

# **Executive Assessment and Selection for Success**

## **Human Resource Professionals**



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# Executive Assessment and Selection for Success

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# Peak Performance Group, Inc. Executive Assessment and Selection for Success

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### Overview

Peak Performance Group's Executive Assessment and Selection for Success options provide human resource professionals with an additional tool to ensure that the candidates chosen are best suited for their organization and will be successful meeting long term strategic goals.

Professional executive assessment provides decision makers with more complete information about a candidate's capabilities and fit with the organizational, cultural and environmental demands of a particular business or enterprise. It does not provide a guarantee of success, nor should it be used as a sole determinant to eliminate a candidate.

### Why Assess Executive Candidates?

According to multiple studies, 40% to 50% of newly hired executives fail within the first 18 months of employment. The current research supports the notion that executive failure has more to do with the improper alignment between the executive's career motivation and cultural orientation with that of the client organization. Executive business skills or acumen deficiencies are rarely the cause.

Professional executive assessment *reduces the risk* and significantly improves the candidate selection process, ensuring a better match against the specific needs of the company. It is also a critical component of a comprehensive and meaningful talent management and succession planning program. Examples of the costs of hiring the wrong candidate are demonstrated by one study that found costs may be up to 24 times the salary of the executive and another that calculated actual dollar amounts ranging from \$750,000 to \$1,200,000 per hiring failure.



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## How Can Peak Performance Group, Inc. Help?

Human Resource leaders must ensure that the candidates their company selects for new hire or internal promotion have the best potential for long-term success. Peak Performance Group, Inc. provides candidate assessment services that will:

- Increase the success of hiring or promoting the right candidate through expert assessment of leadership capability, personality and psychological fit.
- Enhance the success of the company in analyzing and identifying the candidates with the highest potential for success.
- Improve the effectiveness and efficiency of the executive team in evaluating the candidate's ability to be successful in their specific and unique business environment.
- Increase the predictability of where the newly hired or promoted executive will be successful and areas where he or she will need support.
- Support the optimization of the new executive's effectiveness through a successful transition to his or her new role and integration into the company for new hires.
- Improve the effectiveness and efficiency of the executive team's ability to determine internal candidate readiness to take on broader management responsibilities.



# Executive Assessment and Selection for Success

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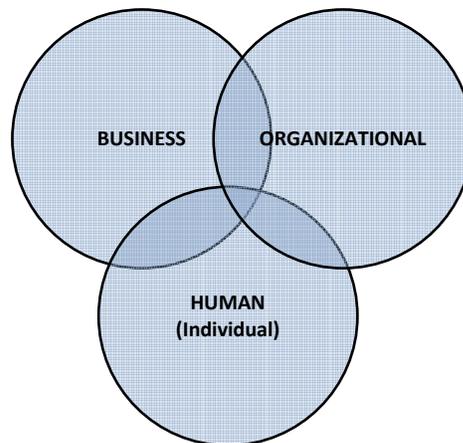
## Key Elements of New Executive Assessment and Success

Three areas of assessment are necessary in providing an accurate and predictable evaluation of an executive candidate. Human Resources owns the overall process to ensure the optimum fit. In the first area, HR works with the hiring executive and team. PPG brings expertise to HR in the other two areas:

- **Business Skill and Acumen Evaluation:** Human Resources has a primary role to ensure full assessment of candidate's job history, critical assignments, performance, education and technical skills compared to successful executives in their internal and external peer group.
- **Personality Trait Assessment:** Each enterprise has a unique combination of demands that senior leaders must successfully address. These demands may require innate strengths such as working well under stress, the ability to adapt to fast changing environments and the ability to influence others to act for the greater good of the company. Relevant personality traits are much more difficult but equally important and critical to assess.
- **Organizational Alignment Analysis:** Research in the causes of new hire executive failure suggest that most often they are due to organizational, cultural, and environmental misalignment in the form of skills, work styles, motivations and values.

The ultimate goals of conducting the three forms of assessment are to provide the client with:

- an accurate evaluation of the candidate's capabilities
- tools that enable efficient client assessments, and
- a model to predict success and failure of each unique candidate in relation to the client's unique business environment



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## What Do Executive Assessments Measure?

Executive assessments evaluate the personality and interpersonal effectiveness of the candidate in reference to the environment in which he or she needs to be successful.

In the context of the client company's business, operational and environment demands, traits and abilities that are assessed include:

- Motive
- Cultural Preferences
- Interpersonal Influence
- Creativity and out-of-the-box thinking
- Ambition
- Interpersonal relationship development
- Emotional stability
- Stress management
- Employee motivation
- Problem solving
- Comfort working with ambiguity
- Strategic thinking
- Values
- Adaptability to change
- Operating under stress
- Trust building
- Management discipline
- Empathy
- Systemic thinking capability
- Conflict and anger management
- Impulsivity
- Openness to feedback and learning from experience
- Team building and team work

## Executive Candidate Assessment Deliverables

The following deliverables, in the form of tools and techniques, provide client companies with an accurate and predictable assessment of executive candidates.

