



GLOBAL ASSESSOR POOL

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

Martin Lanik, PhD

Stellenbosch, South Africa

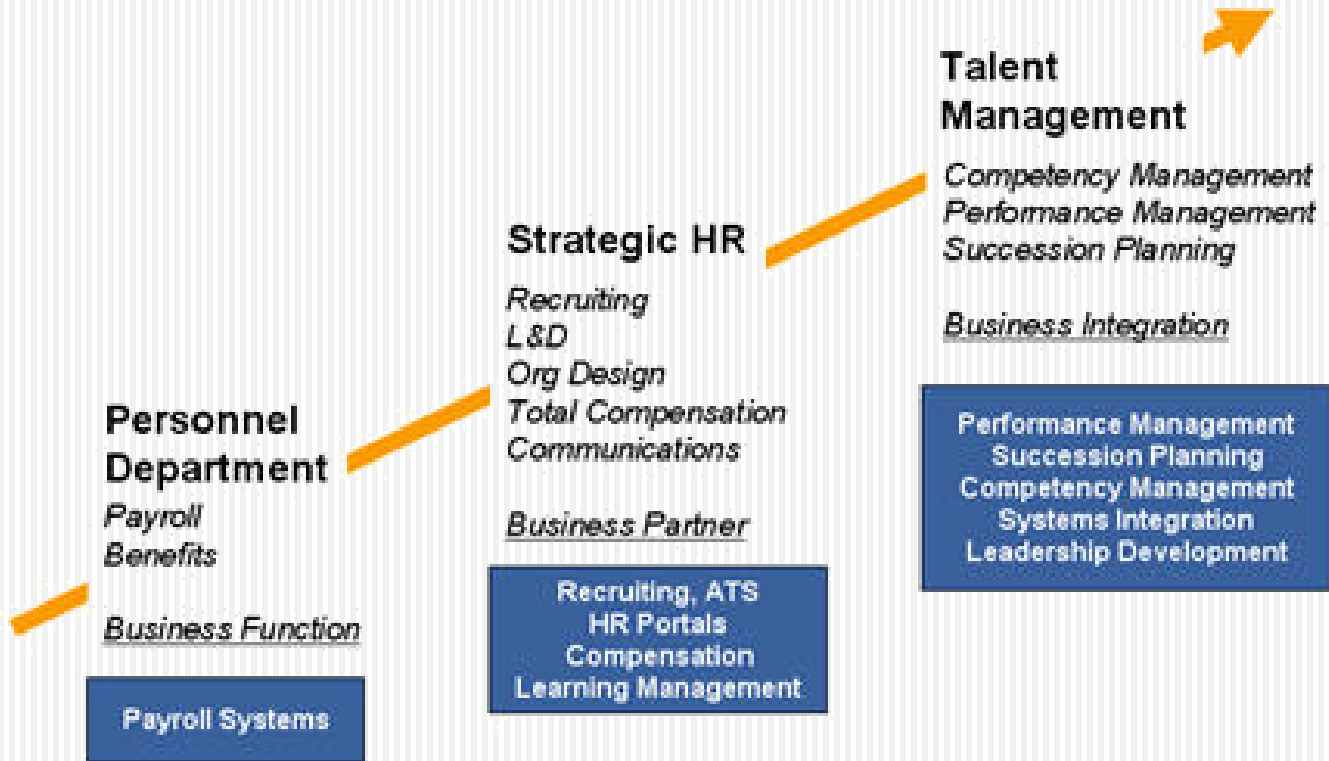
March 2013



GLOBAL ASSESSOR POOL

What is Talent Management?

Evolution of the HR Function



Worldforce Talent Management Process
© Bersin & Associates



GLOBAL ASSESSOR POOL

ACs in Talent Management

HIRE

TALENT ACQUISITION

WHO WILL BE
THE MOST SUCCESSFUL
IN THE ROLE?

PROMOTE

HIGH POTENTIAL IDENTIFICATION

WHO SHOWS
MOST LEADERSHIP POTENTIAL
AND HOW TO DEVELOP THEM?

DEVELOP

LEADERSHIP AUDIT

CAN YOUR LEADERS
READILY EXECUTE AGAINST YOUR BUSINESS
STRATEGY?
WHAT ARE THEY MISSING?

