

Zurich Financial Services Executive Assessment Framework

Human Capital Institute
Practicum

Alysia Vanitzian

Head of Talent Management
Center of Expertise
The Americas

At-A-Glance

- Who: Executive recruitment candidates. “Top 200” global leaders, Global Talent Pool members, Local Talent Pool members, others as determined.
- What: Executive Assessment based on 20 years of research involving over 500,000 executives across levels and functions
- Where: All Business Divisions
- Why: Provide a vehicle to create Individual Development Plans for all Potential Successors; gain a global view of role fit.
- How: On-line computer psychometric test, paper information generated by individual, face-to-face meetings.

Overview

- Developed by Michael Driver and Kenneth Brousseau
 - Decision and Emotional Styles
 - Career Motivation and Values
 - Validation Research
 - Using Data
- Adopted by Korn Ferry International as the preferred assessment methodology

Assessor Certification Process

- Individuals meeting Korn Ferry-stipulated criteria are identified:
 - Advanced degree in behavioral sciences
 - Organizational credibility
 - Background in psychology and therapeutic methods
 - Executive-level coaching capability
 - Advanced conceptual thinking skills
 - Advanced communication/verbal skills
 - Advanced relationship-building skills
 - Mastery-level knowledge in development planning

Assessor Certification Process (Cont'd)

- Attend 5 days training conducted by Korn Ferry global coaching and executive assessment team.
- Partner with KF expert consultants to:
 - Conduct at least 6 assessment interviews
 - Share in assessment report writing for same individuals
 - Co-deliver assessment feedback to managing executives and assessed individuals
 - Pass KF certification standards

Executive Assessment Process Steps

- Individual informed by BD CEO of inclusion in Talent Pool
- Individual contacted via email to: take on-line assessment, reveal career preferences, CV
- Assessor reviews all available sources (above) and Interview Guide to prepare for assessment interview.
- Comprehensive assessment interview conducted: 2 hours
- Assessor transcribes interview notes and writes detailed narrative report: 8 hours

Executive Assessment Process Steps (Cont'd)

- Assessor conducts “Overview” meeting (30 minutes)with managing executive of assessed individual. Objectives:
 - Ensure accuracy of assessment findings & conclusions
 - Incorporate developmental coaching points
 - Get a performance viewpoint
 - Ensure supportive alignment during actual assessment meeting
- Assessor conducts assessment feedback mtg. (2 hours) Present at mtg are also managing executive, HR business partner (optional), matrix manager (optional). Objectives:
 - Complete and thorough understanding of assessment results
 - Forum to ask questions and obtain answers
 - Real-time creation of Individual Development Plan

Post-Assessment Process

- Individual completes IDP within 2 weeks
 - Uses assessor as thought partner
 - Confirms IDP Goals and Actions with managing executive
 - Finalizes IDP in company perf. mgmt system
 - Sends pdf copy of IDP to assessor
 - Updated annually
- KF assessments are utilized when individuals are considered for role movement.
- This assessment process is an integral part of the organization's talent development process

Involvement of Alysia Vanitzian

- Participated in Korn Ferry training
- Partnered with KF expert consultant to perform assessments and write final narrative reports for 6 individuals
- Fully certified by KF in the methodology and process
- “Solo flights” done on 300 assessments over the past 4 years, 5 business divisions, 4 countries. 25 assessments in 2009.
- Serves as internal master trainer of other assessors
- Regularly meets with business division CEOs and other C-suite leaders to review assessment findings, IDPs, alignment to succession plans, development moves, international assignments, promotions.
- Metrics on succession plans pipeline depth and utilization calculated and reviewed by HR, BD CEOs, Global Talent Management.



KFI
Assessment
Methodology

What is Strategic Executive Assessment?

- Assessment of :
 - career motives,
 - decision styles, and
 - emotional competencies,
- **Not an assessment of knowledge, skills, or abilities**
- Assessment results are compared to validated (and tailorable) success profiles to measure “degree of role fit”

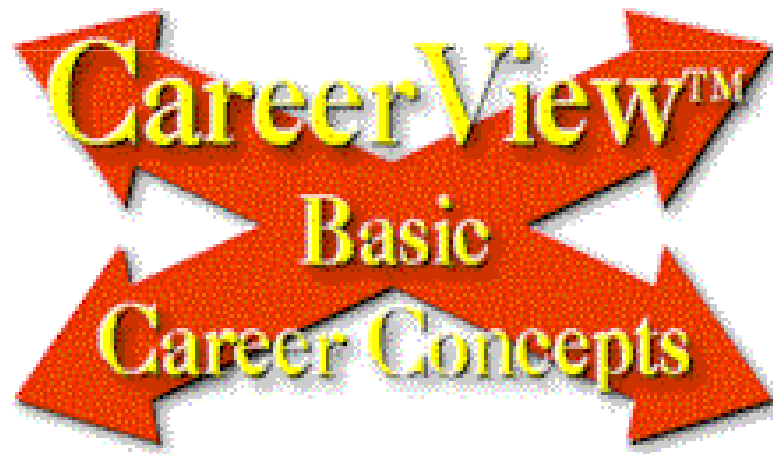




Career Concepts and Motives



Assessing Cultural Fit: Matching Career Motives and Patterns



Organizational Career Cultures

- Organizational norms: what's acceptable and encouraged;
- Organizational strategies
- The structure of the organization
- Valued performance factors
- The reward system

Four Different Career Patterns and their Motives



Expert

- Life-long focus on one specialty

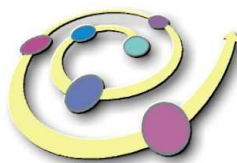
- Expertise
- Stability & Security



Competitive

- Fast progression up the ladder

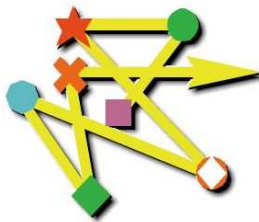
- Power & Influence
- Achievement
- Many other motives



Learning

- Lateral movement thru different but related occupations

- Personal Growth
- Creativity



Entrepreneurial

- Frequent moves between very different kinds of work

- Novelty
- Independence
- People Involvement

Career Motives “Fit” Corporate Cultures

	Expert	Competitive	Learning	Entrepreneurial
Strategy	Maintain share Increase quality	Growth Market share	Diversification based on core technology	Immediate targets of opportunity
Structure	Flat & functional Broad span of control	Tall pyramid Narrow span of control	Matrix structure Open systems High involvement	"Ad Hococracy" Temporary teams
Valued Performance Factors	Accuracy Reliability Technical expertise	Cost reduction Leadership skills Logistics mgmt skills	Creativity Skill diversity Team skills	Speed Adaptability Recognizing opportunities
Rewards	Fringe benefits Tech training Recognition awards Budget authority	Promotion Mgmt incentive Mgmt training	Lateral assignments Job rotation Education Creative latitude	Cash bonuses Special assignments Job rotation Independence

