

Saville Consulting

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Talent Assessment
2020

Conference Synopsis

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Introduction

Disruption. Anticipate it. Prepare for it. Embrace it.

This was the common thread emerging when Saville Consulting welcomed over 120 senior talent professionals to its Talent Assessment 2020 Conference.

Delegates from a range of organizations including Tesco, KPMG, Warner Bros, Jaguar Land Rover, Travelex and Nationwide came together to discuss ideas and share challenges on what HR needs to do to stay ahead of the curve. Leading the conversation were four visionary speakers addressing what talent will look like in the future.

No one has a crystal ball to predict the future but there are key trends emerging across all areas of the talent agenda. Recognizing, understanding and addressing these trends will enable HR to turn disruption into a path for growth and success.



Julie Gebauer, Global Leader of Human Capital and Benefits at Willis Towers Watson, tackled the future of the work.

“The fourth industrial revolution is set to be as disruptive as its predecessors.”



Lucy Adams, Founder of Disruptive HR and former HR Director of BBC, anticipated the future of HR.

“A lot of HR practices are based on what has worked well in the past. To succeed moving forward they must respond to a volatile, uncertain, complex and ambiguous world.”



Mieke Nan, International Program Manager at ING, shared how they are responding to the direction of travel for assessment.

“Assessment is being disrupted to empower candidates as well as identify the best talent.”



Liz Bingham OBE, Partner at EY, addressed the future of diversity and inclusion.

“The diversity and inclusion agenda will disrupt how organizations do business with each other. No longer a ‘benefit’ or ‘nice to have’ but a fundamental practice

which organizations will have to demonstrate as part of a commercial and competitive environment.”

Current Talent: Where are we?

Delegates were asked to complete a short survey about their current talent assessment. Three key trends emerged:

1

Use and Effectiveness of Assessment Methods

Application forms and CVs were two of the most popular assessment methods used for selecting candidates, yet no-one identified them as identifying high caliber candidates. Situational Judgment Tests were the second most popular method for identifying high caliber candidates but were the least commonly used. Face-to-face interviews were most frequently used and perceived to be most effective at identifying the best talent.

2

Developing Potential

Only 13% of delegates believe their line managers are well equipped to develop potential. As structures become flatter and more agile, this could be a potential issue for the future.

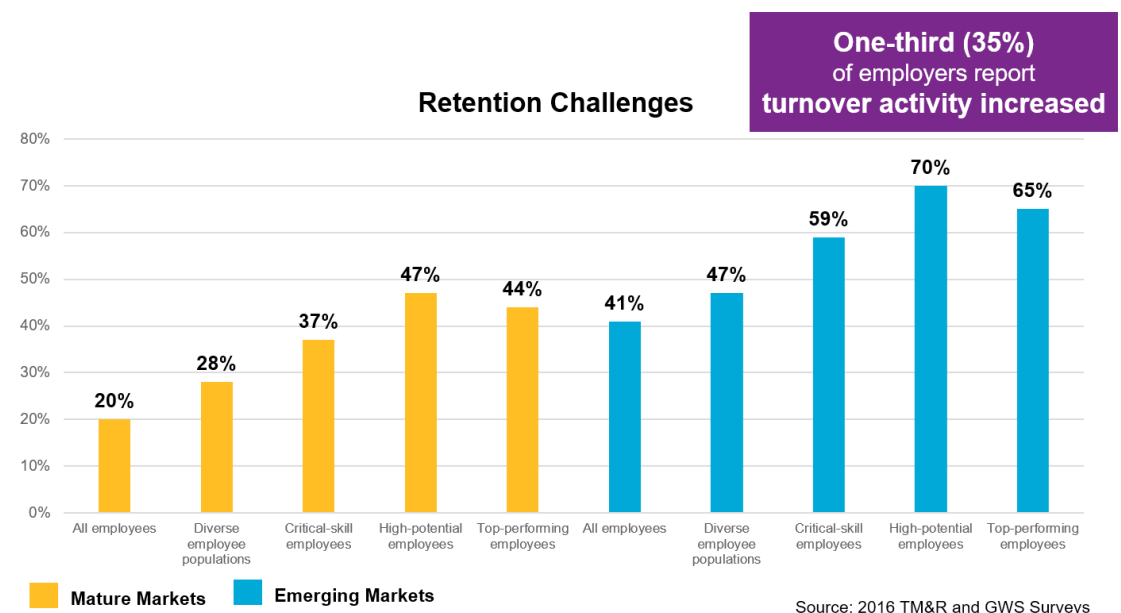
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Impactful Leadership

