

**Assessment Center
Period: 03.2009**

GIVEN SITUATION

The company that asked for Perspective Group's support is a major player in the telecom services sector with presence all over the country. At that time it was revising its development plans and wanted to know to what extent it would be possible to promote some of the existing employees in three key positions in management. These people had very good business results and impeccable conduct but little experience in managing larger teams. The organization always preferred to promote from inside.

In this program there were selected by the client 9 employees.

PERSPECTIVE GROUP'S APPROACH

- Agreeing with the client organization the specific set of competences, chosen from a set of general competences. They were in accordance with the values, mission and aspirations of the organization and also with the specific of the job.
- Drafting the type of message used to internally communicate the assessment process – for this purpose it was made an analysis of the existing type of culture in order to fit the content and the means of communication and to maximize the employees' implication in this process; we have build the message with the support of the direct managers and we helped our client to transmit this message.
- Review of the positions from the point of view of the organization and behavior as well. At the basis of the assessment process stood the suitable candidate's profile for the job.
- Situational individual interview based on the competences. Based on the competencies defined as appropriate for the mentioned position, the candidates were asked to describe how they managed certain concrete situations that were faced in the past (STAR - situation / responsibility / action / results).
- Psychological evaluation in order to identify the decision-making skills, analytical reasoning, attention span capacity, speed of processing information, etc.
- Behavioral assessment, which aimed to identify the behavioral profile of the participants in the daily activities and in extreme pressure situations, in terms of decision-making, initiative, networking, compliance. It was done through the assessment system Thomas International for which Perspective Group is licensed.
- Case study / role play – The content of the exercises reflected the work situations faced by participants daily, without copying them. Even if the tasks

and conflicts are similar to the ordinary ones, the details are different, which enables the investigation of the candidate's natural behavior.

- Assessment of the competencies: using multiple predefined criteria. Personal Profile Analysis gave us relevant information about the behavior of the assessed persons in routine work, at the job they occupy at present and in extreme pressure situations. The same analysis gave us details about the motivational aspects, about possible frustrations generating conflicts, about the preferred communication style and about the values that the assessed person can bring into the organization.
- Management Audit: outlined the main management skills and to what extent are they present (more or less) to a certain person so that the compatibility with the job can be assessed.
- Exercises of presentation skills in front of the evaluators.
- Questionnaire to identify the motivational factors.
- Questionnaire to identify the managerial style.
- Questionnaire for evaluating the performance.
- Final evaluation report: there were identified and recommended to the management the persons best fitting the new positions; it was offered support in shaping the training and the development plan required for each.
- Review and discuss results with the general management of the company. Coaching and support offered to the management in communicating the personalized feedback to each evaluated employee - at this stage the company asked for the presence of Perspective Group's consultants.

RESULTS

- There were identified in a short time the people with potential for development, the ones that could be promoted on the available positions. It was established the development plan for them.
- The costs of the organization were reduced by objectively identifying the right people from inside, without the need to recruit externally and to use additional time and resources.
- It increased the involvement and the motivation of the employees who appreciated such initiatives and the fact that the company promotes from inside.
- The management team was able to find out the motivational aspects of those evaluated.

- Personal training needs were identified and individual career plans were done.
- The participants were advised to make full use of the information in the report, how it can help them for personal development, how to interpret the results, how to build an individual action plan for change and development (with the support of the direct manager).
- All those involved in the process had the chance to find out their strengths and development areas.

