DDI Assessment Research
Is Your Organization Performing Best-In-Class?
Introduction

The Aberdeen Group, a leading independent analyst of the Talent Management market, regularly publishes a report on assessment practices, the most recent is *Assessments 2013: Finding the Perfect Match*.

Aberdeen’s survey methodology benchmarks “Best-in-Class” organizational practices that drive superior performance.
Best-In-Class Companies

Defined as the top 20 percent aggregate performance scores on a number of outcome-based analytics (e.g., percent of employees who exceed performance expectations, hiring manager satisfaction, back-up bench strength).

- **71%** of employees received rating of “exceed” on last performance review
- **70%** of key positions have at least one willing and able successor identified
- **12%** year-over-year improvement in hiring manager satisfaction
DDI’s Research

- Compares DDI methodologies and solutions against those practices used by the “Best-in-Class” performing companies
- Conclusions are based on DDI’s extensive work with clients
- Data was gathered by interviewing eight DDI experts:
  - All with eight or more years of direct experience creating talent acquisition solutions with dozens of global clients.
  - The majority hold doctoral degrees in Industrial/ Organizational Psychology (science behind selection/assessment approaches).
A Competitive Framework

This guidebook defines how DDI assessment systems stack up with respect to:

**Best-Practices:**
- Defined assessment process
- Content connected to business needs
- Hiring managers trained to use output
- Candidates understand how assessments are conducted/interpreted

**Tools and Technologies:**
- Cognitive/critical ability tests
- Competency model libraries
- Simulations
- Assessment portals
- Behavior & motivation assessments
BEST PRACTICE

Defined Assessment Process
Have you developed an accurate, legally defensible process for both candidates and internal HR owners?
Defined Assessment Process

Defining a fair, accurate, and efficient assessment process is a hallmark of our client engagements. Our global assessment experts help define clear competencies, logically organize all steps of external or internal assessment processes, and train those who will be using the system.

We pioneered the concept of a selection funnel—a sequence of activities used for screening a high number of applicants balancing efficiency, cost, and quality—and the competency coverage matrix, which ensures appropriate assessment techniques are used to cover every selection criteria.

From selection to succession, we build in checkpoints to ensure clients stay on track by customizing and inserting Realistic Job Previews (RJP) early in the selection/assessment process. These encourage candidates to “self-select” into the organization, leading to more satisfied employees who stay longer.
To what degree can your assessments evaluate a person’s abilities/skills to execute current and future business goals?
DDI's Approach: Let Your Business Drivers Be Your Talent Guide

Our unique approach to both competency identification and assessment—Success Profiles—begins with the definition of key business drivers (e.g., driving innovation, operational excellence).

Once these are defined by your job experts and leaders, we then choose the skills, experiences, knowledge, and motivations informed by the drivers. This process ensures a tight bridge from business strategy to competency models that are often the foundation of an assessment system.

In addition, our assessment solutions evaluate a leader’s performance on both critical competencies and business drivers.
BEST PRACTICE

Hiring Managers Trained to Use Output
Hiring Managers Trained to Use Output

Benchmark Question

*Do hiring managers have the skills to make the most of assessment output?*
Hiring Managers Trained to Use Output

**DDI’s Approach: It’s Not What You Have...But How You Use It**

DDI’s Targeted Selection® *teaches* your hiring managers how to use assessment results to make better decisions and *builds the skills and confidence* needed to conduct scientifically valid interviews.

**Targeted Selection also:**

- Integrates data across multiple interviewers/assessors
- Trains managers how to parlay assessment data into on-boarding and ongoing development plans
- Has proven efficacy: Data gathered from thousands of hiring managers attests to the program’s effectiveness.
Hiring Managers Trained to Use Output

**DDI’s Approach: It’s Not What You Have...But How You Use It**

For some of our other assessment applications, we create two reports—one for candidates and another for managers.

In the latter, hiring managers receive eye-opening insights that can be used to make selection and/or development decisions.

For more senior-level assessments, we work closely with your organization’s executives, conducting a strategic data review process that enables them to use the collected data to make better hiring, promotion, placement, and development decisions around their current bench.
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BEST PRACTICE

Candidates Understand How Assessments are Conducted/Interpreted
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Benchmark Question

*Does the candidate understand the purpose of the assessment and how the results will be used? And, has he/she received guidelines for interpreting the results?*
Candidates Understand How Assessments are Conducted/Interpreted

**DDI’s Approach: Consider the Candidate**

DDI works with clients to help candidates feel comfortable and engaged with the testing process by providing process orientation, realistic job previews, and sample test questions.

