

PsyCap Potential Case Study

Identifying and developing leadership potential using PsyCap Potential in mid-level leaders within global insurance organization

OVERVIEW

A global insurance business with operations spanning AsiaPac, Africa, EMEA and Americas identified PeopleWise as the psychometric provider for a Group-wide high potential programme aimed at identifying and developing emerging talent (~ 7-10 years proven career success) to meet the future capability and talent needs of the organisation.

The overarching aims of the initiative were to address three organisational talent priorities:

1. Mitigate the identified emerging talent gaps in the leadership pipeline
2. Contribute to long term workforce planning by focusing on identified required capabilities, whilst further diversifying the leadership pipeline
3. Support the business in attracting, developing and retaining key talent

WHY US?

PeopleWise, and the tool PsyCap Potential was selected as the psychometric of choice due to it's:

- Focus on predicting and developing leadership capabilities required for a complex, changing, global organisation in the 21st century
- Global and organisation-specific benchmarks to inform talent management and succession planning
- Ability to provide developmental insights that:
 - Inform individual and aggregate development needs
 - Help individuals understand and unlock areas of potential and mitigate any risks or blind spots
 - Enable individuals to successfully transition to environments of increasing complexity and level of leadership responsibility
- Platform to host large-scale roll-out across the globe
- Talent tracking and analytics that inform ROI and future talent investment and selection decisions.



PsyCap Potential Case Study cont.

Identifying and developing leadership potential using PsyCap Potential in mid-level leaders within global insurance organization

WHAT WE DID

In partnership with the Group Talent Team, the Business Units and the Business School running the end-to-end programme, we engaged in a number of core activities:

- 1 Benchmark success (internally & externally).** We combined insights from our own global database with insights from profiling successful leaders at the next level leadership populations within the organisation to create a bespoke 'Next Generation' benchmark profile to understand unique success factors that might inform selection and development decisions

Key outcomes

- ✓ A bespoke PsyCap Potential profile with minimum cut off criteria that accounted for the critical differentiators of high performers vs. high potential in the identified population, accounting for role type, level of leadership and industry
- ✓ Benchmark gap analysis to identify critical learning needs within the selected population for the LDP
- ✓ Positive feedback from HR and participants on clarity on the selection process and depth of personal insights based on external and organisation-specific benchmarks.

- 2 Develop internal capability.** We ran a series of PsyCap Potential accreditation programmes to equip Group and Business Unit Talent leads to interpret PsyCap Potential profiles, use the data in combination with other critical data points to inform decisions and provide high quality 1-1 feedback to inform development

Key outcomes

- ✓ 100% pass rate for accreditation of twenty Talent / HR leads spanning AsiaPac, USA and Europe
- ✓ 100% of attendees would recommend the PsyCap Potential tool to inform selection, succession planning and leadership development
- ✓ 100% of attendees reported enhancing their knowledge in using psychometrics to differentiate performance and potential
- ✓ 100% of attendees reported enhancing their skills and confidence in providing psychometric feedback

PsyCap Potential Case Study cont.

Identifying and developing leadership potential using PsyCap Potential in mid-level leaders within global insurance organization

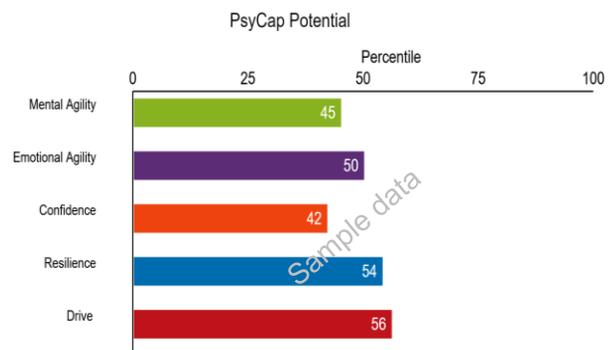
WHAT WE DID

In partnership with the Group Talent Team, the Business Units and the Business School running the end-to-end programme, we engaged in a number of core activities:

3 Baseline talent & identify development needs. We collected data via online psychometric assessments globally and created an aggregated database of talent bench strength and development needs to inform the design and delivery of the leadership development programme.

