

In-Depth Assessments for Transformative Leadership Selection in the Electronics Manufacturing Industry

The Challenge

One of the world's most trusted manufacturers of electronic components was looking for the future head of a key division of its business.



Given the importance of this strategic role, the client required an in-depth and robust assessment to ensure the new hire could achieve the division's ambitious growth targets, while answering specific people challenges, including rebuilding morale and improving employee engagement.

The Solution

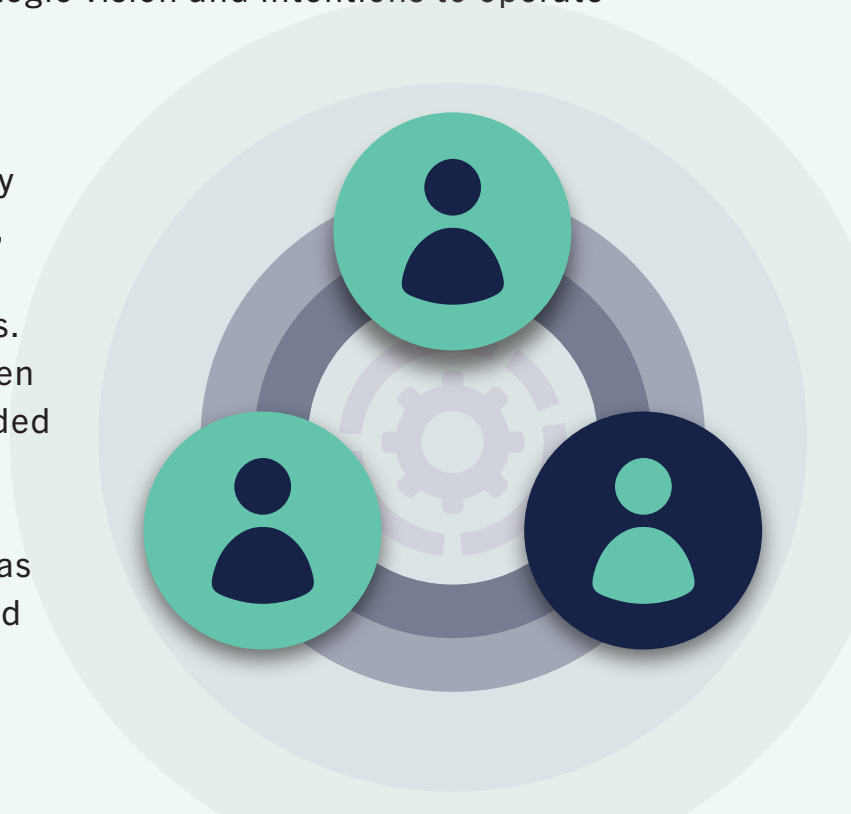
Saville Assessment's in-depth **Impact3 Leadership Solution** was selected for its capacity to thoroughly assess the suitability of the three shortlisted candidates for the role.



The areas where it was imperative that the new hire should have impact were defined first, utilizing the expertise of key stakeholders within the organization, alongside insight into behaviors that predict potential and performance in leadership roles.

All three candidates were then assessed utilizing a comprehensive approach. This included a historical, evidence-based interview focusing on tangible links between the candidate and the impact they created, an online assessment that provided a nuanced understanding of the behaviors that influenced the candidate's impact and drilled down into the candidate's risk areas and a forward-looking strategic presentation that allowed the candidates to demonstrate their strategic vision and intentions to operate within the context of this role.

