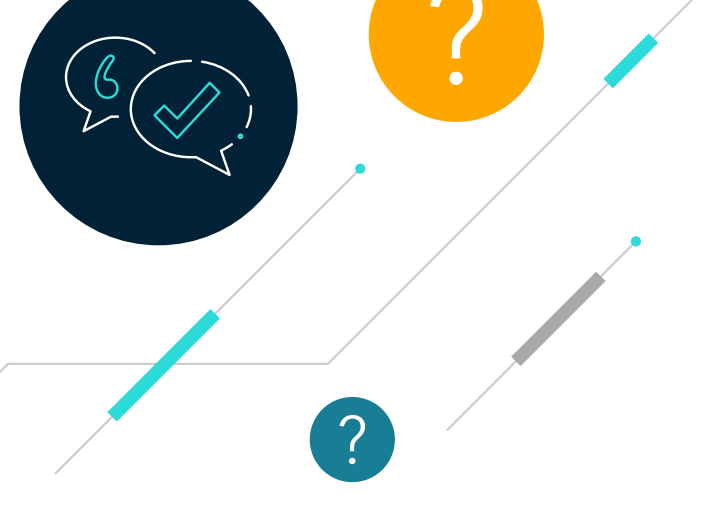
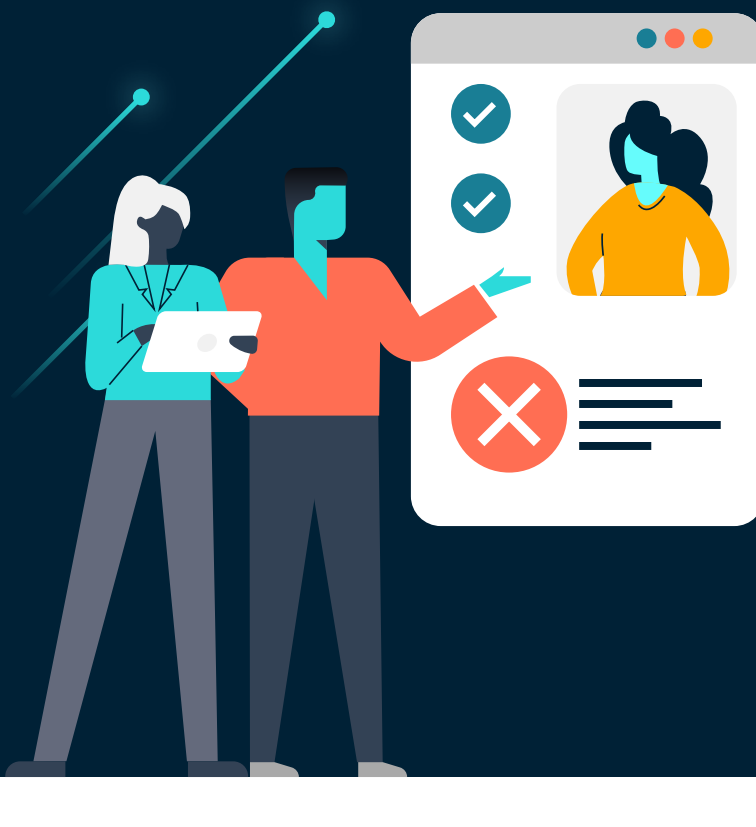