LEADER ASSIMILATION

WHAT SHOULD THE LEADER
ADDRESS IN HER/HIS
FIRST 100 DAYS?

SUCCESSION PLANNING

WHO IS READY
TO STEP INTO EXECUTIVE POSITION
NOW, IN 6 MONTHS, IN 12 MONTHS?
WHAT TYPE OF DEVELOPMENT DOES EACH
SUCCESSOR NEED?

ORGANIZATIONAL RESTRUCTURING

WHO CAN BEST SUPPORT
YOUR NEW BUSINESS DIRECTION?



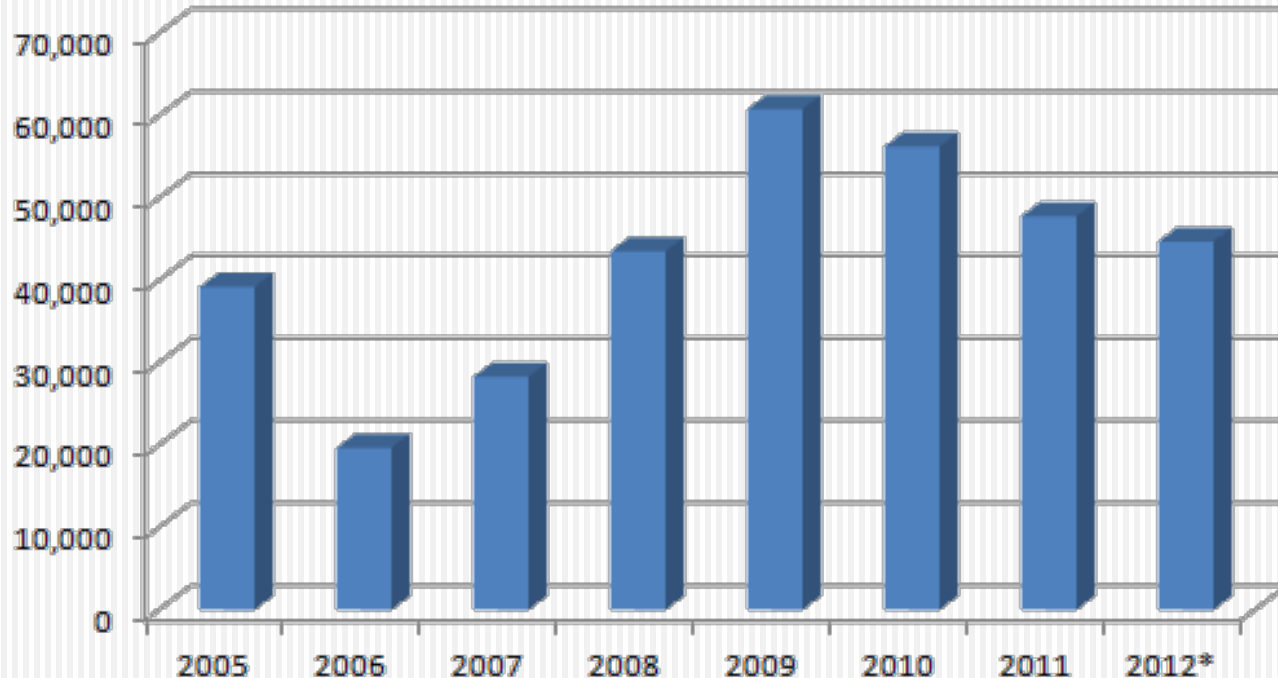
GLOBAL ASSESSOR POOL

My Presentation

- Bumpy road ahead
- Don't stare at the rearview mirror
- Test drive before you buy
- Understand the road conditions
- Experiment with different terrains
- Review all options

Bumpy Road Ahead

Commercial bankruptcy filings 2005-2012*



*1/1/12-9/30/12

Source: American Bankruptcy Institute and Epiq Systems Inc.



