

Building a World Class Assessment / Development Process

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- Who We Are ?
- The SHL Philosophy
- Competencies : A common Language
- Requirements for a Successful Assessment Process
- Psychometric Assessment tools
- Breaking News !! New Launch

Who We Are

- **World leader**
 - > Founded over 35 years ago, SHL develops psychometric assessments that measure behaviour and predict the performance of people in an organisation
 - > As the world leader in talent assessment solutions in the workplace, SHL supports organizations in the selection and development of people at all levels
- **Global network reach with local sensitivity**
 - > SHL operates in over 50 countries and more than 30 languages, and more than 25 Million assessments delivered each year
- **Experience and insight**
 - > SHL has a proven track record with 25,500 clients, including many of the world's most admired companies
 - Over 60% of the Fortune Global 500
 - 80 of the FTSE 100
 - 48 of the 50 top global brands (Interbrand 2007)
 - 9 of the top ten Forbes Biggest Companies (2008)
- **We deploy highly skilled world class consultants**
- **We are thought leaders in the field of objective assessment**

Where We Are



Territory Hub Offices:

UK (Thames Ditton)

Sweden (Stockholm)

Germany (Cologne)

Belgium (Brussels)

Singapore

Hong Kong

Australia (Sydney)

Americas (Princeton)

South Africa (Pretoria)

India (Mumbai)

UAE (Dubai)

1000+ staff and operations in more than 50 countries

300+ consultants providing fully integrated HR solutions

Assessments available in over 30 languages

Multi-lingual client support worldwide

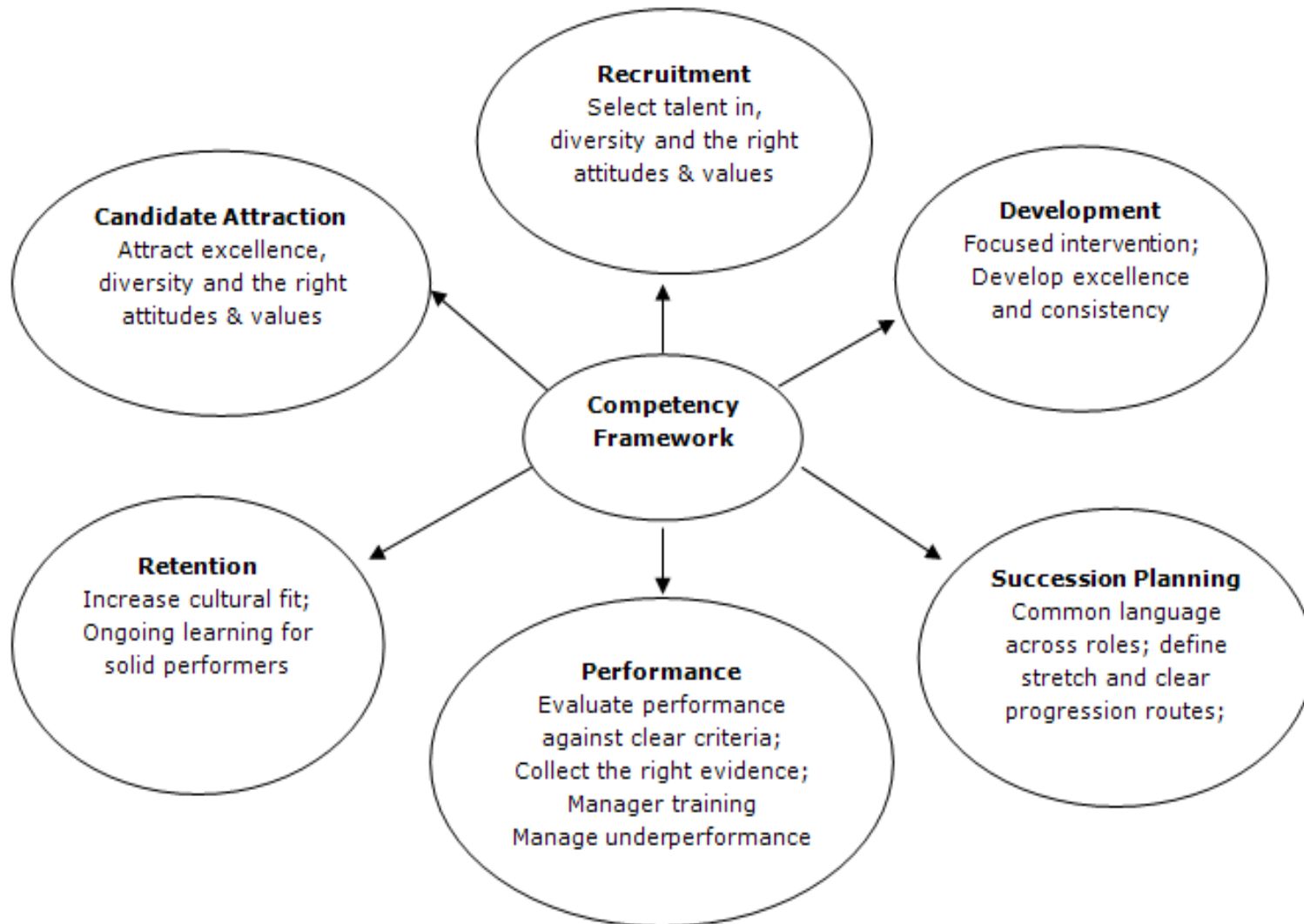
Most comprehensive test catalogue available in the World

