

# Leadership Assessment at Good Corporation

## The organisation

GoodCorporation is recognised worldwide as one of the leading organisations working in the field of corporate responsibility and business ethics, supporting clients through assessment, certification training and advice.

## The need

As a result of year-on-year growth and challenging projections for the coming year, GoodCorporation wished to recruit a new Lead Assessor role to lead and deliver client projects. Lead Assessor responsibilities included leading GoodCorporation assessments, presenting and reporting results to clients, and assisting in the development and growth of the business. The Lead Assessor not only had to have the technical skills to do the job, they also needed to demonstrate the values, behaviours and attitudes required for developing excellent client and team relationships, and align with those of the GoodCorporation. The seniority of the role coupled with the international travel involved meant that appropriate candidates were hard to find, so GoodCorporation was looking for external support to design and deliver an assessment centre that would ensure candidates were tested against both technical and behavioural criteria.

## What we did

Working with Debbie Ramsay, GoodCorporation's Business Development Director, Jacqueline gave advice on assessment centre design including activities to test technical skills and behaviours. Jacqueline also led a workshop with Debbie and two of GoodCorporation's founding Directors, Leo Martin and Michael Littlechild, to understand the role in more depth and to identify the key behaviours that could predict success in the role. GoodCorporation already had a generic behaviours model used for performance management, and Jacqueline was able to bring her significant experience of leadership assessment and development to enhance this model to include critical Lead Assessor behaviours. The workshop resulted in a commonly understood, robust and agreed set of criteria against which to assess candidates. Using the output from the workshop, Jacqueline created a GoodCorporation leadership behaviours model, interviewer protocols, scoring sheets, and a briefing for assessors to ensure everyone had a common understanding of the role and its fit within the existing team.

As experts in their field, it was important that Leo and Michael were involved in running the technical exercises. Jacqueline advised that each activity also be observed by an assessor who would focus on assessing the candidates against the agreed criteria during the exercises. The observers were Debbie and Sally McGeachie, GoodCorporation's head of Corporate Communications. The behavioural interviews were carried out by Jacqueline and an associate, Pam Kennett, both trained and experienced in the specialist techniques required. Six candidates were assessed over the course of a day, each taking part in a mock client interview and presentation, written exercise and behavioural interview. At the end of the day, Jacqueline facilitated a decision-making session ensuring all the assessors focused on objective observations and a common understanding of the criteria. GoodCorporation decided to invite three of the candidates to second round interviews, from which a successful appointment was made.

## Benefits

Benefits to GoodCorporation include:

- Agreed set of technical skill and behavioural criteria
- Recruitment decisions based on objective observations
- Involvement of all the key stakeholders in the process, whilst minimising the number of assessors required for each activity
- Independent advice and facilitation to ensure robust processes, selection criteria and objective decision making
- Consistent recording of feedback on which to base decisions and to give to the candidates

Debbie Ramsay, Business Development Director commented:

“J Hill Associates grasped quickly what we were looking for. They provided very useful input in helping us to agree the leadership competencies and people skills we were seeking, and then in developing a challenging and revealing assessment day. They were also a real pleasure to work with.”