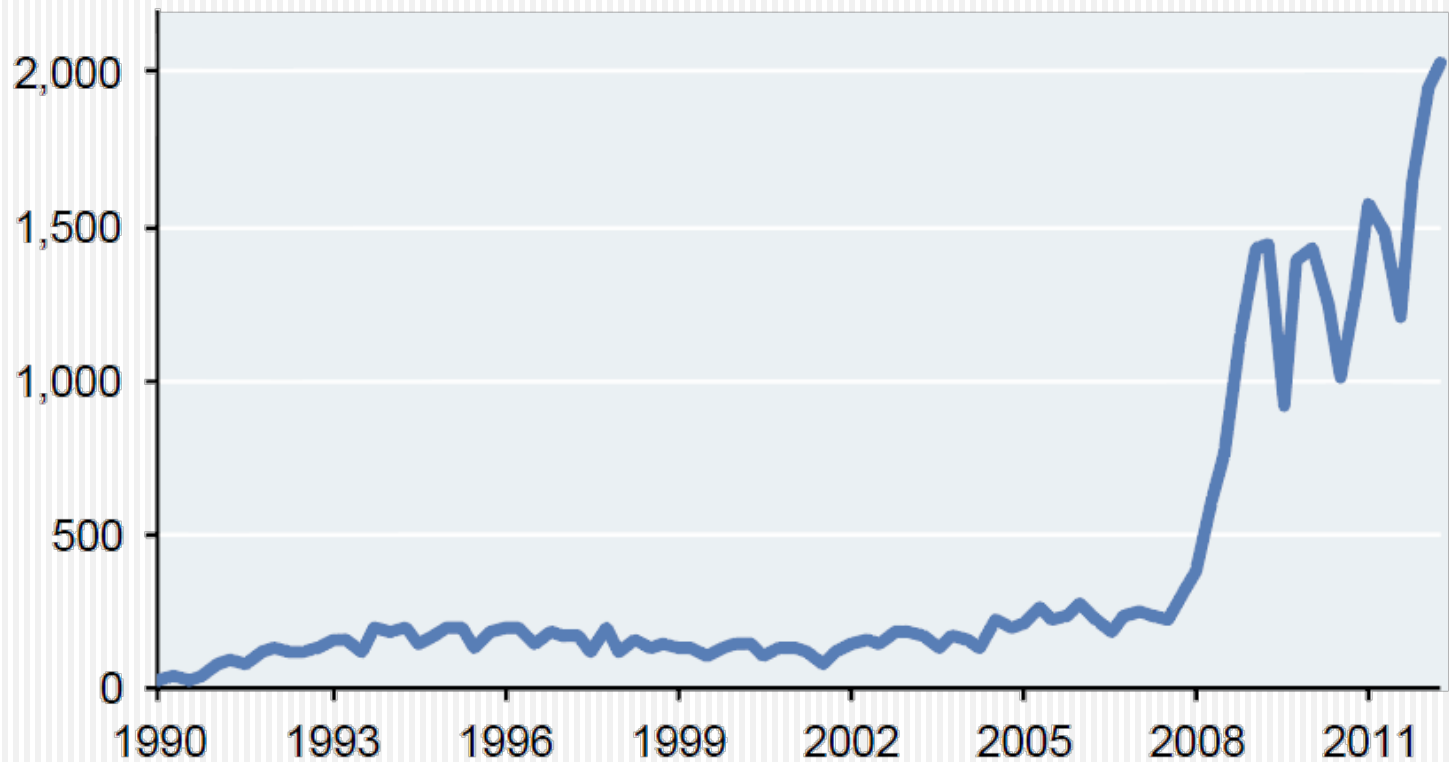
GLOBAL ASSESSOR POOL

Bumpy Road Ahead



GLOBAL ASSESSOR POOL

National bankruptcies in Spain
Number of companies filing each quarter

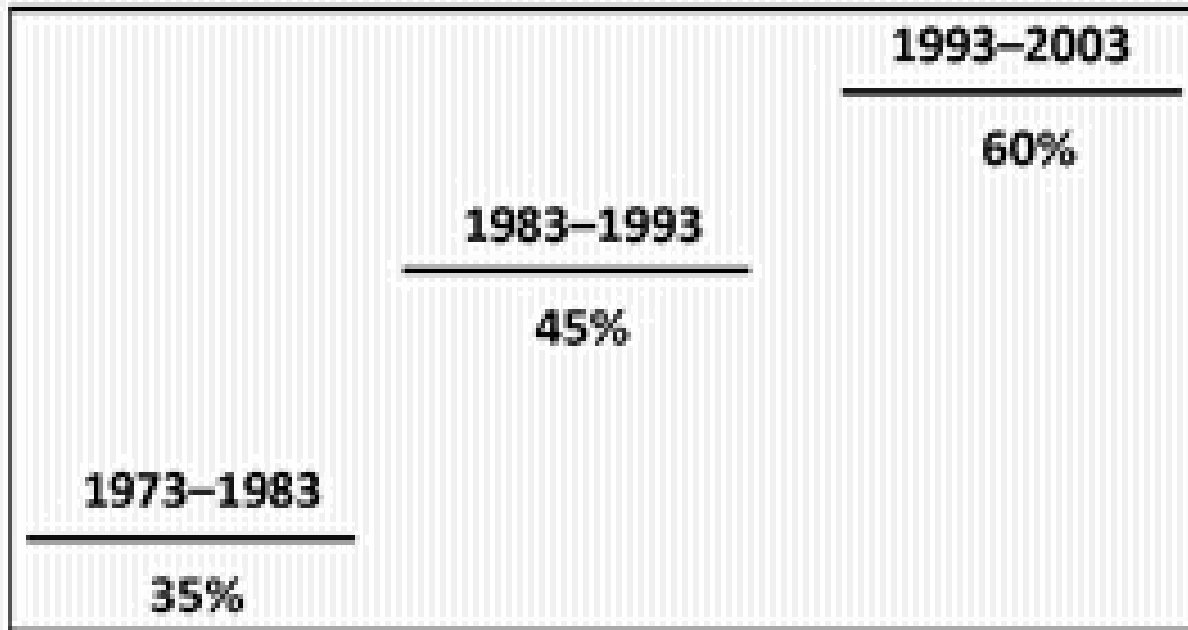


Source: INE.