- Behavioral/personality, cognitive, skills, biodata

Some Businesses We Have Helped...



Competencies : A common Language



Universal Competency Framework

1	Leading & Deciding	1.1	Deciding & Initiating Action	1.2	Leading & Supervising		
2	Supporting & Cooperating	2.1	Adhering to Principles & Values	2.2	Working with People		
3	Interacting & Presenting	3.1	Relating & Networking	3.2	Persuading & Influencing	3.3	Presenting & Communicating
4	Analysing & Interpreting	4.1	Writing & Reporting	4.2	Applying Expertise & Technology	4.3	Analysing
5	Creating & Conceptualising	5.1	Learning & Researching	5.2	Creating & Innovating	5.3	Formulating Concepts & Strategies
6	Organising & Executing	6.1	Delivering & Meeting Expectations	6.2	Following Instructions & Procedures	6.3	Planning & Organising
7	Adapting & Coping	7.1	Coping with Pressure	7.2	Adapting & Responding to Change		
8	Enterprising & Performing	8.1	Achieving Goals & Objectives	8.2	Entrepreneurial & Commercial Thinking		

SHL Philosophy

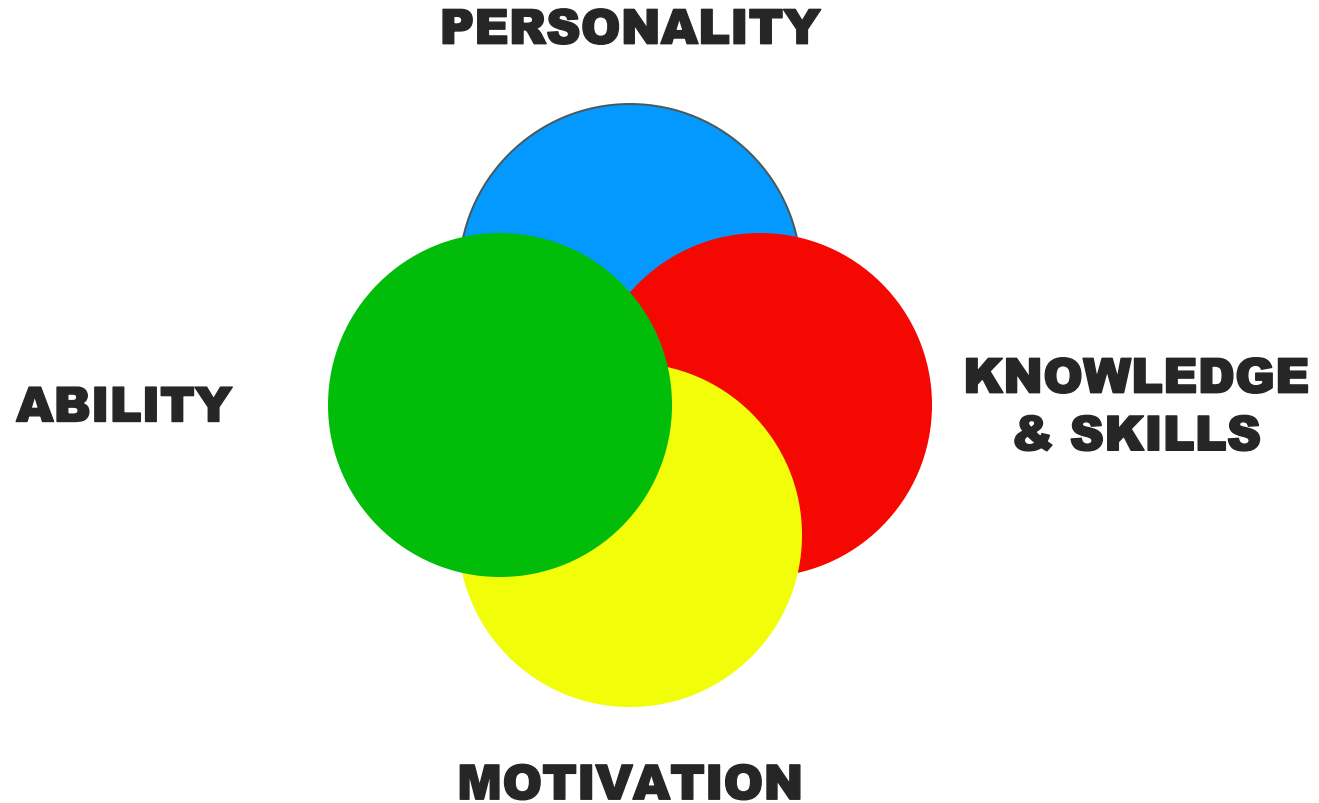
It is critical to first **define** and then **measure**, if you are to **realise** the benefits



