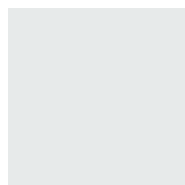


# TALENT INSTITUTE



## COMPETENCY-BASED ASSESSMENTS

Predict Performance ■ Help People Succeed In New Roles ■ Reduce Risk



## HUMAN CAPITAL RISK

All risks are interconnected. Virtually everything a leader does comes down to managing risk in the pursuit of improved performance. It takes shape in the decisions a company makes about its capital structure, its scope of operations, its global footprint, its governance structure, its operating processes and its people strategy.

Every decision must be underpinned by an assessment of the risks involved and ways to address those risks. People are central to every kind of risk. Risk issues, left unattended, can weaken the foundation of the business – and deliver a fatal blow.

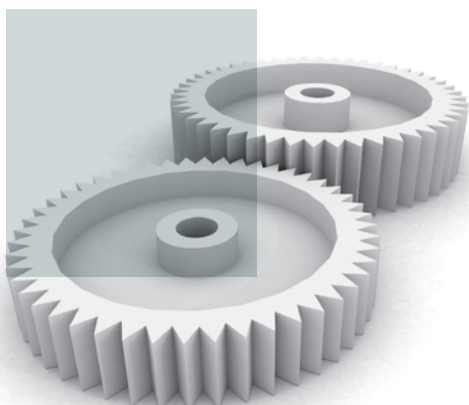
Human capital risk is employee-related events or behaviours that can negatively affect the operations and/or value of the business. This risk has significant financial implications.



Examples of human capital risk include:

- Poor selection
- Failure to attract talent
- Ineffective or unprepared leaders
- Weak leadership pipeline
- Talent gaps
- Critical talent and leadership retention
- Loss of knowledge
- Loss of institutional know-how and wisdom
- Poor decisions (made by people who have been wrongly appointed or promoted)
- Inability to execute strategy
- Poor investment decisions (from a leadership development perspective)
- Leadership derailment.

Human capital risk needs to be understood in the context of the business impact it may have. To this extent it is essential to access objective data about people. And this is where assessment solutions are factored into the equation.



## THE BUSINESS CASE FOR ASSESSMENTS

Differences in peoples' performance impact on the bottom line.

Strong performers increase revenue and profit by developing effective ideas and strategies, winning support for them, and inspiring others to get them implemented. They cut through bureaucracy and complexity, bring ideas to market quickly, meet commitments, and reduce costs.

Weak or marginal performers hurt your bottom line by making poor decisions, working inefficiently, failing to get others' support and being slow to change. They are frequently also slow learners.

## CONTEXTS IN WHICH ASSESSMENTS ARE USED

Competency-based assessments are used in the context of:

- Selection (accurate hiring or promotion)
- Development
- Talent management strategies (e.g. talent reviews)
- Succession planning (e.g. creation of talent pools)
- Organisational restructuring
- Career counselling
- Early identification of future leaders
- Graduate recruitment
- Mergers and acquisitions (talent integration)
- Business turnaround.

## CONDITIONS UNDER WHICH ASSESSMENTS ARE PARTICULARLY RELEVANT

Assessment data is particularly useful when a business wishes to:

- Drive growth
- Enter new markets
- Transform the organisational culture
- Integrate a new acquisition
- Mitigate risk
- Develop capability for the future (leadership pipeline, scarce skills)
- Navigate an economic downturn.

## REASONS WHY COMPANIES INSIST ON ASSESSMENTS

Astute business leaders insist on assessment data as it enables them to:

- Select the best
- Examine current bench strength (and identify vulnerabilities)
- Identify high potential candidates
- Improve team performance
- Collect input-data for coaching interventions
- Collect decision-data for organisational restructuring
- Assess impact of development programmes
- Reduce biased promoting practices
- Reduce turnover
- Focus their learning and development strategy (increased ROI)
- Enhance performance.



## OUR ASSESSMENT MODEL

The **Talent Institute** has an eclectic approach to assessment and subscribes to the use of tests and measures sourced from a range of best-in-class global suppliers.

