



ELLIS LOCKE  
& ASSOCIATES



## Executive Assessments

Selecting and developing the right leaders for senior roles in your organization is a complex process, and mistakes can be costly. In-depth assessments of potential leaders' can provide valuable insight into all types of human resource management decisions, including hiring, promotions, talent development, succession planning and the management of performance problems. The following outlines the process we typically follow in conducting a full assessment for any of these purposes. However, the process can also be customized to meet your particular needs.

### The Process

**Initial Contact.** The process begins with a discussion between the consultant and the individual commissioning the assessment concerning the competencies required, and the particular challenges associated with the position. Documentation describing the organization or the position is provided to the consultant at this point. The consultant then contacts the candidate to explain the assessment process, answer questions, address concerns and establish initial rapport.

**Pre-Work Package.** A pre-interview package is sent to the individual being assessed consisting of the following:

- Relevant online psychometric indicators
- Relevant online occupational ability tests
- A competency sort exercise
- A personal history summary

The pre-work takes approximately two to three hours to complete and is to be submitted at least two business days prior to the assessment interview.

**Assessment Interview & Review of Test Results.** The candidate engages with the Ellis Locke & Associates consultant in an in-depth behavioural interview to validate the findings of the pre-work package. This meeting can be conducted in person or virtually through the use of on-line technology. During this session, the consultant uses the results of the tests and questionnaires as the basis for further exploration of the individual's background, experience and work habits. The consultant goes over the psychometric inventories with the individual line by line to debrief the profile and validate findings.

**Candidate Feedback.** Before the candidate leaves, detailed feedback is provided on the results of the ability tests, psychometric indicators and executive assessment along with recommendations for development. We work hard to ensure that each candidate derives as much personal benefit from the assessment experience as possible. We also recommend that a copy of the assessment report be provided to the candidate. If desired, we will provide a development planning template and will offer feedback and support to the individual as he or she creates a development plan.

**Reporting of Results.** An in-depth report is prepared. This contains an Executive Summary which identifies the candidate's strengths, limitations and opportunities for development. The report also includes a detailed narrative covering a number of topics, including intellectual abilities, leadership style, interpersonal skills and work habits. Recommendations regarding developmental assignments, training, how best to manage the individual and how to get the most out of his or her talents are included. We are also able to customize our reports to provide you with the information you require in the format that best meets your needs. The report is forwarded to the client organization, and we recommend that a copy be shared with the candidate.

**Follow-up Consultation.** We recommend a telephone debrief between the consultant and the client organization to discuss any points raised in the report in more detail. Candidates are also invited to contact the consultant to discuss any issues they might wish to raise after reviewing their report.

In-depth assessments of potential leaders' competencies and skills can provide valuable insight into all types of human resource management decisions, including hiring, promotions, talent development, succession planning and the management of performance problems.