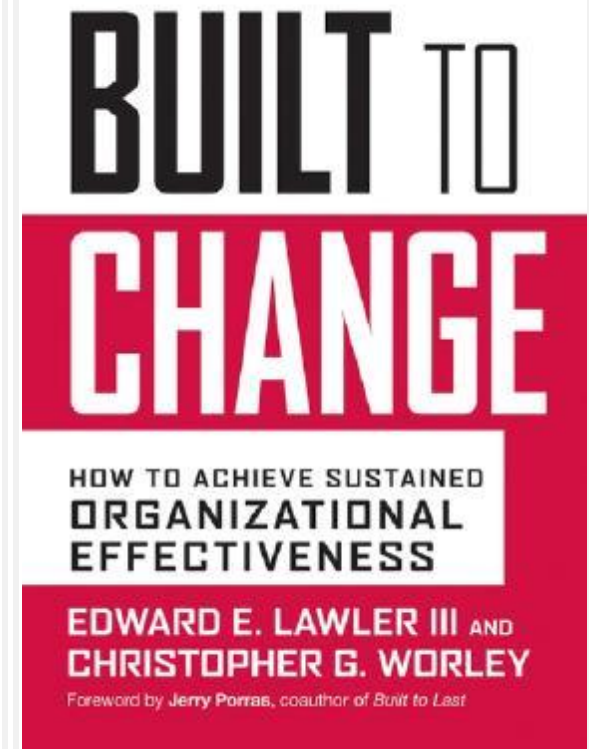
Bumpy Road Ahead



GLOBAL ASSESSOR POOL



Shifts in top 20 list of Fortune 1,000

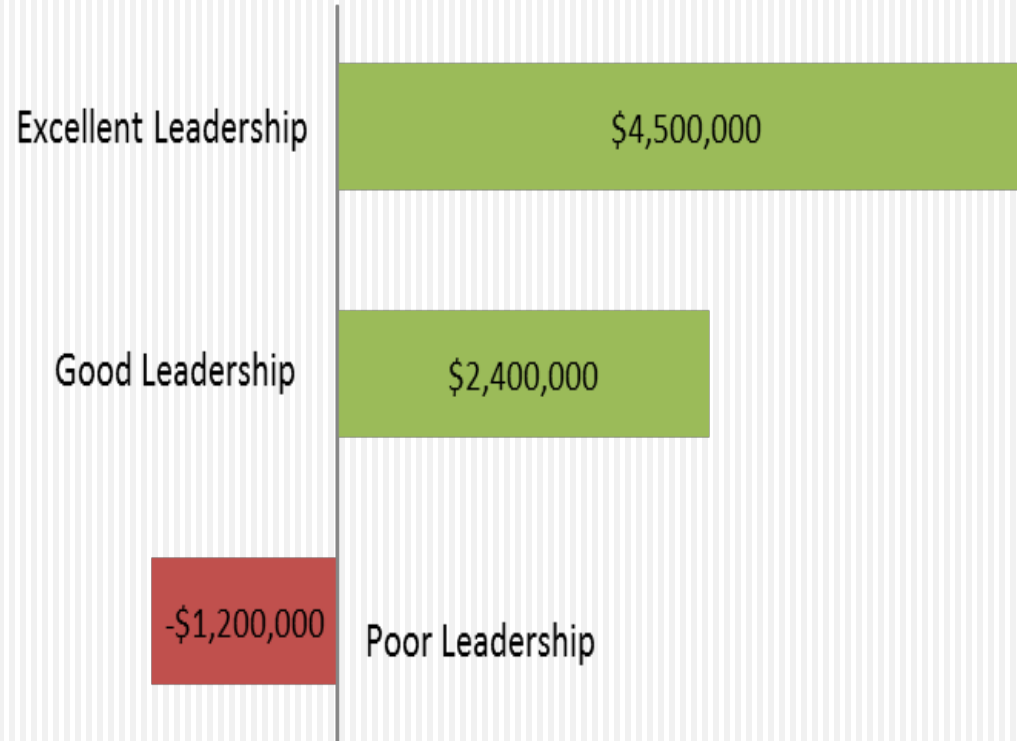


Bumpy Road Ahead



VOLATILITY
UNCERTAINTY
COMPLEXITY
AMBIGUITY

Bumpy Road Ahead



THE EFFECT OF LEADERSHIP ON NET INCOME



GLOBAL ASSESSOR POOL

Don't Stare at the Rearview Mirror

Past Performance

≠

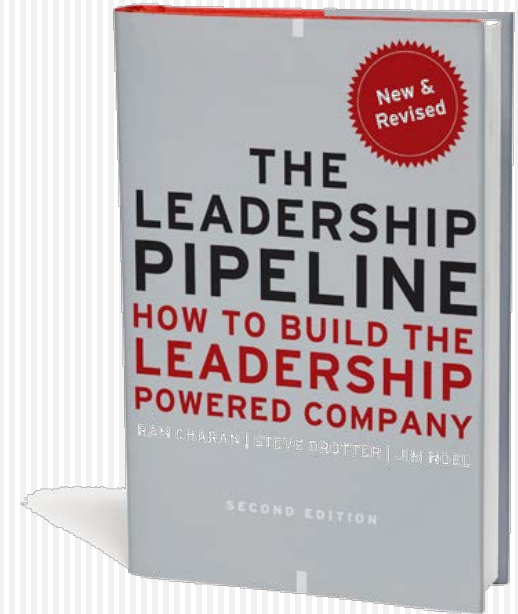
Future Performance



GLOBAL ASSESSOR POOL

Don't Stare at the Rearview Mirror

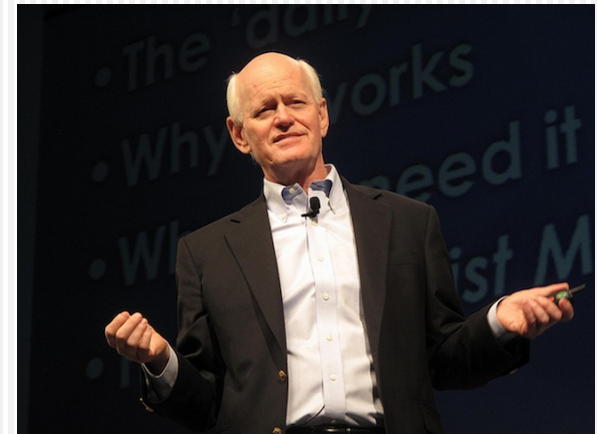
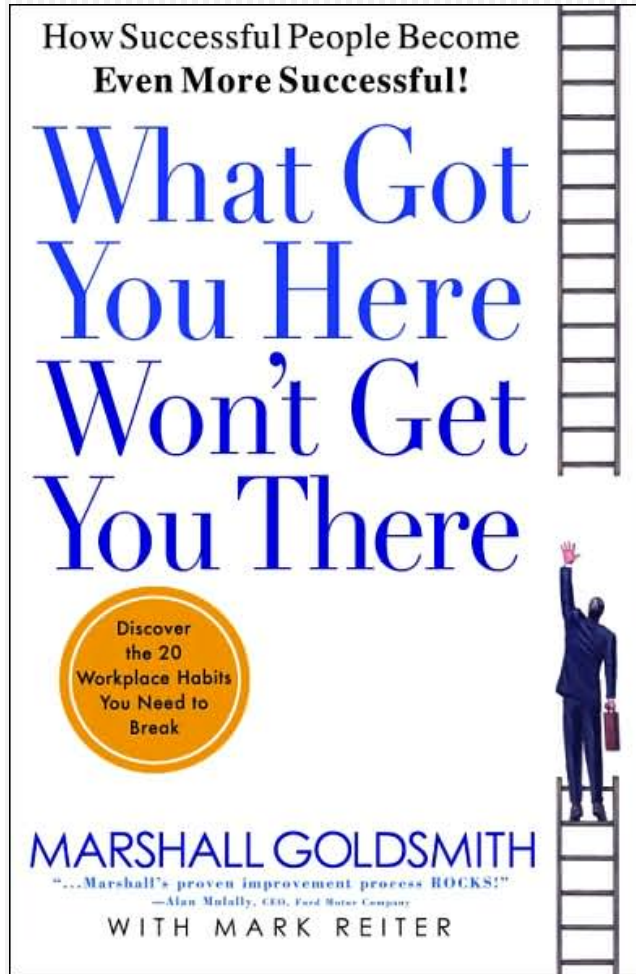
Critical Leadership Passages





GLOBAL ASSESSOR POOL

Don't Stare at the Rearview Mirror





GLOBAL ASSESSOR POOL

Don't Stare at the Rearview Mirror

Most HR decisions rely on measures of past performance:

- Behavioral interviews
- 360-degree feedback
- Performance appraisals
- 9-box grid



GLOBAL ASSESSOR POOL

Test Drive Before You Buy

**Assessment centres
enable HR decisions
