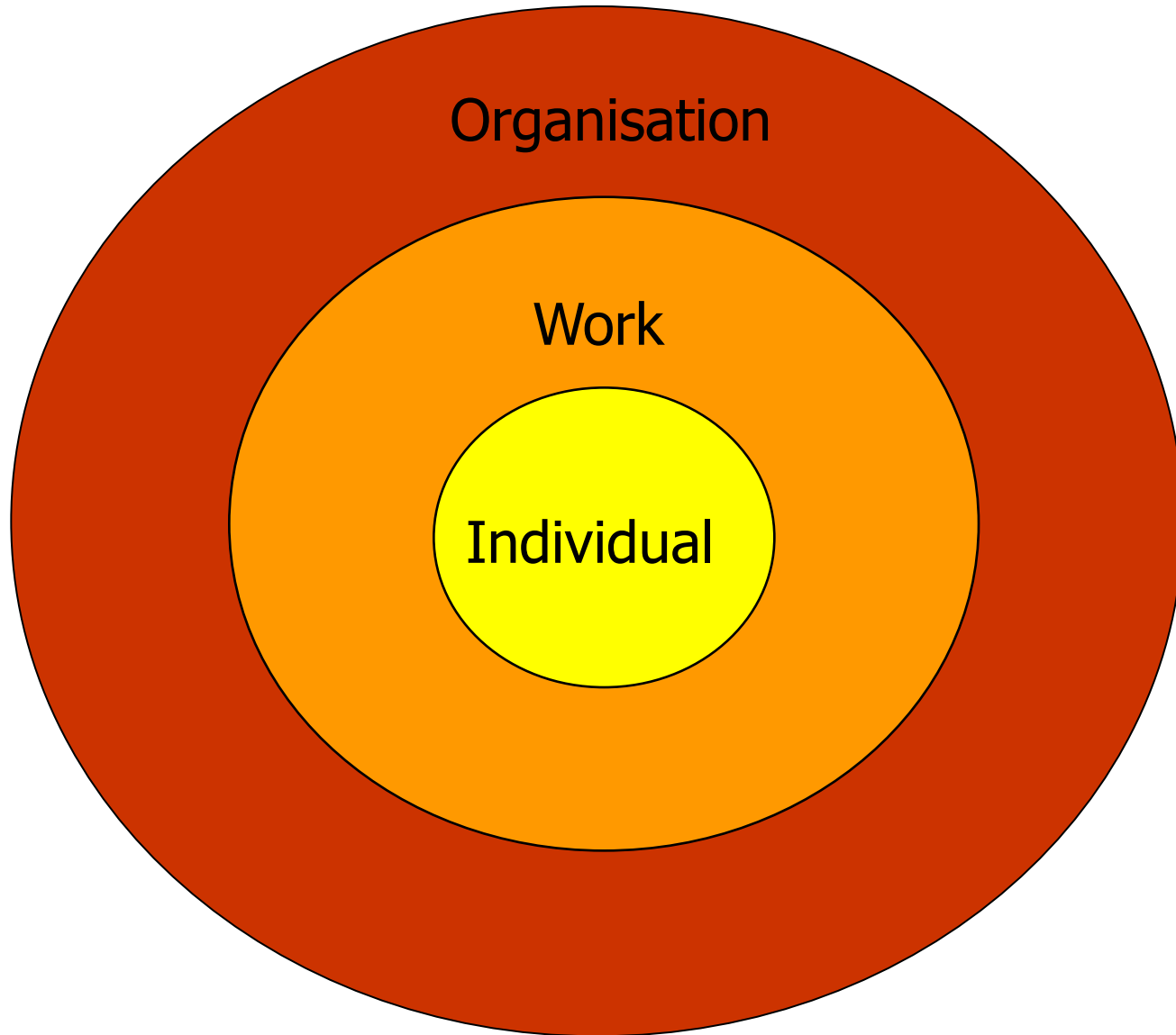
“Coaching – for what?”

- Maximise performance
- Maximise happiness
- Help individuals realise their potential
- Help organisations realise their potential

