

Executive Selection Solutions





EXECUTIVE SELECTION SOLUTIONS

Why it matters

Hiring the right talent to lead an organisation is a vital undertaking due to the impact leaders have in driving culture, engagement and overall organisational performance. Employing an executive that is a poor fit to the role and organisation is a costly and painful mistake, especially as organisations grapple with an accelerating talent squeeze, with top performers increasingly evaluating their next move.

Common hiring mistakes can be prevented by establishing an effective and efficient executive candidate evaluation process and working with external partners to expedite time-consuming solutions to help secure the best match.

Hiring an executive is a high-stakes decision that requires objectivity, and science-based insights. Our research-driven selection methodology ensures organisations identify leaders who will not only excel in their roles but also drive long-term success.

Studies show the real cost of a new hire, in terms of time and money, can be more than 50% of a person's salary. And a study from the Australian, quoted in Business Review Australia, revealed a bad hire can cost a business up to 2.5 times the salary of the employee. ¹

50% to 70% of executives fail within 18 months of taking on a role, regardless of whether they were an external hire or promoted from within.²

Three-quarters of executives consider themselves unprepared for a position because of inadequate onboarding processes.³

Much of this is as a result of poor alignment between the executive and the competencies required of the role, as well as companies failing to properly onboard new executives.

By leveraging the latest in personality science, cognitive research, and behavioural analytics, we provide a selection solution that is both rigorous and predictive, enabling organisations to build high-performing leadership teams.

Discover
Understand Strategy,
Unique Business
Challenges and
Context

Assess
Executive
Assessment &
Comparative Data
Analysis

Advice
Stakeholder Debrief
and Reporting

Integrate
Onboarding,
Coaching and
Acceleration
of Executive's
Success

Discover
Understanding
Business Context
& Leadership
Requirements

Before assessing candidates, PBC works closely with stakeholders to gain a deep understanding of the organisation's:

- Strategic goals and challenges
- Organisational culture and values
- Leadership competencies required for success
- Existing competency frameworks and role expectations

Assessment
Multi-Faceted
Evaluation of
Executive Potential

To predict leadership success, PBC employs a range of scientifically validated assessment tools that measure:

- Personality and leadership traits (assessing bright-side, dark-side, and values-driven behaviours)
- Cognitive reasoning and problem-solving ability
- Behavioural tendencies in leadership scenarios
- Interpersonal and decision-making styles

Advisory
Data-Driven Insights for
Informed Decision-Making

Following the assessment phase, PBC consolidates the data into a comprehensive candidate evaluation report. This includes:

- Personality and cognitive fit with leadership role
- Leadership style, potential derailers, and values alignment
- Competency alignment based on organisational requirements
- Strengths and development areas
- Behavioural interview insights and recommended probing questions.

Integration
Ensuring Leadership
Success Post-Hire

Effective executive selection does not end with hiring. PBC supports organisations in onboarding, coaching, and accelerating the integration of new leaders. Research shows that:

- One-third of companies do not have a structured onboarding process
 - 69% of employees who experience positive onboarding stay for at least three years
 - Standardised onboarding increases new hire productivity by 50%.
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EXECUTIVE SELECTION

Our Approach to the Successful Integration of C-Suite & Executive Selection

In addition to traditional hiring methods that focus on industry experience and qualifications, our approach evaluates underlying leadership potential. Research confirms that technical skills account for only a fraction of leadership success, whereas factors such as strategic thinking, adaptability, and interpersonal effectiveness play a greater role.

1. Evidence-Based Decision Making

An approach backed by science ensures that every selection decision is backed by robust data rather than intuition, bias or subjective judgement.

2. Multi-Faceted Candidate Evaluation

Combining personality assessments, cognitive tests, behavioural interviews, and business simulations provides the most comprehensive picture of executive potential.

3. Predictive Validity for Long-Term Success

Scientifically validated assessments not only predict job performance but also identify leadership derailers and motivations, ensuring a greater likelihood of long-term success.

4. Strategic Onboarding and Development

Beyond selection, PBC partners with organisations to ensure executive integration and leadership effectiveness, reduce failure rates and accelerate time to impact.

DISCOVER

Understanding the Business Context and Challenges

Understanding the business and the challenges leaders would need to navigate is crucial for aligning the right talent.

The Discovery phase identifies the critical requirements for the executive success profile. We are deliberate in obtaining relevant information such as strategy, business ecosystem, organisational performance, culture, and key challenges, as well as competencies required for the position.