Requirements For A Successful Assessment Process

- An agreed assessment and development strategy
- Key competency framework mapped to job / rank levels
- Portfolio of appropriate assessment tools potentially via recruitment portal – ability tests, personality questionnaire, 360° questionnaire
- Appropriate technology
- Assessment / skills simulations – group exercise / role play
- Designed and validated assessment centres
- Tailored competency based interviews
- Trained assessors, facilitators and coaches

Understand the Job!



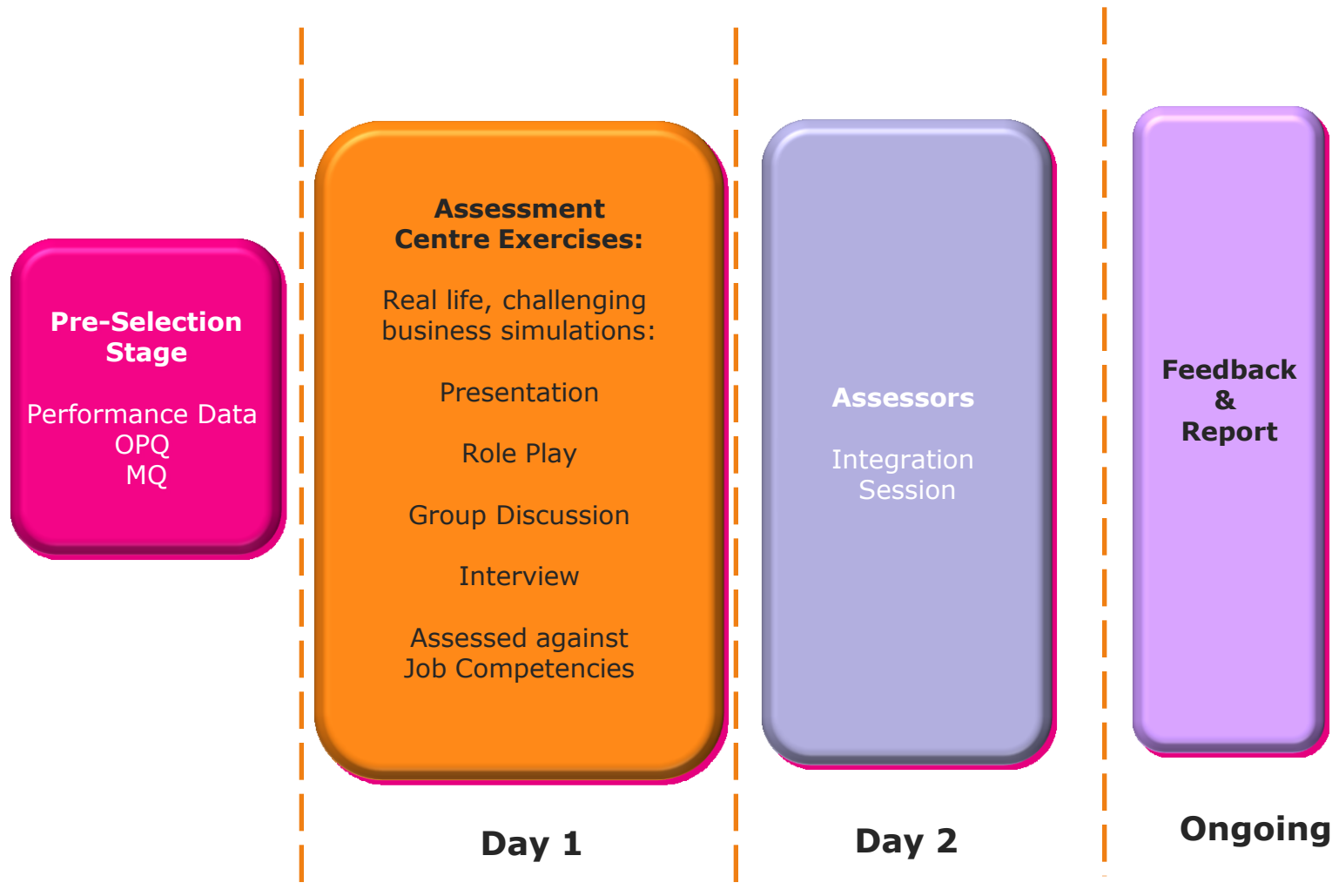
Psychometric Assessment Tools

- **Occupational Personality Questionnaire (OPQ).** Market leading and revealing personality at work questionnaire that enables individuals to understand how they prefer to work, against 32 measures, or scales. Combined with ability tests and the Motivation questionnaire the outputs from this questionnaire contribute to the assessment of an individual's potential for more demanding roles.
- **Motivation Questionnaire (MQ).** This questionnaire will allow clarification of the strength and nature of an individual's motivators and de-motivators in the work place.
- **Numerical and/or Verbal Reasoning Ability Tests.** Measures an individual's ability to work quickly and accurately with complex and conflicting data/text.

Simulation Exercises & Technical Skills Testing

- Simulation exercises can aid in the assessment of competencies and we recommend using a range of these to aid in the identification of candidates' areas of strengths and development areas. The techniques used may include Group Exercises; Role-Plays; In-Trays; Analysis Presentations; Fact Finding Exercises.
- Job Specific Solutions and Technical Skills Tests available for use in assessing candidates. The technical skills range from clerical skills to essential skills such as English Grammar and Reading Comprehension assessments.

Example Level two-day Development Event



Illustrative Assessment Matrix :

