



The Talent Management Expert
Strategy. Execution. Results.

Going Global?

Using Assessments to Support Global Talent Growth

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Our Focus Today

- How business is globalizing and the impact on talent management
- Shift in what we can do with assessment in an increasingly global business world
- Implementing a global assessment program
- Advantages and challenges
- Advice and best practices
- Two global assessment stories

Assessment can Effectively Support Business Globalization

“Global companies should consider devoting more resources and senior-management time to liberating talent “trapped” in national silos and more wholeheartedly supporting global-mobility programs. Instilling a common set of talent evaluation processes throughout the world—especially standardized individual performance evaluations—will underpin this effort and build the confidence of line managers.”

*McKinsey Quarterly Research Study
May 2008*

Globalization is Shifting How Talent is Assessed and Managed

Organizations are shifting...

From:

- Corporate HQ with central HR control, standards, processes
- Assessment is done at Corporate HQ with high travel and opportunity costs
- When done outside HQ, often done inconsistently
- Not fully in support of global talent management but rather driven by regional/local needs and criteria

To:

- Maintaining central standards and processes
 - But, with increased local implementation
- Technology enabled
- More process and measurement consistency
- Balance of global and local talent management needs

Headquarters

Consistency Built Here



China

- Local Culture
- Local HR
- Local Criteria
- Local Process
- Local Business Focus



France

- Local Culture
- Local HR
- Local Criteria
- Local Process
- Local Business Focus



Brazil

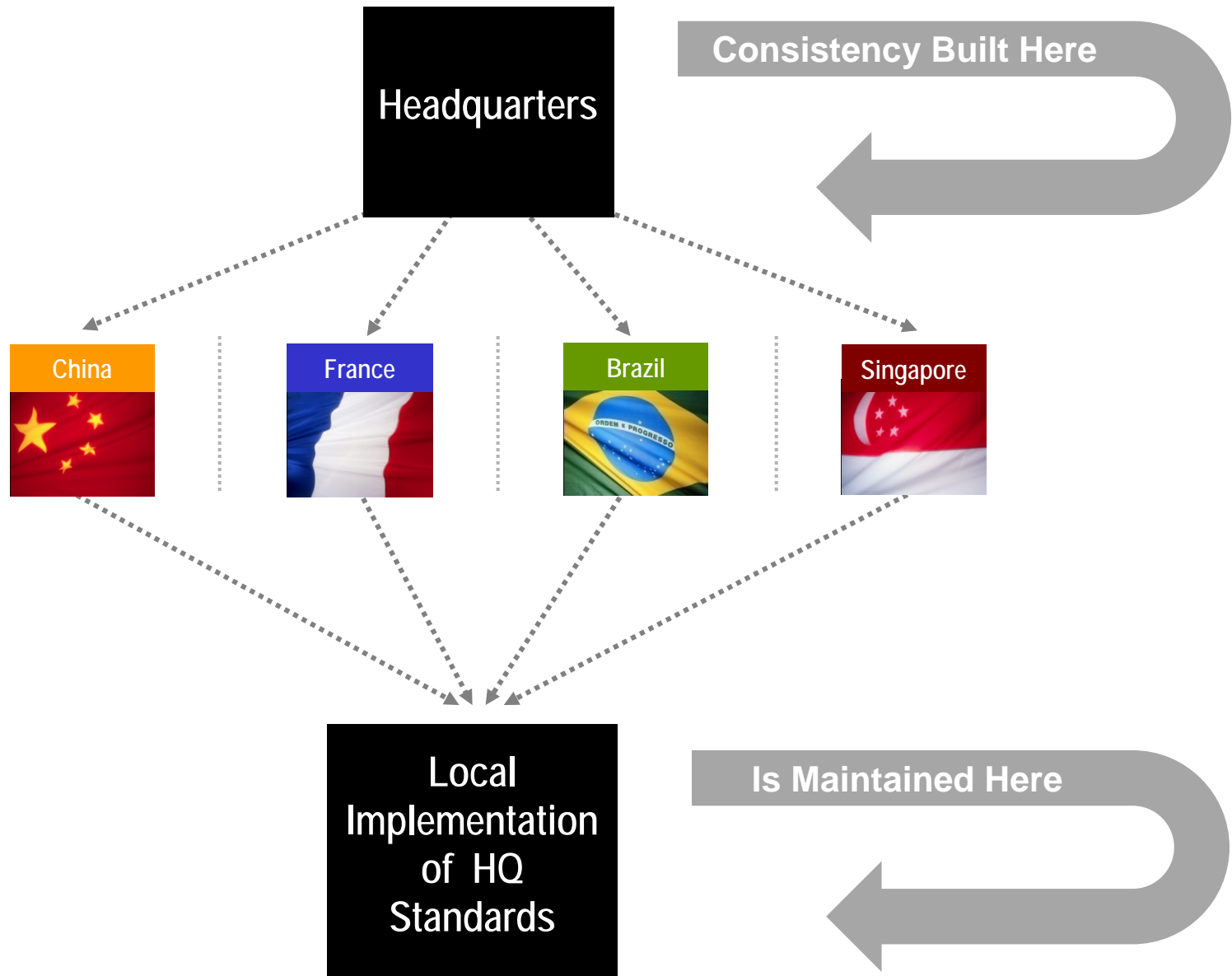
- Local Culture
- Local HR
- Local Criteria
- Local Process
- Local Business Focus



