

# **ASSESSMENT CENTER IN PRACTICE MENA Region**

**Nadia El Shafei**  
**R & S Management Consultancy**

**[www.rsconsultancy.com](http://www.rsconsultancy.com)**



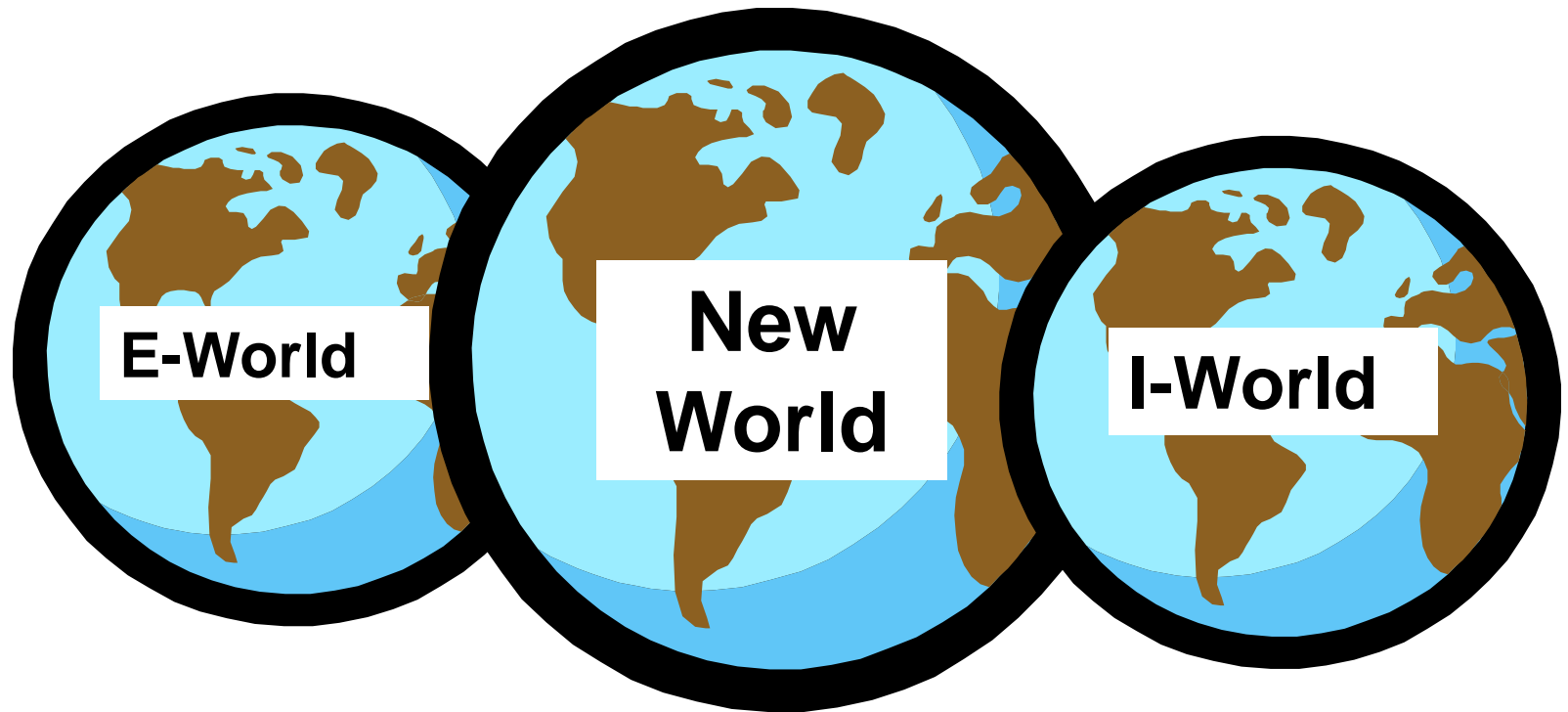
## **Content**

- **Aim how we converted assessment center to profit center with clear ROI**
- **Macro Picture of Global challenges nowadays**
- **HR Challenges**
- **Needs for new strategies**
- **Integrating Assessment Centre with HR functions (Human Capital star)**
- **Practical example**
- **Conclusion**
- **Q&A**

