talentoday

How to increase talent success and engagement:

Better assess, select and guide your workforce

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Introduction

The outburst of new technologies within an international economic crisis has strongly contributed to the disruption of human resources and recruitment around the globe. In response to globalization and in a rapidly evolving and fast-paced society, everyone must be able to assert his or her values. Professional qualities sought by employees and businesses are evolving while educational institutions are working to adapt their learning content. It is, therefore, essential to quickly adapt and move towards new technologies and changing practices. Today, modern professionals are those who are open-minded, aware, and are interested in happenings not only around them, but worldwide; these people are ready to adapt themselves to any situation in order to become the driving factor for change. In this sense, career guidance and human resources professionals are compelled to modify their practices in order to identify and empower individuals, helping them to excel.

We will review the best practices to guide, select and empower every person in the professional world.

In order to adapt to the new needs in all of the stages in the professional life, we must change or reconsider assessments. Whether it is for training employees, career guidance, a guide for change, recruiting talented individuals, or for managing the development of a team, all coaching professionals, recruiters and human resources managers can benefit from the best tools and assessment practices.

We have defined 4 points that should be taken into account through assessments: evaluating skills, exploring personalities, understanding motivations and aspirations, and identifying potential. These 4 points will help you get to know the people that you are evaluating and identify their expectations. The assessment tools allow you to have a more constructive and objective view about the person being evaluated. Whether it is for recruitment, or career guidance, the same techniques and tools can be used. However, for recruitment, the person being evaluated rarely benefits from the results of the assessment. It is important to note that different candidates for the same job position will try to portray themselves in the best light. By using standardized assessment tools, not only do you limit evaluation biases but you also have the option of placing all candidates on a scale in order to have a more precise and objective comparison between them.

01 Evaluating skills

The first important dimension to consider while recruiting or evaluating someone is the skills and aptitudes that he or she has. We want to explore the knowledge and cognizance of every individual, or what the person knows how to do. The skills and aptitudes of a person are often identified in resumes, diplomas, experiences, but these can also be distinguished in a rigorous and more valid way, via aptitude tests, performance tests, in real-life simulations or exercises.

By reading **resumes**, we are able to learn about an individual's training and education, providing information about their skills and abilities.

Education (school, focus of studies, Masters, PhD)
Degree(s) obtained
Experience (employment history, companies, methods and tools used)

Real-life simulations also allow us to objectify the actual skills of the person by measuring their concrete results.

The Assessment Center
Real-life scenarios

We are finally able to offer **aptitude tests** that can objectively evaluate specific skills, identify quick reasoning, logical deducing, as well as predict one's learning capacity and facilitate problem solving.

There are many aptitude tests. Whether they are intelligence or aptitude tests that evaluate someone in a specific field, general intelligence or logical tests, the different aptitude tests allow us to evaluate the skills of a person in relation to a reference group. For example, in recruitment, they allow us to have an objective view of the skills and aptitudes of all candidates for a job position by comparing them on a unique scale.

As an example, a recruiter has the option of fixing a standard, a list of skills, or a minimum score for recruiting, and applying the same rules for the selection of candidates. The most used aptitude tests in recruitment are those that measure what we call "general intelligence" like in logical tests. These tests have the advantage of evaluating general intelligence, that is to say, intelligence without educational or cultural influences (pure intelligence: logical tests, matrices etc.).

It is important to mention that psychometric tools alone cannot exactly predict the performance of a candidate or a person. Performance at work is multifactorial. It is crucial to take other effective factors into account, like a person's personality, since that will most importantly have an impact on his or her performance at work.

02 Exploring personalities

Exploring personalities is at the center of the assessment process, in meetings between a counselor and a person being guided, between a recruiter and a candidate. It is not groundbreaking to acknowledge that there is a strong correlation between personality fit and performance in a career. Job satisfaction and

We often underestimate the impact of individuals' personalities in their careers or in recruitment processes

career success are linked to personality characteristics as well as aptitude skills. Therefore, exploring personalities with reliable tools is fundamental, because future employers or recruiters will not be able to simply rely on his or her feelings or a subjective assessment for

making a decision on a person for a position.

We often underestimate the impact of individuals' personalities in their careers or in recruitment processes. In fact, depending on their personality, a person can be somewhat at ease in a job, and more or less adapted to work in a given context.