	1 to 1 Coaching Role-Play	Strategic Analysis Presentation	Structured Interview	OPQ	MQ	Numerical Reasoning	Inductive Reasoning
Persuading and Influencing	√	√√	√	√	√		
Entrepreneurial and Strategic Thinking		√√	√	√	√	√	√√
Leading and Supervising	√		√	√	√		
Deciding and Initiating Action	√	√√	√	√	√		

Occupational Personality Questionnaire



OPQ – Occupational Personality Questionnaire

Uses the SHL Occupational Personality Questionnaire (OPQ), which is SHL's flagship personality tool.

The OPQ:

- Measures an individual's typical way of behaving, thinking and feeling
- Evaluates likely implications for fit to different roles, and to the organisational values and culture
- Is available online in multiple languages including Arabic
- Rated by the British Psychological Society as the top of the top echelon of personality questionnaires

SHL On Demand – Candidate View

Windows Internet Explorer - استبيان الشخصية: إرشادات

http://myassessment.ondemand.shl.com/WebForms/GenericInstructions.aspx

File Edit View Favorites Tools Help

Task list page Log in استبيان الشخصية: إرشادات

الصفحة الرئيسية | تعليمات | التفاصيل الخاصة بك | جهة الاتصال | الخروج

shl
People intelligence
Business results

استبيان الشخصية: إرشادات

سيتم تقديم مجموعتين تتكون كل منهما من ثلاث عبارات في كل صفحة. وتتلخص مهمتك في اختيار العبارة التي تعتبر أنها أقرب ما يكون إلى التعبير عنك، وكذلك العبارة التي تعتبر أنها أبعد ما يكون عنك في كل مجموعة.

الأقل ملاءمة	الأكثر ملاءمة	
<input type="radio"/>	<input type="radio"/>	أستمع بصحبة الآخرين
<input checked="" type="radio"/>	<input type="radio"/>	أجرب نشاطات جديدة
<input type="radio"/>	<input checked="" type="radio"/>	أتطلع إلى المستقبل

فحدد الخيار ذا الصلة لاختيار أي العبارات أكثر دقة في التعبير عن شخصيتك وأيها أقل دقة. إذا كنت ترغب في تغيير إجابتك، فما عليك سوى تحديد خيار مختلف.

للاطلاع على هذه التعليمات مرة أخرى في أية مرحلة من مراحل الاستبيان، انقر فوق الارتباط تعليمات الموجود أعلى الجانب الأيسر من الشاشة.

انقر فوق زر التالي (الموجود أسفل العبارات) للمتابعة وذلك عند الانتهاء من إكمال كلا المجموعتين من العبارات بكل صفحة.

