

Got Bench?

Building Your High-Potential Talent Through Assessment and Development

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and Bob Lewis, Ph.D.



Agenda



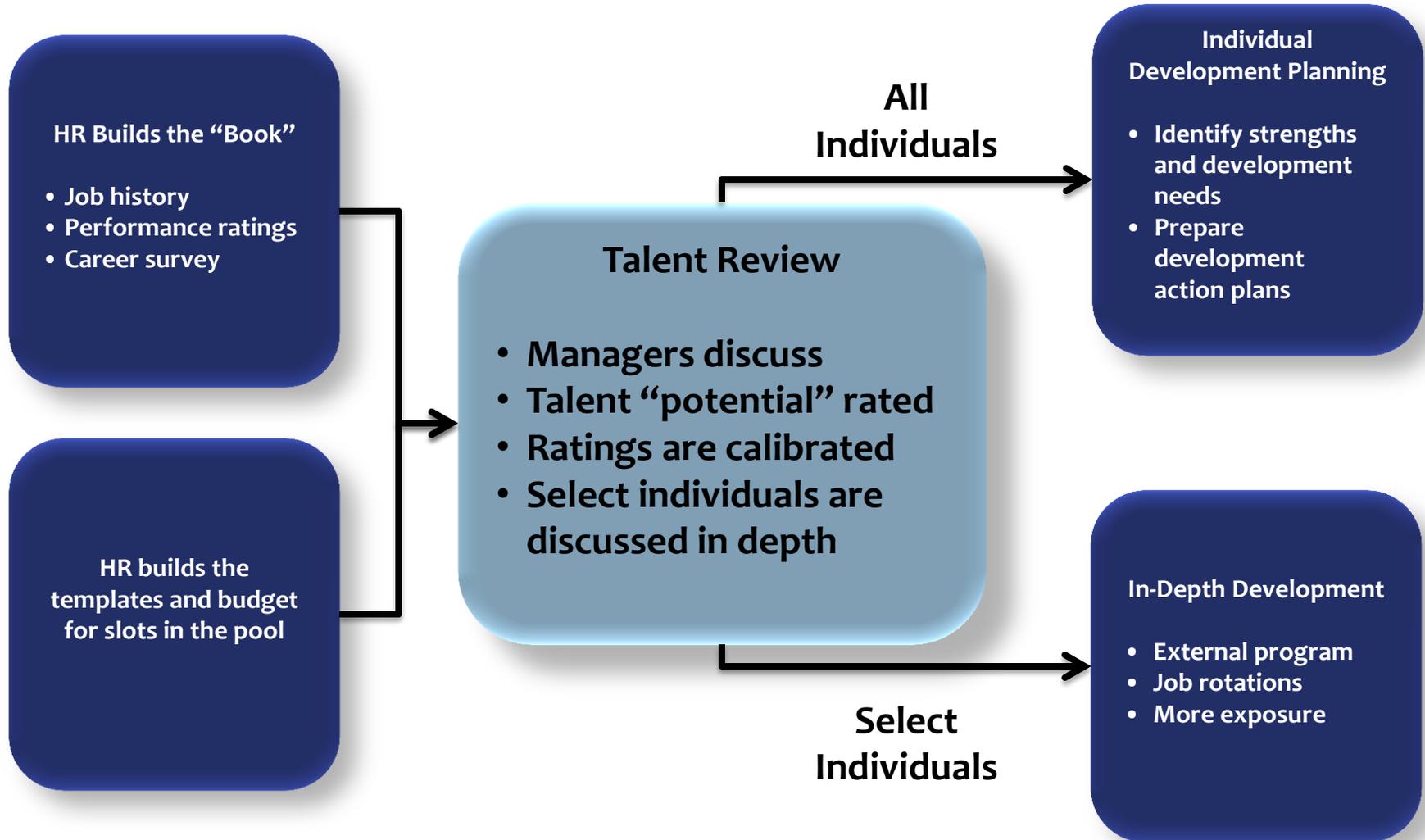
- Identify the key talent issue you are facing and take preliminary steps to address it
- Understand how technology-enabled assessment components can address your talent needs
- Understand cost effectiveness, validity and appropriate level of defensibility

