

Managerial Assessment in the 21st Century

Even though assessing managerial potential can be difficult, there are tools you can use to help you through this process. When it comes to managerial positions, the more characteristics you consider important to a candidate's success on-the-job, the greater value this person adds to the organization. So it stands to reason that when filling high-level positions special attention needs to be paid to the qualities of the candidate.

The basic idea remains the same when using assessments to make predictions about an applicant's ability to perform on the job, regardless of what position you're looking to fill. So how is managerial-level hiring different from hiring for hourly positions? While there are many differences between these two types of jobs, it boils down to one major factor, complexity; effective managers need to be competent in a variety of areas.

Although many of the same skills are required for both types of jobs, managers must carry out a wider variety of tasks, often several at the same time. ARCH Profile helps companies identify traits related to each task and then measure each of them. With a tool like ARCH Profile, hiring a high-level manager is facilitated.

HR managers and specialists dream of situations where they have the chance to help their organizations understand the direct relationship between the employee selection process and the company's ROI. Unfortunately, when it comes to managerial performance, it can be much more difficult to make that link, since the factors involved can be difficult to define. The ARCH Profile personality assessments help you move beyond basic measurements - like interpersonal skills, situational judgment and decision-making. During the hiring process, our tests help determine the fit between the organization and individual, which has been proven to have a huge effect on the employee's overall performance.

Accurate hiring for managerial positions is not achieved simply by measuring more elements than you normally would. A thorough analysis of how the employee fits within the organization is required. This is known as the clinical model of assessment interpretation (CMAI) and has been used extensively to measure employees in high-level positions. While both research and practice have proven that the CMAI is a very effective method, judgments like these require an expert perspective that has been based on years of experience and practice in interpretation of assessment results. Tools like these are very often out of reach for many organizations due to the time and expense involved.

When looking at technological aids, it is important to find electronic systems that can provide insight comparable to assessment by professionals. Obtaining the same quality, while spending significantly less time and money, is also an important factor. ARCH Profile offers companies access to a real-time expert system that gives them the ability to automate the interpretation of complex managerial assessments in a cost-effective way. ARCH Profile, as a managerial assessment tool, increases accuracy in the selection of a manager. It delivers detailed reports outlining the potential strengths and weaknesses of the candidate relative to



the job responsibilities. It represents an expert opinion on what the test results mean for the candidate's suitability for the job.

While automated expert systems are an excellent way to help make managerial level hiring decisions, it is important to remember that they are not meant to replace human judgment. Tools like ARCH Profile provide decision-makers with in-depth analysis that accurately reflects the subtleties involved in measuring managerial job performance. That being said, in the coming years hiring will increasingly use expert systems to help collect and interpret information, allowing organizations make more accurate hiring decisions. Yet it is important to remember that generating computer reports about a candidate's competency is not enough to ensure that your organization is able to systematically make good high-level hiring decisions.

Hiring people for managerial positions can be a complicated process when there are so many things to consider. Using assessments can help filter the vast amount information available and present you with what you need to know to make the right decisions.

POINTS TO REMEMBER

Understanding the job is key - This may be hard for complex jobs, but without a clear understanding of the responsibilities, it will be difficult to make good hiring decisions and performance evaluations.

Always be systematic - It is important that hiring is a systematic process where information is collected and used to support the decision.

Take advantage of automated expert judgment – The ARCH Profile system allows organizations to take advantage of assessments for a wide variety of jobs. This advantage allows companies to make sound hiring decisions for complex jobs without going over budget.

Don't leave out the human element - Using an expert system to create a highly detailed assessment report is a key to good managerial hiring, but it is not meant to be used on its own. Effective decision-making requires the judgment of experienced hiring managers, recruiters and/or the entire executive staff.