

ASSESSMENT WITHOUT TESTING THE CANDIDATE?

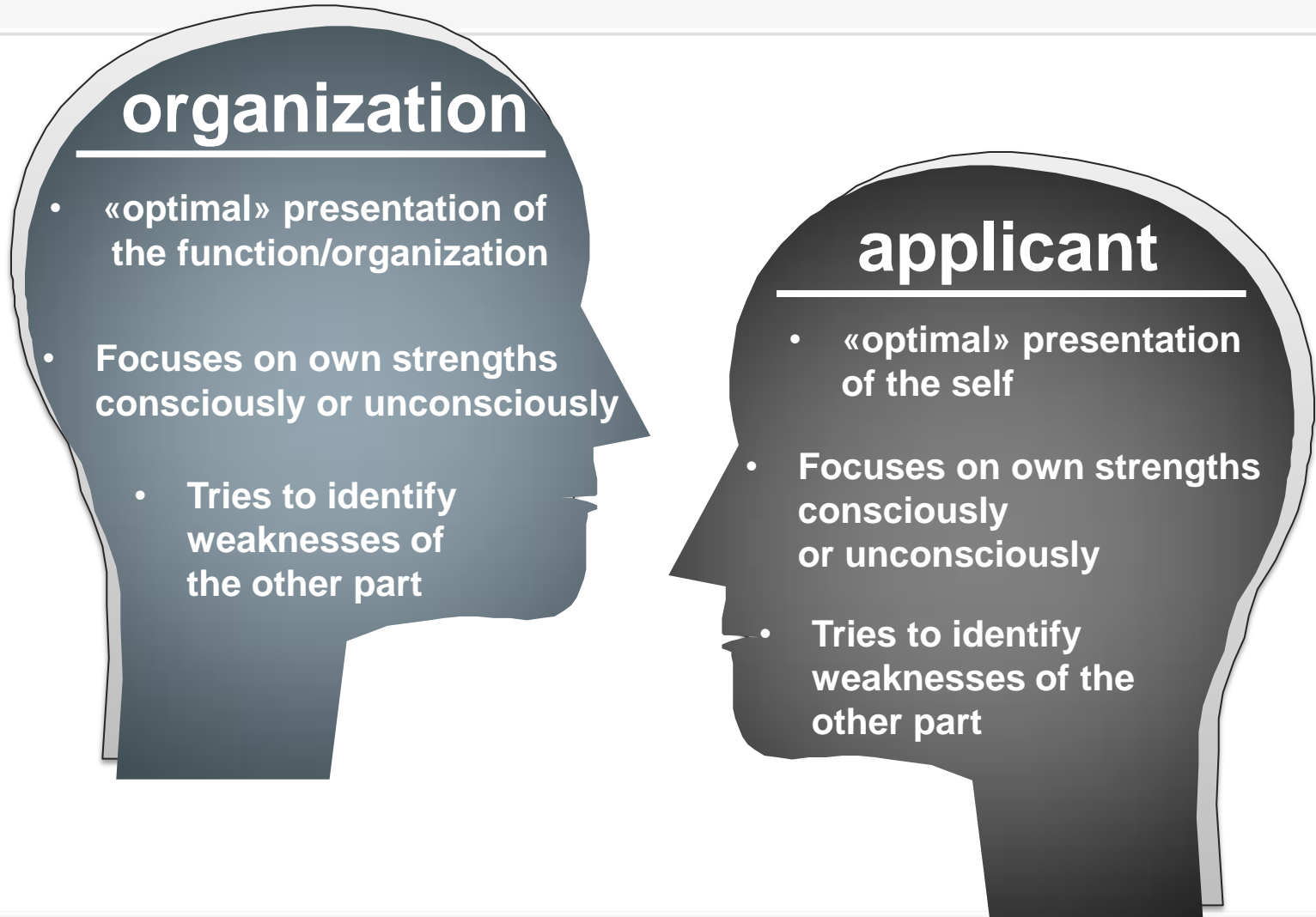
A PARADIGM SHIFT IN PERSONNEL SELECTION & DEVELOPMENT WITH

AMEXEL

Khashayar Voshmgir
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July 2011

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The Application as a Sales Talk



