7 key business processes

Where a talent assessment platform adds value

Introduction

If you've read our People Science 101 guide and our article on finding the perfect assessment partner, then you'll be familiar with the idea of a talent assessment platform. If you haven't read those yet, then here's a very quick recap:

- People science is powered by psychometric assessments, which are designed to indicate various aspects of individual performance. These can measure aptitude, behaviours, emotional intelligence, and personality traits.

- A talent assessment platform is a system that enables you to administer these assessments to new candidates and existing employees. The platform should then provide insights that help you recruit, develop, manage and retain employees.

It can be hard, though, to visualise just how and where a talent assessment platform will fit in with your existing business processes. Where exactly will it add value, and how? Will you need to change your existing processes to accommodate a new platform? Answering these questions is essential to understanding how your organisation will get value from its investment. In this guide, we'll look at 7 key business processes in the hiring, development and retention of your employees, and show you how exactly a talent assessment platform can add value.

Recruitment

1. Creating a job description

When you're defining a job role, where do you start? With the role responsibilities? Or with the kind of person you're looking to hire? The type of person, arguably, is the most important element of a job description – skills can be taught, experience gained, but if someone doesn't fit your organisation or a department on a cultural level, it can be disastrous.

Your talent assessment platform should help you create a job description which precisely details the psychological profile of your ideal candidate. Crucially, that job description should be in an environment where you can see at a glance how closely the personality of a candidate matches the profile you're looking for.

Alex - HR Administrator

Alex is hiring for a new software developer. Using her talent assessment platform, she reviews the behavioural profiles of the top performing developers in the company. She then creates a job spec that looks for the qualities the top performers had in common: being analytical, process oriented and collaborative.

Software Developer

About the Role

| a role that will likely evolve over time | exceptionally fast paced environment | some ongoing learning required | an experienced hire role |

Core Characteristics

Analytical

Analysing data, dealing with complexity, working accurately and with detail

Process Oriented

Task focus, rule adherence, organisation, reliable, following process until completion

Collaborative

Customer service, supporting people, team player, values working with people, dependable

Recruitment

2. Receiving applications and shortlisting

With a role live on your website, LinkedIn and various job boards, the next step is building your shortlist. Historically this has been time-consuming, especially if you've had to manually administer assessments to candidates or review previous applicants.

A modern talent assessment platform should enable you to administer assessments easily and quickly to everyone that applies for your role. Best-in-class assessment platforms will also make it easy to review previous applicants alongside new candidates. Importantly, your platform should automatically rank all candidates from most to least suitable based on how closely their assessment data matches the profile you set when creating the job spec. This functionality will help you minimise unconscious bias when evaluating which candidates to invite to an interview.

3. Interviewing candidates

Your talent assessment platform should then turn that data into a tailored interview guide based on your candidate's individual profile.

Combined with their CV and your own instincts about a person, an assessment platform should make your interviews much more useful for evaluating candidates.

Alex receives 150 applications for her role and sends everyone a behaviour assessment via her talent assessment platform with just one click. Within a week, all the candidates who responded have been ranked out of 5 for their suitability for the role – as have all the candidates on file from previous job adverts. She has everything she needs to easily create a shortlist to invite to an interview.

At interview stage Alex is given a specific set of questions for each candidate. When she interviews a candidate who doesn't rate as being as supportive as the role requires, but is otherwise a good match, the platform prompts her to ask questions designed to probe this potential development area.

Interview Guide
Software Developer

Overall	Behaviour	Aptitude	Personality
3.9	4.1	5	2.6
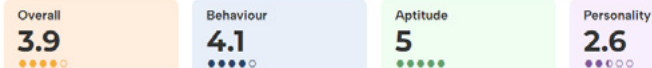
By comparing the assessment results of Connor Saavedra with the Software Developer job profile, our data/algorithm has recommended these as the most important questions to use in the interview.

The questions are also ordered based on how much value they are likely to add to an interview.

