

Assessment Innovations

Issue No. 1, May 2006

Welcome! Saville Consulting's global team has been heavily involved in research and development since 2004. We now have an international and extensive range of multi-dimensional & secure assessment tools, of exceptional validity.

We maximise the power of the internet and the resulting tools are finely tuned for 21st century assessment.

We thank all those organisations who have partnered us throughout the many trial processes. Without your global support we could not have produced such fresh, efficient and powerful tools.

We hope you find our first newsletter of interest.

With kind regards.



**International Chairman
Saville Consulting Group**

**Receive Expert
Feedback from
Peter Saville**

See Page 11 for details

Over 5000 people complete Saville Consulting Wave™

Over 5000 people have completed the Saville Consulting Wave questionnaire and, in the first quarter of 2006 alone, over **300** new users have successfully completed their conversion training.

TRANSFORMING ASSESSMENT

Saville Consulting Wave is the most significant advance in assessment in thirty years. It goes beyond personality, beyond motivation and culture. A truly integrated measuring tool. Transform your assessment processes.

Rapid access training - see page 7

**WIN FREE
TRAINING!**

See Page 7 for details

INSIDE THIS ISSUE:

Making Assessment Powerful – Motive-Talent Splits	Page 2
Online Testing - is Harry Potter coming to work for you?	Page 4
Going Global	Page 5
International Selection at Alshaya	Page 6
Validating the Commercial Series at SG Hambros	Page 7
Assess Culture Fit	Page 8
Strategic Leadership at Co-operative Financial Services ...	Page 9
A Critical Time for Board Evaluation	Page 10

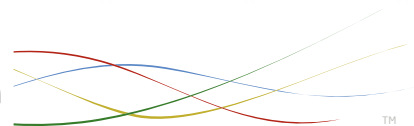
Coming Soon...Focus

Saville Consulting Wave Focus provides unprecedented performance prediction in a fraction of the time (36 scales with excellent validity in **ONLY 15 minutes**)

- integrated motivation and talent measurement
- a person-culture fit prediction based on extensive validation research
- separate versions for customer service, sales, call centre, team leader and other roles

For more information on how to get involved with trialling contact Rab MacIver on **+44 (0)1372 475712**

savilleconsulting
wave



Saville Consulting Wave

A new questionnaire combining personality, motivation, competency and preferred culture in one instrument. In each edition we will explore one of the key features in detail.

MOTIVE-TALENT SPLITS

Saville Consulting Wave Styles indicates when there are significant differences between motive (what you want, need or enjoy) and talent (the behaviours you are effective at). These are referred to as motive-talent splits. If no splits are shown then motive and talent are considered to be aligned. Alignment can take the form of accepted lows or strength flows.

ACCEPTED LOWS : Low Motive/Low Talent

These are areas individuals recognise are not of great personal interest, motivation or indeed talent. Individuals are likely to be resolved about not demonstrating talent in these areas and are not likely to feel an internal sense of drive to develop (unless there is another strong external incentive to develop).

STRENGTH FLOWS : High Motive/High Talent

In these areas individuals are often in a state of 'flow' where they take real pleasure in what they are doing and know that they are good at it. When the job and culture provide opportunity, they get real satisfaction from exercising these areas. At times, these activities can almost take over the whole individual, and people often report that they lose a sense of time as they are so caught up in what they are doing.

MOTIVE-TALENT SPLITS

Here are some examples of splits encountered and what individuals have said about themselves.

Talent higher than Motive

Despite not having the underlying motivation or predisposition individuals recognise they have talent.

Project Manager:

Organised - Motive Sten 1 and Talent Sten 6



"I can organise well, I worry about things at work and work out what needs to be done in what order. I try to treat it as an intellectual activity to maintain my interest. But it is a struggle and very occasionally I lapse and end up being reactive. In my personal life, I am happy to let other people do the organising."

Management Consultant:

Engaging - Motive Sten 4 and Talent Sten 8



"I don't feel any great need to connect immediately with people, but people always say what a strong positive impression I make. To be honest there are times when I feel that people seem to act immediately like I was their best friend when I hardly know them."



Motive higher than Talent

The individual's needs and motives are higher than their perceived talent. This may represent a key area for aspiration and development.