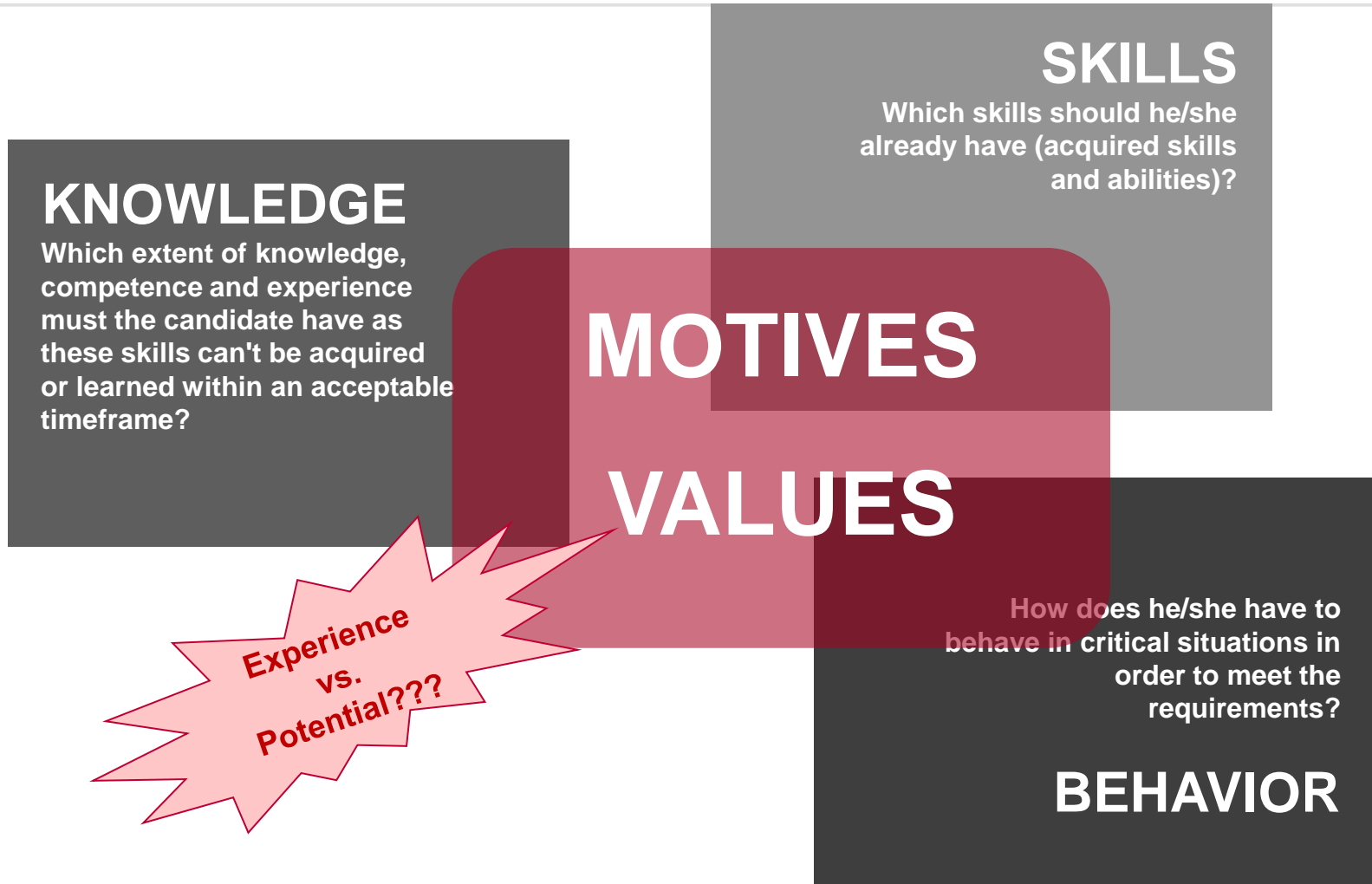
Are the best self-promoters the employees that I am looking for?

How to Approach Selection and Development

- Selection processes should not be about selling. They should be about matching!
- Development processes should not be about where the company wants to put the candidate. They should be about where the candidate will excel!

There needs to be a paradigm shift in personnel selection and development!

What is the Basis of Decision Making?



„Requirements“ of a job description can always be divided into the three categories knowledge, skills and behavior.

What makes the Difference in Personnel Selection and Development?