Can you give an example of when you have felt under pressure at work? What strategies did you use to try and manage this pressure?

Why are we recommending this question? ∧

You should ask this question because you wanted a candidate that was supportive and Connor Saavedra scores much lower on some of the Personality traits that are related to this characteristic.

Onboarding

4. Onboarding

The final decision on who to hire is still totally in your hands. But with the data and guidance from your talent assessment platform, that choice should be a more informed one that you can make with confidence.

Once the decision is made, your platform should be able to provide advice on how best to onboard the candidate based on their individual assessment data. Given that hiring the wrong person can cost £30k or more to a business, these onboarding steps will prove vital.

The talent assessment platform recommends that when Alex's new starter joins, they should be given structured support to help them get to know their colleagues in the business, among other things. She takes this approach, and calls her platform provider for further guidance from their customer success team.

A few weeks later, she sees a heartfelt post on LinkedIn from her new starter saying what a great time they are having with their new employer.

Summary
Behaviour

Accommodating ———————— Direct

Reflective ———————— Outgoing

Spontaneous ———————— Methodical

Pragmatist ———————— Perfectionist

How to Onboard
Behaviour

This person strongly values having a sense of stability at work and will prefer to work in a methodical and steady manner. During their onboarding, they will benefit from structured plans and clear organisational processes to follow. When presenting a project or task to them, it will be beneficial to clearly break it down into steps. As a result, they will diligently work through each step of the process reliably and consistently. This is likely to be more engaging for them than introducing multiple projects in an unsystematic way.

How to Motivate
Behaviour **Personality**

This person will feel highly motivated when they are able to work in solitude without interruption. They will prefer to keep their interactions with people to a minimum, feeling comfortable working by themselves for long periods of time. Being reserved and reflective, this person will become demotivated when people try and influence their views without providing them enough time to independently reflect on all the information likely to be more engaging for them than introducing multiple projects in an unsystematic way.

Development

Although traditionally companies have used psychometric assessments as tools in the recruitment process, a modern talent assessment platform can also leverage the people science insights from assessments to help effectively develop and retain employees.

5. Annual reviews

Many line managers dread annual reviews; what do you say to your people? How can you give them constructive feedback on top of all your other duties? A talent assessment platform can make annual reviews more focused and valuable by giving line managers clear insights into the people they manage, helping them use reviews to engage and motivate their individuals effectively.

Best-in-class talent assessment platforms should also let managers compare the profiles of their team members to those of top performers in their organisation, so they can easily spot any gaps and work with the individual to make a plan to improve on them.

When annual review season comes around, Alex sends line managers the individual profiles of all their team members, including a benchmarking report comparing their teams to the anonymised profiles of top performers in the company. As the review period begins, she hears lots of talk about how much easier reviews are this year.