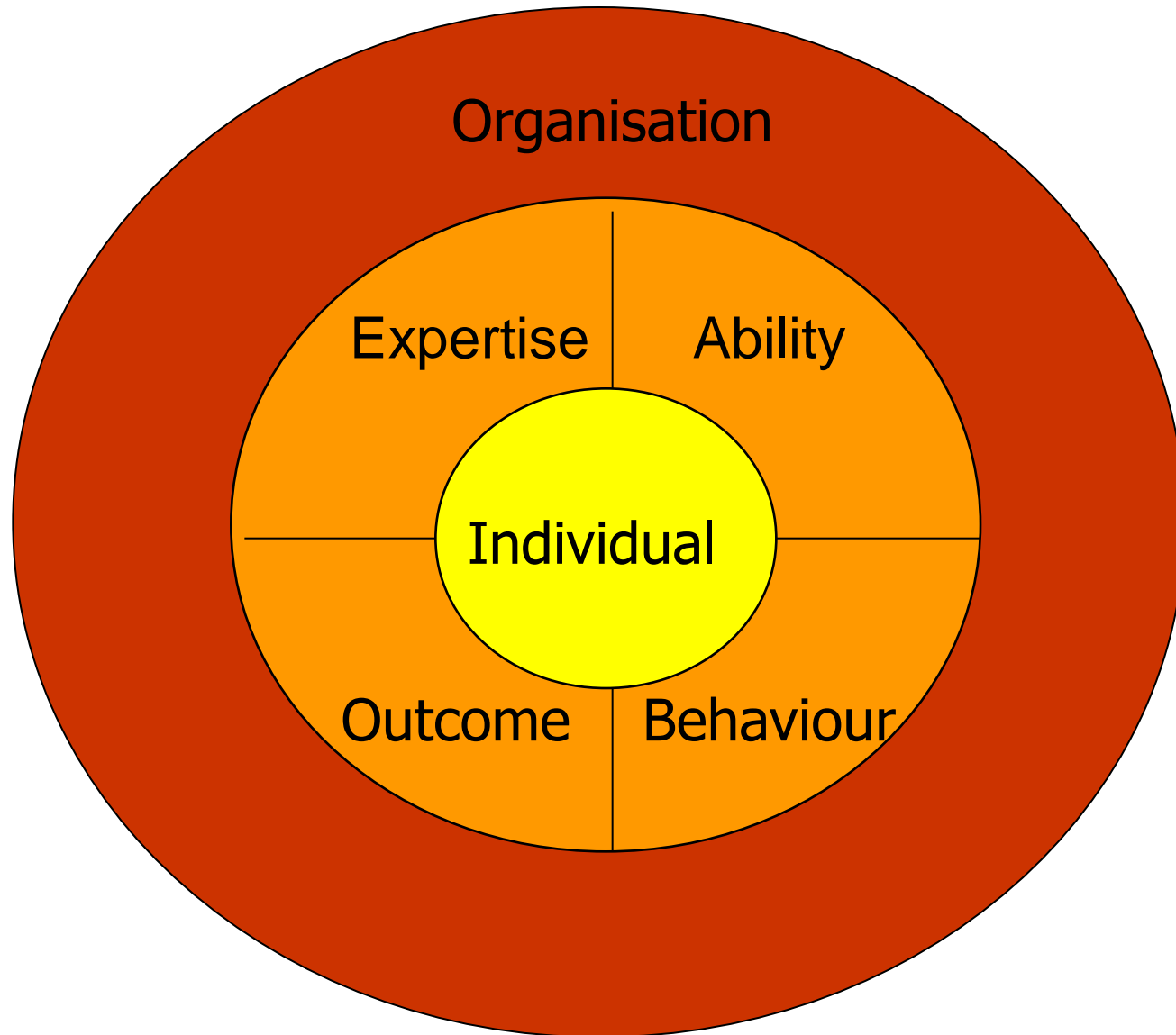
Life = Person * Environment



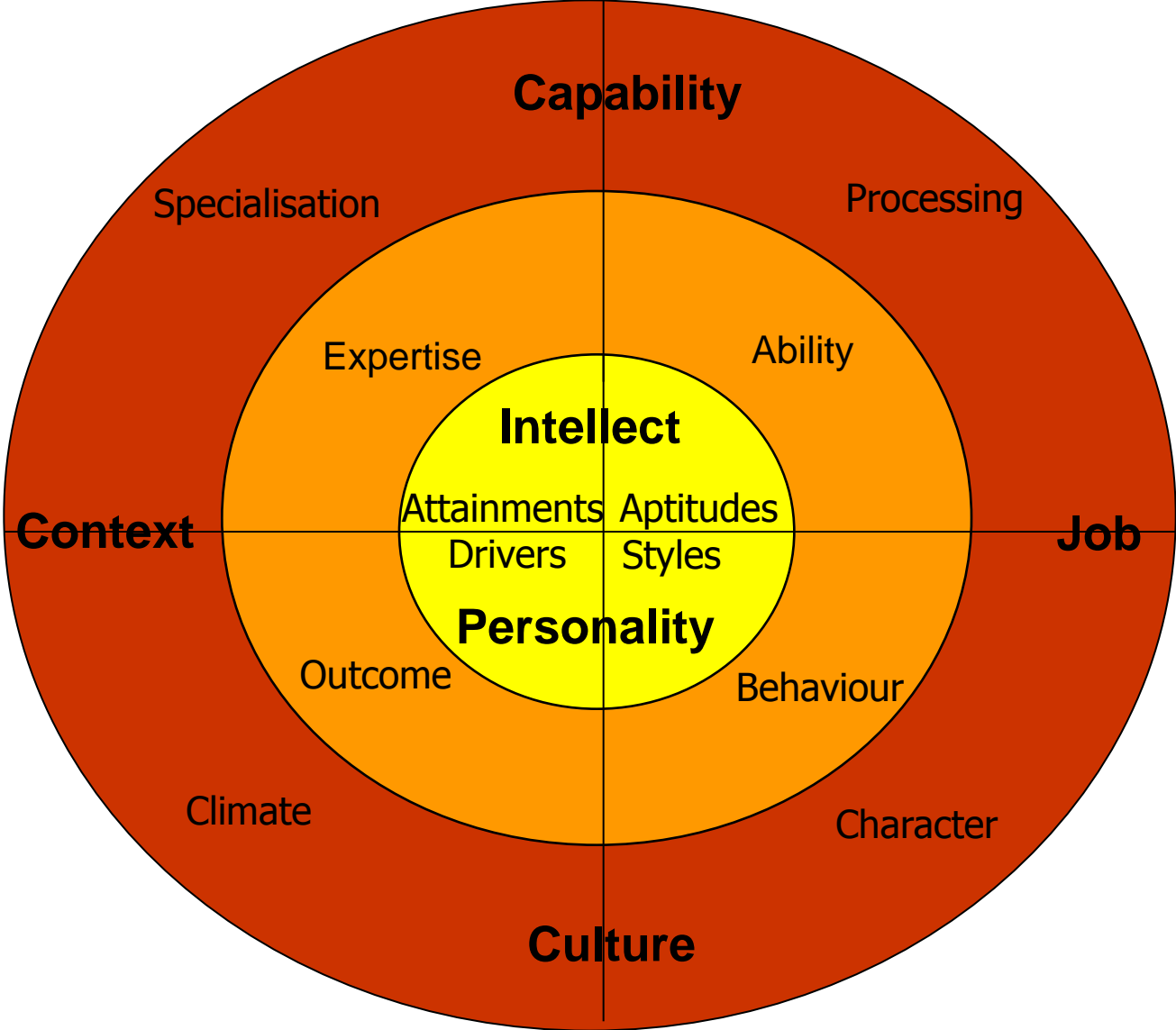
Work = Individual * Organisation



Competency & Satisfaction at Work



Work Assessment Variable Exploration



Types Model Rationale

Development: Integration of Psychological Theory

- Trait Assessment Psychology
- Competency Modelling
- Leadership Research
- Psychological Typologies

Application: User Benefit

- Can be used across many HR activities
- High-level typology summarises and aids linking
- People & Task Types
- Implications of Overused Skills and De-railers
- Reports for Trained Users, Participants & Line Managers

Trait Assessment Psychology

'Big 5' Personality Factors

(Re-) Discovery in 1990'ies that five factors emerge consistently:

- Openness to Experience
- Extraversion
- Agreeableness
- Neuroticism (low Emotional Stability)
- Conscientiousness

Facets of the 'Big 5'

Many personality questionnaires cover the 'Big 5' (more or less well)

- NEO measures each of the 'Big 5' factors through 6 facets
- Instrument authors choose to include different facets

'Big 5' & Saville Consulting Wave [®]

Saville Consulting Wave covers each of the Big 5 with 1 Section

- Other Sections represent Big 5 combinations, or areas missed in the 'Big 5'
- Constructs designed to reflect true complexity of people and jobs

Competency Modelling

Background

- Boyatzis (1982): The Competent Manager
- Robertson & Kinder (1993): Meta-Analysis of Validation Studies
- Kurz (1998): World of Work (WoW) Model
- Kurz & Bartram (2002): The 'Great Eight' Competencies

Components of WoW Model & 'Great 8'

