



Using Assessments in your Talent Management Playbook

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Today's Presenters



Jacqueline Ackerman, Partner

Ph.D. Org Psychology from Wayne State; 13 years consulting experience at Vantage with a multitude of companies including Exelon, BCBS, Whirlpool, PSEG, and the Federal Reserve System; developed Vantage's Assessment Center Practice Area and the High Performance Team Survey.



Ralph Mortensen, Senior Consultant

President of the American Board of Organizational and Business Consulting Psychology; 25+ years of consulting experience; former chief psychologist for a psychological testing company; clients include Motorola, Best Buy, Gordon Food Service, Chicago Transit Authority, NASA and Lennox Industries.



Duncan Ferguson, Managing Director

20 years corporate HR leadership experience with BP / Amoco; VP HR at GATX Corporation; 10 years Human Resources consulting and coaching experience with Vantage Leadership and BPI group; M.A., Michigan State University's School of Human Resources and Labor Relations



We are a Chicago-based firm of Industrial and Organizational Psychologists whose sole mission has been to help our clients **identify, develop, and align world class leadership talent** for more than three decades.

It is all we do, all we have ever done.



- **The Value Proposition of Assessment**
- **How Assessments Can Enhance Talent Management Practices**
- **Assessment Best Practices**
- **Common Assessment Tools and Uses**
- **Questions and Answers**



- Assessment can provide an objective, “unvarnished”, and “fresh” look at the talent within organizations
- Provides a competitive advantage for organizations to identify, assess, and select Top Talent
- Sets the stage for ongoing leadership development
 - Identifying key strengths
 - Pinpointing improvement areas
 - Facilitating individual career growth



Selection and Promotion

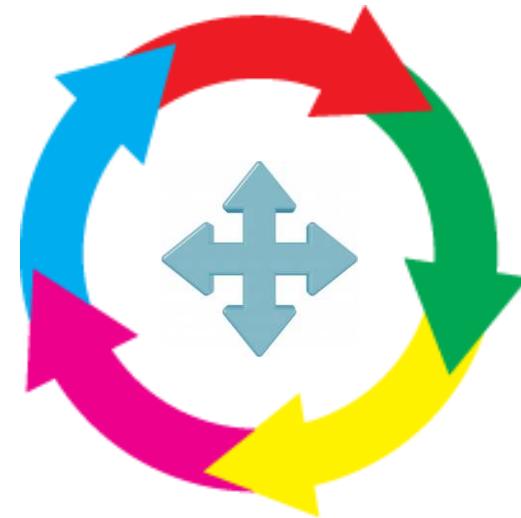
- Conduct individual assessments (via a comprehensive interview and test battery) to select external and internal manager and executive talent
- Use organization-specific executive simulations and assessment centers for recommendations on job-fit, advancement potential, and culture fit

Leadership Development

- Build strategically aligned individual developmental plans

Succession Planning

- Craft a comprehensive, integrated talent review process; leverage assessment data; create developmental plans based on feedback





Assessment Best Practices



- Any assessment process should begin with identifying role requirements (e.g., through job analysis, competency modeling, success profiling):
 - Identifies critical knowledge, skills, abilities, and behaviors necessary for success
 - Selection tools based on on-the-job performance also provide legal defensibility
- Assessment Tools should be:
 - Job Relevant
 - Reliable
 - Valid
- Assessment practices should be linked to an organization's competency model, when possible





- **Competencies:** critical leadership behaviors necessary for high performance
- Serve as tools for helping individuals perform, develop, and succeed
- Are the essential building blocks for talent management practices





TOP TALENT INDICATORS

Achieves Extraordinary Results

Provides Thought Leadership

Attracts and Develops Talent

Real Leadership Presence

Drives Change



- The assessment process should provide a holistic view of the individual being assessed
- Assessments should identify:
 - Key strengths
 - Areas for development
 - De-railers
 - Developmental recommendations/Keys to ensuring success
- Assessments should be a springboard for developmental planning



- Develop internal capability to identify, assess, and select talented and qualified people who add value to the organization
- Strengthens a organization's capacity to assess talent and distinguish “merely good” talent from “extraordinary” talent
- Enhances HR's strategic impact on the business



Leadership Assessment Tools and Practices



- Leadership (Individual) assessments
- 360° Assessment
- Simulations and Assessment Centers
- Team-based Assessment