Action #1

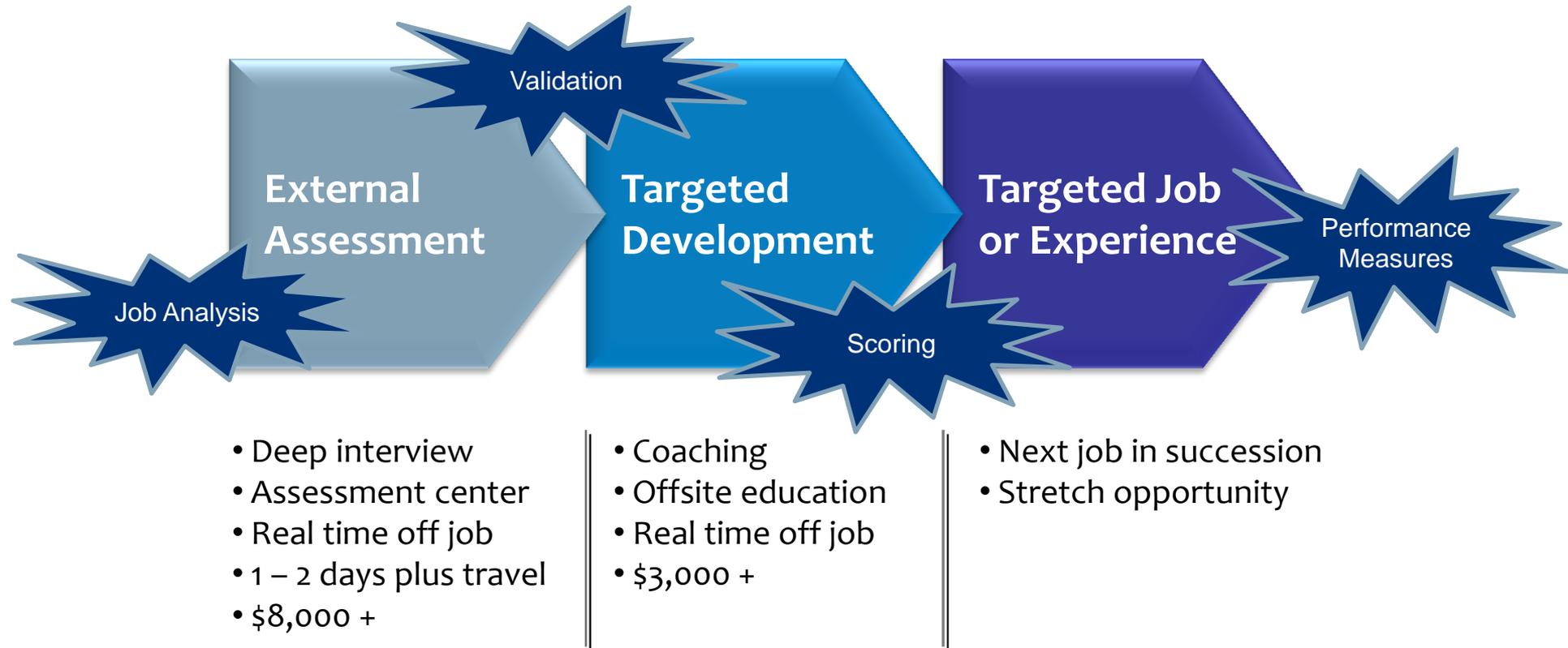
Be clear about what your most important needs are.

- Do not try to solve all your talent problems at once
- Align your areas of focus to the biggest business challenges

Common Assessment Approach



Typical HiPo Follow-On Actions



Action #2

Build or buy your assessments to capture what you need!

Selection	Development
High-volume roles?	Technical or business skills?
Leadership roles?	Management or leadership skills?

Current Competencies	Future Potential
What are the demands of the job?	Potential for what?
What distinguishes high from lower performers?	What do industry/technology changes imply for the future?
How do competent performers accomplish this job?	What will the company have to deliver in the future?

