

Solving critical business challenges through the

POWER OF ASSESSMENT

TALENT ASSESSMENT

Use key **INSIGHTS** to make better talent decisions

Have you faced challenges with making critical talent decisions, scarcity of talent, lack of diversity, and retention of top talent?

Many companies view current talent shortages and retention issues as a key barrier to their continued growth. Yet leading organizations are proactively addressing the issue through sophisticated assessment-driven talent strategies. The right assessment-based talent strategy will provide your organization with a sustainable supply of quality leaders at all levels to meet the demands and challenges of today and tomorrow.

Specifically, our clients are leveraging the power of assessment to answer these important questions:

- Which person is the best role and culture fit for this position?
- Does this person have the potential to lead at the next level?
- How can we accelerate this leader's readiness to move into broader roles?

- Given circumstances have changed, do we have the right people in mission-critical roles now?
- How can we build our bench strength at the manager/director level?
- How can we develop and retain a diverse talent pipeline for vice president and C-suite roles?

In addition to helping organizations address these questions, we empower them with data analytics. At the individual level, we arm you with the insights needed to make important talent decisions, then coach you how to leverage those insights for better onboarding, integration, productivity acceleration, retention of top talent, and ultimate success. At the organizational level, we help you harness the aggregate data to better inform your talent strategy. It's clear talent assessment has become a critical component in high growth organizations that want to elevate their business performance.

THE POWER OF ASSESSMENT

"MDA's assessment and development process gives us a window into how someone will perform in a real-world scenario. I value the ability to make smart decisions, reduce risk to our business, and help our leaders reach their full potential."

– President & COO,
American Residential Services



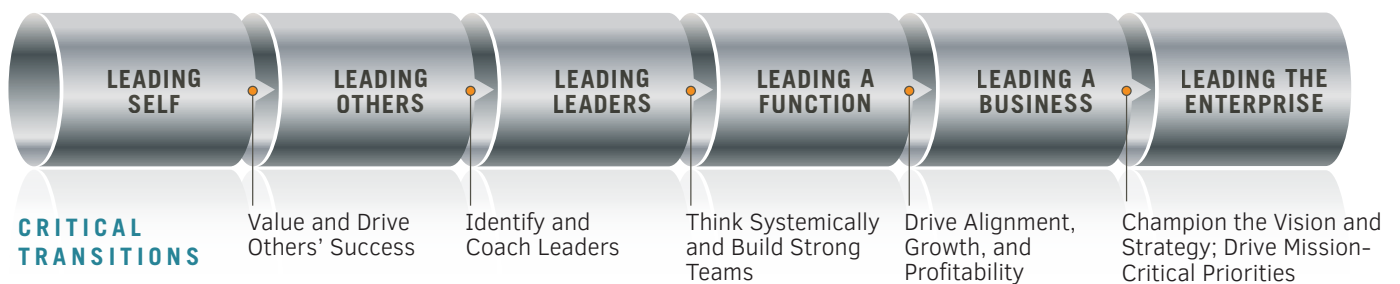
Configuring your assessment SOLUTION

Your assessment purpose and leadership level are two important factors to consider in configuring the right assessment solution.

What's the Purpose of Your Assessment?

Selection	Potential	Readiness	Development
Understand organization, culture, and job fit	Understand potential for future, broader leadership responsibility	Understand readiness for next-level leadership	Understand current strengths, development opportunities, and prepare for growth

Your Leadership Pipeline



Our assessment approach helps you to identify and develop the individuals who can successfully navigate critical leadership transitions between key leadership roles. For this reason, our assessment solutions are differentiated by pipeline level with components that are specific to each level. As the roles become more senior, our assessments become more robust. We work to build an assessment plan that supports your organization's talent strategy and fits within your budget. Our experienced team will guide you through important choice points, share best practices, and most importantly, listen to your needs.

