HR Focused: Talent Assessments

Wednesday, August 21, 2013, 11:10 a.m.

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Joanna Rock is a managing partner at Fisher Rock Consulting and an industrial organizational psychologist with extensive experience and expertise in executive coaching, organizational and executive assessment, leadership development and management, and employee selection.

She has assisted companies such as Cisco Systems, Bristol-Myers Squibb, Silver Lake Partners, Thomas H Lee, Summit Partners, UNFCU, Agilent Technologies, Nestle Purina, HealthFirst, and the FBI in personnel selection and development. Her corporate experience has included director, organization, and management development at PepsiCo International, where she was responsible for the organization survey process, performance management, career development, and leadership development.

Prior to joining PepsiCo International, Joanna was a senior manager at Aon Consulting, where she designed, implemented, and validated executive assessment, leadership development, selection, performance management, and training programs for a variety of clients in industries such as financial services, travel, technology and computers, medical catalogue sales, and insurance. She conducted executive assessment, leadership development, and training programs internally for Aon staff and externally for clients.

Prior to working at Aon, Joanna was an assistant vice president at Chase Manhattan Bank. At Chase, her work areas included the employee survey program, management development programs, and rewards and recognition. Joanna has a doctorate in industrial and organizational psychology from New York University.

Session Description:
In this session, Joanna Rock, Ph.D., will discuss different forms of talent assessment, including interview-based approaches, personality measures, and assessment centers. She will discuss the pros and cons and the resources required to engage in each approach. The session will also explore succession planning from the standpoint of assessing potential as well as differentiating performance from potential. The session will touch on what to do with your high potentials once they are identified. Finally, Joanna will look at gender and race gaps and what can be done to begin to close them.

Top Three Session Ideas

Tools or tips you learned from this session and can apply back at the office.

1. _____

2. _____

3. _____

HR Focused: Talent Assessments

Session Outline

Overview

Assessment Methods

- Assessment Methodologies
- Interviews
- Performance Reviews
- 360 Surveys
- Personality Measures
    - DiSC
    - Hogan Reports – HPI
    - Hogan Reports –HDS
- Cognitive Ability Measures
- Role Plays
- Other Forms of Assessment
    - Situational Judgment Test
    - Integrity
    - Technical Skills/Work Sample
- Assessment Center Formats
- Adverse Impact for Common Assessments
- Poll – Why Are You Using Assessments?
- Uses for Assessment Data
- Legal Issues

Succession Planning

- What is Succession Planning?
- Effective Succession Planning Requirements
- Succession Planning Cycle
- Steps in Succession Planning
- Key Roles
- Key Individuals
- Sample: Completed Succession Planning Status Worksheet

What's Next?

- Understanding Your Talent Pool – How HiPos Fit In
- How Will Succession Candidates be Identified?
- How Will Succession Candidates be Developed?
- Sample Talent Review Template
- Development Planning Worksheet

Q & A

Performance Assessment

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Agenda

- Assessment Methods
- Succession Planning
- What Next?

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Poll: Which assessment tools do you use?

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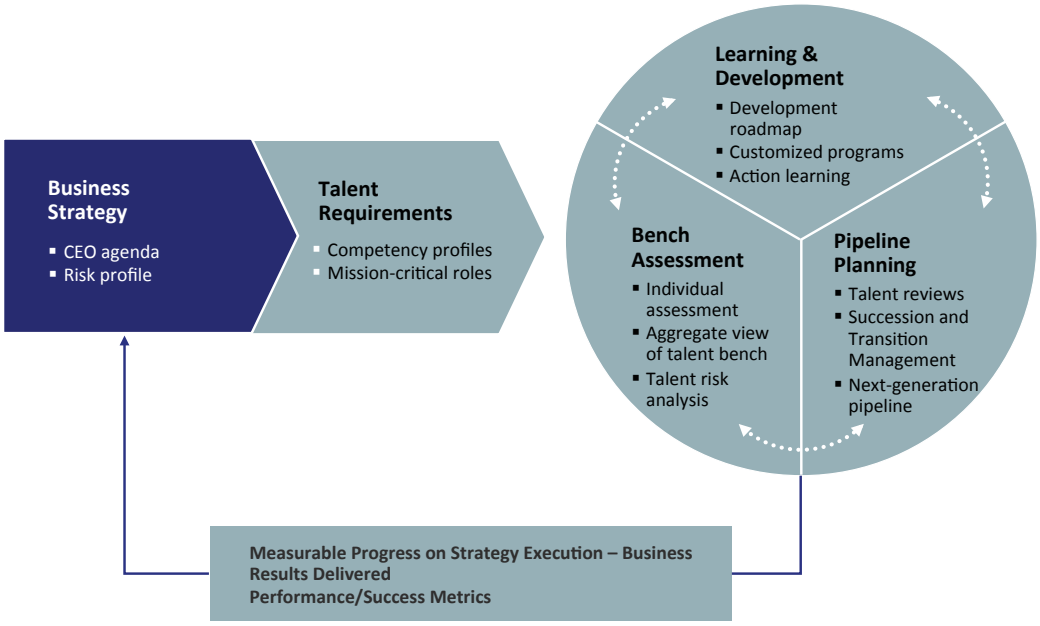
Human Capital Management Roadmap