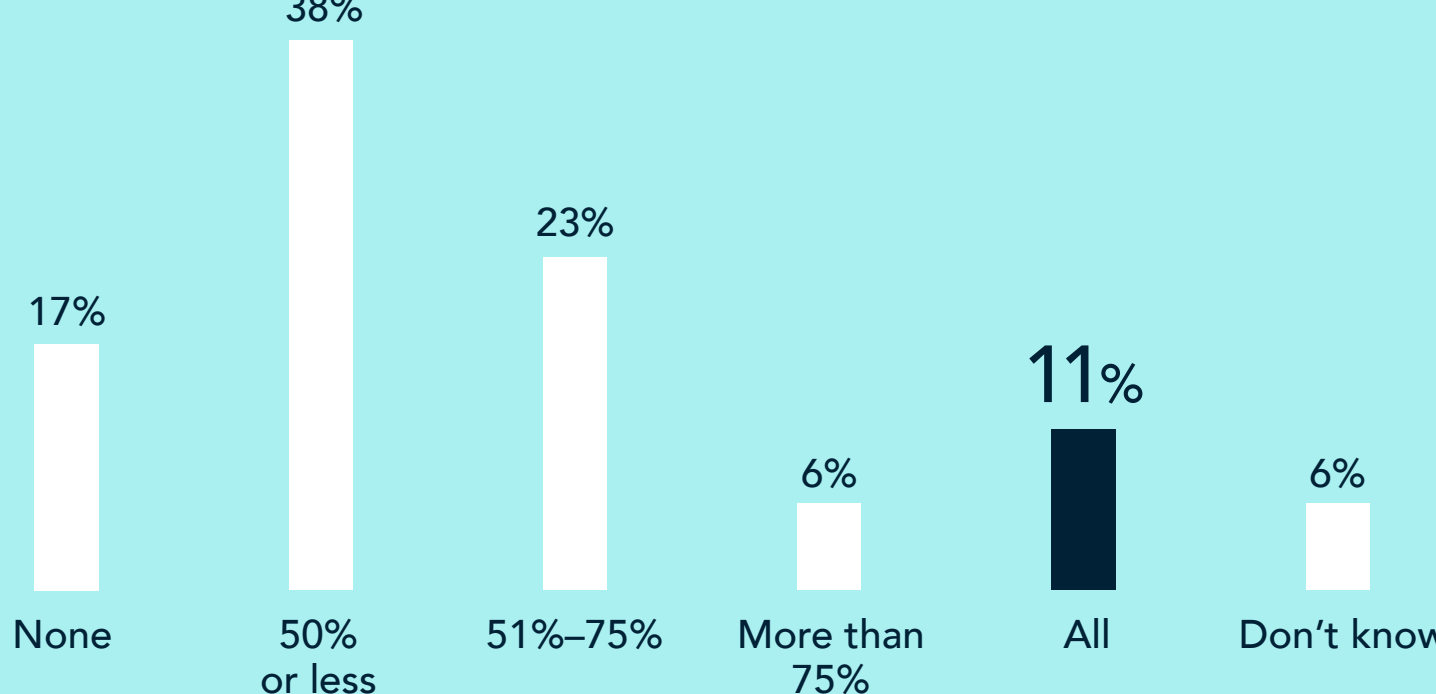
# Developing future ready leaders: How assessments are—and aren't—used



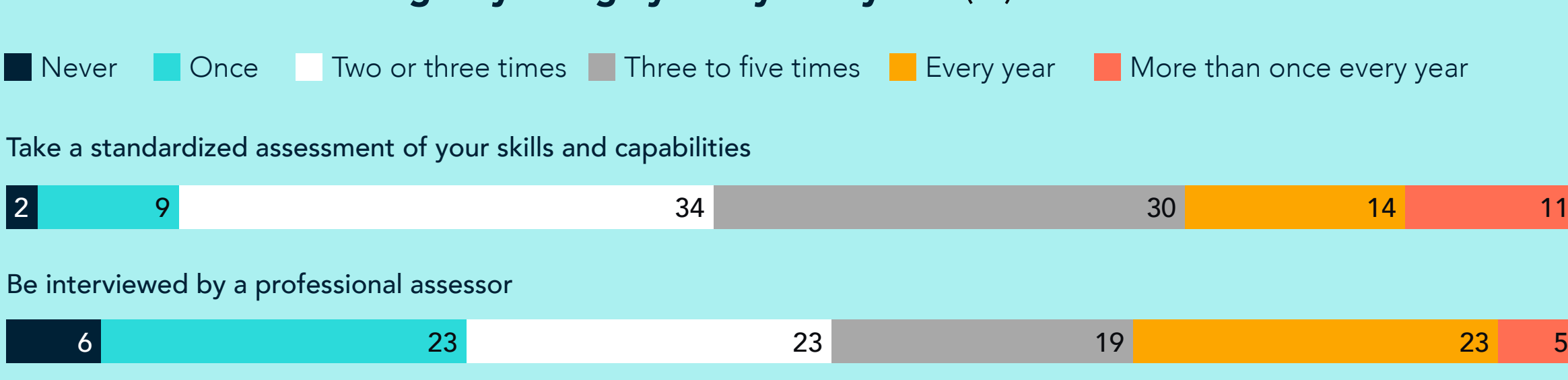
Companies spend significant sums on leadership development, and formal assessments of skills and capabilities can help companies understand where individual leaders need to develop and their potential. But our recent research finds inconsistent use of assessment and few links between assessments and career decisions.<sup>1</sup>

