

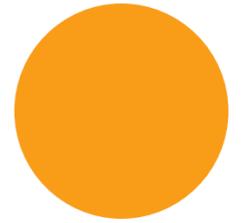


# Talent Assessments: Process and Overview

PEOPLE MATTER  
INTEGRITY MATTERS  
EXCELLENCE MATTERS



# Who are we?



We are experts and thought leaders in our field. Dealing with real life business issues through science is core to what we do. We are practical and real and aim to make the complicated, simple. We have been told we are easy to work with. We think you will think so too.



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# Who are we?

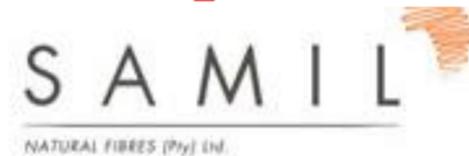
WE BELIEVE PEOPLE MATTER | INTEGRITY MATTERS | EXCELLENCE MATTERS

At Equinox we love what we do and we have been doing it since 2000. So you can expect nothing less than exceptional service, friendliness and professionalism from us. We have walked long roads with our clients. We get to know them, their people, their strategies. And we work together with them to find the best matched talent for their organisations; to map their talent for succession planning; identify their engagement levels; and help them design programmes to develop and engage their talent.

We have excellent academic qualifications and experience in the field of Psychometrics, Group Dynamics, Human Resources, Engagement, Training Facilitation and Organisational Development. We are registered with the Health Professionals Council of South Africa.

We partner with the best international test developers for our assessment products. Our test developers tools are designed, developed and evaluated on a scientific basis and in line with international standards from institutions like the International Test Commission (ITC), European Federation of Psychologists' Associations (EFPA), American Psychological Association (APA), the British Psychological Society (BPS) and the Health Professions Council of South Africa (HPCSA).

In South Africa, in particular, our test providers serve on the executive committees of the Society of Industrial & Organisational Psychology of South Africa (SIOPSA), and previously on the executive committees of People Assessment in Industry (PAI), the Assessment Centre Study Group (ACSG), and the Association of Test Publishers of South Africa (ATP SA).



"We have worked with Equinox since 2010. They are professional and collaborative in approach, with excellent customer service. Solutions are not only creative but customised to address our business needs and presented in ways that are practical and realistic to implement."



"Feedback reports are well written and compiled, easy to understand and effective. Excellent service and always willing to assist and meet deadlines when requested"



We have found their services to be ethical, prompt, convenient and professional.



It is a joy to work with Equinox, they are very helpful, friendly and always goes the extra mile to assist us. Choosing the right team is imperative for us, and since using their online psychometric assessments, our team have just grown stronger. The assessment results are easy to interpret and very useful".



"Equinox is a friendly and efficient team with a 'personal touch'. They provide excellent advice and expertise giving us a unique insight to develop and invest in our best assets - our people - for the now and beyond."



"It is not difficult to find nice words about Equinox....."

"I have had the privilege working with Mandy and the team at Equinox for almost two decades. They are professional, reliable, client driven and solution-focused. It is simply easy working with them. It is really wonderful working with you, you have become a true business partner"





# How can we help?

# Drive Results: Find and Keep the Best People

We understand the impact the right people have and how to identify what drives success.  
We can help you:



## Identify Best-fit Applicants

Showcase the role so applicants understand the job. Define precisely what is needed and design assessment with a match or fit score.



## Retain Employees

Stronger-fit candidates understand the job and stay longer. Realise business benefits by improving tenure and reducing turnover.



## Save Time & Resources

Focus on the best-fit applicants. Speed up talent decisions and time-to-offer. Reduce costs and optimise resources.

# How can we help?

## Pinpoint what is critical for success

When you know the blend of characteristics that lead to success in your specific business, hiring and development become so much simpler.

We work with you to create your specific Success Profile.

01

Identify your current high performers and ask them to complete behavioral and personality assessments.

02

Analyse the profile in relation to their KPI's to calculate the significant personality indicators. The result is your role's Success Profile.