Common Career Cultures by Industry

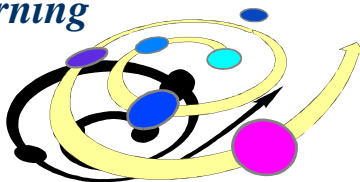
Expert



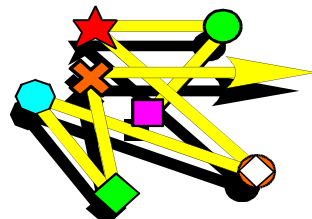
Competitive



Learning



Entrepreneurial



Examples of organizations by pattern

Government agencies, government contractors, established high technology companies, public utilities

Banks, insurance companies, investment banking firms, law firms, CPA firms, brand management companies

Newer high tech companies, companies with global operations, high involvement orgs, organizations with matrix structures

Smaller, newer orgs, small consulting firms, cutting edge technology companies, motion picture production companies

Career Concepts: Six Typical Combination Patterns

Pattern Combination

Management Career Track

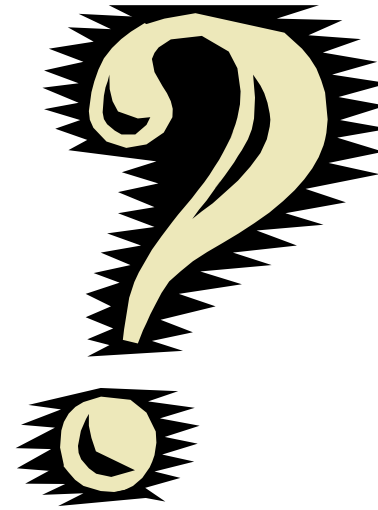
Competitive/Expert	<i>Functional Manager</i>
Competitive/Learning	<i>General Manager</i>
Competitive/Entrepreneurial	<i>Independent Business Owner/Manager</i>
Expert/Learning	<i>General Consultant</i>
Expert/Entrepreneurial	<i>Independent Consultant</i>
Entrepreneurial/Learning	<i>Entrepreneur/Intrapreneur</i>

Decision Styles

- Leadership
- Thinking

What Are Decision Styles

- Habits of thinking and deciding
- All about situational fit
- Formed through experience
- Can and do change over time with experience and coaching
- Effectiveness depends on the situation