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Assessment Methodologies

Self-Generated	Expert Interviews	Internal Evaluation	Observation
Career Achievement Record Personality Cognitive Ability	Structured Development Interview Strategic Assessment Interview	Multi-source Assessment (360) Performance Reviews	Role Plays/ Simulations

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Interviews

- Structured/Behavior-based
  - Experience
  - Competencies
  - Drives & Aspiration
  - Strengths & Weaknesses
- Unstructured

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Performance Reviews

- Based on employees performance over a period of 6 months or a year
- Evidence based
- Manager completes
- Self-assessment
- Conversation
- Development Plans

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360 Surveys

- Based on employees performance as perceived by others:
  - Manager
  - Direct Reports
  - Peers
  - Clients/Customers
- Evidence based
- Self-assessment
- Feedback
- Development Plans

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Personality Measures

- Examples – Hogan (HPI, MVPI, HDS), DiSC, OPQ, MBTI, The Big Five
- Measure preferences/behavioral tendencies
- Can change over time but fairly stable for 3-5 year periods

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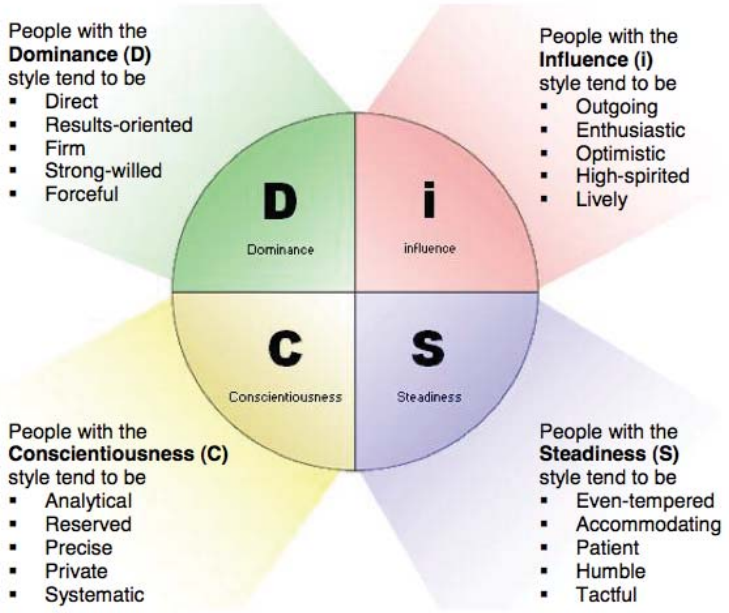
Personality Measures - DiSC



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Personality Measures - DiSC

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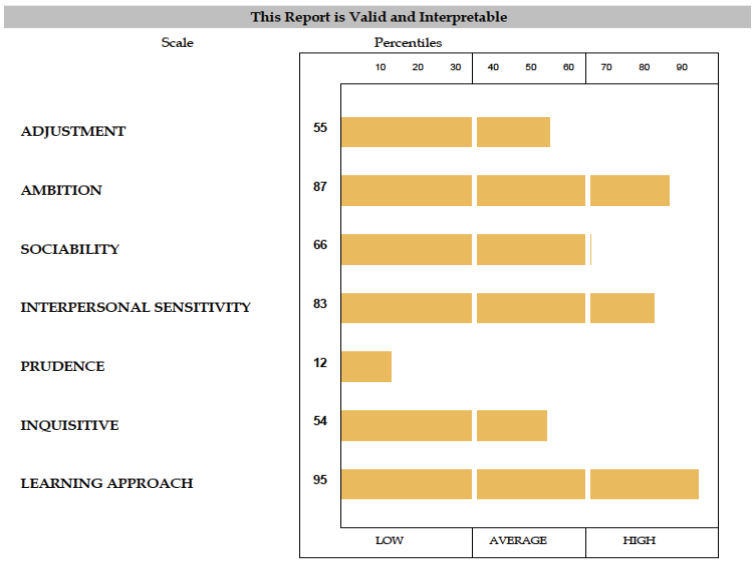
Hogan Reports - HPI