Personality is a complex concept that can be explored in many complementary ways. We can evaluate it by using personality tests, and with previous employer recommendations, the 360-degree feedback or in a well-conducted face-to-face interview. These different tools complement and are enriching for one another. The tools offer a review of each personality trait that plays a major role in someone's professional life.

The main advantage of using personality tests for interviews is that they allow for the

standardization and normalization of assessments between different people. The result is an objective and insightful comparison that allows us to understand how a person is in relation to the rest of the population.

We will address the 5 dimensions that are essential for exploring personalities with regards to the professional world.

Communicate: the relations dimension

Let's begin by looking at the relations dimension, "communicate." How do people interact with others? What role do people tend to take in a group? How do people express themselves and how do they communicate with others?

This dimension looks at the way people behave with others, and the way they communicate or express themselves in general (in writing or orally). This dimension refers to the way in which people build relationships with others, and how they transmit information or messages.

This is an essential dimension to consider while counseling individuals or recruiting candidates, especially since individuals may be required to express themselves orally, sometimes in public, work with teams, negotiate or manage conflicts. However, depending on the mode of communication that is naturally assumed by individuals, some people may either find themselves at ease or uncomfortable with a specific job.

Manage: the managerial dimension

The dimension, "manage," can be defined as the ability to organize, manage something or guide someone. This dimension refers to the way in which people structure their work, manage a project or a group of people and whether or not they appreciate having responsibilities.

This is an important dimension for positions where people may be required to manage projects. Exploring this dimension allows us to identify potential leaders and support leadership development. For example, some may find themselves uncomfortable taking control over projects. Other people like to take on responsibilities but do not feel prepared to lead groups of people. By identifying natural tendencies and personality traits, managers can make the right choices and place talents where they can grow.

Dare: the creativity and ability to change dimension

The dimension, "dare," allows us to focus on peoples' entrepreneurial, creativity and daring skills. In the professional world, this dimension refers to a person's ability to go over the limits, or create something new out of what has already been established. To do this, we believe that a certain degree of self-confidence and independence is needed to be naturally daring.

People who usually have these personality traits typically know how to overcome their struggles, be innovative, take risks, and tend to bring a new point of view to existing practices. This is a very strong asset to have for positions where creativity is of great importance.

Adapt: adaptation and flexibility dimension

This dimension looks at people's ability to quickly and easily adapt to different realms and how they rapidly adjust to changes.

To adapt oneself is to modify one's attitude, thoughts, and behavior depending on new situations. This dimension takes a look at how a person's attitude adapts itself to face new situations or challenges.

How does a person react under a stressful environment? Is the person motivated or inhibited by pressure? Does the person handle hierarchical job structures within companies? Depending on the job and working environment, this dimension can be very significant, and be considered as an essential point to be explored in personality assessments.

Excel: the ability to go above and beyond

The last dimension we focus on is ambition, the ability to work, persevere and excel. We look at aptitudes and how people can go above and beyond their abilities, to achieve greater things and perform better everyday. We look at the amount and type of energy people put into their work, with the desire to excel.

Depending on the position or the company culture, this aspect may be essential or supplementary.

By exploring these 5 dimensions through interviews and personality assessments, we can get a complete view of the personality traits that have an impact in the professional world. The dimensions predict the suitability of a person for a position, and provide an overview of the attitudes and behavior that he or she favors at work.

The 5 dimensions are not only used to predict if future employees and their managers will be compatible in terms of personality. We intend to explore the person's best talents and personality traits in order to allow him or her to give their best in the position he or she will occupy.

"

People will seem to find more value in their work when they're using their unique talents and get recognized for that.