Key Dimensions of Decision Styles

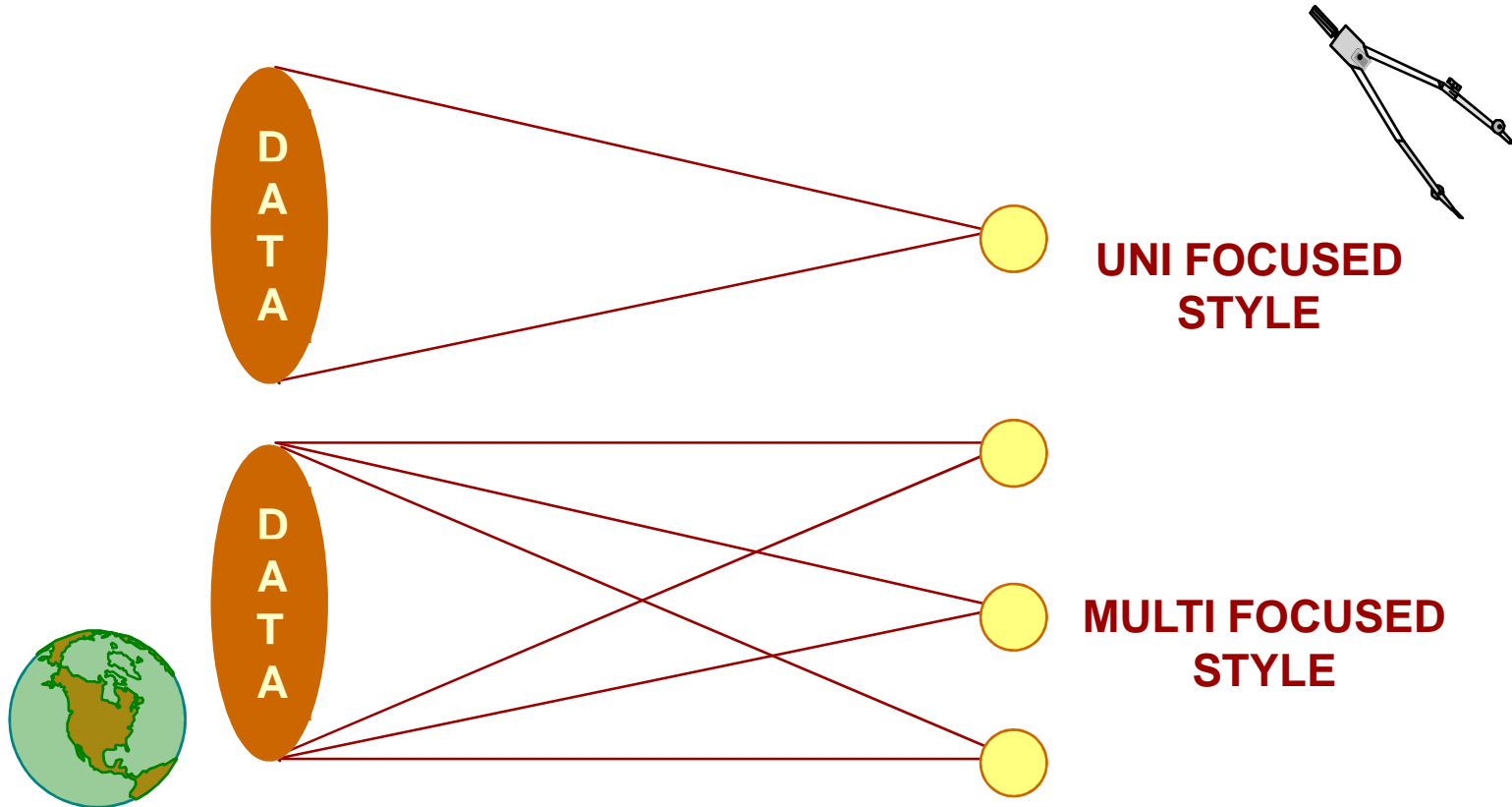
- **Information Use**

Minimum  **Maximum**

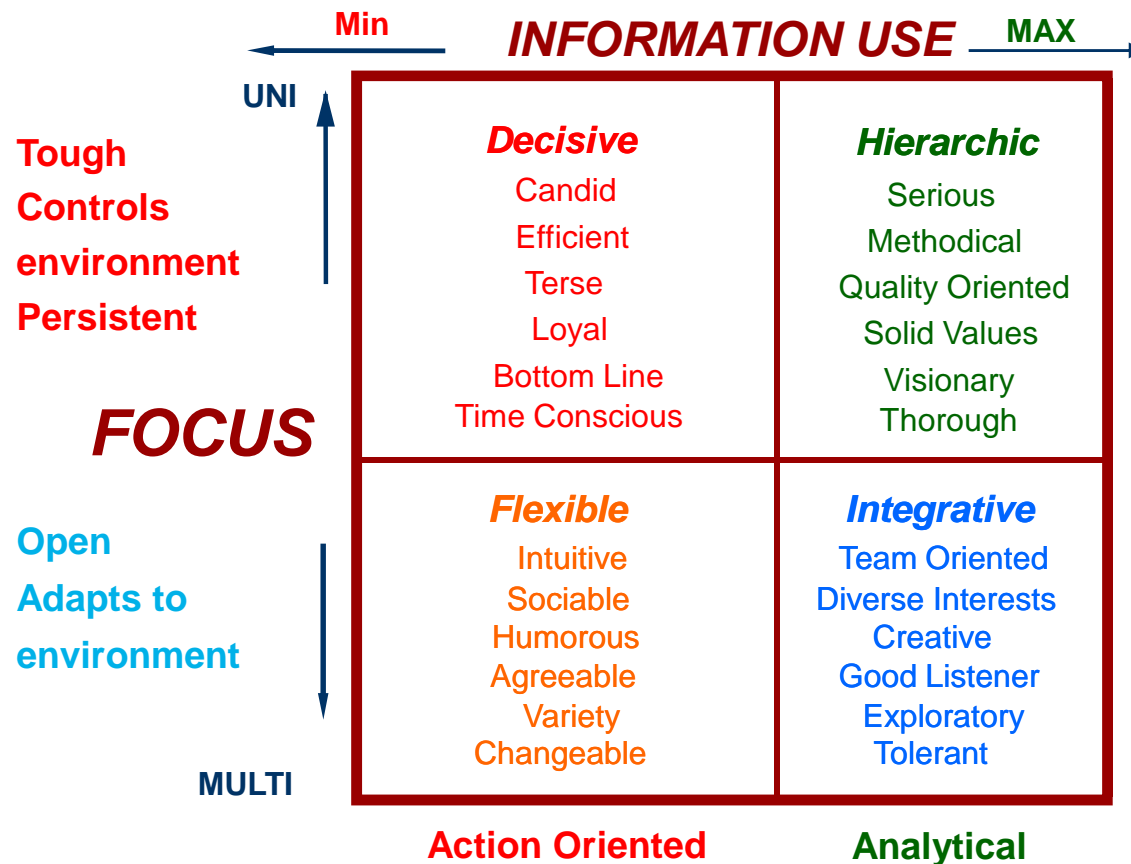
- **Solution Focus**

Uni

Multi

Style Dimension II: *Solution Focus*



The StyleView Model of Decision Styles



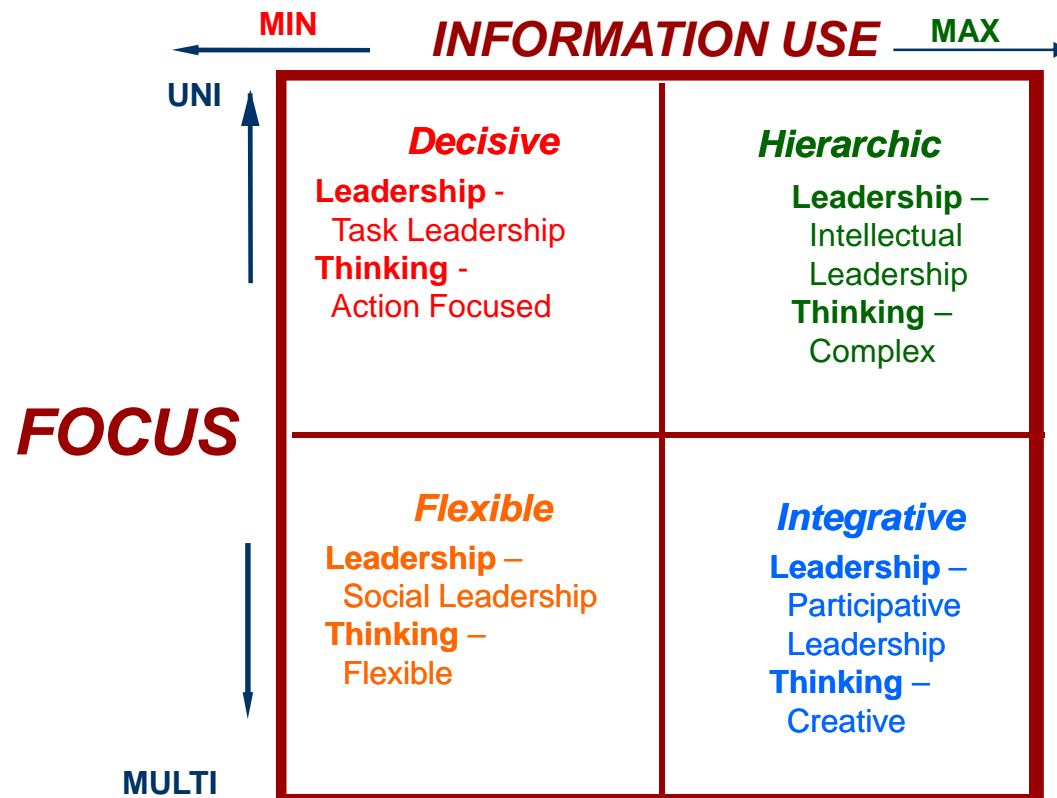
The Two Faces of Style

(Leadership and Thinking)

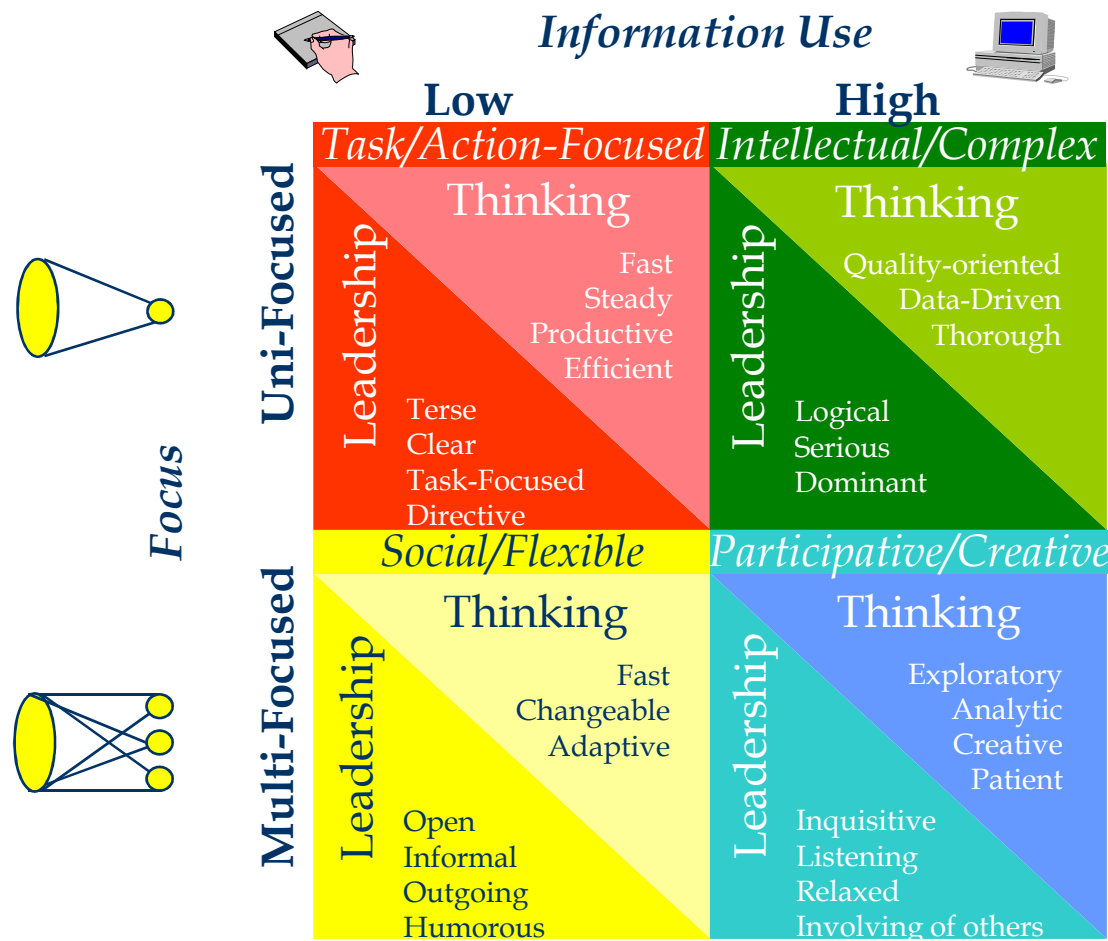
- **Leadership Styles**
(“Role” style)
- **Thinking Styles**
(“Operational” style)