## Infrequent assessment

Only 11% of HR leaders say **all their executives were assessed as part of the hiring process**



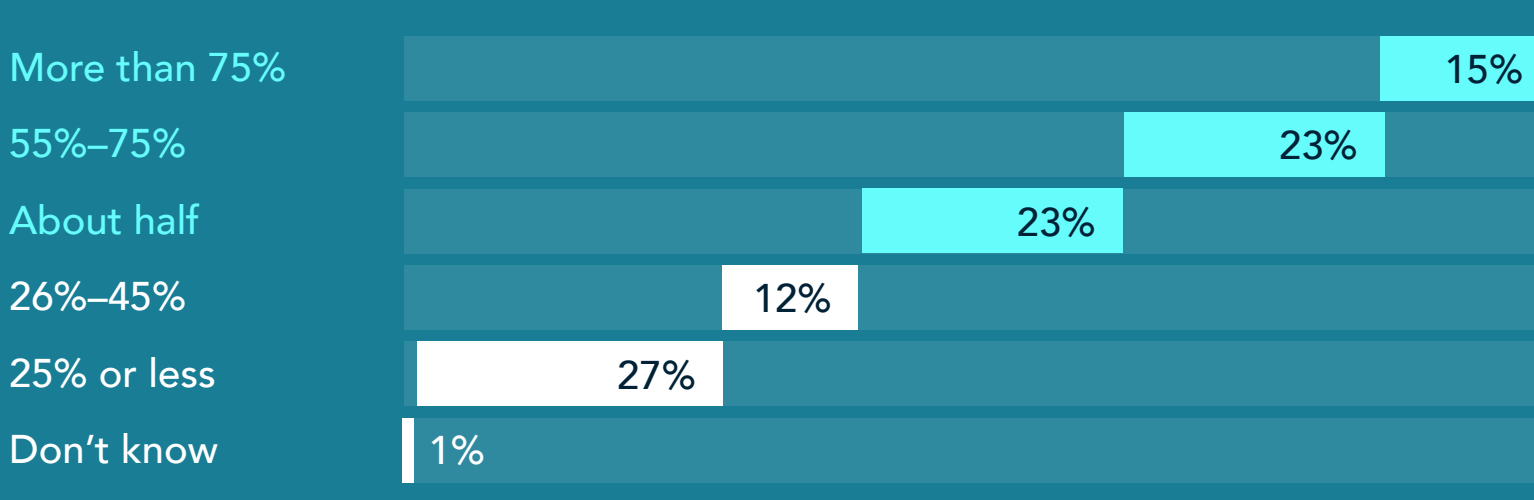
And after being hired, executives not in HR indicate they are **assessed in the following ways roughly every two years (%)**