ASSESS

Deploy World-Class Assessments to Understand the Impact of Personality Preferences, Cognitive Ability and Reasoning Style on Organisational Performance, Capabilities, Challenges and Drivers

As leaders progress through their careers, having the right qualifications or industry experience becomes less of a differentiator. To ensure that the leaders you have in place are the right fit for what the business needs, it is critical to understand the person, not just their experience.

The most common reason for leader failure is an inability to build relationships and create a high performing team. Evidence based personality assessments help identify leadership potential, values alignment and even candidate risk early in the selection process.

Assessing Boards

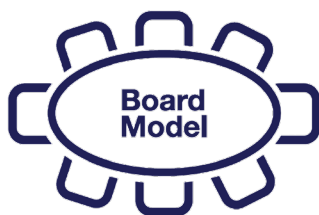
The Board Assessment is designed to evaluate competencies that have been identified as important for board effectiveness, offering a structured tool for boards to receive feedback on their performance. The model underpinning this assessment is structured around three pivotal areas:

Performance - the board's capability to achieve deliverables and results

Culture - standards of behaviour and values that impact how the board works together to achieve their objective

Oversight - critical factors important for the current and future success of the organisation

The Board Assessment can be customised to your specific needs as we understand not all Boards are the same.



PERFORMANCE

Results
Employees
Customers
Operations

CULTURE

Diversity
Relationships
Meetings
Accountability

OVERSIGHT

Governance
Strategy
CEO/Executive
Succession Planning
Board Capability
Financials

Best practice approach for any assessment intervention:

1. Understanding of the role to be assessed and understanding of the end user's requirements.
2. Managing the end-to-end administration of all assessments which are completed by candidates in an online format. Assessment results are collected and collated.
3. Depending on the end user requirements, either off-the-shelf or customised reporting specific to the role requirements are provided.
4. The selection debrief will include an overview of each candidate's strengths and development opportunities and how their assessment results are aligned with the requirements of the role and the organisation.

HPI

Hogan Personality Inventory (HPI)

'The Bright Side of Personality'

A predictor for characteristic day-to-day behaviours that concern important components of all job roles. The HPI provides systematic information on personality strengths and weaknesses and helps you understand how your candidate will lead and work with others.

HDS

Hogan Development Survey (HDS)

'The Dark Side of Personality'

Explores the characteristic ways in which a candidate responds to increasing pressure, stress, or insecurity, and the way they impact others as he or she overuses coping behaviours. From this perspective, the HDS predicts behaviours that can lead to career/leadership derailment.

MVPI

Motives, Values, Preferences Inventory (MVPI)

'The Inside of Personality'

Explores the core values and goals at the centre of a candidate's identity. Values dictate what the individual is likely to encourage and pay attention to when working with others, as well as the type of environment and culture they will promote as a leader. From this perspective, the MVPI predicts individual fit with a career, team and organisation.

HBRI

Hogan Business Reasoning Inventory (HBRI)

The first measure of reasoning ability designed to predict real-world performance, the HBRI evaluates two kinds of problem solving: Quantitative Reasoning, which involves working with mathematical and spatial information to solve problems; and Qualitative Reasoning, which involves working with data visualisation, logic, and verbal information to solve problems. Understanding a candidate's reasoning style allows you to identify their problem-solving style and identify areas for development.

APM

Raven's Advanced Progressive Matrices (APM)

Measures of general mental ability (GMA) are one of the strongest predictors of on-the-job performance success. Raven's Progressive Matrices is a widely known and highly-trusted assessment designed to measure a candidate's ability to perceive and think clearly, make meaning out of confusion, and formulate new concepts when faced with novel information.

IV

Structured Behavioural Interview

A structured interview designed to gather information regarding the candidates' ability to demonstrate key competencies required for the role. Interview questions target potential opportunities for development as highlighted from the personality assessments and assess the candidate's level of self-awareness and experience in successfully leveraging their strengths and managing their weaknesses. Interview questions are also informed by the client's capability framework, position descriptions, and any other relevant information.

BSM

Business Simulations

Our multi-faceted business simulations are designed to replicate real-world job activity, including case studies, stakeholder roleplays, and direct-report roleplays. These simulations allow candidates to demonstrate the capabilities required in a potential role and provide opportunities to demonstrate how well they are able to manage their natural behavioural tendencies in challenging environments.

ADVISE

Data Analysis and Consolidation highlighting the Candidate's Fit for Role

An important stage of executive selection is providing key stakeholders with a comprehensive report and in-depth debrief on the candidate's assessment results, and discussing key themes.

Through consolidating data from the executive's personality profile, cognitive performance and interview responses, these provide a holistic understanding of their potential for success.

We encourage discussion of the candidate's strengths and fit-for-role, as well as potential areas for development and blindspots in relation to the role and business context.