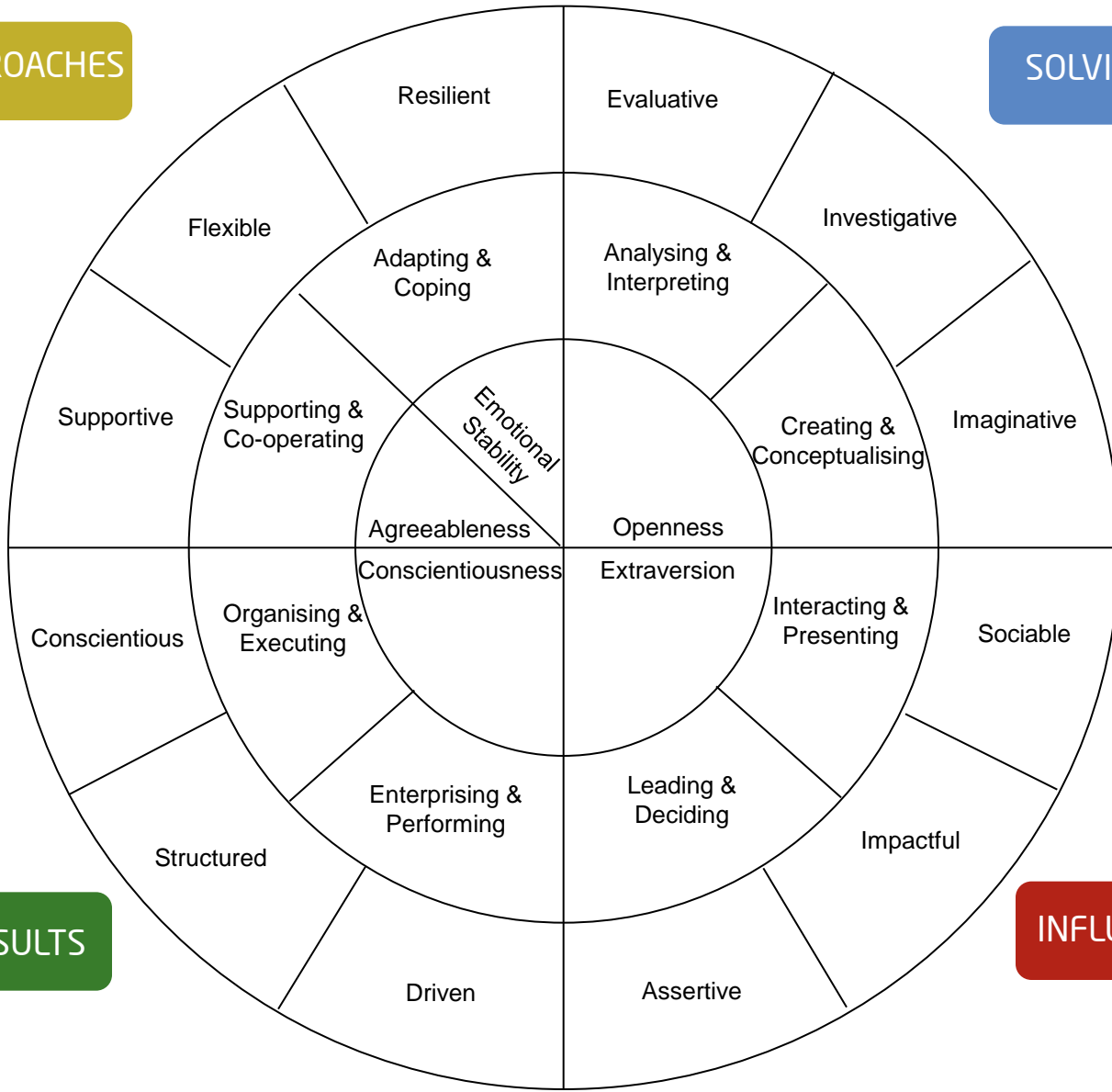
- Dispositions: Aptitudes, Interests, Styles, Motives
- Competencies: Job, Occupation, Goal, Role
- Competency Potential: Prediction of Potential based on Disposition Measurement

'Great 8' & Saville Consulting Wave

- Saville Consulting Wave covers each of the 'Great 8' with 1 Section
- Remaining Sections represent combinations of neighbouring 'Great 8' factors
- 'Fab Four' constructs constitute higher-order factors of the Great 8 (Kurz, 2005)