The StyleView Model of Decision Styles –Korn/Ferry’s Own Language



Summarizing Decision Styles



Advantages & Disadvantages of Each Style

Task/Action

Fast, consistent,
Reliable, Loyal,
Persistent, Orderly
Delegates well
Gets things done.

Tends to resist change,
Impatient, Listens poorly
May act too fast
May ignore new ideas
Low empathy

Intellectual/Complex

Produces high quality work
Thorough & accurate
Detailed long-term planning
Objective & logical
Reliable & committed

Cool, Over-controlling,
Resists other's input,
Can be rigid & argumentative
Tendency to micro-manage

Social/Flexible

Intuitive, Fast, Likable,
Good idea generation,
Adapts swiftly.

Short term perspective,
Lacks coherent plans,
Inconsistent, Resists
structure, Distracting
humor

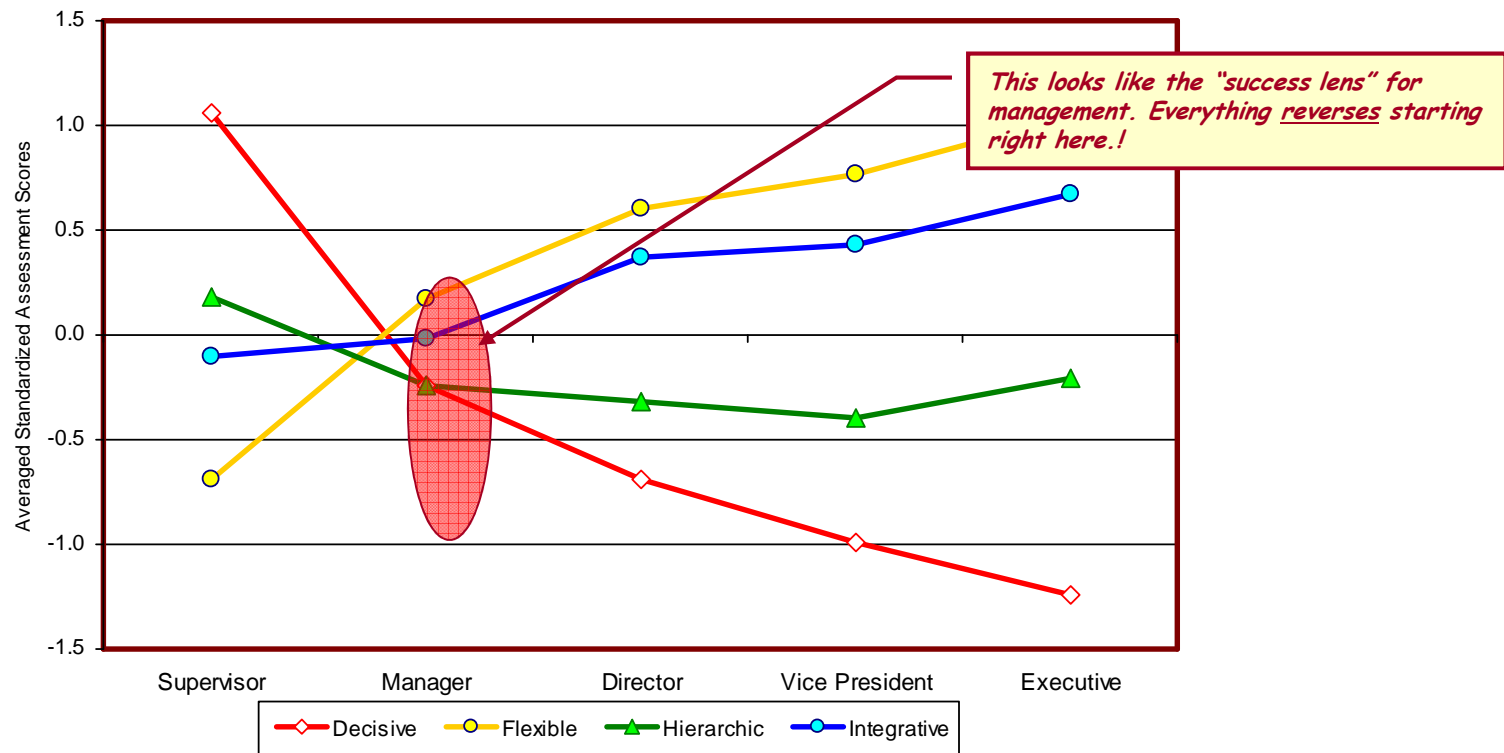
Participative/Creative

Good listener & team player
Creative & resourceful,
Collaborative problem-solver
Empathic & tolerant.

Indecisive & scattered
Ambiguous communicator
Misses deadlines

Leadership Styles by Management Level





Most Successful Managers and Executives
 Top Earners: Highest 20% Compared to Peers in Same Management Subfunction
 (N = 21,355)