## Aim

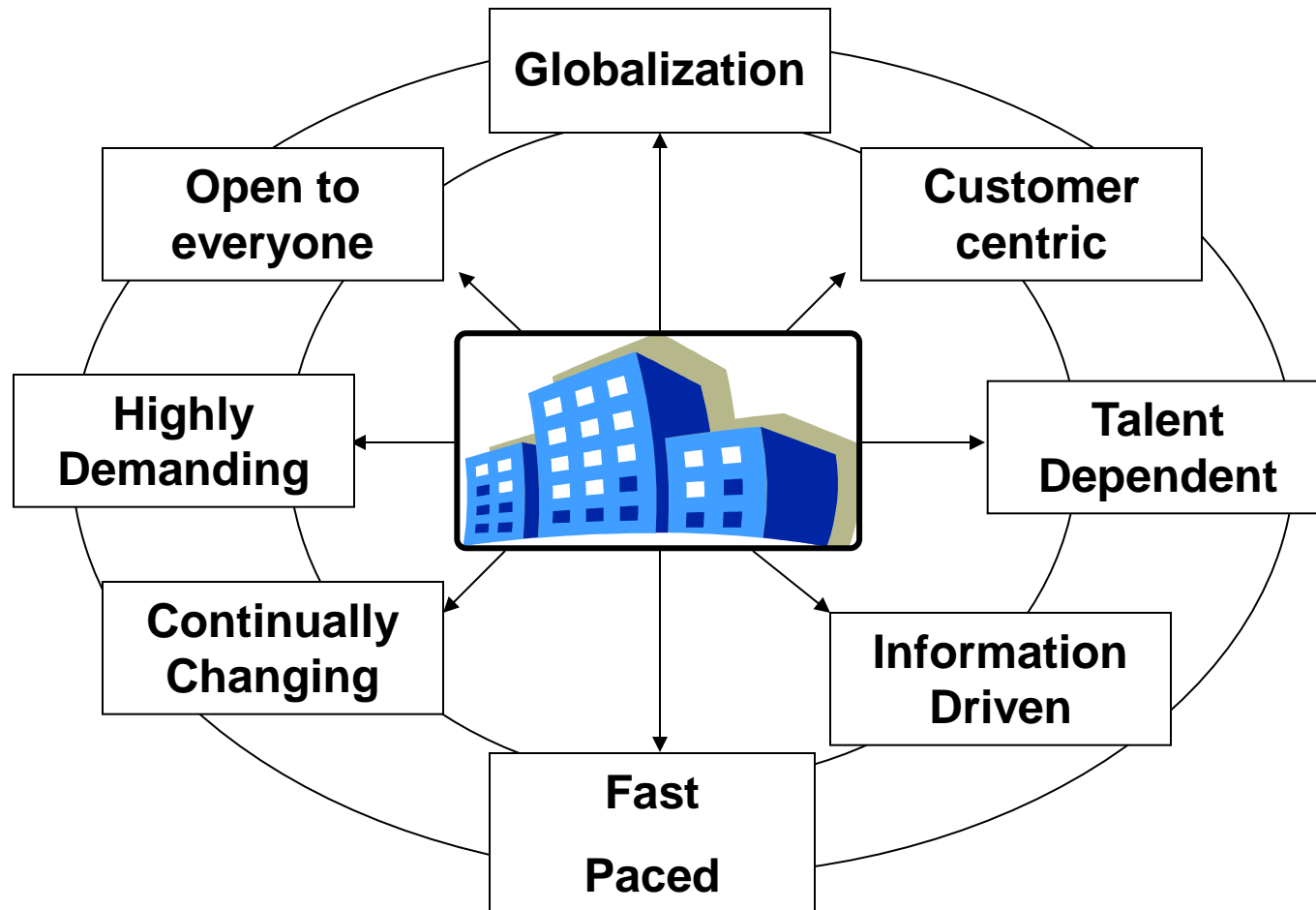
- To illustrate that assessment is not only to discover the talent ,but also to utilize talent.
- We fulfill this through the integration of the A.C. to Human capital process. The outcomes was increasing motivation and utilizing talent which has let to increasing productivity and innovation.
- Practical examples of this module - talent pool , and leadership capability assessment

