

# Selecting Future Leaders at the Leading Turkish Bank: A Case Study of Isbank

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**San Diego, November 2015**

## Isbank at a Glance

Main Balance Sheet and Income Statement Items (Bank Only) - 06.30.2015		
	<b>Million TL</b>	<b>Million USD</b>
Loans	174,428	65,946
Deposits	151,885	57,423
Shareholders' Equity	28,828	10,899
Total Assets	268,271	101,425
Total Operating Income	3,141	1,188
Net Income	908	343

## Isbank at a Glance

<b>Isbank with Numbers 08.31.2015</b>	
Branches	1,371
Employees	24,836
Average Age	35
Average Tenure	10 years
F/M	51.17 % / 48.83 %



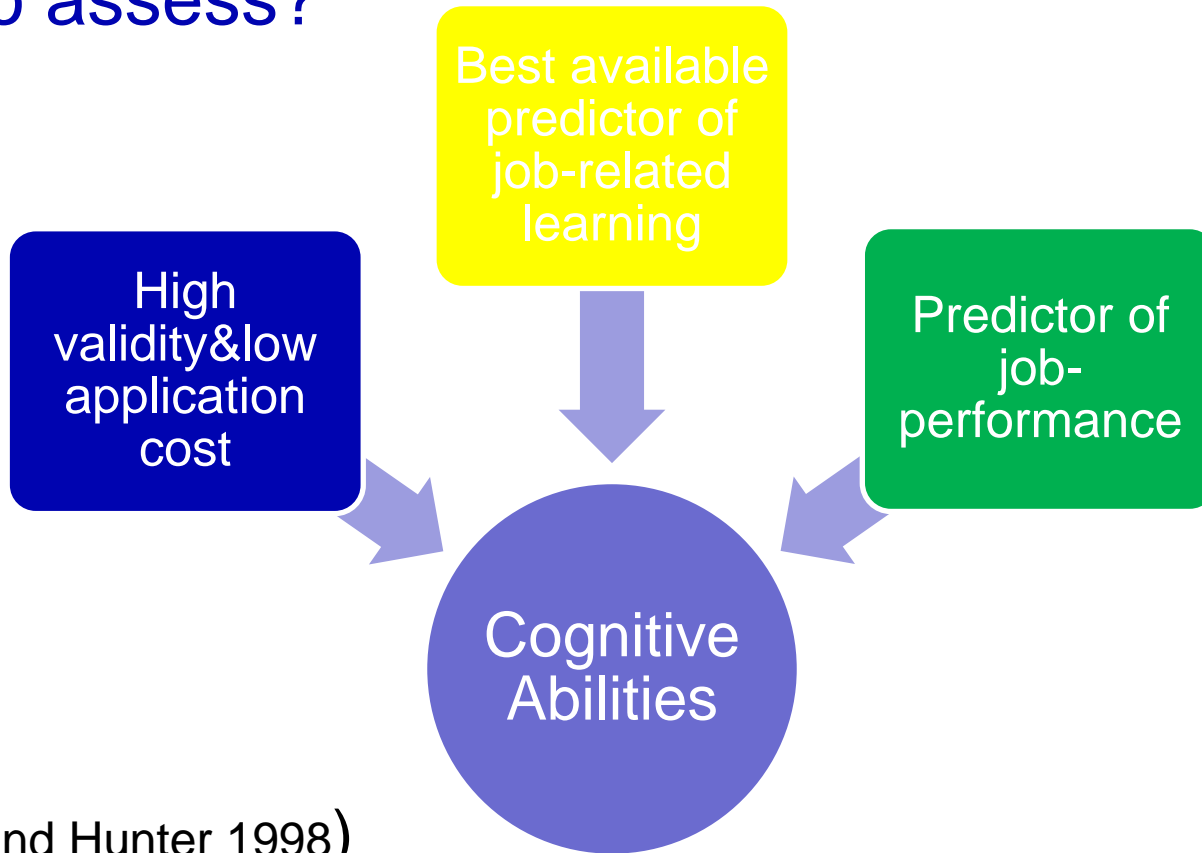
## Drivers of the selection programme

- Isbank hires new graduates and develops them within the company as future leaders. In other words, Isbank builds its talent.
- Managers and C-suit has been entirely selected from within the Bank.
- Selection and development are vital for recent and future performance of the Bank.