LEADERSHIP POTENTIAL PROFILE



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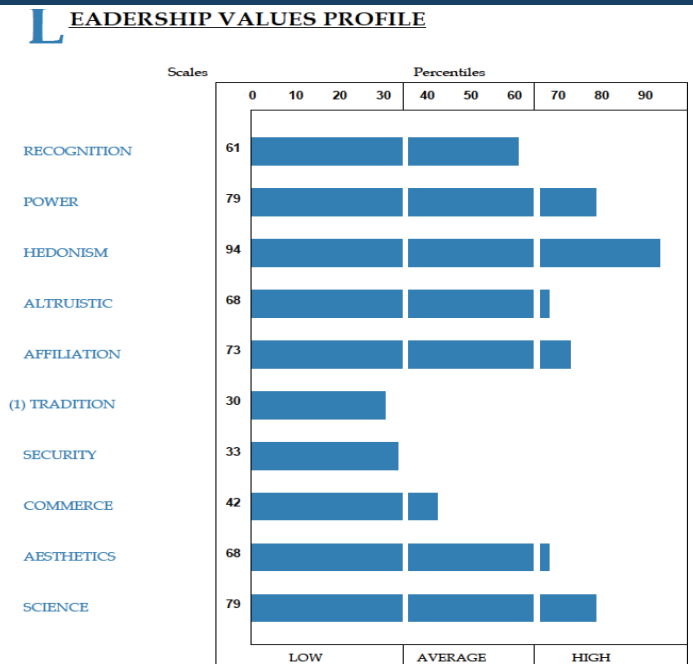
Hogan Reports - HDS



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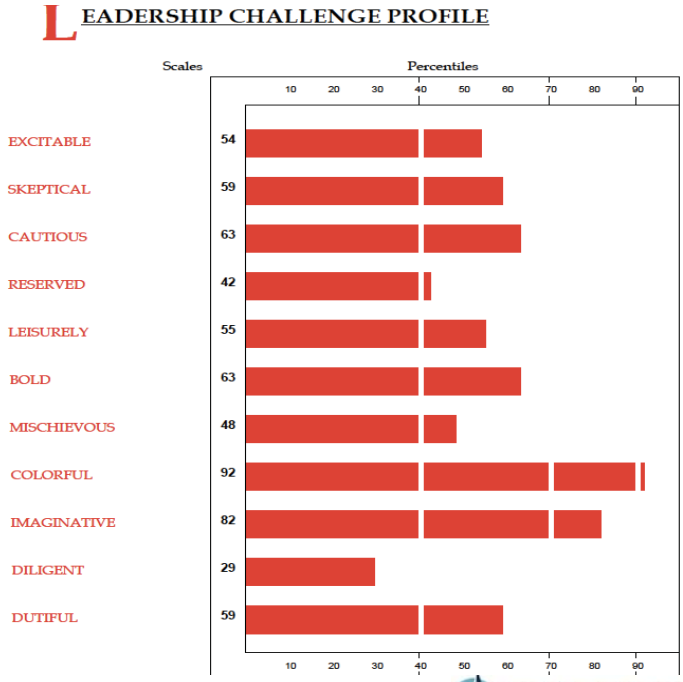
Hogan Reports - HDS



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Cognitive Ability Measures

- Measure General Intelligence or "IQ"
  - Alternatively, can be used to measure types of intelligence (e.g., verbal, spatial, numerical)
- Used to assess how smart someone is
- Often the best predictor of job performance
- Adverse Impact is high
  - Some tests show less adverse impact than others

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Role Plays

- Generally customized
- Real, "day-in-the-life" challenges
- Allows you to see how people react under real pressure
- Gives "realistic job preview" when used for selection/ promotion
- High-fidelity
- Time and resource intensive

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Other Forms of Assessment

- Situational Judgment Tests
  - Pros: Can be customized to tap into different traits
  - Cons: Can be time consuming/expensive to make if not using off-the-shelf form.
- Integrity
  - Pros:
    - Predict performance well
    - Useful when used alongside cognitive ability or work sample tests.
  - Cons:
    - Applicants do not always react favorably to them.
    - Depending on the format, responses can be easily faked.
- Technical Skills/Work Sample (e.g., computer skills)
  - Pros: Can be one of the best predictors of performance
  - Cons:
    - Unavailable for many jobs (e.g., managers)
    - Do not necessarily tap into social skills

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Assessment Center Formats

- Assessment Centers
- Virtual Assessments

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Adverse Impact for Common Assessments

Assessment Type	Adverse Impact
Cognitive Ability Measures	High
Assessment Centers	Medium to High*
Situational Judgment Tests	Medium to High
Interviews	Low to Medium
Role Plays	None to Small
360/Multisource Feedback	None to Small
Performance Reviews	None to Small
Personality Measures	None

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Poll – Why are you using assessments?