استمرار رجوع

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Online OPQ Questionnaire – Candidate View

Mohamed Farid - Windows Internet Explorer

http://player.ondemand.shl.com/WebForms/QuestionnairePlayer.aspx

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Task list page Log in Mohamed Farid

الإرشادات | خروج

Mohamed Farid تقييم >

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استبيان الشخصية : الصفحة 1 من 52

الأقل ملاءمة	الأكثر ملاءمة	
<input type="radio"/>	<input checked="" type="radio"/>	أحب مساعدة الناس
<input type="radio"/>	<input checked="" type="radio"/>	أستمتع بالأنشطة التنافسية
<input type="radio"/>	<input checked="" type="radio"/>	أتحلى بنظرة مشرقة للأمور

الأقل ملاءمة	الأكثر ملاءمة	
<input type="radio"/>	<input checked="" type="radio"/>	أستمتع بصحبة الآخرين
<input type="radio"/>	<input checked="" type="radio"/>	أجد سهولة في عقد المفاوضات
<input type="radio"/>	<input checked="" type="radio"/>	أطلع إلى المستقبل

التالي

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SUMMARY OF COMPETENCY POTENTIAL

The table below provides a summary of Mr Candidate's potential performance on the twenty competencies. By selecting those competencies that are most important for the role, and probing those areas for evidence of how Mr Candidate has demonstrated effectiveness, you are more likely to recruit the best person for the job.

Definitions of the twenty competencies can be found on page 7 and 8 of this report. Recommended interview questions for each of the competencies are provided in the Universal Competency Framework™ Interview Guide. Competency profiling cards are also available to help in identifying essential or desirable competencies. For more information contact your SHL representative.

Competency	1	2	3	4	5	Important for Success? (tick)
Leading and Deciding						
1.1 Deciding & Initiating Action						
1.2 Leading & Supervising						
Supporting and Co-operating						
2.1 Working with People						
2.2 Adhering to Principles and Values ¹						
Interacting and Presenting						
3.1 Relating and Networking						
3.2 Persuading & Influencing						
3.3 Presenting and Communicating Information ²						
Analysing and Interpreting						
4.1 Writing & Reporting ²						
4.2 Applying Expertise & Technology ²						
4.3 Analysing ²						
Creating and Conceptualising						
5.1 Learning & Researching ²						
5.2 Creating and Innovating ²						
5.3 Formulating Strategies and Concepts ²						
Organising and Executing						
6.1 Planning & Organising						
6.2 Delivering Results & Meeting Customer Expectations ²						
6.3 Following Instructions & Procedures ²						
Adapting and Coping						
7.1 Adapting and Responding to change						
7.2 Coping with Pressures & Setbacks						
Enterprising and Performing						
8.1 Achieving Personal Work Goals & Objectives						
8.2 Entrepreneurial & Commercial Thinking ²						

The index numbers refer to the 20 competency dimensions from the SHL Universal Competency Framework™.

¹ OPQ32 only assesses some aspects of this competency, specifically related to the areas of rule-following and utilising diversity.

² Assessment of this competency could be enhanced by adding a measure of aptitude or ability.

COMPETENCY POTENTIAL PROFILE

1. Leading and Deciding		1	2	3	4	5
1.1 Deciding and Initiating Action						
✓	Is keen to take charge of situations.					
✓	Places a high emphasis on achieving difficult targets.					
●	Generally makes decisions without too much delay.					
✗	Has a slight tendency to go along with the group consensus.					
1.2 Leading and Supervising						
✓✓	Is highly likely to use persuasion when motivating others.					
✓	Is keen and comfortable to lead a group.					
●	As likely as most to understand what motivates others.					
●	Is moderately likely to trust, and thus to empower, others.					













2. Supporting and Co-operating		1	2	3	4	5
2.1 Working with People						
●	Is as prepared and as comfortable as most others to seek contributions from others in order to make a decision.					
●	Occasionally seeks to understand the reasons for others' behaviour.					
✗	Is likely to be a little selective with support and sympathy.					
✗	Competitive drive may prevent co-operation with colleagues.					
✗	Some desire to spend time away from people may affect team working.					
2.2 Adhering to Principles and Values ¹						
●	Is as likely as others to seek a diverse range of views.					
●	Is as likely to adhere to rules and regulations as most.					