Deeply Embedded Life Interests*

- “Deeply embedded life interests are:
 - long-held, emotionally driven passions
 - intricately entwined with personality
 - born of an indeterminate mix of nature and nurture.

Deeply embedded life interests do not determine what people are good at. They drive what kinds of activities make them **happy**.”

- At work, that happiness often translates into:
 - Loyalty and commitment
 - Engagement
 - High retention

*Job Sculpting: The Art of Retaining Your Best People,
by Timothy Butler and James Waldroop
Harvard Business Review September-October 1999

**When we are happy, motivated and act aligned to our values
we will be able to add value to our organization!**

What is AMEXEL?

- AMEXEL is:
 - a systemic selection and development process
 - based on systems theory
 - and based on Rogerian psychotherapy.
- It is a paradigm shift in personnel selection and development as:
 - it is not based on testing candidates like traditional assessment methods
 - it is based on a self-exploration process, identifying candidate's deeply embedded life interests.
- AMEXEL has been researched and developed for more than 20 years and was successfully applied at:
 - multinational corporations in Europe (e.g. Coca-Cola, IBM, UBS Bank)
 - the mis-hiring rate with AMEXEL so far was less than 2%

AMEXEL can be easily integrated into existing HR-processes!

Rolf Fink & Karl Kälin

- **Rolf Fink**
has been chief of “Personnel and Management Development“ of IBM Switzerland for 20 years and made various experiences in development of organisations in Europe, USA, Egypt, Pakistan, Israel and Kenya. He was also HR-manager at Zurich Research laboratory of the IBM Research Division.
- **Karl Kälin**
was trainer and chief of “Management Development” of IBM Switzerland and lecturer and project leader at Management Centre of the University of St. Gallen.

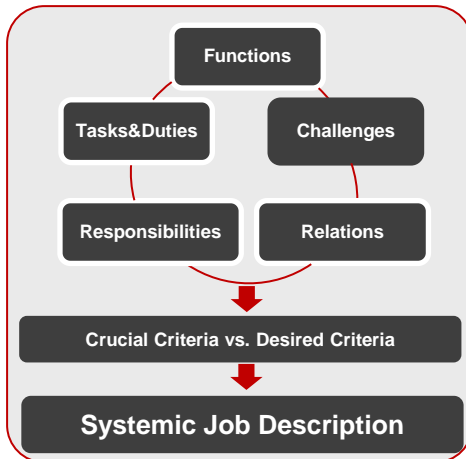
AMEXEL was developed by highly experienced HR-managers

Objectives of AMEXEL

- Raising confidence for making perfect-match decisions.
- Strategic human resources development based on motives, talent and experience and identification of employee–potential.
- Creating a learning organization and supervising strategic, structural and personal transformation processes.

AMEXEL is a systemic approach of employee selection,
which highly reduces the risk of wrong choices.

Elements of AMEXEL



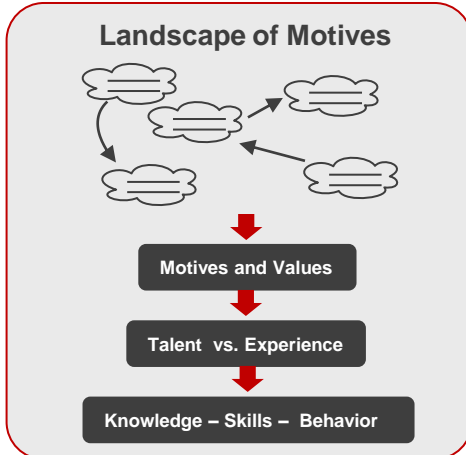
Description of the position in 5 DIMENSIONS

The actual function of the future employee is identified from a systemic perspective. The five dimensions are:

Functions, challenges, relations, responsibilities, and tasks&duties.

The five dimensions are based on:

- The corporate strategy.
- The current and potential situation of the given market.
- The corporation's role on the market.



