



# Selecting Leaders through Online Assessments

A Quick and Cost-Effective  
Alternative

**TALENT**  
INSTITUTE

# The Business Case for Rigorous Selection

An organization lives or dies by the quality of its leaders. Understanding who they are, what motivates them, how they are performing, and whether or not they have the right competencies to deliver results is a key element of securing business success.

Not everyone is cut out to be a leader, though. Even many great employees, or external candidates simply do not have the ability, or personality type to successfully lead a team. Appointing them into leader roles will be disastrous. Not only is the individual set-up for failure, but the team and the organisation will suffer.

## Strong Performers

- Increase revenue and profit
- Develop effective ideas and strategies
- Win support
- Inspire others
- Make things happen
- Are usually bright

## Marginal Performers

- Hurt the bottom line
- Make poor decisions
- Work inefficiently
- Fail to solicit support
- Resist change
- Are usually slow learners



Competency-based assessments reduce the cost associated with  
**Incompetence, Mediocre Performance and Lost Opportunity**

It is common knowledge that no amount of training will remedy a poor hiring, or promotion decision.

# So what do Effective Leaders Look Like?

Their attributes include:

Are masters at  
navigating  
uncertainty  
and  
ambiguity

Inspire  
confidence  
and a belief in the future

Have a  
passion  
for results

Are marked by  
unwavering  
integrity

Set others up  
for success

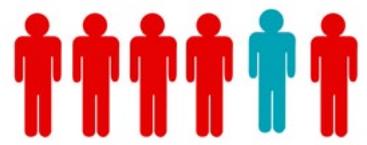
Have well developed  
interpersonal  
skills

Have the  
courage  
to make  
decisions

Are open to  
feedback

# Questions You Probably Want Answered Before Making Selection Decisions

What is typical of this person's <b>interpersonal style</b> ?	In what type of role is the person <b>likely to excel</b> ?	What is the person <b>likely to struggle</b> with?	Will the person's appointment <b>strengthen our leader pipeline</b> ?	What personal attributes or dispositions could cause this person to <b>derail in a leader role</b> ?
Will the person <b>cope with the cognitive demands</b> of the role in question?	Will this person be able to <b>build and lead a team</b> ?	Will this person be an <b>effective leader</b> ?	What are the <b>possible risks</b> associated with this person's appointment?	



# When Technology Meets Psychology

The days of paper-and-pencil testing are probably long gone.

Considered the gold standard of leader assessment, *conventional assessment centres* are not always practical. As a result we have seen the advent of *virtual assessment centres* (VACs), or *technology-enabled assessment centres* (TEACs), which combine online psychometric assessments with virtual simulations.

Although appealing in many respects, VACs are still in their infancy, and have to overcome several technological challenges before it becomes mainstream methodology.

Meanwhile, most test developers have created technology platforms to effectively deliver psychometric measures, which in itself is a major step forward.

This having been said, *conventional assessment centres* remain the most accurate predictor of performance for roles candidates have not yet experienced. It is the option of choice for critical selection decisions (external hiring or promotion), and for development.



# Benefits of Online Testing

The following benefits have been cited:

**Speed of process**  
(with reduced  
application-to-hire times)

**Convenience for  
the candidate**  
in taking the test at a time and  
place of their choosing

**The 'long reach'**  
of the method being able to  
access applicants anywhere  
without the traditional travel costs

## Typical Online Measures

The Talent Institute is accredited with a range of leading test developers and distributors, which enables us to tailor solutions to client needs.

Standard data-sources include psychometric measures of:



**Personality**

**Leader  
Derailers**

**Emotional  
Intelligence**

**Values**

**Judgement**

**Critical  
Reasoning**

In addition, and depending on the role, a measure of the individual's *capability to navigate complexity and uncertainty* is included.

Candidates also complete biographical questionnaires, which provide essential context data.

## Output Reports

You will receive a **snapshot report** in respect of each candidate. This report contains the integrated results of the online assessment, and provides answers to the questions referred to earlier on.

