HCC Global Talent Audit Solution

CASE STUDY

Quest for HiPo's Talent Solutions

Integrating Assessment And Coaching For HiPo Identification And Development

Background

Our client, a multinational financial services company, approached us to use psychometrics to enhance their high potential identification process. They had identified a pool of 100 high-potential individuals (HiPo's) but were not confident that all selected individuals were indeed HiPo's.

We partnered with the client's HR team to design a methodology to develop behavioural profile that would help identify true HiPo's. The profile was based on extensive interviews with key stakeholders to gain an in-depth understanding of the business strategy, organisational structure and organisational culture. Working closely with the Executive team, we ensured that that the HiPo Profile was aligned with the overall business strategy and direction.

What We Did In Summary

- Defined the requirements of a HiPo in measurable behavioural terms
- Aligned the profile to the organisational strategy
- Developed clear and practical tools for HiPo assessment, development, and coaching
- Transferred knowledge and ownership to the HR team to independently run their HiPo identification and development process
- Conducted a talent audit that provided an objective map of the current talent pool and how it matched the "ideal" HiPo profile
- Created alignment around a common language describing and defining high potential in the organisation
- Initiated a systematic culture change by changing the way talent was defined, identified and selected and think about HiPo

> *HCC team's understanding of human behaviour combined with their insight into organisational dynamics enables them to deliver value in the most challenging of situations.*
>
> – HR Director, Logistics and Shipping

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Project Flow

Creating HiPo Profiles » Assessing Talents » Implementing Systems » Extracting Insights

Creating HiPo Profiles

We used the Saville Performance Culture framework as the backbone for the design. Employing a combination of online surveys, focus group sessions and individual interviews, to collect data on the core behaviours required by high performers at three different organisational levels - Executive, Middle and Junior. These then were prioritized and distilled to create preliminary HiPo profiles.

Based on ratings from the surveys, we created three profiles (3 levels) consisting of nine dimensions. We further differentiated the two levels of importance, **Essential** and **Desirable**, within each profile.

Assessing Talents

High Potentials completed the Saville Wave and Cognitive Ability Tests. Using the results from these assessments, we compare each HiPo against the ideal profile in order to generate a "fit score" for each. The results were presented in an easy-to-read **12-page automated development report** that included the psychometric assessment results, manager talent ratings, as well as individualised development tips for each candidate based on their unique strengths and development areas. This data formed the basis for individualised development and coaching support for each high potential.
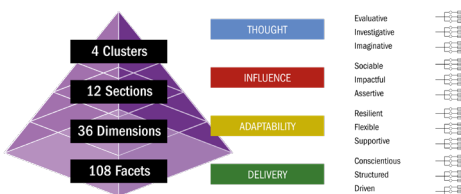
Saville Personality Assessment Framework

Implementing Systems

We trained and certified key members of the client HR team as Saville Wave users. This allowed the client to interpret results and to provide detailed coaching and development support to HiPos based on their specific results.

To gain leadership buy-in for the newly designed process, it was first piloted on the Executive Team. Each Executive Team member completed all the assessments and received individual assessment feedback and reports. A team analysis based on the individual results provided additional insights into the strengths and development areas of the Executive Team. The Pilot process demonstrated the accuracy of the assessment as well as the value of the results in identifying true high potential in the organisation.

Subsequently, all of the existing HiPos in the organisation took the assessment, and the HR team conducted individual briefing and coaching sessions with each of them. During the initial launch of the process, the HCC team worked closely with the client HR team to build their confidence, handle complex cases and discuss feedback strategies. Client feedback indicated that this partnering approach was as a critical part of the success of the project.

Extracting Insights

We consolidated the result in a comprehensive talent audit that indicated the mismatch between the strategic requirements for HiPo's and the current talent pool.

One of the most important insights was that the single highest differentiator for the current HiPo group was a personality trait called 'Self-Promoting'. In contrast, other traits such as teamwork and leadership were insufficiently represented. This imbalance impacted the successful execution of a collaborative and integrative business.
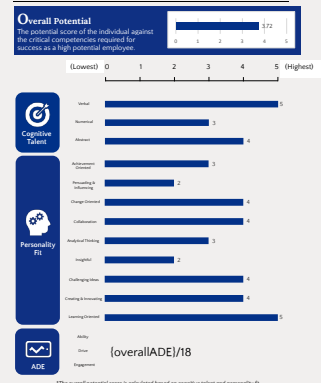
Excerpt of HCC Development Report

Other insights
- The need to use objective assessments to avoid selecting HiPos based on confidence instead of competence
- Effective and efficient potential assessments to spot hidden gems that truly align with company values and with the ideal profile of HiPos in the company
- A HiPo development process based on the success profile of each level
- Using the success profiles as a basis for managerial feedback and ratings instead of more generalised HiPo surveys used in the current process

Opportunities Ahead

- Develop a competency framework for selection, and use the nine dimensions for recruitment externally
- Create a 360 feedback on the nine dimensions to help with performance management and development
- Change management intervention to change the mindset of decision-makers on HiPo, and it means for the organisation