Singapore

- Local Culture
- Local HR
- Local Criteria
- Local Process
- Local Business Focus

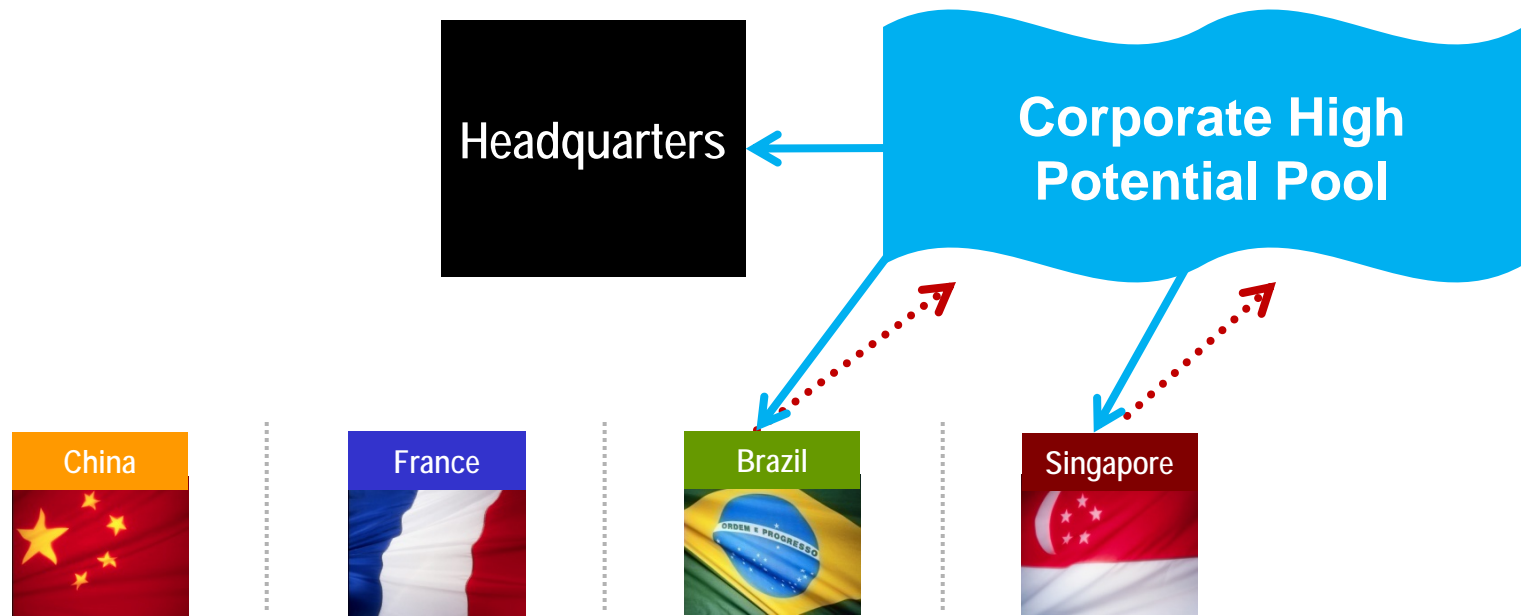
Is Lost Here



In the Past...