Policy Analyst:

Convincing - Motive Sten 8 and Talent Sten 4



"People listen to me, but they never seem to adopt any of my suggestions. I try hard at getting people to see that I am right - I just never seem to get anywhere. It is important that people listen to what I've got to say, I've got some really good takes on things and I research what does and does not work in other organisations. It just doesn't seem to get me anywhere."

Producer:

Challenging - Motive Sten 9 and Talent Sten 6

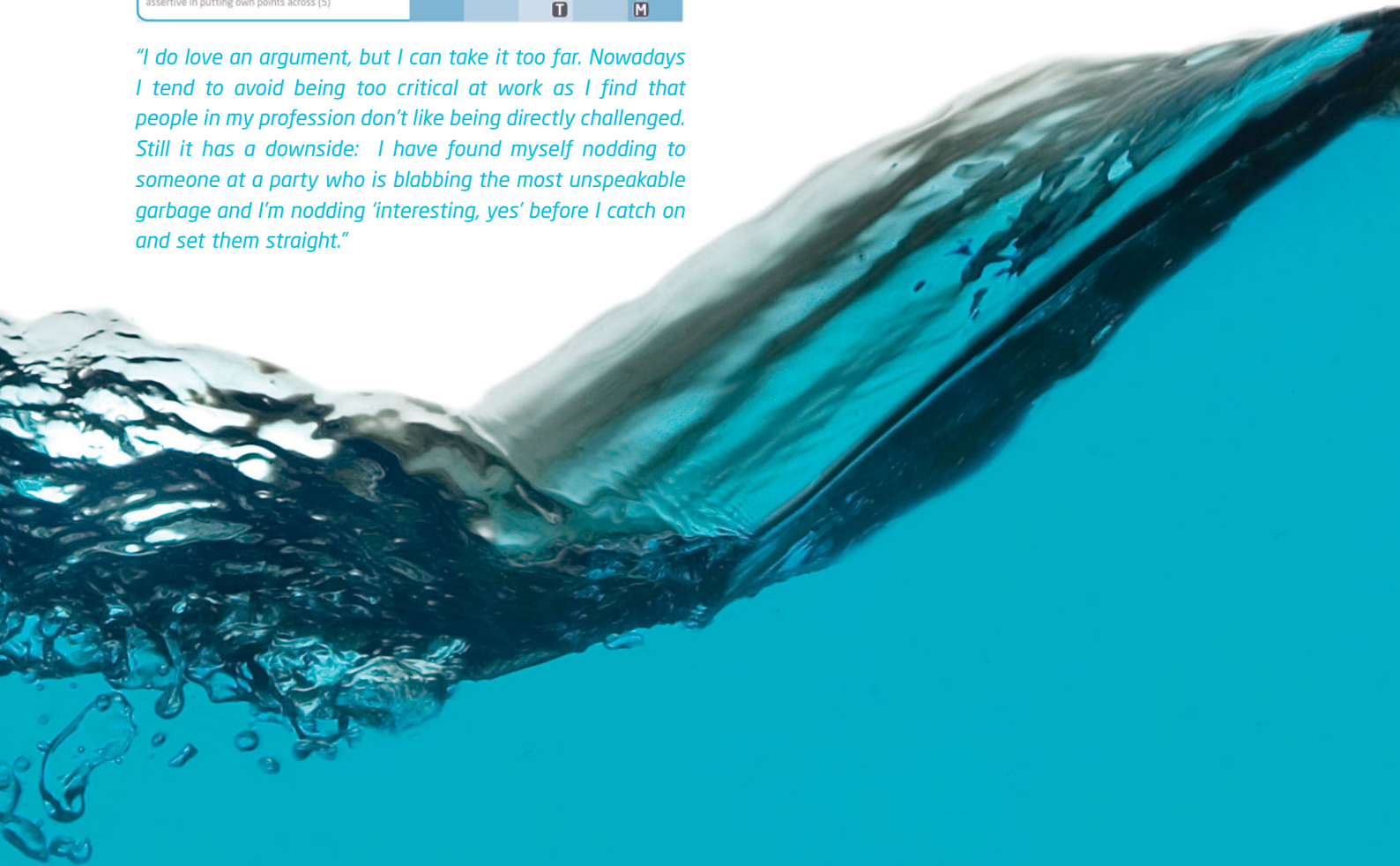


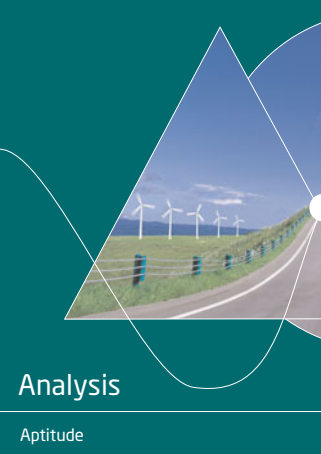
"I do love an argument, but I can take it too far. Nowadays I tend to avoid being too critical at work as I find that people in my profession don't like being directly challenged. Still it has a downside: I have found myself nodding to someone at a party who is blabbing the most unspeakable garbage and I'm nodding 'interesting, yes' before I catch on and set them straight."

Saville Consulting Wave provides a level of understanding and depth that might otherwise take considerable time to reach. This information allows users to predict accurately not only the performance of a candidate, but also, crucially, sustained performance - the areas where an individual will be motivated to succeed.

The capacity to measure motive and talent together clearly adds power and has vital implications for attracting and retaining talent in the workplace.

To find out more about Saville Consulting Wave, please contact us on
+44 (0)1372 475712





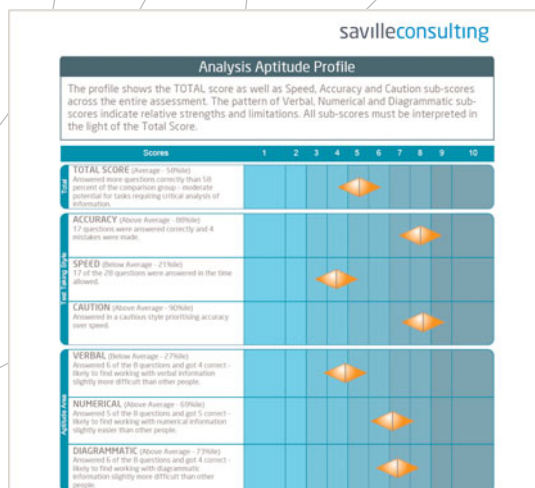
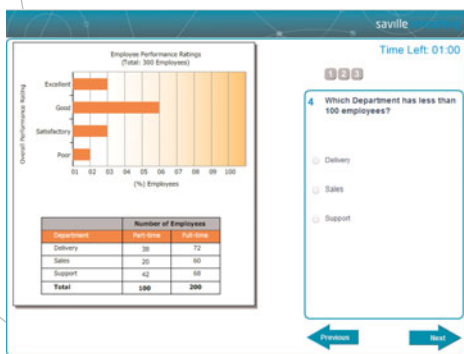
Don't get left behind. Test online

Saville Consulting's new range of online analysis aptitude tests are now live.

Our unique assessments have been developed for screening candidates with the option of subsequent (either hard copy or online) supervised verification. New scoring mechanisms enable users to extract scores for speed, accuracy and caution plus overall measures of performance and sub-scores. Online tests feature separate verbal, numerical and diagrammatic analysis, **in just 18 minutes!**

For more information contact **Dr Rainer Kurz** on **+44 (0)1372 475722**.

"Our prime focus has been to build total solutions developed specifically and solely for internet use"



Is Harry Potter coming to work for you?

Are your applicants cheating on tests?

Internet testing is now the preferred method of testing for many global organisations.

Often the benefits of internet testing far outweigh the drawbacks, but as candidates become more systems aware, how secure are online tests?

Issues

In some cases, graduates log on to systems and practice their responses several times before making their final application. Many organisations are seeing numerous applications from "Harry Potter" as graduates rehearse the application process.

Services whereby applicants will pay people to sit through the online processes, purely to memorise both the format and item content of the tests also exist.

So what can be done to help eradicate these problems and allow online testing to be successful, secure and reliable?

Saville Consulting have Unsupervised and Secure versions.