based on POTENTIAL**



GLOBAL ASSESSOR POOL

Understand the Road Conditions





Understand the Road Conditions

Competitive advantage—ability to formulate strategies that place the org at a favorable position relative to competitors

Two major principles:

1. Customer value
2. Uniqueness



Understand the Road Conditions

Customer value—customers receive more value from their transaction with an org than competitors

Factors:

- Inherently higher value in the product or service
- Others - responsibility, environmental impacts, diversity policies, political issues, and affiliation with other products or services



GLOBAL ASSESSOR POOL

Understand the Road Conditions

Uniqueness—offering a product or service that your competitor cannot easily imitate or copy

1. **Financial capability**—receives special access to financial funding or able to produce a good or service cheaper
2. **Product capability**—offers a product or service that differentiates it from other products or services
3. **Operational capability**—has a distinct way of building or delivering its product or service
4. **Organizational capability**—ability to manage organizational systems and people to match customer and strategic needs



GLOBAL ASSESSOR POOL

Experiment with Different Terrains

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



GLOBAL ASSESSOR POOL

Experiment with Different Terrains

Type of Exercise	Examples	Measured Leadership Skills
Case analysis	Project plan Implementation plan Industry trends	Strategic Thinking Entrepreneurship Strategy Execution Business Acumen
Presentation	Vision and strategy Board presentation Shareholder meeting speech	Executive Presence Communicating with Impact Business Acumen
Role-play	TV interview Angry customer Underperforming employee	Developing Talent Coaching Others Emotional Intelligence Leading Change
In-basket	Emails Calendar/scheduling Delegation	Strategy Execution Leading Teams Delegating Work