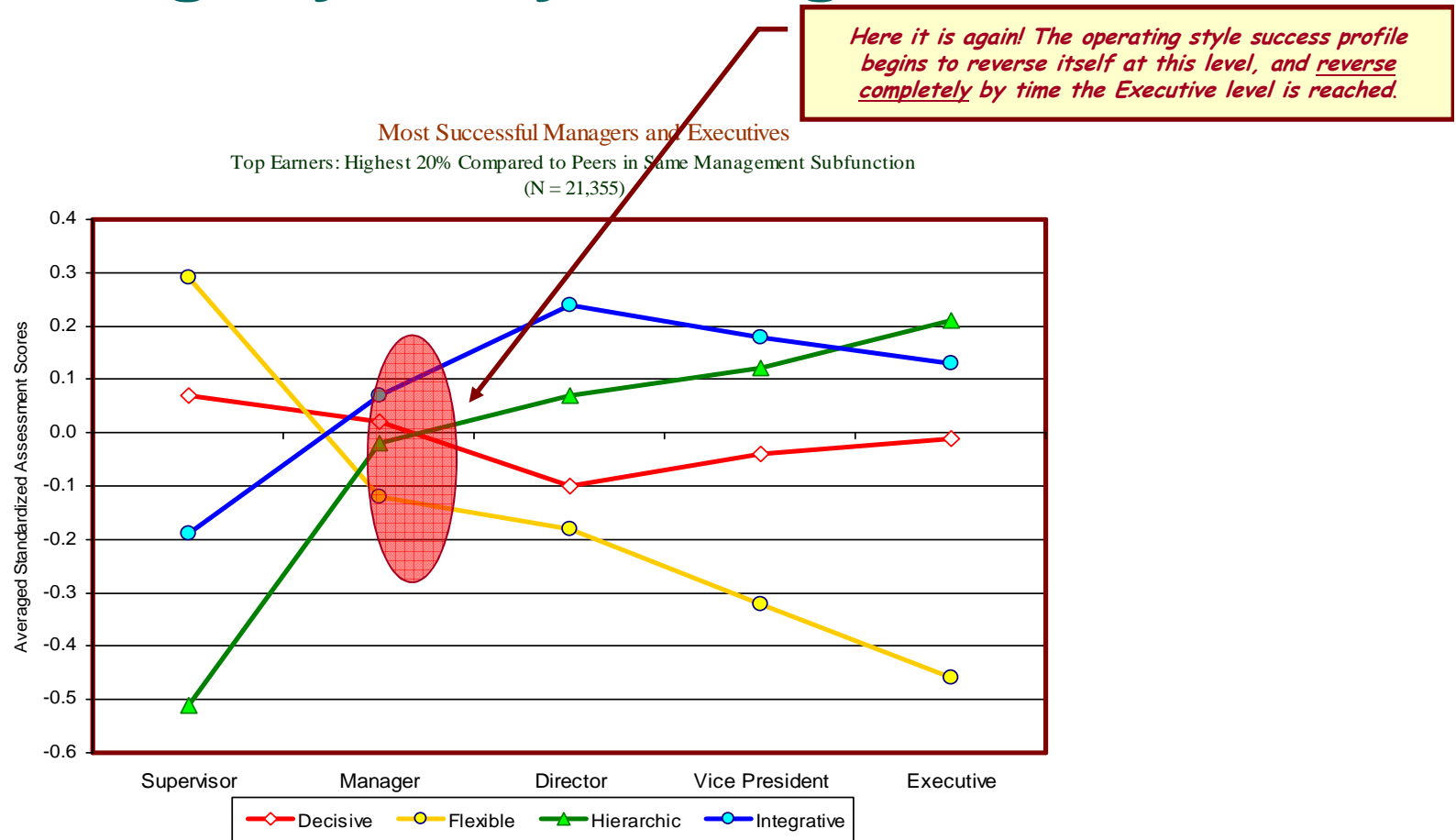
Statistical probability that style differences between levels could have occurred by chance (ANOVA results):

- Decisive Operating Style = 0.00%
- Flexible Operating Style = 0.00%
- Hierarchic Operating Style = 0.00%
- Integrative Operating Style = 0.00%

Leadership Style Behaviors

	Task 	Social 	Intellectual 	Participative 
Conversation Topics	Practical Conventional Recent events	Jokes & Humor People Recent personal experiences	Technical topics/own expertise "Inside stories" World affairs	Many topics Human interest themes New developments
Speaking Pattern	Short and matter-of-fact Outspoken	Frequent, short comments Questions	Long, info-filled comments Strong opinions	Many comments Attempts to involve others
Portrayal of Self	Practical Fast Confident	Open to ideas Easy-going Easily pleased	Expert in many areas Very knowledgeable	Unconventional Participative Tolerant of others
Dress	Conventional and simple	Stylish and trendy; focus on looking attractive	Neat and formal, elegant quality Dark, formal colors	Casual and unconventional
Emotional Tone	Strong feeling Positive or Negative	Very Positive	Cool	Mostly Positive
Preferred Leadership Image	Directive Delegates work methods, but not goals or schedules	Participative and permissive Delegates tasks and decision authority	Consultative (gets input from others), but directive (personally makes final decisions for team)	Participative; gets others involved, but personally stays involved as team member





Thinking Styles by Management Level







Statistical probability that style differences between levels could have occurred by chance (ANOVA results):

- Decisive Operating Style = doesn't differ significantly between levels
- Flexible Operating Style = 0.0%
- Hierarchic Operating Style = 1.3%
- Integrative Operating Style = 3.4%

Thinking Style Behaviors

	Action-Focused 	Flexible 	Complex 	Creative 
Task Orientation	Action-oriented, looks for clear results. Practical and efficiency oriented. Focuses on "bottom line" results.	Responds well to variety and novelty; action-oriented and people-oriented. likes trying new ventures with new partners.	Analytic orientation. Structured and methodical. Needs to see "big picture." Likes developing plans.	Idea oriented. Likes new and creative tasks. Enjoys interactive and synergistic efforts in groups and teams. Resists routine.
Handling of Projects	One at a time; drive to completion despite obstacles.	Often jumps around between several projects. Leaves some projects uncompleted.	One at a time, with side projects organized around main goal. Sticks to project until completed.	Many interrelated tasks at a time; treats resources, priorities, and schedules as changeable.
Planning	Constant self-generated time pressure; deadline focus. Keeps to a strict schedule.	Works quickly, but without clear schedule. Easily bored by lengthy assignments.	Moderately concerned with time, but not at cost of quality. Moves fast on familiar problems, slow on unfamiliar problems.	Low concern for time; ideas and innovation more important. Alters schedules. Frequently late. Upset by strict deadlines.
Information Search	Uses familiar and readily available info. In new areas may rely on input from one best expert.	Collects ideas from several sources. Relies on intuition. Influenced by most recent data.	In familiar area relies on past experience. In new area conducts intense & rigorous data collection. Develops own expertise.	Collects lots of different kinds of data from many different sources. Never relies on single source. Always open to new info.

Thinking Style Behaviors (cont'd)

	Action-Focused 	Flexible 	Complex 	Creative 
Creativity use	Prefers tried and true, but will use any method or idea that will work.	Likes quick, intuitive hunches and fast, brainstorming. Bored easily by tried and true approaches.	Must see the logic of any idea before acting. Suspicious of hunches and intuition. Prefers to perfect a familiar approach.	Resists doing anything the same way twice. Always looking for new ideas and methods. Generates complex, new ideas -- builds on others' ideas.
Behavior in meetings	Task focused. Wants agenda and clear conclusions. Withdraws from long discussions. Pushes for closure.	Talkative; uses humor. Agrees readily, sometimes with conflicting positions. Smooths over conflicts. Changes topics.	Sets agendas if in control. Suggests methods. Speaks more as meeting progresses. Debates issues. Summarizes discussion for clarity.	Builds on others' ideas. Generates ideas and alternative solutions. Seeks others' views. Very tolerant of long, and winding discussions. Ignores agenda. Likes general consensus.
Small talk	A few polite remarks. Stays with familiar topics.	Stream of light comments with humor. Stays away from serious and controversial issues.	Serious discussion of business issues. Lots of shop talk.	Wide-ranging discussion of new ideas. Asks questions about other person. Listens with interest. Won't reject any topic of conversation.
Relations with subordinates	Tough task leader, but fair. Delegates but demands results and loyalty.	Easy-going. Works hard to bring about harmony. Responsive to individuals' immediate needs. Dislikes conflicts.	High task focus. Manages according to a plan. Expects compliance with procedures and plans. Intellectual leader. May inspire others' with clear vision for the future.	Process-oriented. Tolerant of individual differences. Tries to use particular talents of particular people. Leads intellectually with emphasis on new possibilities. Values teamwork.