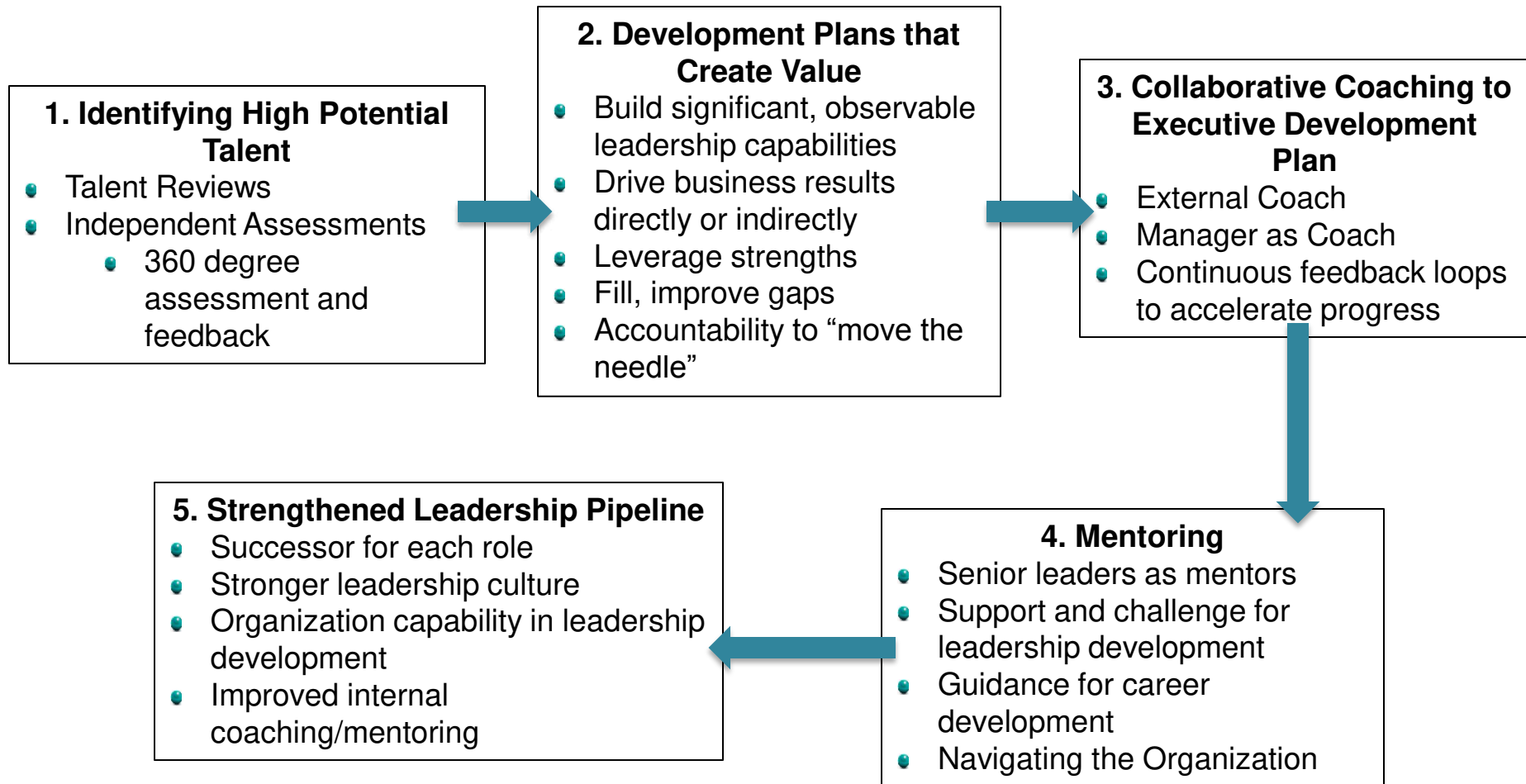
- Are deeply rooted in **behavioral science**
- Are grounded in what success truly looks like **in specific roles across your organization**; customization makes a difference
- Brings an **objective** perspective
- Focuses on **strengths**, as well as developmental gaps
- Use to develop a robust **on-boarding plan**
- **Inform succession planning** and help ensure leaders have the necessary skills and competencies to meet the demands of the market
- Holds up to legal scrutiny
- Includes **validation research** (e.g., profiles & trend analyses to create a better sense of strengths, limitations, and development priorities)

