

# MCS Group



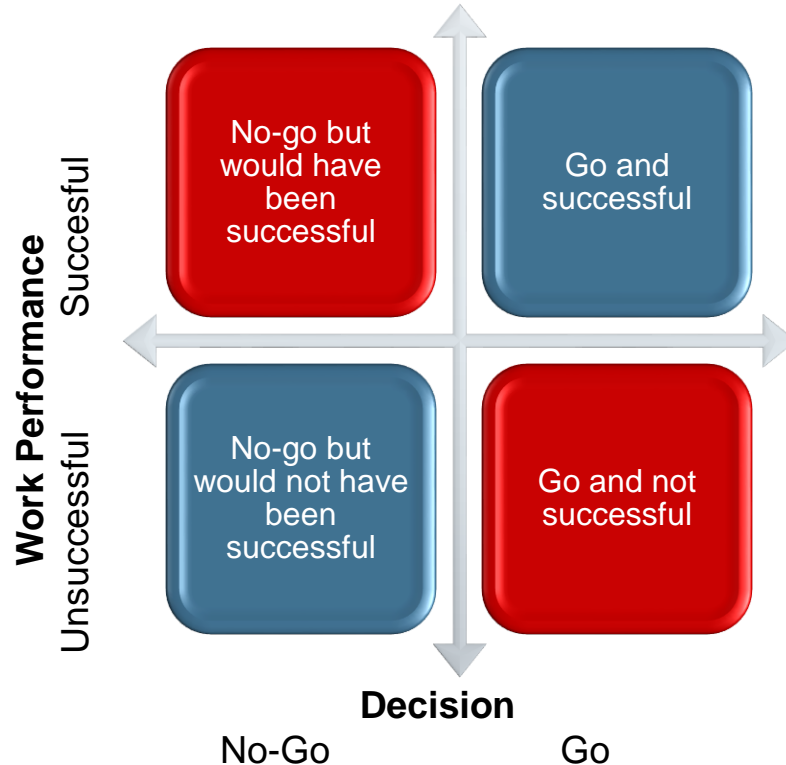
*Consulenti nelle  
**Risorse Umane**,  
da sempre Partner nei  
successi dei nostri Clienti*

