

# The Power of Assessment in Talent Management

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High performing companies today know that it is becoming increasingly important to not only attract the right talent, but to take active steps in the development of their current employees. Whether you want to identify your top performers, determine your best managers or create a more emotionally intelligent workforce, utilizing various assessment tools to target the right qualities to answer these questions, not only benefits the employee, but also the organization as a whole. In the talent acquisition cycle, the use of assessment, in the form of personality testing, can yield valuable insights into future job performance during the hiring and screening process. By identifying certain individual character traits that correlate strongly to job performance for positions, a company can use that information to assist them in their selection decision. Companies who take the time to learn what personality traits are important for their positions are not only in a better place to make more effective hiring decisions, but may also experience substantial cost savings by improving their retention rates.

Keeping in mind that all employees bring their own personal qualities and traits that define who they are and how they may behave in certain situations, companies that provide training venues for self assessment and personal professional growth not only allows for a more emotionally intelligent workforce, but ultimately can enhance organizational success. With today's economy, it makes sense that companies are exploring ways to build their employees' worth by providing unique training opportunities. Once an employee has come onboard, what a company provides, as far as professional development and training, not only translates into greater loyalty and commitment, but also can be useful towards improving productivity. Implementing internal training programs that incorporate assessment tools aimed at self-awareness and skill development for staff, not only can enhance the career progression of key employees, but can also increase job satisfaction. When companies allocate professional development funds in their budget to support core offerings in training and development, it communicates a clear commitment towards building employee value internally. For example, training offerings on communication, conflict management, social and emotional team-building, or management development are examples of areas where assessment tools can supplement training programs while supporting a higher level of self-understanding and learning.

The ultimate talent manager in any company is the person leading it. That said, when companies assign people to senior positions without assessing whether they possess leadership ability, the results can have a detrimental impact on every aspect of the company from lower staff morale, higher attrition rates, decreased productivity, and in some cases, criminal activity. As the saying

goes, “people don’t necessarily leave an organization, they leave bad management.” The bottom line is that managers who are appointed to positions of power, do not always make good leaders. If a company is not willing to assess the leadership capability when hiring senior executives externally or promoting within, they run the risk of failing the human management test all together. At the very least, collaboration, relationship building, inspiring trust, admitting mistakes, recognizing others, accepting feedback and delegating fairly are essential leadership building blocks. Personality assessment coupled with an in-depth analysis of leadership potential for those being considered to fill management positions not only can play a valuable role in helping companies differentiate between those managers who show exemplary leadership skills, but can also help weed out those individuals destined towards mediocrity and counter-productivity. Companies who are willing to invest in taking a closer look at their own senior executive staff are companies who are willing to “walk the talk” and manage by example.

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