

EvaleX Business Simulation



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WHAT IS EVALEX BUSINESS SIMULATION

EvaleX Business Simulation (EBS) is an on-line, cloud based Assessment Centre requiring candidates to complete six Management Simulations in order to assess Management Competence, Emotional Maturity and Thought Leadership. EBS is an assessment technology based on extensive research with a predictive validity of 0,60.

A lack of leadership capacity is probably the biggest risk your organisation may experience, preventing it from moving into the future, responding to market changes and competitor behaviour.

Organisation and Management Technology's (OMT) EvaleX Business Simulation assists your organisation in identifying leadership potential, mapping your talent pipeline, producing a talent strategy for each leader and developing a leadership development framework for your organisation.

The EBS solution synthesises Leadership Competence, Thought Leadership, Personality and Styles (optional with EvaleX Psychometrics), Experience and Performance into a Talent Classification and leader utilisation strategy.

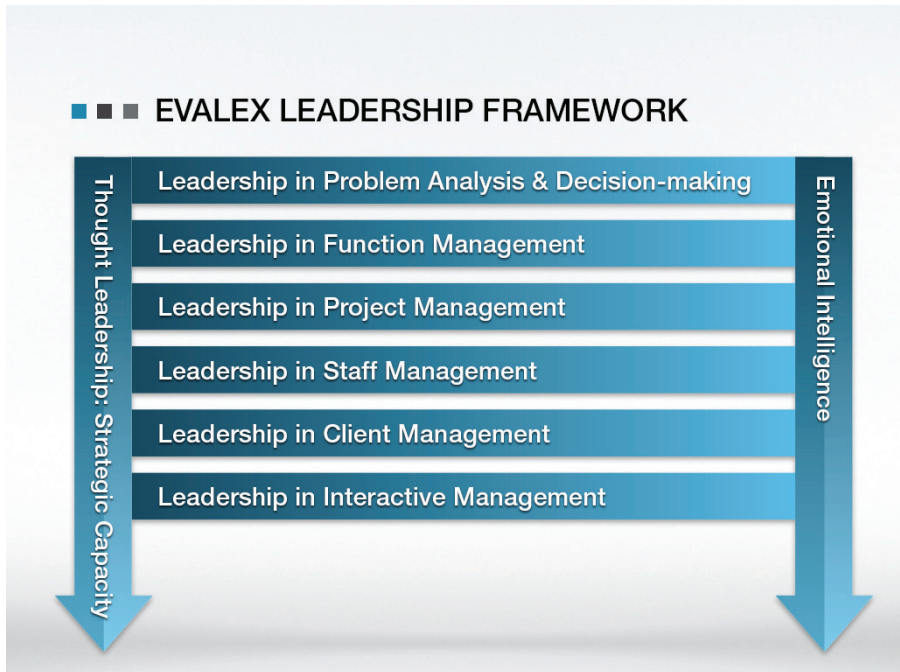
The EvaleX Business Simulation is a powerful solution enabling you to gather comprehensive talent intelligence on each leader in your company and through our advanced talent management software transform that into talent analytics providing a rich tapestry of information:

- At an individual level:
 - Talent strategy for each leader.
 - Development plans for each leader.
 - Talent fit to current role.
 - Talent fit to future roles.
 - Development plan to move from current to future role.
- At a corporate level:
 - Information on the quality and depth of talent at each level of management enables identification of which levels of management are either at risk or conversely well stocked with talent.
 - Your company's talent pipeline benchmarked against other organisations locally and globally.
 - Informs the corporate leadership development strategy as to leadership development priorities.

PHILOSOPHY

OMT research over the past 15 years into “high performance teams” and what defines a “high impact corporate leader” has lead to a taxonomy that to be effective, the leader needs to be able to deal effectively with 6 critical management situations.

They are as follows:



A later section will provide more information on each Simulation / Situation. As a completely on-line solution is required, with no interaction with an assessor, one of the simulations, namely Interaction management has been dropped from the package. Interaction management can be assessed during one of the other opportunities during the employment process, such as the Interview.

THE RESEARCH

Organisation and Management Technologies (OMT) does extensive research on a continuous basis to define the competencies associated with leadership performance and career velocity.

Research has indicated a correlation of 0,60 between leaders' performance in the EvaleX Business Simulation and actual career progression, based on a sample of just over 3,500 leaders from across multiple industries, more than 800 companies, more than 80 countries and 5 levels of management.

SIMULATIONS VERSUS PSYCHOMETRICS?