Aptitude

Low | High

Deductive

Perceptive

Numerate

Articulate

Conceptual
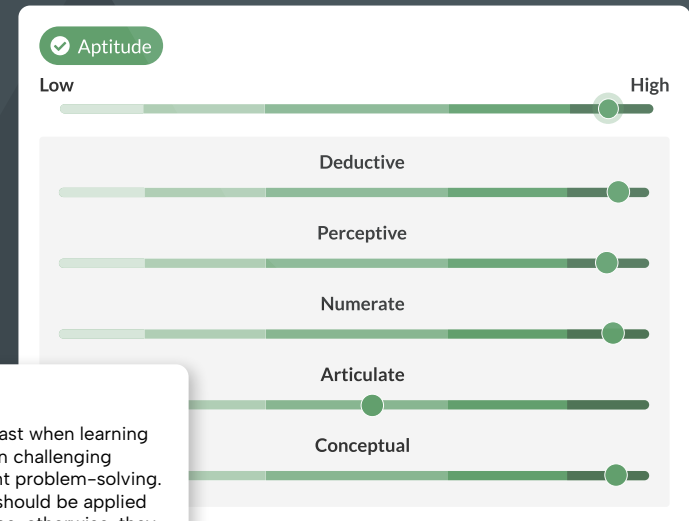
Learning speed

This person will be exceptionally fast when learning new information. They will thrive in challenging environments that require frequent problem-solving. Their exceptional learning speed should be applied whenever possible in the workplace, otherwise, they will get bored when they do not have intellectually stretching work. They will have an extremely broad range of aptitudes and will be able to reason from most sources of information. In a group setting, this person will work extremely quickly, and others may find it difficult to keep up.
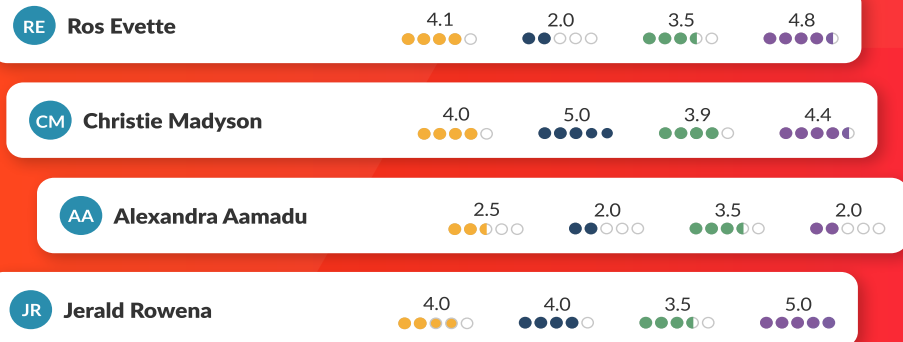
Development

6. Developing high-potential individuals

Most modern organisations have a 'HiPo' programme – a workflow for identifying and nurturing high potential individuals. However, the criteria for putting people in the programme – and the programmes themselves – are often weak, meaning that 5 out of 6 HR professionals are dissatisfied with their HiPo programme.

The individual profiles of your HiPo individuals, that your talent assessment platform generates, will enable you to adapt your HiPo programme to ensure your high potential employees have the best chance of becoming the top talent you need. Your platform should also be able to identify HiPo individuals based on their profiles, giving you an unbiased and scientific basis for selecting candidates for the programme.

Alex administers assessments to all the current HiPo employees, and discovers that a number of them lack the traits needed to thrive on the programme. She also sees from the profiles of the remaining HiPo employees that the roles they've been given are not stretching enough to help them achieve their potential.

By removing employees who don't belong on the programme and altering the programme to stretch the remaining employees in the right way, she immediately reduces the number of dropouts from the HiPo programme. She also knows she can use people science to accurately identify HiPo individuals when they join the company, ensuring a healthy flow of new recruits into the programme for years to come.

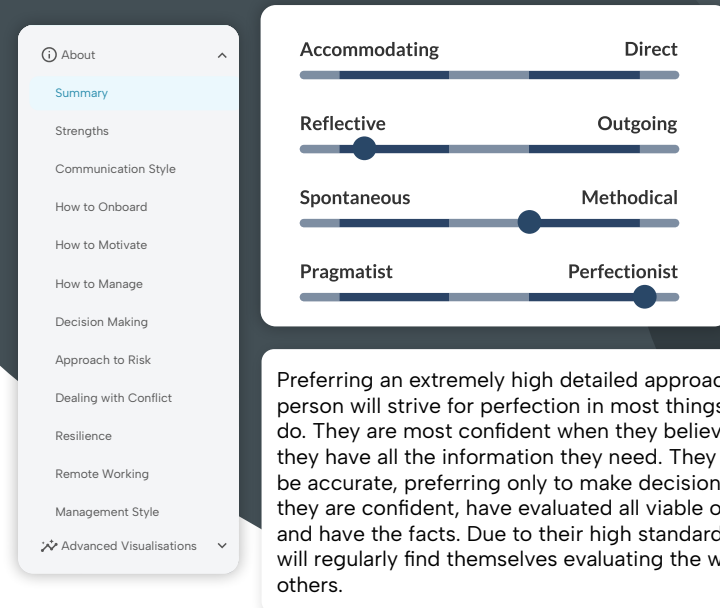|				
RE Ros Evette	4.1	2.0	3.5	4.8
CM Christie Madyson	4.0	5.0	3.9	4.4
AA Alexandra Aamadu	2.5	2.0	3.5	2.0
JR Jerald Rowena	4.0	4.0	3.5	5.0