3. Interacting and Presenting		1	2	3	4	5
3.1 Relating and Networking						
✓	Is likely to feel fairly confident in formal business situations.					
●	Is as likely as most to seek to understand what motivates others.					
✗	May be a little bit reserved in group situations.					
✗✗	Is very unlikely to adapt personal style to fit in with others.					
3.2 Persuading and Influencing						
✓✓	Is extremely interested in selling and negotiating.					
✓✓	Is extremely likely to be comfortable with promoting own credentials.					
✓	Is likely to feel fairly confident when influencing others.					
●	May occasionally seek to understand other peoples' needs and motives.					
✗	Tends to be somewhat reserved in group situations.					
3.3 Presenting and Communicating Information ²						
✓✓	Very likely to enjoy using persuasion when putting forward an argument.					
✓✓	May nearly always feel calm before important occasions.					
✓	Is likely to feel fairly confident when formally presenting.					
✗✗	Is very unlikely to adapt his own style and approach to the audience.					

¹ OPQ32 only assesses some aspects of this competency, specifically related to the areas of rule-following and utilising diversity.

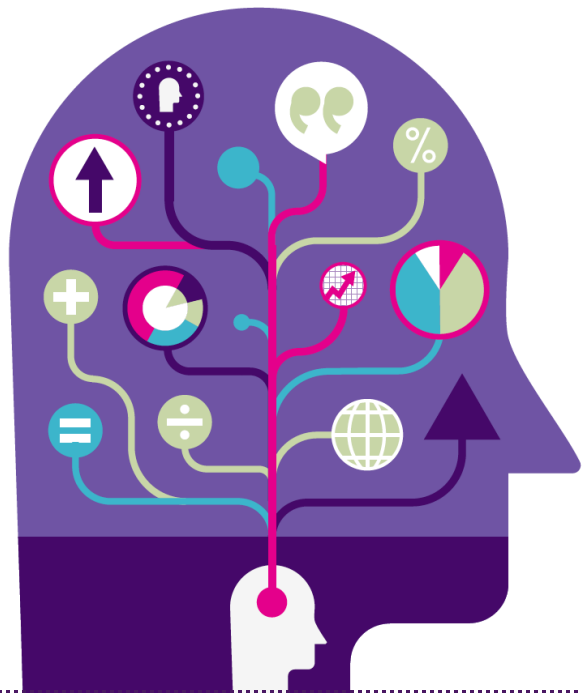
² Assessment of this competency could be enhanced by adding a measure of aptitude or ability.

Sample Assessment Report

Competency	CURRENT BEHAVIOUR					POTENTIAL
	Development Need	Potential Area for Development	Meeting Expectations	Likely Area of Strength	Clear Area of Strength	Future Potential
Competency One						
Competency Two						
Competency Three						
Competency Four						
Competency Five						
Competency Six						