The two areas identified where leaders need to create the most impact were 'Engagement' and 'Successful Teams'. Engaging and inclusive leadership is set to be a critical feature for the future of work.

Current Talent: Where are we?

The 2016 Willis Towers Watson Global Talent & Reward survey collated data from 29 global markets with 2,004 employers representing 2.1 million employees. The survey highlighted two interesting trends:



The Future of Work

Julie Gebauer – Head of Human Capital and Benefits, Willis Towers Watson

To set the scene for the future of work, Julie began by sharing a list of the most popular vacancies advertised on Reed Jobs for London:

- Frontend UI/UX - London Tech Firm
- 4D Designer / Visualizer - Freelance
- Permanent Secretary - Department for International Trade
- Brand Ethical & Compliance Officer - Retailer
- Scrum Master - Multiple Industries

Re-Shaping of Jobs and Agile Working

These highlighted a key component of the Fourth Industrial Revolution, the reshaping of jobs. Increasingly, organizations are implementing more agile ways of working, focussing on projects rather than the long term and this is reflected in recruitment practices - a rise in the number of freelance roles advertised and the arrival of jobs such

as ‘Scrum Master’ whose purpose it is to facilitate an agile working methodology.

New Jobs

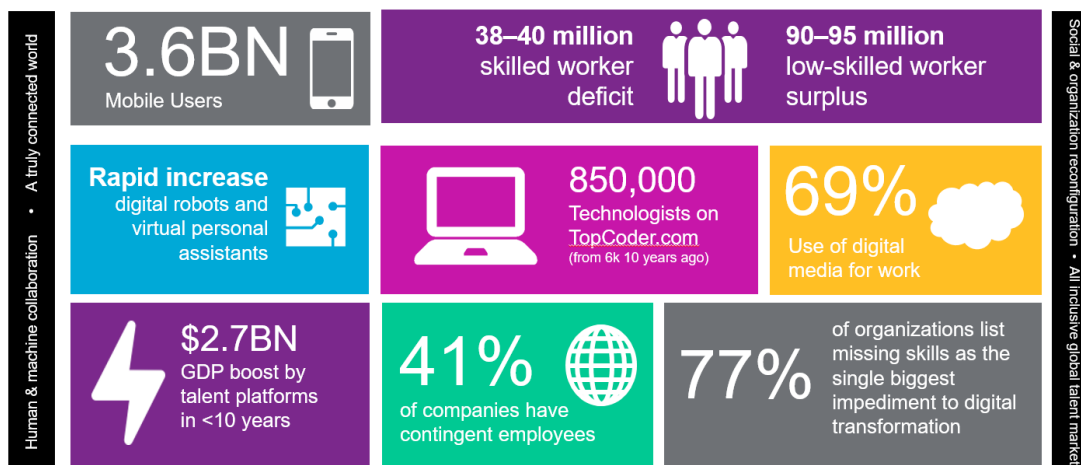
The most in-demand occupations such as UI/UX/4D Designers weren't roles 10 years ago and it is predicted that 65% of children entering primary school today will ultimately work in jobs that do not yet exist.

Skills Gaps

For the future of work, this is disrupting industries in most countries. The displacement and decline of many roles and the rise of previously unheard of positions is resulting in a widening skills gap.

The digital revolution is also disrupting the future of work in a way not previously seen; it's not limited to the technology sector and roles. Technology influences the way we consume media, book taxis, pay bills and much more.