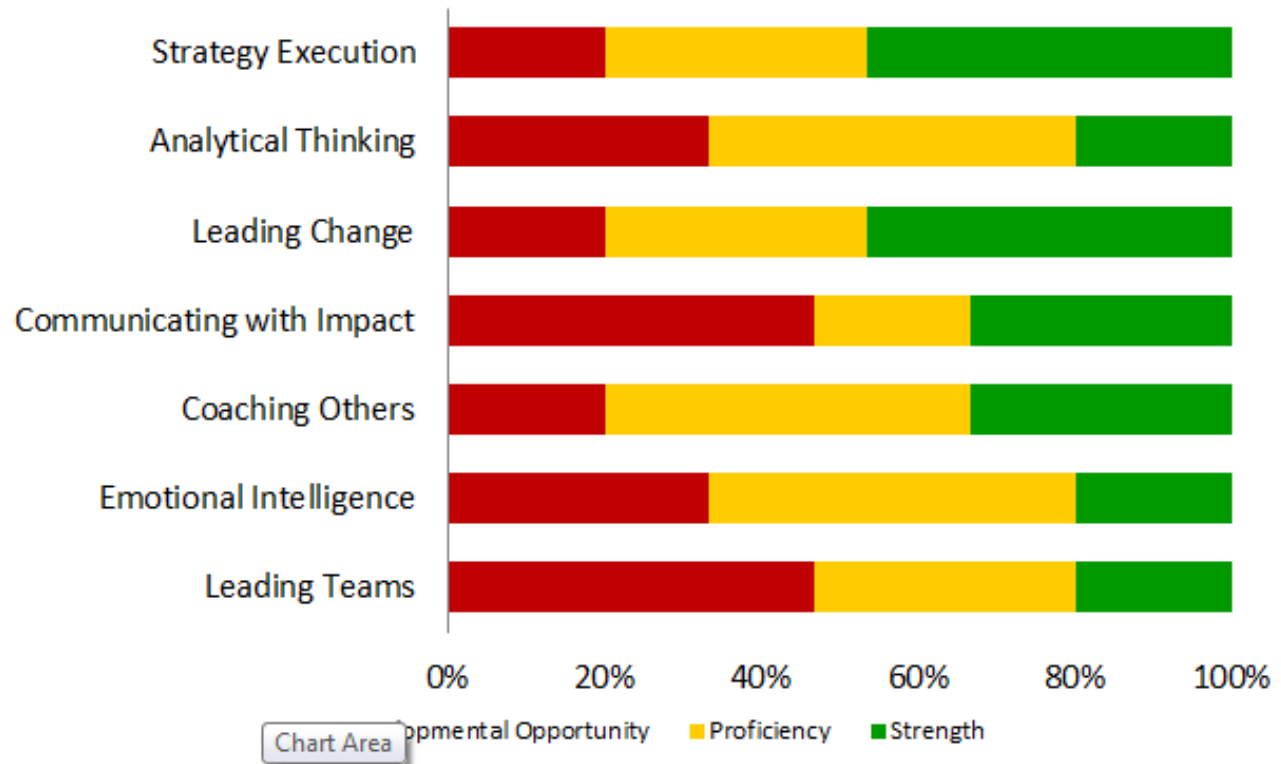


GLOBAL ASSESSOR POOL

Review All Options

High Potential e-Simulator™

Group Talent Map



© 2011 Global Assessor Pool. All rights reserved.



GLOBAL ASSESSOR POOL

Review All Options

Bob Sample, Director of Operations

High Potential e-Simulator™



Interview Themes

- ABC
- CDE
- EFG

Personality



		INCLUSION		CONTROL		AFFECTION			
EXPRESSED	Expressed Inclusion	[+I]	Expressed Control	[+C]	Expressed Affection	[+A]	TOTAL EXPRESSED BEHAVIOR		
		7		1		7		15	
WANTED	Wanted Inclusion	[wI]	Wanted Control	[wC]	Wanted Affection	[wA]	TOTAL WANTED BEHAVIOR		
	7		9		7		23		
TOTAL NEED FOR INCLUSION		TOTAL NEED FOR CONTROL		TOTAL NEED FOR AFFECTION		OVERALL INTERPERSONAL NEEDS			
14		10		14		38			