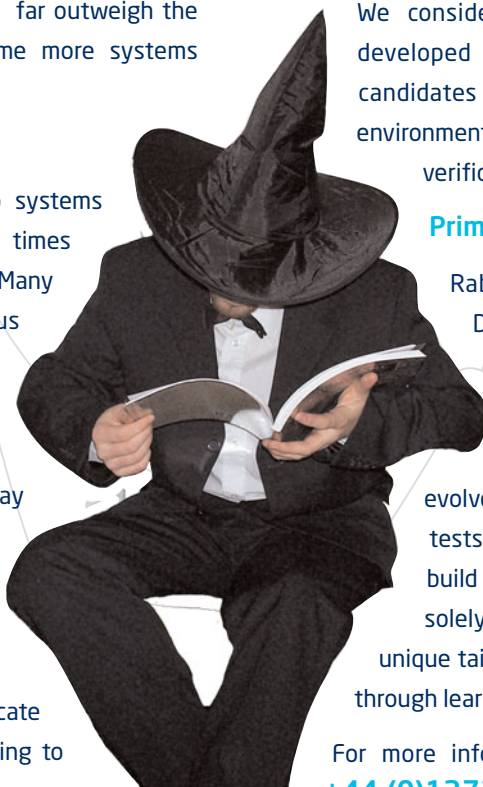
We consider security to be key and have developed many parallel forms to allow for candidates to be re-tested in a **supervised** environment as required. Our approach includes verification as well as screening tests.

Prime focus

Rab MacIver, Director of Product Development at Saville Consulting, believes it is possible to overcome these issues;

"Many test developers have evolved online tests by putting existing tests online. Our prime focus has been to build solutions developed specifically and solely for online use. We can produce unique tailored assessments whereby cheating through learning items would become impossible."

For more information contact **Rab MacIver** on **+44 (0)1372 475712**.



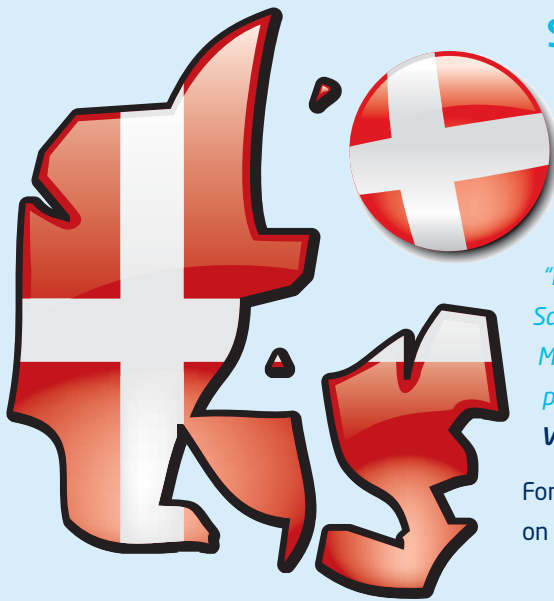
GOING GLOBAL

News from Saville Consulting around the world.

Saville Consulting Wave makes a splash in Asia Pacific

Saville Consulting Asia Pacific have recently hosted a series of launch events with Peter Saville and Scott Ruhfus in Hong Kong, Melbourne, Sydney, Auckland and Wellington.

For more information on Asia Pacific please log on to <http://ap.savilleconsulting.com>



SHL Denmark Team join Saville Consulting

Saville Consulting Denmark will open in May. Our team are the founders of SHL Denmark; Victor Schmidt, Birte Moller and Solveig Scherer.

"It was inevitable that the team would join Saville Consulting as Saville Consulting Wave is such an advance on the OPQ®. The Motive-Talent splits and Person-Culture fits are so much more powerful."

Victor Schmidt

For more information on Saville Consulting Denmark please log on to <http://dk.savilleconsulting.com>

Saville Consulting established in South Africa

Our office will be opened at the Society of Industrial and Organisational Psychology conference in Pretoria in early June and will be headed up by Werner Barkhuizen, previously Managing Director of Eknowvation, and prior to that a consultant at SHL South Africa. Werner has consulted in many organisational environments.

"Entrepreneurship is high on the agenda. Saville Consulting Wave extracts the fundamental nature of individual entrepreneurial potential and is perfect for local application. Saville Consulting make available the tools for a process rather than product driven intervention."

Werner Barkhuizen

A number of workshops and seminars will be held in South Africa in June 2006, under the direction of Professor Peter Saville. Please contact Saville Consulting South Africa on



Saville Consulting established in the USA

Saville Consulting North America is headed up by Dr. Gary Schmidt and Sara Schmidt.