DEMOCRATIZATION OF WORK The emerging “Robo-gig” economy



Sources: Digital Media & Society, World Economic Forum in collaboration with Towers Watson; Towers Watson Research; also reference McKinsey & Co

The Future of Work

Robotics and Technology

Are we approaching 'peak human'? In our everyday lives we check in for flights online, collect cinema tickets from a self-service machine and some retailers no longer have cash registers with all transactions made via a tablet. Over time, we have seen roles which used to involve human interaction decrease. With cloud storage, AI and machine learning coming of age; does this mean in the future we will see machines and robots replacing positions previously held by people?

Robotics and technology are causing a potential disruptive fusion. RBS announced the shedding of 550 jobs, replacing employees with robo-advisers in order to cut costs and IBM's Watson is a cognitive system enabling a new partnership between people and computers which has a successful cancer diagnosis rate of 90% compared to the 50% rate of human doctors. Where else could we see this fusion in the future of work?

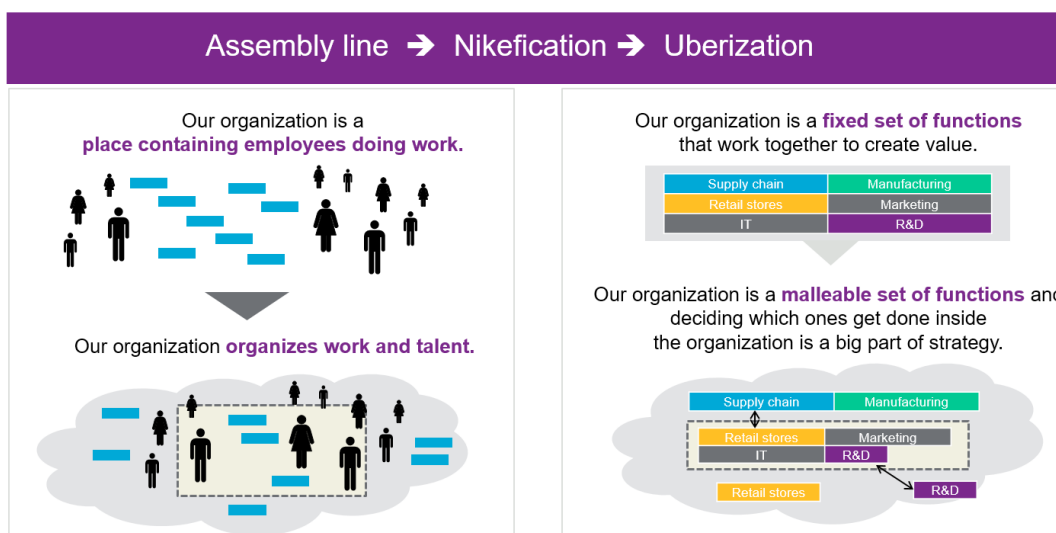
- Robots for dangerous work or tasks requiring accuracy and a high level of patience?
- Collaborative robots working alongside humans?
- Shared learning in the cloud, accelerating robot effectiveness and adaptability?
- Smartphones serving as 'super-computers' that program household robots?

What does this mean for the future of work? Ultimately we are predicting a shifting paradigm as to how businesses are organized.

The future of work is set to be far more agile, far less linear and far more driven by the employee. Ensuring a dynamic approach will make organizations far more responsive to the demands of the fourth industrial revolution and keep the disruption to effectiveness at a minimum.

Three Talent Assessment Considerations for the Future of Work

1. **Talent Pipelines:** Ensuring upcoming talent isn't profiled against previous criteria as role requirements could rapidly change or cease to exist and behaviors required for future success could change due to a more rapidly-changing and fluid environments.
2. **Agile Teams:** Understanding how people work with each other outside their traditional 'team' as capable individuals from across an organization collaborate for tasks and projects.
3. **Predicting Potential:** How will candidates demonstrate on a CV their capability for roles which didn't previously exist?



The Future of HR

Lucy Adams – Former HR Director at the BBC and Founder of Disruptive HR

Lucy delivered a thought-provoking and insightful session, considering the future of Human Resources (HR). Lucy began the session by talking about her previous employment at one of the UK's most scrutinized public service organizations, sharing several anecdotes supporting her frustrations with traditional HR. She explained that a lot of what HR involves is based on what has worked in the past and went on to discuss the importance of considering HR impact in a VUCA world – one that's Volatile, Uncertain, Complex and Ambiguous.