- Organizations, even large multinationals, were siloed in use of assessments
- Talent focus was limited to building a bench for Corporate
 - approach was similar to replacement planning activities
- Talent movement was most typically to and from HQ/Corporate
- When data and results were used to support local talent needs—decisions and focus weren't consistently aligned with HQ/Corporate

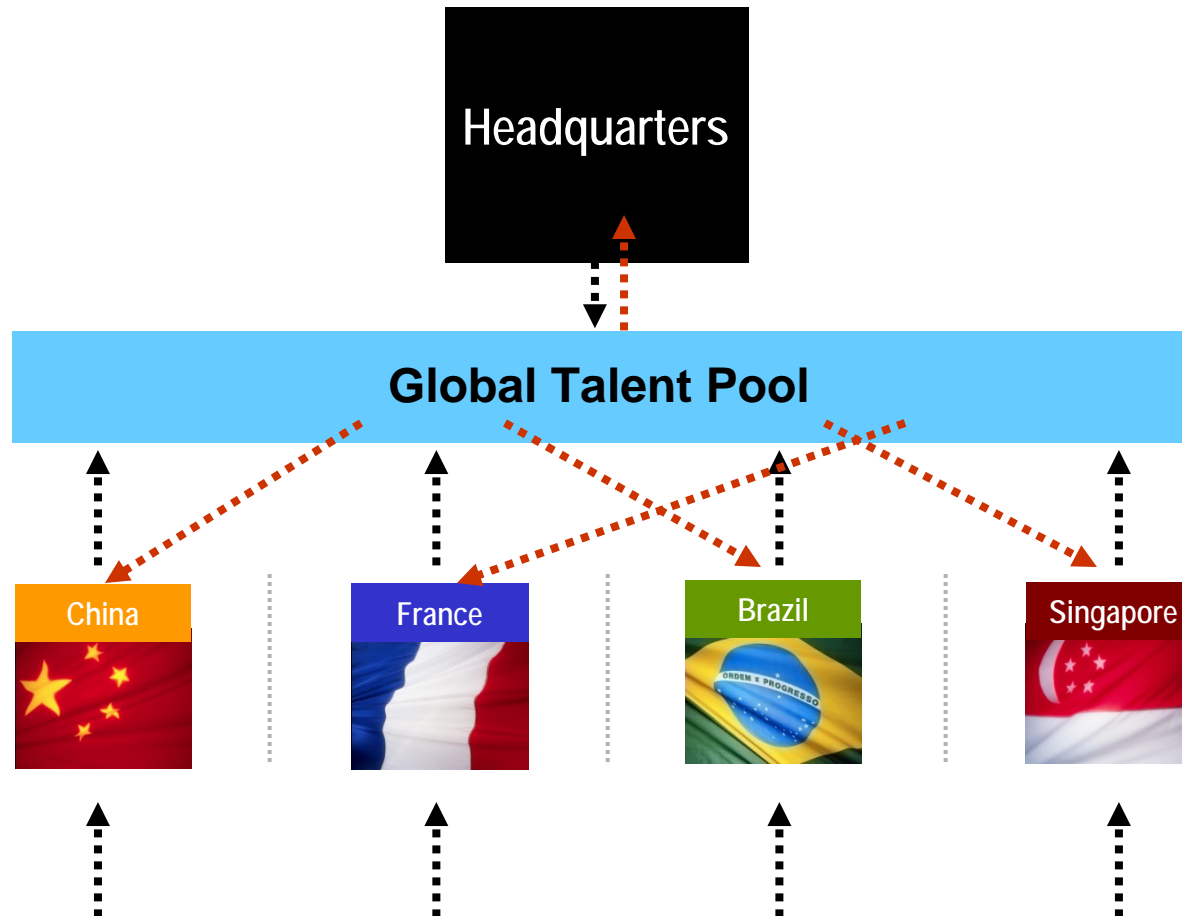
Limited Talent Focus and Global Growth



Today

- Assessment supports global talent management programs
- Organizations want consistent standards to move leaders around the world....
- ...balanced with the ability to hire and develop high quality employees at all levels in their locations around the world
- Previously 'hidden' talent is now much more visible and identifiable
- Assessment now is tied directly to global business needs and longer term global talent decisions

A Global Talent Management World



Assessment Directly Supports Global Talent Management

- We are looking at behavior
- Criteria and standards can be developed, deployed and measured around the world
- Comparisons and decisions are more accurate and fair
- Technology has vastly improved opportunities for consistency and efficiency
- Organizations can cast a wider net within their own talent base and identify more options from within

How does globalization change the use of assessment?

