

HEALTH WEALTH CAREER

WEBINAR Q&A

# TOP LEADERSHIP HIRING STRATEGIES FUTURE-READY WORKPLACES ARE ADOPTING

Wednesday, 15th May

11 AM - 12 PM IST





Thank You for asking  
such interesting  
questions.

Here are the answers.



## What kind of tests are recommended for leadership and staff in general?

You can't have the same assessment for your staff and leadership. Breaking it down, from junior level staff to medium level, you can look at basic online instruments like **cognitive tests**. For the leadership level, it's favorable to go into complex tools that include multiple validated online assessments like **personality checker**, **dark personality assessments**, and value-based inventory. For more higher levels like CXOs or VPs, you must typically get into **assessment center models**.

## Is being a good leader different from a good manager? Is it mutually exclusive or mutually dependent?

Basically, the leadership pipeline starts right from building good managers and then grooming them up to be effective leaders. Yes, there is a big difference between a good manager and a good leader.

A manager has a metrics-driven approach of maximizing productivity of the team where the job is to improve them over time and make the functions more efficient. On the other hand, a leadership role is more about having an inspirational approach to motivate people to grow and develop.

And yes, there is a growth trajectory from being a manager to being a leader. Typically, the metrics to determine if someone is a better manager versus a better leader has to be fundamentally driven and assessed by each organization.



## How do we identify the must-have competencies for leadership in the organization?

The competency framework must be more systematic in approach and should be dependent on the mission, vision, and core values of the organization. And companies must look at the future as well as the present to define the framework. The two core things a company must include is the digital element of leadership and **learning agility**.

At Mercer | Mettl, we have **standardized tools** to measure the leadership skills based on four critical functions:

- Leading change
- Leading people
- Results
- Building the organization's vision in sync with employees' objectives

## How is the training effectiveness measured, is it primarily through pre & post training effectiveness assessments or are there means to measure effectiveness. Can 360-degree feedback be a way to measure training effectiveness?

While technical competencies can be easily measured by improvement in the skill level on the job, measuring leadership competencies takes a more evolved process. There is a scientific process based on Kirk Patrick Model for measuring leadership competencies.

- Define the competency framework
- Do a pre-assessment basis the framework
- Deliver the respective training
- Post-training, have multiple interventions in terms of assessments after a certain periods of time.

Moreover, the measurement of leadership competencies is done via a suite of assessments and tools which may also include the 360-feedback tool to keep a check on improvement of behavioral competencies over time.

**Read this** to measure the effectiveness of your training program and to know the ROI of your efforts.



## Onboarding methodologies (how much hand-holding is required) and review mechanisms for senior leadership

While onboarding includes a set of standard practices that includes going to departmental inductions and others. Primarily, when the person joins, he/she must get into a skill gap analysis, objective of which should be to have a check over what are their skill gaps in terms of organizational and leadership competencies. Based on this, structure a customized **leadership development program**.

Apart from this, one overlooked part is how quickly one gets into the system and starts performing swiftly. These should be a part of review mechanisms for senior leadership.

## Can psychometric tests be gamed?

The best tests expect that individuals will lie or fake and take that into account in light of the fact that faking is an indication of competence. Our psychometric tests cover almost all the response styles approach followed by the test-takers.

This includes:

- **Socially Desirability**- tendency to portray oneself in an unrealistically positive or socially relatable manner
- **Extreme Responding**- tendency to endorse extreme response categories on a rating scale
- **Central Tendency**- indicates the person is prone to answer with the utmost honesty
- **Careless Responding**- tendency to pay insufficient attention before responding

**Read this** to have more in-depth knowledge of psychometric tests.

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## What are some key performance indicators of learning and development efforts in any organization?

We, at **Mercer | Mettl** measure the L&D efforts based on three indicators:

- **Systematic**- includes whether the efforts are competency-based and if there is a defined competency framework for job-level, organization-level, and department-level.
- **Scientific**- which is determined using the right tools to identify skill gaps, focusing on L&D efforts' direction, and utilizing all the possible tools to segment training.
- **Measurable**- depends on how you can visualize the improvement.

## What are some certain tools that enable small teams/companies to carry out the journey of gap analysis and learn and track results for leadership talent?

We have a variety of tools for job-level, seniority-level, and company-level that covers small teams/companies as well as large organizations. We have a suite of tools to identify skill gaps and track results.

**Set of pre and post assessments**- Pre-assessments to identify skill gaps based on competencies which can be followed by administering training and post-assessments that can help measure the effectiveness of training.

**Assessment & Development Centres**- Depending upon the seniority, we offer AC/DC for senior roles in identifying training needs and high-potential leaders.

**Learning Agility**- that refers to an individual's ability and orientation to learn new things which enables an employee to make a smooth transition between different roles as per role/company requirement.

**360-Degree Feedback**- to quickly gather structured feedback and get a holistic perspective on employees to identify the gaps in their behavioral traits as perceived by other stakeholders. Moreover, it also entails understanding behavioral dynamics observed on-the-job and improvising the employee development plan.

**Suite of Leadership Assessments**- constitutes a bundle of comprehensive assessments that provide insights into leadership styles and a candidate's work-oriented personality; helps increase their overall effectiveness.

## ABOUT US

At Mercer | Mettl our mission is to enable organizations to build winning teams by making credible people decisions across two key areas: Acquisition and Development. Since our inception in 2010, we have partnered with 2900+ corporates, 31 sector skill councils/government departments, and 15+ educational institutions across 80+ countries.

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