Lucy introduced the room to the EACH© model, which is the grounding methodology of her business. She explained that in order to thrive in HR and deliver against objectives such as increasing engagement, objectivity, saving costs and driving innovation, we should start to consider three things:-

Treating Employees as Adults

Instead of designing HR models around what people might do wrong, view employee relationships as adult-to-adult. A lot of traditional and current HR practices are, unintentionally, very parental in the relationship they facilitate. Sticking notes to the fridge reminding employees to wash up after themselves, permitting dress codes and even annual performance reviews can seem like an end of term report card. In order to allow adults to be adult in the workplace, we have to start treating them so. If you are trusted in the workplace you are more creative, productive and innovative.

Treating Employees as Consumers

A phrase commonly boasted with pride is 'Our people are our greatest asset'. However, for HR to progress, we need to step away from such a mind-set...assets are tables and chairs; not people.

The focus should be shifting to thinking of employees as consumers, appreciating there should not be a one-size-fits-all approach to HR. Organizations segment their market and target audiences for their products and services, approaching them in a way that is targeted, appropriate and successful. In contrast, HR often views having a one-size fits all approach as an achievement that has been a holy-grail; employees are people and people are different individually. If a one size-fits-all approach wouldn't work for customers, how is it supposed to be successful for HR practices? Organizations are now starting to work with customer insights teams to see what practices can be applied to employees with different learning styles.

Treating Employees as Humans

Finally, Lucy talked about the importance of putting the human back into Human Resources. We need to pay more attention into the psychology of the individuals we are working with. How do individuals actually behave? How can we target our approach to meet the real needs of the individual? There are simple things that make a real impact; knowing people's names, thanking them and encouraging them to share ideas and opinions. Approaching employees as humans (not assets) whereby all individuals feel valued fosters a more innovative culture. In an environment where all employees feel comfortable and are encouraged to share ideas and voice opinions, whether an introvert or extrovert, senior position or early careers, can facilitate great ideas and winning ways of doing things. Who knows, maybe if some well-known brands operated in such a way, people might have felt comfortable to speak out against potential technical design issues and avoided scandalous publicity and mounting costs.

The Future of HR

Treating employees as humans and fostering a more engaging, team-oriented culture (picked up as two key areas leaders need to create impact in the pre-conference survey) needs to be implemented from the top. Lucy referenced an article by Claudio Fernandez-Araoz; appearing in the Harvard Business Review in 2014, it identified five imperatives of potential for successful leaders in VUCA conditions.

Motivation

For the future of work and HR, this isn't about leaving an individual mark but a fierce commitment to excel in the pursuit of big, collective, unselfish goals.

Insight

The ability to gather and make sense of information that suggests new possibilities.

Curiosity

A penchant for seeking out new experiences, knowledge and candid feedback with an openness to learning and change.

Engagement

A knack for using emotion and logic to communicate a persuasive vision and connect with people.

Determination

To fight for difficult goals despite challenges and to bounce back from adversity.

There are signals from the future of work that HR will need to respond and become more innovative as the landscape of the fourth industrial revolution develops. However, what is important is for HR to identify the ideas and practices which will make a difference to their organization and apply them.

The Future of Assessment

Mieke Nan – International Program Manager, ING

What trends are we seeing in assessment?

Candidate is King/Queen

Just as employers are now urged to treat employees as consumers, the same is true for job applicants. Post-assessment research and candidate surveys are pointing towards a relationship between the assessment experience and a candidate's subsequent relationship with the employer brand. Applicants are requiring better candidate feedback, shorter completion times and relevant engaging assessments. In the same way customers may choose another brand or supplier if they offer a better service, applicants are increasingly influenced by their assessment experience and this is reflected in future purchasing behaviour.

Technology Trends

As technology continues to infiltrate all areas of our everyday lives, assessment providers must respond. Careers pages on websites need to display on mobile phones, applying for a role from a post on social media needs to be seamless without interruption and with the billionth tablet user going online in 2015, applicants want to have the choice to complete assessments on a mobile device as well as a PC.