# Assessment Service Delivery Process

01	<b>Pinpoint what is critical for success</b> Discussion with Client's Subject Matter Expert to create your specific success profile	No Time Frame
02	<b>Project setup and Candidate communication</b> Candidate is sent a link and communication via sms and email.	Within 24 hours
03	<b>Candidate Completion</b> Candidate completes the assessments	As per client deadline
04	<b>Report Writing</b> Integrated Equinox report with Recommendation	48 hours turnaround time
05	<b>Feedback</b> Virtual Individual Feedback	1 hour per session

# What are talent assessments?

Talent assessment is used to identify the best-fit candidates for a job. With the help of talent assessment, recruiters can look beyond CVs, school grades, college certificates and university diplomas to find out, whether a candidate is a good person-job-match.

Talent assessment tools can provide information about e.g. candidates' abilities, personality traits, motivation, working styles or digital readiness. All the information gathered from different talent assessment tools can make a prediction of a candidates' job-performance and success and might even forecast the retention rate.

Talent assessment is not only used in the recruiting process but can also be extremely beneficial for self assessment, employee development or for identifying leadership potential.

## Measures Outcomes of Talent Assessments

Adding assessments to any hiring and development process establishes a science-based foundation that supports selection choices, determines role and culture fit and helps guide how to best develop hired candidates. Assessing talent results in tangible business impact.

**Revenue**  
**Increased by**  
**36%**

**Resources**  
**Reduced by**  
**40%**

**Time-to-Hire**  
**Reduced by**  
**40%**

**Tenure**  
**Increased by**  
**25%**

Great talent acquisition saves time and money and secures the right people with the right profile for the right job

**50%**

**Applicants  
Screened Out**

allowing focus on strong  
applicants  
(Daimler)

**4x**

**Longer  
Time in the Job**

of high performers due to  
good person-job-fit  
(Secure Payment Provider)

**70%**

**Positive Candidate  
Feedback**

gamified assessments  
described as market leading  
(Deloitte)

**5x**

**More  
Profit Generated**

by sales teams with strong  
sales managers  
(Secure Payment Provider)

# Psychometric tests counterbalance human nature.

We all think we're great judge of character. However, did you know that the likelihood of a hiring manager making a poor decision is 50%? Or that only 14% of unstructured job interviews actually predict top talent? Or that 99% of candidates are hired based on first impressions?

**50%**

likelihood of hiring managers making a **poor decision**

**14%**

of unstructured job interviews predict **top talent**

**99%**

of candidates are hired based on **first impressions**

# Overview of available assessments



**Aptitude & Ability**



**Personality**



**Culture/  
Environment Fit**



**Creativity  
and  
Innovation**



**Emotional  
Intelligence**



**Resilience**



**Demonstrated  
Capability**



**Strategic  
Capability**



**Leadership  
Derailers**



**Sales  
Potential**



**Integrity**



**Situational  
Judgement**



**Skills  
Tests**



**Future  
Ready**



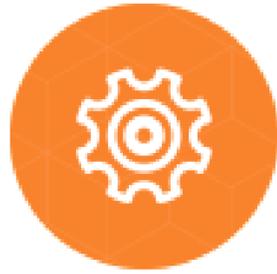
**Cultural  
Agility**



**Executive  
Scenarios**



**Leadership  
Impact**



### **Aptitude and Ability**

Ability or aptitude tests are consistently shown to be the best predictors of workplace effectiveness. Using the right ability tests as part of a recruitment process can bring a significant return on investment by helping to ensure the right person is chosen for the role.

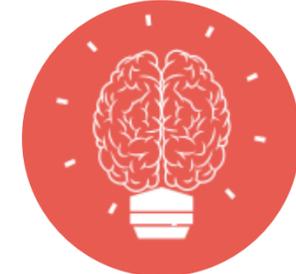
Our aptitude assessments are from a comprehensive portfolio of tests used for a range of roles. They clearly measure a variety of abilities depending on the role requirements. The portfolio includes measures of verbal, numerical, diagrammatic, abstract logical, error checking, spatial, administrative and mechanical aptitudes that predict the ability to work with words, numbers, systems, logic, details, designs and equipment.



