



Potential Power of Assessments

Spring 2017 Update

Navigating the Maze

Over the last year or so we have had many enquiries about assessments particularly around which ones to use and how to best implement them. With these enquiries in mind and the fact that Korn Ferry Hay Group have a variety of assessments available, we decided to focus this newsletter on this topic. We hope this may provide some clarity...

ASSESSMENT STRATEGY

In today's talent management environment, an overwhelming myriad of assessment options are available; just undertake a simple Web search and the results are head spinning. Assessments, good, bad and indifferent are now a fundamental part of the talent management philosophy and as such we are finding organizations asking themselves:

- ◆ Are we getting the most from our current assessment strategy?
- ◆ Or, do we have an assessment strategy (!)?

Regrettably we have seen, heard or read about organizations that have jumped in with what is the most popular, what is the easiest to use, or what is the least expensive to implement. It is not surprising that often they are left scratching their heads wondering why the assessment isn't addressing their talent (business) needs.

According to Aon/Hewitt research Top companies...

1. Have **self-aware leaders who understand** their personal strengths and weaknesses, and use this information to become more effective leaders of others.
2. **Build resilience** in their leaders through stretch experiences, encouragement and support for taking risks in innovating, learning from failing quickly, and exposure to multiple perspectives and ideas.
3. **Identify and build engaged leaders** who connect strongly with their people, who connect their teams more strongly with the organization's purpose and mission, who are both mobilizers and stabilizers, and who are ambidextrous influencers who can appeal as needed both to minds and to hearts.

They do this partly through a disciplined and fact-based approach using a variety of assessment techniques

	360° degree Feedback	Competency Based Assessments	Personality Assessments	Cognitive Assessments	Leadership Style Inventories
Global Top Companies	96%	96%	84%	64%	80%
All Others	87%	85%	77%	51%	71%

Assessments done right are a powerful and effective tool that enable organizations to better evaluate and develop talent. To this end it is our thinking that organizations are well served in establishing a clear assessment strategy. The elements of which to consider are:

- ◆ What are you trying to measure and why?
- ◆ What is the desired or expected outcome?
- ◆ Who is the target audience?

Once these have been clearly answered the organization is in the position to establish a strategy and supporting plan to select and implement one or more assessment tools based on the needs of the business. A clear, well-articulated assessment strategy will enable you to focus on what your organization needs, when it is needed, what assessments to use and when, and who the target audience is.

WHICH ASSESSMENTS DO I USE?

Now comes the difficult part of the process, which assessments to select! When thinking about the various types of assessments available and vendors in the marketplace, the criteria for selection, like having the strategy, remains critical to having a successful outcome:

- ◆ Does the assessment measure what you want it to measure?
- ◆ Is it an accurate measure?
- ◆ Does it provide enough analysis and information to be impactful to the business and the individual?
- ◆ Are the results actionable?
- ◆ Is it research based and has validity, and if so what are its credentials?
- ◆ Is it legally defensible?

“Criticism may not be agreeable, but it is necessary. It fulfils the same function as pain in the human body. It calls attention to an unhealthy state of things.”

Sir Winston Churchill

When establishing an Assessment strategy, **BettSolutions LLC** leverages the Korn Ferry Hay Groups KF4D model to look at assessments based on 4 distinct categories:

- ◆ **Performance** – is the employee performing at the level of expectation?
- ◆ **Potential** – what is the potential for the employee to take on greater and more challenging roles?
- ◆ **Readiness** – is the employee ready to take on a new role or expanding responsibilities?
- ◆ **Fit** – is the employee the right fit for a new role, function, etc.?

Performance	Potential	Readiness	Fit
How effective is a person in his/her current role?	Does a person have the future capacity to be effective in a more challenging role at a higher level?	How prepared is a person in the near-term to perform in a more challenging role or level?	How well suited is a person to the specific role, business context, and culture?
<ul style="list-style-type: none"> ▪ Competencies for current position ▪ Results and accomplishments 	<ul style="list-style-type: none"> ▪ Traits for broader, deeper, or more complex roles/level ▪ Drivers for motivation and interest in higher roles/level ▪ Experiences that are ahead of the curve 	<ul style="list-style-type: none"> ▪ Competencies needed for next level or role ▪ Experiences needed for next level or role 	<ul style="list-style-type: none"> ▪ Competencies, Experience, Traits, Drivers that match a specific position, business context, and culture

When determining which assessment or combination of assessments to use when focusing on these 4 dimensions, we have clients ask the following of their needs:

Performance

- ◆ Who are my top performers and how do I identify them?
- ◆ What are their current capabilities and what do they need to focus on?