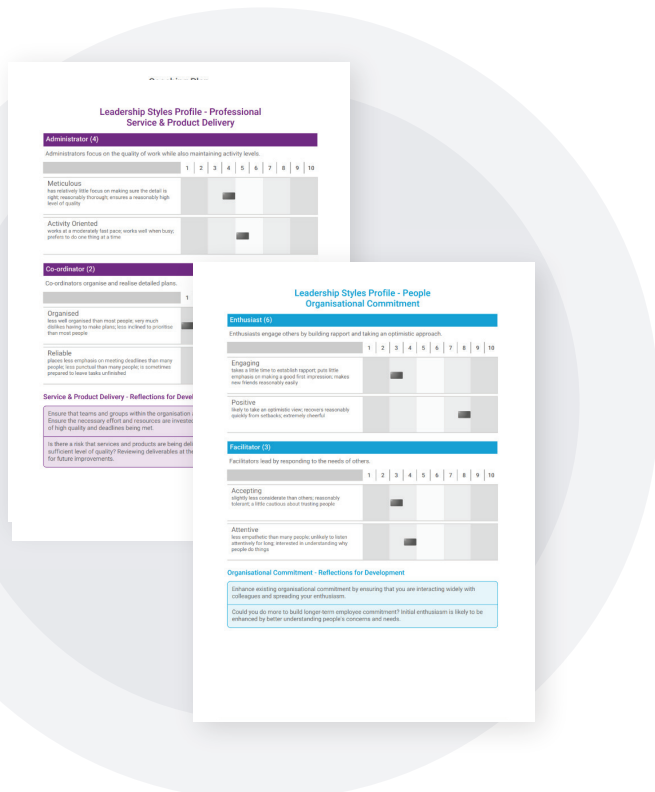
The external assessment methodology allowed for an additional perspective, mitigating internal biases and encouraging a more objective process. This was of particular importance given the final shortlist of candidates included two external candidates and one internal candidate. This allowed for a clear overview of the internal as well as the external candidates' strengths and potential challenge areas from an external source.



The solution culminated in a 'washup session' with the hiring panel, where a detailed discussion of the core impact areas took place. This information was then integrated with the rest of the collected data to supplement the final decision.

The Outcome

The internal candidate was selected for the role after the holistic assessment, which confirmed their known strengths, provided clarity on areas of concern, and unveiled additional capabilities, bolstering the team's confidence in the hiring decision.



This process also facilitated the establishment of a comprehensive onboarding and ongoing coaching program to support the candidate in their new position. The in-depth onboarding feedback, along with coaching support based on the Impact3 results, were provided to ensure a smooth transition into the role.

The Impact3 approach successfully ensured fairness while fully addressing the critical business needs, maximizing the candidate's and organization's success.



Benefits to the Organization

QUALITY



The enhanced assessment and tailored onboarding program have attracted top-tier candidates, elevating overall organizational performance. Our Wave questionnaire, with a 0.6 validity, reduces the risk of a poor hire from 1 in 5 to 1 in 50. The Impact3 process, anchored in this questionnaire, establishes a strong foundation for assessment, reducing the likelihood of hiring underperforming or unsuitable candidates.

DIVERSITY/ EQUITY & INCLUSION



The holistic assessment process ensured an in-depth, standardized evaluation of all candidates, in addition to an external perspective. This allowed for equal opportunity for both the internal and external candidates to showcase their leadership approach, avoiding potential internal bias.

ENGAGEMENT



By engaging successful candidate in a comprehensive assessment and support program, the organization fostered a culture of involvement and commitment among its employees. Unsuccessful candidates also provided positive feedback, expressing appreciation for the company's investment in their application.

EFFICIENCY



62% of U.S. professionals lose interest in a job without feedback within two weeks post-interview; this rises to 77% after three weeks (Source). Utilizing Impact 3 boosts transparency, engagement, and minimizes withdrawal likelihood as it enables a clear timeline. The data from assessments guides onboarding for a swift start in implementing the successful candidate's vision.

COST



A poor director-level hire can be hugely costly. Using a robust approach like Impact3 reduces long-term time and financial investments. A Centre for American Progress study showed a bad hire may incur up to 213% of a c-suite employee's salary, translating to £319,500 for a £150,000 leadership role. This couples with other indirect costs such as decreased staff morale and productivity. By utilizing Impact3, these risks can be mitigated, ultimately saving valuable resources in the long run.