

INDUSTRY:

Diversified Natural Resources

SOLUTION:

Leadership Self Assessment

Assessments: A Valuable Resource to Strengthen Leadership Team

THE SITUATION

One of the world's largest diversified resource companies was using 360-degree feedback surveys as an important component of their leader development process. With more than 40,000 employees working in over 100 operations in 25 countries, its leader development efforts were a critical part of their international business operations.

With diverse global locations, the fact that many individuals had little or no direct reports, and the time and resources required to conduct 360-degree surveys, the company wanted to further enhance its leadership development tools by adding an assessment tool that would meet the specific needs to:

- Measure the unique competencies of their leadership model in a valid and predictive way
- Be suitable for both individual contributors and leaders with direct reports
- Require little resources to administer and interpret
- Complement their existing assessment tools

THE SOLUTION

Through a partnership with Russell Consulting International, our affiliate in Australasia, Select International developed a "Leadership Self Assessment" solution to assess and develop the company's current leaders' leadership capabilities and potential. This predictive psychological assessment allows individuals to measure their current capability to demonstrate the skills and behaviors of the organization's leadership model. By using this assessment, leaders and

individual contributors are able to compare their scores to a consistent, objective profile for success.

The Leadership Self Assessment uses a combination of best practice assessment methods to measure a leader's natural tendencies and styles against the model. These methods include personal belief/personality items, situational judgment tests, ethical reasoning scenarios, and critical/logical reasoning exercises. The tool also aligns with the company's strong value of safety by featuring a tailored component that focuses on beliefs regarding safe behavior, risk taking, and ethical safety decision making.

Once the assessment was developed, a comprehensive pilot study was conducted across several parts of the globe. Participants were selected in a targeted manner to ensure a balanced mix of high, average, and low performers within the company. In total, the study included over 90 employees from 11 facilities located across 7 countries, including the U.S., Canada, Australia, Chile, and South Africa. Approximately half the participants were individual contributors, while the remainder had varying numbers of direct reports.

Based on a review of representative position descriptions and score results from the pilot participants, a "footprint for success" was established for the Leadership Self Assessment. This footprint outlined an ideal score range for each competency measured by the assessment. This provides a consistent and objective profile for leadership success within the organization. This enables them to create targeted behavioral action plans to leverage their strengths against this profile and identify development opportunities.

The results of the validation study indicated that Leadership Self Assessment is a valid and predictive tool for assessing potentials for success ($r = .54$). This indicates that a very strong relationship exists between the Leadership Self Assessment scores and actual job performance.

OUTCOMES

The pilot results indicated that assessment scores were highly related to on-the-job performance. In fact, when comparing individuals whose overall assessment scores were in the top 10 percent versus the bottom 10 percent of those assessed, the first group had 4.5 times higher percentile ratings on overall job performance than the latter group, as shown in Figure 1. A high correlation was found between assessment scores and performance ratings ($r = .54$, $p < .01$). A correlation of this magnitude is not only statistically significant but also indicates that the assessment is highly predictive of individuals' performance.

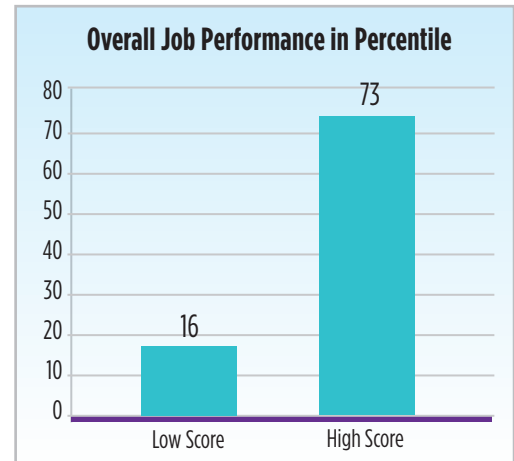


Figure 1

After completing the pilot, the company surveyed participants for their reaction to the Leadership Self Assessment in terms of their experience and the reporting output.

As shown in Figure 2, over 76% of participants agreed that they would recommend the tool to others while 69% said they found their results valuable.

Following the completion of this successful pilot study, the company now uses the Leadership Self Assessment throughout its business units globally, including a Graduate Training Program. They are currently looking at how this tool may complement its existing hiring processes for leaders across the organization.

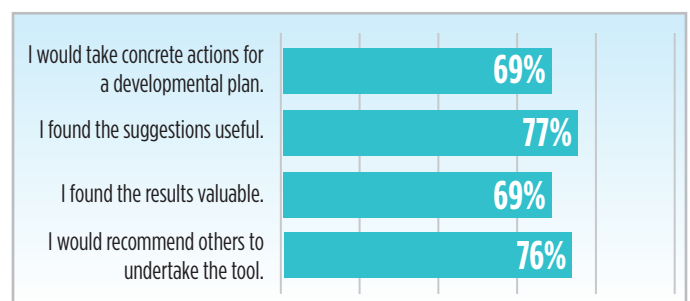


Figure 2