Action #3

Decide on the type/amount of technology appropriate for your goal

- In person
- Virtually
- On paper
- On line
- From the office
- From anywhere
- Tailored and unique
- Validated and consistent

Tools: Technology Radically Changes Assessments

Assessment Science

- Shorter
- Realistic
- Secure

Driving Factors

- Low cost
- Internet access
- High speed

Web Technologies

- On demand
- Computer adaptive
- Video-based
- Rapid customization
- Detailed tracking

Benefits

- Scale
- Efficiency
- Pace

Technology-Enabled Assessment

- Computerized
 - Web-based, PC-based, timed
- Multimedia
 - Images, audio, video
- Interactive
 - Video “games”, simulations
- Remote cameras
 - Interviews, candidate identification
- Branching
- Games



Examples

Traditional Knowledge Assessment

- Traditional assessments are heavily text-based, generally require 8th grade literacy, and have high cognitive demands.
- Below is a typical knowledge assessment for a housekeeping position:

Below are the steps for setting up a bathroom

1. First, place the ice bucket on the left side of the sink.
2. Drape the ice bag over the front side of the ice bucket and cover with the ice bucket lid.
3. Place the plastic cups on top of the ice bucket.
4. Place the shampoo, conditioner, lotion, and soap tray to the right of the sink.
5. Place the shampoo, conditioner, and lotion bottles on the left, right, and back corners of the tray.
6. Place the smaller bar of soap on the middle of the tray and the larger bar of soap on the front of the tray
7. Finally, plug the hair dryer into the electrical outlet.

Typical assessment items:

- What do you do after placing the plastic cups on top of the ice bucket?
- On which side of the sink are the shampoo bottles placed?

Technology Enabled Assessment Item



Technology enabled knowledge items present the same information verbally, in the applicant's native language while a moving arrow visually illustrates the instruction.

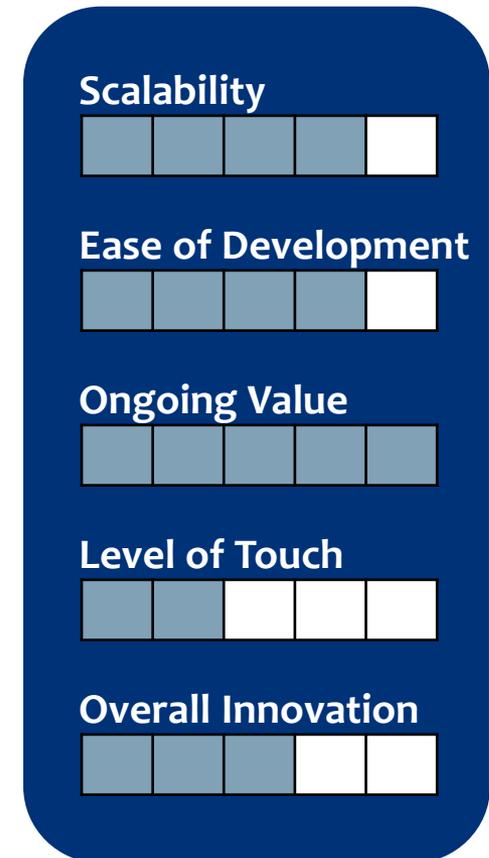
Advantages

- Instructions are conveyed verbally, as they are on the job, increasing job-relatedness.
- Verbal instructions eliminates the need for literacy and decreases the cognitive load, which decreases adverse impact.
- Expands greatly the pool of potential applicants

Online Management Assessment Centers

- Multi-media situational assessment with constrained responses
- Customizable
- In-basket questions
- “Choose-Your-Own-Challenge” model provides item security (i.e., inherent alternate forms)
- Web-based administration

Innovation Scores





>>> Introduction To GXR Components

THE COMPANY

GXR COMPONENTS, INC.

YOUR NAME

CHRIS MILLER

YOUR ROLE

REGIONAL MANAGER

Great Lakes Region

THE DATE

MARCH 4

CAN YOU FIT HERE



GXR COMPONENTS, INC. IS A
DIVERSIFIED MANUFACTURER OF
COMPONENT PARTS FOR OEMS IN THE
AUTOMOBILE, APPLIANCE, AND

Your Role in Brief

As the Regional Manager of the Great Lakes Region you have profit and loss responsibility for GXR's largest customer base. You oversee Sales, Marketing, and Account Management for all customers in the region and coordinate with your peers in Manufacturing, Distribution, and other corporate functions (e.g., Market Research) to ensure that GXR customer needs are met.

