



FACTS

ASSESSING TALENT® PLATFORMS FOR OPERATIONAL AND STRATEGIC LEADERS

RELIABLE AND ACCURATE INFORMATION ON OPERATIONAL- AND STRATEGIC-LEVEL LEADERSHIP TALENT.

As organizations become increasingly concerned with talent management, they need accurate and reliable people information to make the best decisions regarding talent deployment, promotion, and development. This need is especially pronounced at the operational level, where leaders are charged with “managing managers” and leading beyond their own functional areas or experience, and at the strategic level, where business strategy is formulated and its execution driven.

DDI’s assessment process, featuring the *Assessing Talent®: Operational Leader* and *Assessing Talent®: Strategic Leader* systems, represents an excellent approach to determining the quality of an organization’s talent relative to the roles and responsibilities at these two critical leadership levels. The process brings together proven assessment tools and methods (including business/leadership simulations, interviews, personality inventories, and other measures of leadership effectiveness) that provide unparalleled insight into the capabilities of leaders.

Through *Assessing Talent®: Operational Leader* and *Assessing Talent®: Strategic Leader*, web-enabled, scalable, and research-proven methods are globally available to generate rich, detailed information on both organizational and individual capabilities to execute specific strategic imperatives. These imperatives can include driving growth, entering new markets, transforming organizational culture, or integrating a new acquisition.

Together, the “in-person” and web-enabled capabilities of DDI’s assessment process provide a configurable, highly flexible solution for meeting a wide range of operational- and senior-level assessment needs.

THE BENEFITS

The DDI assessment process, featuring either *Assessing Talent®: Operational Leader* or *Assessing Talent®: Strategic Leader*, provides several benefits to organizations:

- > Comprehensive and accurate diagnosis of the strengths and development needs of existing operational leaders, strategic leaders, and high potentials.
- > The ability to take stock of the available supply of leadership talent, and this talent’s readiness for future business imperatives, when making critical organizational decisions.
- > Reduced risk of difficult hiring and promotion decisions by quantifying individual readiness for specific role challenges.

- > Web-enabled delivery of assessment components increases reach and availability, allowing for the assessment of a greater number of individuals across geographic locations.

THE DETAILS

The DDI assessment process for operational or strategic leaders brings together an array of powerful, highly predictive tools to gather the deep, rich data and insights required to build a complete view of an individual, including both strengths and developmental opportunities.

DDI begins the assessment design and configuration process by considering both the competencies and context of the targeted roles/levels within your organization. We work closely with you to align your existing competencies with our framework, assuring that the assessment will target the intended skill areas. We also can work with you to create a flexible, comprehensive competency framework that can be applied across multiple people systems.

Among the tools that are part of the DDI assessment approach:

Simulations/Acceleration Centers®—*Acceleration Centers®*, day-in-the-life assessment centers, contain realistic exercises that require key behaviors and competencies, depending upon the competencies being assessed. Exercises included as part of the DDI assessment process include Strategic Business Analysis Exercises, Interaction Simulations (Role Plays), Decision Challenges, and Vision-setting Exercises.

When going through a day-in-the-life assessment center, participants often must interrupt one activity to begin or complete another, much like in a normal work setting.

Included assessment tools can be configured to meet the specific competencies and purpose of the assessment (diagnostic or selection).

Web-Based Assessment—DDI uses our *Assessing Talent®: Operational Leader* or our *Assessing Talent®: Strategic Leader* web-based technology to support the assessment experience and manage front- and back-end administrative logistics, including communication and data management. DDI's web-delivered assessment process has proven to be an effective vehicle for creating a seamless participant experience, providing a realistic work interface (e.g., common e-mail/intranet utility), and enabling assessment quality and accuracy. Through this web-based approach, DDI can deliver assessments either at a DDI site or at another suitable location, virtually anywhere in the world.

Personality Inventories—DDI uses a variety of personality instruments and strongly recommends their inclusion in a comprehensive assessment process to gain an understanding of attributes that can enable success or possibly lead to derailment. Our inventories include the Leadership Effectiveness Inventory (the enabling side of personality), the Leadership Challenge Inventory (the potentially derailing side of personality), and the Leadership Values Inventory (factors that motivate an individual). The inventories can be administered in multiple languages and can be delivered either electronically or via pencil/paper.

Cognitive Tests—Helping to complete the whole picture of an individual's leadership capability, DDI can administer cognitive tests in either textual or non-textual formats, to accommodate those individuals for whom English is not their first language.

CONTACT INFORMATION

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Evaluation, Integration, and Feedback

Whether the assessment is in one of DDI's world-class assessment facilities or delivered remotely, afterward, DDI's assessment team works collaboratively to integrate all sources of information, evaluate individual performance patterns, and identify performance themes to be included in the assessment report and discussed later in feedback and coaching sessions. With comprehensive and confidential assessment reports, participants and key stakeholders are provided with:

- > A summary of the assessment process.
- > Key performance themes (highlighting key strengths and key development needs).
- > Individual competency ratings.
- > Detailed assessment ratings within competencies pinpointing specific performance insights.

Strategic Talent Review

DDI's Strategic Talent Review process provides unique value and insight to key stakeholders, such as a hiring team or senior talent review team. Through this interactive and engaging process, organizations can more fully understand potential talent or bench strength. This review yields insights both at an individual level, for development and deployment decisions, as well as at an organizational level, to answer questions about the organization's readiness to address future challenges.

Post assessment, leaders or high potentials may benefit from a coaching engagement, in which a DDI executive coach works one-on-one with the leader to address specific development needs and issues.

TARGET AUDIENCE

DDI's operational leader assessments, featuring *Assessing Talent®: Operational Leader*, are appropriate for current and prospective operational-level leaders. The strategic leader assessments, delivered through the *Assessing Talent®: Strategic Leader* platform, are appropriate for current and prospective strategic-level leaders and high potentials.

RELATED SOLUTIONS

- > *Assessing Talent®: Sales Leader* FACTS
- > *Assessing Talent®: Sales Professional* FACTS
- > Development Accelerator FACTS

TO LEARN MORE

Contact your DDI representative or visit www.ddiworld.com/executive