360° Series - Talent Performance Assessment (TPA)

In the late 1990s, McKinsey & Co. coined the phrase "war for talent" as competition was becoming increasingly global, the workforce was aging, and people were job hopping more often.

The demographic and societal forces that kicked off the war for talent have only become more intense. And today, we also have the fallout from the pandemic alongside technological forces that are reshaping the nature of work.

For executives in many industries—particularly tech—the talent wars have been a reality for years. And now they're the new normal for everyone.

The original war for talent was focused on executives and leadership skills (and that focus is still relevant), but today, the breadth of missing skills is greater. Automation and digital transformation have increased competition for jobs: 69% of companies reported talent shortages last year, the highest number in a decade.

Manufacturing plants are having trouble hiring workers, logistics companies need more truck drivers, and restaurants are struggling to attract enough talent to get by, let alone grow.

Many companies are increasing wages and offering hiring bonuses in response, but often still struggle to retain or effectively develop that talent. A higher wage will fill some roles today, but it won't build the skills your company needs for the future or create the engagement that will lead to long-term retention.

This is, where the **Alliancys 360° Talent Potential Assessment (360° TPA)** comes in. For organizations to be able to find the right talent and to be able to retain it, another way of looking at talent is needed, a more holistic view from multiple viewpoints.

A view that allows to understand better which person is suitable, matches with the organizational values and has the potential to fulfill the role within the context of the job requirements and industry/organizational specific context.

This view not only allows an organization to find the most suitable talent, it also creates a foundation for developing the talent and ensure that the person "feels" at home at the organization well enough to build a lasting relationship.

Where other assessment methods focus on the talent itself, 360° TPA places the talent (and his or hers competences, capabilities and capacities) in the context of the organization, thereby linking the individuals characteristics with the organizational ones. This ensures that there is a better fit (when just looking from the job requirements and the offered skillset alone).

360° TPA offers organizations an instrument that supports the HR department, HR professionals and recruiters in finding the right talent for their organization (or client) based on muliple vieuwpoint and insights. Next to this, 360° TPA can create a foundation for talent coaching and staff binding on the basis of the information collected, which can be used to design individual talent growth roadmaps.

About Alliancys 360° Talent Potential Assessment (360° TPA)

360° TPA was developed as part of an HR- strategy to find the optimal talents from a pool of candidates. Our aim was to improve the way candidates were assessed and how a best fit was established. We did so by extending the assessment viewpoints from the job requirements only to a more inclusive way of looking to a candidate.

360° TPA looks at talent from a multiview perspective that places the candidates requirements in the context of the organization. Next to the traditional way of looking at the job and role requirements we identify an optimal personality type that supports the job requirements and that fits the values of an organization and industry specific requirements and characteristics.

360° TPA incorporates market standard practices (e.g. IQ- and EQ- testing) and references (e.g. Competence Frameworks) to setup the ideal candidate profile and match this with information provided by the applicants.

What 360° TPA can do for your organization

360° TPA can assist organizations in two ways:

- It can support recruiting of the right talent for both the job but also the organizational context; In this manner it singles out the best candidate as part of a wider view then just the job requirements (the right candidate is not only fitted for the job, but also fits the organizational culture and values);

- It can create a foundation for talent management, as the information foundation it creates (as part of the recruitment effort) can be used to foster and mentor the selected candidate over time, by re-assessing the candidate on a (bi) yearly bases and use this obtained status to progress on career path and personal growth. This effort shows the organizational investment of an organization in a staff members career and growth.

Got you interested? Read on, and feel free to contact us if you would like to know more or would like to us to demonstrate what 360° TPA can do for your organization.

About ALLIANCYS Consulting

ALLIANCYS Consulting is part of the ALLIANCYS Group. Our mission is to develop innovative solutions, products and services that support our clients in achieving sustainable change and support IT and Business Transformation.