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Uses for assessment data

- Selection/Promotion
- Developmental Feedback
- Compensation/Rewards (performance review only)
- Succession Planning

Be VERY clear about how you will use data and who will see results PRIOR to conducting assessments

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Legal Issues

- Adverse Impact
- Business Necessity

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What is Succession Planning?

It involves:

- Understanding which roles are critical and which competencies are needed for success
- Determining who has the potential to fill those roles
- Ensuring continued development of those who show potential and keeping their development plans up to date
- Periodically reevaluating who still has potential, particularly if the role demands have changed
- Ensuring that multiple people are prepared to step into new roles if necessary

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Effective Succession Planning Requires Effective:

- Performance Management
- Career Development
- Recruiting
- Workforce planning
- Compensation
- Senior Leadership engagement, support and buy-in
- A process to collect, track and share the needed information

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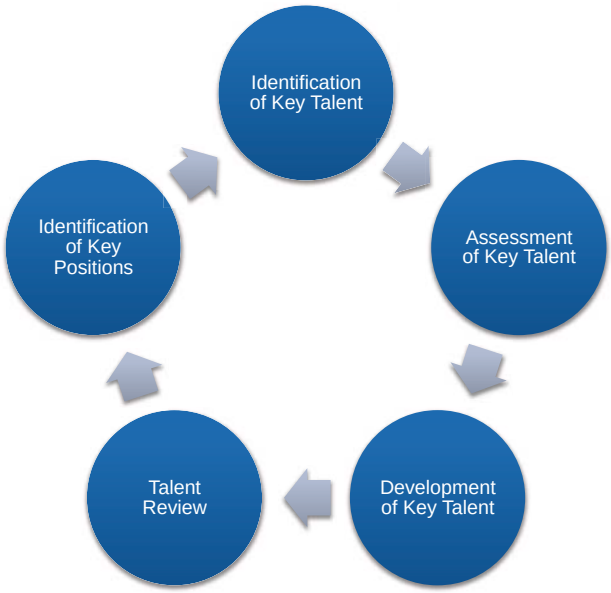
Succession Planning cycle



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Steps in Succession Planning

- Identify key roles and competencies
- Identify talented need to fill key roles and anticipate when the roles will be vacant
- Discuss who can fill roles, when, why, what they need to learn first
- Map out individual development plans with periodic check points to ensure that individuals stay on course
- Re-evaluate succession plans twice a year
- Develop multiple people to take on multiple roles
- Work with recruiting to hire for missing skills needed in the short term

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Key Roles

- Critical roles : Those that are key to the successful running of the business. Roles that, if vacant, would leave a lot of people unable to do their jobs to the required standards
- Very Important roles: Those where a small difference in performance can have a large impact on profitability
- Developmental roles: Roles that focus more on preparing an individual for a pivotal or critical role – there is some room for learning from mistakes in order to develop the individual

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Key Individuals

- What role is the individual in now? How long have they been in this role?
- What qualifications does the person have?
- Who nominated the individual
- What does the employee want to do?
- Can the employee learn easily (Learning Agility)?
- What skills does the person have vs what they need to learn? Are the gaps easily learnable?
- Are there other requirements for the role, e.g., advanced degree, time in role, citizenship requirements, willingness to relocate, etc.?

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Sample: Completed Succession Planning Status Worksheet

Position Title	Incumbent Name	Retirement Status	Criticality	Number of Staff Ready Now	Number of Staff Ready in 1-2 Years	Succession Planning Priorities
Agency Director		A	1	1	1	
Chief Deputy			1	0	0	x
IT Director		B	1	0	2	x
Finance Director		A	1	1	2	
Budget Dir		C	2	0	1	
Accounting Dir		B	2	0	0	
HR Director		A	1	2	3	
Labor Relations		C	2	1	2	
Personnel			2	1	1	
Staff Development		B	2	2	2	
Communications Dir			1	0	0	x
Director of Policy		A	1	0	1	x
Quality and Planning			2	0	0	
Field Operations Dir		B	1	2	3	
Office A Director		B	2	1	2	
Office B Director		C	2	2	2	
Office C Director			2	0	0	
Office D Director		A	2	1	2	
Clinical Specialist		A	1	0	0	x

