

RESEARCH STUDY

Research Study Authenticates Psychological Assessments for Business Applications

Companies Confirm Value of RHR International Process

WHAT WE THINK

While there is a need to understand the effectiveness of executive assessment and the impact of development recommendations for executives, the study of these matters has proved elusive.

Since the practice of executive assessment is the cornerstone of RHR International, we decided to undertake an investigation of our assessment methodology.

With more than 70 years as a world leader in executive and organizational development, we knew RHR International's assessment process was valid due to the results our clients were experiencing. RHR is pleased to be the first firm in the management consulting industry to provide hard data to back up the anecdotal evidence.

Methodology

Our study examined the progress of a population of executives recommended¹ by RHR consultants six months to three years after the initial assessment. Managers of the assessed executive provided direct feedback on each of the following aspects:

1. Accuracy and comprehensiveness of assessment report content
2. Relevance of suggested development recommendations
3. Extent of individual development progress made since assessment
4. Ratings of the executive's current level of performance, career progression, and potential.

A summary of key findings was prepared for each client, and implications were discussed during a scheduled results session that included members of both client and consultant teams.

Results

Data from the study provided evidence that the individual assessment process, as delivered by RHR-trained consultants, is accurate, comprehensive, and directly relevant to business operations. Positive findings remained consistent regardless of the particular RHR consultant involved in the assessment.

Key Findings

1. Accuracy

- 96% of the characteristics described in the assessment reports (including both positive and negative descriptors; strengths and limitations) were deemed by managers as observable and characteristic of the executive

2. Effectiveness

- 7 out of 10 executives are identified as highly effective or

exceptional performers

- 9 out of 10 executives are rated as effective or above (compared to a baseline effectiveness rating of "higher than average")

3. Accelerating Effectiveness

- 90% of development recommendations were judged as relevant to the organization's strategic needs
- 82% of recommendations were acted on successfully by the assessed executive

4. Development

- Approximately 85% of executives have achieved progress on individual developmental programs designed for them by RHR consultants after the initial assessment

5. Career Progression

- Over 50% of executives have experienced an increase in role breadth/complexity and/or attained a promotion since date of assessment

- Over 33% of executives will experience an increase in role breadth/complexity and/or will attain a promotion within the next 6–12 months

6. Retention

- On average, clients retain nine out of 10 executives assessed

COMMON CLIENT COMMENTS ON THE RHR INDIVIDUAL ASSESSMENT PROCESS

- Adds significant value to the selection process, particularly at higher organizational levels
- Is an insightful, in-depth method with high overall accuracy
- Is useful for assessing and improving fit
- Reveals hidden underlying motivations critical to executive effectiveness
- Identifies blind spots for the individual and the organization

¹Consultant recommendation based on the following:

- An in-depth understanding of the role requirements, organizational context, and current environmental circumstances, and how the interplay of these conditions affects leader effectiveness
- An assessment protocol based on a careful selection of methods (cognitive ability tests and personality tests, in addition to the assessment interview)
- The application of a thorough process for interpreting and integrating the data gathered in the assessment protocol in an effort to identify candidates who have the ability to be effective in the role

²Data provided by the manager of the assessed executive; data collected post-assessment (six months to three years after the date of assessment)

ABOUT RHR INTERNATIONAL

RHR International LLP is an independent global leadership consulting firm whose mission is to unlock potential in leaders. Through its behavioral lens, RHR has worked side by side with CEOs, board directors, and senior executives for more than 70 years, helping them acquire the knowledge, wisdom, and skills necessary to achieve business results.

RHR's practical solutions, guided by in-depth analytics, lead to business outcomes that further clients' success. RHR offers Executive Bench[®], Board & CEO Services, Senior Team Effectiveness, Leading Transformational Change, Executive Development, and Executive Assessment across industry sectors. For more information, visit rhrinternational.com.