Key outcomes

- ✓ Reporting analytics on aggregate and individual level development trends including mean, minimum, maximum scores across capabilities and sub-capabilities
- ✓ Targeted development recommendations based on item-level analysis
- ✓ Targeted recommendations to shape focus and approach based on the aggregate profile



4 Develop critical capabilities to realise potential.

Using an experiential methods we created a bespoke case study that simulated an industry-relevant scenario that required participants to work in teams, drawing upon their Mental Agility, Emotional Agility, Confidence, Resilience and Drive, to explore and solve the organisational dilemma.

Drawing on the expertise of our PsyCap Potential coaches, we used methods of observational feedback, coaching, experimentation and structured reflection to help participants explore their PsyCap Potential profile, explore their habitual behaviours and understand how to optimize their psychological capabilities to operate more effectively in new and increasingly complex, ambiguous contexts.

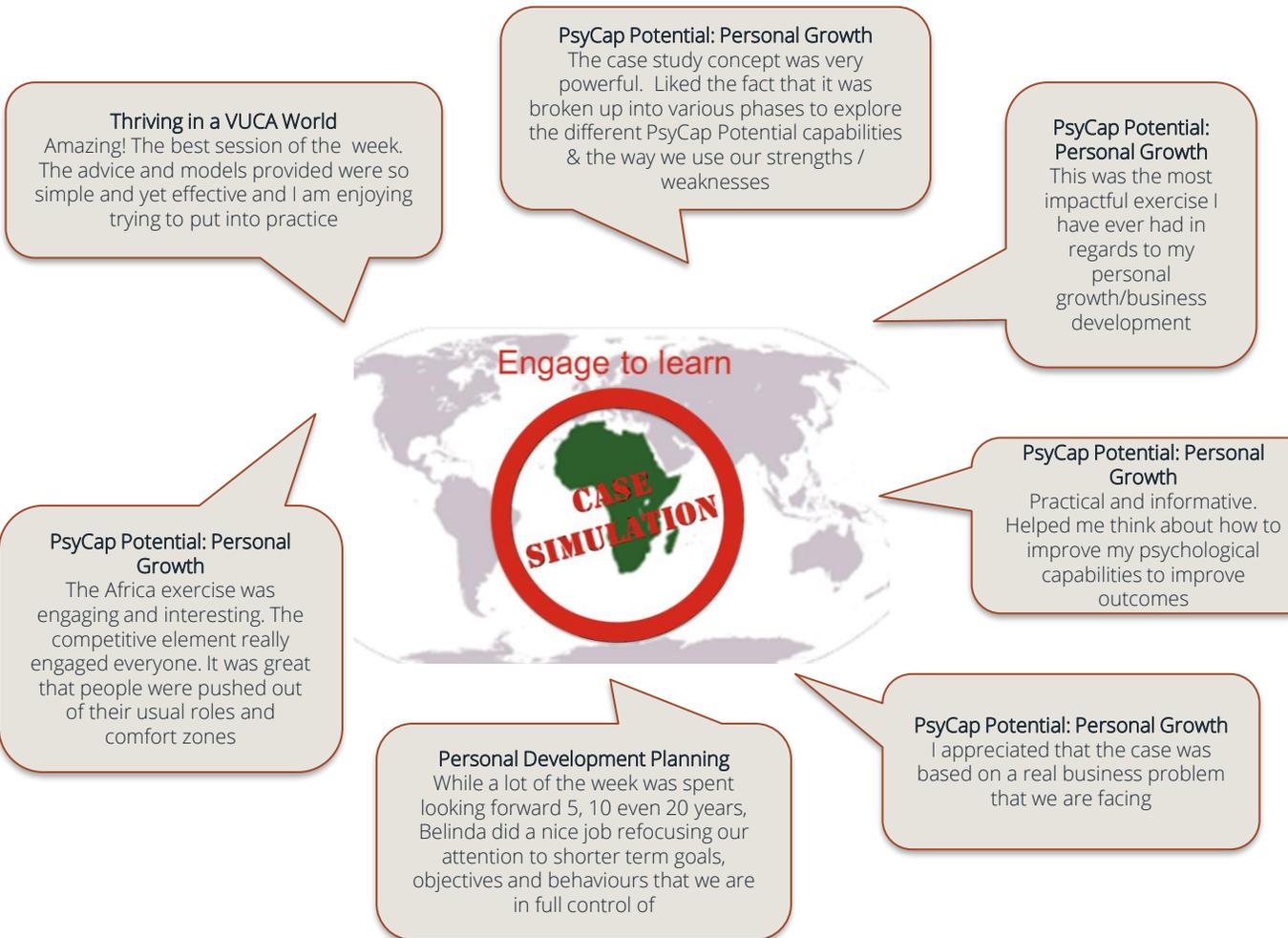


Engage to learn

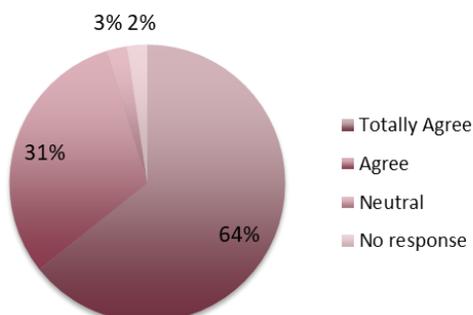
1. Role model
2. Observe
3. Experiment
4. Feedback
5. Reflection
6. Peer coaching

PsyCap Potential Case Study cont.

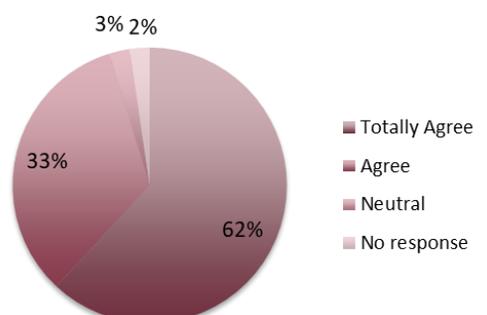
Identifying and developing leadership potential using PsyCap Potential in mid-level leaders within global insurance organization



The Module added to my knowledge and skill set



I am clear on a [small] number of commitments / actions I need to take away and implement



PsyCap Potential Case Study cont.

Identifying and developing leadership potential using PsyCap Potential in mid-level leaders within global insurance organization

5

Talent tracking & ROI analysis. We conduct ongoing maintenance of PsyCap Potential Next Generation database with cohort analysis including performance, promotion and programme data fields.

Key outcomes

- ✓ Higher PsyCap Potential scores, at Time 1 and Time 2, are positively associated with number of promotions and performance ratings.
- ✓ PsyCap Potential test re-test analysis (at 18 months) shows significant return on development investment (RODI) – defined as an increase of 2 or more stens at Time 2. *NB – the degree of shift is impacted by the original individual and aggregate baseline scores.*

Mental Agility

- 57% of participants demonstrated increased speed and accuracy of data analysis and problem solving in unfamiliar and ambiguous contexts