“Saville Consulting Wave is creating great interest in the US. Its ability to predict culture and environment fit is a quantum leap. This will significantly impact employee performance and retention.”

Gary Schmidt

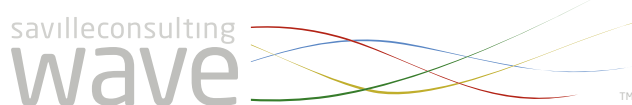
Previously Gary was the Executive Director of Global Talent Management at Novartis Pharmaceuticals and prior to that he was VP of Consulting Services at SHL USA. Gary has over 20 years' experience working as an executive, consultant and researcher.

Sara was previously VP of Consulting Solutions at SHL USA and has considerable experience as a business psychologist working with global clients.



Further norms and validation data for Saville Consulting Wave and aptitude tests are being gathered in the US. Special promotional incentives are available for clients who participate.

Please contact **(+1) 609 918 9009** for further information on how to get involved.



Alshaya use Saville Consulting Wave for International Selection



M.H. Alshaya Co.

Alshaya Retail operates throughout the Middle East, Turkey, Cyprus and Russia, and has 1000 stores.

A rapidly expanding organisation, they grew by 30% and recruited 3200 staff last year. Keen to work with leading edge assessment and to benefit from the convenience of internet technology across multi-site locations, Alshaya have looked to Saville Consulting Wave to support and enhance their selection and development.

Helen Beesley, HR Development Manager commented “We use Saville Consulting Wave for recruitment – we currently have 90 manager’s vacancies including new roles. The reports enable us to gain a wealth of information about our

candidates, and assess culture and environmental fit too. This is key when working for a very multi-cultural and fast paced business like Alshaya.”

Alshaya also use Saville Consulting Wave with their top teams. “The Expert profile has provided us with insights and formed the basis of team building. The Type report is our focus for team building, allowing us to formulate plans for one to one development meetings” added Helen.

“The Saville Consulting Wave report allows us to gain as much information as possible about our candidates in terms of their personality with the added bonus of assessing culture and environment fit too”

SG Hambros – Validating Commercial Aptitudes



Thank you to SG Hambros (CI) Ltd who participated in a study to validate our new tests designed for commercial and financial sectors.

To validate the assessments, staff across three main job levels (operations, officers and managers) completed Verbal, Numerical and Checking tests. A manager or supervisor then completed a short assessment on each member of staff rating their level of competency in key areas.

Findings from the study indicated that scores on verbal, numerical and checking tests are significant predictors of employees' ability to work with information.

The total score on the numerical test emerged as a superb predictor of the ability to solve problems, as well as overall potential for promotion. Interestingly correlations were even higher for certain sub-scores, demonstrating how extra value is added through the sophistication of the Saville Consulting outputs.

SG Hambros (CI) Ltd commented "Commercial Aptitudes has helped us enhance the training and development of existing staff and has also added a new dimension to our existing recruitment process. We are now able to look at a range of individual aptitudes and compare candidates more accurately during the selection process." For information on the specific validation coefficients found in this study, please contact Dr. Rainer Kurz on **+44 (0)1372 475722**

Innovation in Aptitude Tests

Work Aptitudes, **Customer Aptitudes** and **Commercial Aptitudes** are new additions to the Saville Consulting aptitude assessment product range this month.



New Courses for New Assessments

Professor Peter Saville, principal author of the first ever Occupational Testing course, and the Saville Consulting team have developed completely revised Aptitude Testing (BPS Level A) and 4 day Saville Consulting Wave training (BPS Intermediate Level B).

Saville Consulting Wave Conversion training is available as a brand new 1 day programme, with optional Application workshops.

We are also able to offer an online distance learning conversion course.

Don't settle for anything less. Train with the best. Train with Saville Consulting.

To book onto one of our forthcoming courses please telephone Bridget Williams on:

+44 (0)1372 475712

OR complete the enclosed business reply card.

WIN A FREE Training Place

We have 2 complimentary places on one of our Wave Conversion courses. To be in with a chance of winning, place an order on any product or training service featured in this edition to the value of £1,500 before 31st May 2006 to be entered into the prize draw.

Winners will be drawn on 12th June 2006.



Trends Watch

Each edition we will be asking one of our global locations to focus on an issue which they believe is key to their current market. In this edition we start in the United Kingdom by looking at "Organisational Culture and Culture Fit".



