



Using Leadership Assessments to Spot Hidden Talent, Bridge Succession Gaps, and Optimize Performance

Meet Your Presenters



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Key Takeaways

1. Identify High-Potential Leaders
2. Optimize Performance with Data-Driven Insights
3. Bridge Leadership Succession Gaps
4. Implement Scalable and Fair Assessment Practices

Agenda

- Leadership Effectiveness Challenge
- Building an Effective Assessment Program
- Case Studies
- Setting Up for Success

Poll Question 1

What is your biggest challenge to finding effective leaders (choose all that apply)?

- a. Selecting leaders with proper fit to the role
- b. Identifying high-potential talent
- c. Optimizing performance with data-driven insights
- d. Creating a structured process
- e. Retaining & engaging talent
- g. Bridging skill gaps
- h. Ensuring fairness and reducing bias

Poll Question 2

To what extent have you used assessments to address leader effectiveness (choose one)?

- a. Not currently using assessments
- b. Beginner (limited use)
- c. Intermediate (consistent use)
- d. Advanced (integrated into strategy)

The Leadership Effectiveness Challenge

Talent drives business performance

6x

Companies with very effective talent management practices are 6 times more likely to report higher Total Shareholder Return

Source: McKinsey Global Survey 2018



But finding and retaining talent is an ongoing challenge...

83%

HR leaders struggle to find enough talent with the skills they need

57%

HR leaders report skills shortage undermines corporate performance

60%

New managers fail in the first 24 months

72%

Employees more likely to stay in role if they have career support

What we hear from clients...



We just completed our talent review and identified our high potentials. How do we know which ones are ready to advance?

Our leaders are ineffective. And... they all seem the same.

Almost all our senior leader openings are being filled by external hires these days. We just don't have the bench in-house.

