



DRAGONFLY GROUP

Your Human Resources partner in China

People Assessment

People assessment is an essential part of recruiting and talent development, particularly in China where the cultural and language differences make this evaluation more difficult. DRAGONFLY GROUP consultants have a long experience in people assessment, particularly of Chinese talents.

When to perform an external assessment?

Besides the assessment we do systematically in our Executive Search and Executive coaching, we can also provide people assessment as such. This service is very adequate in the following situations:

- You have already identified one or several candidates for an open position and you want to get an external expert point of view to help you make the best choice.
- You are setting up a new Joint-Venture, and you want to select among the employees of your Chinese partner those who will join the JV.
- You want to favor internal promotion, but based on the potential of your employees
- You have decided to give larger responsibilities to one of your employees, and you want to know what are the areas of development you should pay attention to.
- You are facing relationship problems within your subsidiary or within a department, and you wish to understand and solve the issue.

Interviews

Our Chinese and Western consultants perform in depth interviews. A variety of formats can be used for one to one interviews. We usually recommend the following combination:

- **Biographical Interview**
Candidates are asked to talk about their background, education, career experience and personal interests.
- **Competency Based Interview**
Competency based interviews ensure that selection decisions are based upon the assessment of behaviorally defined skills. Questioning is focused to elicit information, which will enable the assessor to gain data regarding specific competencies. The assessors record and evaluate behavioral evidence obtained in the interview and this allows them to substantiate their selection recommendation objectively. Questioning is

directed toward feelings and reactions in given situations. Because we believe the best predictor of future performance is past performance.

- **Chinese and Western interviewers**

One Chinese consultant and one Western consultant perform the interview assessment, either simultaneously or consecutively. This level of service brings you the dual point of view from the local and international perspectives.

Assessment Tools

Complementary to interviews, Assessment tools can measure an individual on a set of criteria and compare collected answers to a reference of data. They are not tests, in the sense that they are no right or wrong answers; they are questionnaires that help better picture the personality, behavior and preferences of a person. Some are purely descriptive, some open to suggestions of personal development; some are more focused on assessing the suitability for any specific position.

Many assessment tools exist on the market, with different characteristics and reliability. We usually work with the following complementary tools, that have proved very reliable. Other tests are available upon request.

- **The Harrison Assessment**

Validity research on the Harrison behavioral assessment shows a predicative accuracy of greater than 80%. It is generally more accurate than assessment centers that cost thousands of dollars per person. Harrison behavioral assessment measures 156 dimensions (traits) including motivations, personality traits, interests, work values, and work preferences.

It also measures the consistency and therefore the reliability of the individual result obtained ("lie detector"). It is an online test that only takes 20 to 40 mins to complete. Job/Company specific templates can be developed on request. This assessment was designed for recruitment purpose, but is also very useful for personal development.

- **The MBTI (Myers-Briggs Type Indicator) personality inventory** collects your preferences and indicates which one of the 16 personality types you tend to have. It is particularly useful in executive coaching and team coaching.

The MBTI is also a very reliable tool but it only sorts for preferences and does not measure trait, ability, or character.

- **The Profile XT** measures the total person from thinking and reasoning style to behavioral traits and occupational interests.

- **The Profile Performance Indicator** measures behavioral tendencies in the following critical, job-related competencies and provides suggestions for improving performance in productivity, quality of work, initiative, teamwork and problem solving.

- **The Profile Sales Indicator** measures the five key qualities that make successful salespeople: competitiveness, persistence, self-reliance, energy and sales drive.