ADAPTING APPROACHES

SOLVING PROBLEMS

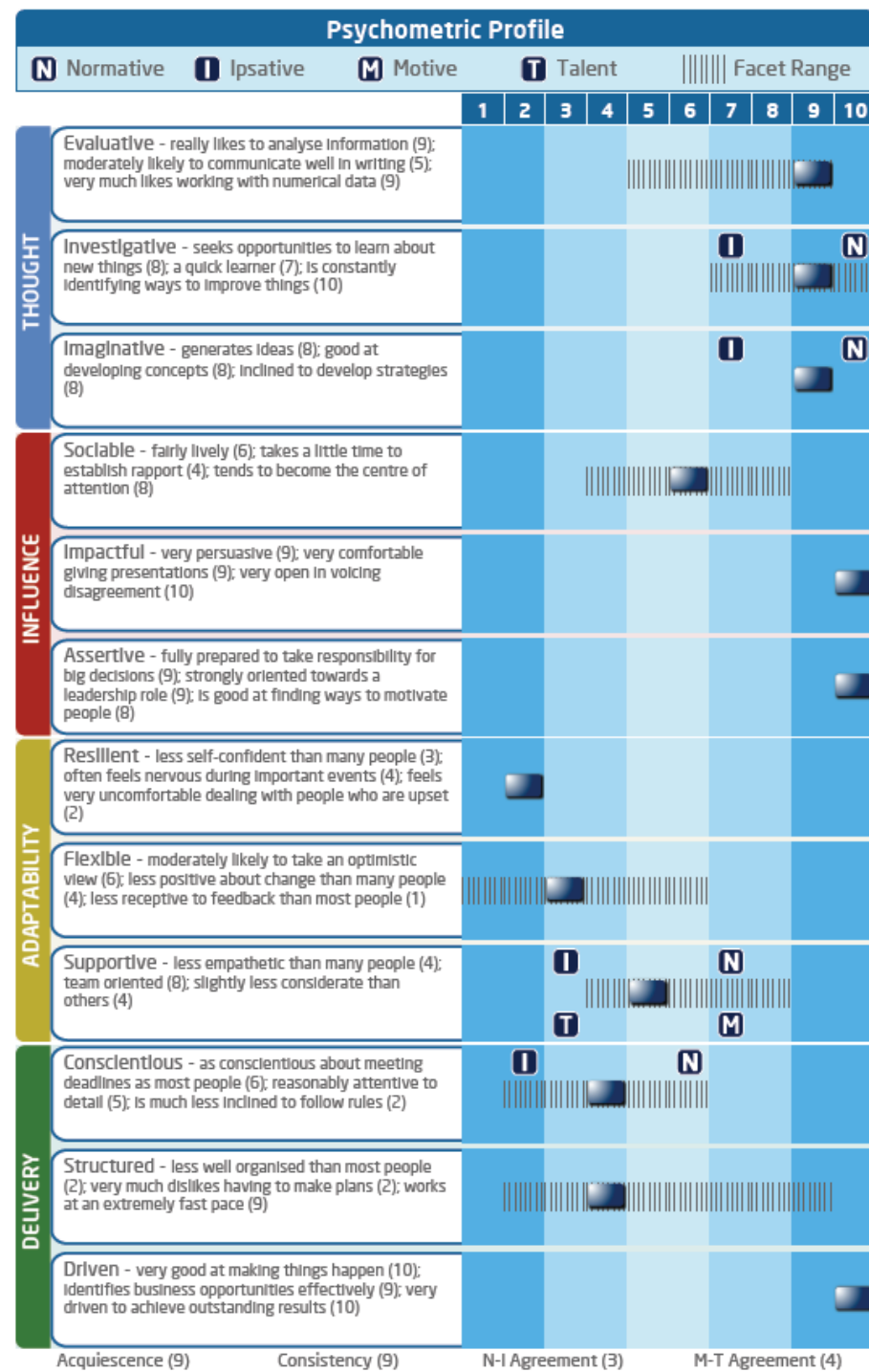


DELIVERING RESULTS

INFLUENCING PEOPLE

Focus Styles Psychometric Profile

- Psychological Constructs
- 4 Clusters, 12 Sections & 36 Facets
- Normative-Ipsative Splits
- Motive-Talent Splits
- Facet Ranges



Focus Styles Competency Potential Profile

- Competency Constructs
- Non-psychological Language
- 4 Clusters, 12 Sections & 36 Facets
- 5 Styles Facets per CP Facet
- Red-Amber-Green 'Traffic Lights'

Competency Potential Profile			
Competency Description	Potential		
SOLVING PROBLEMS	Evaluating Problems Examining Information; Documenting Facts; Interpreting Data		Extremely High higher potential than about 99% of the comparison group
	Investigating Issues Developing Expertise; Adopting Practical Approaches; Providing Insights		Extremely High higher potential than about 99% of the comparison group
	Creating Innovation Generating Ideas; Exploring Possibilities; Developing Strategies		Extremely High higher potential than about 99% of the comparison group
INFLUENCING PEOPLE	Building Relationships Interacting with People; Establishing Rapport; Impressing People		Fairly High higher potential than about 75% of the comparison group
	Communicating Information Convincing People; Articulating Information; Challenging Ideas		Extremely High higher potential than about 99% of the comparison group
	Providing Leadership Making Decisions; Directing People; Empowering Individuals		Extremely High higher potential than about 99% of the comparison group
ADAPTING APPROACHES	Showing Resilience Conveying Self-confidence; Showing Composure; Resolving Conflict		Above Average higher potential than about 60% of the comparison group
	Adjusting to Change Thinking Positively; Embracing Change; Inviting Feedback		Above Average higher potential than about 60% of the comparison group
	Giving Support Understanding People; Team Working; Valuing Individuals		Below Average higher potential than about 40% of the comparison group
DELIVERING RESULTS	Processing Details Meeting Timescales; Checking Things; Following Procedures		Fairly Low higher potential than about 25% of the comparison group
	Structuring Tasks Managing Tasks; Upholding Standards; Completing Tasks		Below Average higher potential than about 40% of the comparison group
	Driving Success Taking Action; Seizing Opportunities; Pursuing Goals		Extremely High higher potential than about 99% of the comparison group

Leadership Research

History

- 'Great Leader' Theories
- People vs. Task / Situational Leadership Theories
- Transformational 'vs.' Transactional Leadership
- Corporate Leadership
- Personality, Intelligence & Leadership Research (Timothy Judge)

People & Task Orientation

- Interpersonal Performance divides into Influencing and Adapting Behaviours
- Task Performance divides into Thinking and Executing Behaviours
- Four Clusters of Wave constitute the Components of Performance

Wave Transformational People Type

- Good at Influencing People
- Good at Adapting Approaches
- Wins the hearts and minds of people