Whilst the insights captured through the comprehensive reports form the basis of the debrief, we encourage you to use the Selection Panel Debrief sessions to probe, ask questions and offer your reflections to ensure that you have all the information you need to make the best decision.

We recommend involving all key stakeholders in the session to ensure we address how the candidate is likely to interact with other personality types and various aspects of their potential work environment. This may include Board representation.

Custom Reporting Elements

Personality Overview:

Detailed descriptions of how the candidate is likely to behave and lead day-to-day, how they may respond to increasing stress, pressure or insecurity, and how their core values and motivations underpin their approach to leadership.

Cognitive Ability:

An overview of their ability to solve novel and complex problems, their level of critical reasoning, and their business reasoning style.

Competency Alignment:

Drawing from the battery of assessment data, the candidate's alignment to the competencies and values critical for success are summarised with the aid of a simple traffic light visual.

Strengths and Watchouts:

Drawing from the results of the assessments, key strengths and watchouts are highlighted.

Behavioural Interview

Questions:

A number of behavioural based questions designed to assist you in exploring areas of concern.

Executive Interview Summary:

An interview conducted by an Organisational Psychologist to deepen understanding of how well candidates leverage likely strengths, manage potential derailing behaviours, and lead teams to achieve success.

Business Simulation Summary:

A summary of the key findings from the business simulation, describing how they leverage and manage their behavioural tendencies in order to demonstrate the competencies relevant to the role.

INTEGRATE

Transition Coaching accelerates Integration and Performance during Onboarding into the Role

Over one-third of companies do not have a structured onboarding process. The focus of onboarding is often orientation, instead of the long-term productivity and success of the executive. Poor onboarding is a major cause of employee turnover, which can cost a company 100-300% of the executive's salary in total.¹

From an employee perspective, 69% of employees who have a positive onboarding experience are more likely to remain with the employer for three years.² Companies that focus on onboarding retain 50% more new employees than companies that don't. Standardised onboarding also results in a 62% increase in productivity.³

Giving employees the best chance at future success requires not only a rigorous assessment phase, but a thorough onboarding program including transition coaching and performance measurement.

Coaching successful executive candidates to identified development areas is a natural next step to accelerate new starter growth and on-the-job success. PBC's expert coaches work with Executives as their designated onboarding coach to ensure a successful transition.

1. SHRM 2. SHRM 3. Harvard Business Review

Assessment Debrief

Newly appointed executive is debriefed on their assessment results from the selection process and considers how these results will impact the transition into their new role.

1:1 Transition Coaching

Coach helps new appointee identify the behaviours that will be strengths in their new role and strategies to manage derailers. These are documented in a development plan.

We recommend a series of 1:1 coaching to accelerate the transition into their new role and set them up for success in the first 90 days

Measure Return on Investment

New appointee participates in a 360 performance evaluation process during probation to measure perception across stakeholders, inform probation decision, and support ongoing self-awareness



Use the **Hogan 360** to measure and develop your people at every level. The Hogan 360 powered by PBC is a comprehensive multi-rater feedback tool designed to help career-minded individuals and leaders at any level of an organisation gain a better understanding of how they are perceived by managers, peers, direct peers, direct reports, and others.

PACKAGE OFFERINGS

OFFERING	TIER 1	TIER 2	TIER 3	TIER 4	TIER 5
DISCOVER					
Business Context & Review of Position Description	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Key Stakeholder Consultation			<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
ASSESS					
Hogan Personality Assessments (HPI, HDS, MVPI)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Hogan Business Reasoning Inventory (HBRI)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Ravens Advanced Progressive Matrices (APM)			<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Business Simulation, Role Plays, Case Studies				<input type="radio"/>	<input checked="" type="radio"/>
Structured Behavioural Interview					<input checked="" type="radio"/>
ADVISE					
Selection Panel Debrief (Board alignment)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Competency-based Interview Guide Questions		<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Custom Summary Report			<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
INTEGRATE					
Candidate Feedback Session & Development Report	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
Coaching including Hogan 360 feedback (additional costs apply)				<input type="radio"/>	<input checked="" type="radio"/>

Packages are suggestions only, and can be customised accordingly

About Peter Berry Consultancy (PBC)

Peter Berry Consultancy (PBC) is a global leadership advisory firm grounded in the science of personality and organisational psychology. We combine rigorous psychometrics with expert consulting to deliver deeper insight into human behaviour at work.

Through evidence-based diagnostics, research, consulting and coaching, we help organisations make better decisions about talent; strengthening leadership, improving team performance, succession planning and enabling sustainable organisational success.

PBC is the developer of proprietary diagnostic tools, including the Hogan 360 Suite, and is an authorised distributor of Hogan Assessments.

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