# EMERGING WORLD



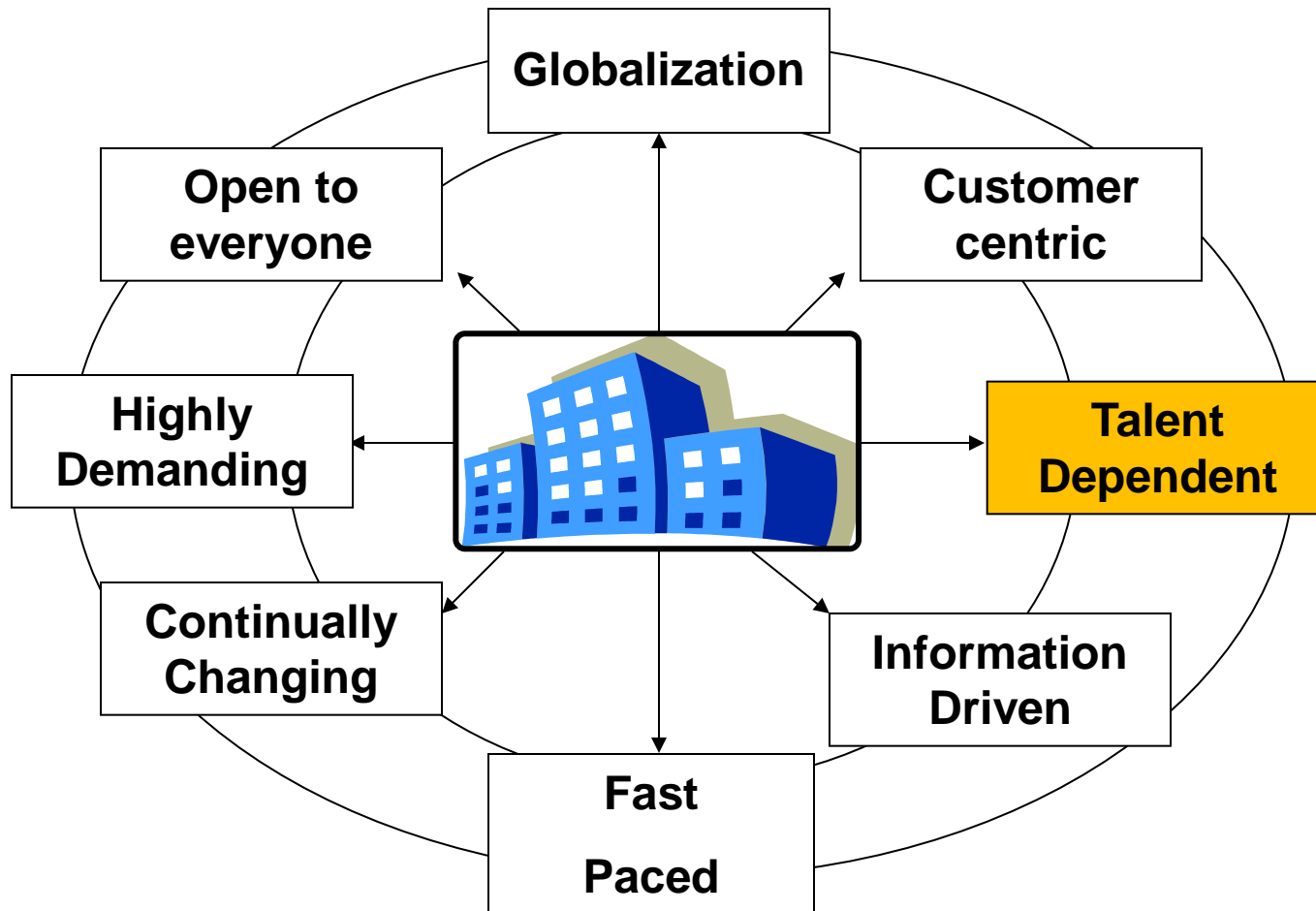
# Global Challenges

## NEW MARKET FACTORS



# Global Challenges

## NEW MARKET FACTORS



# **NEW MARKET Dynamics REQUIRE NEW STRATEGIES**



# **NEW STRATEGIES**

**Require focus on  
Human Capital**





# Human Capital Star



The human capital management star  
ref.. The ROI of Human Capital- Jac.Fitz-enz.



- Evaluating and measuring the effectiveness of managing human capital will start by assessing and planning the current and future human capability.
- Measurement of Return on Human Capital starts work force planning stage onward.
- Many projects failed as they start with middle of the process. They did not take into account how all the elements of the process interact.

1. **Planning:** Workforce planning or capability planning is resurfacing to link human resources function into an integrated operation. Once planning learns what will be needed in the future, it passes this onto staffing .
  - Planning is responsible for passing on intelligence labor market as well as internal factors such as forecast growth rate.

- **2. Assess** : starts with assessing current capability which is the center point for evaluating effectiveness of measuring human capital. use assessment center as a hiring tool for external hiring, developing center for identifying internal talent.
- Using assessment center will allow the organization to acquire the talent and collect data about the area of strength of their work force, however leaving this data without integrating it with the other tasks; will miss the opportunity for organization to generate the extra revenue

**3. Acquiring:** Now organization has captured the talent (internal or external) and we can integrate it to the next task.

**4. Maintain :** Once talent is acquired/ declared you should support it through development opportunity and it is not any more through benefit and remuneration system as during old days. .

**5. Developing:** Development takes many forms from coaching to job rotation, classroom , yet we focus in our process on the debriefing session for challenging assignment

The irony of development program is 9 times out of 10, their payback.