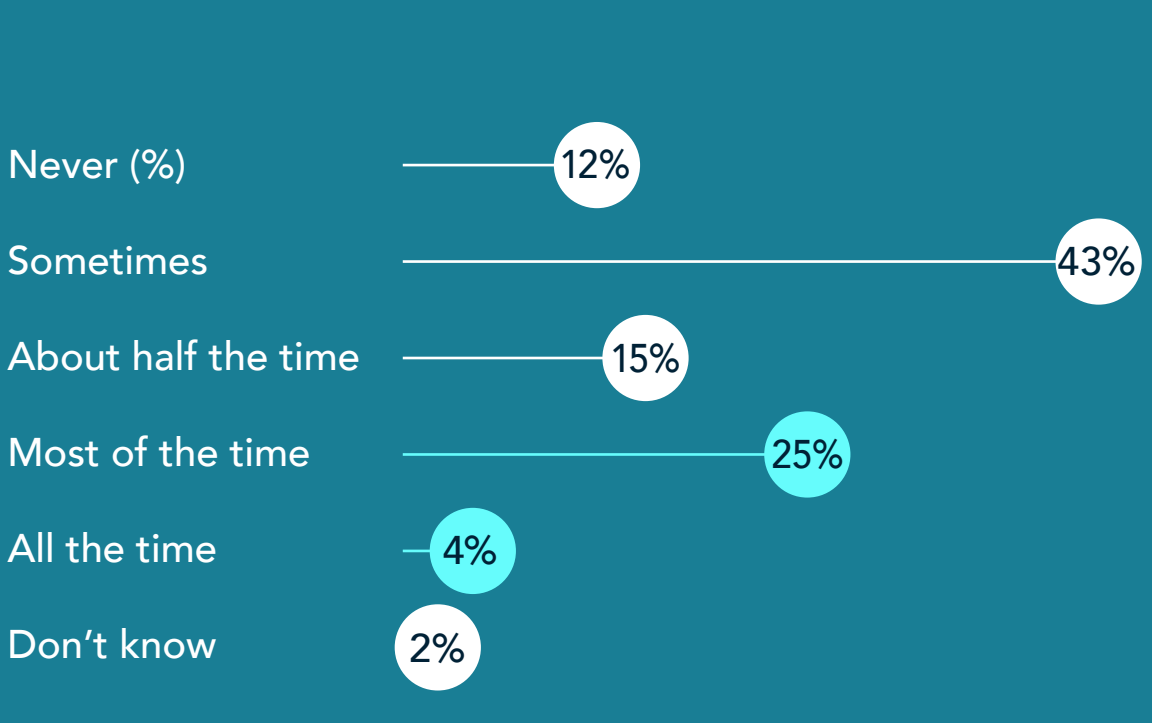
Note: Numbers may not total 100% due to rounding

## Assessments and promotions

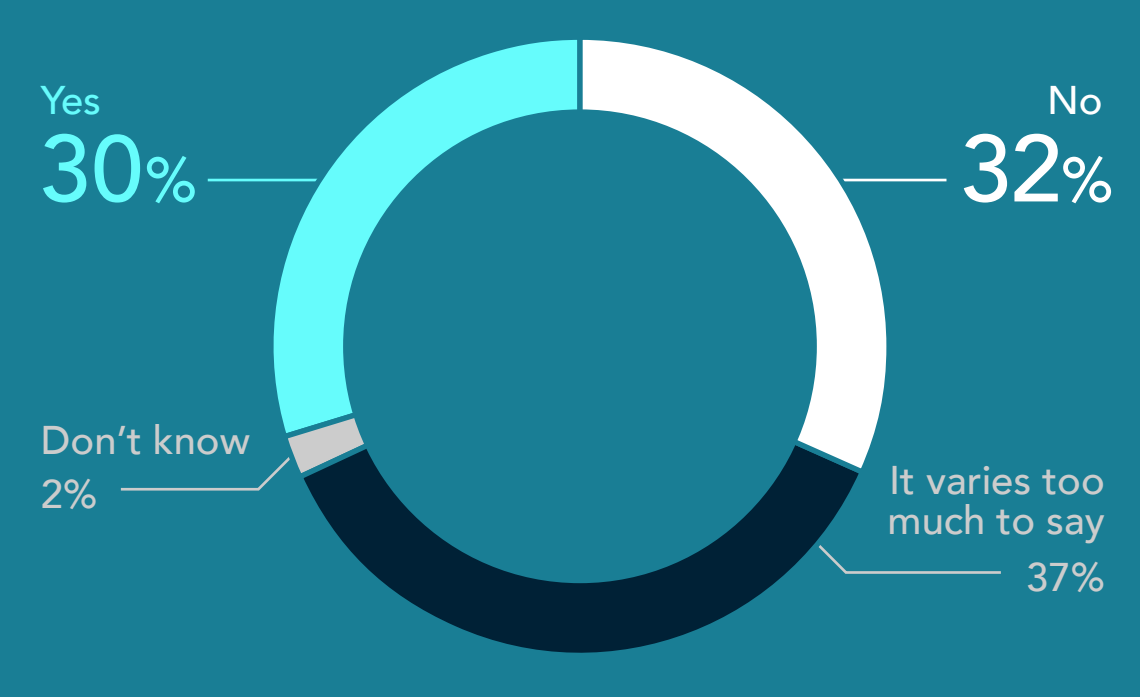
HR leaders say more than half of their company's **senior leaders have been promoted internally**



