

Building Success Profile for Key Position

MGP Client Case Sharing: Talent Selection Solutions



About MGP



Committed to our clients' success, Mobley Group Pacific Ltd. (MGP) has used our years of industry experience and functional expertise to become one of the regions's most recognized management consulting firms.

About Talent Selection Solutions



- Executive Assessment
- Succession Planning
- High Potential Identification
- Large Scale Screening

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Organizational Challenge

A large European automotive components manufacturer was aiming to open 12 plants in Mainland China over a three year period, and finding the 'right' Plant Manager was critical to the ultimate success of these plants'. Historically, there has been a low 'survival rate' of external hires for this position, given the complexity involved. The organization tried to create an internal development program to build a succession pipeline for this critical position, and also to established more of a standardized way and 'common language' for HR and business leaders to identify and evaluate potential talent.

Customized Solution

MGP used a combination of the Hogan Job Evaluation Tool (JET), refining the organization's existing competency model, and establishing behavioral anchors for each competency to help the organization create a more systematic, data-focused method for evaluating potential Plant Managers.

JET was used to define a personality profile for the type of candidate that would most likely succeed in the position. It consists of four parts to: identify the specific personality characteristics that will most likely lead to success in the job; help to narrow in on the characteristics for the position that could likely cause derailment; show what needs, drivers, and motivators are ideal for candidates to possess; and allow key stakeholders to rate how important different competencies are for job success.

The company had an existing competency model for Plant Managers, indicating the key competencies required to succeed at the position. However, the evaluation standards for these competencies was mostly based on personal judgment as no behavioral anchors were specified in describing different degree of effectiveness of a given competency. Through interviewing key stakeholders and conducting focus groups, MGP helped the organization add behavioral anchors for each one, clearly stating what observable behaviors to look at in determining if candidates need improvement, meet expectations, or exceed them.

Impact-driven Result

Creating a success profile for the key position, MGP helped build a standardized framework that could be used for identifying potential candidates, evaluating how well they fit into the Plant Manager role, and provided a roadmap for how to develop potential talent. This helped business and HR leaders create a common language for discussing and evaluating talent, as well as to more effectively build up a succession pipeline and to calibrate a timeframe for individuals' levels of readiness.

Having been proactively involved in the project, Operating Directors and existing Plant Managers were very positive about the project. Because many of the Operations leaders at the organization preferred working with scientific measurements and data, they appreciated being able to use quantifiable, fact-based standards to discuss people and leadership issues.

构建关键岗位成功模板

威埃励企业管理咨询客户案例分享：人才甄选方案



关于 MGP



威埃励企业管理咨询(MGP)一直致力于帮助我们的客户企业取得成功。基于数十年的行业实践经验与稳固的专业知识，MGP 已然成为亚太地区最优秀的管理咨询公司之一。MGP 整合应用心理学、行为学、跨文化和商业等视角，通过针对企业高级管理者及其团队的人才测评与发展服务为企业专业且定制化的人才管理解决方案，帮助企业挖掘发展潜质。

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组织挑战

一家大型欧洲汽车零部件制造商希望三年内在中国大陆新增 12 家工厂。这些工厂要取得最终成功的关键之一在于是否能找到“合适的”工厂总经理。从历史数据来看，由于该职位本身的复杂性，以往通过外部招聘上任的工厂总经理的成功率极低。因此该企业希望就这一关键岗位构建一个内部继任者的培养计划，与此同时，他们也急需建立一个更标准化的评估系统，从而人力资源部门以及业务部门的领导，可以用一种“通用的语言”去讨论、识别与评估潜在人才。

定制化解决方案

MGP 运用 Hogan 工作评估工具 (Job Evaluation Tool) 找出与该职位有效性相关的性格特质，完善了企业现有的胜任力模型，并为每项胜任力建立了相应的行为锚（对照行为），帮助企业创建了以数据为基础、更系统的方法来评估工厂总经理的候选人。

JET 用来定义最有可能在该职位上取得成功的候选人所具备的性格特征。JET 由四部分组成，用来识别最可能在该职位上获得成功的性格特征；帮助找出在该职位上可能导致无效的特征；清晰化该职位的候选人最好具备哪些驱动力；让关键利益相关者就与胜任该职位相关的胜任力进行评估及优先级排序。

该企业已经有一套工厂总经理的胜任力模型，而且标识出了与是否能胜任该职位所需的关键胜任力。然而由于缺乏清晰描述每项胜任力不同程度有效性的行为锚（对照行为），关于这些胜任力的评估往往是基于主观感性认识。于是 MGP 通过与关键利益相关者进行访谈和组织焦点小组讨论，为企业胜任力模型中的每一项胜任力都添加了具体的、可以观察到的行为锚（对照行为），清楚地阐明了需要观察到哪些行为来确定候选人在某一胜任力上的行为表现是需要改进、符合期望还是超过期望。

以实际影响力为导向的项目成效

MGP 为企业工厂总经理这一关键职位创建了一个成功模板，搭建了一个标准化的框架，用来识别高潜质候选人，评估他们对于工厂总经理职位的匹配程度，为如何培养潜在人才提供了指南。这帮助业务部门领导和人力资源部门领导构建了讨论和评估人才的“通用语言”，并且更有效地构建一个后备人才库，并为后备人才的上岗准备度排出了时间表。

该公司中国区的运营总监和现有的工厂总经理不但有机会参与到项目中去，而且他们都非常满意该项目的成果。因为该企业的运营管理者都偏好用数据说话，并用科学的方法和标准去衡量、评价事物，所以这个关键岗位的成功模板和清晰化的行为锚（对照行为），可以帮助他们用可量化的、基于事实的标准来讨论关于“人才”和“领导力”这样较为软性的议题。

本项目加强了该企业关于这一关键岗位继任者计划设计和实施的有效性，为人力资源部门以及业务部门的领导提供了一种评估人才的“共同语言”，使他们在人才决策上更有效地达成共识，为企业未来业务的战略发展提供了有力的支持。

人才管理 | 高管辅导 | 组织有效性