At the outset we would like to confirm OMT's philosophy of an holistic approach in doing both Assessment Centre simulations and the normal Psychometrics such as Personality and Cognitive tests.

However, when candidates do psychometrics, valuable information is obtained about their cognition and behavioural tendencies. But that is what it remains: tendencies and signs of behaviour rather than samples of behaviour. There are a few facets to this comparison, so let's run through them.

Firstly, when doing psychometrics, as an example a personality test, the candidate's experience as to the relevance of the questionnaire to the job requirements is quite removed, whilst when doing work simulations as during an assessment center, the experience is far more immersive and real in terms of actually doing the job they are considered for.

In doing a personality, styles and motives questionnaire the candidate indicates which statements are more descriptive of themselves, but it remains a self report and simply a propensity to act in a specific way. In the EBS simulations, actual behaviour and performance is measured against real business issues and time lines.

It just makes so much more sense to allow the candidate to actually do the job they are being considered for in a virtual-life situation such as a simulation, experiencing the actual daily leadership challenges, but without the risk of actual consequences of negative outcomes.

The candidate's interaction with such a real organisational / business leadership challenge reveals a whole lot more about the candidate than Psychometrics ever can in terms of leadership competence.

Is this true?

The proof lies in the research. Assessment center performance correlates significantly higher with job performance than personality tests do. Further, assessment center performance correlates significantly with potential for more complex work, where with personality dubious correlations are found. Ask any personality test provider to supply you with verified research data showing a correlation between test results and level of position a candidate can perform effectively at. Personality tells us how a person may behave in a particular situation or role, but not their potential for more challenging tasks. The EBS simulations tell us exactly how the candidate will perform, as actual performance was measured and will indicate potential to function at more senior and complex roles.

The power that an assessment center simulation has over a personality questionnaire is that personality is self report, but in responding to an AC challenge through the simulation, the candidate's response, the solutions s/he fashions is a projection of Intellect, Management style, Thought processes, Values and so forth. It is a projection of themselves onto the canvass of the problem from where a trained assessor can derive so much more.

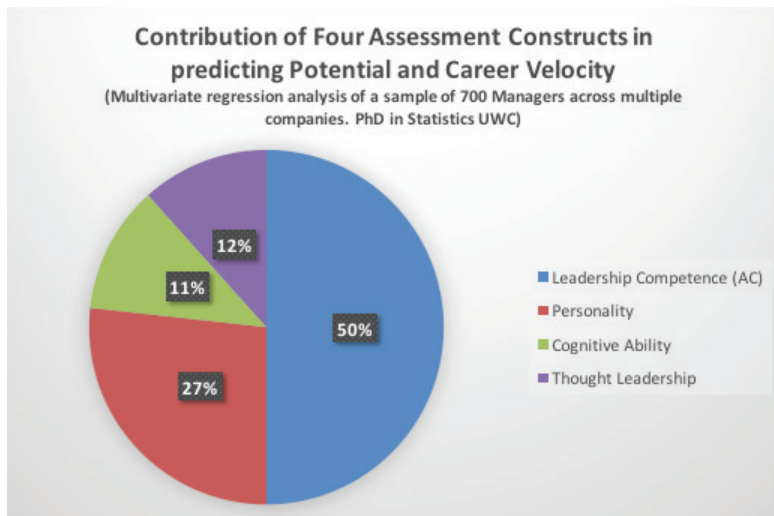
Management Simulations provide more powerful insights as to how the person will behave and perform once in the job.

Finally, the predictive validities that research has delivered from studies across the globe have shown Assessment Center technology and simulations to be far superior to psychometric tools. Assessment Center simulations are far more accurate in predicting future performance than both cognitive and personality tests.

Would you rather have an indication of the possible competence an individual may exhibit, or a performance test of actual competence?

The graph below shows the relative contribution of the constructs normally assessed in most assessment batteries, namely Leadership Competence (Simulations), Thought Leadership (EBS), Cognitive and Personality in predicting potential for more complex roles.

The results are based on a sample of 700 managers across more than 400 companies, 86 countries, most industries and 5 levels of work.



Both Leadership Competence and Thought Leadership are assessed in the EvaleX Business Simulation. Our clients can always choose to add Cognitive and Personality tests.

However, the power of the EBS (50%) in predicting Potential is clear and is superior to Personality (27%) and even Cognitive (11%)

FIVE MANAGEMENT SITUATIONS

Decision Effectiveness

Decision-effectiveness is the bedrock in moving an organisation to a High Performance organisation, a manager to a High Impact Corporate Leader (HICL) a businessperson to a High Impact Entrepreneurial Leader (HIEL).