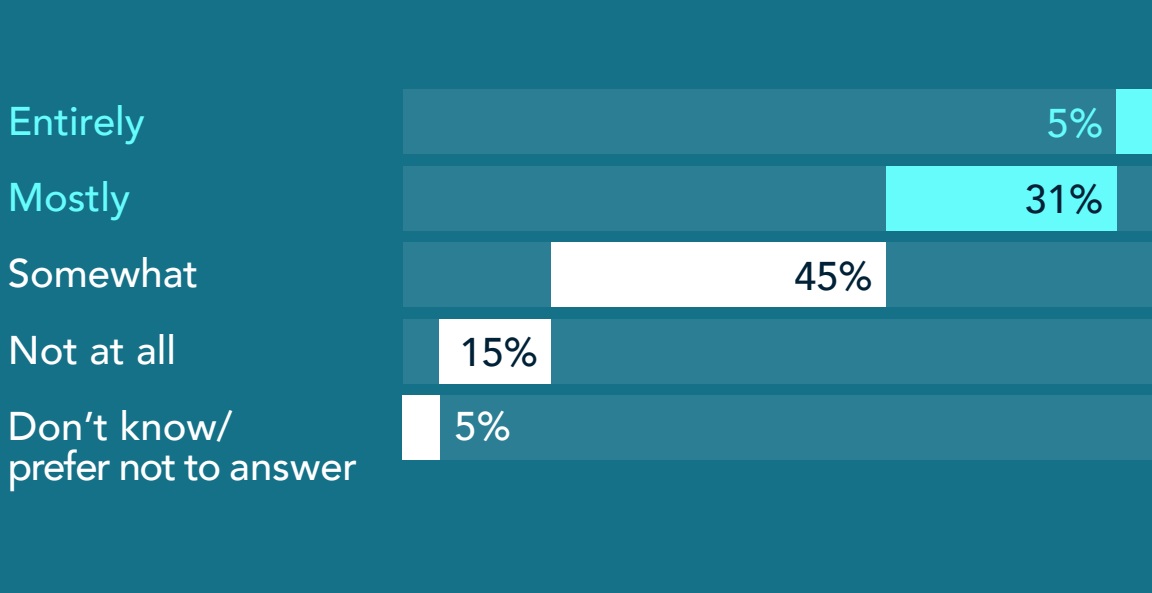
Less than a third say **assessments are mostly or always part of that process**



