

4 business & people



AQR
International

APPLICATION OF PSYCHOMETRIC ASSESSMENTS IN SUCCESSION PLANNING – POLISH APPROACH

Mental Toughness and Leadership – Occupational
Applications

In the recent year AQR Polish distributor, 4business&people, has been approached by two of their clients with different profiles to help them with succession planning for key positions in both organisations.

Both organisations shown high level of maturity in planning for future promotions and any recruitment required. However they both required a degree of help from experienced consultants to learn more about the people they currently have on board and how to plan for each individual development.

Both organisations are characterized by informal way of communication, low level of adherence to established rules and procedures coupled with high level of experience required for being successful in key positions. Based on both organisations past experience of recruiting from outside, this process was less successful than developing and promoting their own, familiar with the culture and job, staff. What both organisations were lacking is more structured and evidence-based process for identifying the best fit to the new roles from their staff members.

4business&people have been recruited as the experts who can help both organisations in design and implementation of highly successful processes for succession planning. Convinced of the fact that each change or development journey should begin with a solid diagnosis, 4business&people have set themselves a goal to increase the probability of ensuring that recommended individual(s) are the right fit for the new roles(s). They came up with a programme called, Detailed Managerial Diagnosis, which combines different types of instruments for testing attitudes and skills.

The right combination of various high-quality instruments provides with information which when put together provide a more complete picture of an individual and their development areas. This approach allows on identifying “strengths and areas for development” and to design evidence-based action plan.

A professional selection of instruments helped to confirm:

- A significant increase in results accuracy of measured competence/s – the same competence is tested with a number of different instruments. This approach provides with consistency of results and enhances Development Centre practices.
- Any room for an error of one instrument can be elevated through the use of another high-quality tool

The comprehensiveness of such approach limits the discussion on performance and allows for quick planning and actions.

The following diagnostic tools have been used for both customers:

- MTQ48 – MTQ48 is a leading edge psychometric questionnaire measuring Mental Toughness. MTQ48 provides a measure of how individuals respond to stressors, pressure and challenges. The measure gives an accurate understanding of how a person currently responds to challenge, commitment and change as well as identifying their current level of confidence and control.
- ILM72 - the Integrated Leadership Measure. Developed with the support of the Institute of leadership and Management, this helps users to assess core leadership competencies and leadership style.

- Normative test of attitudes to work,
- Individual Development Center and competence interview,
- 360 assessment – Overview 360

Time constrains

In both companies' time that managers were able to devote to the whole process was the major project limitation. It was important for our customers that the project should be perceived as important but not onerous. They also insisted on stressing the aspect of reflection and development planning rather than the measurement itself. Therefore, Detailed Diagnosis took place online which enhances the process and uses only a fraction of time when comparing to traditional, pen & paper methods of completing assessments. Diagnostic, feedback and development meetings were arranged into a maximum of an hour and a half session, which made them easy to incorporate into manager's diaries.

Coaching

AQR and our Polish partner, 4business&people, use coaching, recognised for its high effectiveness as a feedback method. Coaching enables participants to reflect on the consequences to the business of own attitude and skills, motivation to change and responsibility for self-development. During the whole process one coach is assigned to each participant. Managers recognize coaching approach as more engaging way to taking ownership of their own actions and development planning.

Both projects provided evidence to the necessity of adopting an innovative and evidence-based approach to an individual and organisation development for the 21st century. The whole process has been rated very highly (on a scale of 1-5 it received the mean of 4.6!) by both managers and project leaders. Based on customer satisfaction and further request for the Detailed Managerial Diagnosis programme, it has been confirmed that the approach of implementing high quality psychometric tools coupled with coaching delivers much more reliable and valid results in people and organisation development projects, such as succession planning, change management, etc.

Next steps

Currently 4business&people run the Detailed Managerial Diagnosis programme with over 150 participants coming from 5 different organizations. This methodology is being applied to other topics within the area of staff and organisation development:

- Staff review during organisation takeovers and mergers,
- Individual Career Planning,
- Fine selection of development instruments,
- Optimisation of development costs.