In corporate life as in individual careers, there are a number of strategic decisions that materially effect the direction and determine the prosperity of a company or individual.

In reality, managers and organisations will not succeed at getting all these decisions right, but the high performance organisation as for the high impact leader get have a track record of making fewer mistakes.

At these crossroads, where key decisions have to be made that will steer an organization or career in one direction or another, with often irreversible consequences, rigorous analysis is required and the correct solutions need to be fashioned.

Decision effectiveness however is a complex concept where multiple cognitive processes need to synchronize in a harmonious orchestration to produce decisions that will stand the test of time.

Sadly, not all people are equally effective in analysing problems and making decisions. It is therefor critical for organisations to ensure that managers who are appointed to key positions have this ability and for managers to understand their own decision-making processes so as to develop and improve these.

Decision Effectiveness is a simulation carefully designed to assess and evaluate the processes involved in problem analysis and decision making which combine to determine decision effectiveness.

General Management

General Management is one of the key situations in the OMT Simulation Package that leaders need to deal with. Every day we spend hours in our e-mail system responding to incoming mails. This is the epicentre from where the leader manages the total function or process s/he is responsible for. This is called General Management as it refers to dealing with all the general issues on a day-to-day basis, but also the vehicle for determining the strategic direction of the function.

The simulation consists of 10 e-mails. In this situation, leaders are required to respond to the issues entering their space. They need to Understand, make Judgment calls, Initiate action, Delegate to staff, and in so doing demonstrate Business acumen, Emotional maturity, Creativity and innovation. The leader's behaviour is observed and translated into a "Competence" score and benchmarked against 8,000 other leaders.

The scores achieved will indicate the level of work that the candidate will be able to function at. A direct correlation exists between performance in this exercise and the level of position that somebody can effectively function at.

Strategy Translation / Implementation

Considering organisational performance, change to existing organisational dynamics in terms of client, staff and process behaviour is achieved through the implementation of new initiatives, strategies, products, and processes.

Whilst the feasibility of the business unit strategy is critical, the translation of strategy into business and project plans are more decisive in determining effective organisational change.

The main vehicle through which we channel and implement these new initiatives are business and project plans. Most companies have at any given point of time a plethora of projects. These need to be managed effectively for change to take place.

In this simulation, the candidate is given a strategic goal and has to translate that into a comprehensive business plan to a level of detail that it can immediately be operationalized.

Research has indicated that those achieving high scores in this simulation have manifested the level of competence in Strategy Translation normally associated with senior management positions.

Those achieving lower scores have manifested the level of competence normally associated with junior management positions.

Staff Management

Managing "Human Capital" is a key ingredient to building a "high performance" organisation. During this simulation, the candidate has to respond to a number of Human Resource and Staff issues and his/her performance measured and compared to 8,000 other leaders. The scores achieved will indicate the level of work that the candidate will be able to function at. A direct correlation exists between

performance in this exercise and the level of position that somebody can function at.

Those achieving high scores in this simulation have manifested the level of competence with dealing with people issues normally associated with senior management positions.

Those achieving lower scores have manifested the level of competence normally associated with junior management positions.

Client and Stakeholder Management

Managing “Client Capital” is another key ingredient to building a “high performance” organisation. During this simulation, the candidate has to respond to a number of Client / Stakeholder issues and his/her performance is measured and compared to 7,000 other leaders. The scores achieved will indicate the level of work that the candidate will be able to function at.

Those achieving lower scores have manifested the level of competence normally associated with junior management positions.

Those achieving high scores in this simulation have manifested the level of competence in General Management normally associated with senior management positions

CONSTRUCTS ASSESSED

Constructs refer to dimensions and constructs assessed across a range of management simulations in order to derive a conclusion based on multiple data points.

Management Competence

The leader’s response to the Organisational and Business issues presented is analysed according to 14 defined management competencies. The performance achieved in each is compared with a database of 8,000 managers across 23 countries and approximately 1,000 organisations. The performance in each of the competencies is then combined through a researched based algorithm to provide an overall performance score for Competence.

Research has indicated that those achieving high scores have manifested the level of competence normally associated with senior management positions.

Those achieving lower scores have manifested the level of competence normally associated with junior management positions.

Emotional Maturity

A leader's response to all the simulation and case studies is influenced by his/her level of Emotional Maturity. The leader's response to between 25 and 30 business and organisational issues is analysed in terms of the degree and nature of manifestation of Emotional Maturity and a final score for this construct derived. The Emotional Maturity so derived is a more direct and objective measurement than which is obtained through EQ self report questionnaires. The reason is that the actual manifestation of Emotional maturity is measured not the promise of Emotional Maturity.