Potential

- ◆ How do I identify or validate high potential candidates?
- ◆ When should we start to identify high potentials candidates?
- ◆ How deep in the organization should we go?

Readiness

- ◆ How do we identify, confirm or prepare successors for mission critical roles?
- ◆ How can we accelerate readiness of candidates?

Fit

- ◆ How do we hire or promote the best candidate for a role?
- ◆ How do we onboard a leader to a new role?

“All that is valuable in human society depends upon the opportunity for development accorded the individual”

Albert Einstein

COMPARISON OF KORN FERRY HAY GROUP ASSESSMENTS

While Korn Ferry Hay Group has a number of assessments, we have chosen to focus on 4 widely used options. There are other assessments from legacy Hay Group that are available and we are happy to provide additional information on these if needed.

Assessment	What	Measures	When to Use
VOICES®	360° competency-based multi-rater tool based on Korn Ferry Leadership Architect competencies	Performance	<ul style="list-style-type: none"> ◆ Competency Based Assessment ◆ Assess and develop leadership competencies for current and/or target roles
KFALP (Assessment of Leadership Potential)	Self-assessment of the 7 signposts of potential: <ul style="list-style-type: none"> ◆ Formative experience ◆ Learning agility ◆ Self-awareness ◆ Logic and reasoning, Leadership traits ◆ Motivation to lead ◆ Derailment risk 	Potential	<ul style="list-style-type: none"> ◆ Assessing potential for Individual Contributors through Mid-Level Leaders ◆ Developing Senior Leaders ◆ External hires
viaEDGE	<ul style="list-style-type: none"> ◆ Self-assessment of the 5 Factors of learning agility <ul style="list-style-type: none"> – Self Awareness – Mental Agility – People Agility – Results Agility – Change Agility ◆ Enterprise agility score measures an organization’s learning agility fit with various business strategies 	Fit and Potential	<ul style="list-style-type: none"> ◆ Validating highly learning agile employees ◆ Developing emerging leaders ◆ Differentiate High Professional (Depth) versus High Potential (Breadth) employees ◆ External hires
Interview Architect	A competency (or Learning Ability) based interview protocol	Readiness	<ul style="list-style-type: none"> ◆ External hires ◆ Promotions and internal transfers

THE REALITIES

At the end of the day it isn't just about selecting and implementing the right assessment. Both the **organization and the employee need to be invested** in the outcome.

From the employee perspective:

- ◆ Is the employee motivated to learn from the feedback? Does he/she have the right attitude towards the assessment and development opportunity?
- ◆ Is the employee the right fit for the assessment? Is the assessment an appropriate match to the employee, e.g. are you measuring the right things for the employee?
- ◆ Is the employee open to learning more about their strengths and weaknesses? Will they do more than just hear the feedback but will they taking action on it?
- ◆ Is the employee motivated to do something with that information? Will he/she actively seek ways to improve and increase his/her impact in the organization.

Treat all individuals consistently. This is most easily accomplished by adopting a standardized assessment and decision-making process. "Standardizing" means making the process for each assessment used uniform to ensure the same information is collected on each individual and is used in a consistent manner in associated employment decisions.

A word of caution – too many assessments is just as problematic as not having any! Rater fatigue and confusion being just two of them. As the saying goes “more is not always better”.

Assessments continue to play an important role in any Talent Management strategy as they are an invaluable tool that helps to ensure alignment of the talent with the business needs, both **short** and **long-term**. Well executed assessments enable an organization to place people in the right role at the right time with the greatest impact on both organization and individual productivity. Additionally, this provides you insights into the readiness of individuals who could take on greater responsibility or assignments with increased scope.

“Constant development is the law of life, and a man who always tries to maintain his dogmas in order to appear consistent drives himself into a false position.”

Mahatma Gandhi

By leveraging the world's largest set of data on talent—more than 2.5 million assessments of professionals and top executives—the Korn Ferry Institute has categorized the elements of talent and isolated the most potent facets.

Korn Ferry research shows that focusing on KF4D Assessments to be highly predictive of performance differences and correlated with key talent variables.

Korn Ferry Institute

We will discuss the KF4D model and it's application in our next Newsletter, if you would like more information on the KF4D model in the interim, reach out to us.

TO DISCUSS THE APPLICATION OF ASSESSMENTS IN YOUR ORGANIZATION, OR FOR ADDITIONAL INFORMATION/ASSISTANCE WITH DEVELOPING AND ENHANCING YOUR TALENT MANAGEMENT PROCESSES AND PROTOCOLS PLEASE CONTACT US AT:

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