

EXECUTIVE ASSESSMENT

ZAITECH offers Executive Assessment (evaluating the client's senior talent in light of company strategy and value targets)

Our Executive Assessment services are competency-based and value-oriented. That means our model must first be completely customized for the strategic needs of each client. Depending on specific client demands, we will resort to Assessment methods and tests from other purveyors, whenever possible delivered and interpreted by **ZAITECH**¹.

Executive Search, Assessment, and Coaching reinforce each other, allowing the client to see in **ZAITECH** a strategic partner delivering senior-executive solutions².

The Value Management model, when applied to Search and Assessment, delivers a very unique solution, as the executives in the client company, present and future, are gauged per the incremental value they can deliver to that company's stakeholders, while in parallel we gauge how each executive enhances his/her own personal market value by being associated with that company.

What questions should one ask when choosing an Executive Assessment provider?

- Do I require Assessments or Self-assessments?

A search on Google will yield tens of thousands of different Assessment services, which can be quite bewildering. Most of these are self-assessments, ie tests the executive will take via internet. These are excellent, and highly cost-effective, solutions for assessment of middle-management talent, and for some other specific professional profiles, such as Sales.

"Live" assessments, on the other hand, where one or two interviewers will meet with the evaluatee and perform a highly structured interview, are far less common, and only a cost-effective solution for those most senior levels in an organization. A competencies-based, value-driven assessment can only be performed this way, since the company's present and desired strategic direction play a key role in yielding the skills and abilities that will be required of that executive.

- Exactly what do I need to assess?

Inquire about which of the following are covered in the services of each purveyor:

- How the executive thinks
- How the executive leads other people
- How the executive makes decisions, specifically how he/she selects among the four ways to make a decision (delegate, decide alone, decide by consensus, and decide by vote)
- What is that executive's career potential, short-, medium- and long-term
- What is the executive's self-awareness (also known as Emotional Intelligence)
- What are that executive's training and development needs
- Is that executive's style different upward, downward and sideways?
- How do you gauge, if at all, each evaluatee's results on the above items vis-à-vis my company's culture and strategy?

¹ Mr. Carneiro is certified to apply and interpret the indicators MBTI® (Myers-Briggs Type Indicator) Step 1 and Step 2, Firo-B® (Fundamental Interpersonal Relations-Behavior), and TKI® (Thomas-Kilman Inventory). MBTI® is a very traditional indicator of psychological type, Firo-B® shows how people work in teams, and TKI® shows how people deal with negotiation and confrontation.

² Of course, this creates potential conflicts, and we have very strict policies and rules concerning these.

Very few of the existing Assessment models will gauge how an executive's style will change when under pressure (and it invariably will!), so the first three bullets above must be evaluated with the pressure level both on and off. Likewise, some executives display different styles when dealing with their boss (upward), with their subordinates (downward) and with their peers (sideways). While some of these are normal and understandable, there is a level beyond which that executive's behavior may lead to team disaggregation.

- How am I going to integrate these findings into my company's Grand Design?

Here, the questions to ask are:

- How are the Assessment findings going to be fed back to the evaluatee?
- Are you going to make a presentation on the group assessed, showing collective needs and requirements? Can this be repeated further down, to each VP, on his/her subordinates?
- Will you cover strategic-fit sorts of issues (this is a particularly pertinent question to ask when a company is changing its strategic direction)
- How will you present yourself so people are not concerned this is yet another cost-cutting tool?
- Will you identify my company's key Change Agents?
- Will you identify my company's High-potentials?
- Will you make recommendations about career path, succession and promotion, so my company is ever more capable and competitive going forward?

If the Assessment purveyor also offers Coaching (they seldom do), these are some further questions to ask:

- How does Assessment tie in with Coaching?
- Under what conditions will you recommend that a prior Assessment be performed on future Coachees?
- Will you coach my high-potentials? If so, will that yield Retention dividends as well as their continued development?
- Will you coach those executives presently outside their normal "comfort" level? This pertains to executives 1) under "stretch" targets, 2) who have just had a promotion or lateral move, and 3) struggling with new strategic directions in the company.