Wave Transactional Task Type

- Good at Solving Problems
- Good at Achieving Results
- Gets things done

Corporate Leadership vs. Wave Cluster

Leadership Functions:

- Developing the Vision
- Sharing the Goals
- Gaining Support
- Delivering Success

Competency Clusters:

- Solving Problems
- Influencing People
- Adapting Approaches
- Delivering Results

Psychological Typologies

Myers-Briggs Type Indicator

Developed by Isabel B. Myers & Katherine Cook Briggs:

- Sensing vs. Intuition
- Extraversion vs. Introversion
- Feeling vs. Thinking
- Judging vs. Perceiving

Belbin Team Types

Model of 8 (later 9) roles that underlie team success

Holland Vocational Types

Circumplex ('RIASEC') of 6 vocational personality types

Schein Career Anchors

Model of 8 career anchors that summarise values and underlie career choices

Saville Consulting Wave ® Types

4 People Types based on High/Low on Clusters:



combined with

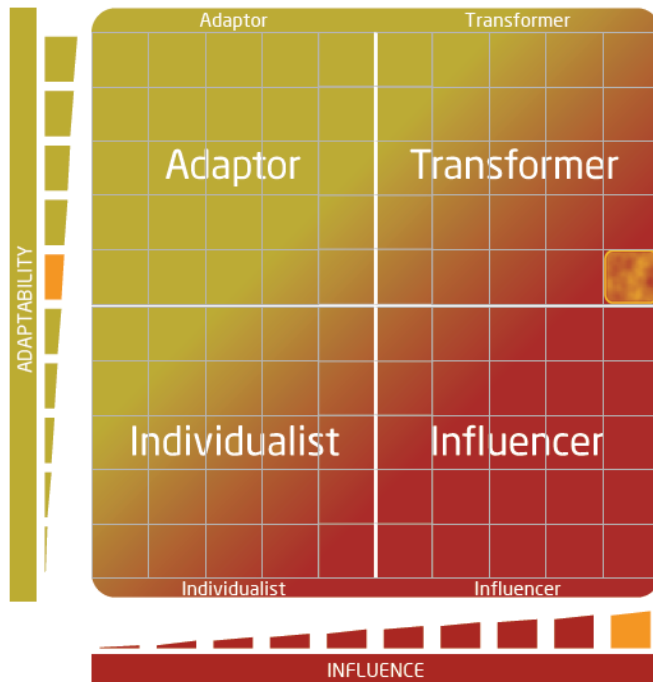
4 Task Types based on High/Low on Clusters:



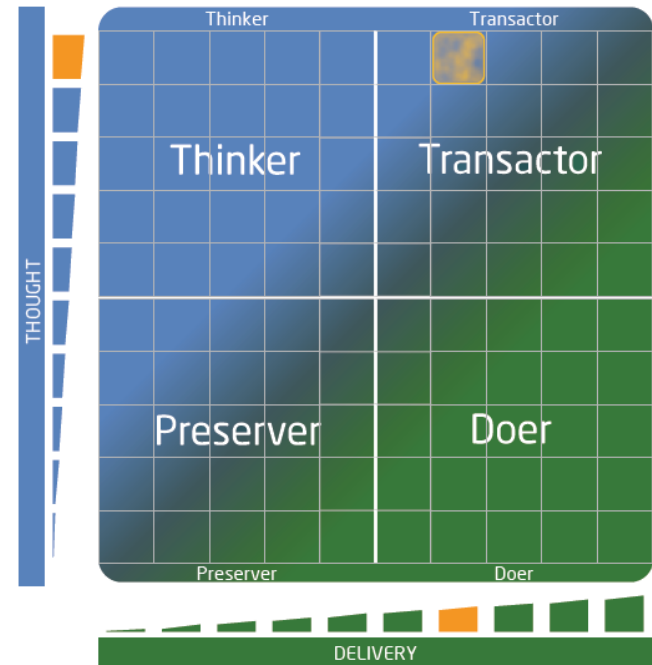
= 16 Wave Types

Focus Styles Types Report

People Type



Task Type



Transformer

Transformers combine interpersonal sensitivity with powerful social networks and definite leadership impact. As the results are not strongly differentiated, Peter Saville is most likely to adopt this type, but may often adopt other types.

Transactor

Transactors combine thoughtful analysis with the driven pursuit of goals. They enjoy challenges and can be relied upon to deliver results. As the results are reasonably well differentiated, Peter Saville is likely to typically adopt this type, but may sometimes adopt other types.

Transformer -Transactor Type Pen Portrait

Transformer-Transactor

Transformer-Transactors are people who thrive on change and challenging roles. They enjoy using power and influence, and combine a focus on achieving goals with thoughtful analysis and judgment.