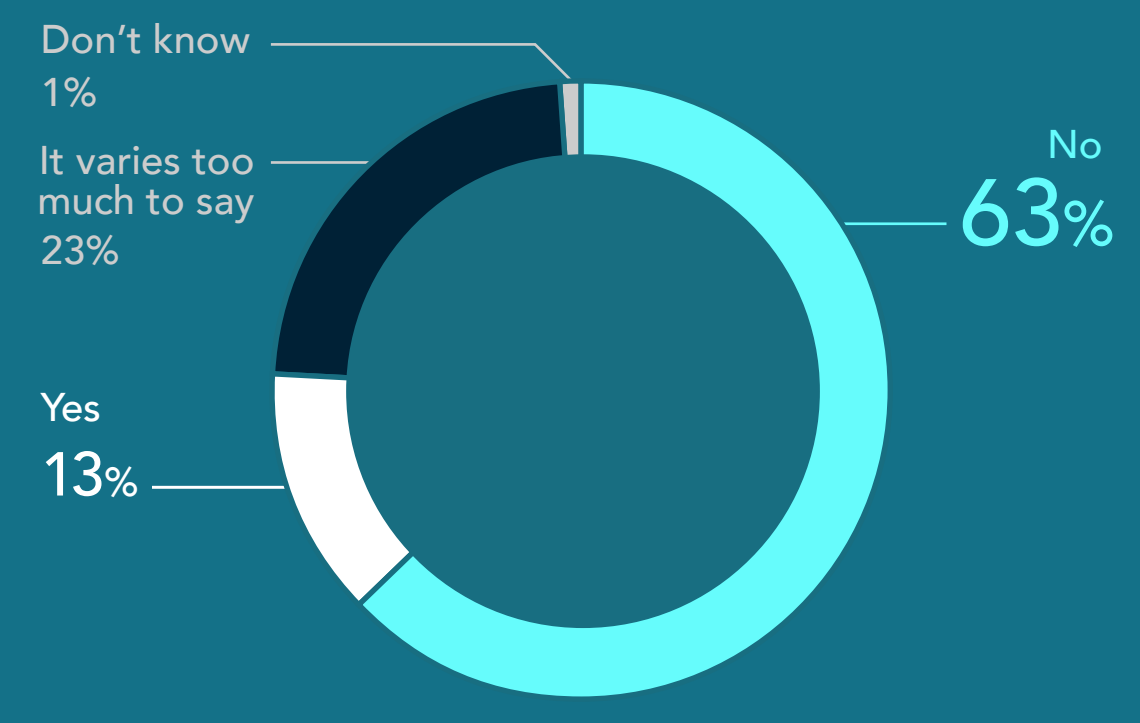
And their views are split on whether assessments get appropriate weight in hiring, promotion, and performance decisions



One reason may be that only about a third of HR leaders say their C-suite executives see **assessments as useful in predicting executive success**



Although nearly two-thirds of executives not in HR say **assessments do not get appropriate weight in hiring, promotion, and performance decisions**