Research indicates that those functioning at more senior levels of management exhibit higher levels of Emotional Maturity than those at the lower levels.

Thought Leadership

This construct is measured across a number of management simulations. For each response made during the OMT Simulations, in most assessments between 70 and 100, the underlying thought process was measured. When averaged across all responses within a simulation and then averaged across all simulations, an average level of functioning can be derived. This level is then compared with the database of 8,000 leaders in the database to derive a "percentile-rank".

Extensive research across multiple organisational, Industry and Country contexts have indicated the score (degree of strength or manifestation) required to function successfully at a given level of complexity.

Those achieving lower scores have manifested the level of competence normally associated with junior management positions.

Those achieving high scores in this construct have proved their ability in dealing with the work at higher levels of complexity normally associated with increasingly senior management levels.

Organisation and Planning Management

This construct is measured across a number of management simulations. This construct refers to competencies related to organising and planning activities and projects.

Those achieving lower scores have experienced problems with Delegation, Task Structuring and Project Design. Those achieving high scores in this construct have proved their ability in effective Delegation, Task Structuring and Project Design.

Productivity and Output

This construct is measured across a number of management simulations.

Those achieving lower scores have manifested the work output and productivity normally associated with more junior management positions. Those achieving high scores in this construct have exhibited a level of productivity and output in line with the volume and demands of work required in more senior positions.

Business Acumen, Creativity and Innovation

This construct is measured across a number of management simulations.

Those achieving very low scores demonstrated a very bland, re-active response to the issues they had to deal with. Those achieving high scores in this construct have manifested stronger Business Acumen and Creativity than others. They exhibited a better understanding of business dynamics and showed an ability to add original ideas to the solution development process.

Managerial Insight and Understanding

This construct is one of the most critical determinants of potential, talent and career velocity. It is measured across a number of management simulations. Research has shown a particularly strong correlation between this construct and the ability to function at ever increasing levels of complexity.

Those achieving high scores in this construct show a level of insight into and understanding of a range of business and management issues normally found in those at more senior levels of management and exhibit sound judgement in terms of the response that they fashion to deal with the issue. Those achieving very low scores will find it difficult to deal with higher levels of complexity normally found in senior management roles.

ASSESSMENT OPTIONS

Assessment Options	EBS Pinnacle (i) Senior + Execs:	EBS Pinnacle Senior + Execs:	EBS Meridian: Staff Middle Management	EBS Meridian: Client Middle Management	EBS Meridian: Project Middle Management	EBS Core Junior Management
Decision Effectiveness	DE	DE	DE	DE	DE	DE
General (Function) Management	GM	GM	GM	GM	GM	GM
Strategy Translation / Project Management	PM	PM			PM	
Client Relationship Management	CRM	CRM		CRM		
Staff Management	SM	SM	SM			
Interaction Management	IM					

EBS Pinnacle (i)

The requirement is for **Senior Management + Executives** to have a minimum level of competence in order to deal effectively with the following key events and situations in their role:

- Leadership in Decision Effectiveness
- Leadership in General (Function) Management
- Leadership in Strategy Translation / Project Management
- Leadership in Staff Management
- Leadership in Client Relationship Management
- Leadership in Interaction Management

EBS Pinnacle

The requirement is for **Senior Management + Executives** to have a minimum level of competence in order to deal effectively with the following key events and situations in their role:

- Leadership in Decision Effectiveness
- Leadership in General (Function) Management
- Leadership in Strategy Translation / Project Management
- Leadership in Staff Management
- Leadership in Client Relationship Management

EBS Meridian

The requirement is for **Middle level managers** to have a minimum level of competence in order to deal effectively with the following key events and situations in their role:

- Leadership in Decision Effectiveness
- Leadership in General (Function) Management
- Leadership in Client Relationship Management
- Leadership in Staff Management

EBS Meridian (Staff, Client and Project)

This solution includes three simulations, namely decision effectiveness and general management +:

- **Meridian Staff:** Staff management for those leaders who manage staff.
- **Meridian Client:** Client relationship management for those leaders who manage clients.
- **Meridian Projects:** Project management for those leaders that manage projects.

EBS Core

Where there is an opinion that the full range of simulations is not required, the minimum level assessment in order to consistently accumulate talent information on all managers is the Core option.

This option focuses on the foundational competencies required in the two core modules of the EBS solution namely decision making and function management.

- Leadership in Decision Effectiveness
- Leadership in General (Function) Management

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