

## Employee Centricity Series

The Future of Talent Assessment  
4<sup>th</sup> June 2019



EMPLOYEE  
CENTRICITY

# How to participate in this webcast

- 1. Ask questions** as they occur via the chat box at the bottom left of your screen. We will weave them into the conversation and may follow up via email if there are questions left at the end of the hour.
- Feel free to **download the presentation** via the 'File Download' pod in the bottom center of your screen
- You may **full screen** the video or PPT at any time by clicking the 4 arrows at the top right of the screen
- Complete the brief **evaluation** at the end so we can incorporate your feedback into future programs
- Share this program with your colleagues. It will be available **On Demand** after the webcast on The Conference Board website.



## Earn Credits

- Stay online for the entire webcast
- Credit available for participation in the live webcast only

### HRCI

- ✓ Type your full name, email address, and specify “HRCI” in the space provided

### SHRM

- ✓ Type your full name, email address, and specify “SHRM” in the space provided

### CPE

- ✓ Type your full name, email address, and specify “CPE” in the space provided
- ✓ Click ‘ok’ for 3 popups that occur during the program



## Panelists:



**Iulia Istrate**

EMEA Talent Acquisition & Programmes Director  
Vertiv



**Grace Kerrison**

Managing Director, APAC  
Pymetrics



**Rajan Krishnakumar, Chartered MCIPD**

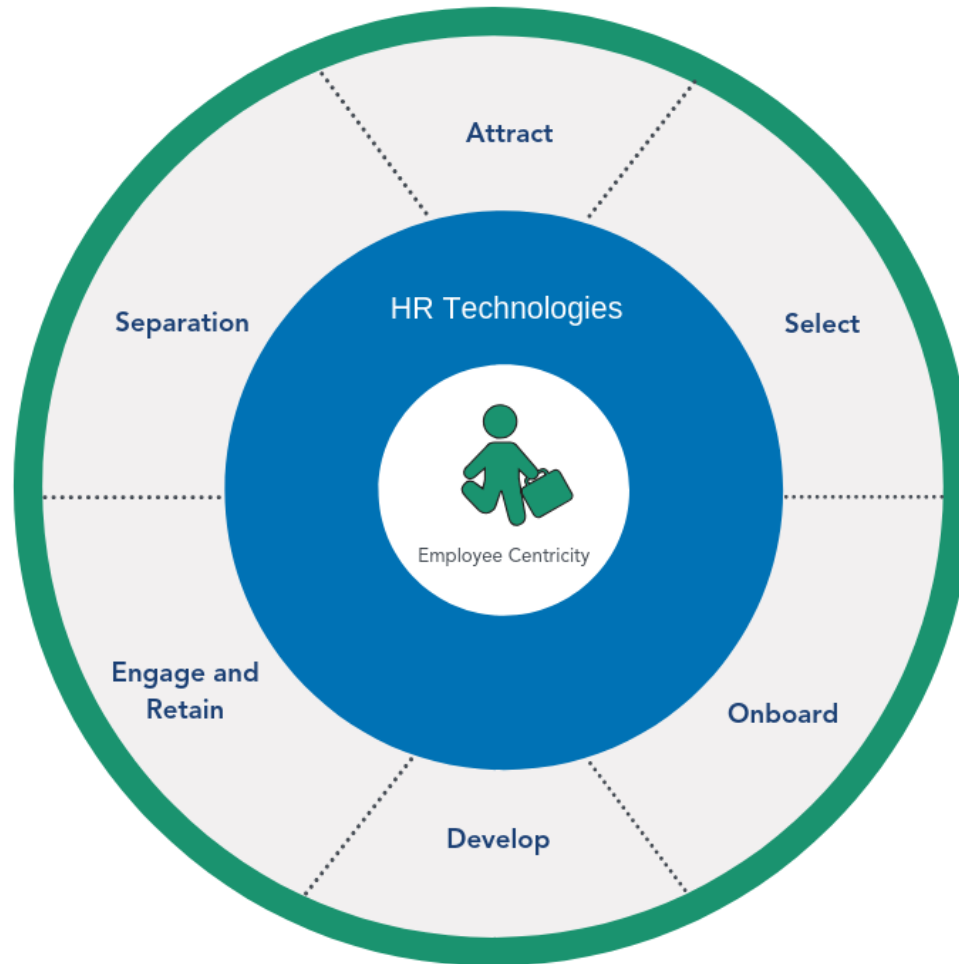
Head of Talent, Asia Pacific  
MasterCard



**Tara Murphy (Moderator)**

Council Director, Strategic Workforce Planning; HR Operations; Talent Acquisition Executives Councils  
The Conference Board

# Employee Centricity & The Future of Work



# Talent Assessment Experiences & Emerging Trends?



# Market Developments

... **Challenges** ...