THEN

NOW

Assessors in one or few locations

Multiple assessors across multiple, dispersed locations

Consistent experience in single or few locations

Consistency needed across various locations and cultures

AC almost always live

AC can be live, virtual or a blend

Targets specific skills, jobs

Targets various roles, levels, contexts

Local norms & standards

Both global and local

Technology helpful but not required

Technology is a must have

Key Considerations in Building Globally Focused Assessment

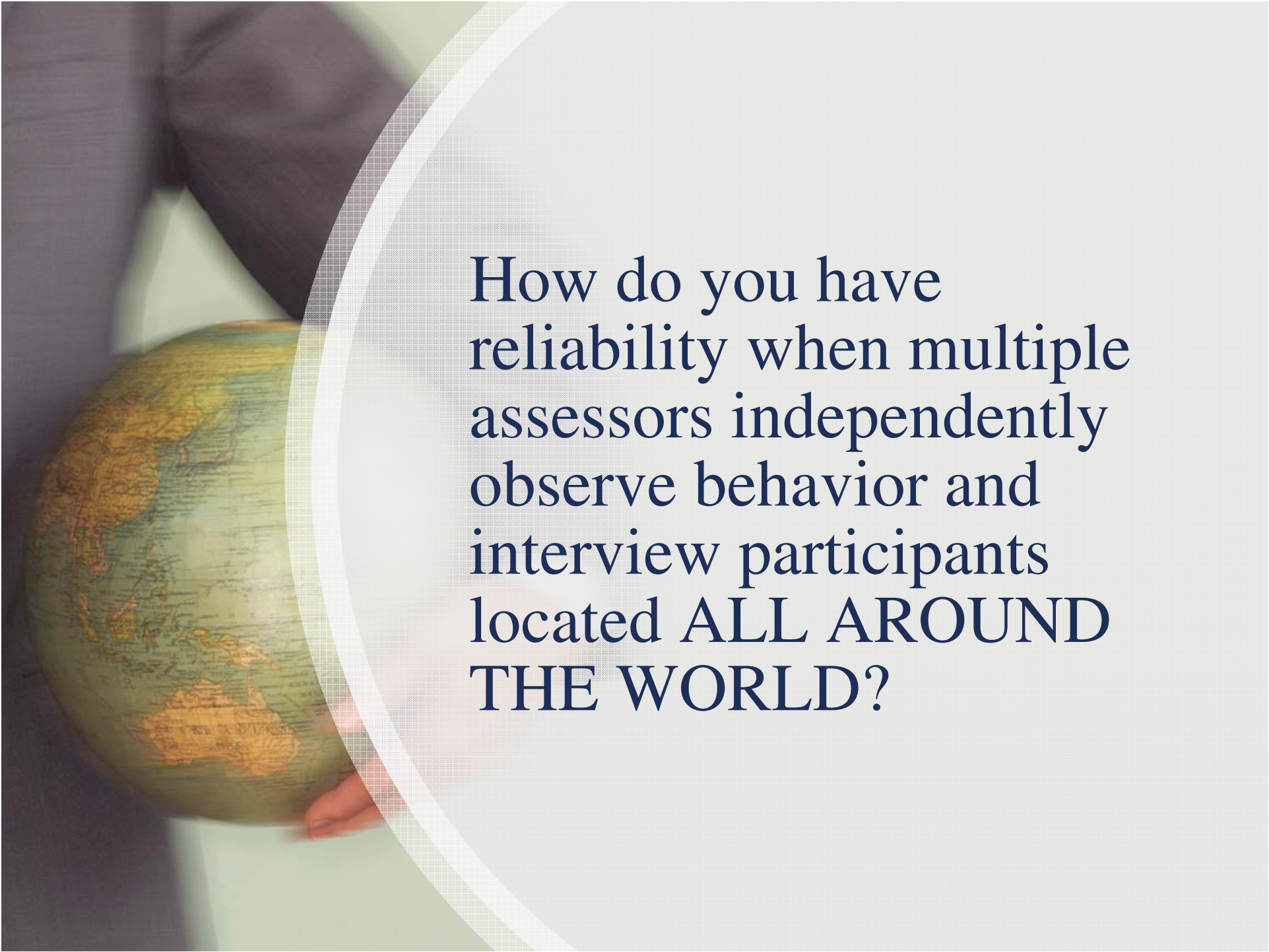
Develop criteria, outcomes and measures

- Create success profile(s) for roles, locations
 - consider current and future needs
- Communicate and ensure understanding in all locations
 - perceived accuracy and relevance are critical
- Design/configure assessment(s)
- Review for cultural considerations and adaptation as needed
- Finalize and review with stakeholders