An Example: Item

Resources:



[About GXR](#)



[Email Inbox](#)



[Deliveries](#)



[Market Research](#)

How would you facilitate an outcome that takes into account both perspectives?

- A** Ask them each to write up their recommendations and you will decide.

- B** Agree that price is important but reiterate that quality must take precedence.

- C** Review the market research data yourself to determine who is correct.

- D** Ask them to meet and generate a recommendation that takes both price and quality into account.

The screenshot shows an Outlook email window. On the left is a navigation pane with folders: Mail, Inbox (selected), Deleted Items, Drafts, Junk E-mail, and Sent Items. The main pane displays a list of two emails:

From	Subject	Received
John.Shen@GXRCcomponents.com	Market Research Information	Mar 4 11:48 AM
Sue.Davenport@carterproducts.com	Sales Rep Feedback	Mar 4 10:25 AM

The selected email, 'Market Research Information', is shown in detail below. The header bar is blue with the subject text in white. The body contains the following text:

To: Chris.Miller@GXRCcomponents.com
From: John.Shen@GXRCcomponents.com
Sent: March 4, 11:48 AM
Subject: Market Research Information
Attachments: [Market Research](#)

Chris,

Welcome to GXR. I thought you'd like to see some of the work Market Research has done regarding your area.

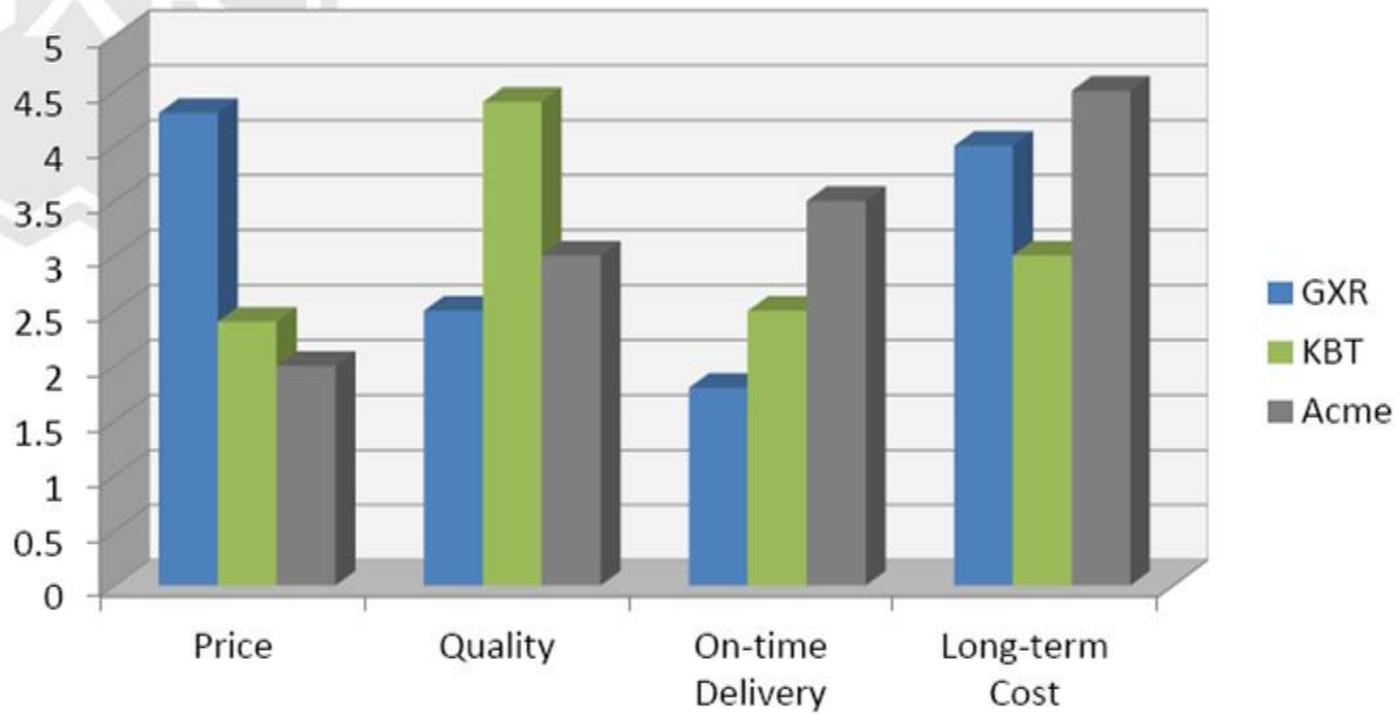
I'll set up some time for us to talk, probably early next week, once you've had a chance to settle in.

