Using Assessments in your Talent Management Playbook

Presented by Jacqueline Ackerman, Ph.D., Ralph Mortensen Ph.D., A.B.P.P., and Duncan Ferguson, M.A.
May 2015
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.
Today’s Agenda

• The Value Proposition of Assessment

• How Assessments Can Enhance Talent Management Practices

• Assessment Best Practices

• Common Assessment Tools and Uses

• Questions and Answers
The Value Proposition of Assessment

• 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
Assessments will Enhance The Talent Mgt. Cycle

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
Ensuring Job Relevance, Reliability, & Validity

• 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
Identify Key Strengths, Developmental Areas, & De-railers

• 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
Embed Internal Assessment Capability

• 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
Common Assessment Tools

- Leadership (Individual) assessments
- 360° Assessment
- Simulations and Assessment Centers
- Team-based Assessment
Individual Assessments - Keys to Success

- 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)
## LEA Profile of Advancement Potential

### Creating a Vision
- Conservative
- Innovative
- Technical
- Self
- Strategic

### Developing Followership
- Persuasive
- Outgoing
- Excitement
- Restraint

### Implementing the Vision
- Structuring
- Tactical
- Communication
- Delegation

### Following Through
- Control
- Feedback

### Achieving Results
- Management Focus
- Dominant
- Production

### Team Playing
- Cooperation
- Consensual
- Authority
- Empathy

**HIGH Potentials**

**LOW Potentials**

**HIGH potentials are more likely to express their thinking, build rapport & establish relationships**

**HIGH potentials are more likely to lead and motivate others to deliver impressive results**
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

1. Identifying High Potential Talent
   - Talent Reviews
   - Independent Assessments
     - 360 degree assessment and feedback

2. Development Plans that Create Value
   - Build significant, observable leadership capabilities
   - Drive business results directly or indirectly
   - Leverage strengths
   - Fill, improve gaps
   - Accountability to “move the needle”

3. Collaborative Coaching to Executive Development Plan
   - External Coach
   - Manager as Coach
   - Continuous feedback loops to accelerate progress

4. Mentoring
   - Senior leaders as mentors
   - Support and challenge for leadership development
   - Guidance for career development
   - Navigating the Organization

5. Strengthened Leadership Pipeline
   - Successor for each role
   - Stronger leadership culture
   - Organization capability in leadership development
   - Improved internal coaching/mentoring

Vantage Leadership Consulting Talent Accelerated
www.vantageleadership.com
Overview of Typical Assessment Center Components

- Identification of Participant Ability & Potential
  - Performance Coaching Simulation
  - Leaderless Group Discussion
  - Scheduling & Planning Exercise
  - Business Case Presentation
  - Competency-Based Interview
  - Online Assessment Measures

Critical Capabilities for Success
Front Line Leader Selection and Development

• 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

- Shared Commitment to the Vision & Extraordinary Goals
- Shared Accountability for Results
- Mutual Respect and Camaraderie
- Constructive Conflict
- Transparent Communication

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
Vantage Top Talent Indicators

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

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

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
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.
An Assessment “Best Practices” Checklist

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

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

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