Building an Effective Assessment Program

Effective Assessment Program Components



Business Alignment



Assessments with Predictive Power



Wholistic Approach



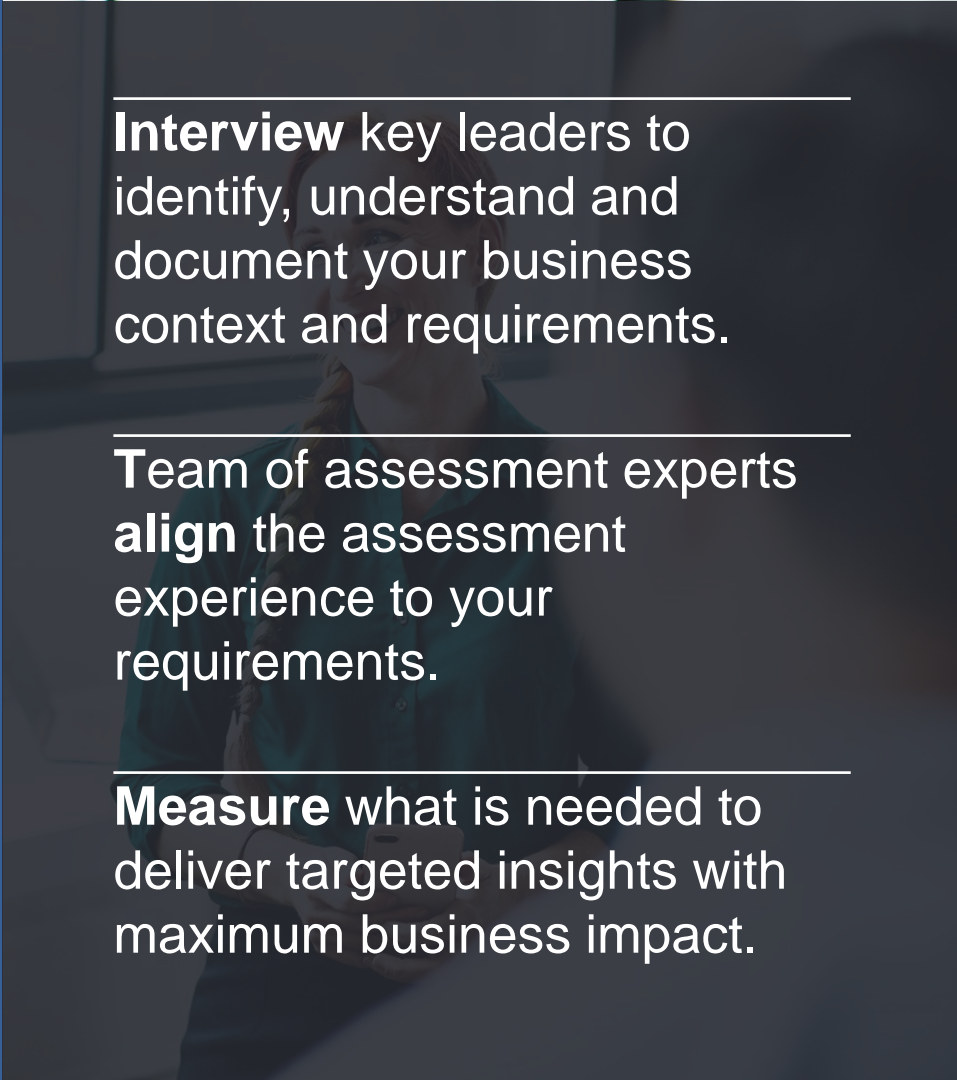
World-Class Assessors



Talent Insights



Scalable Delivery (technology)



Interview key leaders to identify, understand and document your business context and requirements.

Team of assessment experts **align** the assessment experience to your requirements.

Measure what is needed to deliver targeted insights with maximum business impact.

Business Alignment

Align purpose to talent strategy

Assessments with Predictive Power

A man and a woman are working together at a desk. The woman, with curly hair and wearing an orange shirt, is standing and pointing at the laptop screen. The man, with a beard and wearing a blue shirt, is sitting and typing on the laptop. The background shows a large window with sheer curtains and a potted plant on the right side.

**Fair and proven
measurement
approaches**

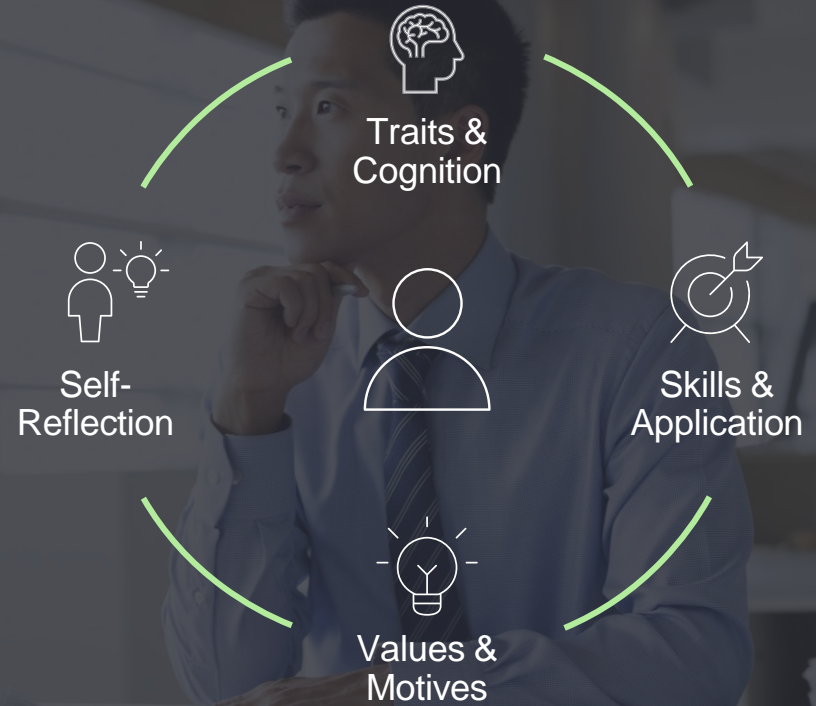
**Rich talent
insights**

**Compelling
development
experiences**

**Enhance
performance**

A Whole Person Approach

Use a variety of best-in-class assessments to get a holistic view



World Class Assessors

A man and a woman are working together at a laptop in a modern office setting. The woman, with curly hair and wearing an orange shirt, is pointing at the screen. The man, with a beard and wearing a blue shirt, is looking at the screen. The background shows a large window with white curtains and a potted plant on the right.