The three executive assessment options employ them to varying degrees.

- **Professional Business and Psychology Assessment Instruments:** Scientifically valid, American Psychological Association certified and professional proven instruments that predict executive performance and identify potential problem areas are the foundation tools for assessing candidates.
- **Leadership Capability Interviews:** As an adjunct to the instrumentation, brief and efficient one-on-one interviews are used to hone in on areas of strength and weakness, providing HR and management with examples and frameworks to evaluate and predict success.
- **Company Environment and Organizational Analysis:** A brief and efficient organizational analysis is conducted for the more volatile client environments where executive success and the accuracy of selection rests more with leadership capability related to culture, values, complexity and the level of stress inherent in the operations of the client company.



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- **Focused Interview Plan and Interview Questions:** Based on each of the assessments employed, a semi-structured interview plan with specific questions are provided that enable HR and management to focus specifically on the unique strengths and potential weaknesses of the candidate as they relate distinctly to the job. Efficiency of the interview increases dramatically with this tool.
- **Recommendations to Support the Newly Hired or Promoted Executive:** To increase the executive's transition and success during the critical first 18 months on the job, recommendations are made that include such things as staff support, operational and process design development, professional development and considerations regarding the uniqueness of the company's culture, values and operational complexity are created.



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## Executive Candidate Assessment Options

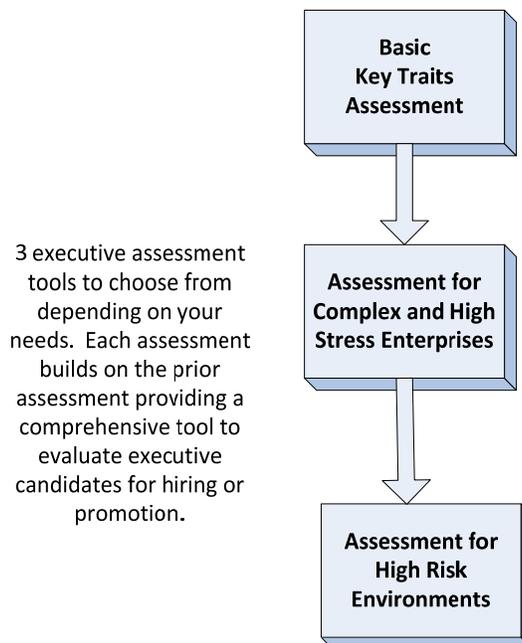
There are three options to choose from depending on your client company's particular needs and the environment in which the executive will work. Each assessment builds on the prior assessment, providing you with a comprehensive process for ensuring the best executive candidate selection for hiring or promotion.

### Option A: Key Traits Assessment

The Key Traits Assessment employs psychological instruments that measure critical personality traits necessary for executive success. Additional data is provided as to how company employees are likely to experience and respond to the candidate's leadership style.

#### Deliverables:

- A leadership profile based on an analysis of key personality traits that include leadership style, problem solving, creativity, stress management, interpersonal relations, management discipline, motivation, and other traits mentioned previously
- An identification of strengths and potential concerns enabling the interviewers or assessors to focus their evaluations with efficiency and precision.
- A focused interview plan with pre-defined questions allows management to more insightfully and with greater precision, efficiency and accuracy evaluate the candidate's leadership and management capabilities unique to the enterprise.



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## Option B: Executive Assessment for Complex and High Stress Enterprises

Executives capable of operating in complex stressful environments require specific skills and personality traits that enable them to lead and manage effectively in such environments. This candidate assessment option utilizes the prior option's assessment in addition to instruments designed to specifically measure traits necessary for challenging business environments.

This option is useful when the candidate will be asked to lead in any of the following environments:

- Complex global business operations
- Complex product offerings and market conditions
- Complex sales engagements
- Volatile market places
- Geographically distributed operational environments
- Significant cross-functional and global team efforts

### Deliverables:

- Experiential and skill leadership capability assessments related to operating under high stress, complex business conditions and how he or she responds to difficult and problem situations.
- Identification of leadership behaviors that could undermine the candidate's success specific to the company.
- Identification of risk factors or counterproductive tendencies that occur under stress.
- A values profile of the candidate.
- Assessments of the candidate's core values, goals, motivational drivers and potential personal agenda.
- Evaluation of the candidate's ability in building and maintaining high performance teams.
- Description of the type of culture the candidate will most likely try to create as a leader.
- A focused interview plan with pre-defined questions allows HR and management to more insightfully and with greater precision, efficiency and accuracy evaluate the candidate's leadership and management capabilities unique to the enterprise.



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## Option C: Executive Assessment for High Risk Environments

The selection of the right candidate for a high risk environment is particularly challenging. The major benefit of this assessment is that the candidate is assessed in the specific context of the client's company, using data collected and analyzed from the client company.