---

**Since 1977**



## Assessment: una metodologia per prendere decisioni

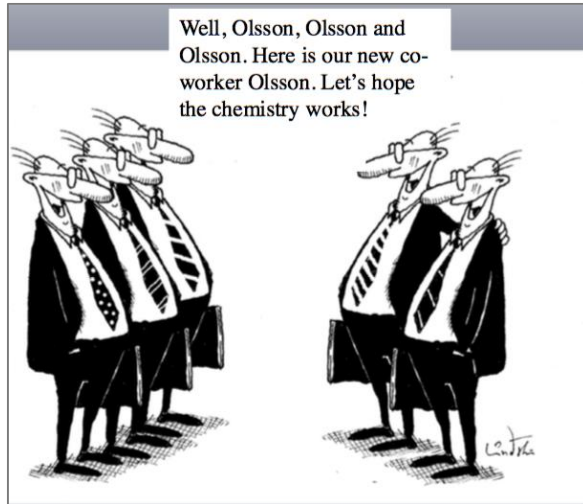


Massimizzare le opportunità di successo

Minimizzare il rischio di insuccesso



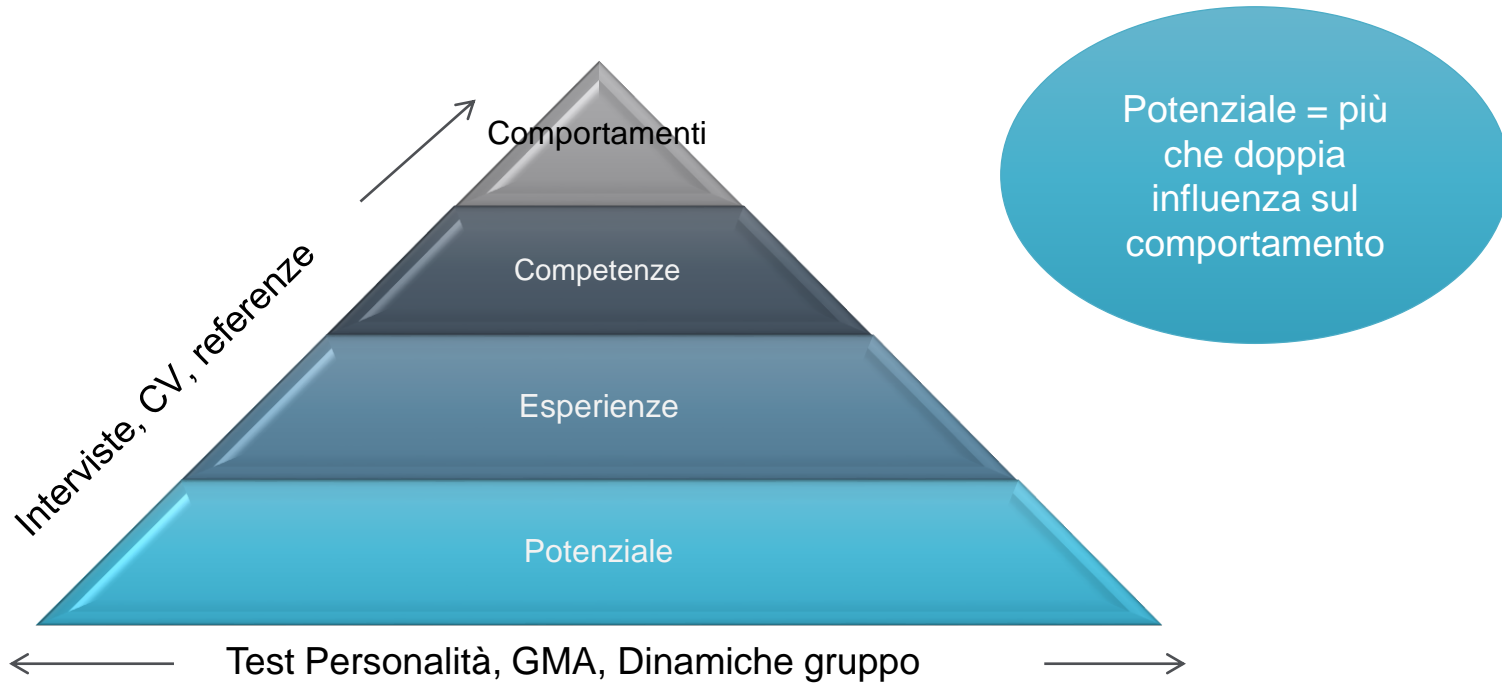
Troppo semplice ...



... o troppo complicato

active adaptable adventurous emotional aggressive alert aloof ambitious anxious apathetic appreciative arrogant artistic self-assured determined self-sufficient calm carefree changeable charming happy shrewd cold complicated conservative thoughtful cautious satisfied conventional bold curious cynical defensive demanding reliable discreet dignified disorganized domineering imaginative sluggish easy-going efficient energetic enterprising go-ahead enthusiastic evasive gentle critical afraid feminine flirty decisive far-sighted forgetful forgiving formal cautious sincere straight normal messy generous gloomy thick-skinned helpful honest threatening humorous idealistic immature afraid impatient impulsive independent indifferent individualistic childish informal inventive intelligent intolerant stable interested irritable kind cheerful lazy logical jovial loud loyal masculine mature methodical modest practical temperamental natural nervous noisy rigid optimistic extroverted long-suffering persistent pessimistic delightful satisfied astute practical prejudiced argumentative odd witty realistic unreasonable ruthless meditative spontaneous relaxed responsible robust rude sarcastic self-centered controlled sensitive serious difficult sexy simple lively slow sociable soft spontaneous stable suspicious tactful tense thorough shy easily offended tough restless understanding unusual unrealistic capricious withdrawn uneasy resourceful jocular controlled anxious rash

circa 17.000 aggettivi che descrivono il  
comportamento umano





## Finalità dell'Assessment

Selezione

Succession Planning/2<sup>nd</sup> opinion

Promozioni

Percorsi di carriera

Piani di sviluppo

Coaching/Mentoring

## Target group

Senior management

Middle management

Key position/High potential

Neodiplomati e neolaureati

## Modalità

Individui

Gruppi



## Il Processo

### 1. Analisi con la committenza

- Identificazione della popolazione target e delle finalità dell'assessment
- Definizione dimensioni da misurare, metodologia appropriata e profilo ideale

### 2. Analisi interna

- Scelta degli strumenti
- Eventuale definizione panel di assessor

### 3. Assessment

- Sessione di assessment
- Eventuale comitato di valutazione tra gli assessor
- Stesura profilo individuale

### 4. Feedback

- Colloquio di restituzione all'azienda
- Colloquio di restituzione al valutato



## Target group – Finalità - Metodologie

Target group	Senior Management	Middle Management	Key Position High Potential	Neodiplomati Neolaureati
Selezione	AI	AI	AI	AC
Succession planning/2nd opinion	AI Test	AI Test	AI Test	
Promozioni	AI	AI	AI	
Percorsi di carriera	AI	AI AC	AI AC	AC
Coaching / Mentoring	AI 360°	AI Test 360°	AI (360°)	Test
Piani di sviluppo individuali	AI 360°	AI 360° AC	AI 360° AC	Test AC

