



Pre-Hire Assessment

OVERVIEW

Hiring a new executive can be a risky proposition. The wrong person can do much more than simply a poor job. The wrong person can cost the company substantial sums of money in recruiting fees, training and development costs, and lost time and opportunities. Conservative estimates put the cost of a failed executive at one year's salary – and this does not include the cost of flawed business decisions. Sapience offers a research-based systematic process for making a well-informed decision about the 'fit' of candidates you are considering. The Sapience *Pre-Hire Assessment* process is a low-cost 'insurance policy' against a high-cost mistake.

Why should we do a pre-hire assessment?

- Our board is hiring a new CEO
- We are hiring leadership into a new position that has not existed before
- We need someone who is going to lead a cultural transition and must have a significantly different leadership style than that of our existing culture.
- We cannot afford a mistake – there have been prior failures or false-starts
- The position being filled has an unusual mix of leadership and cultural competencies

APPROACH AND METHOD

Our approach to pre-hire assessment relies on a thorough understanding of the position success requirements:

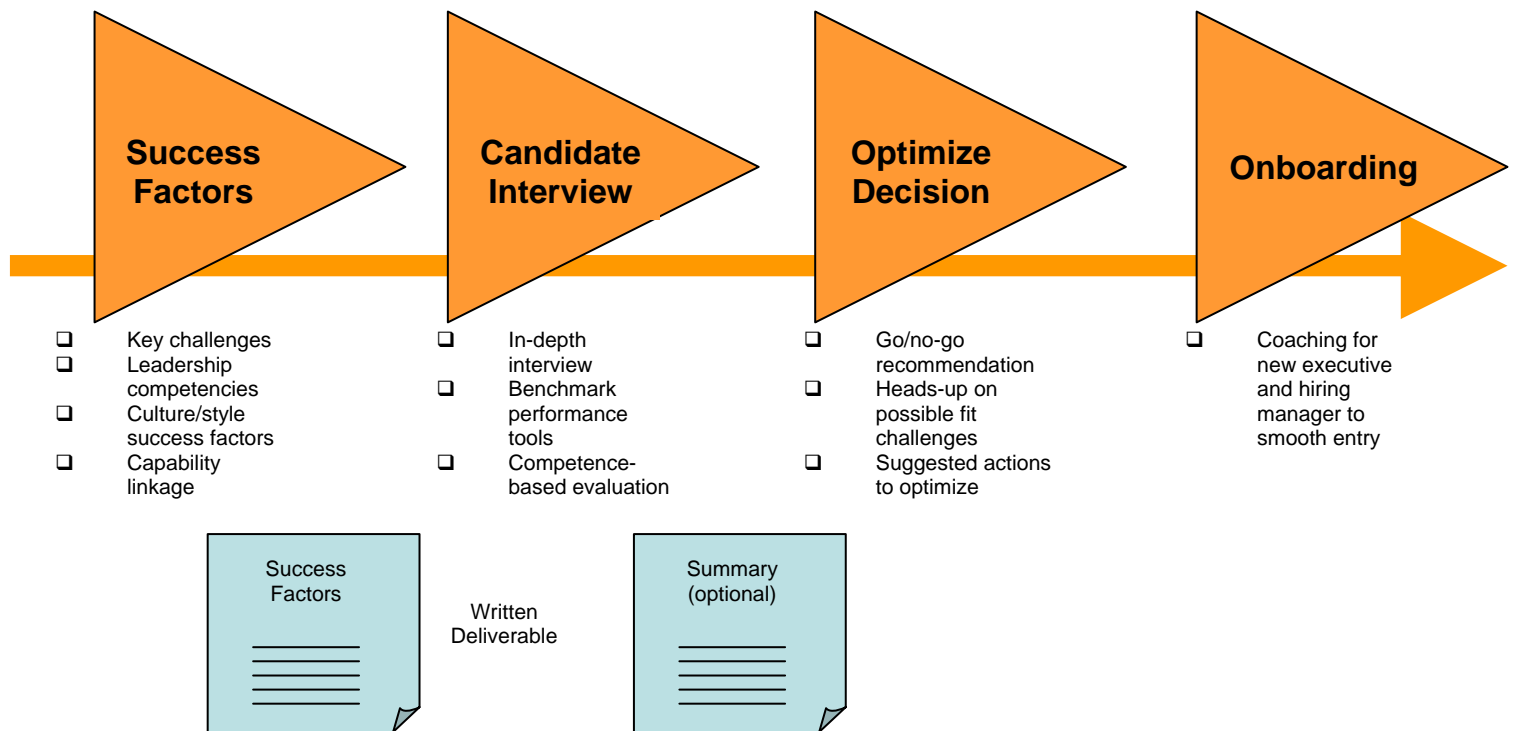
- ❑ What are the position's key execution challenges and how do they link to strategic business goals?
- ❑ What unique or special circumstances surround the position?
- ❑ What is the culture profile of the organization and are there any 'show-stopper' style issues?

Once these are well-understood, we use a research-based assessment process to evaluate the candidate on these issues. This proprietary method relies on a combination of

- ❑ Our own normative data-base and online tools for high-performing executives
- ❑ A competency-based behavioral interview
- ❑ An in-depth leadership capability interview

We then consult to the hiring manager with the goal of optimizing the decision-process with objective and benchmarked data on the candidate and potential fit issues. If the candidate is not a good fit, we will articulate those issues. If the candidate is a good fit, we delineate areas which may need special attention in the entry process, giving both entering executive and hiring manager a 'heads-up'.

Finally, as the executive comes aboard, we consult to that critical entry period with the goal of offering practical coaching to both new executive and hiring manager about all the things that are 'unspoken' in the hiring process.



EXPECTED OUTCOMES AND RESULTS

Working with the Sapience Pre-Hire Assessment Process, you can expect reliable, accurate and timely evaluation of your key executive hires. We frequently work with search consultants, and internal hiring committees to add that extra measure of objectivity and expertise which only our thorough assessment process can create. Candidates are invariably impressed with the thoroughness of this 'human capital due diligence', and typically find the process helpful to them in defining their own concerns about the position. After the hiring decision is made, we offer feedback to candidates who are not selected, as a professional courtesy.

NEXT STEPS

Consider the cost of a bad, or even mixed-success, hiring decision. Isn't it worth it to use a proven, research-based hiring method? Call us at Sapience for further information about our process and our track record of success.