

Recruit & develop

# Putting greater emphasis on potential

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## Changed labour market calls for adapted strategies

The labour market of today and tomorrow is dominated by issues such as the skills shortage, demographic change and ongoing digitalisation. In many places, the days when companies could freely choose from numerous suitable candidates are over. It's an employee's market – not only in the IT sector and at management level, but across all roles, including apprenticeships. It's not surprising that there is a great deal of anxiety about losing interested candidates and current employees.

The focus is on applicants: companies are making an effort to look after them and provide a good candidate experience, and rightly so. From the perspective

of applicants, processes could often be even better, more intuitive or leave them feeling more appreciated. The speed of the recruitment process is definitely a competitive factor. However, there are also risks to keeping application processes as short as possible in order to quickly snap up new recruits. Hiring someone who turns out to be unsuitable not only wastes valuable time but also a whole lot of money.

Together with our customers, we've changed how this process is viewed – moving away from exaggerated claims of “selecting the best” and the perfect fit and towards a focus on the person and an individual assessment of their present strengths, areas of improvement and, most importantly, potential for further development. In recruitment, the question has long been who is the best fit for the role in terms

It's a fit!



It's not a fit!



It's a fit!



FOCUS:  
it's not (yet) a fit?



It's not a fit and there are  
no alternatives!



of personal skills and interdisciplinary competencies and who can develop the fastest with the support that we provide?

Obvious career motivation and proactiveness are a good starting point for internal promotion. Simply relying on that alone, however, leaves much talent undiscovered or results in people being promoted too early on in their career, to the detriment of employees and the company. Assigning people to positions based on their present skills or proven potential, developing them in a targeted manner and supporting their promotion minimises mistakes and improves employee loyalty.

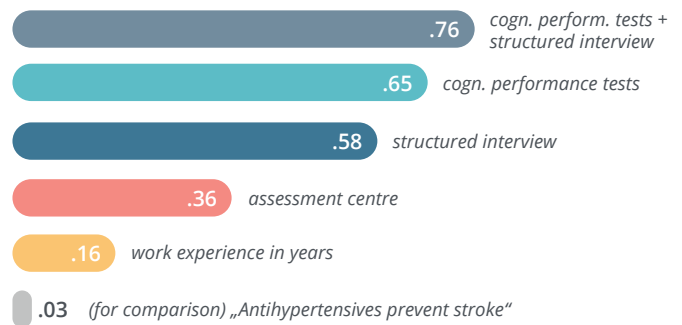
A company always benefits from knowing – ideally already during the selection process – the strengths that (potential) employees will bring to make a successful impact in the respective role and the steps needed to develop these. What is a person's potential to grow further? Placement, not selection, is what matters.

## Online assessments and interviews – the perfect complement

When it comes to assessing skills and potential in a targeted way, a combination of an online assessment and interview really packs a punch and provides an initial snapshot of the present employment situation. By using an **online assessment** as a first step, potential can be quickly identified through analytical skills, relevant motivation and work-related attitudes. In ELIGO's PERLS® system, such assessments are put together on a modular basis according to the target role and can be supplemented with attract & brand options for an entertaining and meaningful participant experience. In the second step, you can follow-up on the results in a straightforward manner with a professional **interview**.

This combination has proven its worth, not only in SMEs but also with a large trading group, which conducts potential analysis for new and experienced managers as well as responsible specialist functions and when filling executive roles. In the public sector, this

combination is available in the form of no-risk potential analysis within mentoring programmes.



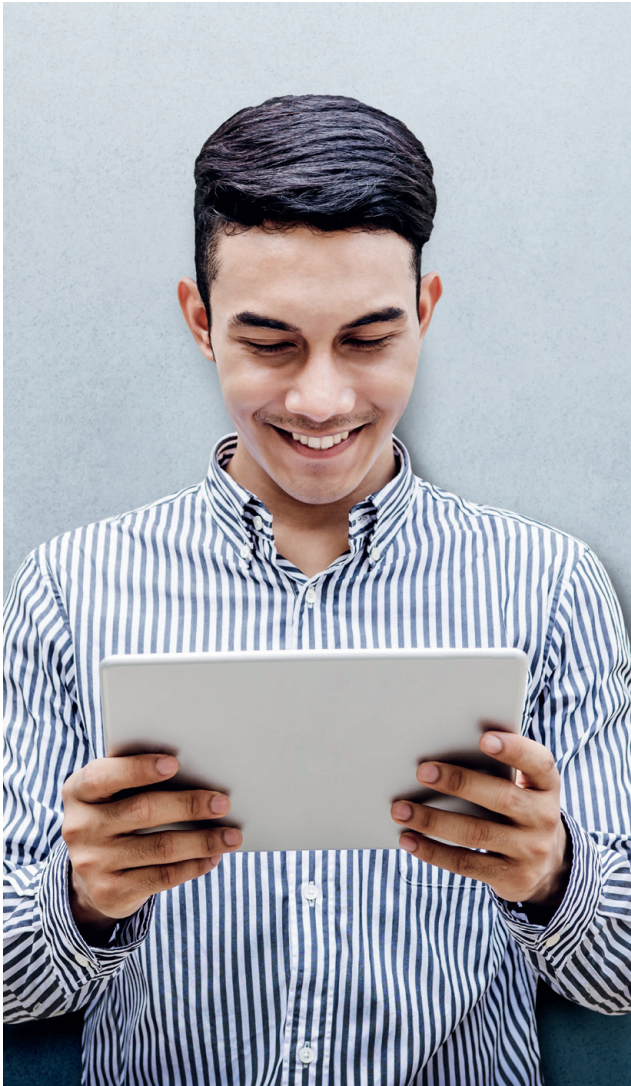
R=0 0.2 0.4 0.6 0.8 R=1  
(Source: Schmidt et al., 2016; Bertua et al., 2005; Bertua et al., 2003; Judge et al, 2004)

As the graphic shows, the method mix of a structured interview and online assessment is particularly highly indicative.

Interviews, when done well, not only provide a good deal of insight but are also popular among candidates, who see them as transparent. By combining them with an online assessment, crucial information on participants' skills of relevance to the specific role can be quickly gained. Such assessments are carried out conveniently and easily from home. The results are available immediately and can be reflected on by all parties. When the results are discussed in a manner that shows openness to development, the participants feel appreciated and that they have truly gained something from the process. In combination with the feedback on observed strengths and areas for development, participants have a sense that the time they have invested has been well spent. They gain new insights from the observations shared, which can be very helpful to them in their personal development as they now know the areas where they can get to work immediately.

## Observe real behaviour with exciting additions

Complementary practical exercises provide additional value when it comes to assessing skills and identifying participant potential. In particular, behaviour and abilities can be directly observed by conducting a



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mock **conflict resolution**, **customer meeting** or **performance review** based on situations that may arise in the work environment. **Case studies** and **presentation exercises**, in which participants present their solution to a technical or strategic/analytical task, also increase the informative value.

### Achieve authenticity through individuality

Identification with the company and participant trust are important to our customers. Therefore, we work closely with stakeholders to design assessments that demonstrate transparency and respect for participants, are highly relevant to the company and meet the latest scientific guidelines and standards.

### Conclusion

To assess skills, development possibilities and potential, the combination of an online assessment and interview provides the ideal basis for generating a snapshot of the present employment situation in a short time, in a setting that conveys respect and transparency – whether for current employees or during recruitment. Based on the identified strengths and areas for development of the participants, you can understand how they presently fit the role, what training is needed and where there might be further possibility for growth. This is valuable information for managers and the starting point for individual employee development.

