



# PRISM

## Assessing High Potential

### The Challenge

A British betting shop, bingo and casino operator wanted to identify and develop people with high potential to the role of Regional Director.

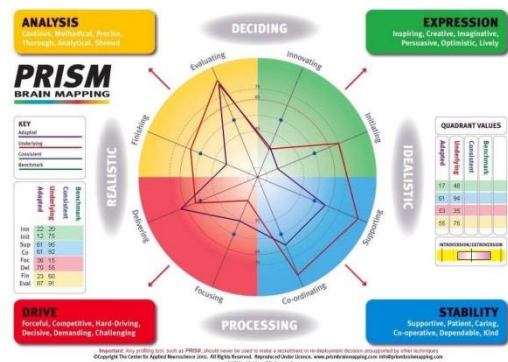
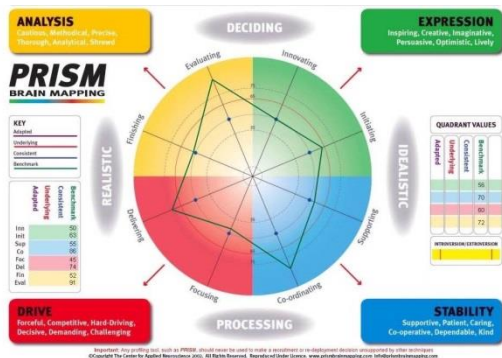
### The Methodology

The first step is to understand what excellence looks like in the Regional Director role so this can be used as a benchmark. **PRISM Professional** was completed by four high performing Regional Directors and in addition empirical data was captured using a critical incident interview process. The benchmark was initially created from the **PRISM** results and data from the critical incident interview process correlated against this to stress test the benchmark and confirm the 9 critical factors.

of high potential candidates in advance of the assessment centre.

The assessment centre was designed around the corporate competencies and aligned to the **PRISM** critical factors. Specific exercises were created to pull out behaviour in action and observers trained to collate behaviours in line with these.

As this was an assessment centre for internal candidates it was appropriate to consider how the candidates were flexing their natural behaviour to fit the current environment and culture.



With a credible benchmark established, **PRISM Talent Finder** questionnaires were completed by a previously identified pool

This 'Adapted' behaviour is captured alongside the 'Underlying' (natural) behaviour and shown as separate maps on the **PRISM Professional** profile. Each candidate was interviewed to establish whether this adaptation was comfortable or uncomfortable and the emotional impact of working outside their natural comfort zone.



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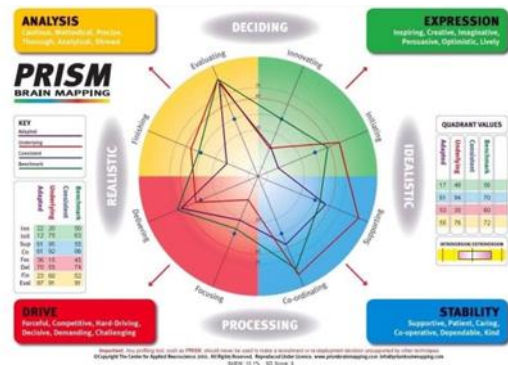
## The Result

The assessment centre 'round up' collated all the data from the observers, the interviews and their **PRISM** maps. This was all correlated against the benchmark. Where the interviews had revealed an adaption that was comfortable to the candidate this was included, where uncomfortable this was excluded.

Whilst no candidates were immediately promoted to the role of Regional Director, the company is confident the assessment centre process selected the best people and the structured development plans will allow the candidates to reach their potential.

'Best Fit' Report

	Behaviour Preferences					Work Aptitudes					Core Traits					Total Variance									
	Innovative and creative	Animated and lively	Empathetic and caring	Consistent and collaborative	Blunt speaking and factual	Practical and mechanical	Investigative and analytical	Creative and artistic	Social and empathetic	Competitive and entrepreneurial	Orally and efficient	Mathematical and logical	Outgoing and expressive	Alpha Variance	Relational Management	Emotional Stability	Depressiveness	Self-motivation	Conscientiousness	Flexibility	Total Variance				
Age	36	45	67	72	41	40	73	85	57	47	64	60	68	54	31	43	70	61	60	70	58	46	27	79	
75	50	58	92	29	43	60	88	36	73	75	50	62	68	73	37	60	16	70	67	47	76	73	61	27	79
45	50	51	67	43	43	88	80	25	87	68	43	43	81	68	62	50	51	70	54	64	76	73	60	10	86
80	88	92	51	9	87	70	80	29	43	75	81	68	56	43	25	76	17	75	70	64	88	59	59	27	93
75	45	80	51	32	46	70	88	27	25	75	75	75	93	62	93	41	51	70	54	76	82	67	63	20	98
30	50	58	80	43	43	80	88	18	18	37	43	50	56	75	25	47	43	88	74	76	82	66	43	38	99
50	50	36	38	39	55	70	91	23	93	43	31	43	69	31	37	55	50	70	75	52	82	78	43	28	101
45	75	58	58	55	55	80	48	56	43	81	56	62	81	80	62	68	23	70	60	58	82	53	51	22	103
75	75	27	80	43	39	80	88	18	81	56	25	56	93	88	81	57	88	42	56	79	82	72	80	23	106
88	50	80	58	39	43	70	60	42	87	43	87	62	68	58	62	39	25	41	43	52	82	62	52	43	110
45	88	58	80	29	55	60	80	26	93	81	37	75	81	68	108	64	55	79	79	82	82	66	57	35	116



To establish the 'best of the best' all candidates were compared to the benchmark and the variance against the critical factors used to provide a shortlist of candidates suitable for progression.

**PRISM** provided the framework for feedback to the candidates and the richness of data in the **PRISM Professional** report was used as the foundation for the candidates' development plan.