

Impactful Selection & Development Assessment at Leadership Level



The Challenge

A prominent financial services organization were looking to improve how they hire, retain and develop best-in-class leaders.

An assessment process that combined rigor, objectivity and in-depth insight were core requirements for the organization who knew that making the right talent decisions at leadership level was crucial to them realizing their ambitious strategic plans.



The Solution



The organization opted to embed Saville Assessment's [Leadership Impact model](#) into their hiring and development processes for senior leader and executive levels.

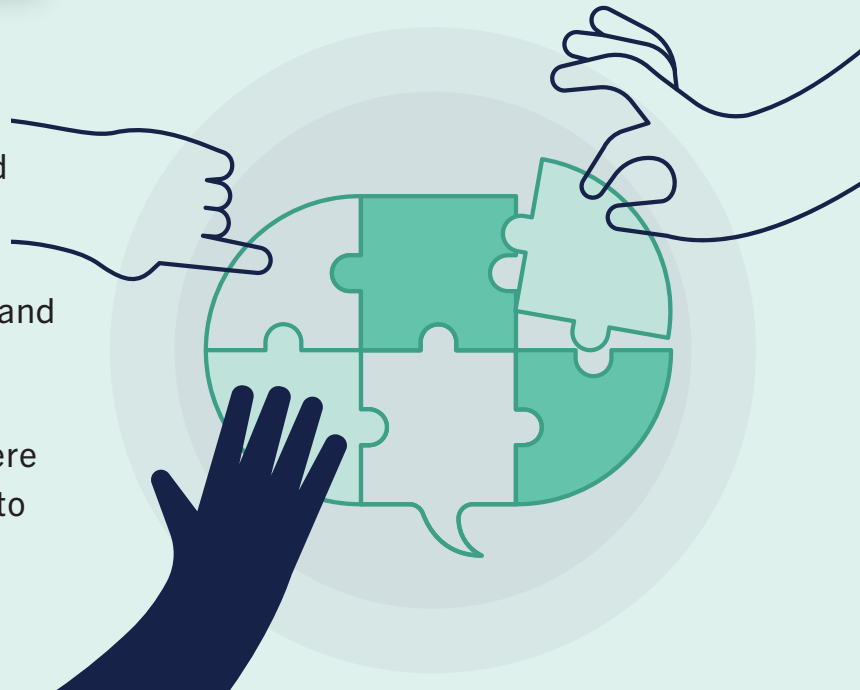
The Leadership Impact model provided recruiters and organizational development specialists with a unique insight into the likely impact a leader might have on key organizational outcomes aligned to business need.

The beginning of each assessment process, for both selection or development, started with a profiling workshop run by an experienced assessment specialist with key stakeholders, identifying the core operational and strategic requirements of the role using the Leadership Impact model.



In a selection context, leaders completed the **Wave Professional Styles questionnaire**, generating a suite of Leadership Impact reports which were explored with leaders during in-depth debriefs with an assessment specialist. Key insights garnered on the individual's leadership style, impact and potential risks were fed back to hiring managers to inform robust selection decisions.

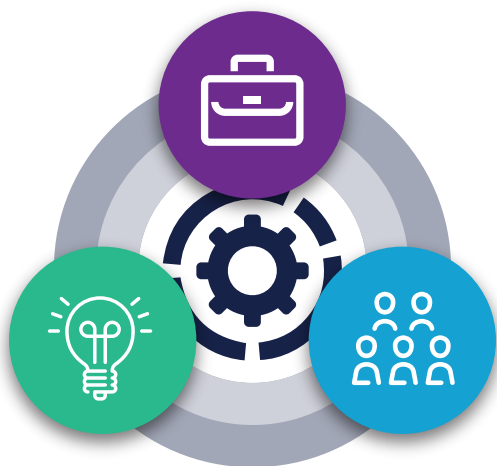
In a development context, leaders completed the same questionnaire and partook in coaching development conversations to understand the gap between current and potential impact and blockers that may be impeding that individual realizing their potential. Key insights from the coaching sessions were shared with line managers or mentors to support ongoing development.



The Outcome

Implementing these processes has ensured that the organization has a streamlined, standardized, in-depth assessment process for all their most senior leaders.

Extensive profiling as standard for every role or development initiative ensures that all stakeholders are focused on where leaders need to have impact in order to provide the best chance of realizing the organization's strategic ambitions.



Recruiters and organizational development specialists are able to share unique insights with managers on leaders' impact, style and risk to enable thoughtful decision-making based on multiple data points. Furthermore, insight gleaned through the process enables more individualized onboarding and development planning.

At an enterprise level, the organization has a wealth of data across selection and development scenarios to help benchmark the impact potential of their leaders and run gap analysis to inform the direction of talent initiatives to drive further impact at the most senior levels of the organization.

Benefits to the Organization

QUALITY



A bad hire at leadership level can cost as much as two times an employee's annual salary*. Using an assessment process underpinned by the Wave questionnaire can help to reduce the risk of an underperforming hire from 1 in 5 to 1 in 50, optimizing the organization's chances of hiring the right leaders into the right roles.

ENGAGEMENT



As a predictor of Sustained Engagement, driving development initiatives using the Leadership Impact output impacts wider engagement metrics across the teams that the leaders are responsible for.

EFFICIENCY



The streamlined process allowed 100 senior leaders in a two-month period to partake in a development event, providing targeted development at individual, group and enterprise level to the most senior talent in the business in a quick and accessible manner.

DIVERSITY/ EQUITY & INCLUSION



A company-wide standardized process for senior level assessments increases objectivity and helps reduce bias, leading to more diverse talent decisions.

* This Fixable Problem Costs U.S. Businesses \$1 Trillion (gallup.com)