## **6. Retaining:**

**Retaining talent will come from employee engagement and not from satisfying employees. Engaged employees will come from utilizing their energy.**

# **Practical example for Talent Pool Practice & Leadership capability**



# Process :- leadership capability

- I. Planning (competency Matrix )
- II. Matching exercises
- III. Design program
- IV. Evaluation
- V. Debriefing session

# Competency matrix

Competencies	Develop people and organizations	Passion for customers	Thinks strategically	Acts Decisively	Drives Performance	Works collaboratively	Leadership by example at levels	Respect for the individual and diversity	Openness, honesty, trust and support for each other	Integrity and high ethical standards
Presentation			√√							
Group Discussion				√		√	√√			
Coaching (Organization coaching)	√		√√	√√	√√		√√		√√	
Role play - individual coaching	√							√	√√	
In-tray exercise		√	√		√	√√	√	√√	√	√
Personality Questionnaire and SDS	√√	√√	√√	√√	√√	√√	√√	√√	√√	√√
Situation analysis interview	√√	√√	√√	√√	√√	√√	√√	√√	√√	√√
Primary evidence √ Secondary evidence √√										

# Exercise matching with Job competency index



# Assessment Centre Programme example

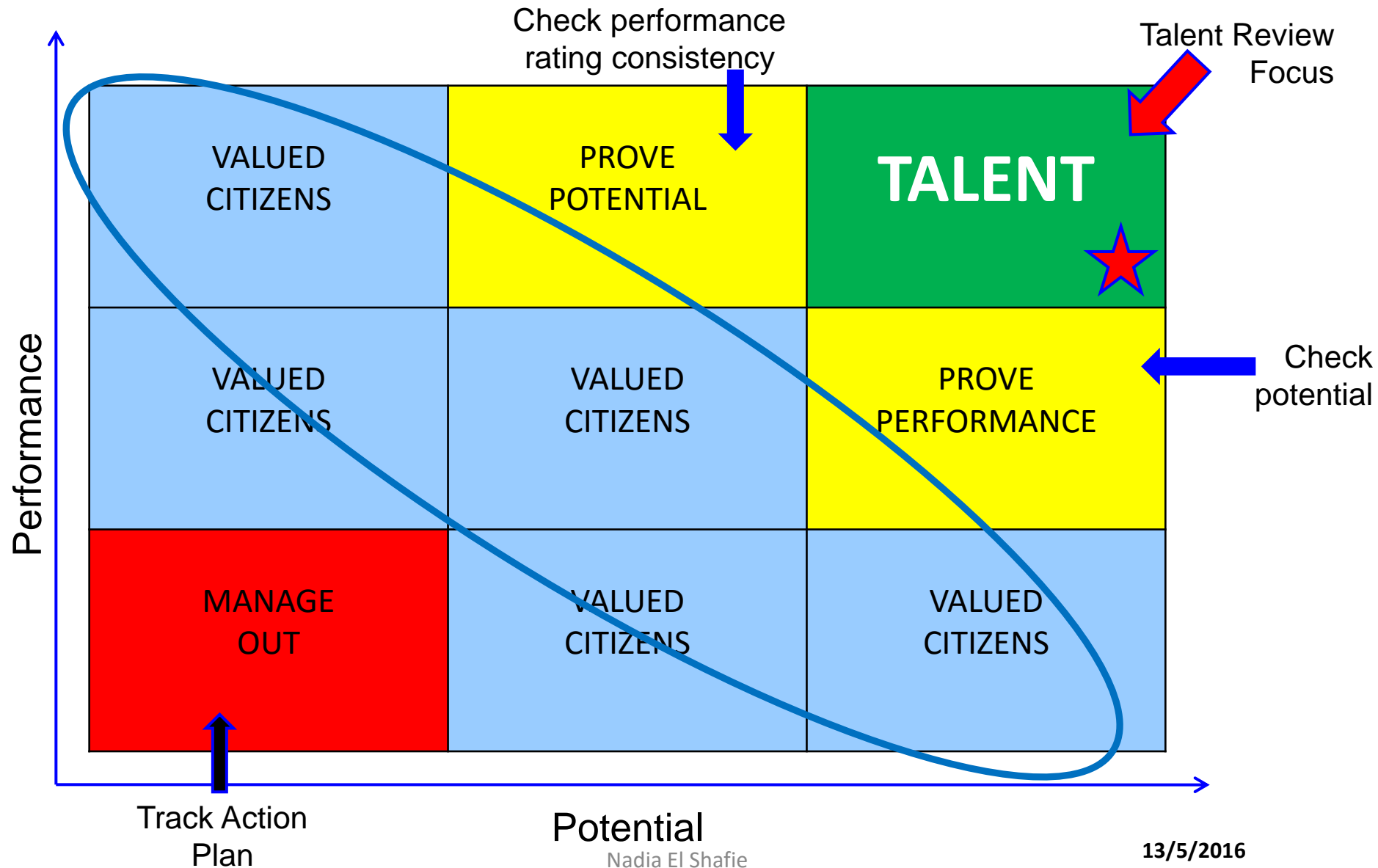
- Introduction	30'
- Take home Presentation	
30' / candidate x 4	120'
- Group-discussion	
- Preparation	30'
- Discussion	30'
Organization coaching	
- Preparation	45'
- Role play	
15' / 4	60'
- In-tray - preparation	90'
- Individual presentation 20' x 4=	80'
Coaching 4 candidate x10'	10'preparation + 40'presenation
+ Psychometric tests for personal effectiveness online before assessment	On line
Structured Interview for final validation 10'x4	40'
Total programme duration for 4 candidates assessment:	9.5hours/day (Breaks not included)



