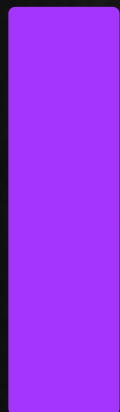




ENGAGING LEADERSHIP CANDIDATES DURING THE ASSESSMENT PROCESS

Three tips to help
you get it right



The effectiveness of talent assessments in accurately predicting leadership success has been shown repeatedly¹ and with research also showing that a bad hire at this level could easily cost an organization 300% of their annual salary², implementing predictive leadership assessments seems self-evident. But despite all the evidence, many organizations are reluctant to roll out assessment processes at a senior level.

There are several reasons for this reluctance, but a regularly observed one is that organizations fear they would insult or alienate their leadership candidates by 'questioning' the value of their extensive experience when choosing to use assessments. Alternatively, organizations may feel an assessment takes up too much time from a busy leader, increasing the chances the leader drops out of the process. Both are fears that are understandable, but if leadership assessment is approached in the right way, leaders at all levels can benefit from the process, as can the organization. With the following tips, you can set up leadership assessments that predict fit and job success, while engaging your leadership participants from start to finish.

WITH PREPARATION AND THE RIGHT LEVEL OF ENGAGEMENT, YOU'LL BE SURPRISED AT THE ADDITIONAL INSIGHT YOU CAN GATHER FROM YOUR SENIOR PARTICIPANTS, AND HOW MUCH MORE VALUE THEY WILL GAIN FROM THE EXPERIENCE.

1. Hoffman, B. J., Woehr, D. J., Maldagen-Youngjohn, R., & Lyons, B. D. (2011). Great man or great myth? A quantitative review of the relationship between individual differences and leader effectiveness. *Journal of Occupational and Organizational Psychology*, 84(2), 347-381.

2. Recruitment & Employment Confederation, 2017





1

Communicate the 'why'

A leadership candidate who is considering joining your organization, will have your organization's best interest in mind. So, if you can effectively explain to them why assessments at this top level are so important for organizational success, there is a good chance the participant is as motivated to go through the assessment as you are. Be sure to highlight benefits that align with their needs and desires. For example, for a financially focused leader, it may help to emphasise the organizational cost of a bad hire, but for a people-focused hire, you might want to focus on the importance of culture fit for leadership success. When the rationale is well explained, the process could set your organization apart from others the participant may be considering.

2

Include a face-to-face component to show you are invested

Utilizing complementary assessment formats does more than enhancing the accuracy of your assessment initiative: adding a face-to-face component like a structured interview or role play exercise also shows the leadership candidate that you are willing to invest in the process – making them more willing to do the same. In an ideal scenario, this face-to-face component is taken on by a professional assessor who is not otherwise involved in the recruitment process. This will allow open, transparent communication between the candidate and interviewer or role-player, without the candidate feeling they need to build a relationship or keep up appearances.

3

Position the assessment as a tool for personal development

Effective leaders are always on the lookout for development opportunities to help them become a better leader – and a thorough assessment process can give them exactly that. By using a variation of assessments and by working with assessment reports that provide actionable development tips, your leadership candidate can gain a wealth of insight from the process. Make sure you present the assessment as a tool for personal and professional growth rather than just focusing on it being an evaluation, and you will increase the likelihood of engaged participation.