Though business skills are important, success is much more dependent on personality factors related to:

- A) leading and managing under stressful and complex business conditions, and
- B) alignment of values, cultural preferences and motivations.

A high risk environment is typically characterized by one of the following business conditions:

- Company merger or acquisition
- Company turn-around
- Large-scale change
- Start-up transition to a going concern
- Strategic redirection

### Deliverables:

Using an efficient and brief organizational analysis, a model of the company's operational design, environmental character, culture, value sets and key stressors will be created. In conjunction with the data from the prior two assessments, the candidate will be evaluated for his or her ability to align with and succeed in the client's environment.

The interview plan and questions enable the interview or assessment team with greater precision to test key aspects of the candidate's capabilities that are traditionally overlooked.



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## Executive Assessment and Selection for Success Fee Structure

<b>Option A Key Traits Assessment</b>	<b>Option B Executive Assessment for Complex and High Stress Enterprises</b>	<b>Option C: Executive Assessments for High Risk Environments</b>
<p>The Key Traits Assessment employs psychological instruments that measure critical personality traits necessary for executive success. Additional data is provided as to how key stakeholders are likely to experience and respond to the candidate's leadership style.</p> <p>Key traits assessed will include:</p> <ul style="list-style-type: none"> <li>➤ Strategic thinking</li> <li>➤ Interpersonal influence</li> <li>➤ Creativity and out-of-the-box thinking</li> <li>➤ Ambition</li> <li>➤ Interpersonal relationship development</li> <li>➤ Emotional stability</li> <li>➤ Problem solving</li> <li>➤ Comfort working with ambiguity</li> <li>➤ Impulsivity</li> <li>➤ Adaptability to change</li> <li>➤ Reactions under stress</li> <li>➤ Management discipline</li> <li>➤ Empathy</li> <li>➤ Systemic thinking capability</li> <li>➤ Openness to feedback and learning from experience</li> <li>➤ Team building and team work</li> <li>➤ Gregariousness</li> <li>➤ Conflict and anger management</li> <li>➤ Trust building</li> </ul>	<p>Executives capable of operating in complex stressful environments require specific skills and personality traits that enable them to lead and manage effectively in such environments.</p> <p>This candidate assessment option utilizes the prior option's assessment in addition to instruments designed to specifically measure traits necessary for challenging business environments.</p> <p>These traits include:</p> <ul style="list-style-type: none"> <li>➤ Operating under stressful conditions</li> <li>➤ Core values</li> <li>➤ Goals</li> <li>➤ How the candidate responds under difficult and problem situations</li> <li>➤ Motivational drivers</li> <li>➤ Personal agendas the candidate might have</li> <li>➤ Team leadership</li> <li>➤ Preferred culture and how the candidate will be experienced by subordinates and colleagues</li> </ul>	<p>The selection of the right candidate for a high risk environment is particularly challenging. Though business skill are important, success is much more dependent on personality factors related to:</p> <ul style="list-style-type: none"> <li>A) leading and managing under stressful and complex business conditions, and</li> <li>B) alignment of values, cultural preferences and motivations.</li> </ul> <p>High risk environments include mergers or acquisitions, company turn-arounds, large scale change and strategic redirections.</p> <p>Using an efficient and brief organizational analysis, a model of the company's operational design, environmental character, culture, value sets and key stressors will be created. In conjunction with the data from the prior assessments, the candidate will be evaluated for his or her ability to align with and succeed in the client's environment.</p>
<p><b>Key Trait Assessment Fee: \$6,750</b></p>	<p><b>Executive Assessment for Complex and High Stress Enterprises Fee: \$14,000</b></p> <p><b>(Includes Option A)</b></p>	<p><b>Executive Assessment for High Risk Environments Fee: \$33,500</b></p> <p><b>(Includes Options A and B)</b></p>



## PEAK PERFORMANCE GROUP, INC.

From our offices on Cape Ann, which juts into the Atlantic north of Boston, the Peak Performance Group (PPG) overlooks the famous status of the Gloucester fisherman: with eyes fixed on the horizon and hands gripping the helm, he is ready to cope with all kinds of weather and conditions – from smooth, coastal waters to rough, daunting seas.

For us the stalwart captain also stands symbol to the various journeys we help launch our client-partners on:

- Journeys that enable them to explore and treasure the natural desire of people to be successful and expert at what they do.
- Journeys that help them discover and deal with particular business challenges impeding the success and progress of an individual, an organization and the synergistic integration of the two.
- Journeys that have been charted and validated by the solid undergirdings of research in human motivation and performance.
- Journeys that provide our clients with insights and skills – with rudder and ballast – that serve them well, time and time again, under ever changing conditions, no matter the circumstance.



### PPG Integrated Products and Services Include:

- Organizational Analysis & Design Services
- Professional Education and Training
- Instructional Design and Development Services
- Team Development and Team Building
- Executive Coaching
- Executive and Employee Performance Assessments



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