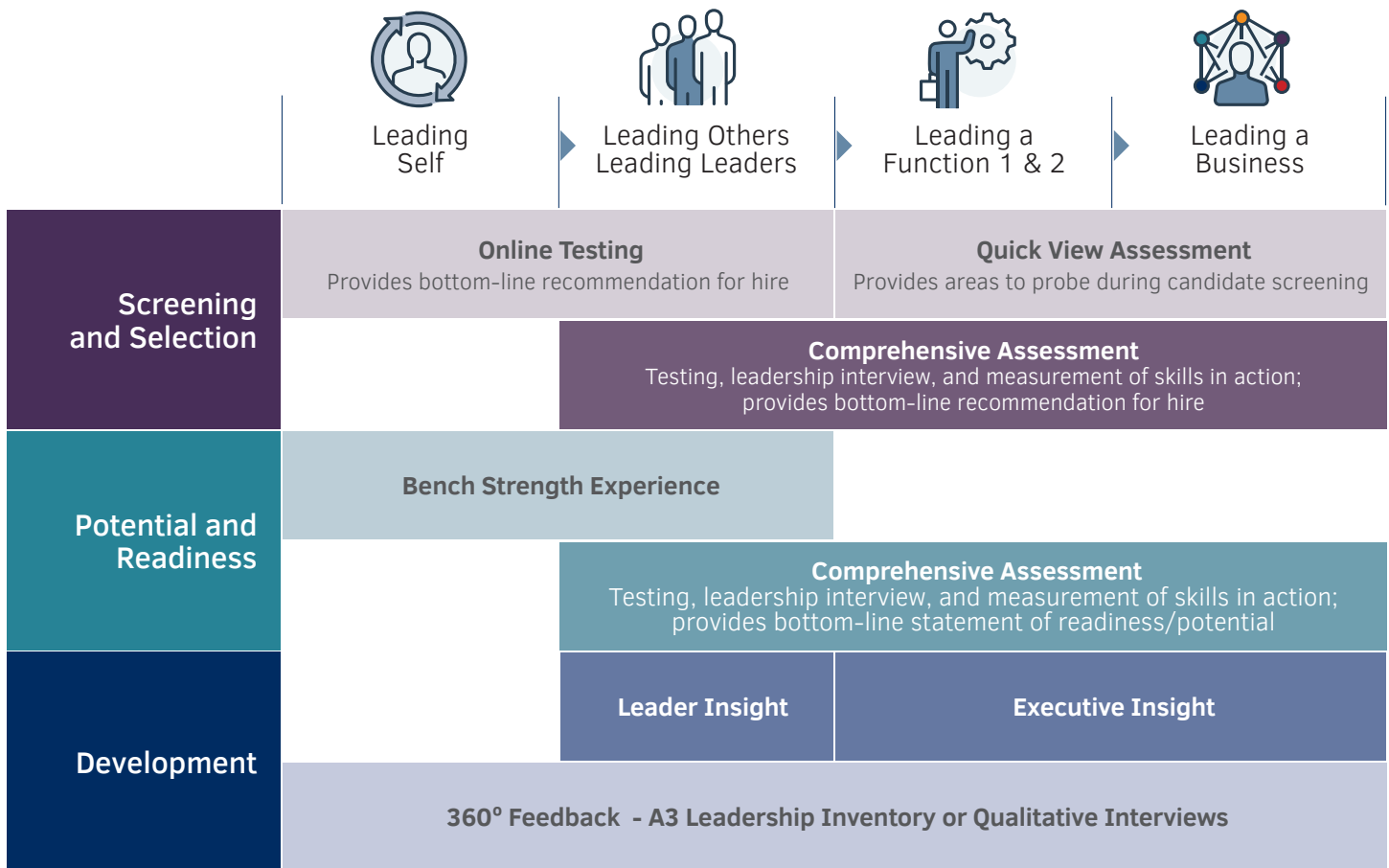
Matching Leadership Roles to MDA Assessment Levels

Leadership Roles	Job Titles	MDA Assessment Level
Executive roles responsible for leading a business or market, including strategy and driving results	C-suite President General Manager EVP	Leading a Business (LB)
Functional leader roles responsible for strategy and cross-organization influence and alignment	SVP VP	Leading a Function Level 2 (LF2)
Functional leader roles responsible for strategy execution and driving results through their team	VP Senior Director Director	Leading a Function Level 1 (LF1)
Roles that manage and achieve results through others	Director Senior Manager	Leading Leaders (LL)
First-level manager roles that supervise individual contributors, and professionals at the manager level who manage programs, processes, or projects	Senior Manager Manager Supervisor	Leading Others (LO)

Assessment applications by LEADERSHIP level

As leadership is key to organizational success, decision makers need accurate insight into leaders' skills and capabilities.