Exploration of the LANDSCAPE OF MOTIVES

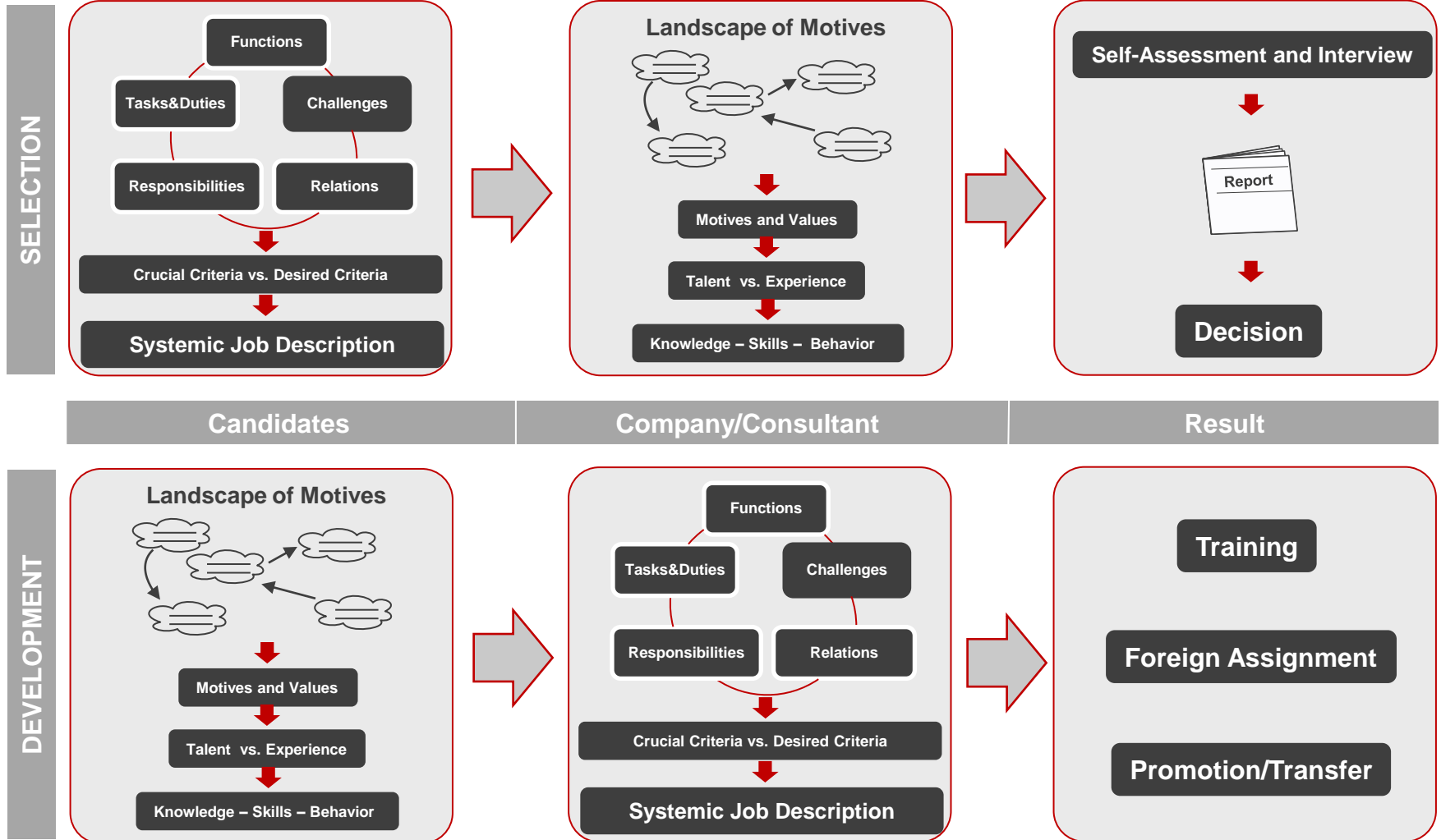
The landscape of motives is a valuing self-exploration process with the candidate. During the structured procedure the candidates can evaluate

- Their deeply embedded life interests: their values, motives and what drives them in life.
- Potential talents besides those that are already leveraged.
- How and where personal knowledge, skills and behavior can be used.

Due to the compact self-exploration process candidates can analyze their motives, values and talents on a meta-level.

All elements of AMEXEL are unique and do not exist in any other selection- or development process!

The AMEXEL Processes



What are the Benefits of AMEXEL?

Candidate

- Right career move
- Knowing of own values and motives
- Transparency
- Success in the job

Organization

- More confidence in decision making
- Efficiency
- Customer satisfaction
- Image in the job market

Candidates as well as organizations can benefit from AMEXEL. Even in case of a negative decision candidates will remain sympathetic towards the organization.