### **Personality**

We use the most powerful, best-in-class personality questionnaires for predicting performance and potential. Understanding what makes people tick, how they are likely to behave and the personal characteristics they bring to a role, will help make informed, higher quality selection, promotion and development decisions. Personality assessment offers that insight, and it makes real business impact.

With our best-in-class personality questionnaires, you are able to identify the behavioural competencies that directly impact job performance and the individuals most likely to demonstrate these.



### **Creativity and Innovation**

Innovation is critical to the business success of many organisations. But knowing how creative and innovative someone is, can be hard to assess.

Innovation is the most critical factor in gaining competitive advantage – whether it's through improvements to business processes, enhancements to products or services or by entering new markets. But to innovate requires creativity and the ability to put creative ideas into practical use.



### **Emotional Intelligence**

Emotional Intelligence is described as our capability for learning practical emotional 'skills' that are based on self-awareness, self-management (managing our own emotions), social awareness (understanding others) and social skills (relating to others). An important dimension of emotional intelligence is the ability to adapt to the environment.

More emotionally intelligent people are generally better at displaying behaviour that allows them to effectively deal with change. The results in the report provides an indication of the candidate's potential for emotional intelligence.



### **Resilience**

Resilience is the ability to endure or bounce back from adverse conditions, to persevere and succeed through challenges, manage stress in a variety of contexts and have the ability to seek out ways to understand and remedy difficulties and challenges.

Resilient individuals are able to manage their stress and draw on positive emotions which in turn results in improved health and better personal and work relationships.



### **Demonstrated Capability**

This assessment measures the individual in terms of their ability to display the necessary behaviours, knowledge, skills and attitudes to perform effectively in a given position. The online inbox exercise specifically measures a sample of the individual's behaviour as an indication of current competence in the various dimensions listed.



### **Strategic Capability**

Assesses the extent to which an individual can deal with work of increasing complexity.

The results indicates the current level of complexity at which an individual can comfortably function, as well as the likely longer-term development of their capability.



### **Derailers**

The Hogan Development Survey (HDS) is the industry standard for assessing derailers – counterproductive behavioral tendencies that emerge in times of stress and complacency. Organizations around the world rely on the HDS for identifying behaviors that disrupt or interfere with effective performance.

Learning and development professionals understand the value of the HDS for shedding light on critical blind spots, increasing strategic self-awareness, and driving personal growth. They also know coaching, when coupled with HDS results, can help individuals manage problematic tendencies.



### **Integrity (OBI)**

Absence from work, fraud, or dangerous conduct causes a lot of damage. Being able to predict counterproductive work behaviour is of great practical importance in order to save enormous costs. This assessment measures the individual's potential or propensity towards 10 dimensions as it relates to dependability, safety or counterproductive work behaviours, as well as pro-social or organisational citizenship behaviours.



### **Integrity (GIOTTO)**

The assessment is designed to assess areas of strength and potential concern associated with a candidate and the results will indicate things such as:

Whether a person is likely to be prudent or careless in carrying out their tasks; whether they work hard or only as necessary; are prone to settling disputes through reconciliation or aggression; are generally trusting or suspicious in their dealings with colleagues; have faith in their employers or only in themselves, are open or secretive in their dealings with others; and welcome or resist change at work. Depending on the kind of context role, these will be more or less applicable.



### **Sale Potential**

This assessment provides an overview of the candidate's potential across the sales cycle from Preparing the Ground to Closing the Deal, and Ensuring Customer Satisfaction.



### **Situational Judgement**

Situational Judgements Tests present the candidate with scenarios that they might be expected to encounter within the workplace and assess how they respond. These scenarios are based around specific competencies (knowledge, skills or behaviours necessary for success in the workplace). A number of different competencies are assessed and each competency will be assessed a number of times.

Research shows that, much like behavioural competencies, the ability to make such judgements is not down to one single attribute, but is determined by a combination of cognitive ability, personality, experience and knowledge.



### **Skills Assessments**

Skills assessments measure specific skills and knowledge areas to understand candidates' individual strengths and weaknesses and assess job readiness. Specifically designed to target key business outcomes for core positions, enhancing job-relevance and increasing prediction.