# Debriefing session Process



# The outcomes of our HR cycle is Talent Matrix



**Ratings from Others**

	Low	Medium	High
High	Pleasant Surprise	Pleasant Surprise	Strength
Medium	Pleasant Surprise	Opportunity	Blind Spot
Low	Opportunity	Blind Spot	Blind Spot

**Self assessment**

## Agreement for Development Plan

### Impact–Effort Grid Handout

		Little	Moderate	Great
IMPACT	High	Primary Development Area	Primary Development Area	Secondary Development Area
	Medium	Primary Development Area	Secondary Development Area	No focus area for Development
	Low	Secondary Development Area ,Low hanging fruits'	No focus area for Development	No focus area for Development
		EFFORT		

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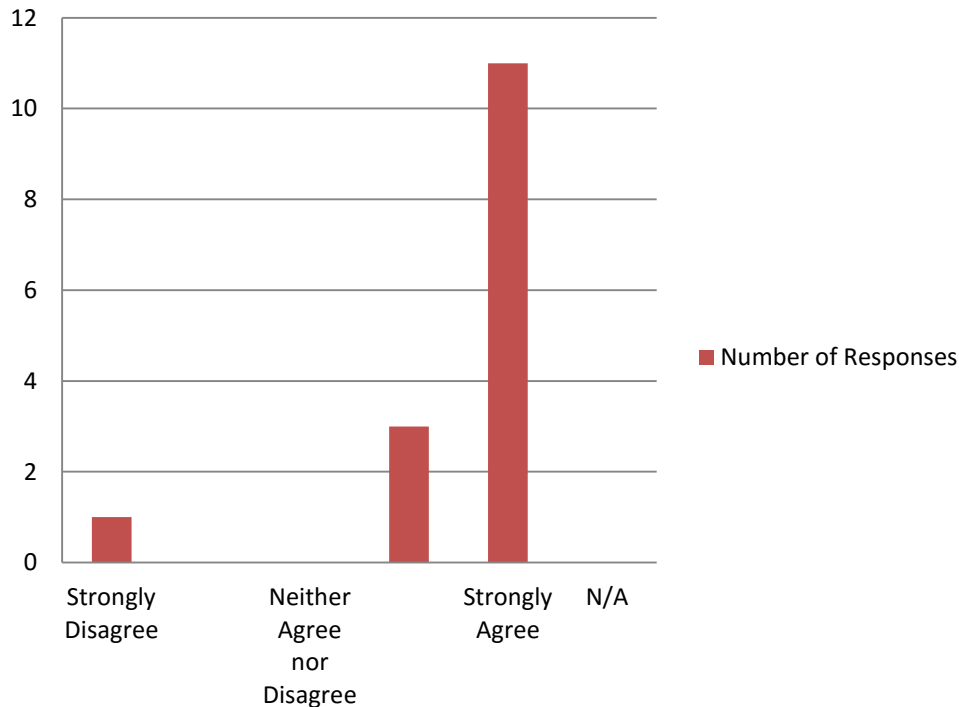