Employer Brand

The assessment paradigm is shifting due to the rise in power of the candidate so not are you only trying to find the best talent, but you are wanting to impress them at every step of the process so they choose you over another employer. This opens up an opportunity to reinforce your brand to an engaged and potentially large population. Whether successful or unsuccessful in their application, the experience candidates receive is reflective of the impression they will have of the brand. If the assessment process is executed well it can increase brand equity as well as secure top talent.

Mieke described how ING has revitalized its assessment process to attract, select and develop the brightest banking talent of the future.

ING's key objectives for assessment were:

- Align to the 'Orange Code' – Their manifesto that describes what it means to be at ING. Assessing candidates against this ensures they will be a good fit and positively impact retention rates.
- Showcase the brand – Create a positive impression to candidates and encourage them to want to work at ING.
- Engage candidates – Build engagement with the EVP (Employee Value Proposition) through each stage of the process.
- Clear and straightforward – For recruiters to identify the best talent quickly and reliably from a large volume of applicants.
- Global standardization – A process which could be implemented worldwide, allowing for a fair process and talent fluidity.

The Future of Assessment

The Assessment Process



Assessment Methods Implemented

Situational Judgment Test

The Situational Judgment Test was designed to assess a candidate's suitability based on responses to a series of decision-making scenarios they are likely to face in the role. The multimedia format was engaging for candidates and scenarios were set against backdrops including international travel opportunities. This was identified as attractive to candidates so featuring it in the process was designed to build engagement with the brand and role.

Aptitude Assessment

The Swift Executive combination ability test was included to measure core mental intellectual agility. This is an important criteria for the role.

The Future of Assessment

Work Strengths Behavioral Screener

The Work Strengths behavioral screener assessed candidates' potential against critical competencies required to be successful in the role.

Work Strengths Interview Guide

A dynamic Interview Guide was generated from the Work Strengths questionnaire for successful applicants. The Interview Guide questions were designed to assess candidate motives and their personal strengths in addition to probing and verifying their alignment to the ING Orange Code.

Candidate Reports

Reports were generated for both unsuccessful and successful candidates. One report powered by the SJT illustrated a candidate's priority and lesser priority areas based on their responses. An organizational fit report was generated from the Work Strengths questionnaire illustrating aligned candidate alignment to the ING culture.

The reports contributed positively to the candidate experience, offering high quality feedback and facilitating a positive rejection strategy for the large number of unsuccessful candidates. This has helped to maintain a favorable brand perception for the applicant.

The new process can now happen in 1-2 days instead of 4-6 weeks which is key for securing talent ahead of competitors. Other key success metrics include:

- Improved Capabilities**
- Improved Performance**
- Improved Strategy Delivery**
- Reduced Gender Bias**

Assessment needs to respond to the anticipated developments occurring in the wider future of work and HR. To be innovative doesn't always mean 're-inventing the wheel'. The approach and the technology may evolve but at the core of every assessment process is the need to objectively and fairly identify the right people for the right roles. There is a balance to be struck between gamification, candidate experience and validity, such that assessment adds value to making selection decisions.

The Future of Diversity & Inclusion

Liz Bingham OBE – Managing Partner, EY

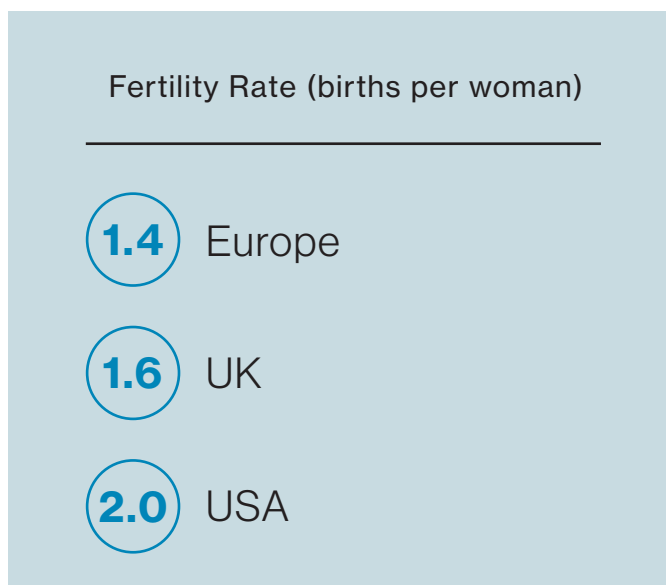
Liz opened with a utopian view of 2025; a future where diversity and equal opportunities were not celebrated, but simply accepted as the norm.