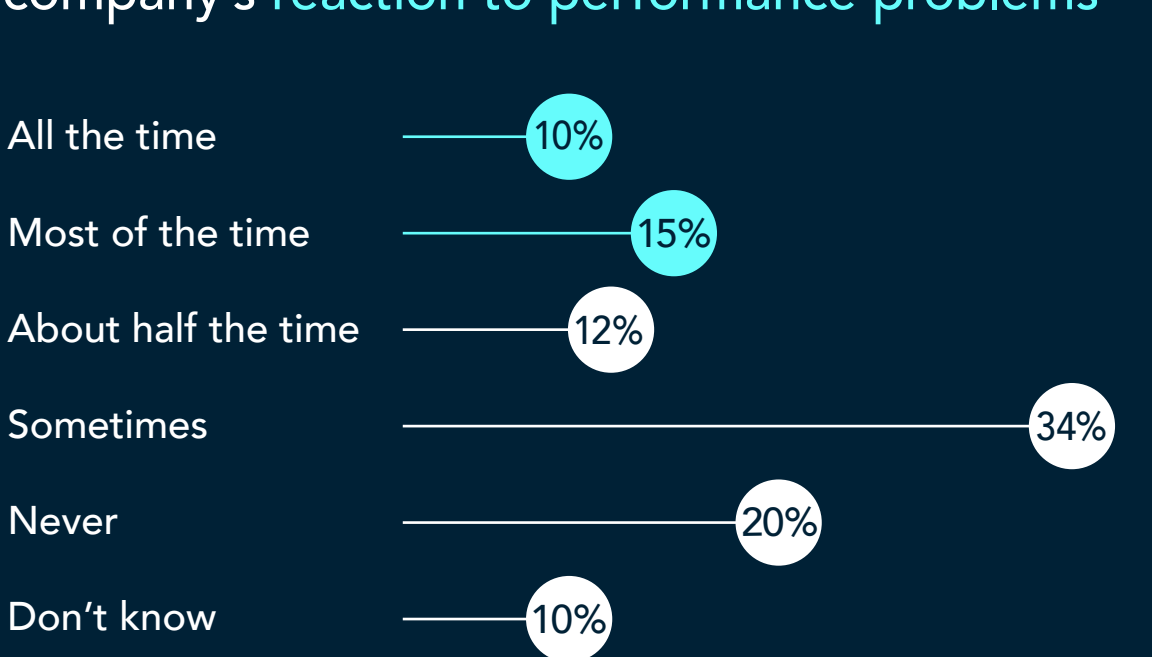


## Assessments for other reasons

More than half of executives say they have been **formally assessed as part of a multi-day leadership program**



Only a quarter of HR executives say assessments are mostly or always part of the company's **reaction to performance problems**

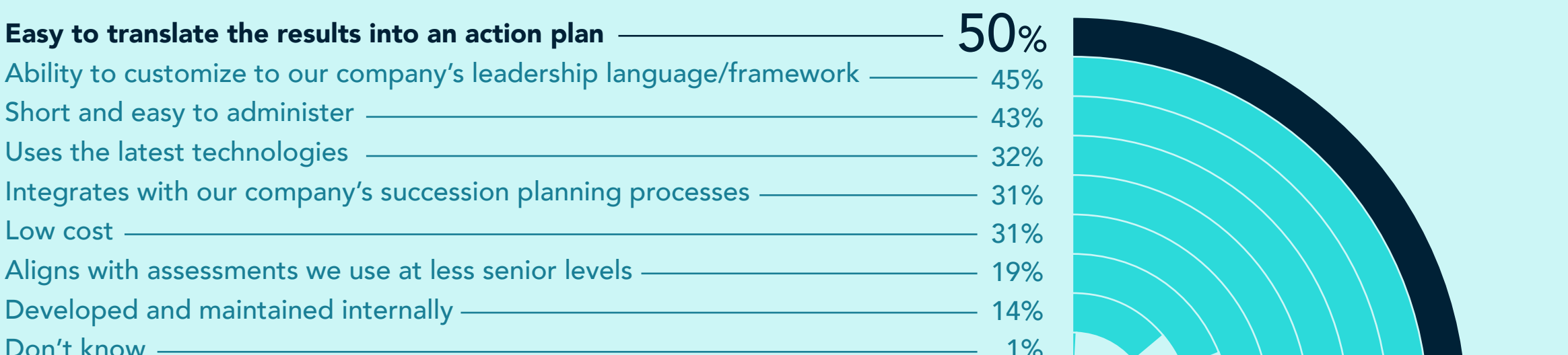


But they do highlight some **other uses for assessments**



## What might help

If they were choosing a new assessment tool today, **fully half of HR leaders would prioritize the ability to translate results into an action plan**



## Questions leaders can ask to make better use of assessments

- What are the right times to assess executives and why?
- What are the most valuable uses for executive assessments and what has to change at our company so we are using them consistently for those purposes?
- What would make it easier for us to translate assessment results into action plans?
- Given the high share of executives being promoted internally, and executives' own view that assessments don't get enough weight should assessments play more of a role in those decisions?
- Should C-suite leaders have more faith in assessments' ability to predict executive success? What would make the difference? If they did, what would change at our company?

## Further reading



- ✓ Developing future-ready leaders: From assessments to strategically aligned learning
- ✓ The leadership kaleidoscope: How organizations can help leaders meet their new mandate