Culture Fit

Recruiters are finding that it is increasingly important to consider the concept of culture and culture fit when considering the best candidate.



Saville Consulting provide a link to this vital concept by including a culture fit report within their Professional Styles Expert Report. This allows organisations to look at the fit between a candidate's attributes and the workplace culture. The report indicates which aspects of the culture, job and environment are likely to enhance or inhibit potential performance.

Gabrielle Parry, Managing Director of Saville Consulting UK, notes "Highly professional, well-conducted selection and assessment processes have no guarantees. Recruiters can fall into the trap of making choices based on a small number of competencies, focusing on what the role requires but giving little thought to the prevailing culture. When an individual joins the organisation but leaves within six months, it is rarely because they can't do the job. Such a swift level of departure is generally down to the level of fit."

A costly re-hiring cycle can hinder an organisation's reputation externally and leave those inside the organisation feeling exhausted by the constant cycle of change. By considering these aspects recruiters can help ensure that they not only have the most skilled candidate, but someone motivated by the environment and likely to perform to their optimum ability within the culture.

In terms of assessing organisational culture, Saville Consulting have a tailored solution that links directly to the new Saville Consulting Wave questionnaires.

The three cultural questionnaires currently available assess: Actual Culture - how employees report the culture of the organisation; Preferred Culture - how employees would like the culture of the organisation to be and a Satisfaction and Commitment questionnaire.

The key to cultural synergy is the alignment between actual culture, preferred culture and individual attributes. If an organisation's preferred culture is for high innovation and high competitiveness but the workplace reflects an actual culture where those attributes are absent then these types of gaps present substantial obstacles to business success.

"The key to cultural synergy is the alignment between actual culture and preferred culture"

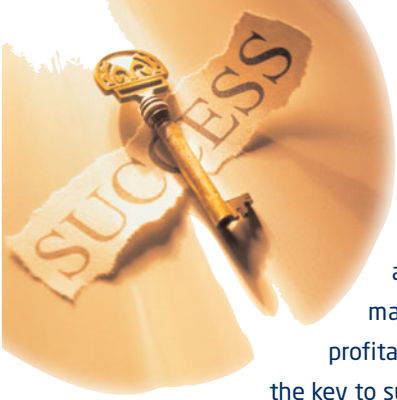
"The Saville Consulting culture survey has given us a completely new angle on understanding our culture (both actual and preferred), understanding our people and understanding how different teams operate. This truly behavioural perspective provides a fantastic platform for discussion and action at our leadership conference."

Gareth Edgell
Marketing Manager, The Rullion Group

Performance Enhancers	
+	where there is the opportunity to be the centre of attention and people are aware of one's achievements and status
+	where commercialism and entrepreneurialism are valued and the emphasis is on identifying business opportunities and outperforming the competition
+	where energy levels are high, there is a strong action orientation and people are rewarded for taking the initiative and making things happen

Performance Inhibitors	
⊘	where one is in a low profile position and achievements go unrecognised
⊘	where the culture is non-commercial, non-competitive and non-profit oriented
⊘	where energy levels are low and people show little initiative

The Saville Consulting Expert Report, is based on extensive international validation.



The Key to Success at Co-operative Financial Services (CFS)

Can an organisation that conducts its business in an ethical, socially and environmentally responsible manner also be consistently profitable? 'Values Driven Leadership' is the key to success at CFS.

The CFS Strategic Leadership programme has been created to discover and develop senior leaders and executives of the future. The aim is to identify individuals who can explore new strategic opportunities that will deliver the CFS business vision.

Saville Consulting have worked closely with The CFS Talent Management Team, headed by Pat Ashworth, to design a



Pat Ashworth

challenging, innovative and impactful talent programme for their potential executive population. The programme is based around high level competencies which have been identified as key to success at the senior levels in the organisation.

Launched in August 2005, the first round of assessments have just been completed. Throughout the process applicants were sponsored by line managers. Applications were based on experience to date, work performance and specific evidence against qualifying competencies. Detailed feedback for all candidates was a consistent theme throughout the whole programme.

Successful applicants were invited to a one-day assessment event, completing a series of aptitude tests and the Saville Consulting Wave Professional Styles Questionnaire prior to attending the event. In total fifty four managers participated in nine events throughout the programme.