Michael F. Steger

PhD Associate Professor in the Counseling Psychology and Applied Social Psychology programs at Colorado State University

During recruitment, we try to see if a candidate's profile matches a position, fits well with the team, and company culture. This is why it's important to explore the candidate's aspirations and incentives.
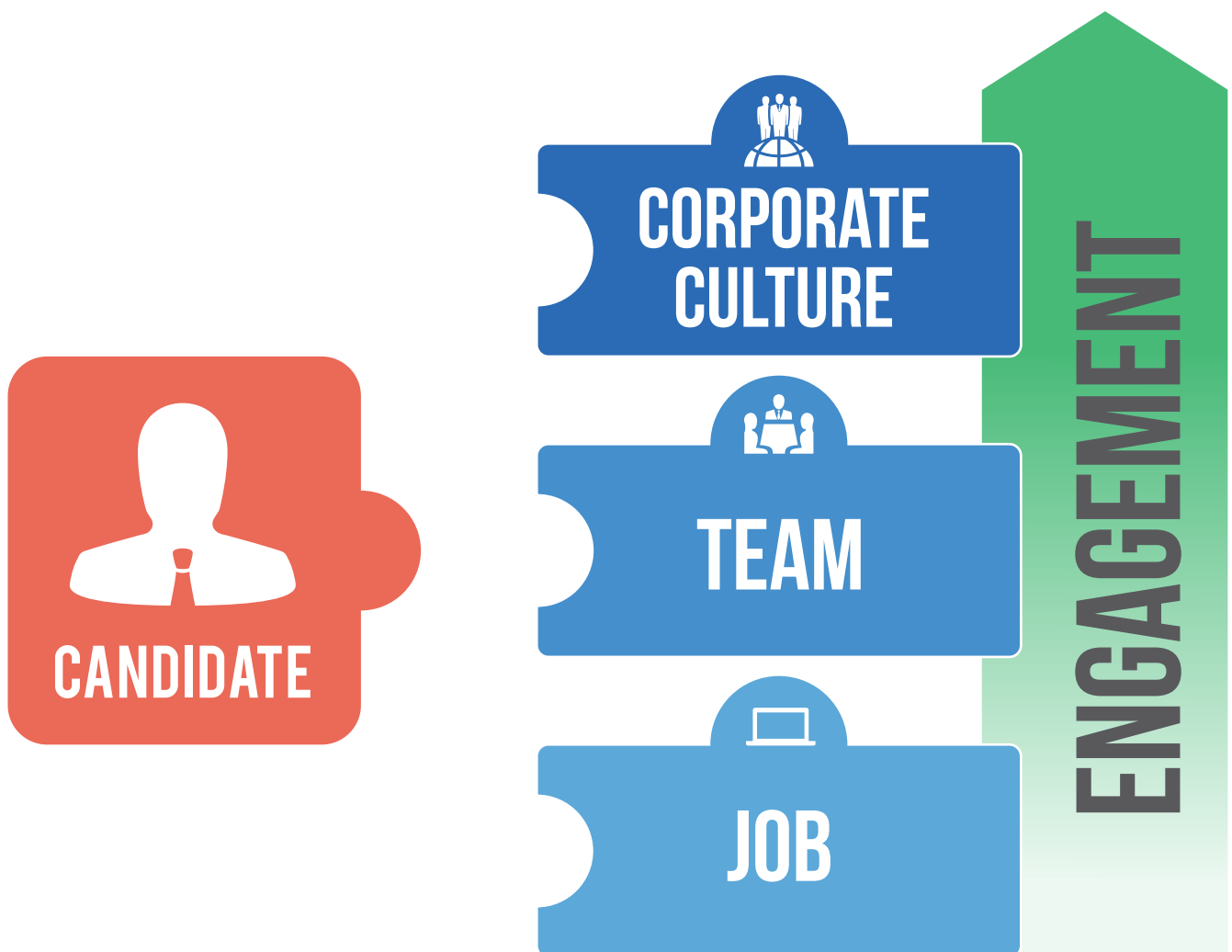
03 Understanding motivations and aspirations

> " Finding a meaning in one's work has been shown to increase motivation, engagement, empowerment, career development, job satisfaction, and personal fulfillment.

Brent D. Rosso

PhD, Professor at Montana State University, *Research in Organization Behavior, 2010*

Motivation is the third fundamental element to consider while assessing individuals in their professional lives. It is important to be aware of people's aspirations, to know what they seek in their professional lives and what motivates them to head in the right career path.

Motivation can be defined as a set of dynamic factors that guide people's actions to a certain goal. It determines the factors that cause people to act a certain way, modifying their attitudes to different situations. Motivations can be directly related to tasks and assignments at work. However, a person's motivations are not systematically linked to the position he or she occupies. Even if a person isn't passionate about his or her work, secondary benefits can be discovered in order to be more active and efficient in the position. These secondary benefits are typically referred to as extrinsic motivators because they can still impact people's involvement and performance at work, for example, a high salary, the prestige of a position, or work-life balance.