.... **Opportunities**

.. and

.... **Differences..**



## Predictors of Performance?

If you want to go deeper:

Working Paper: The Validity and Utility of Selection Methods in Personnel Psychology: Practical and Theoretical Implications of 100 Years, Publ. 2016 by Frank L. Schmidt, In-Sue Oh, Temple University, Jonathan A. Shaffer, West Texas A&M University

[Source](#)

The validity and utility of selection methods in personnel psychology: Practical and theoretical implications of 85 years of research findings.

Frank L. Schmidt, John Edward Hunter, Published 1998

DOI:10.1037/0033-2909.124.2.262

[Source](#)





...‘Digital Opportunities’....

... trends driving talent assessment?

.....

.....



## Summary of Questions to Ask

1. **Self-reflection - Am I clear on what I want and need?**
2. **Vendor Evaluation – Does my vendor meet expected standards and my needs?**
3. **Integration and Usability – Can I deploy it within my business?**
4. **Candidate Experience & Brand Perception - Is it aligned to who we are and what we stand for?**

# Sample Assessment Matrix

The sample assessment matrix below shows how you might document the important attributes to be considered as part of building your end to end selection process for your role. You can customize this for your own needs. When designing an assessment process the following principles apply:

1. Use the most appropriate assessment for the attribute/trait/competency being assessed for. Please consider the least biased and most valid approach.
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	1. Application Qualifying questions	2. Pre-Screen pymetrics	3. Video Interview	4. Hiring Manager Interview
Decision Maker	Recruiter	Recruiter	Recruiter/Hiring Manager	Hiring Manager
<b>Culture/Values Fit</b>				
Integrity		✓ .		✓ .
Excellence mindset			✓ .	✓ .
Learning orientation		✓ .	✓ .	
<b>Motivation &amp; Competencies</b>				
Motivation for role	✓ .		✓ .	
Customer Focus	✓ .	✓ .		
Results Focus		✓ .		✓ .
Manages Risk		✓ .		✓ .
<b>Technical Fit</b>				
Technical Knowledge, Skills & Abilities (Add JAQ insights)	✓ .		✓ .	✓ .

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# Digital Pilots



...‘Trust....

... In the data rich online environment, ....

.....what initiatives help ensure candidates and employees can trust that their data is handled fairly? .....



## Webcasts

### Upcoming webcasts:

#### [The Future of Onboarding](#)

June 18, 2019 11:00 AM CET / 17:00 PM SGT

#### [The Future of Talent Management & Leadership](#)

June 19, 2019 11:00 AM CET / 17:00 PM SGT

#### [The Future of Employee Engagement & Retention](#)

June 26, 2019 11:00 AM CET / 17:00 PM SGT

#### [The Future of AI in HR](#)

July 02, 2019 11:00 AM CET / 17:00 PM SGT

### [Register for entire series](#)



## Related Research

### [Total Talent Mobility: Strategic Purposes, Barriers, and Best Practices](#)

April 2019 | Research Report

This report outlines 10 strategic purposes of total talent mobility, the primary barrier(s) to each purpose, and the best practices to alleviate those challenges.

### [C-Suite Challenge™ 2019: The Future-Ready Organization: Latin America](#)

April 2019 | Publication

The successful organization and CEO of the future will be open, transparent, and willing to share information at all levels while thinking holistically about the impact of their business on society, according to our CEO respondents in Latin America.

### [Future of Work in Asia: The Digital Transformation Journey and Its Impact on How Work Gets Done](#)

April 2019 | Key Business Issues

Hiring, developing, and training talent in Asia-Pacific and China will change as data provides critical insight into how to create customized individual retention strategies.

For more click [HERE](#)



## Related Peer Networks

### [Talent Acquisition Executives Council](#)

As talent acquisition leaders in Europe, our goal is to develop and implement strategies and tactics that enable our companies to hire the right talent at the right time.

### [Leadership, Talent & Organizational Transformation Council](#)

The Leadership, Talent & Organizational Transformation Council in Europe focuses on identifying and promoting best practices on how to develop talent, create highly effective leaders and help organisations to improve business performance.

### [Asia Talent & Diversity Council](#)

The mission of the Council is to provide its members, who are leaders in the areas of talent management, leadership development and organization effectiveness, with a forum for sharing best practices and actionable ideas.

### [Asia Talent Acquisition Council](#)

The Council provides senior talent acquisition decision makers in Asia-Pacific with a network of professional peers who meet regularly to exchange ideas, best practices, and innovations related to talent acquisition strategies and operations functions.







# Webcast Evaluation

*The 5 question survey will open in your browser window*



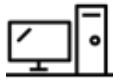













Please click on the link above to submit your feedback on today's program. Your opinions are very important to us. Thank you for your time.