The positive feedback received from thousands of candidates post-testing proves that what we do works—even in cases where the applicant didn’t get the offer or promotion. While detailed test results are rarely shared with those not selected, those who were selected receive copious feedback that becomes part of subsequent on-boarding or development plans.

Assessment center participants receive a thoughtful orientation that helps ready them for the experience and understand expectations, along with how their results will be used to support their development.
TOOLS AND TECHNOLOGIES

Cognitive/Critical Ability Tests
Cognitive/Critical Ability Tests

Benchmark Question

*Are critical ability tests used as part of your selection process?*
Critical or cognitive ability tests are valuable predictors of performance, especially in complex and/or rapidly changing job roles. Because cognitive ability cannot be developed, many organizations have a need-to-know imperative before they select.

Adaptive Reasoning Test (ART) is DDI’s cognitive ability test based on visual reasoning, it is language-free and global-friendly. Items are fed (in progressive order of difficulty) automatically to candidates based on their answers to previous items.

Cognitive ability tests (including ART) tend to measure “IQ” while other DDI assessments focus on “EQ.” In combination, the two types of assessments are powerful predictors of future performance.

*ART was developed in conjunction with P&G, which uses the test for all professional external hires worldwide.*
Is your company’s assessment process based on solid, well-researched competency models?
DDI pioneered the use of competencies as the basis for an integrated personnel system more than 40 years ago. We have helped companies conduct thousands of “job analyses”—for hundreds of different roles, in numerous countries. We house databases of dozens of competencies, and invest regularly in comprehensive updates.

The DDI Success Profile suite provides multiple ways for organizations to develop competency models. Our whole-person approach identifies not only competencies, but also the experience, knowledge, and personal attributes related to job/role success. Once these are defined, we work to tie the selection process directly to competencies.
Simulations

Benchmark Question

Are simulations incorporated into the assessment process?
DDI was the first supplier to develop and offer clients simulations as an integral part of managerial assessment and selection. We develop both discrete and integrated “day-in-the-life” simulations for a variety of roles: CEOs, manufacturers, team members, frontline leaders, professional contributors, and mid-level executives.

Simulations differ from other testing tools because they are designed to have participants go through a series of “real-life” job experiences. We integrate simulations into your overall solution and promotion processes, and use them as a basis for diagnosing development needs.

DDI is still leading the way—with virtual applications of simulation-based assessments. Now, you can take advantage of the full power of assessment methodology, with lower costs incurred and greatly expanded reach.
TOOLS AND TECHNOLOGIES

Assessment Portals
Assessment Portals

Benchmark Question

Do you have a talent portal?
Most organizations struggle to collect, manage, and make sense of the data required to optimize talent decisions. This is especially evident when faced with longer-term strategic challenges such as changing business landscapes, shifting workforce demographics, and large-scale talent mobility/retirement shifts.

The primary systems and processes used to understand talent capability and potential (e.g., pre-hire, developmental, multi-rater feedback, succession management assessments) are often disconnected.

DDI assessments have been successfully implemented with third party portals, including, Oracle (Taleo), First Advantage, PeopleFluent, PeopleScout, and SAP.
Assessment Portals

DDI’s Approach: Connecting the Assessment Data

DDI has built a robust, first Assessment Portal that:

• Integrates talent assessments across the entire employee life-cycle—from pre-hire through development, promotion, and long-term succession.

• Spans all organizational levels up through the C-suite.

• Is built upon a common data management platform and analytics toolset that allows HR and business leaders to glean greater talent insights, and to take actions today that will align talent and strategy for both the short- and long-term.
Behavior & Motivation Assessments

Benchmark Question

Are both behavior and motivation assessed?
To predict performance in a target job, multiple measurements and methods must be part of the equation. Assessments critical to this approach:

- **Behavioral capabilities or competencies** highlight the actions a person is likely to take when faced with a job challenge and how easy or difficult it might be to train a person to perform more effectively.

- **Motivation** gives decision-makers data about what engages the individual—what they enjoy doing and what tasks they’d rather avoid. These critical, non-trainable personal characteristics are strongly linked to job satisfaction, engagement, and retention.

Understanding behavior/motivation adds to our ability to predict performance across a variety job challenges and within different business contexts.
Ready to Make Your Organization Best-In-Class?

**See Success in Action**