However, she was clear in her view that we have a long way to go to achieve this utopia of equality and diversity in the workplace and we will be going backwards unless we are prepared to take action.

Where will our talent be coming from in the future?

“One of the dilemmas of a declining youth population is that you haven’t got enough people to fill the jobs” - Professor Buchanan, Oxford University, Department of Social Policy and Intervention

2.1 is the average number of children born per woman required to sustain a population in developed countries.



Currently in the UK, we are not reaching the average number of 2.1 that states how many children each woman needs to have to sustain a population. We have an ageing population which in the future will lead organizations to resource an increasing level of talent from emerging economies such as the Philippines, Asia, China, South America and Africa. Liz emphasized the importance of preparing for cultural differences and having an environment which is attractive to talent from different places. To do this, Liz argued we need to take action to broaden our talent now; to create a culture that not only accepts diversity but encourages it. Growing populations are where the talent will come from and we must actively attract more diverse talent.

The under-representation of women in senior roles – evaluate your data

Women are very under-represented at senior levels in most organizations. Ask why this is and a common reply may be that women went on maternity leave and didn’t return. However, if you ask to see data it becomes apparent in some organizations this isn’t the case and that women have returned but simply become invisible. In too many cases the general status-quo isn’t challenged; people simply accept how things are. For an organization’s diversity and inclusion agenda to have effect rather than be a tick-box exercise, questions need to be asked and behaviors need to be challenged.

Comply or Explain

A standout from the session was the idea of conscious decision making as a method of challenging unconscious bias. It is important that leaders make conscious decisions with stakeholders in mind. Liz talked about the ‘comply or explain’ mantra, which requires individuals to comply with diversity and inclusion policies or provide an explanation of why they haven’t. This concept has had a positive effect in a variety of areas including increasing the visibility of women returning from maternity leave. It allows for the hard



work of those who may get overlooked to be recognized in the form of promotions and internal opportunities and creates a barrier for bias and discrimination. It is imperative to use, follow and monitor data and to ask important questions.

A Millennial Workforce

In 2025 it is estimated that 72% of the workforce will be millennials. This demographic cohort are collaborative, eager to receive feedback, desire flexibility and enjoy working environments where they can flourish and be innovative. Liz highlighted the importance of taking positive action now to avoid a negative perception from future talent. Although the benefits of diversity are well known, it isn't until leaders fully engage with this agenda that an organization becomes truly inclusive.