## Case of Selecting Specialists

- What to assess?
- How to assess?
- Results

## Case of Selecting Specialists- What to assess?



(Schmidt and Hunter 1998)

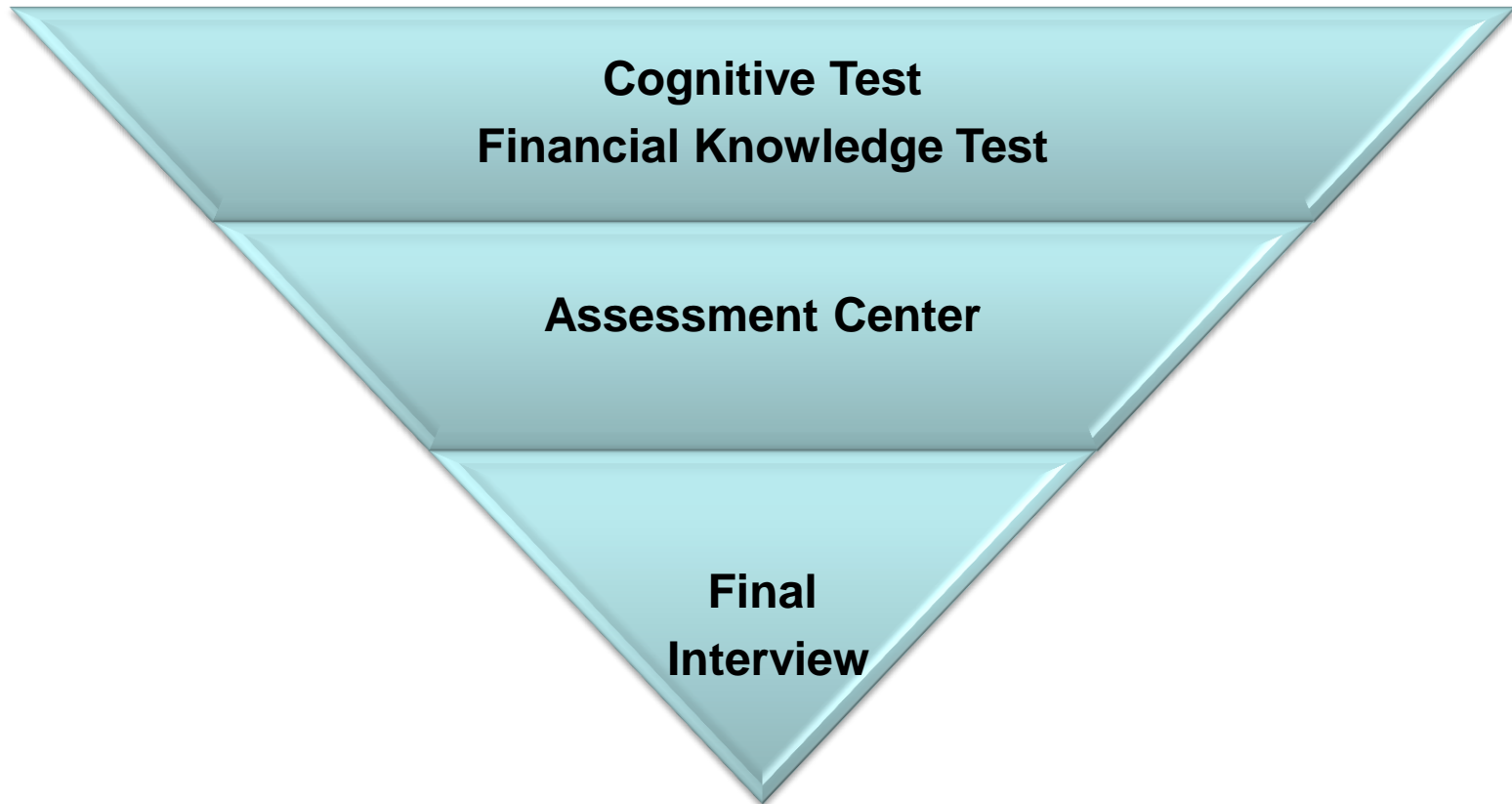
## Case of Selecting Specialists- What to assess?