- Significant increase in number of participants reporting comfort in being able to work in unstructured working environments and working with abstract and complex constructs to identify patterns and trends that inform strategic thinking and decision making

Emotional Agility

- 65% of participants demonstrated increased strength in Emotional Agility, particularly in regard to Insight and Adaption.
- Significant increase in number of participants reporting being more introspective and skillful at expressing their own emotions and being able to adapt and respond to others' emotions, needs and interpersonal styles.

Drive

- Time 2 showed a significant shift in minimum Drive scores across the group, increasing by 28 percentile points
- Significant increase in number of participants reporting taking ownership without instruction and driving continuous improvement, knowledge sharing and innovation

Confidence

- Aggregate baseline was reasonably high in general Self Regard, with some individual outliers. Time 2 showed a significant shift in minimum Confidence score across the group
- 52% of participants demonstrated increased Confidence, particularly in regard to Self Efficacy, i.e. drawing upon their self confidence to step outside of their comfort zone and maintain self belief in new, unfamiliar and challenging situations

Resilience

- Time 2 showed a significant shift in minimum Resilience scores across the group, increasing by 20 percentile points
- 61% of participants demonstrated increased Resilience, particularly in regards to staying optimistic in the face of setbacks, being able to regain focus in the moment, understanding stressors and triggers, and being able to manage behaviours constructive under pressure



peoplewise is one of the world's leading business psychology organisations. Every day it enables change in individuals, teams and organisations, transforming from the inside out.

Its primary focus is to promote strategic growth and change at all levels of an organisation, by combining psychological insights and evidence-based best practice with a comprehensive appreciation of an organisation's business goals. It does this by designing and delivering innovative, sustainable cost-effective solutions that deliver.

peoplewise has expertise in human behaviour, strategic organisational research, change management, leadership assessment & development and research methods.

T: +44 (0) 204 503 9442

E: letushelp@peoplewise.co.uk

www.peoplewise.co.uk