Inclusive Leadership

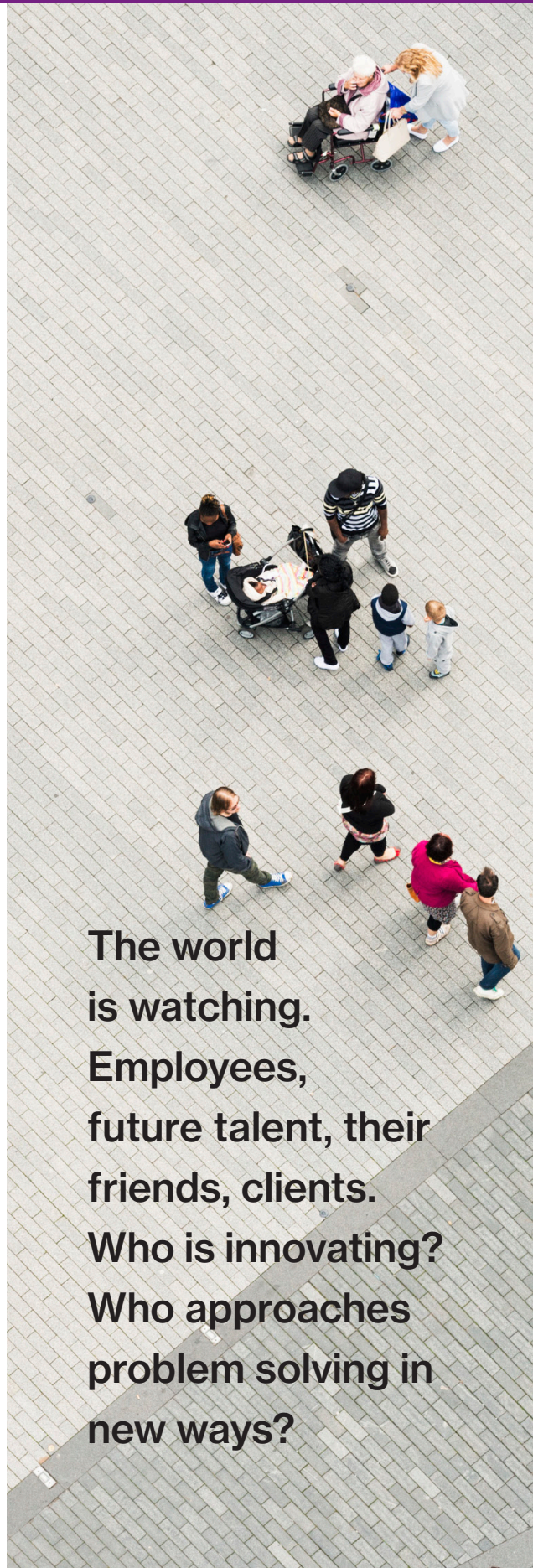
Liz's solution involves inclusive leadership and actively valuing the contributions of all employees and stakeholders. With the continuous changes in our workforce, there is a need to alter how we lead our businesses. Clients are increasingly interested in diversity and inclusion policies, meaning that creating an inclusive culture is now more of a priority as stakeholders are seeing its direct effects on revenue.

Commercial Realities

Putting a commercial backdrop against diversity and inclusion helps leaders and stakeholders within the business recognize its importance. Bloomberg and Thomson Reuters are already providing diversity and inclusion scores for organizations. This new rating has the potential to change the focus for diversity and inclusion from a matter of best practice to a fundamental, recorded and commercial part of the business.

Making sure this happens now will play a fundamental role in the future of talent assessment. A diverse work culture will encourage better productivity with the more agile team based approaches to the future of work.

Developing engaging and inclusive leaders who set the standards will ensure diversity and inclusion progresses and becomes a driver for positive behavior. Robust, objective and fair assessment moving away from an over dependence on biographical data will encourage better diversity of candidates moving forward and create more attractive and productive work environments for all.



**The world
is watching.
Employees,
future talent, their
friends, clients.
Who is innovating?
Who approaches
problem solving in
new ways?**

Achieve exceptional results with our Talent Assessments



Hire Talent

Improve quality of hire.

Identify the drivers for success, place the right people in the right roles and improve quality of hire.



Build Talent

Maximize the productivity of your existing workforce.

Onboard effectively, create high performing teams and develop potential.



Lead Talent

Facilitate superior leadership.

Identify what situations leaders are likely to thrive in, where their personal style will be most effective and how they can create the most impact.

“Saville Consulting have produced a range of Wave reports that are truly innovative and provide a clear insight into what good looks like for our key roles.”



“With other suppliers we have been rather left to get on with things ourselves but we are enjoying a good relationship with Saville, who have been brilliant every step of the way. Their account management and customer service is second to none.”



“The professionalism from Saville right from the start to the training received on the tools was second to none. Saville continue to be an excellent support and we would have no hesitation in recommending them.”



Transform how you Hire, Build and Lead your talent.