Top 10 Differences – Potential (Leader Behaviors)

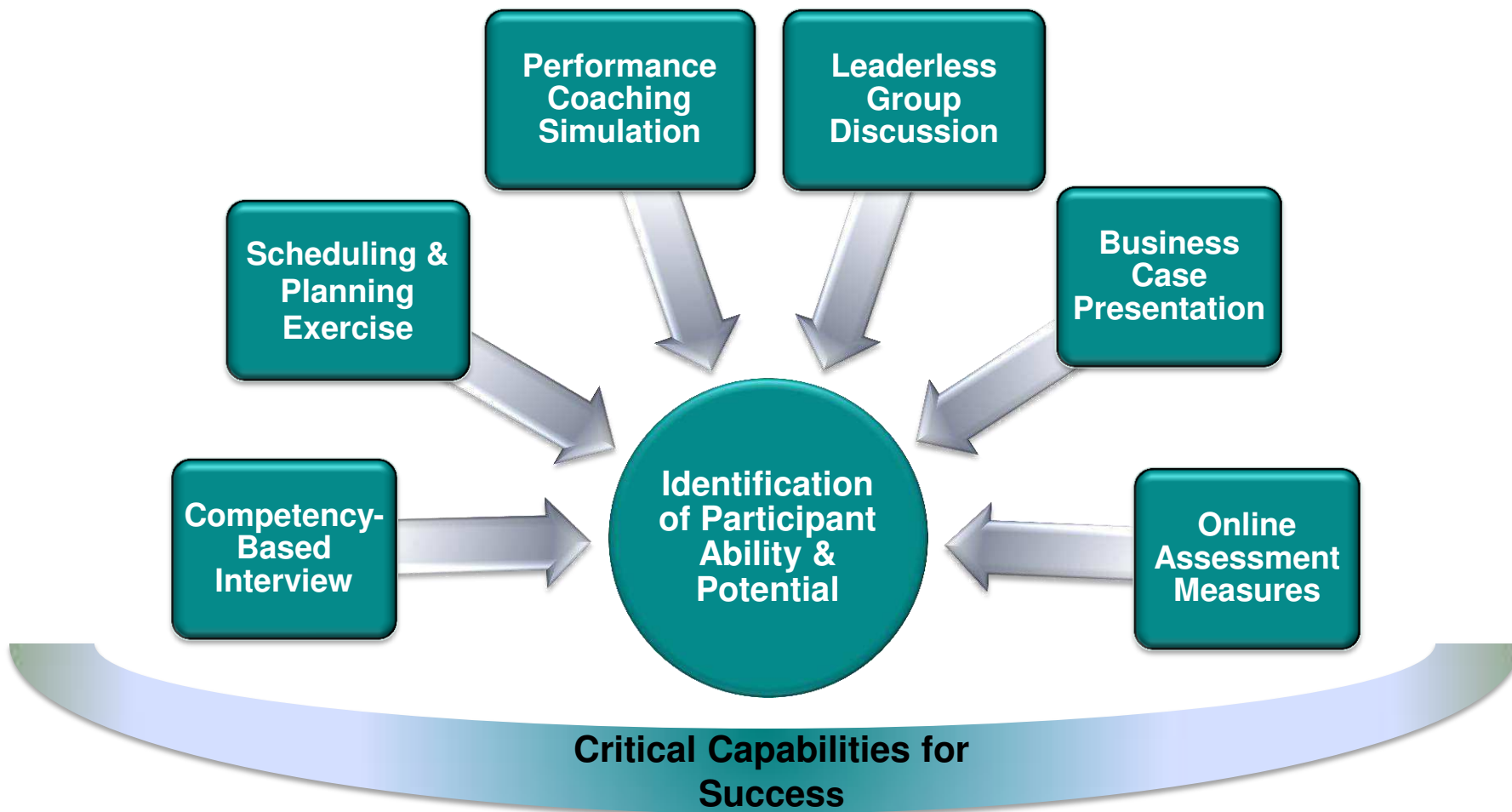


1. Fast Learner
2. Effective as a leader/manager
3. Credible with management and inspires confidence
4. Contributes to team performance
5. Capacity for effective thinking
6. Sees the big picture perspective
7. Makes effective decisions
8. Credible and inspires confidence with peers and direct reports
9. Turns around difficult leadership situations
10. Gets people enthused and involved