Which Assessment Will Deliver the Insights You Need?



What's MDA's Assessment Process?



*Organizational debrief occurs prior to participant feedback in the case of selection.

“We believe every assessment is ultimately a development opportunity for the individual assessed.”

Leveraging assessment **INSIGHTS** to accelerate leadership with growth planning

Insight Prep	Insight Meeting	Growth Planning Meeting 1	Growth Planning Meeting 2	Alignment Meeting	Growth Check Meeting at 90 Days
	Manager/HRBP			Manager/HRBP	Manager/HRBP
Leader	Leader	Leader	Leader	Leader	Leader
MDA Coach	MDA Coach	MDA Coach	MDA Coach	MDA Coach	MDA Coach

We believe every assessment is ultimately a development opportunity for the individual assessed. As an optional best practice, MDA offers a post-assessment growth planning process that creates regular opportunities for the manager/HRBP to learn about, understand, and contribute to the leader's growth plan. Since learning is iterative, we

recommend bite-sized steps that build on one another, resulting in a meaningful plan that is understood by all and facilitates real change and growth. Finally, we believe engaging one's manager and a growth network are critical to a leader's success because the best growth happens in context of a genuine learning culture and community.

Case Study

Ecolab | Advancing Talent Strategy for a "100-Year-Old Startup"

As the Fortune 500 global leader in water, hygiene, and energy technologies and services, Ecolab's customers in more than 170 countries count on them to help keep their environment clean and safe, operate efficiently, and achieve sustainability goals.

At an MDA event, Ecolab explained the assessment needs of a nearly century-old, global company with almost 50,000 employees. Annually it hires more than 7,500 and provides internal opportunities (promotions and job changes) for thousands more. "We want to be the destination for the most capable talent."

Ecolab's growth trajectory has been extraordinary. "When we modeled future business scenarios, we came to the conclusion that our greatest limiting

factor could be talent supply," a global talent executive said. "We knew we needed to behave differently. We moved quickly to determine the vital talent components that would give us the most lift to strengthen the applicant pool, develop strong leaders, and invest in careers."

Assessing candidates and employees for the right mix of leading-edge skills and leadership capabilities at Ecolab requires a broad range of approaches and tools. Ecolab noted how its assessment strategies need to properly account for both risk and ambiguity—the risk inherent in hiring or promoting for more senior-level positions coupled with the ambiguity of many of the company's most vital roles.

The impact? *"Assessment helps you make choices in a world of noise. It provides guidance as you make decisions, so you can determine in whom to invest and how, so ultimately, you can accelerate the impact of your people. The return happens when someone we invest in gets to a bigger job faster—and is ready to be successful at the next level."* –A Global Talent Executive, Ecolab

LEADERSHIP Matters™

The need for great leadership is urgent. At the speed business moves, you can't afford to wait, and you can't afford to get it wrong.

We know how to build *your* next generation of leaders—and it starts by really getting to know *you*. Curiosity is in our nature. It's what drives us to dig deeper, tuning in to every nuance of your business until we truly understand what makes you unique. It's how we bring you the insight and clarity to make more confident talent decisions. And how we design the right development experiences that will transform your leaders in life-changing ways.

Leadership is complicated. So team with a trusted advisor who can make it simpler. We've got superior expertise and proven methodologies to help you grow great talent faster. So you can stand ready for business with a leadership pipeline prepared to power your success.

Continuity Trust Partnership
RESULTS Sustainability Achievement
Collaboration Alignment Impact
Accord



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