AI – Assessment Individuale

AC – Assessment Center

360° - Valutazione 360°



## Assessment Individuale

- Test psicologici
- Intervista
- Prova individuale

*Personalità – GMA General Mental Ability*  
*Strutturata - BEI (ad-hoc su competenze)*  
*Caso per caso da valutare*

## Assessment Center

### 1. Prove di gruppo

- Dinamica di gruppo 1
- Dinamica di gruppo 2

*Caso Aziendale*  
*Gruppo di discussione/decisione*

### 2. Prove individuali

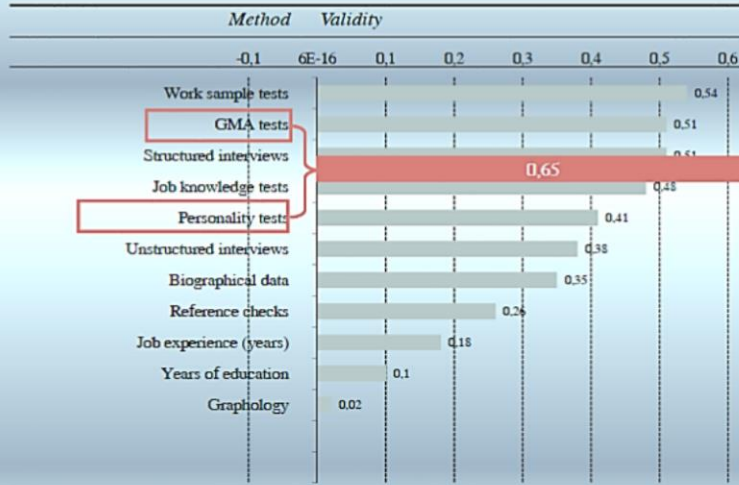
- Test psicologici
- Intervista
- In Basket/ In tray
- Presentazione/Role Play

*Caso per caso da valutare*  
*Caso per caso da valutare - strutturata (ad-hoc su competenze)*  
*Caso per caso da valutare (ad-hoc su job)*  
*Caso per caso da valutare*





## Predictive Validity of Different Methods



Source: Schmidt, F. L. & Hunter, J. E. (1998) The Validity and Utility of Selection Methods in Personnel Psychology: Practical and Theoretical Implications of 85 Years of Research Findings. *Psychological Bulletin* Vol. 124, No 2, 262-274.

Con l'uso combinato di  
**GMA test – General Mental Ability test**  
e  
**Test di Personalità**  
si ottiene la più alta validità predittiva  
rispetto a qualsiasi altro metodo



## Testing Assessment Individuale



### HOGAN ASSESSMENT SYSTEMS

HPI - Hogan Personality Inventory      **JOB FIT (PERSONALITY)**  
HDS - Hogan Development Survey      **JOB FIT (UNDER STRESS)**  
MVPI - Motives, Values, Preferences Inventory      **ORG FIT (VALUES & DRIVERS)**




**Values**: The work environment you will strive to create

**Strengths**: Characteristics you possess to create it

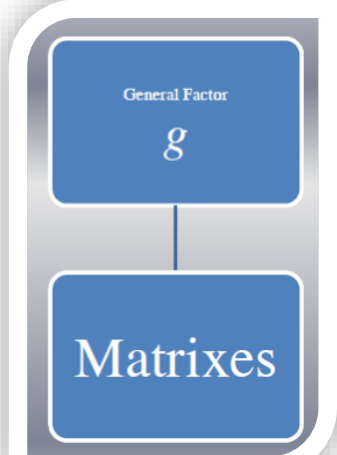
**Risks**: Performance risks that could get in the way