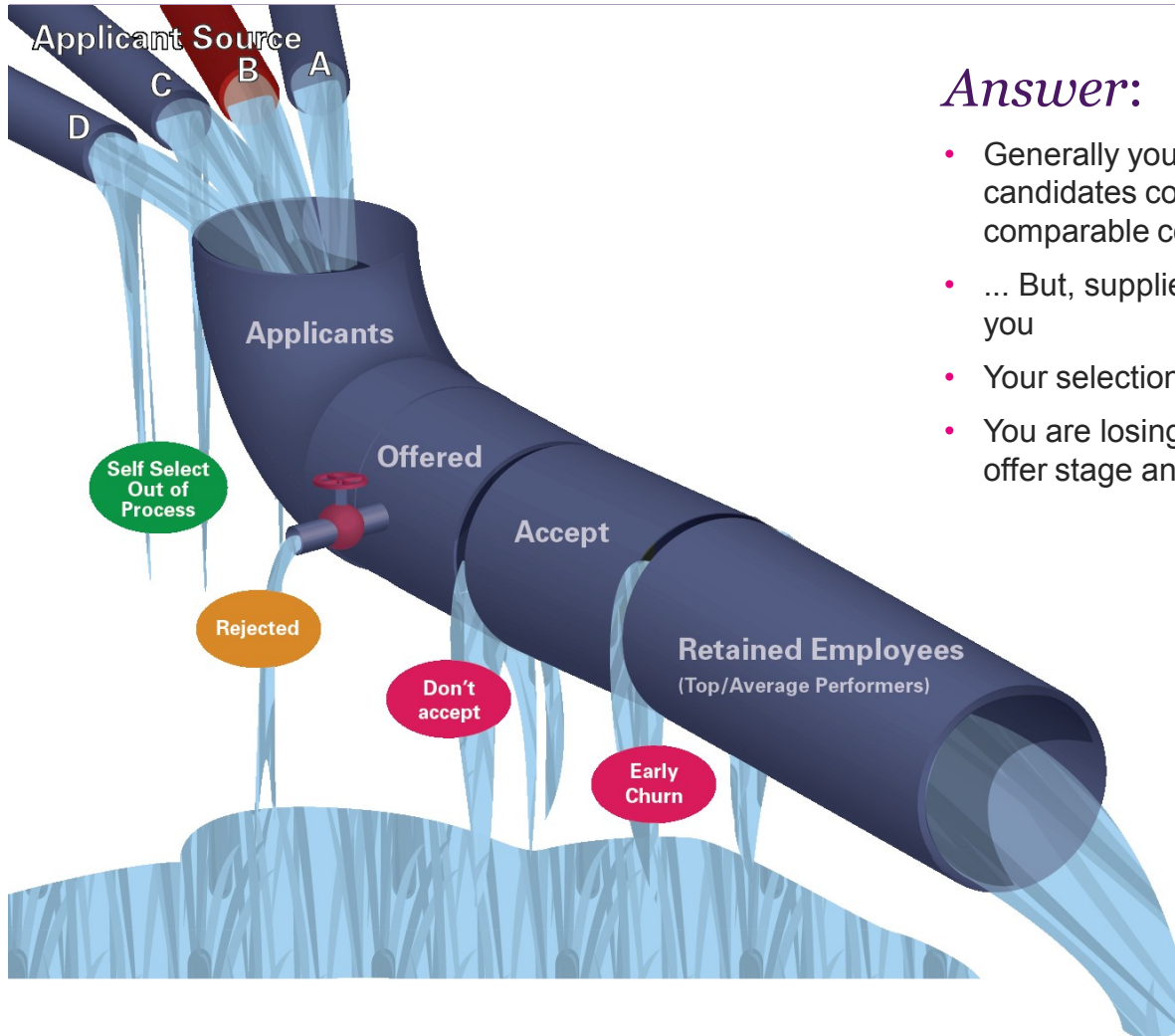
Talent Board Review

	Planning	Coordinating	Delivering
Organisational leadership			TZ MV ● ● ● ● ● ●
Senior Manager			TK BB SJ SZ ● ● ● ● ● ● ● ● ● ● ● ●
Middle Manager	HF ● ● ●	MF ML ● ● ● ● ● ●	BM TZ FB FW JR ● ● ● ● ● ● ● ● ● ● ● ● ● ● ●
Operational Management	PB SC ● ● ● ● ● ●	NT JN SM ● ● ● ● ● ● ● ● ●	ZP JB KE IR SB LC VV AV MC ●



*Talent Analytics*TM

Question: When do I lose the best quality candidates – after or before?

