

Select Assessment for Executives

Leadership Evaluation and Development



"During my years with Sony Corporation and now with Titan America, Select Executive Assessment has stood as a benchmark of excellence for our executive assessment services. Time and time again, this tool has provided key insights that have helped us to make the right executive placement decisions, and more importantly, guided us around costly placement mistakes."

Dan Lhota
Director of Human Resources
Titan America

Why Use Executive Assessment? Executive placements can often be multi-million dollar decisions. These senior leaders make daily judgments that have enormous impact on departments, customers, vendors, employees and stockholders. When an organisation puts its faith in a person, it is essential to know the potential risks associated with the decision. Every leader has a "bright-side" (productive behaviour), and a potential "dark-side" (destructive behaviour). You need to assess both sides in order to understand a candidate's potential to succeed in your organisation. Russell Consulting International's Executive Assessment system offers a thorough evaluation, followed by a developmental plan, making us a trusted partner when it comes to identifying and developing great people.

Executive Assessment Overview

Some leaders are effective in every area. They have an amazing ability to communicate a vision, reframe problems, focus in on what is important, inspire others to believe in themselves, hear what is not being said, put a plan into action and move people to achieve great things. Their actions and words demonstrate integrity; they are admired and respected, not feared. We refer to these leaders as being "transformational."

Conversely, some leaders display these productive behaviours only when it serves their purpose. This is a basic survival technique that has helped many senior leaders rise to their current positions. The truth is that these desirable behaviours are often turned off and on like a light switch. It's not uncommon for some leaders to display perfect, productive behaviour in a high level meeting, and then display non-productive, destructive behaviours a few minutes later in a meeting with subordinates. It's also not uncommon for executives to think the world of certain junior leaders, remaining blind to the path of destruction that some "high potentials" leave at lower levels in the organisation.

The reasons for these behaviours have to do with how leaders view their world. To really understand the potential that a leader has for productive and destructive behaviour, you would like to see them when no one is watching. How do they act when their guard is down? How do they act when they do not think there will be ramifications for their actions?

Are they truly able to interpret and understand complex information?

Are they focused on helping other's succeed or are they focused on self-preservation?

Executive Assessment Process

Through a battery of assessment instruments, we are able to define a candidate's cognitive capacity, decision-making style, values, beliefs, management capabilities and approach to working with and leading others. Once an interpretation is made of the raw data, a Ph.D. level psychologist, experienced at assessing executives, conducts a thorough, yet conversational interview with the candidate. During this discussion, the psychologist will explore areas - suggested by the testing - to fully understand how specific traits, abilities, and personality characteristics would actually play out on a day-to-day basis in your organisation. The psychologist writes an interpretive report that clearly outlines each candidate's potential for the future.

Feedback

A developmental feedback session can be arranged for the candidate. The feedback is insightful because it not only covers practical behaviours required for success, but also reveals productive and destructive personality traits. Interestingly, some of these personality traits have been obvious to everyone except the candidate.

The candidate is now armed with powerful feedback along with practical suggestions and specific resources that will allow him or her to be a more effective leader. In addition, the organisation is confident in making key leadership decisions.

Internal Candidates

For internal candidates, in addition to the assessment described above, it is helpful to gather information about current and past job performance. There are some candidates that are “high potential,” as determined through an assessment, but are failing in their current roles. The reasons range from poor job fit to lack of support to personal issues. Conversely, there are leaders that have limited skills and abilities but are currently star performers. These are generally “Over Achievers” that have found a way to be successful in spite of certain deficiencies. Regardless, it is important to know your employees’ true profiles so that appropriate leadership decisions can be made. In general, internal leadership profiles fall into the following categories:

- High Skills & Abilities – High Current/Past Performance:** Leaders that demonstrate high future potential and high current/past performance (5% - 10%) should be part of succession planning and put into positions of increasing responsibility.
- Low Skills & Abilities – Low Current/Past Performance:** Between 5% and 10% of leaders assess low in future potential and low in current performance. These individuals are clearly not a good fit for their current role. Interestingly, some of these individuals are experts at impression management and are viewed by senior leaders as “high potentials.”
- Average Skills & Abilities – Average Current/Past Performance:** These are the majority of your leaders, sometimes referred to as “B” players. They are the heart and soul of any organisation and need to be retained.
- High Skills & Abilities – Low Current/Past Performance:** For leaders that demonstrate high potential but low current performance, additional information should be collected to find out why these leaders are not performing. There are many reasons why some very gifted people fail in their jobs; some can be easily corrected but most cannot.

- Low Skills & Abilities – High Current/Past Performance:** Leaders that demonstrate low future potential and high current/past performance should generally stay in their current positions. Promoting them is a common mistake, which results in the “Peter Principle,” (i.e., being promoted until one can no longer competently perform his or her job). The challenge is that “Over Achievers” have spent their lives working harder than everyone else. These are almost always high initiative, passionate people that are somewhat unaware of their limitations.

Assessment Flow

