



Finding the Right Person-Organization Fit through Potential Assessment

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The Current Relevance of Potential Assessment for the Viability of Organizations

Seldom before, the public discussion on questions of the labor market and the future of work have been so intense and profound as nowadays. One key topic is the persistent shortage of labor (of specialists as well as of management). Finding the right people has become a question of survival for many organizations. This challenge is even aggravated by the fast pace inside organizations, which is reflected in higher performance expectations. At the same time, job applicants tend to have very clear ideas of their job expectations. In the light of the above/subject to these conditions, how can an organization be sure to find the right persons for the relevant positions? How can they reliably assess the potential of a person in order to establish a viable and productive relationship for both sides, to ensure viable and successful relations for both sides that is the base for the success of the individual as well as for the organization?

We at osb-i have been supporting companies as well as organizations in the public sector for many years to cope with these strategic challenges. We have a variety of instruments, formats and methods at our disposal, which we are happy to present briefly on the following pages.

Our approach is based on the following principles:

- For job decisions, we do not focus solely on persons and their talents. We also look more deeply into several aspects of the organizational side, such as the current and future requirements of a position or cultural aspects in order to select the right person. We help our client to find a viable match.
- On the one hand, job decisions and people development pertain to individuals (e.g. for top management positions), but we likewise support our clients in developing the leadership system e.g. job decisions for new management levels after a process of restructuring, counseling for talent pools and talent assessments as integral part of leadership development programs.
- Our cooperation partners within organizations are HR managers, HR business partners and upper levels of line management. Job decisions and people/career development on the base of professional potential assessment have become a key success factor for organizations and therefore a priority matter for the top management.

1 Management Appraisal

CASE FOR ACTION

Risk mitigation in the selection of top executives and key players with decisive impact on the manageability and future viability of an organization.

TARGET ACHIEVEMENT BY

matching a person's motivation and competencies with the current and future requirements of a position; checking the cultural fit; getting to know the person on a deeper level; supporting the onboarding process incl. appropriate development measures.

METHOD

Definition of current tasks and strategic challenges of a position; application of tried-and-tested tools for potential assessment; personal and professional assessment (status quo), feedback, coaching and development planning; support for self-reflection; coordination of the development and onboarding processes by HR and the management.

APPLICATION FIELDS

New appointments and replacements in the regular cycles of personnel changes in organizations; creation of new positions with new requirements in the course of structural changes. Finding the right persons inside and outside the organization for the new jobs.

2 Strategic Career Decisions and Career Development

CASE FOR ACTION

Development of high-potential employees (managers or experts) with the target to prepare them to step into important positions (in management or other key positions).

TARGET ACHIEVEMENT BY

identifying special strengths, potentials and talent development fields; development planning, monitoring and coaching.

METHOD

Definition of current tasks and strategic challenges of a position; application of tried-and-tested tools for potential assessment; personal and professional assessment, feedback, coaching and development planning. Support for self-reflection; individual or group setting.

APPLICATION FIELDS

Succession planning; succession planning in family-owned businesses; preparation of talents to play a leading role in strategic projects like internationalization (creation of new global functions), digitalization, restructuring the organization into business units etc.

3 Talent Pools

CASE FOR ACTION

Bottlenecks in the labor market compel companies to tap the talents in their organization more closely and to use them strategically to contribute to the company’s future.

TARGET ACHIEVEMENT BY

early identification and focused development of talents (e.g. for a career as managers, specialists or project leaders); foster motivation and commitment to the company, increase employee retention.

METHOD

The management of an organizational unit periodically nominates their talent for a Talent Pool (e.g. a functional group, a regional unit, a business area, etc.). These talents undergo a program of 1-1.5 years where they get to know the company from a holistic perspective, explore different employment opportunities, build internal and external networks, get to know key players of the company and gain personal exposure.

Talent assessments play a crucial part in this program, starting with the definition of key learning objectives and the first draft of a development plan.

Format: Personal self-assessment for each talent (using online assessment tools) and a one-on-one feedback and coaching session of about two hours with an osb-i coach.

The assessment can take place at the very start of the program and/or at its end.

4 360° Feedback

CASE FOR ACTION

A realistic self-perception of one's effect on others is an important base for efficient collaborations and for the impact as a manager on relevant groups and stakeholders in the environment.

The 360° feedback can take place periodically, thus becoming a stable element of personnel development. During an onboarding process, the 360° feedback supports new managers and employees in »arriving« at the organization. The newcomers receive feedback on their actions and performance. This makes it easier for them to recognize potential areas of conflict on time and to take appropriate actions.

TARGET ACHIEVEMENT BY

a systematic comparison of a person's self-perception with the perception of others (such as relevant stakeholders and business partners).

This comparison creates valuable impulses for improvement. In addition, the 360° feedback provides orientation for the individual as well as the organization in which strategic direction learning and development should take place.

METHOD

osb-i consultants use a range of tried-and-tested 360° feedback tools. Based on our systemic approach we tailorize the questionnaire including the relevant dimensions of the (leadership) behavior wanted in the organization to ensure its long-term viability.

The 360° feedback can be carried out either on situational request or recurring periodically as a stable element of a strategic HR management.

5 Developing Potential in Management Teams

CASE FOR ACTION

An existing leadership team has to deal with radical changes and new challenges that require new management competencies. The team decides to assess the status quo for each team member as well as for the leadership team as a whole to determine how fit they are to meet these new challenges.

TARGET ACHIEVEMENT BY

developing a shared understanding of the qualities and competencies needed (critical success factors for the management team); assessing the current competency profiles (individual and the team); identifying core competencies and areas of development; agreement on specific development measures to close competency gaps.

METHOD

Management Team Workshop 1: Development of a shared picture of the new challenges and requirements for the management team. Identification of the competencies needed to cope. Individual potential assessments (based on assessment instruments).

Management Team Workshop 2: Sharing of the individual profiles in the team. Drawing a team competency profile. Creating development plans. Planning a periodic monitoring on the effectiveness of these measures.

6 Potential Assessment as a Core Element of Strategic HR Management

CASE FOR ACTION

The enormous rise of the importance of HR topics in organizations requires a differentiated and powerful HR management that takes all aspects of new working environments into account. It also needs the full attention and support of the whole management system to make HR measures effective.

METHOD

We at osb-i have many years of experience in consulting HR to implement talent assessment and development systems as one integral element of a strategic HR management. In our tailor-fit approach we strengthen the cooperation between management and the HR function in HR matters.

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