We assess candidates in a given context against:

- Job-specific delivery accountabilities
- Operational and strategic demands of a particular job role
- Competencies required for effective performance.



In addition to the use of psychometric measures, we make extensive use of assessment centre methodology. The latter typically includes simulations such as In-Tray exercises, group discussions, role plays, fact-finding exercises, presentations and analysis problems.

Our eclectic approach is influenced by the following models:

- Matrix of Work (work done by Elliot Jacques and Gillian Stamp)
- Leadership Pipeline (work done by Drotter, Charan and Noel)
- The DDI-high performance model.



## OUR VALUE PROPOSITION

### HOW OUR ASSESSMENTS FIT

#### YOUR CHALLENGE

Accurate hiring and promotion

Sound investment decisions

Succession

Organisational restructuring

Building capacity

Early identification of future leaders

Business growth

Driving change

#### OUR ASSESSMENT SOLUTIONS HELP YOU DETERMINE...

Who you should hire or promote and why

Who would yield the highest return on an investment in development resources

Who you should groom for key job roles and why

Who has the right skill set for the new structure

Where the talent gaps are and the extent of your vulnerability

Who will deliver shareholder value and build high performing teams

Who are capable of executing strategy

Who can innovate and facilitate change

#### YOUR EMPLOYEES BENEFIT FROM

- A data-driven analysis of strengths and growth areas
- An identification of career-limiting 'blind spots'
- Feedback to validate (or refute) self-perceptions
- Insight into capabilities important for a particular level or role
- A baseline to measure future developmental progress
- A roadmap for future developmental work
- The impetus for a commitment to improve.

#### YOUR ORGANIZATION BENEFITS FROM

- A view on talent and the extent of talent gaps
- Insight into individual, team, and organizational effectiveness
- Identification of your high potential employees
- Defined capabilities for success in particular levels or roles
- Concrete feedback on your organizational design and dynamics
- Data to ensure that your talent pipeline remains robust.

## OUR CAPABILITIES

### WE PREDICT

Drawing on assessment and contextual data, we forecast the likely business impact of specific assessment outcomes, scenarios or decisions

### WE COACH

Employing psychologists to help leaders navigate transitions

### WE AMPLIFY

Utilising interpretive sessions and reports to provide you with a deeper understanding of assessment data and guidelines for further development

### WE PARTNER

Providing comprehensive outsourced assessment solutions freeing you from unnecessary burdens or hassles

### WE CUSTOMISE

Tailoring our diagnostic solutions to fit your needs, culture and strategic objectives

### WE DESIGN

Working with you to develop your own unique models and processes to implement best practice that fuels organisational high performance

### WE CONTEXTUALISE

Framing assessment data in the context of business risk and strategy

## DELIVERY

ANYWHERE YOU WANT,  
ANY QUANTITY YOU NEED

We draw on the services of a network of psychologists, who are mobile and who can provide assessment services at any location preferred by the client. Assessments can be performed one-on-one or in group settings. Careful project planning allows for the processing of large volumes in a short space of time.



## ABOUT THE TALENT INSTITUTE

The **Talent Institute** is a professional services firm that specialises in helping clients develop and implement talent strategies to more effectively manage the acquisition, deployment, development and retention of talent to support current business strategies and to prepare for future challenges.

Our focus is on *reducing people risk* in organisations - which ones to hire or promote and when - how to train and develop them to their fullest potential - and how to organise them and systems around them to maximise their collective potential. Our combination of psychological insights and real-world business experience removes the guesswork from making decisions about people.

Our team of psychologists and experienced management consultants offer proven solutions for hiring and promoting the best, identifying and developing extraordinary leaders, enhancing organisational capability and unleashing talent.

Our work is grounded in organisational psychology and the science of measuring and developing people and organisations.

A virtual management consultancy, we deliver services at any location preferred by the client.



■ SOUTH AFRICA

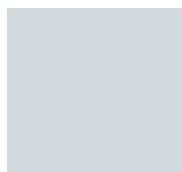
■ AFRICA

■ MIDDLE EAST

## MORE INFORMATION

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