# Candidate feedback form

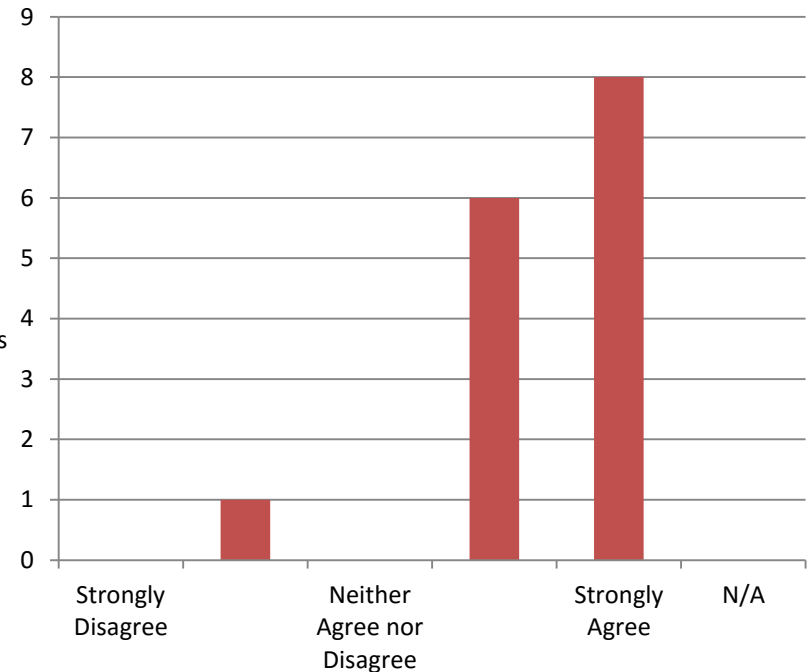
I	Strongly disagree	Disagree	Neither agree or disagree	Agree	Strongly agree
Exposure was relevant means of assessing leadership	3%	3%	6%	18%	70%
Exposure was relevant means of assessing leadership	3%	0%	6%	27%	64%
Facilitators were supportive and adequately	3%	0%	0%	21%	76%
Flow of program was satisfactory	6	9	12	12	61%
Program was well coordinated	9%	0%	6%	18%	67%
<u>Recommendations for improvement</u>	<ul style="list-style-type: none"> <li>• Related cases to our actual work</li> <li>• IQ exam needed</li> <li>• Need more time to study</li> <li>• Easier cases</li> <li>• Personal counseling sessions</li> <li>• More friendly environment</li> <li>• Shorter day</li> <li>• Split assessment on two days for each candidate</li> <li>• Arrange time</li> <li>• Conduct assessment away from the office</li> </ul>				
<u>Any comments</u>	<ul style="list-style-type: none"> <li>• Show results on website</li> <li>• Helpful to explore ourselves</li> <li>• Professional assessment</li> <li>• This day improves knowledge and confidence</li> <li>• Learning experience</li> <li>• Waiting for development plan</li> <li>• Professional staff</li> <li>• Clear communication</li> <li>• Interactive, Experts</li> </ul>				

