

Assessing Leader Capability

Making the Right Selection, Succession Management
and Investment Decisions

TALENT
INSTITUTE

Complacency poses one of the most serious threats to any business. Companies so intent on staying the course that they do not hear the footsteps behind them, pay a high price for misguided satisfaction.

The story is almost always the same. Winners become losers, and eventually case studies, because it was easier to keep doing the things that made them winners in the first place. The path of least resistance was more comfortable than challenging whether what built success would be enough to sustain it.

Getting the right people on the bus and in the right seats in this era of finite resources, shrinking headcount, and shifting strategies, and making sure your talent is aligned with your strategy, has never been more crucial – or challenging.

Organisations are competing for a scarce resource, an asset that is more valuable than oil and more critical than capital. The resource can be bought, but not owned. Boards of Directors and executives know that without this resource they are doomed to mediocrity, yet most of them use outdated methods to measure and understand it.

[This critical resource is effective leaders.](#)

Effective leaders get people moving. They energise and mobilise. They take people and organisations to places they have never been before. They have a profound impact on business performance. They articulate a sound strategy and put in place the teams, structures and processes necessary to actualize plans and achieve key objectives.

Backing the Right Choices

It follows that nothing is more important to an organisation's long-term health and success than choosing the right people to lead it – at all levels. However, without a predictive and valid assessment of leader capability, much is left to chance.

Using assessment methodology that has proved to predict performance outcomes, not only takes away much of the uncertainty, but the talent analytics it generates are fundamental to highly effective leadership development programs.

It only makes sense that the greater the capability of participants entering a leadership development program, the more significant its impact will be on their ability to grasp, leverage and apply the behavioural changes encapsulated in the program's learning objectives.

“Development can only be effective if it considers the specific needs of individuals in the context of the demands of their current and future roles. This is done through assessment.”

The Need for Predictive Analytics

The context could be external hiring for key roles, a merger, acquisition, business turnaround, organisational restructuring, strategic re-direction of the business, a need to develop an understanding of the strength of the company's leadership pipeline, or a deliberate strategy to grow talent from within.

Whatever the scenario, the aim of the assessment is to access analytics that will inform decision-making and mitigate risk. Good decisions usually have systematically assembled data and analysis behind them.

The Talent Institute's Approach

Aligned to the medical model, a comprehensive enquiry precedes the introduction of solutions. The process usually involves the following:

- Get to know your business, its context, strategy, priorities and challenges
- Understand and scope your need
- Agree competency framework, assessment methodology, deliverables and timelines
- Engage the candidates
- Collect and analyse data
- Translate data into talent analytics
- Share analytics with various stakeholder groups
- Facilitate conversations and decisions about the next steps (risk management, talent development, investment).

Alternative Assessment Solutions

Our [leader assessment platform](#) brings assessment science into the digital era. The platform offers the following alternatives:

- Assessment for selection (leader roles at any job level)
- Assessment for development (high-potential employees, future leaders, nominated high-performers or select talent segments)
- Assessment to determine bench strength (leader pipeline)
- Confirmation of the capability and transition readiness of identified key role successors (in the context of succession management).

Clients have the option of:

- An [online psychometric assessment only](#) (select measures)
- A [virtual assessment centre](#) (select psychometric measures and limited simulations - administered online)
- A [blended assessment centre](#) (psychometrics delivered online and simulations administered under supervision)
- A [collaborative assessment centre](#) (psychometrics online, but simulations administered under the supervision of psychologists and senior client executives).

Different factors will influence the client's choice of solution. Albeit the more expensive solution, a collaborative assessment centre works well in the case of future leader identification and development, as well as the validation of the capability and transition readiness of identified key role successors.

Leader Competencies

Unless agreed otherwise, leaders are assessed against a set of essential leader competencies, which may mirror the client's leader model.

Upon request, senior leaders may be assessed against a 21st century leader competency framework that focuses on effective functioning in a digital world.

Bespoke Design

Our research team develops bespoke leader competency frameworks that are strategy-aligned, and assessment | development centre simulations that are industry and job-level specific.

The entire enquiry, strategy analysis, simulation design and validation processes are executed virtually.

Language

Psychometric measures are available in multiple languages and in every time zone. Candidates can take the assessments anytime, anywhere.

Better Intelligence to Make Better Leadership Decisions

Multiple layers of insight within our leader assessments guide your decisions on selection, promotion, succession, development, and business strategy.

Talent analytics will arm you with:

- **Sight:** Answers to focused questions (e.g. Are we investing in the right people?)
- **Insight:** Current leader effectiveness, maturity of talent management practice, risks (e.g. readiness of key role successors)
- **Foresight:** What-if scenarios or the possible realignment of strategies, practices and investments.

Identification of Key Roles

There are different perspectives on what constitutes a key role.

What we do know is that key roles, also referred to as critical, pivotal or linchpin roles, represent strategically vital leverage points affecting organisational success.

When they are left vacant, or when the work is left undone for whatever reason, the organisation will not be able to meet or exceed customer expectations, confront competition successfully, or follow-through on efforts of crucial long-term significance.

Key roles found across job levels usually impact revenue generation, cost reduction and customer satisfaction.

Given the risk associated with key roles (e.g. the unexpected departure of valued incumbents), special attention should be paid to these roles – also from a succession management perspective.

The Talent Institute facilitates a collaborative intervention to help clients identify key roles across job levels.

“We believe in putting people in the kinds of situations they are likely to face today and in the future in a given context, and assessing their thinking, behaviours and skills.”

Ancillary Solutions

Upon request, we design:

- Leadership models and competency frameworks
- Custom assessment and development centres
- Success profiles
- Leadership strategies.

Measuring the Value of Assessment

Assessment centre results correlated to manager evaluations of potential as well as yearly business results, time to promotion, employee engagement, turnover in the leader's unit, effective development of direct reports, and other measures will help create the human capital big data that will serve you well.

“The right kind of assessment will identify whether a person has the capabilities required for a role and the potential needed to actually get there.”

Summary

Given the probability of poor selection and risky investment decisions, there is an obvious need for analytics that reduces the likelihood of these risks.

Talent analytics involves the systematic identification of meaningful patterns in data about people, and the turning of such data into actionable insight to support better decision-making and risk mitigation.

Our solutions help clients gain clarity about their talent needs, identify high-potential candidates within their organization, improve alignment between their leaders and their strategy, and, ultimately, boost their prospects for long-term growth.

About the Talent Institute

The Talent Institute is a privately held boutique professional services firm that specialises in strategic talent management consulting. Specifically, we focus on helping clients develop and implement strategies and practices to more effectively manage the selection, deployment, development and retention of talent to support current business strategies and to prepare for future challenges.

Our core competency lies in our ability to interpret talent analytics in the context of strategy and business impact, and the use of predictive intelligence to inform risk mitigation, capability development and talent investments.

Grounded in organizational psychology, we leverage research, analytics, expertise and industry insights to enable business performance by removing the guesswork from making decisions about people.

Your Contact

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