As such we use our RACE-framework to design solution blueprints,to capture complex business problems and find optimal solution scenarios that service our clients needs. Next to designing solutions, we orchestrate and manage change and support other consulting organizations with architectural and solutioning expertise & capabilities.
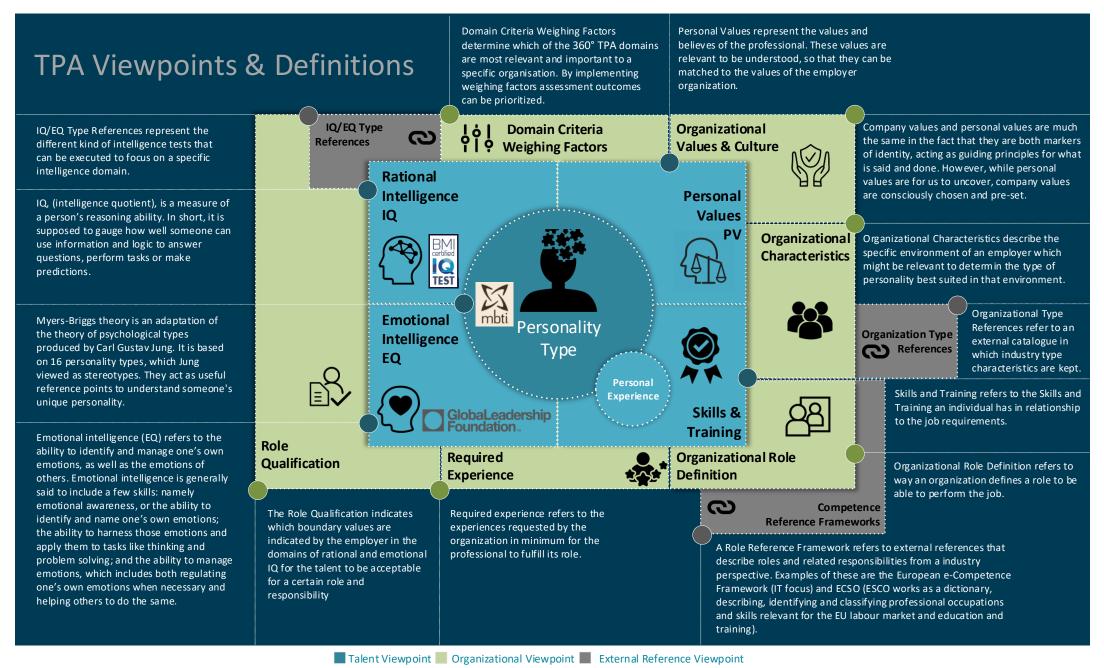
We have a combined experience of over 60 years in consulting and our clients include (multinational) government organizations, NGO's, commercial business and SME's in multiple types of industries. If you would like to find out more, join us online (www.alliancys.com), link with us at LinkedIn or connect via email (info@alliancys.com)

TPA Viewpoints & Definitions

Domain Criteria Weighing Factors determine which of the 360° TPA domains are most relevant and important to a specific organisation. By implementing weighing factors assessment outcomes can be prioritized.

Personal Values represent the values and believes of the professional. These values are relevant to be understood, so that they can be matched to the values of the employer organization.

IQ/EQ Type References represent the different kind of intelligence tests that can be executed to focus on a specific intelligence domain.

IQ, (intelligence quotient), is a measure of a person's reasoning ability. In short, it is supposed to gauge how well someone can use information and logic to answer questions, perform tasks or make predictions.

Myers-Briggs theory is an adaptation of the theory of psychological types produced by Carl Gustav Jung. It is based on 16 personality types, which Jung viewed as stereotypes. They act as useful reference points to understand someone's unique personality.

Emotional intelligence (EQ) refers to the ability to identify and manage one's own emotions, as well as the emotions of others. Emotional intelligence is generally said to include a few skills: namely emotional awareness, or the ability to identify and name one's own emotions; the ability to harness those emotions and apply them to tasks like thinking and problem solving; and the ability to manage emotions, which includes both regulating one's own emotions when necessary and helping others to do the same.

Company values and personal values are much the same in the fact that they are both markers of identity, acting as guiding principles for what is said and done. However, while personal values are for us to uncover, company values are consciously chosen and pre-set.

Organizational Characteristics describe the specific environment of an employer which might be relevant to determin the type of personality best suited in that environment.

Organizational Type References refer to an external catalogue in which industry type characteristics are kept.

Skills and Training refers to the Skills and Training an individual has in relationship to the job requirements.

Organizational Role Definition refers to way an organization defines a role to be able to perform the job.