# Future of Work Redefined



# Workforce redefined



















Work 9 to 5 within the office		➤		Work anywhere anytime
Use company equipment		➤		Use any devices & always on
Climb corporate ladder		➤		Create own ladder
Pre-defined work		➤		Customized work
Life long & loyalty		➤		Meaning of Life & Purpose
Hoard information		➤		Share information
Focus on knowledge		➤		Focus on adaptive learning
Corporate Learning & teaching		➤		Democratized learning and teaching





# Workplace redefined



























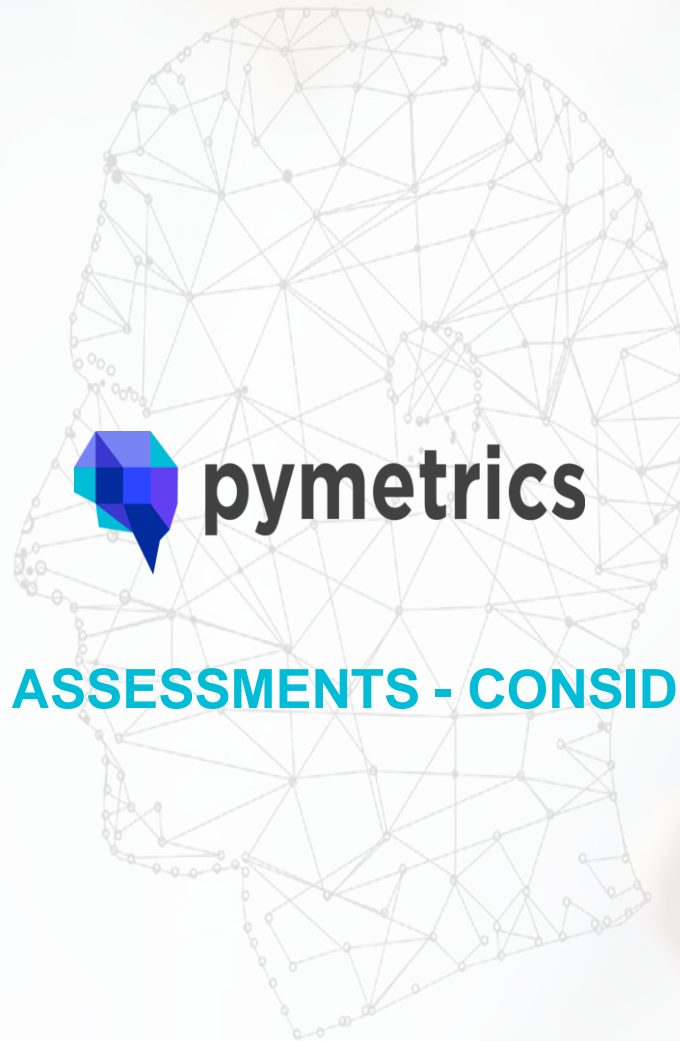
Physical location		➤		Virtual presence
Hierarchical structure		➤		Holocracy & modular
Authority driven		➤		Purpose driven
Control & rigid rule		➤		Flexible around work-life balance
Common needs & one size fit all		➤		Personalized experiences
Productivity & efficiency		➤		Agility & wellness
Siloed & division of labor		➤		Collaboration & multi-disciplinary
Majority, minority & exclusion		➤		Diversity & inclusion



# Leader redefined



Command leadership			 <b>Servant leadership: one who shares power and put needs of employees at first</b>
Supported by employee			 <b>Supported each other</b>
I know it all			 <b>There's thing I don't know</b>
Control information			 <b>Reaps collective intelligence</b>
Judge & rank			 <b>Feedback &amp; coach</b>
Hoard talent			 <b>Mobilize talent</b>
Conform & comply			 <b>Challenge and innovate</b>
React to change			 <b>Foresee the change</b>



## AI-BASED ASSESSMENTS - CONSIDERATIONS



## Context and Definitions

### AI:

*“The theory and development of computer systems able to perform tasks normally requiring human intelligence, such as visual perception, speech recognition, decision-making, and translation between languages.”*

### Levels of AI:

- **Weak or Narrow AI:** Make decisions and solve problems in a limited area. Current AI (e.g. Siri, Alexa, Chess playing AI)
- **Strong AI:** machine with the ability to apply intelligence to any problem, as smart as a human being

### Machine Learning (ML) :

- An application of AI where rules are learned from data instead of being explicitly programmed. ML uses algorithms to generate models.
- Goal is to predict future patterns, given a set of data, that generalises well

### Power of AI :

- automate human decisions
- uncover patterns that we may not be aware of
- agnostic to features that tend to bias human decisions
- identify patterns in large amounts of data

## **CAUTION!**

*Just because a vendor says they have a gamified or AI assessment, do not make assumptions around what that means!*