It is essential for everyone to know what their motivations are before making any decisions in their professional lives. We can explore motivations thanks to assessment scales and questionnaires. Identifying an individual's professional motivations and career

aspirations is an important factor when determining his or her suitability for the position. These are good indicators for performance at work. The feeling of professional accomplishment brings people comfort and fulfillment that eventually helps them reach excellence at work.

It is very important to question people's motivations during recruitment. Candidates must select the organization that interests them, identify the people for whom and with which they work, and enjoy the possibilities offered. Every career opportunity must also fit the career plan of the applicant.

When someone is hired, a non-verbal agreement is made between the employer and employee, of which each party must be satisfied. The non-formal agreement established between the employer and the employee is the result of a combination of implied mutual expectations, an unspoken agreement regarding the promises and commitments both parties have for one another.

The implied agreement between the employer and candidate is a rational connection. For this reason, there must be enough incentives for the potential employee to perform well at work, appreciate the type of relationships he or she may have with potential colleagues, be happy to promote and contribute to the success of the company. This non-verbal agreement will make the employees more engaged and satisfied in their position within the company.

04 Identifying potential

Lastly, we look at potential. In order to anticipate growth and changes, prepare every employee to adapt to the fast-changing professional world and provide adequate career guidance, it's important to evaluate the resources and potential of each employee.

Potential can be defined as the ability to progress and develop, as well as the combination of skills a person possesses. By definition, a person's potential is unexplored; therefore, it must be triggered through encouraging them to come out of their comfort zone. Once explored, the person's potential can develop within the proper framework. This is the manager's role, which is to ensure that every person can explore and reach his or her potential.
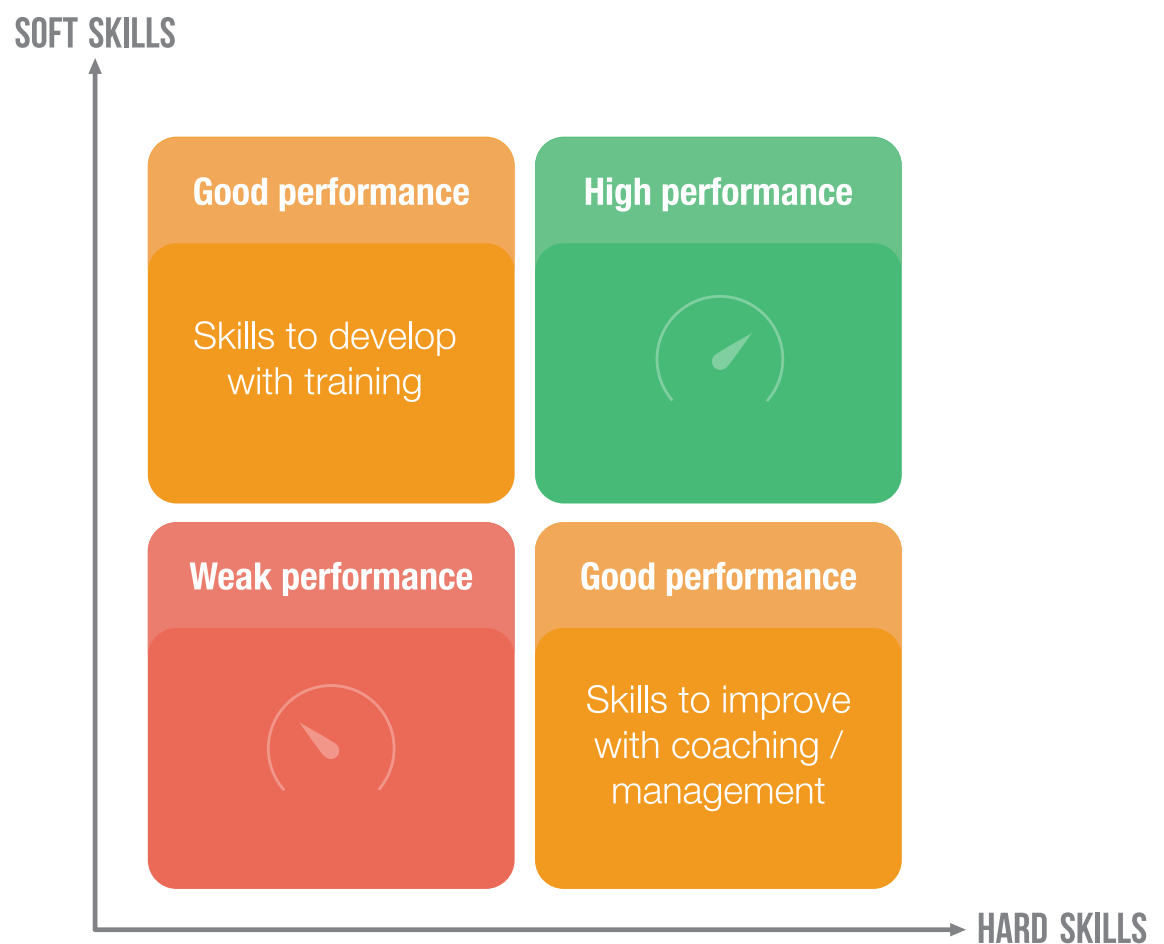
" The most difficult part is not choosing the people we work with, but to be capable of valorizing the potential these people may have.