Retirement Status:
A: Retirement likely within 1 year
B: Retirement likely within 3 years
C: Retirement eligible within 5 years

Criticality:
1: Critical - Must "hit the ground running"
2: Very Important - Fully functional within 6 months

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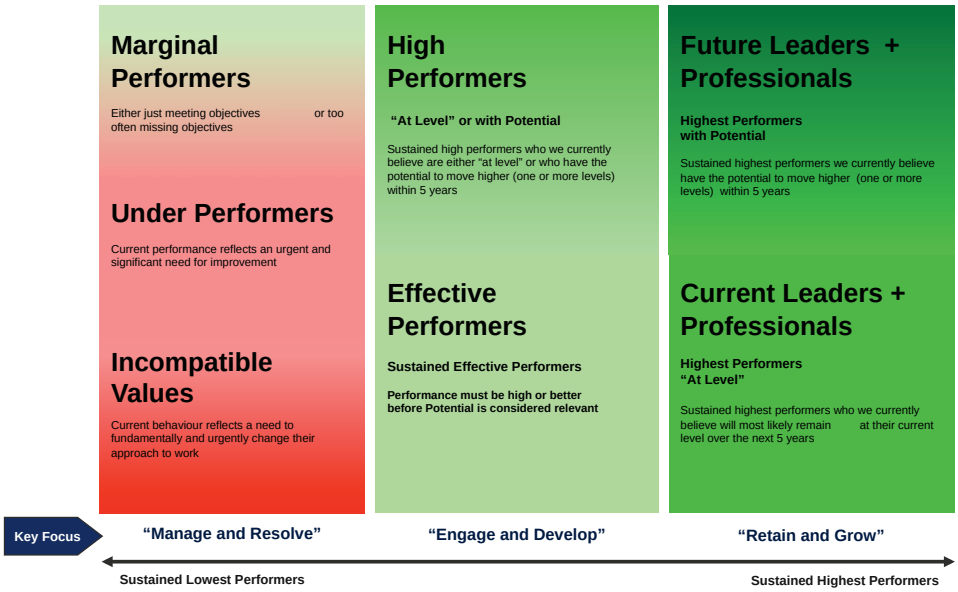
Understanding Your Talent Pool – How HiPos Fit In



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How will succession candidates be identified?

- You need to figure out how to identify high potential, what criteria are you using? Some factors include:
  - Past and current performance against competency model
  - Openness to change (both corporate and personal)
  - Takes initiative and is consistently accountability
  - Willingness to learn
  - Learning Agility

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How will succession candidates be developed?

- Once candidates are identified, you need to plan for their development. Some ideas:
  - Stretch assignments
  - Critical assignments
  - Action learning
  - Leadership development programs
  - 360 feedback and coaching
  - Mentoring relationships
  - Training programs
  - Graduate school classes
  - Enriching current role

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Sample Talent Review Template

Leadership Behaviors
Rate each person (**1=low; 5=high**)

(names)	Aspire High	Think Broadly	Be Decisive	Build Talent			

Key Experiences
Identify actions

A Lead a major enterprise-wide change initiative
B Manage a P&L - exceed growth/ profit expectations
C Lead project or group to drive innovation
D Lead multiple functions to create and deliver an integrated strategy
E Negotiate and manage significant stakeholder relationships
F Build/sustain market share and competitive edge
G Lead a global business in growth market
H Start up or turn-around an underperforming business
I Lead business that must drive results across boundaries
J Integrate a new business
K Mentor or coach a high potential
L Broaden exposure to Board of Directors
M Other

Derailers
A Micro-manages; into the details
B Narrow minded; silo orientation
C Indecisive; relies too much on consensus
D Arrogant; resists feedback
E Distrustful and defensive
F Risk adverse; overly cautious
G Avoids conflict and tough conversations
H Difficulty managing ambiguity or uncertainty
I Puts self interest ahead of company good
J Short term, tactical focus
K **Other…**

Derailers
Identify
relevant
derailers

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Development Planning Worksheet

Career Development Activities
Please complete/update the chart below so that it describes the career development you intend to undertake during the next 6 months.

Competency or skill/knowledge to be developed Using the success profile, describe one or two critical skills that will be developed.	**Development Activities** Describe the specific development actions that will be undertaken to develop career.	**Outcome** Describe success outcomes that are expected. Include a brief description of observable and measurable change.
State specific career development needs.	*Identify career development activities. Include a brief description of observable and measurable change.*	*E.g. Coaching and feedback; Participating in projects; Learning from experienced peers; Books or articles.*
Leadership Development		
Compensation Planning		

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Wrap Up

- Q&A

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