The image features a green background on the left side. A white rounded rectangle is cut out from this green area, containing the text 'Emotional Competencies'. Below the text, a dark blue horizontal bar extends from the green area towards the right.

Emotional Competencies

Emotional Competencies Defined

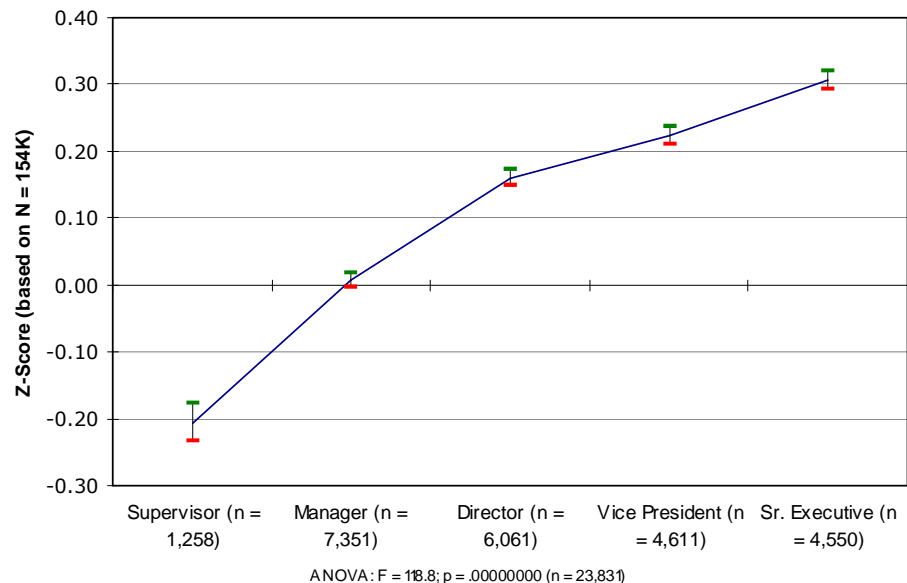
- Ambiguity Tolerance (handling uncertainty; dealing with the unknown and unclear)
- Composure (emotional stability in face of adversity)
- Empathy (capacity to understand others – and self)
- Energy (sustained ability to handle complexity)
- Humility (lack of personal ego investment)
- Confidence (self-assurance; and ambition)

Ambiguity Tolerance

- Refers to a person's capacity to deal with uncertainty, variety, diversity, unanticipated change, lack of structure and routine, and, as the name suggests, ambiguity.
- Determines a person's reactions to anything that varies from expectations.
- **Individuals with high ambiguity tolerance:**
 - Thrive in, situations where anything can and does happen, where nothing can be predicted with any degree of certainty and there are no established rules or guidelines that can be used to determine what to do and how to do it.
 - Actively seek out people who are different from themselves and from each other. They thrive on interpersonal diversity and uncertainty.
- **Conversely, people with low ambiguity tolerance:**
 - Prefer order, routine, clearly defined rules and guidelines, clarity, and predictability, similarity
 - Feel uncomfortable dealing with different kinds of people.

Ambiguity Tolerance: Most Successful 20% of Managers & Execs

(in terms of annual compensation: mean, hi estimate, low estimate: 95% confidence level)
Zscore(Ambiguity Tolerance)
Most Successful 20%

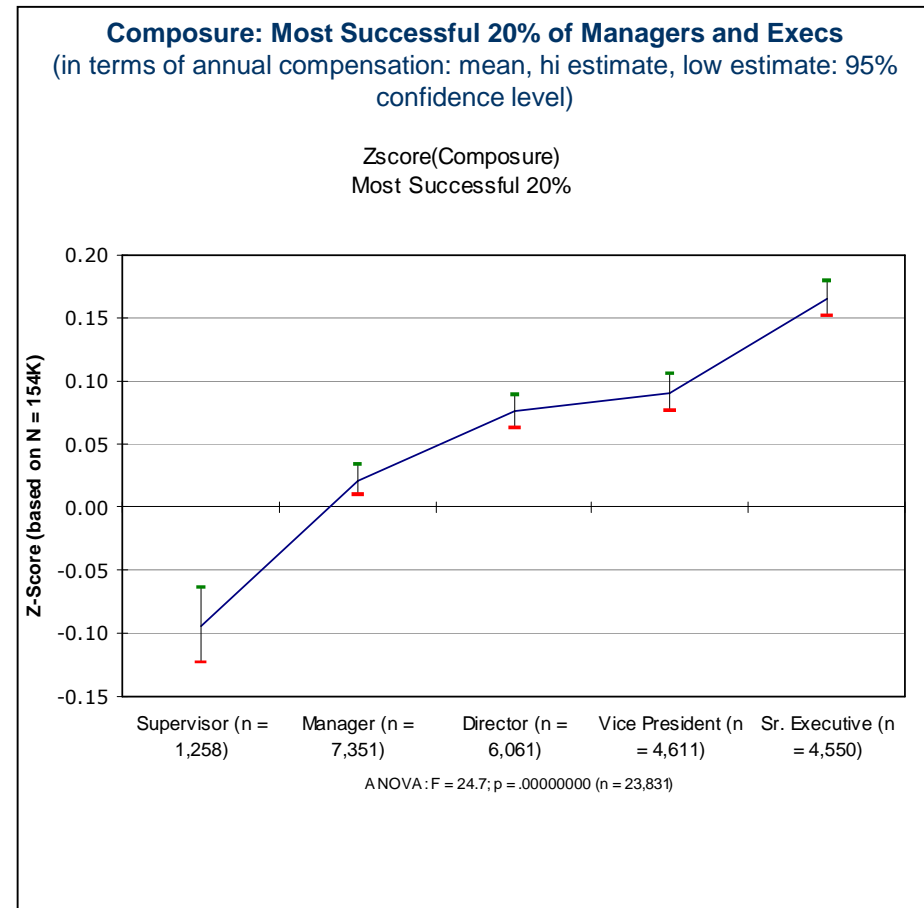


Ambiguity Tolerance: Mismatch Problems

- When Ambiguity Tolerance is too high:
 - ✓ Become bored
 - ✓ Create disorder
 - ✓ Disregard standard policies and operating procedures
- When Ambiguity Tolerance is too low:
 - ✓ Become rattled and stressed
 - ✓ Become overly rigid
 - ✓ Fail to adapt to unique situations