GLOBAL ASSESSOR POOL

Review All Options

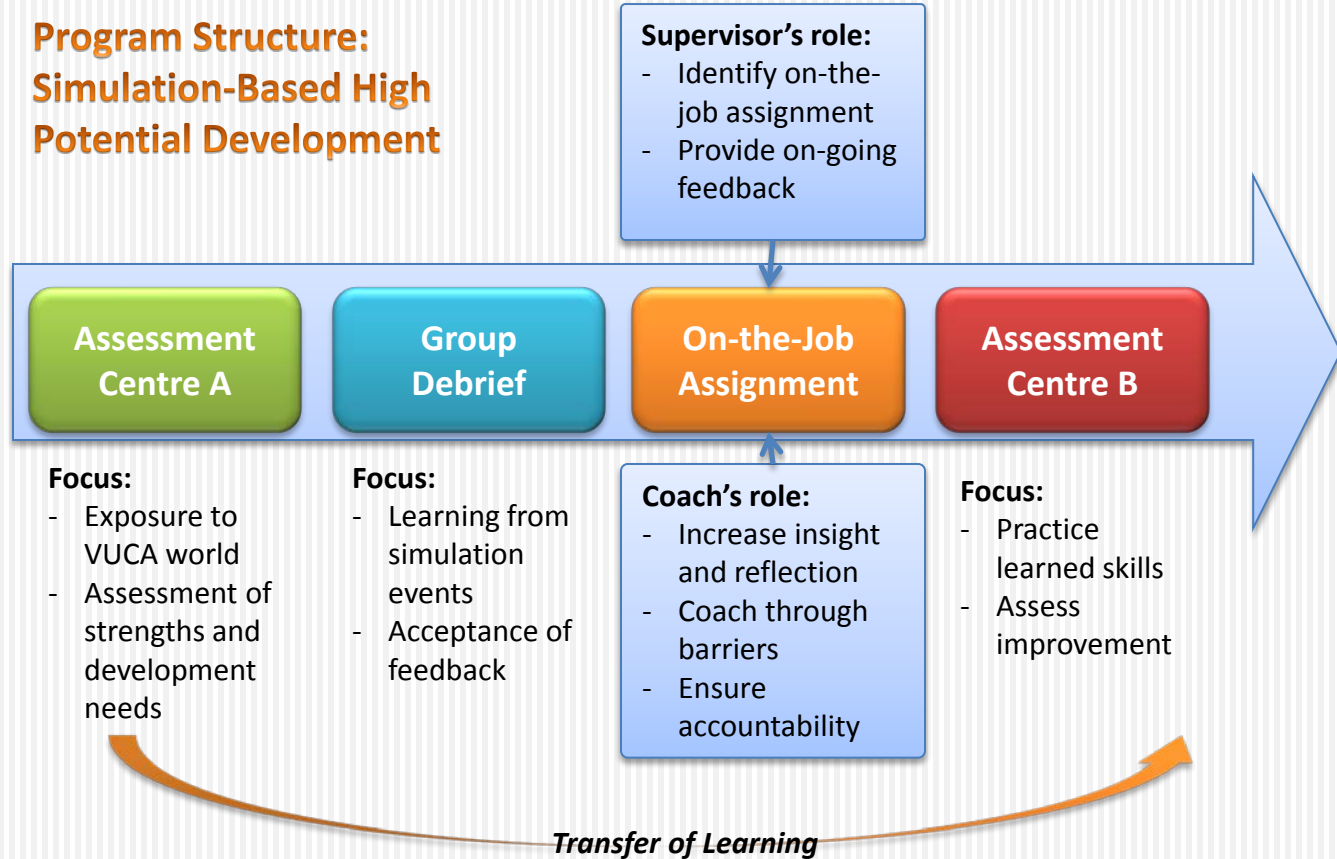
Easy to Develop (~6 months)	Moderate to Develop (~12 months)	Difficult to Develop (> 12 months)
<ul style="list-style-type: none">- Written Communication- Planning & organizing- Team work- Information seeking- Oral communication	<ul style="list-style-type: none">- Problem solving- Listening- Leadership-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



GLOBAL ASSESSOR POOL

Bringing it Together

Program Structure: Simulation-Based High Potential Development





GLOBAL ASSESSOR POOL

Thank you!



Martin.Lanik@GlobalAssessorPool.com

