

Implementing a combined assessment process for a talent pipeline program

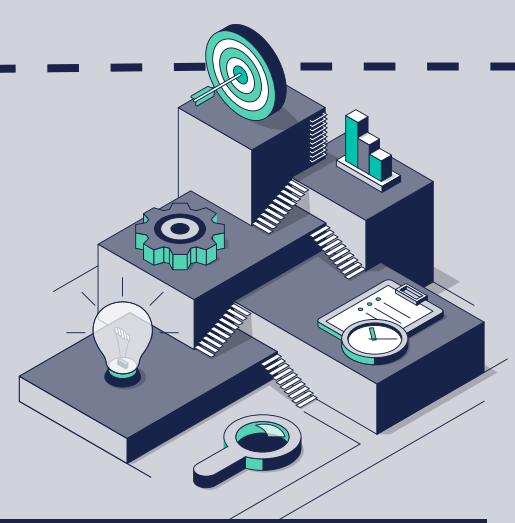
We worked closely with an industrial gas organization to support employees across various European countries in their leadership development with a structured two-year talent assessment process.

The program includes an analysis of historical information (e.g., professional background, education, past performance) of the employee, a workplace behavioral assessment, a personal interview, a feedback session on their behavioral assessment and goal-setting conversation, followed by a one-year leadership development program, and a follow-up session to track progress.

The challenge

The organization needed to create a fair and valid talent assessment process, resulting in clear development objectives.

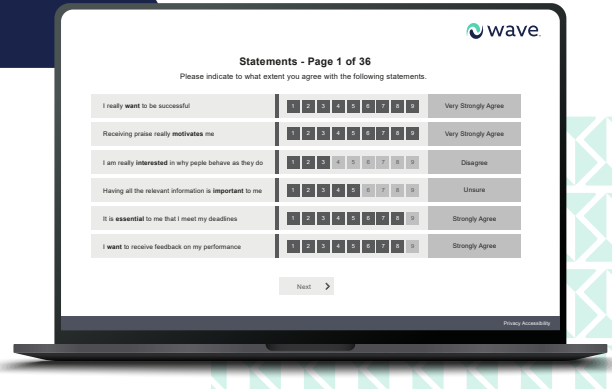
They needed a valid measure to capture their leadership profile, assessing strength and challenge areas, in addition to business insight and financial acumen.



The behavioral assessment needed to complement the process and robustly capture the employees' current preferences, motivations and possible inhibitors to help them identify key focus areas for their development journey.

The solution

By mapping the highly-valid Saville Assessment **Wave**® model to the organization's leadership profile, we helped them assess their employees' preferences, strengths and areas for improvement in the language they spoke internally.



Individuals were invited to complete a 35-minute **Wave Professional Styles** assessment which powered multiple report outputs supporting the next steps in the process.

From the completion of Wave, a competency-based **Interview Guide** was generated. This guide was used by a team of expert consultants to conduct structured competency-based interviews in six different languages. This provided structure and ensured greater consistency between the interviews.

The guide also allowed the consultants to probe into specific strengths and challenges relevant to the individual. The insights gained from the interview were used by the consultant to produce a written report for their manager and HR team, highlighting the key strengths and challenge areas.

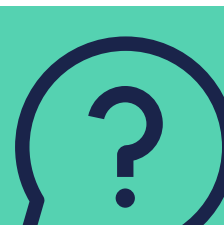


Each employee involved then discussed their **Wave Expert Report** with a consultant during a one-to-one 90-minute developmental feedback session.

The purpose of this step was to help the individual gain greater awareness about their profile, their key strengths and challenge areas, and aspirations for their professional future.

At the end of the feedback conversation, the consultant worked with the individual to create a personal development plan with key actions to work on during the next phase of the program.

Following the one-year internally-delivered training program, the consultant will reconnect with the individuals to discuss their progress on the goals set in the personal development plan.



Benefits to the organization

QUALITY



Introducing Wave helped to add validity to their current leadership model and the assessment provided both the business and participants of the talent pipeline program with objective insights into their key strengths and development areas.

EFFICIENCY



The use of the assessments helped to provide structure to the interview process and helped to reduce preparation time of the consultants involved.

ENGAGEMENT



Feedback sessions and interviews powered by participants' Wave data provided valuable information to structure development goals and plans.

DIVERSITY, EQUITY & INCLUSION



As the organization spanned across multiple European countries, consultants provided feedback sessions and interviews in multiple languages to make the session accessible in participants' preferred languages.

Wave insights provided an objective review of participants' preferences, motives and talents while minimizing the opportunity for bias to creep into the process.