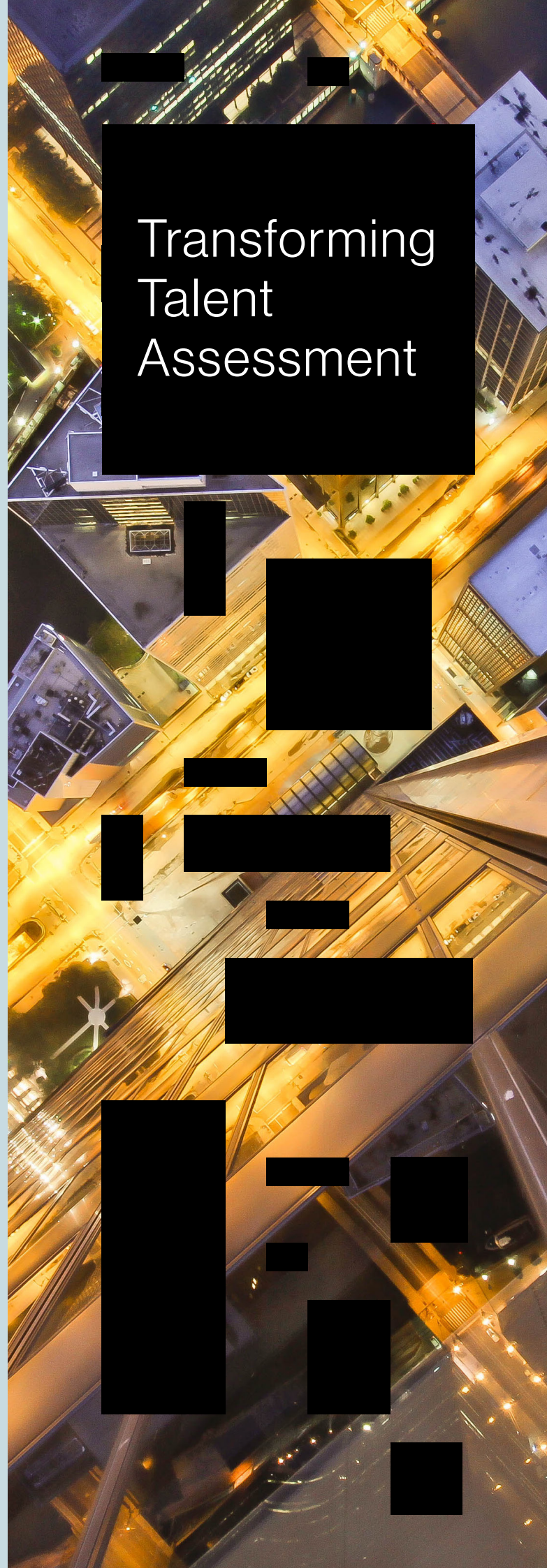


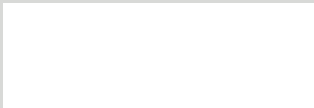
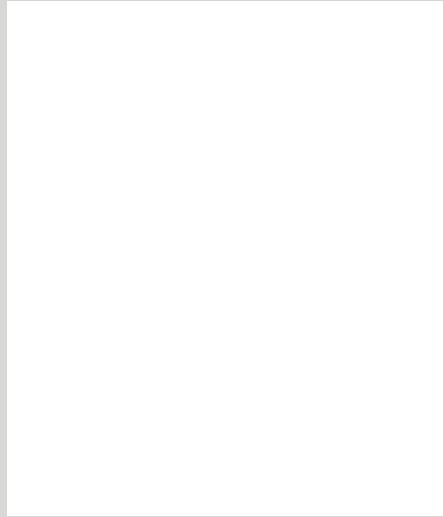
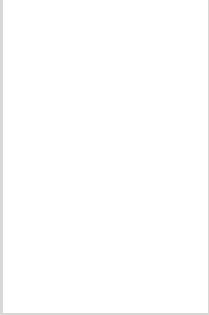
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Transforming Talent Assessment





About Saville Consulting, a Willis Towers Watson Company

Our integrated approach to talent solutions helps organisations achieve their business objectives. We decrease risks and increase good opportunities associated with talent assessment and development. Representatives in over 80 countries equip us to support projects all over the world. Whether early careers recruitment or leadership development, local authority or multinational corporation, we help all our clients unlock potential and achieve results. Learn more at savilleconsulting.com