"Saville Consulting Wave added real insight to the assessment and feedback process. Exploring the alignment of motive and talent with participants helped make real breakthroughs in realistic and motivating personal development planning" says Pat Ashworth.

The event was designed to reflect core issues and challenges relating to CFS and was presented through a seamless "day in the life of" simulation.

Professional actors facilitated the highly interactive day. All participants received feedback within 48 hours of completion, including a personal report which provided the basis for immediate and focused action planning.

Development for all was a key theme from the start. Feedback from participants, both successful and unsuccessful has been overwhelmingly positive.

"This process has made me realise that you are taking talent management seriously"

"The feedback from Saville Consulting itself has been very valuable, I didn't expect to get this much development from the selection process itself"

Nineteen managers were successfully recruited into the CFS Talent Management Programme and the return on investment for both them as individuals and the organisation will now be very tangible. CFS has just been accredited with its first Post Graduate Diploma in Strategic Leadership (SLP) by Lancaster University. All students will complete projects on business issues.

On successful completion of the SLP programme participating leaders will be awarded with the CFS Post-Graduate Diploma in Strategic Leadership, at a formal Graduation ceremony, which can be used towards attainment of a Masters Degree.

"This is a significant achievement for CFS and the Talent



Helen Sweeney

Management Team and further builds on our commitment to the development of people at all levels of the organisation and will be fantastic recognition for the leaders joining the programme now and in the future" says Helen Sweeney, Director of HR Relationships.

To find out more about Saville Consulting's approach to Talent Management and Development please speak to Gabrielle Parry on +44 (0)1372 475712

The COOPERATIVE BANK



A Critical Time for Board Evaluation

Recent amendments to the UK Companies Act 1985 and the new Company Law Reform Bill now in Committee stage in Parliament include changes to company law with implications for the performance of company directors in the UK. **There has never been a more critical time for directors to review and plan their ongoing professional development.**

Surveys of company directors have shown that many **directors have only a superficial knowledge of their duties and potential liabilities and are unaware of the basic tenets of good corporate governance.**

Saville Consulting has developed new products and services to help organisations manage the demands of the new legislation and operate in increasingly competitive markets. These have been brought together under the title '**Board Development Process**' (BDP).

BDP is an internet based self development process likely to require about four hours. Individual directors can sign on in their own time and work their way through four multiple choice exercises covering:

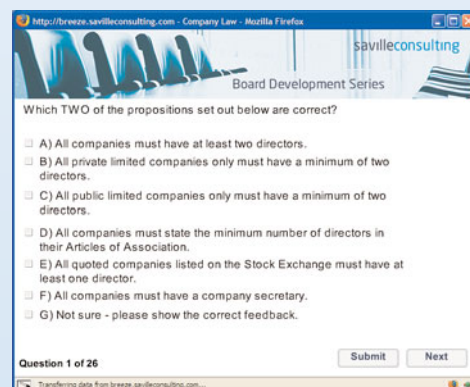
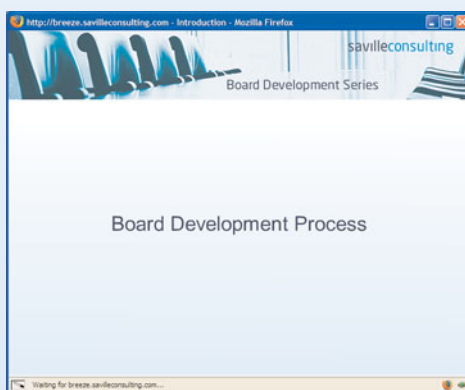
- Corporate Law
- Corporate Governance
- Finance and Accounts

A model of ten board competencies is available for 360° usage and there are plans for the development of new simulation exercises reflecting the changes in legislation. Changes are in the pipeline to allow the BDP to be used in other countries or look at other aspects of legislation.

BDP has been designed overall by Tony Renton and Bill Mabey. Tony was until recently Deputy Director, Professional Standards at the IoD. He has published four books including 'The Company Director's Guide' (co-authored), many articles in The Sunday Times, New Scientist and other periodicals. He is a consultant to the UN and OECD on corporate governance matters.

Bill Mabey is a past Managing Director and Deputy Chairman of SHL Group and co-author of 'The People Advantage'. He has directed a range of board level assessment projects and advised the IoD on the assessment component of the Chartered Director initiative.

