

All that Glitters is not Gold: Maximizing the Impact of Executive Assessment and Development Efforts 2017

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המאמר הזה הוא case study מעניין המסכם יפה כמה דברים שאנחנו יודעים מהשטח שלנו ולכן הוספתי אותו. המטרה שלו:

The purpose of this paper is to present outcomes and learnings from a multi-method approach to evaluating behavior change following the implementation of PepsiCo's Senior Leader Development Center, a comprehensive process designed to accelerate capability at the executive level

והנה כמה מסקנות על חיבוק בדוח הנדרש שמפתחים מנהלים בכירים:

- Ensure the right level of focus on assessments up-front - Ensuring that senior executives devote the appropriate amount of time and effort to completing the assessments
- Provide end-to-end transparency - To fully engage participants and build commitment it is important that they understand what they are being measured against, and why those dimensions are important
- Ensure clear and visible sponsorship - Visible sponsorship by the CEO, CHRO, and other C-suite leaders (i.e. direct reports to the CEO) is a key element for signaling the importance of a program up-front and ensuring greater commitment to each stage in the process
- Create conditions for optimizing participant performance - Clear guidance from program facilitators can be very effective in ensuring participants take the assessments under optimal conditions
- Deliver feedback in a way that creates positive energy for change
- Focus on substance over style when building quality development plan
- Get the "what" right in the plan. Our results suggest that assisting participants in pinpointing and aligning on the most meaningful development areas is likely to be more valuable than directing them to a set of standard tools or interventions
- Encourage and build mechanisms for reflection - Providing participants with a learning framework can serve as a useful supplement for development planning
- Formalize feedback loops. Individual reflection is important but without accountability executives may have difficulty committing to or engaging in behavior change

וברמת ההטמעה:

- Taking action speaks louder than words - what did correlate with behavior change rated by others was whether participants felt they took action against their plans. Specifically, participants' responses to the question of "I have taken action toward closing my development gaps"
- Balance process rigor with flexibility. While a certain degree of process rigor is necessary to scale any initiative, the key is knowing when and where to compromise
- Establish clear accountability mechanisms. As noted earlier, organizations can increase the likelihood that executives take action by installing clear accountability mechanisms such as follow-up feedback measures
- Make development part of the job. Taking action toward development goals is much easier – and far more impactful – when it occurs as part of the executive's day-to-day work and is connected to his or her performance goals. Development activities should not be driven by formulaically targeting opportunity areas surfaced from an assessment report. Rather these should be identified in a contextualized manner taking into account the participant's entire situation

הנה דוגמא למטריצה של מיפוי עצמי:

Sample BluePrint Dimension ^a		Cognitive skills	Personality Dispositions	Leadership Behaviours	Experiences and Learnings	Functional Capability	Summary of Capability
Assessment Method		Test	Self-Report	360 Feedback	Interview	Simulation	Weighted Average
Foundational	Strategic Thinking	●	■	●	◐	●	●
	Problem Solving	◐	■	◐	◐	◐	◐
	Emotional Intelligence	■	◐	○	◐	■	◐
	Growth Mindset	■	○	◐	○	◐	○
Growth	Learning Agility	○	○	◐	◐	■	◐
	Drive for Results	■	●	●	■	●	●
Career	Inspiring Followers	■	○	○	○	■	○
	Developing Talent	■	◐	○	◐	■	◐
	Financial Savviness	○	■	◐	■	○	○
	Customer Focus	■	■	●	●	◐	●

● Significant Strength

◐ At Standard Levels

○ Significant Opportunity

■ Not Measured via this Method