A Model for Accelerated Hi Po Development



Overview of Typical Assessment Center Components





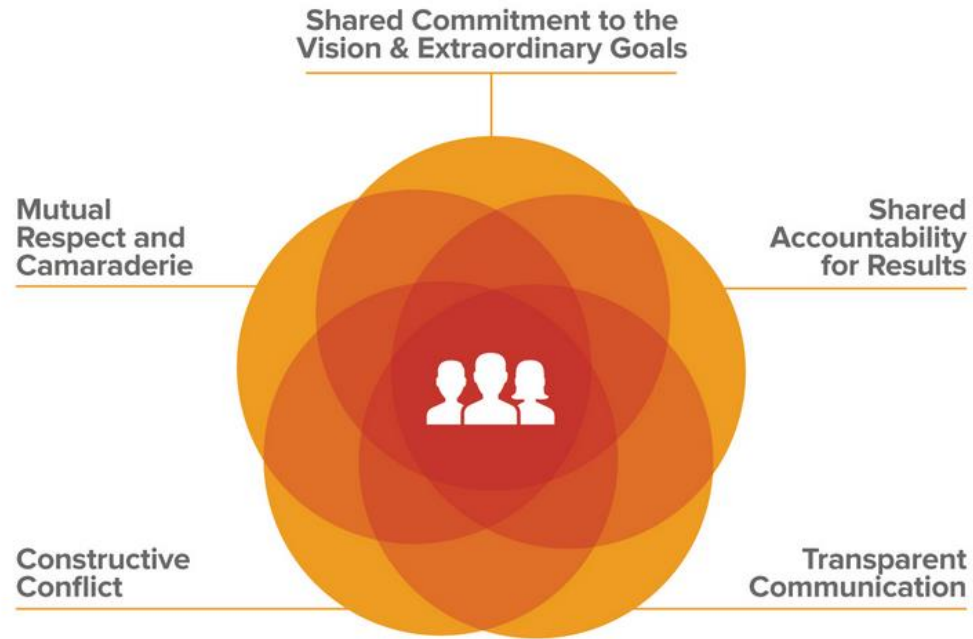
- Not typically an area of focus but critical to building and maintaining a robust leadership pipeline
- Assessment Center; Simulated Work Activities work well at this level
 - Enhance face validity and legal defensibility
- Participants report that it is the first piece of helpful feedback they've received in their careers



- Vantage developed a model based on...
 - Forty years of extensive consulting experience working with teams across a broad range of organizations.
 - A review and analysis of business literature and academic research on team performance.
- Our focus was deliberately on the factors that contribute to *high* performance (as opposed to "good" or "above average").



High Performance Team Model



Team



Team Leader



Individual



Questions?



For further information, please visit our website
www.vantageleadership.com

You will have an opportunity to download the presentation
from our website after the webinar closes.



Appendix



Thought Leadership

- Smart in highly relevant ways; superb analytical skills
- Consistently adds real value in meetings, informal interactions and communications—makes people smarter
- Improves the quality of business decisions
- Provides great ideas—fresh and out of the box
- Develops strategies that create competitive advantage
- Demonstrates impressive capacity for ongoing learning and growth

Achieves Extraordinary Results

- Consistently provides “surprisingly good” outcomes in each role previously held
- Delivers results that directly impact business success—in dollar terms
- Drives enterprise-wide and cross-functional accomplishments—always an eye on the bigger picture
- May have “turned around” a business

Attracts and Develops Top Talent

- More than a few people want to work for him/her—some people may have followed him/her from previous job
- Has an eye on emerging talent—alert to capable people outside of his direct reports
- Spends considerable time in a coaching role
- Tends to “graduate” high potentials—his/her people get great jobs in the organization

Champions and Drives Change

- Anticipates change and is at the vanguard of it – makes it happen rather than simply managing it
- Influential – able to marshal support and engage people in moving forward
- Never satisfied with the status quo, never complacent with current success