A Role Reference Framework refers to external references that describe roles and related responsibilities from a industry perspective. Examples of these are the European e-Competence Framework (IT focus) and ECSO (ESCO works as a dictionary, describing, identifying and classifying professional occupations and skills relevant for the EU labour market and education and training).

The Role Qualification indicates which boundary values are indicated by the employer in the domains of rational and emotional IQ for the talent to be acceptable for a certain role and responsibility

Required experience refers to the experiences requested by the organization in minimum for the professional to fulfill its role.

Diagram labels:
- IQ/EQ Type References
- Domain Criteria Weighing Factors
- Organizational Values & Culture
- Rational Intelligence IQ
- Personal Values PV
- Organizational Characteristics
- Emotional Intelligence EQ
- Personality Type
- Personal Experience
- Organization Type References
- Role Qualification
- Skills & Training
- Required Experience
- Organizational Role Definition
- Competence Reference Frameworks

Logos in diagram: BMI certified IQ TEST, mbti, GlobalLeadership Foundation

Legend:
■ Talent Viewpoint   ■ Organizational Viewpoint   ■ External Reference Viewpoint

How it works

	1 Job Requirements	2 Personality Requirements	3 Value(s) Requirements	4 Organizational Context	5 Weighing Factors	6 Orchestrating TPA Data	7 Delivering TPA Results
Organization — This viewpoint describes the business needs in regards to the job and the ideal candidate for that job & organization	The organization identifies a missing role or capacity to fill in that role. The role definition takes place	On the basis of the role definition and the (existing) team composition, a desired personality profile is selected	The organization specifies the desired values set for a candidate. This should reflect the values embodied by the organization itself	The organization validates the organizational type (industry) they consider to be a best fit for their organization	The organization sets the different weighing factors for each of the previous variables	TPA creates a profile (requirements) of the ideal candidate	TPA delivers a prioritized list of candidates and a candidate report
Talent/ Candidate — This viewpoint describes the offerings from the potential talent/ candidate	We use an IQ-test to understand the candidates functional suitability for the job. We use an EQ- test to understand the candidates social functioning (as part of a team). We link provided skills and training to relevancy of the job requirements. We look at functional experience to understand the candidates functional seniority	We use the MBTI-test to identify the personality type of the candidate. We use the EQ-test outcome to validate this in reference to the Personality Type. We look at social en environmental experience to understand the candidates social background from an organizational perspective	We use a questionnaire to capture the candidates values and principles	We use a context reference database to preset organizational reference data in relationship to the provided job requirements and personality requirements. This data is provided by Alliancys and is an optional step to increase the contextual view of the candidate	All collected data is stored in the candidate data repository. This database follows GDPR guidelines	TPA correlates all the provided data and offsets this with the organizational candidate profile	On the basis of the weighing factors the most optimal fit of the candidate pool is shown. A report of the ideal candidate is created indicating the rationale behind the selection
External References — This viewpoint describes potential external references/standards/ best practices which can be used in this step. In some cases they are interchangeable	BMI Certified IQ Test. Global Leadership Foundation EQ Test. Competence Frameworks dependant on job type and needed competences	Myer Briggs Test. The Myers-Briggs system describes a person's personality through four opposing personality functions, variously known as dichotomies, preferences or scales. Global Leadership Foundation EQ Test	There is no reference as the Values Set is organization specific. If an organization does not avail of this set, Alliancys can provide the Alliancys DNA Methodology to obtain them. This is however not a part of the 360 TPA	The Organization Context Reference DB is proprietary information that is currently only available at Alliancys	There is no reference as the Weighing Factors are organization specific.	The 360 TPA Correlational Model is proprietary information that is currently only available at Alliancys	There is no reference as the Candidate Profile is candidate specific.
Output — This viewpoint shows the outcome (deliverable) of this phase	Organization Specific Job Specification. Normalized Market Reference Job Specification	Collective Test Results	Organizational Value Set. Generic Candidate Profile	Role and Candidate Context Settings	Contextualized Candidate Profile (Update)	360 TPA Correlational Model	Candidate Priority List. Candidate Profile Report

■ Talent Viewpoint ■ Organizational Viewpoint ■ External Reference Viewpoint