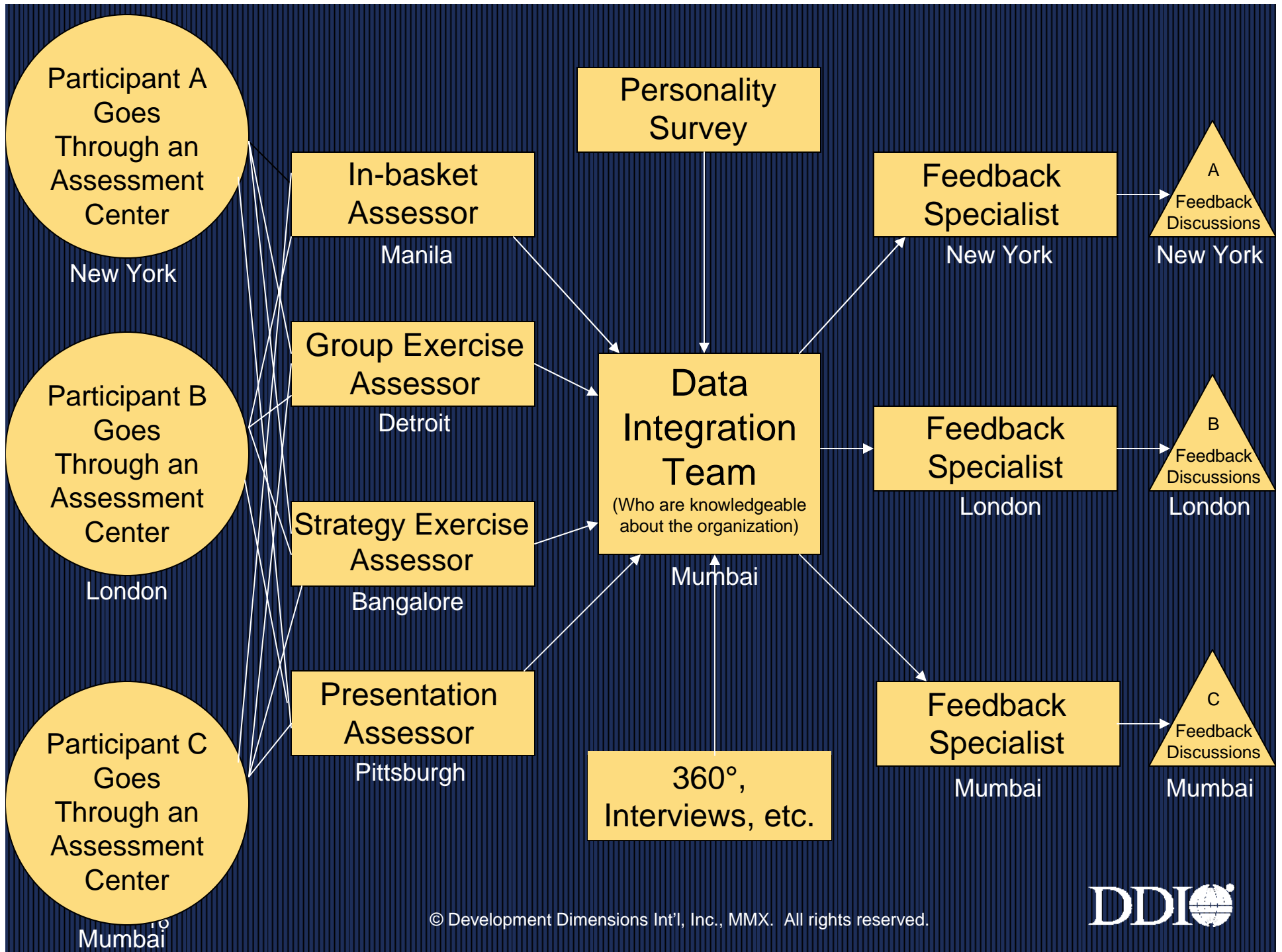
Train and manage the assessment team

- Train and calibrate assessors, consistently, across locations
- Implement assessments with rigor and consistency, across locations
- Early on – double score most or all assessments