# Assessment Day Participant Feedback Results

**The exposures were a relevant means of assessing leadership capabilities.**

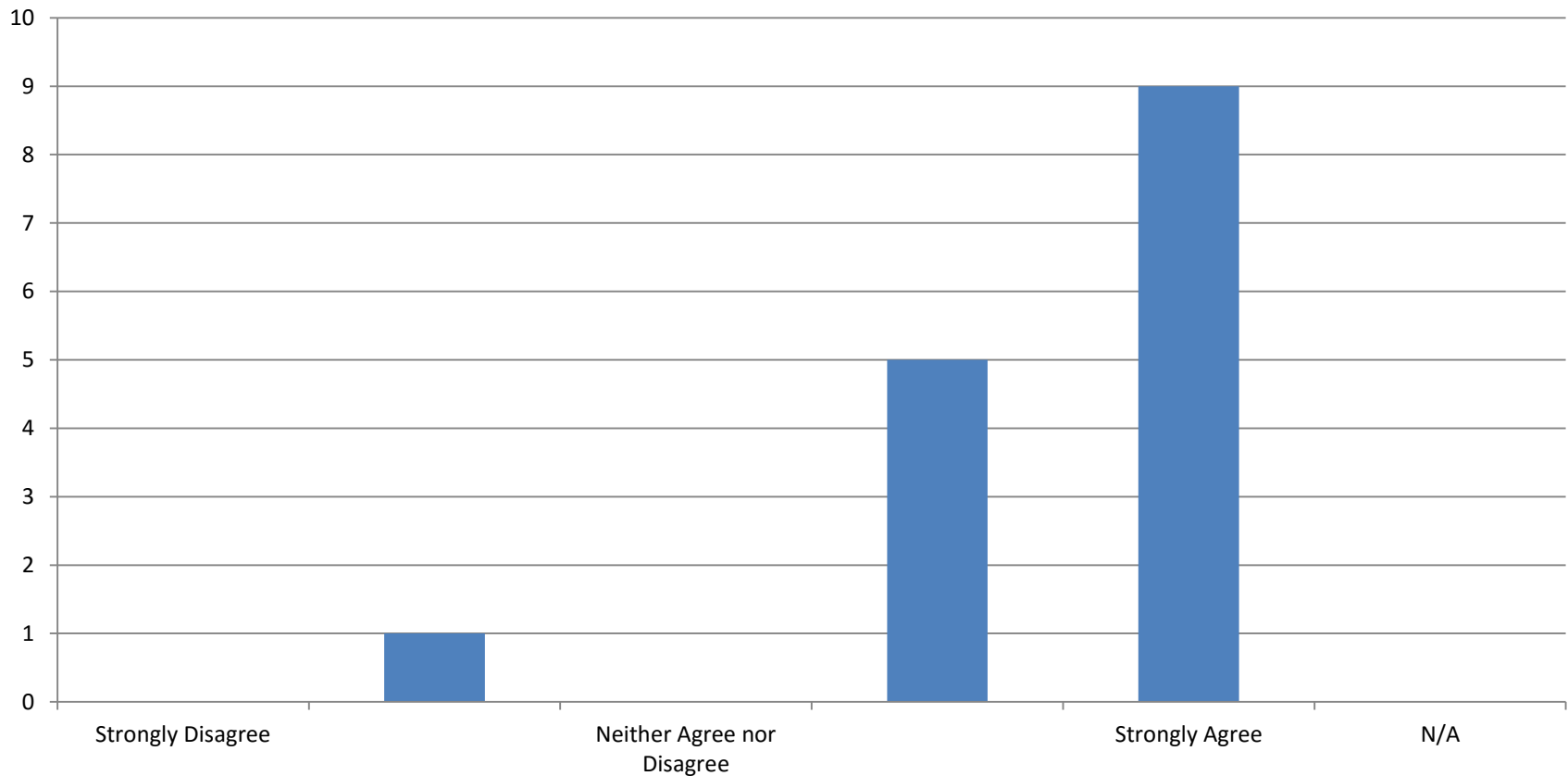


**The exposures were a relevant means of assessing potentiality.**



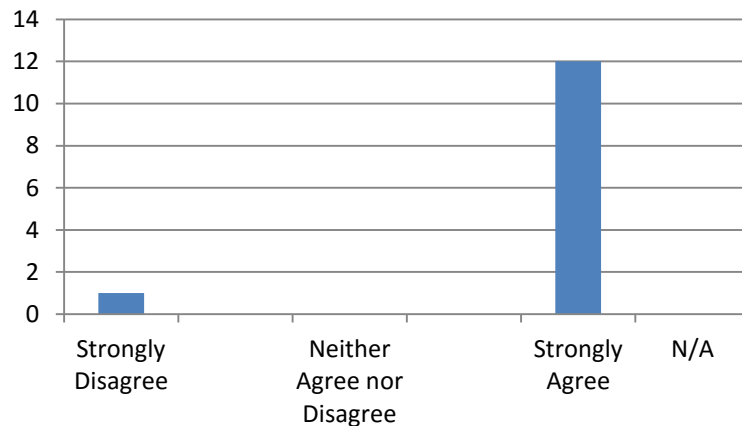
# Assessment Day Participant Feedback Results

**The flow of the program was satisfactory.**

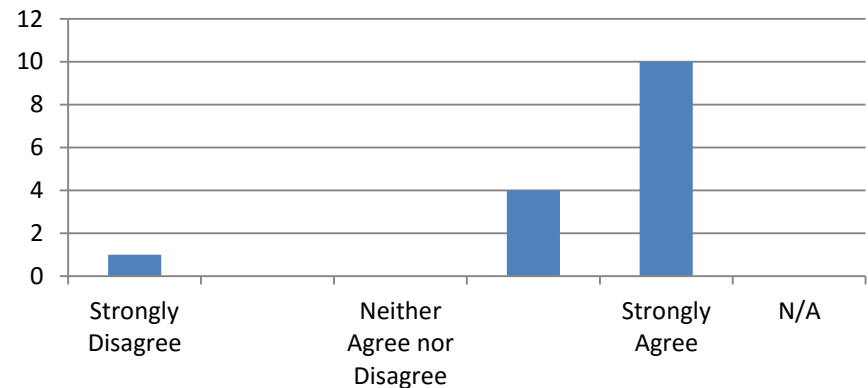


# Assessment Day Participant Feedback Results

**Facilitators were supportive and adequately answered any questions you had.**



**The program was well coordinated.**



## Example: Developing HR and Organization Capabilities SLT-1, SLT -2

- Org. needs to have young potential candidates for grooming into senior roles.
- Such candidates can be found either internally or externally (preferably internally).