## Benefits of AI and Gamification

### Candidate Experience:

- Immersive and enjoyable – increased candidate motivation
- High completion rates

### Efficiency and Accuracy:

- Positive impacts to ROI - reduced time, cost savings
- Multiple behaviours/multiple dimensions
- Actual behaviour, not self-report = Greater objectivity
- Assess hard to measure attributes (multi-tasking, attention span)
- ***AI: Customised modelling on your incumbent population, patterns - beyond single trait.***
- Combat bias

### Brand Appeal:

- Integrated branding and messaging
- Attractiveness of employer as a digital organisation

# Questions to Ask

## 1. Self-reflection - Am I clear on what I want and need?

### **Why do I want an AI or Gamified assessment?**

- Business drivers and pain points - don't do it just because everyone else is!

### **What do I want to measure, where do I want to measure it and what can the assessment offer?**

### **How will I know this has been successful?**

- Identify and communicate success measures upfront
- Don't expect miracles!

# Questions to Ask

## 2. Vendor Evaluation

### Does the science stack up?

- Traditional rules still apply – validity + reliability
- A custom model is different to a norm based assessment
- Do they have IO Psychologists on their team?

### How is the vendor building and maintaining their algorithms ?

- Training sets, sample size + ease of data collection
- Active vs passive data
- Understand the data science
- Be aware of 'black box' – explainability is key!

# Questions to Ask

## 2. Vendor Evaluation

### **Does your vendor address bias and support diversity?**

- Actively supports diversity (diversity of data set, de-biasing models before deployment, backtesting for adverse impact)
- Check yourself for bias!
- Candidates with disability?

### **What ROI and Predictive Validity do they have?**

- ROI: process efficiency, hire yield, candidate experience etc
- Predictive Validity: improved job performance, reduced turnover

### **What support will the vendor provide if legally changed?**

- Support and evidence to support legal challenges

# Questions to Ask

## 3. Integration and Usability

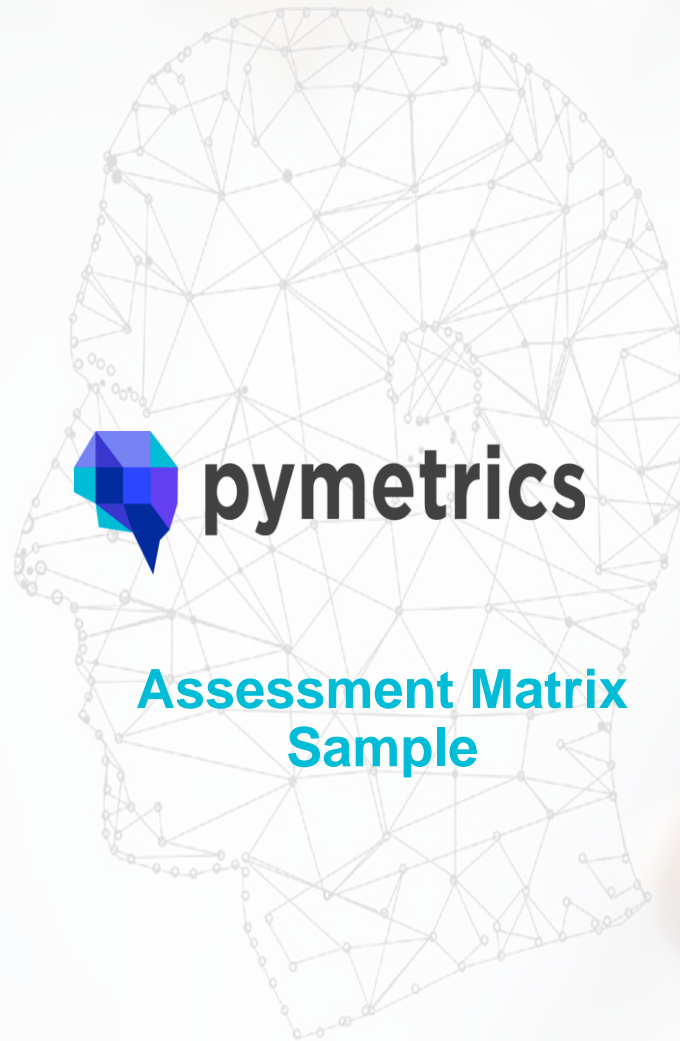
- Deployment (ATS integration vs vendor portal)
- Ease of use (accreditation training?)
- Ancillary offerings? (e.g. internal mobility functionality, workforce insights)
- Engage with internal procurement, risk and compliance and tech teams early!

## 4. Candidate Experience and Brand Perception

- Ux, feedback?
- Accessible on multiple platforms with an equally positive experience?
- Brand impression and appropriateness for role?
- Branding customisation?
- Support for change management – TA/HR, hiring managers, etc.

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