Work profiling

Alignment with  
the culture

Competencies

## Case of Selecting Specialists





## AC Practises-Competencies to be assessed

### **Generic/Management**

- Communication
- Teamwork
- Adaptation
- Customer-Focus
- Achieving Goals and Results

### **Functional**

- Creating Impact
- Seizing Business Opportunities
- Making Judgement

## Simulations

### Group Exercise

- 10 minutes preparation
- 30 minutes performance/discussion
- 6 candidates-3 assessors

### Role Play

- 15 minutes preparation
- 10 minutes performance/role play
- 5 minutes after-work

## Using Internal Assessors

### Selection and Training of Assessors

- HR specialists and managers
- 4 days of AC training
- Shadow-assessor (min. 2 days)
- Feedback
- Meeting/training before each AC series
- Continuous development activities
- Assessors Day

## «Assessors Day» Programme 2015

- Opening Remarks - R. Kutlusoy, CHRO; U. Yildirimcan, Head of Talent Management
- Being a Responsible Assessor - Betül Ozkarahan, SHL Turkey
- Feedback from Candidates – filmed by the Talent Management Dept.
- Sources of Bias During Selection Interviews – Prof. Pinar Unsal, Istanbul University
- Our Prejudices – Pelin Atasoy, Consultant Psychologist
- Trait Activation Theory and its use at ACs – Prof. Mahmut Bayazit, Sabanci University

## Using Internally Designed Simulations

- 2 days training and 4 days workshop
- 8 simulations developed and used
- Trials and failures

# Using Internally Designed Simulations

Grup Egzersizi

  
SAĞLAM SİGORTA ACENTESİ

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Katılımcı Dokümanı

TÜRKİYE  BANKASI

ROL OYUNU



**YILDIZ EMLAK**

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KATILIMCI DOKÜMANI

TÜRKİYE  BANKASI

# Results of Using Multiple Assessment Tools during Selection

## **Candidate Experience**

- Fair
- Objective
- Professional
- Holistic approach to recognize talent
- Job/organizational fit
- Employer brand

# Results of Using Multiple Assessment Tools during Selection

## Turnover rates

- 06.30.2014: 1,61%
- 06.30.2015: 1,05%

Turkey's average turnover  
in 2014: 11% (Peryon)



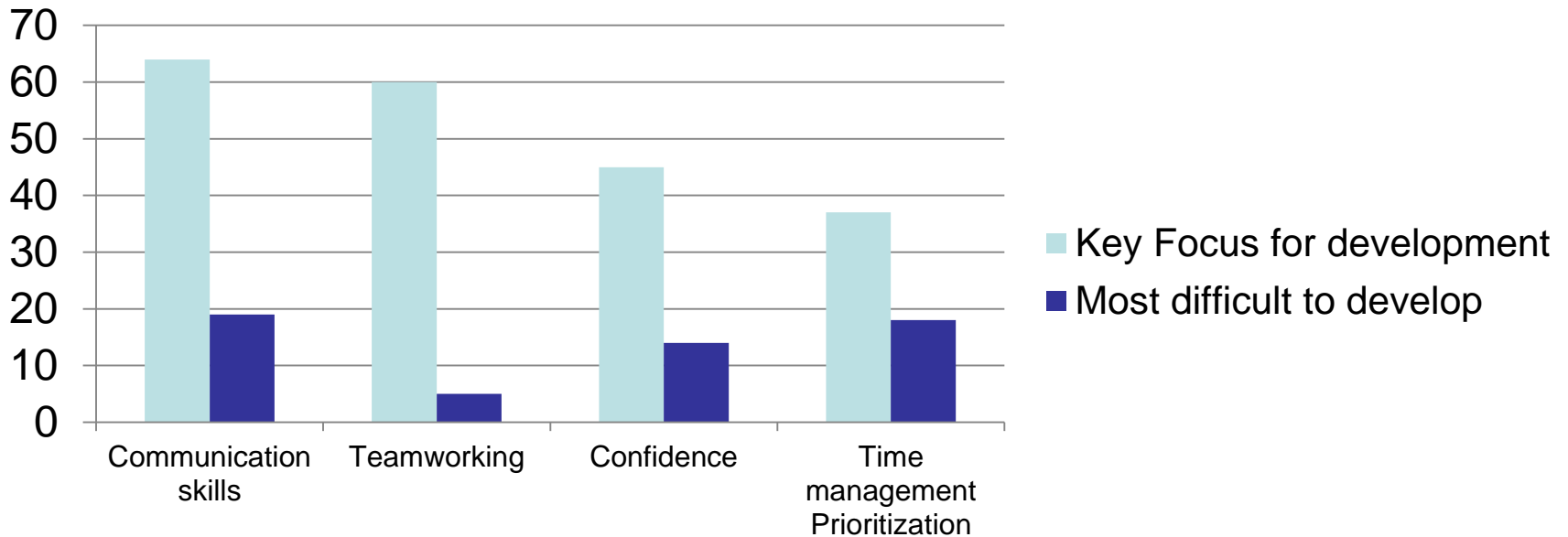
## Results of Using Internal Assessors during Selection