### matrigma®

General Mental Ability



**General Factor**  
*g*

**Matrixes**



## ADJUSTMENT

confidence, self-esteem, composure under pressure

## AMBITION

initiative, competitiveness, desire for leadership roles

## SOCIABILITY

extraversion, gregarious, need for social interaction

## INTERPERSONAL SENSITIVITY

tact, perceptiveness, ability to maintain relationships

## PRUDENCE

self-discipline, responsibility, thoroughness

## INQUISITIVE

imagination, curiosity, creative potential

## LEARNING APPROACH

achievement orientation, valuing education

## EXCITABLE

moody, hard to please, emotionally volatile

## SKEPTICAL

suspicious, sensitive to criticism, expecting betrayal

## CAUTIOUS

risk averse, resistant to change, slow to make decisions

## RESERVED

aloof, uncommunicative, lacking empathy

## LEISURELY

overtly cooperative, privately irritable and stubborn

## BOLD

overtly self-confident, arrogant, entitled

## MISCHIEVOUS

charming, risk-taking, excitement-seeking

## COLORFUL

dramatic, attention-seeking, interruptive

## IMAGINATIVE

creative, but thinking and acting in eccentric ways

## DILIGENT

meticulous, precise, hard to please, micromanaging

## DUTIFUL

eager to please, reluctant to act against popular opinion

## RECOGNITION

responsive to attention, approval, praise

## POWER

desiring success, accomplishment, status, control

## HEDONISM

oriented for fun, pleasure, enjoyment

## ALTRUISTIC

wanting to help others and contribute to society

## AFFILIATION

enjoying and seeking out social interaction

## TRADITION

dedicated to strong personal beliefs

## SECURITY

needing predictability, structure, order

## COMMERCE

interested in money, investment, business opportunities

## AESTHETICS

concerned with look, feel, design of work products

## SCIENCE

seeks knowledge, research, technology, data

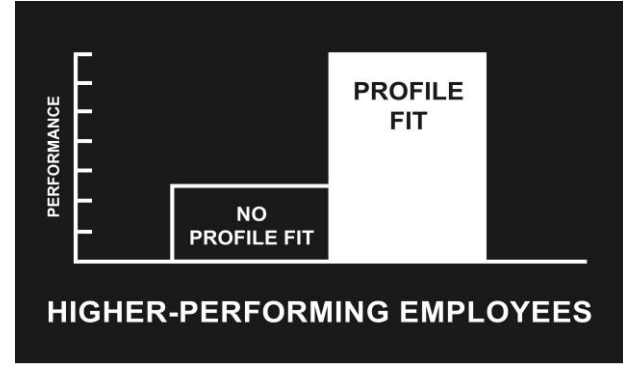


## Big Five vs Hogan Personality Inventory

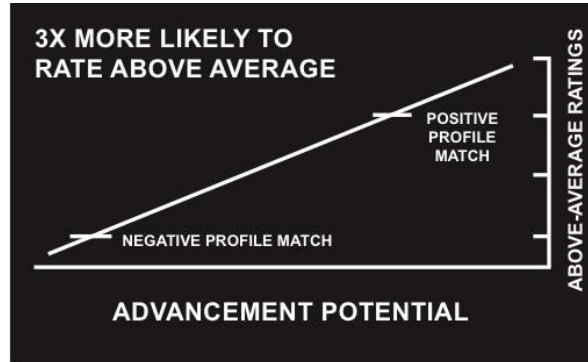
Big Five	HPI
1. Neuroticism (Emotional Stability)	1. Adjustment
1. Extraversion	1. Ambition 2. Sociability
1. Agreeableness	1. Interpersonal Sensitivity
1. Conscientiousness	1. Prudence
1. Openness to experience	1. Inquisitive 2. Learning Approach