- Monitor and analyze distributions
- Recalibrate assessors as needed
- Measure both predictability and differences across assessment teams

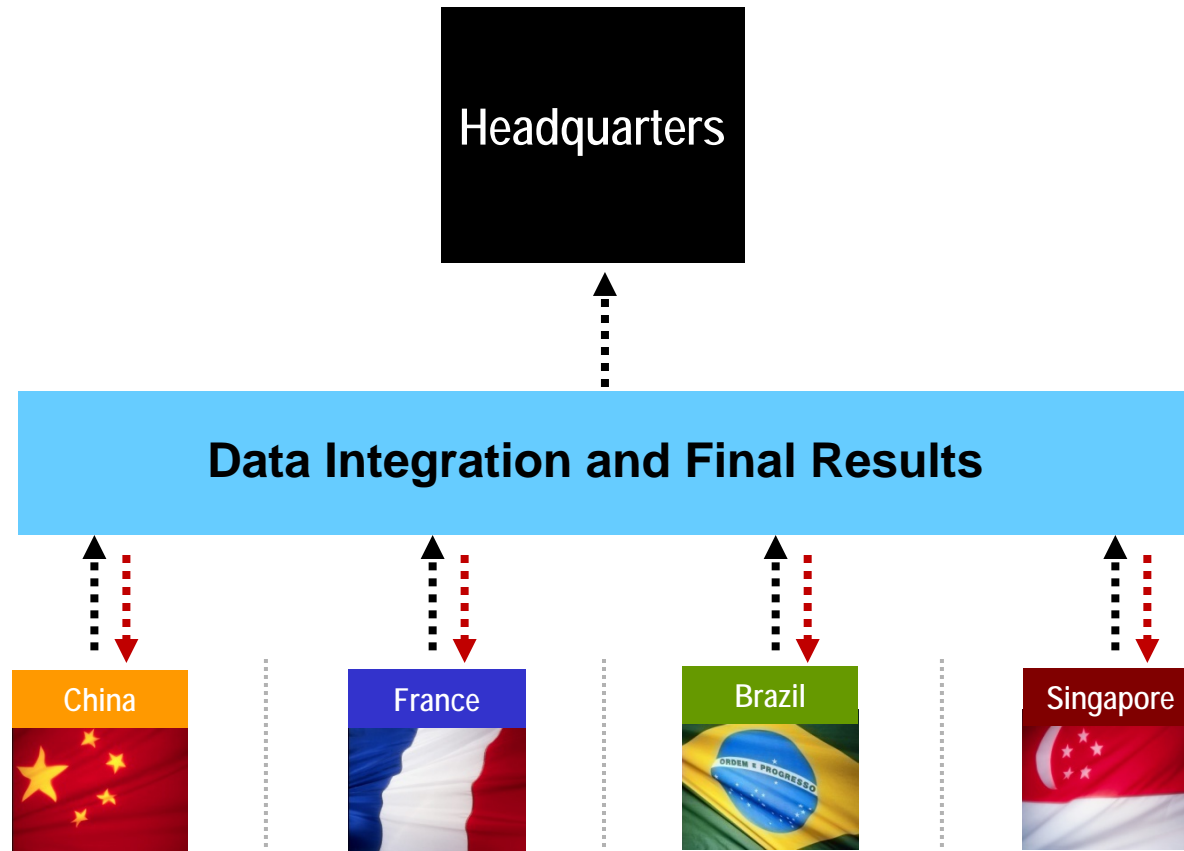
But it takes more than
well executed set up and
assessor management...