### Cost Efficiency

#Candidates	2013	2014	2015
Cognitive - Financial Knowledge Test	302	155	354
AC	88	58	82

## Results of Using Multiple Assessment Tools during Selection – Getting Ready for the Future

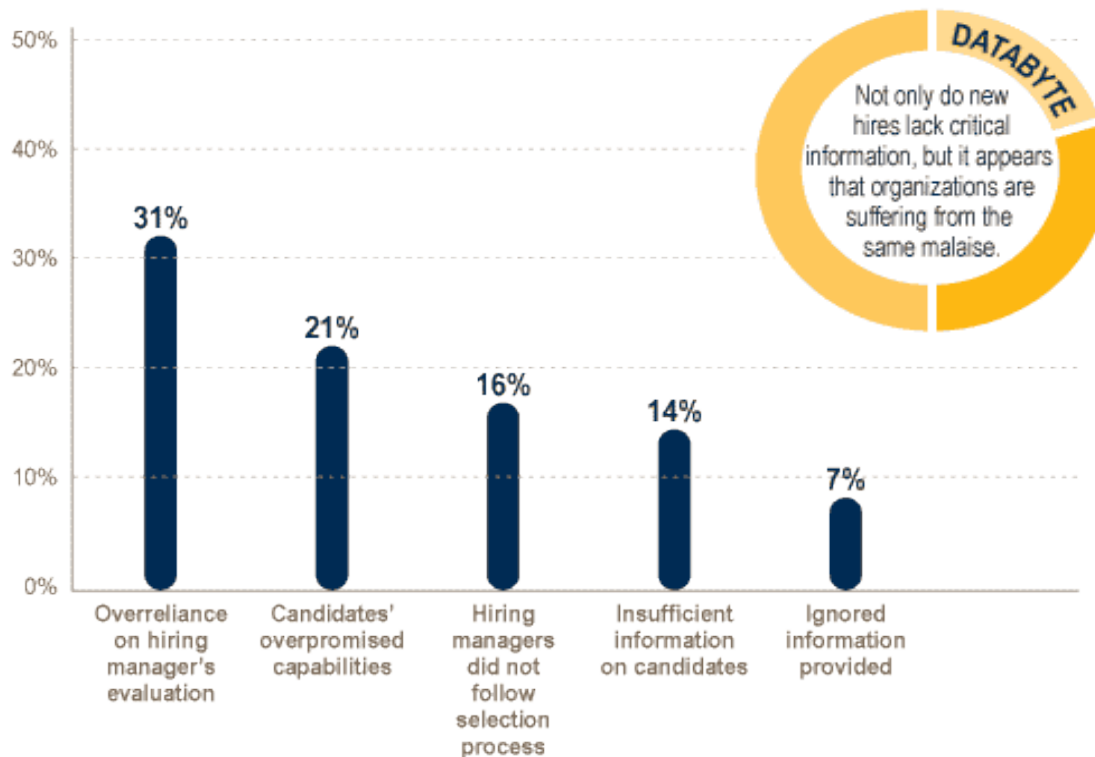
**Top three skills to develop during the first year in work and the most challenging skill to develop (%)**



Base: All HR professionals (n=868) , CIPD Research Report June 2015, Developing the Next Generation

## Results of Using Multiple Assessment Tools during Selection – Getting Ready for the Future

**Reasons for Hiring Mistakes** (DDI Report by Boatman, J., Erker, S. , *Moving Selection Beyond Guessing*)



***Thank you...***

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