Retention

7. Taking action after a poor engagement survey

Employee engagement often improves as a result of other activities – hiring the right individuals, developing them effectively, and managing them in the way they like to be managed. However, if an employee engagement survey reveals that a specific cohort of employees (such as a department, or a region) is disengaged, your talent assessment platform should be able to help you take immediate action.

Your platform should be able to show you trends in the individual profiles of the group in question. Then you can identify mismatches between how those employees prefer to work and be managed, how they are currently being managed, and take meaningful steps to make improvements.

The results of the engagement survey show Alex that the software development team is feeling disengaged and dissatisfied with the level of hands-on management they are receiving. Her talent assessment platform shows that the developers are mostly self-motivated individuals who prefer working alone or in small groups, and who prefer email communication over face-to-face discussions.

Alex provides this feedback to line managers in the software development team, and next quarter engagement results have improved noticeably in the department.

① About

Summary

Strengths

Communication Style

How to Onboard

How to Motivate

How to Manage

Decision Making

Approach to Risk

Dealing with Conflict

Resilience

Remote Working

Management Style

⌁ Advanced Visualisations

Accommodating — Direct

Reflective — Outgoing

Spontaneous — Methodical

Pragmatist — Perfectionist

Preferring an extremely high detailed approach, this person will strive for perfection in most things they do. They are most confident when they believe that they have all the information they need. They want to be accurate, preferring only to make decisions when they are confident, have evaluated all viable options and have the facts. Due to their high standards, they will regularly find themselves evaluating the work of others.

Outcomes-focused is the future

By now you should be able to clearly visualise how a talent assessment platform can fit into your existing business processes to help you find the best talent, and keep employees engaged and motivated.

