



Building Resilient Agility
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Focus

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, discuss with colleagues the benefits they expect to come from the changes.
- Minimise the degree of uncertainty around change by discussing the key steps that will be part of the change process.

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.
- Could your strong self-confidence ever lead you to underestimate how difficult a particular challenge might be? **ACTION:** Ask others how easy or difficult they found similar challenges to be.

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.
- Does your composed approach ever mean that others do not realise when things are getting too much? **ACTION:** Work on understanding where your pressure points are, and be prepared to say no.

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.
- Do you often find yourself as the person who is asked to do the talking? ACTION: Consider when a colleague knows more about a subject and give them the opportunity to present.



Establishing Rapport

- Reflect on different individuals' reactions to you when you first meet them and consider what you could do differently to engage them more quickly next time.
- Identify a list of colleagues you will benefit from engaging with; discuss the best way to approach each contact.



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.
- Are you ever taking up too much of other people's time when they are busy? ACTION: Be careful to check that when people are busy they have time to talk to you.

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

- Discuss with experienced colleagues in your industry the different strategies adopted by your own and other organisations. Question why there are differences in approaches.
- Take time to understand your organisation's strategy and how your work contributes towards the organisation meeting its goals.

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

- Discuss with colleagues a way in which your job could be improved that might, for example, increase productivity and/or motivation.
- Discuss any thoughts you have about new insights or potential improvements with experienced colleagues.

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

- Make your output more impactful by focusing your efforts on the work that really matters and will make a difference.
- Make others aware of your preference to have a full workload and seek out new tasks if your workload becomes lighter.

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.

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.

Empowering Individuals

- Spend time talking to colleagues about what makes them want to work harder or what they can find demotivating. Consider if you can use this insight to contribute to their motivation.
- Ensure that others around you have a source of inspiration to motivate them beyond any encouragement you may provide.

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.

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 Saville Assessment 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 18,000 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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