



GLOBAL ASSESSOR POOL

# TEST DRIVE: HOW ASSESSMENT CENTRES ARE EMERGING AT THE FOREFRONT OF TALENT MANAGEMENT

## 1. Applications of Assessment Centres in Talent Management



## 2. Linking Future Business Strategy with Leadership Skills

Strategy	Examples	Key Leadership Skills
<b>Rapid change</b>	Mergers and acquisitions Reorganization New business ventures	Entrepreneurship Leading Change Emotional Intelligence
<b>Steady state</b>	Build new products Increase employee loyalty	Innovation Developing Talent Coaching Others
<b>Going lean</b>	Turnaround performance Enhance efficiency	Strategy Execution Leading Change Analytical Thinking
<b>Market differentiation</b>	Increase product quality Increase customer loyalty Enhance the brand	Strategic Thinking Customer Orientation Business Acumen
<b>Expansions</b>	Enter new markets Build new partnerships	Building Strategic Relationships Entrepreneurship Business Acumen

### 3. Hire and Promote Based on Potential, not Past Performance.

Easy to Develop (~6 months)	Moderate to Develop (~12 months)	Difficult to Develop (> 12 months)
<ul style="list-style-type: none"> <li>- Written Communication</li> <li>- Planning &amp; organizing</li> <li>- Team work</li> <li>- Information seeking</li> <li>- Oral communication</li> </ul>	<ul style="list-style-type: none"> <li>- Problem solving</li> <li>- Listening</li> <li>- Leadership</li> <li>- Stress management</li> <li>- Interpersonal skills</li> </ul>	<ul style="list-style-type: none"> <li>- Adaptability</li> <li>- Conscientiousness</li> <li>- Persuasiveness</li> <li>- Emotion Management</li> <li>- Motivation</li> <li>- Creativity</li> </ul>

Based on research by Gibbons et al., 2006

### 4. Putting It All Together.