# PROGRAM OF THE ASSESSMENT DAY-leadership potentiality

- ✓ Presentation
- ✓ In Tray exercise
- ✓ Coaching-
- ✓ Group Discussion
- ✓ Drum Label-team leadership

who is he ?



# ZZZ BOXING AS ONE OF TOOL FOR ASSESSMENT



# What does **boxing** assess?

1. Making effective decisions
2. Making effective decisions under pressure
3. Taking the initiative to make change happen
4. Seeking opportunity



# Makes effective decisions



# Example: Org. Talent Potential Assessment and Development (TPAD) Process – 2014-2015

- Building on the distinguishing success of the **Talent Potential Assessment and Development (TPAD) Process** in the years 2013, 2014 & 2015 whereby 8 out of 10 identified talent in 2013, 12 out of 17 identified talent in 2014 and 13 out of 20 identified talent in 2015, were promoted into next step roles – an achievement which we all must be proud of. Our Talent development initiatives are well received and recognized and to this end we wish to thank all of you for your enthusiastic participation, appreciation and support.

# Example: Org.Talent Potential Assessment and Development (TPAD) Process – 2014-2015

- In continuation of these efforts and initiatives
  - providing growth and development opportunities for our high caliber colleagues.
- we are pleased to inform you of the **LAUNCH of the Fourth wave of “Talent Potential Assessment and Development (TPAD) Process” for the year 2016.**

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# Example: Org. Talent Potential Assessment and Development (TPAD) Process – 2014-2015

- Our aim is to create a pool of talent who has the potential to grow further and have in place the development tools in order for them to move into positions of greater responsibility in various streams (sales /marketing, Commercial (Key Accounts), Training etc.) in the coming period.

# Example: Org. Talent Potential Assessment and Development (TPAD) Process – 2014-2015

- The process in general would be as follows and would be managed by a Selection committee – appointed by the MCM and chaired by the HR.
- Applications will be invited for participating in the Assessment center for different positions, depending on the business needs.
- For every position there would be defined qualifying criteria.
- Colleagues who qualify the criteria will be called in for suitable assessment process which may include but not limited to interviews and an assessment center (Exercises, tests etc.).
- Colleagues who will qualify all the steps in the assessment process up to the final stage will be qualified to become “Member” of the TALENT POOL for the subject role or equivalent role.



# Example: Org. Talent Potential Assessment and Development (TPAD) Process – 2014-2015

## The Talent Pool Members - Privileges :

- The talent pool members will be the focused pool for any upcoming **opportunities during the one calendar** year. Member(s) who demonstrated closest readiness to the requirements of the posted job will be considered for final selection of the job as appropriate **including interview with N+2 as applicable** to the position, should there be a vacancy available.
- Will receive comprehensive feedback on the assessment results - strengths and areas of development.
- Will be supported in the identified, focused individual development plan to work through it during the coming period. **Direct Manager will provide the needed support in liaison with Training and HR departments to ensure implementation of the development plan.**

# Example: Talent Potential Assessment and Development (TPAD) Process – 2014-2015

## TALENT POOL MEMBERSHIP VALIDITY:

- The talent pool membership will be for a period of one year, following which the assessment process as appropriate will be conducted for updating the talent pool to meet the business requirements.
- Colleagues who completed one year as member of Talent Pool would be eligible to continue to be the member of talent pool for the second successive year provided :
- He / She maintains the performance rating of “meet expectations – 5”
- He / She is not involved in any disciplinary case
- Colleagues who completed two years as member of Talent Pool would be eligible to validate their membership for the third successive year provided:



# Debriefing

## -Starts with self assessment

Lead competency	Self-assessment	R&S rating	Comments
<i>Think strategically</i>			
<i>Act for change</i>			
<i>Cooperate transversally</i>			
<i>Develop people</i>			
<i>Lead teams</i>			
<i>Commit to customers</i>			
<i>Make decisions</i>			
<i>Strive for results</i>			

# CONCLUSION

M. G.	<p>Coaching for A.G. to achieve more (100 box of product X * 22 euro=2200 Euros) by end of 2014</p> <p>Coaching for S.A. to achieve extra 10% in Product Y 2500-3500 box (1000 * 40 Euros=40000 Euros)</p> <p>M.G. will achieve extra 2-3% from total gross in Sharqia area</p>
W. M	<p>Increase product Z in Hay el Gamaa hospital from 200 to 700 box (500 * 15.5 Euros)=7750 Euros</p> <p>Coaching for A.R. to achieve 150% in German hospital (from 2500 to 4000 unit) 1500 * 13 Euros=19500 Euros</p> <p>100% growth in product XY vs 2013</p>

- **There was total commitment of 1.006.950 Euros extra target utilized talent and this is the ROI assessment centre.**