**Highly
experienced
team**

**Credentialed in
best practice
tools**

**Technology
enabled**

**Consistent
methods**

Insights to Action

- Organizational debrief
- Aggregated group data
- Recommended actions

Last Name	First Name	Fit Recommendation	Fit Code	Strategic Thinking	Problem Solving	Inspiring & Coaching Talent	Financial Stewardship	Operational Excellence	Stakeholder Focus
Participant	A	Strong Fit	4	4	4	4	2	4	3
Participant	B	Strong Fit	4	4	4	4	3	3	3
Participant	C	Strong Fit	4	4	3	4	3	3	3
Participant	D	Strong Fit	4	4	5	4	3	3	2
Participant	E	Good Fit	3	3	3	3	4	4	2
Participant	F	Good Fit	3	5	2	4	4	3	3
Participant	G	Good Fit	3	4	4	4	3	3	2
Participant	H	Good Fit	3	3	2	4	3	3	3
Participant	I	Good Fit	3	3	3	4	3	3	2
Participant	J	Good Fit	3	4	3	3	2	3	3
Participant	K	Good Fit	3	3	5	4	3	3	3
Participant	L	Good Fit	3	3	4	3	2	4	2
Participant	M	Good Fit	3	2	4	4	4	3	3
Participant	N	Marginal Fit	2	2	3	3	4	3	4
Participant	O	Marginal Fit	2	4	2	5	4	2	3
Participant	P	Marginal Fit	2	3	3	4	2	2	3
Participant	Q	Marginal Fit	2	5	3	3	3	2	4
Participant	R	Low Fit	1	3	2	2	2	2	2

Comprehensive and impactful assessment insights:

Differentiate HiPo talent

Inform strategic decisions

Address leadership gaps

Create robust succession plan

Improve talent selection

Case Studies of Effective Assessment Programs

Identifying High Potentials

The Scenario

- A regional government's talent management division fostered leadership across 60,000 employees and 25 functional areas.
- Impending retirements made it critical to identify potential candidates to ensure a supply of skilled and visionary executives.

Industry:
Government

Employees:
60,000

Country:
Canada

The Result

- Right Management developed an annual assessment process to support talent decisions, keeping their pipeline full for 18-24 mo.

Optimizing Organizational Performance

The Scenario

- Organizational restructuring forced a major energy provider to promote quickly.
- They needed to ensure its promotion decisions were fair and objective and consider ways to retain talent.

Industry:

Energy

Revenue:

\$21B

Country:

United States

The Result

- Right Management provided reliable and accurate data to make data-driven decisions.
- Organization gained insight into talent needs for over 6,000 senior leader and executive roles.
- Supported the organization's commitment to acceleration in role plus growth and development of its talent.

Scaling Assessments Globally

The Scenario

- Global leader
- Enhance talent development capabilities
- Expand its coaching and assessment
- Scalable and consistent

Industry: **Technical Manufacturing**

Revenue: **\$25B**

Country: **Global**

The Result

- Consistency in high-potential identification
- Identified “ready now” and “ready soon”
- Enabled strategic data-driven decision-making
- Robust understanding of talent pools
- Insights positions for sustained global growth

Setting up for Success

Tips for Success



- Start with your why: Business alignment is key!
- To drive talent insights, leverage best-in-class assessments with predictive power.
- Evaluate the whole person.
- Use experienced + credentialed assessors who can provide valuable feedback and add value to the employee's development journey.

Recap

1. Identify High-Potential Leaders
2. Optimize Performance with Data-Driven Insights
3. Bridge Leadership Succession Gaps
4. Implement Scalable and Fair Assessment Practices

Q & A?



Thank You!



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Talent Development

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