

Psychological Associates' Webinar Series

Harnessing the Power of Assessments

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YES

- ▶ Is this Web seminar being taped so that I or others can view it after the fact?

YES

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Today's Agenda

- ▶ What **assessments** are and are not
 - Myths and misconceptions
- ▶ How to get the most out of your existing assessment program
- ▶ If this is all new to you . . .
 - Steps you can take to get started

Polling Question

- ▶ Are you currently using assessment?

5

Common Myths and Misconceptions

It's all art, no science; or, it's "magic"



- ▶ A great deal of scientific rigor goes into the process
- ▶ Based upon personality theory in psychology
- ▶ Tests must be reliable *and* valid
- ▶ Up-front statistical analyses are often part of the process

6

It Takes Too Long

- ▶ Your purpose and expectations will drive this . . . there are options
- ▶ An assessment can take as little as 30 minutes, or as much as a full work day
- ▶ Factors that affect the time frame:
 - Relative importance of the role
 - Number of expected applicants
 - How you plan to use the assessments

It Costs Too Much

- ▶ Focus on costs *and* benefits to be sure you are getting the whole picture
- ▶ POLLING QUESTION
 - Which of these situations have you experienced?

It Costs Too Much

The cost of hiring the wrong person estimated at 1.5x – 3x their annual compensation

“Even if it takes \$20,000 or more to customize and validate . . . it’s going to cost less than one or two turnovers”

— Steve Bates, *HR Magazine*

It Doesn't Work

Assessments can account for up to 40-50% of differences in job performance:

- ▶ Interviews account for about 20-25%
- ▶ Education can account for about 12-15%

Which One of These People Is the Best Fit for Your Organization?



- ▶ Organizations often hire people that are likable
- ▶ Interpersonal skills are often only *part* of the role
- ▶ Assessments can bring objectivity and focus to the process

What Makes a Good Assessment?

If your program only uses **one** measure, it:

- ▶ Should include a statistical analysis to profile each role
- ▶ Usually measure only one domain (cognitive, personality, or leadership, etc.)
- ▶ Ranges from— \$50 → \$200/person

What Makes a Good Assessment?

Continued

If your program uses **multiple** measures, it:

- ▶ Incorporates information about the role as well as the organization's culture and competencies
- ▶ Should measure candidates in at least two domains
- ▶ Ranges from—a few hundred to several thousand/person

Polling Question

- ▶ How is your organization currently using assessments?

How to Get the Most Out of Your Assessments

- ▶ Many companies use assessments in one area
- ▶ Example: Assessment is used for selecting mid-level managers
 - Share general results with those you assess
 - Use information to build cross-functional teams
 - Incorporate a 360° assessment measure

Share Results With Individuals

- ▶ Discuss strengths and areas for development, either in person or in a written report
- ▶ Incorporate into an individual development plan
- ▶ Identify opportunities that:
 - Align with a person's strengths
 - Allow an individual to put what he/she has learned into practice

Build Stronger Teams

Example

- ▶ Beyond specific roles, a senior leadership team might want a blend of:
 - High-level strategists
 - Operations specialists
- ▶ Often, more goes into filling a position than just ability and experience . . . fit can be a **huge** issue

Use 360° Surveys

- ▶ Designed to help you see what your leaders *are* doing
- ▶ Incorporate into performance management
 - Use in setting developmental goals
 - Reassess at regular intervals to track progress
- ▶ Can identify common themes
 - Signal a need for additional training

Best Practices: How to Get Started

- ▶ Think about what you hope to accomplish through assessments
 - More effective selection?
 - Employee development?
 - Succession planning?
 - Identify high-potential leaders in the organization

Who to Assess?

Example

1. Begin toward the bottom of the org. chart
 - Often in response to a specific need/issue:
 - High turnover
 - Below-average performance

Who to Assess?

Continued

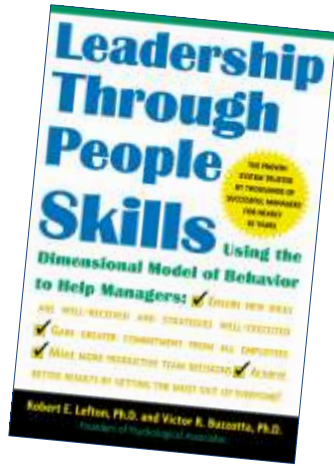
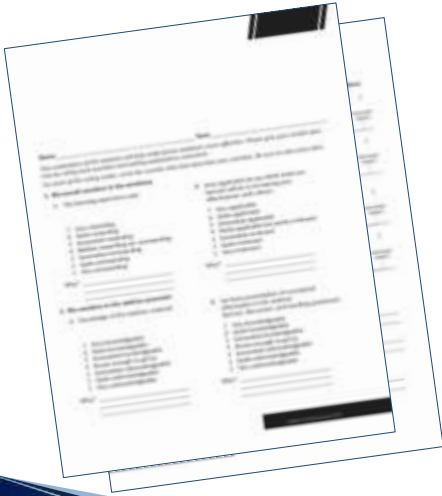
2. Begin at the top

- Used to identify high-potential leaders
- Are there gaps in our executive team?

Recap

- ▶ Research has repeatedly linked assessment data to performance
- ▶ Assessments can be quick, cost effective, and customized to your organization
- ▶ Assessments can be useful beyond employee selection . . . get the most from them!

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Thank You!

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