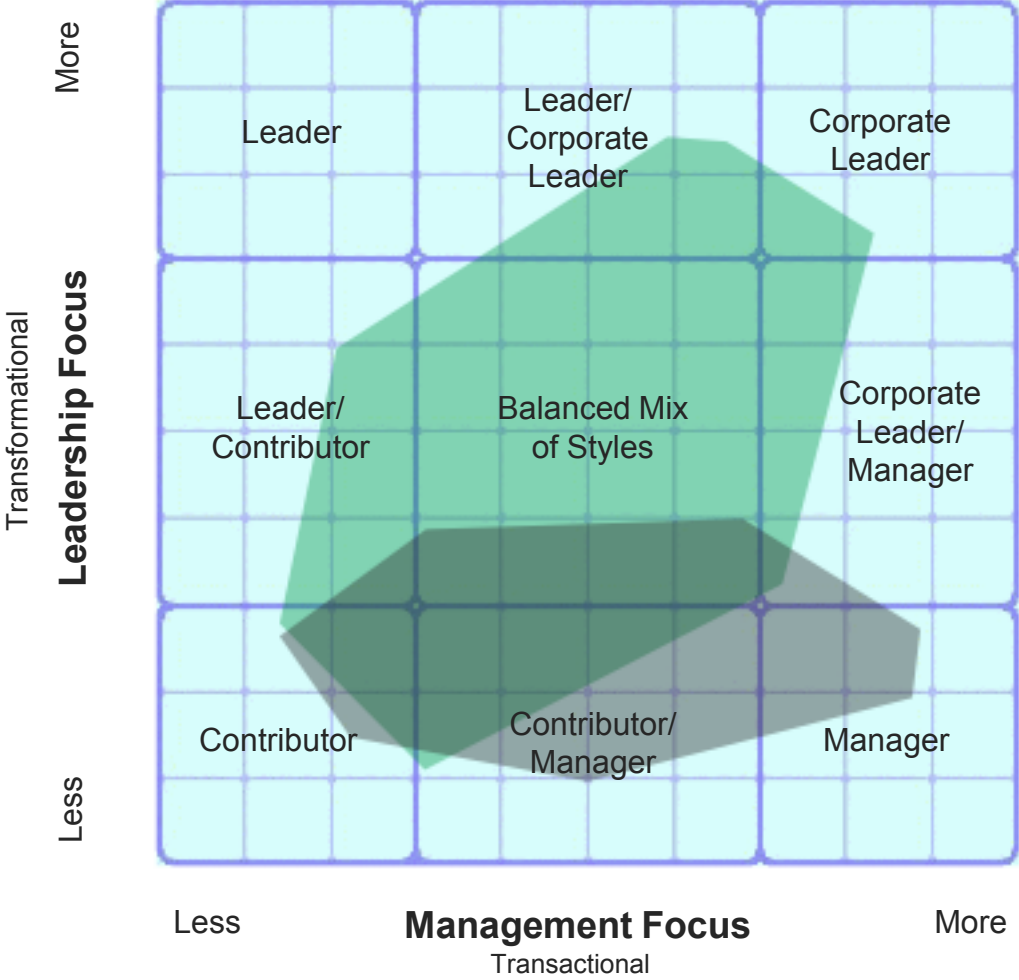


Answer:



- Generally you are attracting good quality candidates compared to similar roles in comparable companies...
- ... But, supplier B is not working well for you
- Your selection process could be improved
- You are losing many good candidates at offer stage and through early churn



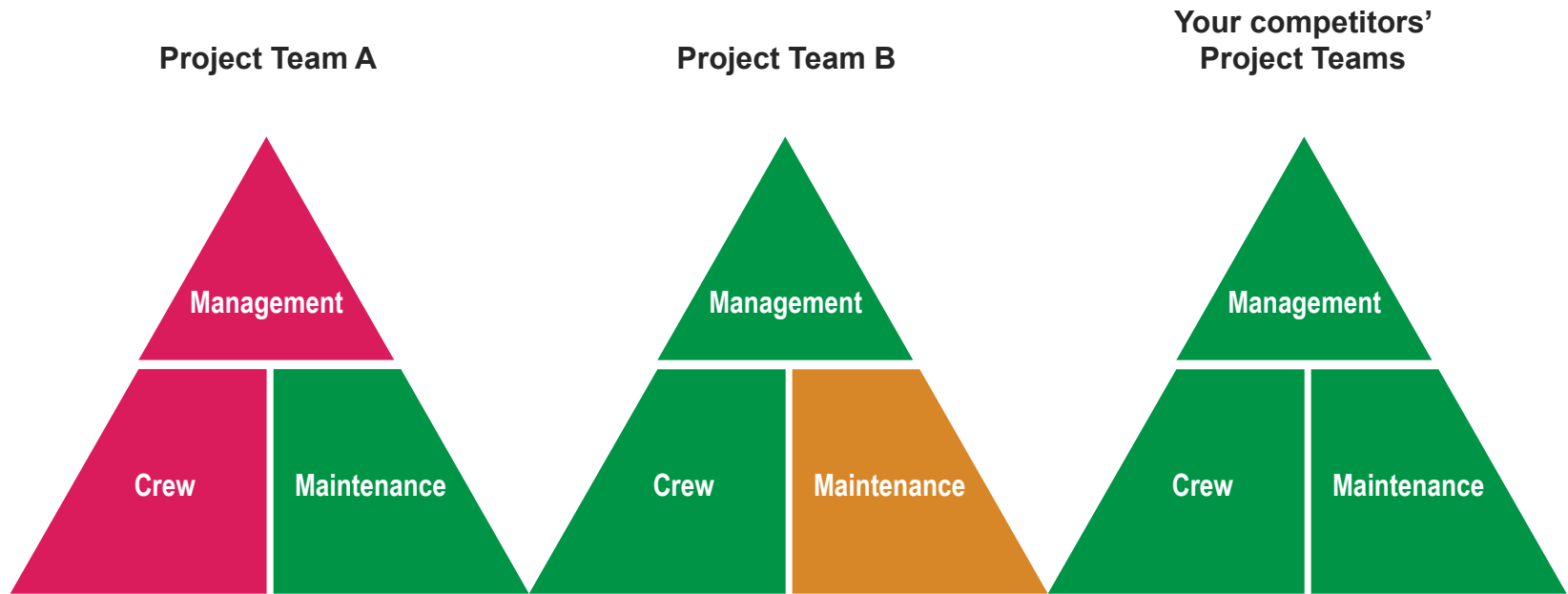
Question: Are my college/graduate hires the future leaders of my business?



Answer: Not as likely as others in your sector

-  Your college recruits
-  SHL Benchmark for your industry

Question: Are any of my teams likely to put my business at risk?



Answer: Maybe, you have a concentration of risk in Team A

Options:



Menu:



SHL Competency Benchmark by Industry Sector