Multinational Company - Sales Force



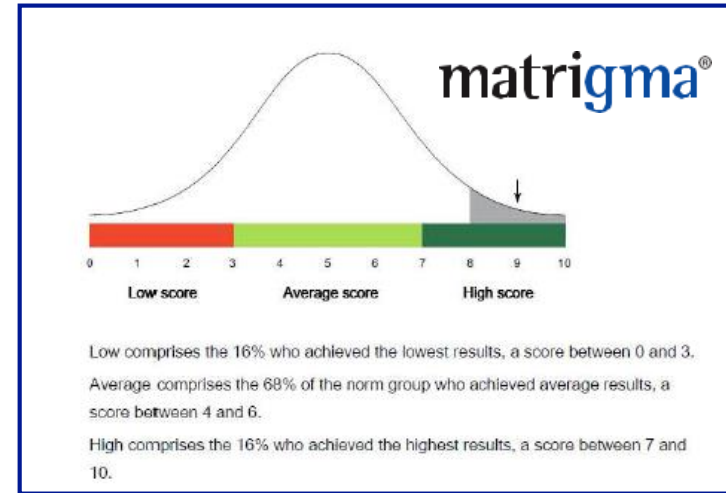
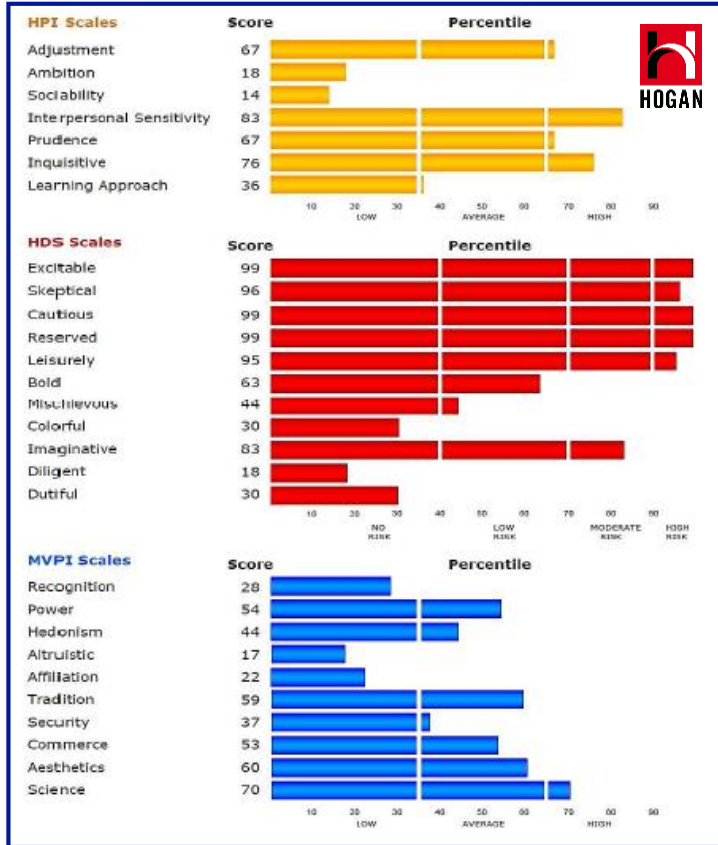
Multinational Defense & Space Company



Pharmaceutical Company - High Potential

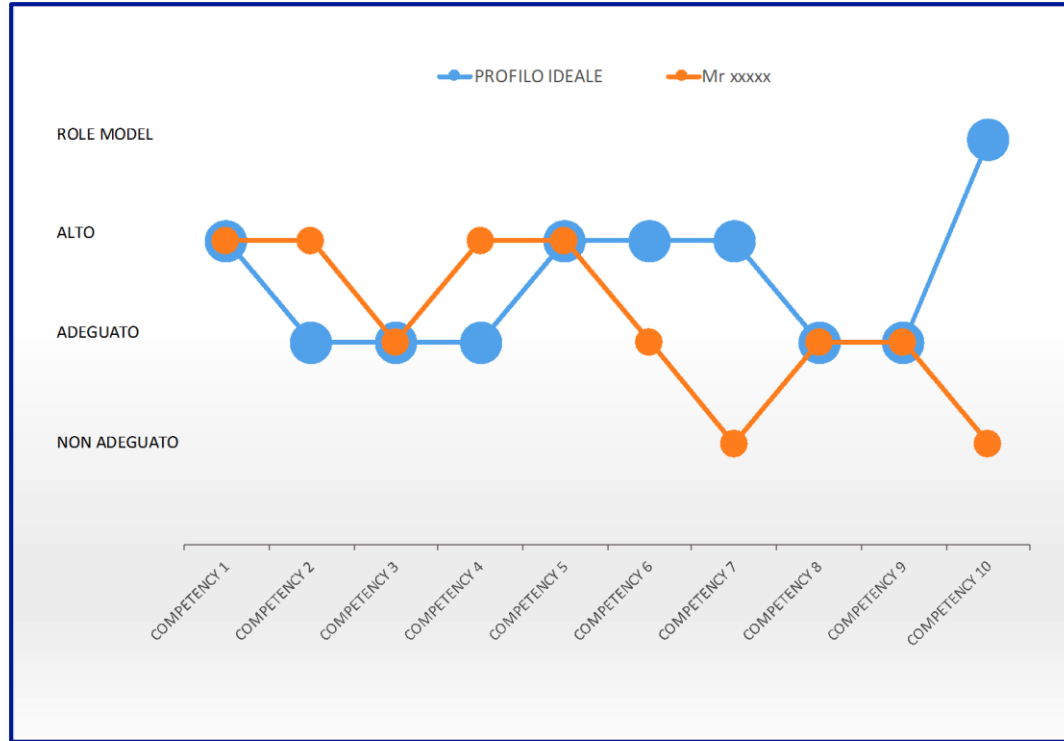


## Output Assessment Individuale





## Output Assessment Individuale





**GRAZIE PER LA VOSTRA ATTENZIONE!**