The key to success is to evaluate how much a platform focuses on the outcome you're looking to achieve. When psychometric assessments were first created, they weren't outcomes–focused at all: you had to interpret the data based on what you were trying to achieve with it (and the data was often hard to understand without training). Best–in–class modern platforms, by contrast, now do that interpretation for you, providing you with contextual and tailored guidance for how to handle a range of scenarios. If the provider also provides support beyond the platform in the form of someone you can talk to, so much the better.
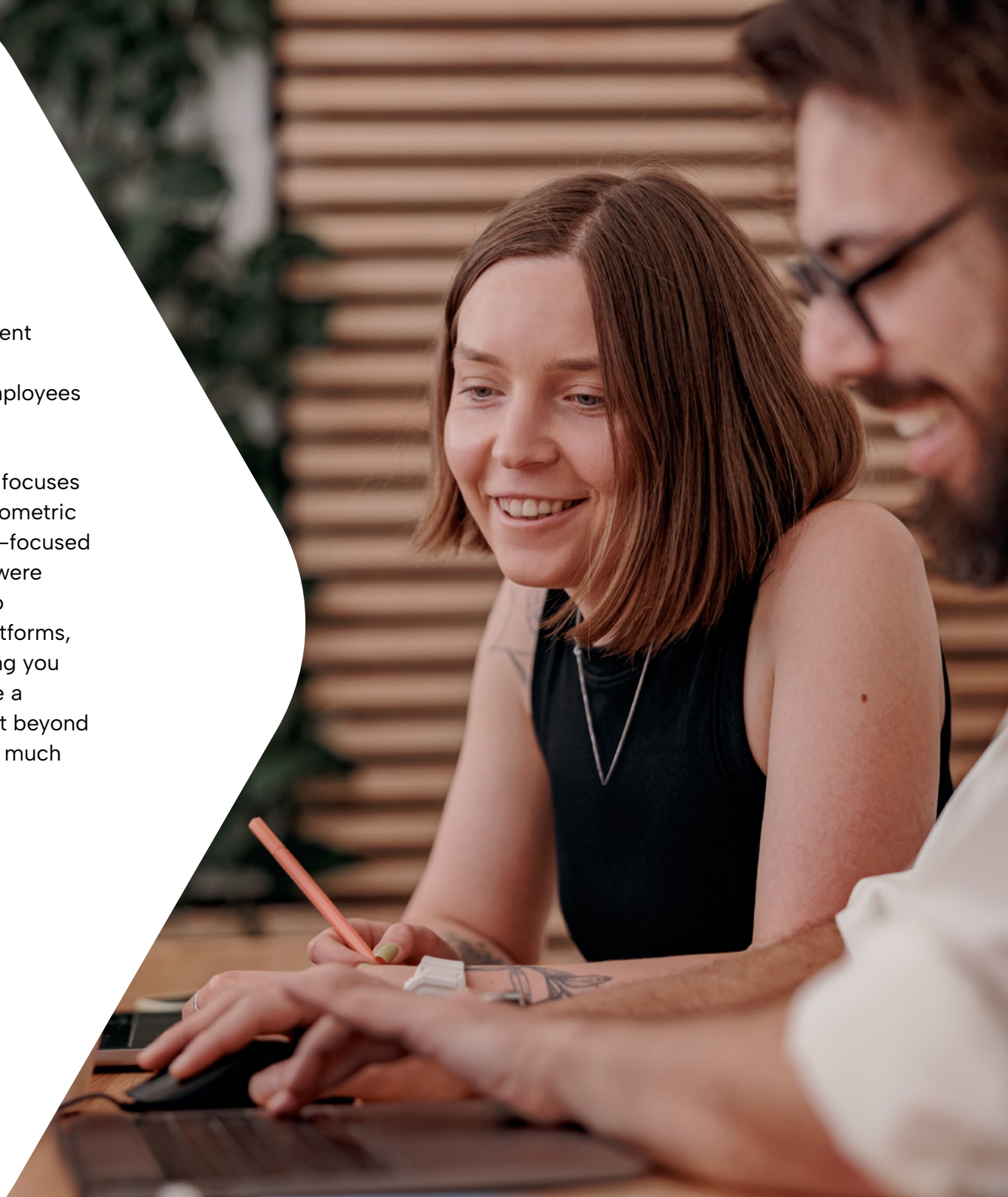
Ready to read more?

Read 'People Science 101' to gain a thorough understanding of what people science is, as well as the benefits it can bring to your business' recruitment, development and retention strategies.

Download the guide →

If you're in the process of evaluating different providers, read 'Trying to find a talent assessment provider? 5 signs that they're the one for you' to discover the 5 key qualities you should be looking for in a talent assessment platform provider.

Download the guide →

People Science 101
The value of people science to your business

Trying to find a talent assessment provider
5 signs that they're the one for you
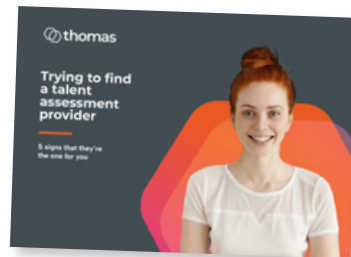
The Thomas Platform

Thomas is a leading talent assessment platform provider, and we've developed a uniquely powerful yet simple-to-use platform that enables you to understand the personality, behaviours and aptitude of yourself and those around you. Our insights help more than 11,000 businesses in over 140 countries transform their performance by hiring the right people and ezngaging them throughout their careers to help them feel motivated and achieve their best.

thomas