Composure

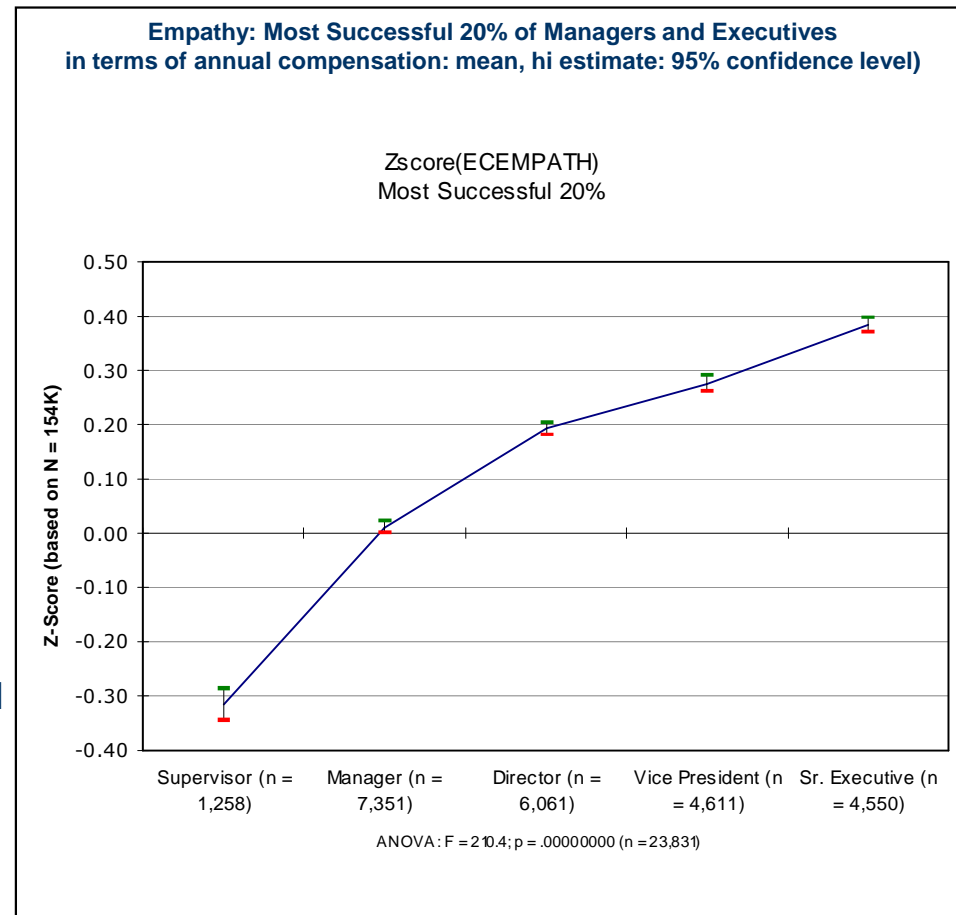
- Refers to a person's capacity to remain cool and unflustered in the face of frustrations or difficulties.
- **In difficult and stressful situations, persons with high Composure Competence:**
 - Stay calm and look into the situation further in order to better understand what is going on and what might be done to handle the situation.
 - Appear unflustered to other people around them. Consequently, particularly as leaders, they help to maintain calm within the organization.
- **Conversely, people with low Composure Competence tend to:**
 - "Lose their cool" when blocked by obstacles or difficulties in general. React emotionally – sometimes explosively.
 - The intensity of their emotionally reactions can spill over to affect other people; and
 - Reduce the capacity of others to think behave calmly and to process information.



Composure: Mismatch Problems

- When Composure is too high:
 - ✓ Seem uninvolved, uninterested and remote
 - ✓ Seem difficult to read
- When Composure is too low:
 - ✓ Over-react emotionally
 - ✓ Seem lacking in confidence

- An individual's ability to understand other people, and to objectively and accurately perceive others' strong and weak points, as well as their motives.
- **People with high Empathy Competence:**
 - Can be sympathetic to others' points of view without becoming enmeshed with or overly influenced by others' feelings.
 - See people as varied and different but not as falling simply into "good" vs. "bad" categories.
 - Willing to help others develop to meet their potential.
- **Conversely, people with low Empathy Competence:**
 - Have difficulty understanding other people.
 - Tend to judge people as simply good or bad. They have very strict views of what is acceptable in others.
 - Often find themselves confronted by what they perceive to be behavior and points of view that they find difficult to tolerate.

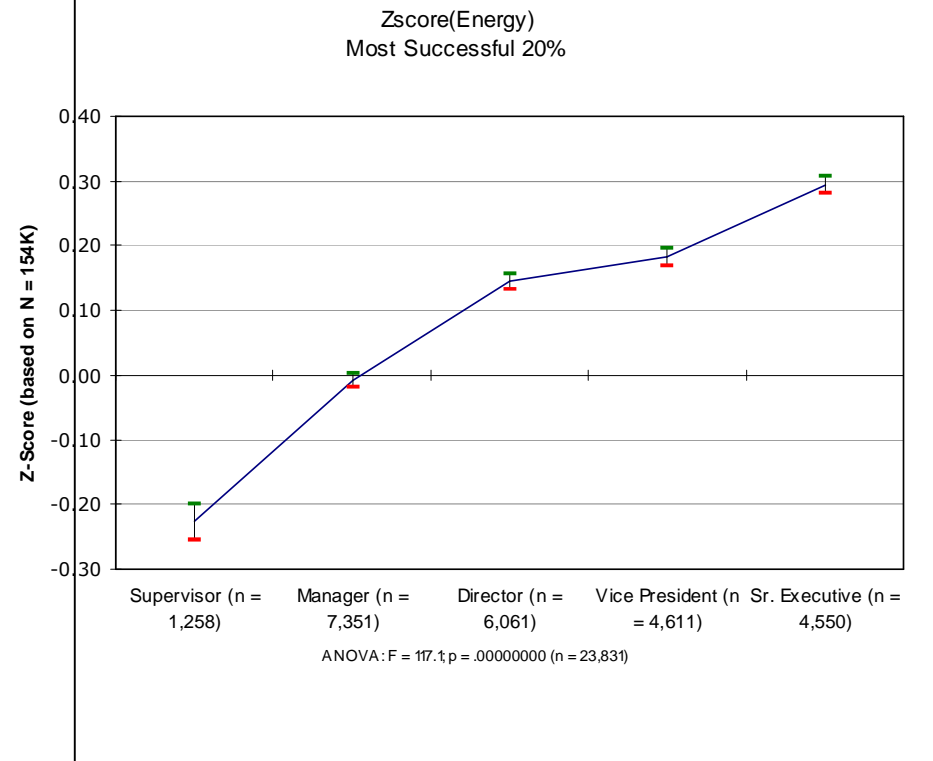


Empathy: Mismatch Problems

- When Empathy is too high:
 - ✓ Identify too readily with others' concerns
 - ✓ Be swayed too easily
 - ✓ Shy away from making “tough decisions”
 - ✓ Make too many exceptions from policies and procedures to accommodate particular individuals.
- When Empathy is too low :
 - ✓ Misread people or misjudge others' capabilities
 - ✓ Fail to anticipate people's reactions to decisions.
 - ✓ Get into conflicts
 - ✓ Misjudge own abilities and preferences

- Refers to a person’s capacity to handle complex and demanding tasks without mentally tiring or losing motivation.
- **Individuals with high Energy Competence tend to:**
 - stand out from others as intense, as “more alive” in general.
 - Be capable of handling many difficult problems and to work long hours without losing their ability to process information.
 - Persist until a high quality, satisfactory result is achieved.
- **Conversely, people with low Energy Competence tend to:**
 - Become discouraged in the face of complexities, difficulties and apparent failures.
 - Lose ability to process information under stress and pressure.
 - Opt for simplistic analyses and solutions, withdraw from the problem situation and/or become very frustrated.