For more information contact Graham Seager on **+44 (0)1372 475709**



Saville Consulting Business Alliances

We are delighted to announce our business alliances with Assessment & Development Consultants, Pearn Kandola, People Solutions International (PSI) and Entrecode. We look forward to working with all our partners.



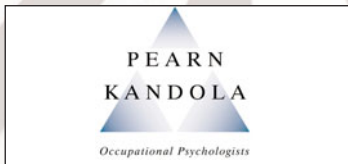
Our alliance with Assessment & Development Consultants allows us to provide a suite of in-basket and other simulation exercises for use in the work place.

www.adc ltd.co.uk



Our partnership with Entrecode has enabled us to produce the Saville Consulting Wave Entrepreneurial Report based on the model developed by Professor David Hall, which will be featured in our next newsletter.

www.entrecode.com



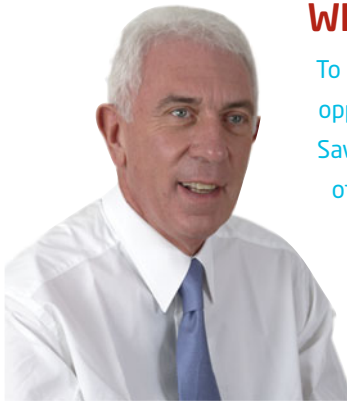
Pearn Kandola are a business psychology consultancy based in Oxford, with operations in the UK and Ireland.

www.pearnkandola.com



PSI operate in 20 countries across Europe including: Belgium, Bulgaria, Hungary, Poland, Romania, Switzerland and the Ukraine.

www.peoplesolutionsintl.com



WIN Feedback with Peter Saville

To celebrate the launch of Assessment Innovations, we are offering one reader, the opportunity to win a Saville Consulting Wave feedback session with our Chairman Peter Saville. To win this unique and insightful session, for yourself or a colleague, book onto one of our Saville Consulting Wave conversion seminars. For trained users simply place an order for 10 Saville Consulting Wave assessments before 31st May 2006 and you will be entered into our free prize draw to be drawn on 12th June 2006.

For terms and conditions please see www.savilleconsulting.com.

In the Next Edition of Assessment Innovations

Is Entrepreneurial Potential Leaking Out of Your Organisation?

Type in the Work Place

Trends Watch - from the USA

Technology Innovations

Saville Consulting Training Schedule

Saville Consulting offers a newly designed range of qualifying and registration courses. The courses enable users to apply the Saville Consulting tools on a self-sufficient basis and are designed to enhance interpretation skills and user confidence.

Saville Consulting Wave Conversion Modules

Date	Programme	Location
3-4 May 2006	Day 1 - Foundation Workshop Day 2 - Applications Workshop	London
6-7 June 2006	Day 1 - Foundation Workshop Day 2 - Applications Workshop	London
13-14 June 2006	Day 1 - Foundation Workshop Day 2 - Applications Workshop	Manchester
22-23 June 2006	Day 1 - Foundation Workshop Day 2 - Applications Workshop	Glasgow
1-2 August 2006	Day 1 - Foundation Workshop Day 2 - Applications Workshop	London
12-13 September 2006	Day 1 - Foundation Workshop Day 2 - Applications Workshop	Manchester
24-25 October 2006	Day 1 - Foundation Workshop Day 2 - Applications Workshop	London
14-15 November 2006	Day 1 - Foundation Workshop Day 2 - Applications Workshop	Birmingham
12-13 December 2006	Day 1 - Foundation Workshop Day 2 - Applications Workshop	Glasgow

Aptitude Assessment - 4 Day

Date	Programme	Location
12-15 June 2006	Aptitude Assessment - 4 Day	London
17-20 July 2006	Aptitude Assessment - 4 Day	Manchester
4-7 September 2006	Aptitude Assessment - 4 Day	London
5-8 December 2006	Aptitude Assessment - 4 Day	London

Saville Consulting Wave 4+1 Day

Date	Programme	Location
25-28 April and 24 July 2006	Wave 4+1 Day	Manchester
27-30 June and 25 September 2006	Wave 4+1 Day	London
19-22 September and 18 December 2006	Wave 4+1 Day	London
7-10 November 2006 and 5 February 2007	Wave 4+1 Day	Manchester

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