AMEXEL in Comparison with Classical Procedures

		AMEXEL	Classical Procedures	
SELECTION	Type of evaluation	<ul style="list-style-type: none"> By self-exploration process (no “classical tests”) 	<ul style="list-style-type: none"> By “classical tests” 	
	Perfect match	<ul style="list-style-type: none"> Is possible by differentiating between crucial and desirable requirements. 	<ul style="list-style-type: none"> Depending on the validity of the job profile. 	
	Mismatches	<ul style="list-style-type: none"> Less than 2% 	<ul style="list-style-type: none"> 5% - 45% (depending on criteria defined) 	
	Who is selected?	<ul style="list-style-type: none"> The most qualified person 	<ul style="list-style-type: none"> Usually the best self-marketer 	
	Type of selection	<ul style="list-style-type: none"> By a systemic realization and evaluation process 	<ul style="list-style-type: none"> By competition for the job The hunting instinct is triggered 	
SELECTION and T&D	Job description	<ul style="list-style-type: none"> Five Dimensions Differentiating between crucial requirements and desired requirements 	<ul style="list-style-type: none"> Usually one to three dimensions General requirements 	
	Matching process	<ul style="list-style-type: none"> Based on knowledge, skills and behavior Evaluation of experience AND potential talent Motives and personal value system are of high significance 	<ul style="list-style-type: none"> Mostly based on knowledge and skills Experience usually more important than talent Motives and value system are not always of significance 	
	Candidates sentiments	<ul style="list-style-type: none"> Feel valued and treated like grown-ups 	<ul style="list-style-type: none"> Usually feel tested and controlled 	
	Personal and professional long-term benefit	<ul style="list-style-type: none"> Exists 	<ul style="list-style-type: none"> Depending on process 	
	Result acceptance	<ul style="list-style-type: none"> High, due to self-exploration process 	<ul style="list-style-type: none"> Low, due to „external“ result 	
	T&D	Motivation and loyalty	<ul style="list-style-type: none"> High, due to the fact that the person can find out about the personal vision and mission and has the opportunity to find a position according to these. 	<ul style="list-style-type: none"> Depending on the type of process
		Learning Organization	<ul style="list-style-type: none"> AMEXEL creates the foundation for a learning organization 	<ul style="list-style-type: none"> Usually there is no particular context to the development of a learning organization

AMEXEL Fields of Application

Selection

- Selection of executives and key-positions (internal and external selection)
- Selecting project teams (e.g. R&D teams working with sensitive data or on new innovations)

Training and Development

- Career-planning
- Identifying employee-potential in management- and career-development.
- Identifying high potentials.
- Succession planning
- Management-audits

Organization

- Developing a „learning organization“
- Change management
- Optimizing HR

AMEXEL is offered as a service for individual cases and as a license with knowledge transfer to your company

QUESTIONS?

AMEXEL References



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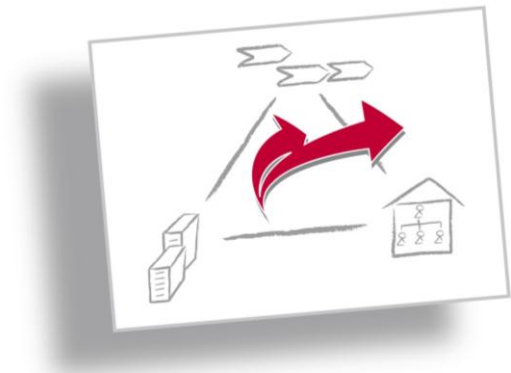
Fulcrum Consulting Austria

Fulcrum Consulting is an internationally-operating management consulting company based in Austria. We achieve sustainability by employing a holistic approach with following services:

- Business Architecture
- Supply Chain Optimization
- Post-Merger Integration
- Learning Organisation and T&D
- Curriculum for In-House Consultants
- Performance Management & KPIs
- ERP-Selection, Roll-Out-, Project Mgmt.

There are multiple ways to reach a level of excellence yet all of them share the following key elements:

-  **Clearly defined Business Processes**
-  **Organisational Development and Learning**
-  **Appropriate Business Process Mapping with IT Applications**



An overall optimum can only be achieved if these **three dimensions are well balanced and consistently applied** within optimisation projects.

FULCRUM CONSULTING, the fulcrum for effective company development!

Further Information on Fulcrum Consulting

www.fulcrum.at

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