



## **RISK ASSESSMENT FOR EXECUTIVE SELECTION AND DEVELOPMENT**

A critical factor in ensuring a successful appointment in a new role is to undertake an appropriate level of due diligence. A thorough risk assessment by professional business psychologists will reduce executive failure, and greatly improve development, fast-track and succession planning initiatives. It just makes good business sense to get objective advice and assessment on an individual's capabilities and potential to perform in a specific role.

### ◆ **TECHNICALLY STRONG, BEHAVIOURALLY OR MANAGERIALLY WEAK**

As a rule, the majority of candidates for any senior level position are technically qualified to do the job. However, the hard part is making a choice between technically able people. New hires are never perfect and the issues are never 'black and white', and it is a question of measuring 'degree of fit' from a behavioural or managerial perspective to reduce the likelihood of false starts, enhance business continuity, and eliminate the cost and hassle of an early termination.

### ◆ **FIT FOR PURPOSE**

The selection challenge is to assess not only how well the individual matches the requirements of the position but also how well the individual matches the needs of the organisation. It should also be noted that 'best fit' does not simply mean finding a clone of current executive members, or assessing someone in isolation of the organisation or business needs. However, it does mean finding someone who is compatible but who will also strengthen and add value to the current leadership capability.

### ◆ **UNDERSTANDING THE ORGANISATIONS NEEDS**

The starting point is to assess the organisation in terms of its key priorities, culture and the type of leadership style which is successful. It is also important to identify what styles will complement the team, what lessons have been learned from past hiring experiences, how much difference in style does the business want or how much difference can the business accept, and what types of issues will a new executive have to address in order to be successful.

### ◆ **SUCCESS FACTORS**

Defining what 'good looks like' and what it will take to be successful in the position ensures clarity of purpose. The key focus should be on the success factors, and the key leadership characteristics required to implement the organisational challenges. When there is a clear understanding of the company's needs, its culture and the role, then there is a clearer picture of 'best fit' for the organisation.

#### ◆ **TAILORED ASSESSMENT SERVICES**

The PCS Assessment process does not provide any single system, battery or tests but we do have the ability to use a combination of criteria-led in-depth interviews by business psychologists and psychometric tests to measure the qualities, competencies and behaviours that are relevant to the particular organisation's objectives. Areas of investigation may include:

- **Delivery and execution behaviours** relating to planning, organisation, risk management, compliance, focus, prioritisation, judgement, governance, stamina, pace and energy.
- **Growing the business behaviours** relating to innovation, intellectual stretch, vision, and aligning key opinion shapers.
- **Team leadership behaviours** relating to direction, motivation, challenge, line manager coaching, performance management and emotional intelligence.
- **Stakeholder relationship behaviours** relating to interpersonal style, building partnerships, communication, influence, emotional resilience, values, judgement, instilling confidence in others, and collegiate, collaborative work relationships.

#### ◆ **REPORTS & FEEDBACK**

The reports and feedback are tailored to the organisation's core competencies and where possible drafted in the language of the organisation. We will look to make recommendations on the job suitability match across a range of success factors, and present the data in both qualitative, and quantitative formats.

#### ◆ **FAST-START FIRST 100 DAYS COACHING**

A great deal of data is gathered during the recruitment process, but unfortunately this data is not consistently used to help accelerate the induction of the new hire into the company. The **PCS Fast-Start First 100-Day Coaching** programme aims to use the hiring assessment data to help to signpost people how to play to their strengths, how to close gaps, and meet the expectations of the business in a range of different areas that can make a difference between success and failure.