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IMPROVA
TAILOR MADE IMPROVEMENT

Make better talent decisions with more evidence.

Assessment & Development Centres

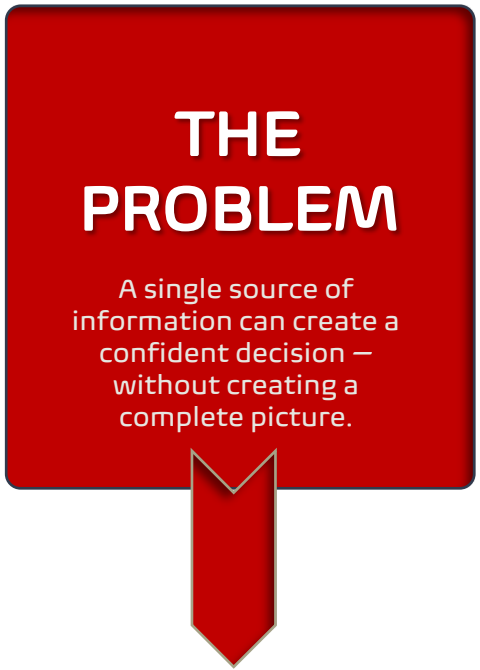
Capability. Potential. Readiness.

Assessment & Development Centres combine multiple sources of behavioural evidence to support promotion, succession, hiring and development decisions.

The Problem

Past performance does not always predict future-role success.

- ? Would you agree that knowing and doing are different?
- ? Can an interview really show how someone will behave under pressure, lead others, or make decisions at a higher level?
- ? Can you rely on personality tests alone?
- ? Do you believe the opinions of the candidate's manager are unbiased?
- ? **Are hiring or promotion decisions based on what someone has achieved — or whether they are ready for what comes next?**
- ? Is the best candidate on paper always the best person for the role?



The Solution

Go beyond a snapshot.

Assessment & Development Centres bring together multip
sources of evidence to create a more complete picture of
capability, potential and readiness.

- ✓ Uses structured, multi-source evidence.
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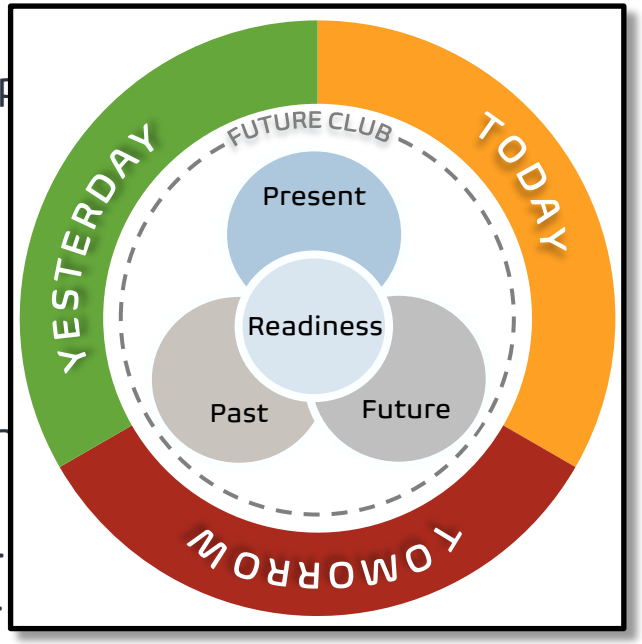
- ✓ Assesses targeted behaviours, skills and leadership capabilities.
- ✓ Reflects the requirements of the role and organization
- ✓ Evaluates readiness for future responsibilities.
- ✓ Combines evidence from the past, present and future.
- ✓ Creates a consistent basis for comparing participants.



Multiple methods.
One evidence base.

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Measuring with Three Perspectives

Yesterday – Today – Tomorrow.

What Have Others Experienced?

YESTERDAY

Structured interviews, previous performance information and 360° feedback help us understand demonstrated behaviour, strengths and how the individual has been experienced by others.

How Does the Individual Tend to Behave?

TODAY

Behavioural and personality inventories provide insight into preferences, tendencies, motivations and self-perception.

How Might the Individual Respond to Future Demands?

TOMORROW

Customized simulations, business cases and role-based exercises place participants in realistic situations reflecting the challenges of the target role.

Together, Yesterday, Today and Tomorrow provide a richer and more balanced view than any single assessment method can offer.

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When Should You Use an Assessment or Development Centre?

Assessment is more than testing

01

Promotions

Assess readiness for greater responsibility and identify development gaps before promotion.

02

Succession Planning

Identify who is ready now, who may become ready and what development is required.

03

Talent Management

Build a more evidence-based view of leadership, management and expert potential.

04

Senior Hiring

Go beyond the CV and interview when the consequences of a poor appointment are significant.

05

Development Planning

Identify strengths and development priorities before investing in leadership development, training or coaching.

06

Personal Discovery Centre

Help individuals develop deeper self-awareness by understanding strengths, behavioural tendencies, development priorities and how they are experienced by others.

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The Process

Designed around the role. Assessed through multiple methods. Translated into development.

01.

DESIGN

Clarify the decision, target role and success criteria.
Identify measurement criteria.
Design simulations and cases.
Select assessment tools.
Plan reporting.

02.

ASSESS

Participants experience multiple methods.
2–4 business cases or simulations.
Behavioural/personality inventories.
Structured interviews.
360° feedback where appropriate.

03.

DEVELOP

Translate evidence into meaningful action.
Individual and group reporting.
Personal feedback.
Development planning.
Coaching and talent mapping where appropriate..

Evidence from different methods is reviewed together to create a comprehensive view of strengths, development needs, risks and readiness.

What Participants Experience

Multiple methods create one integrated evidence base.

01

360° Analysis

YESTERDAY

How others have experienced your behaviour and leadership so far.

02

Personality Inventories

TODAY

How you tend to behave and approach situations today.

03

Case Studies & Simulations

TOMORROW

How you respond to realistic future-role challenges.

04

Interview & Integration

ALL COMBINED

Where evidence from the different methods is explored and brought together.

Designed Around Your Business

Generic exercises produce generic insight.

The most important question is not:

"Is this person successful in their current role?"

The more important question is:

"Are they ready to succeed in the role we are considering them for?"

We design Centres around:

- Target roles and responsibilities
- Competency and leadership frameworks
- Organizational culture
- Business strategy
- Leadership expectations
- Realistic future-role challenges

The objective is not simply to assess capability. It is to understand readiness for your organization's future requirements.

Selected Assessment & Development Centre Experience

Three different applications of the methodology.

BNP Paribas

Talent and leadership development work informed a leadership development academy and other development plans.

Global banking group

KPMG

Assessment & Development Centres supported critical leadership decisions at the Manager-to-Director and Director-to-Partner transitions.

Leadership readiness for promotion

L'Oréal

A Development Centre identified strengths, development priorities and future leadership potential before development investment.

Talent map and targeted development

Why Improva?

Assessment should lead to better decisions and better development.

Our approach combines assessment expertise with real business and leadership experience.

- 24 years of leadership and talent-development experience.
- C-level and senior management backgrounds.
- Multinational business experience across multiple industries.
- Customized Assessment & Development Centre design.
- Multiple sources of behavioural evidence.
- Experienced assessors and coaches.
- A strong connection between assessment, development and leadership readiness.
- Award-winning leadership-development methodologies.

Ready to Make Your Next Talent Decision With More Evidence?

Whether you are preparing people for promotion, succession, development or greater responsibility, we can design an Assessment or Development Centre around the decisions your organization needs to make.

Discuss an Assessment or Development Centre

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THANK YOU

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