Leadership Style

- Transformer-Transactors create a sense of purpose and mission and thereby gain buy-in to their plans and strategies.
- They engage team members and peers in lively debate and like to get straight to the core of a problem in pursuit of solutions.
- They focus on dynamic processes and performance outcomes.
- They are motivated by results and are delivery focused, while flexibly accommodating unforeseen changes.

Team & Peer Interaction

- Transformer-Transactors like challenges and expect to be rewarded for their accomplishments.
- They prefer to get the right things done in the right way and further the work of the team by pursuing these aims.
- They focus on action and outcomes to deliver results and very much enjoy change as a constant part of working life.
- They have a high need for social interaction and dislike having to work in isolation for long periods of time.

Managing Change

- Transformer-Transactors thrive on change and like to lead major change projects.
- They can be powerful change agents and advocates of change if they agree with the direction.
- They enjoy convincing other people about the case for change and can inspire a team to follow a change plan. They communicate skilfully and pursue their goals tirelessly.
- They are suited to managing change in a variety of contexts because they take care of people as well as task issues.

Cultural Synergies & Maximising Potential

- Transformer-Transactors hold strong views and want to be appreciated.
- They thrive on roles that involve major challenges and responsibilities.
- They may get frustrated in cultures where results are not achieved quickly enough by their standards, or where their analysis is not valued.
- They are best suited to environments where clarity of thinking and fluency of communication are critical. They are likely to make a strong impact and may come across as charismatic leaders.

'Fab 4' Wave Cluster Validities

'A priori' trait validities unadjusted in Development Pilot N=373 (Fullman, 2005)

Transformational Performance

INFLUENCE

Influencing People .29

ADAPTABILITY

Adapting Approaches .16

Transactional Performance

THOUGHT

Problem Solving .21

DELIVERY

Achieving Objectives .16

'Fab 4' Wave Cluster Validities

'Competency Potential' validities (unadjusted) in standardisation sample N=428

Transformational Performance

INFLUENCE

Influencing People .38

ADAPTABILITY

Adapting Approaches .31

Transactional Performance

THOUGHT

Problem Solving .25

DELIVERY

Achieving Objectives .22

Transformational + Transactional Performance

Job Proficiency .21 (single item rating)

Promotability .23 (single item rating)

Total Performance .26 (sum of 36 behaviour ratings)

Type Frequency Distribution

Standardisation Sample (N=1153)

High People Orientation Low	TRANSFORMER-PRESERVER	TRANSFORMER-THINKER	TRANSFORMER-DOER	TRANSFORMER-TRANSACTOR
	7%	8%	7%	16%
	INFLUENCER – PRESERVER	INFLUENCER - THINKER	INFLUENCER - DOER	INFLUENCER - TRANSACTOR
	3%	4%	3%	4%
	ADAPTOR – PRESERVER	ADAPTOR – THINKER	ADAPTOR – DOER	ADAPTOR-TRANSACTOR
	5%	2%	4%	3%
	INDIVIDUALIST – PRESERVER	INDIVIDUALIST – THINKER	INDIVIDUALIST – DOER	INDIVIDUALIST-TRANSACTOR
	12%	7%	9%	6%
	Low	Task Orientation		High

% of Transformer – Transactor's (by self-reported responsibility level N=1020)

Responsibility Level	Number at Level	Number of T-T's	% age of T-T's
BOARD LEVEL	13	7	54%
EXECUTIVE	25	9	36%
SENIOR MANAGER	133	43	32%
MANAGEMENT TRAINEES	32	7	22%
MANAGER	286	55	19%
TEAM LEADER	79	11	14%
PROFESSIONAL/SPECIALIST	100	14	14%
NO MANAGEMENT RESPONSIBILITY	255	15	6%
OTHER	97	5	5%

Construct Convergence Study

- N=183 Professionals & Managers
- Saville Consulting Wave ® Professional Styles Types Report (108 unit weight facets)
- SHL OPQ32n Corporate Leadership Report
- Bartram (2005) specified 3 OPQ32 scale per Great 8 (1 with double weight)
- Expert Judgement Survey based on Warr (1999) methodology
- Mapping of 108 Wave Facets to 32 OPQ conceptual concordance matrix
- Three facets were chosen to define each predictor composite
- SME: 72 weighted facets based on expert judgements

Results

Types Report Equations

- Average r Wave Cluster vs. SHL Leadership Functions .63**
- Total Score r .67**

Subject Matter Expert Equations

- Average r Wave Cluster vs. SHL Leadership Functions .66**
- Total Score r .66**

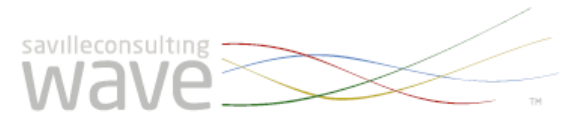
Very similar results for 'off-the-shelf' Types and SME equations