How do you have
reliability when multiple
assessors independently
observe behavior and
interview participants
located **ALL AROUND
THE WORLD?**



Integrated data are useful on many levels



Advice and Best Practices Assessment Integrity

- Strive for centralized implementation and program management, balanced with local oversight and responsibility for consistency and quality
- Score with global/universal standards but interpret and drive decision-making relative to local criteria and business needs
- Align assessors across locations to reduce bias and cultural differences

Advice and Best Practices Assessment Program Management

- Feedback in country for *development*
- Feedback from target country for *selection/placement*
- Have a role dedicated to implementation in each geography
- Document everything – don't be tied to a person
- Check your data

Advice and Best Practices Use Technology!

- Leverage technology to help in every way possible
 - Contemporary, high fidelity participant experience
 - Consistency in experience and assessor tools
 - Global database with real time access
 - Efficient, timely communications
 - Content version control
 - Enable scoring
 - Quick and consistent reporting and outputs

Case Study #1

Background

- Multinational producer of metals products and production materials
- HQ in the US
- Parent company in India
- Previous assessments in India
- Parent company expanding global talent dashboard
- US company building leadership pipeline and talent across its locations

Case Study #1

Design and Challenges

- Day in the life strategic level assessment
- Parent company competencies
- Assessed in US, Brazil, Germany, Malaysia
- Scored in both the US and India with global standards
- Mix of Parent and US company context and interpretive factors
- Local feedback

What Happened and What Did We Learn?

- Organization is building its global talent dashboard
- Both global and local talent needs are considered
- Assessment is woven into the ongoing talent evaluation process run by the CEO
- A global criterion and scoring standard is both acceptable and accurate
- Feedback provider with a deep understanding of the data and target culture is critical

Case Study #2

Background

- Global insurance and financial organization
- European global HQ with major regional HQs in other countries
- Shift in global Marketing organization
 - Primacy of customer driven shift
 - Chief Marketing Officer role transformation
 - Stronger blend of leadership and technical skills needed

Case Study #2

Design and Challenges

- Day-in-the-life assessment to measure leadership skills
- Detailed achievement profiling and interviewing for technical skills
- 12 countries, 7 languages
- Local individual feedback, development planning and coaching assignments
- Country level leadership capability and talent review
- Global marketing organization business and talent decision making and talent management

What Happened and What Did We Learn?

- Specialized teams scored the leadership assessment exercises and technical data
- An expert assessor from each area participated in data integration
- Gained a talent view previously unavailable to the organization
- Talent strengths and deficiencies identified on local, regional and global levels
- Subsequent development supports global business needs as well as local team growth
- Technical expertise without leadership skills is highly insufficient to support growth

In Summary....

- Assessment has more opportunity than ever before to fuel accurate, prudent business decisions
- We can shape global talent agendas and strategic talent decisions for leading organizations
- Assessment as part of talent management can and should support both global and local business needs



Thank you.