We have a wide range of skills assessments available which measures, but is not limited to:

- Software skills (e.g Microsoft)
- Coding skills (e.g Automata)
- IT skills (e.g Python)
- Communications skills
- Accounting & Finance skills
- Engineering
- Hospitality



### **Future Ready**

Change isn't new, but its current pace is unparalleled. It is therefore important to identify individuals with traits that make them Future-Ready and capable of dealing with change. Those with the ability and the curiosity to learn things quickly, who are practical and use their common sense to figure things out. Those who are insightful and focused on improving things, who persevere and persist with determination. Those who are receptive to feedback and input from others as a way of learning and improving. Those who are adaptable and comfortable with change, uncertainty and new challenges. Those who recover quickly from setbacks because of their positive outlook. And those who find ways to motivate and empower those around them to become stronger, more confident and more independent.



### **Cultural Agility**

Cultural agility is an ability to quickly, comfortably and effectively work in different cultures and with people from different cultures. Cultural agility helps professionals succeed in multicultural environments by enabling them to vary their behaviours and responses to the needs and demands of the cultural environment. The Cultural Agility assessment is composed out of two parts, each covering an important component of cultural agility.



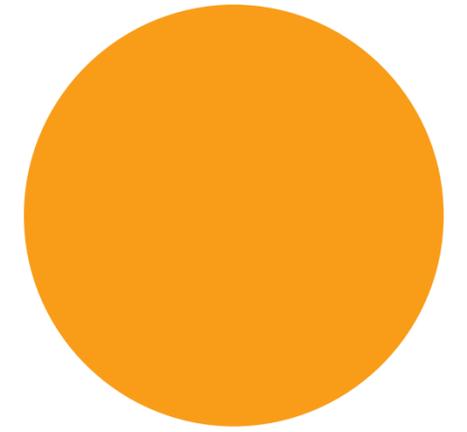
### **Executive Scenarios**

This profile provides a summary of the individual's ability to evaluate "real" high-level challenging managerial situations and decide on appropriate and effective ways of handling them, to weigh up new challenging situations and to identify or make sound judgements in dealing with these situations. Each situation is presented to the individual as a realistic executive-level scenario and the individual then rates a set of possible responses in dealing with the scenario. The individual's ratings are then compared against the optimal rating (correct answer) for each of the responses.



### **Leadership Impact**

This profile provides a summary of the individual's likely leadership impact across nine key leadership impact areas in the three broad leadership categories of Professional, People and Pioneering.



# Additional Services Available

## Talent & Succession

Plan for the future by mapping your current talent and developing a succession pipeline.

Identify critical roles. Map your current talent scientifically using assessments to determine their potential and match to future requirements. Identify where there are gaps. Then build your strategy around creating a pipeline and developing your current talent to meet your future needs.

Through our assessments, we provide a holistic picture of your organisation's talent map and succession pipeline, and equip you with the tools necessary to ensure organisational longevity.

## Training

We believe adults learn when they are relaxed and having fun – we don't lecture, we engage!

Our training programmes are modularised and are adapted to our client's needs. Those completing our courses will be equipped with the tools to make them more effective in the workplace, more engaged as an important part of the company and more enlightened in both their work and personal lives.

## Development

Need something especially for you? Get in touch, we love designing new material.

## Engagement Surveys

Why wonder if your employees are engaged. Get in touch and let's measure it.

- Gallup's 2014 research shows that only 13 percent of all employees are "highly engaged," and 26 percent are "actively disengaged."
- Glassdoor, a company that allows employees to rate their employers, reports that only 54 percent of employees recommend their company as a place to work.
- In the high-technology industry, two-thirds of all workers believe they could find a better job in less than 60 days if they only took the time to look.
- Eighty percent of organisations believe their employees are overwhelmed with information and activity at work (21 percent cite the issue as urgent), yet fewer than 8 percent have programs to deal with the issue.
- More than 70 percent of Millennials expect their employers to focus on societal or mission-driven problems; 70 percent want to be creative at work; and more than two-thirds believe it is management's job to provide them with accelerated development opportunities in order for them to stay.

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