John

John Shen | Senior Manager-Market Research | GXR Components
 191 Vernon Road | Columbus, OH 43211
 USA
 Tel: 614-555-2241 | Fax: 614-555-2231 | John.Shen@GXRCcomponents.com

D Cost data from Production Engineering.

>>> Customer Perceptions of...



Free Responses

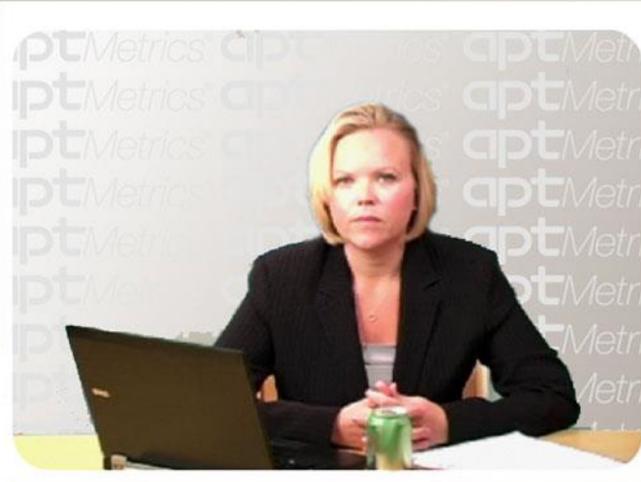
Respond

How would you respond to Kate's concerns?

Before recording your answer, please make sure your webcam is positioned to capture you entirely within the window below.

When you're ready to record, click the button to start.

RECORD



aptMetrics®
Global Strategies for Talent Management

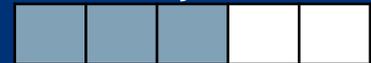
aptMetrics®

Embedded Assessment

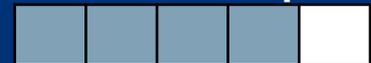
- Real-world Observation
 - Web-record video observation of calls, 1:1 and office meetings
 - Sample emails for communication style, writing skills
 - Behavioral scoring systems with high reliability
- Action-learning Observation
 - Establish action learning events
 - Develop observable competencies and skills
 - Follow and observe team performance over time

Innovation Scores

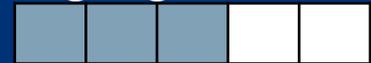
Scalability



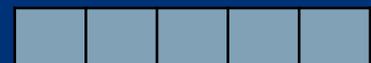
Ease of Development



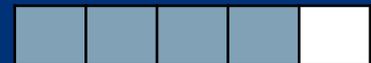
Ongoing Value



Level of Touch



Overall Innovation



Technology Implementation

Need	Goals	Technology-enabled Solutions
Evaluate candidates (selection focus)	<ul style="list-style-type: none"> • Measure skills/capabilities to predict job fit • Assess cultural fit 	<ul style="list-style-type: none"> • Entry Level: targeted personality; low literacy job tests • Manager/Executive: online assessment center
Create a “ready now” bench (development focus)	<ul style="list-style-type: none"> • Prepare for the next job in the hierarchy • Challenge those with unrealistic assumptions 	<ul style="list-style-type: none"> • Online case studies with facilitated feedback
Identify high potential talent	<ul style="list-style-type: none"> • Identify readiness for job progressions or closely aligned families • Prepare for lateral move 	<ul style="list-style-type: none"> • Rapid assessments of job knowledge and skill acquisition <ul style="list-style-type: none"> • Next job • Core elements of lateral job
Differentiate talent	<ul style="list-style-type: none"> • Identify where differentiation needs to occur • Determine characteristics that distinguish hi-po/hi-pro talent via work analysis • Identify strong performers via performance management 	<ul style="list-style-type: none"> • Targeted personality/cognitive tests • Online assessment centers

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**Global
Strategies
for Talent
Management.**