Upon request, we also prepare **dashboard reports**, which allow for a quick comparison of several candidates under consideration for the same role.

## Important Considerations

It is important to note that a psychometric assessment does NOT include an evaluation of technical or functional competence. It is the appointing manager's responsibility to determine functional competence ahead of an online assessment.

It is equally important to know that an online assessment is NOT a substitute for a well-designed assessment centre, which invariably generates richer information.



## How it Works

No matter where in the world you, or the candidates, are located, if you wish to have shortlisted candidates assessed, simply contact our central processing hub (located in Richards Bay, South Africa) via e-mail by using the following address:

**[assessments@talentinstitute.co.za](mailto:assessments@talentinstitute.co.za)**

A Talent Institute-consultant will contact you to determine your exact need, whereupon you will receive a quotation. Once formally commissioned to proceed, the logistical and assessment processes will be activated.

These assessments are easily scaled to assess and screen large pools of internal, or external candidates.



## Turnaround Time

The availability of assessment results depends on the number of candidates, as well as the speed at which candidates complete the online measures. There is usually a need to prompt candidates.

It is advisable to contact the Talent Institute well in advance if you have to meet a decision-deadline.

## Summary

Hiring an employee who is not a good fit for your organisation, or for the specific role, will hurt the bottom-line.

The new hire will in all likelihood not perform at the level you expect, and may even have a negative effect on the entire team. In addition, the person might soon decide to quit. If this person is in a leader role, the implications are even more severe.

Hiring mistakes invariably result in poor decision-making, demotivated team members, employee turnover and increased cost.

If you are concerned about the calibre of new recruits, or the performance of individuals who have been promoted into next-level more complex roles, there is probably a need to re-engineer selection practice.



# About the Talent Institute

The Talent Institute is a boutique professional services firm that specialises in helping clients develop and implement strategies to more effectively manage the acquisition, deployment, development and retention of talent to support current business strategies and to prepare for future challenges.

## The Next Step

If you want to have candidates assessed online, or if you simply want to know more about the process and/or the outputs, please contact:

### **Marlene Nell**

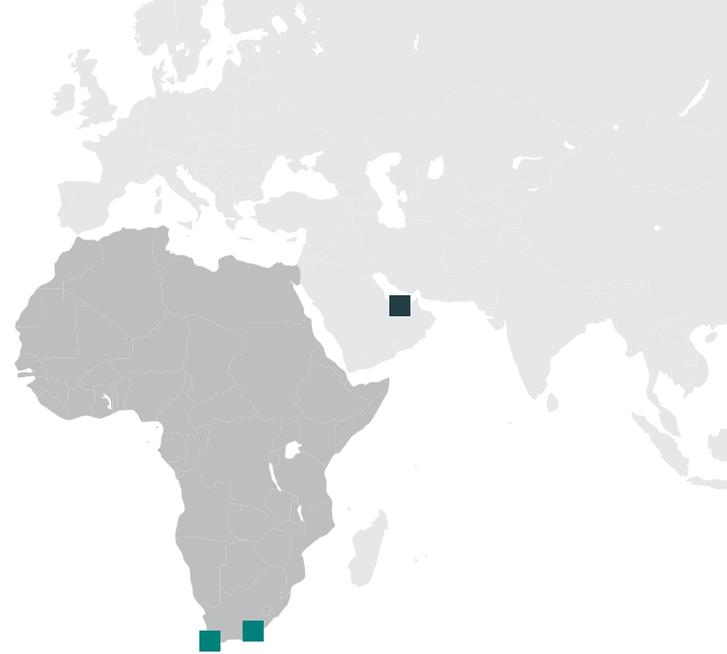
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Alternatively, simply send an e-mail to: [assessments@talentinstitute.co.za](mailto:assessments@talentinstitute.co.za) and one of our consultants will contact you.

You may also wish to visit [www.talentinstitute.co.za](http://www.talentinstitute.co.za)



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