

# Measurement and Assessment

## *An Evidence – Based Approach to Managing People*

Most executives agree that evidence-based management is a cornerstone of effectiveness. While historically, the management of people was deemed *'more art than science'* – there is an emerging bank of tools to help systematically guide this aspect of your business. Here's how it works.



**Enhanced Performance Focus:** There is compelling evidence that organizations which use sophisticated HRM practices outperform their peers in terms of profit, share price, productivity and quality (Rutgers University 2005). Engaged staff take less sick leave, are more productive and are less likely to leave the organisation (CIPD research 2006 – 2010). And new hires, recruited using objective assessment measures, are 3 times more likely to be high performers (UMIST : 2004).

**Talent Engagement:** The best-managed organisations don't just sloganise (e.g. *"People are our most important asset"*). They systematically design and monitor how people are deployed across the organisation and they measure this. Why? Because managers pay attention to key performance metrics. Tandem Consulting can provide a unique diagnostic process – including assessments where executives are in danger of derailing – along with the more standard performance enhancement of key employees using 360 degree feedback interventions supported by executive coaching and mentoring. We have a full range of 'tools' to support your talent development system.



**Customized Tools:** Historically, only the most sophisticated organisations could afford to pay for customised systems which aligned with their organisation culture. Now there are a range of metrics and measurement tools – easily customizable – to help ensure that your organisation is managing people on par with the highest performing organizations worldwide.

## Tandem Consulting in Practice

### - People assessment - A Multi-National -

We were asked to design a robust HR measurement system for a mid-size multi-national organisation operating in Ireland. We responded to the client at 4 levels:

**At the Organisation Level:** We diagnosed the key performance and culture issues at play. How? Using a standard diagnostic instrument (Transformation Roadmap), alongside a custom – designed data collection mechanism. From this we were able to determine the organisation’s key requirements, highlighting how well their people–management practices aligned with the business objectives.



**At the Departmental Level:** Sometimes ‘job satisfaction’ and ‘best place to work’ surveys get confused with real employee engagement on the ground. Our *Employee Engagement and Culture Survey* tells you whether your HRM practices are bearing fruit in practice. It provides a tangible measurement of what’s actually happening in terms of employee commitment and can drill right down to the level of operational teams. Our *Team 20* questionnaire tells you whether your teams are ‘performing’ in terms of output focus, communication, innovation and cross-team collaboration.

**At the Executive Level:** The Tandem consulting team were able to provide an in-depth executive level assessment focusing on intellect, personality, temperament, role clarity and judgement. Our team of experienced psychologists and consultants have unrestricted access to a variety of psychometric instruments [e.g. Bar-On EQI, Cut – e, Hogan, OPQ, Saville – Wave) - which allows us to offer an unrivalled level of customisation to suit the particular assessment and development context. In this case, we deployed a customised 360 degree assessment to give executives feedback against the company’s critical *behaviours for success*.

**At the Recruitment Stage:** Few organisations would invest €600,000 in equipment without testing it first; yet poor assessment and selection practices put this exact amount of money at risk (the average employment cost to a company of a skilled worker over six years is half a million pounds sterling– CIPD). Tandem’s objective assessment methods are able to produce double the predictive accuracy of mainstream interviews. In this specific case, it allowed the clients to both customize their selection process and seriously improve their selection ‘hit rate’.

**For a confidential discussion about your future plans  
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