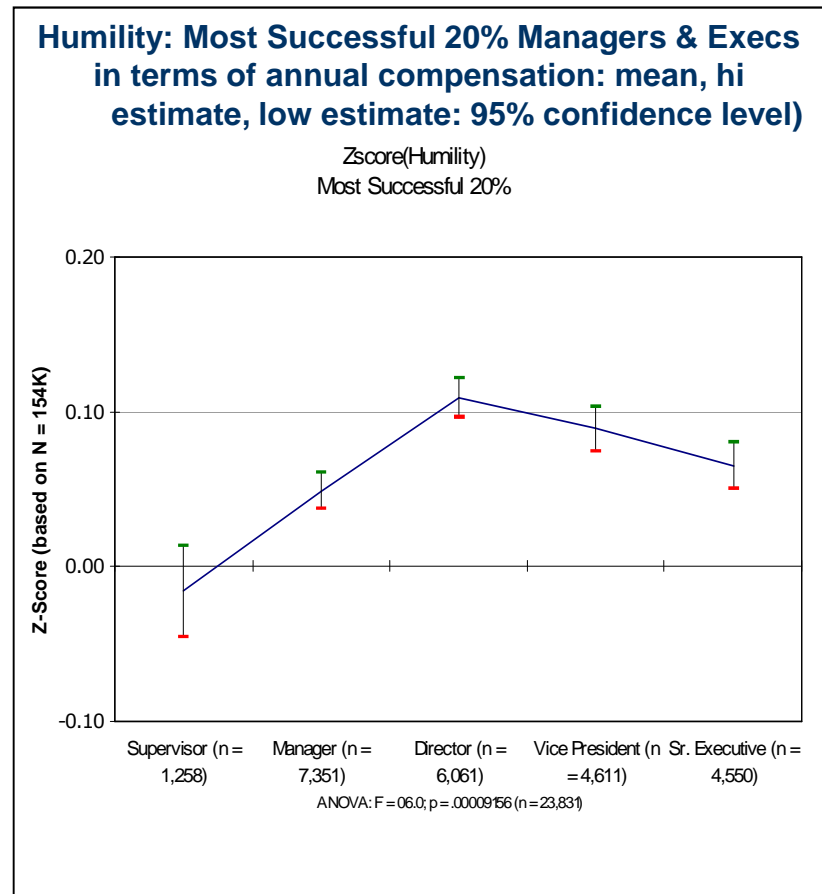
Energy: Most Successful 20% Managers and Execs in terms of annual compensation: mean, hi estimate: 95% confidence level)



Energy: Mismatch Problems

- When Energy is too high:
 - ✓ Feel under-stimulated and under-challenged
 - ✓ Become distracted from key tasks
 - ✓ Overdo/over-complicate tasks
 - ✓ Overwhelm others
- When Energy is too low:
 - ✓ Become overwhelmed and stressed
 - ✓ Lose motivation
 - ✓ Over-simplify decisions and tasks
 - ✓ Leave important tasks undone

- Refers to a person's willingness to adapt to different circumstances and to modify his or her own behavior without becoming personally ego-invested in seeing things in a particular way, or in doing things always in his or her personally preferred way.
- **People with high Humility Competence:**
 - modify how they do things as situations shift and change.
 - Adapt their leadership style from one situation or group of people to another. They have a broad "bandwidth" of behavior.
 - Share credit with teammates.
 - Be highly respected and appreciated as teammates.
- **Conversely, people with low Humility Competence:**
 - Become personally invested in their particular way of doing things.
 - Are unwilling or unable to bend to meet the differential demands of varied situations and people, and are strongly attached to a particular style just as they may have a strong aversion to other styles.
 - Get along well with people similar to themselves, but often are disliked or resented by people with different preferences and styles.

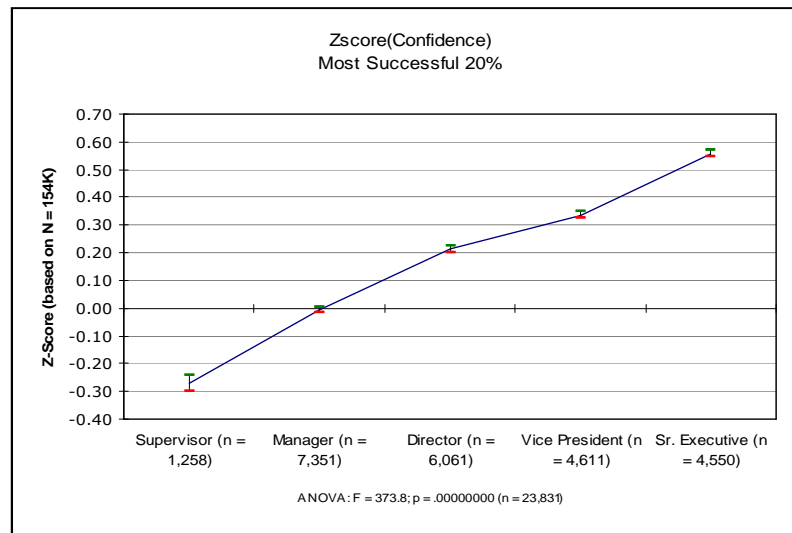


Humility: Mismatch Problems

- When Humility is too high :
 - ✓ Be misperceived as lacking confidence and conviction
 - ✓ Have insufficient impact on ideas and opinions
 - ✓ Place insufficient importance on own views
- When Humility is too low :
 - ✓ Appear cocky and self-important
 - ✓ Mislead others by over-stating own abilities and knowledge

- A person's willingness to take on assignments and tasks that are highly challenging, and which may involve high amounts of risk and, especially, conflict
- **People with high Confidence Competence are:**
 - Eager to assume personal responsibility for handling very tough problems.
 - Believe themselves capable of managing even the most complex, difficult and conflict-ridden situation, as long as they are given sufficient authority.
 - Enjoy authority and power.
 - Not easily intimidated or swayed by other people who may oppose them.
 - In short, they are extremely self-assured.
- **Conversely, people with low Confidence Competence are:**
 - Easily daunted by challenging problems.
 - Shy away from risk, and particularly, conflict.
 - Tend to be intimidated by others who have strong views.
 - Willing to give up responsibility and authority in order to avoid conflict, tension and pressure.

Confidence: Most Successful 20% of Managers and Execs in terms of annual compensation: mean, hi estimate, low estimate: 95% confidence level)



Confidence: Mismatch Problems

- When Confidence is too high :
 - ✓ Appear arrogant
 - ✓ Dominate others
 - ✓ Intimidate others
 - ✓ Take inappropriate risks
- When Confidence is too low :
 - ✓ Seem timid and fearful
 - ✓ Acquiesce too easily
 - ✓ Avoid even minor risks and lose opportunities

What's Next?

- Feedback meeting and Korn Ferry Interpreter and Managing Exec.
- Creating Individual Development Plan