Napoléon Bonaparte

Potential can be measured as a combination of the skills and behaviors that someone has, i.e. competencies and personalities of the individual. Hard skills are taken into account along with the soft skills.

By looking at the skills in terms of potential, we can identify the type of progress that is needed for a person to come out of his or her comfort zone. This requires quality guidance to allow the person to identify and explore unknown talents and favor skills improvement.

SOFT SKILLS

Good performance Skills to develop with training	**High performance**
Weak performance	**Good performance** Skills to improve with coaching / management

HARD SKILLS

In order to identify who a person really is through counseling or recruitment, it is essential to discover his or her potential. This allows you to anticipate developments and predict future happenings, as well as be able to guide them in improving their skills.

When dealing with change, especially when solving problems, always rely on the unknown or unexplored potential of people working in the company to find new solutions. Managers must identify potential in order to encourage people to step out of their comfort zones and offer them the framework to give their very best.

" With realization of one's own potential and self-confidence in one's ability, one can build a better world.

Dalai Lama

Guiding, monitoring progress, and accompanying personal development are all high quality HR strategies. It is important to take each person's potential into consideration when addressing his or her engagement at work.

After a complete assessment of an individual, it is necessary to take the person's potential into account in order to facilitate future growth, as this is key for predicting adapted skills for future changes, and counsel for skills improvement.

Identifying the potential of employees leads to the long-term success of a company. This is key. The performance of an employee can vary widely depending on the position and his or her working environment. Managing the resources and identifying talents is critical for companies, because they can then place the right people in the right jobs to optimize the overall performance. A talent management policy based on potential creates an excellent company culture where everyone is expected to give his or her best.

Summary

A complete assessment provides guidance adapted to performance and personal fulfillment. It serves as support for decision-making.

By offering an assessment, you provide your candidates with a unique and enriching experience. It is essential that everyone is aware of this importance, particularly in recruitment, where candidates may be passive in the evaluation process, because they rarely receive their assessment results. This is an opportunity for individuals to get to know themselves better and help them identify their professional path. By identifying qualities, and aspirations, everyone is able to make the right decisions and improve their talents, whether for the company they work for or in their future jobs. Offer a good experience to candidates applying for a position at your company by allowing them to better know themselves with a comprehensive report.

Identifying potentials, encouraging and managing progress, by monitoring everyone's personal development are all key to managing excellence and the development of talents at work. By using best practice assessment and guidance tools, companies offer their employees and applicants a unique experience. Taking into account all of the skills, talents and aspirations of each individual encourages people to show their potential, which ultimately increases everyone's performance and satisfaction. ■

About Talentoday

Talentoday improves career success by delivering personal insights based on psychometrics and predictive analytics. The online social career guidance solution provides a free assessment for individuals and a cloud-based framework for career and HR experts to scale and optimize effective job placement.

Millions of users and 100 clients in over 160 countries have chosen Talentoday to increase the outcome of finding the perfect career fit. Founded by accredited psychologists and HR experts, Talentoday is an affiliate member of the International Test Commission and adheres to the American Psychological Association standards. Headquartered in San Francisco, California, Talentoday also has operations in Paris, France.

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