Great convergent construct validity support for the model

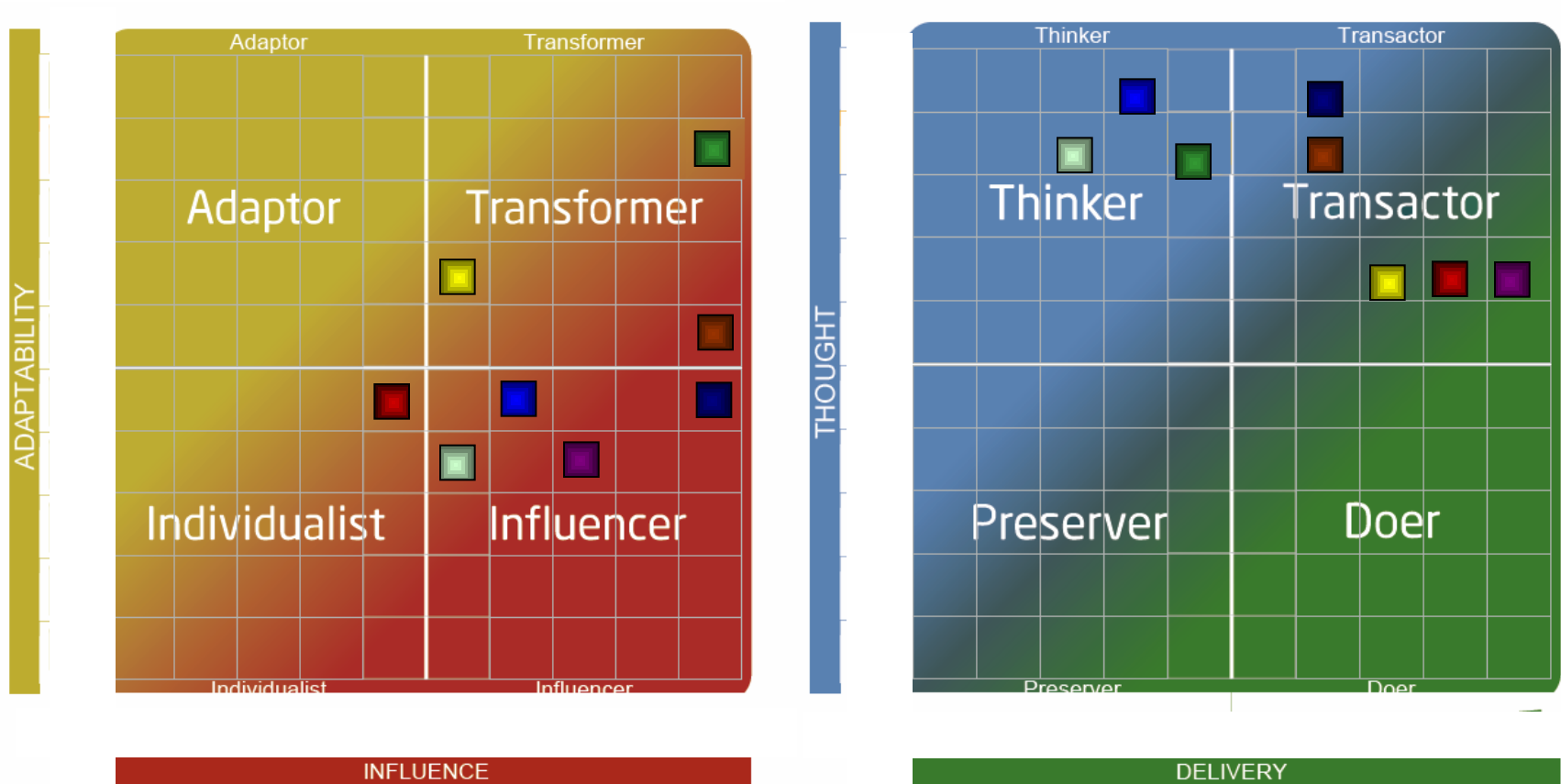
Application

The Types report can be used across a variety of HR activities:

- Recruitment
- Selection
- Development
- Coaching
- Working with Teams



Type Team Report



Thank You!

Further reading:

- Maclver, R., Saville, P., Kurz, R., Mitchener, A., Mariscal, K., Parry, G., Becker, S., Saville, W. O'Connor, K., Patterson, R. & Oxley, H. (2006). Making Waves – Saville Consulting Wave Styles questionnaires. *Selection & Development Review*, 22(2), 17–23.
- McDowall, A. & Kurz, R. (2007). Making the most of psychometric profiles – effective integration into the coaching process. *International Coaching Psychology Review*, Vol. 2, No. 3, December 2007
- McDowall (2008). Using feedback in coaching. In: *Psychometrics in Coaching*. Ed: Passmore, J.; Kogan Page: London.
- Kurz, R, Maclver, R. & Saville, P. (2008). Coaching with Saville Consulting Wave. In: *Psychometrics in Coaching*. Ed: Passmore, J.; Kogan Page: London.

Stay in touch:

- rainer.kurz@savilleconsulting.com
- 1stklaas@gmx.de