Real Leadership Presence

- Bold and confident without being arrogant
- Skilled at communicating up, down and laterally; builds stakeholder commitment
- Establishes a strong reputation – meets and exceeds his/her commitments and acts with consistent integrity
- Manages people issues quickly and effectively, willing to have difficult conversations



Personality and Leadership Assessment Inventories



- Leadership Effectiveness Analysis-** A leadership inventory measuring behaviors along several critical dimensions (e.g., Creating a Vision, Achieving Results, Team Playing). The LEA is available in 14 different languages and has norm bases for several countries outside of North America. The time for participant completion is approximately 30 minutes.
- Watson Glaser-** A critical thinking appraisal measuring how effectively individuals can make business decisions. The Watson Glaser is currently available in English with US norms. The time for participant completion is approximately 45 minutes to an hour.
- Hogan Development Survey -** A personality measure designed to predict barriers to a successful career. Over 1,500,000 people have completed the HDS representing every sector of the global market place. It has been normed on over 10,000 working managers, and validated in over 50 Fortune 500 organizations. The time for participant completion is approximately 15-20 minutes.

Quest

Leadership Effectiveness Analysis™

0.78 Pearson

Please answer these questions:

(You are asked to circle items.)

11 of 107 There's usually a big difference between what people say they'll do and what they actually do.

a. true
 b. ?
 c. false

12 of 107 My boss is fair. The lighter almost loaded and not always practical.

a. true
 b. ?
 c. false

13 of 107 A lot of people will "stab you in the back" in order to get ahead themselves.

a. true
 b. ?
 c. false

14 of 107 I get into trouble because I sometimes promise my own ideas without talking them over with the people involved.

a. true
 b. ?
 c. false

15 of 107 I find it easy to talk about my life, even about things that others might consider quite personal.

PEARSON 0.78

Example

Two hundred students in their early years voluntarily attended a recent student student conference in a Midwestern city. All this conference, the topics of race relations and issues of achieving being could prove were discussed, because these were the problems the students selected as being most vital to today's world.

Subsample 1

An opinion: the students who attended this conference showed a keen interest in broad social problems than do most other students in their early years.

True
 Probably True
 Indifferent Data
 Probably False
 False

THE SCIENCE OF PERSONALITY

HOGAN

Assessment Questions

16. I look most of the people I meet.

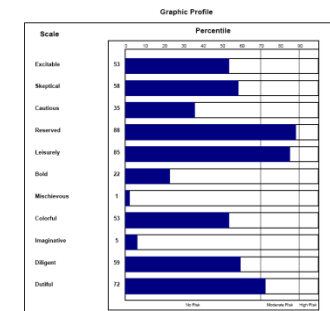
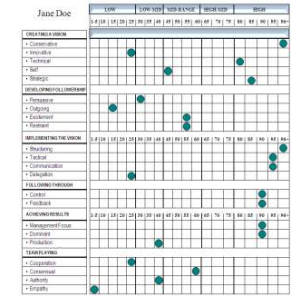
17. I want to be more assertive.

18. I look at what the person is saying and people want to talk.

19. I think my own private world.

20. I look only into activities and.

21. Friends or acquaintances shouldn't bother me.



An Assessment “Best Practices” Checklist



- **Use a custom tailored simulation that closely matches relevant challenges, responsibilities, & competencies for your company and industry**
 - Maximizes the accuracy of decisions and recommendations
 - Promotes more widespread acceptance of results
 - Participants view experience as a fair and valid means to showcase their abilities
 - Participants embrace the feedback they receive on their performance
 - Participants feel that they are better prepared for training and integration

- **Conduct research to:**
 - Confirm accuracy / validity of recommendations
 - Performance, potential, availability, reliability, safety, cost, environmental impact, collective bargaining
 - Monitor potential adverse impact
 - Alert management to strengths and core developmental gaps within the workforce
 - Determine where increased training and development is needed
 - Establish a normative database (organization/industry)
 - Track people’s reactions to assessment, feedback (e.g., useful, fair, realistic, challenging)

- **Include these additional practices:**
 - Seasoned and rigorously managed assessor team
 - Continuous improvement (to reflect job, industry, technology, workforce changes)
 - Aligned with the organization’s HR and People practices
 - Provide new hires and incumbents with developmental feedback and talk with them about their careers
 - One standardized, enterprise-wide simulation
 - Quarterly tracking of *recommendations* (e.g., recommended vs. not recommended)