

# Individual and team assessment and development

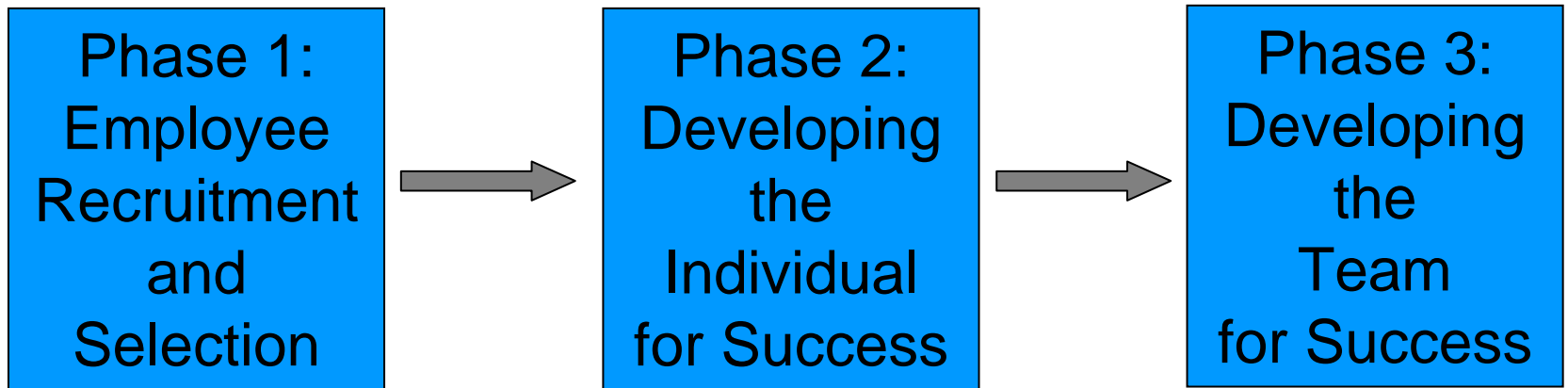
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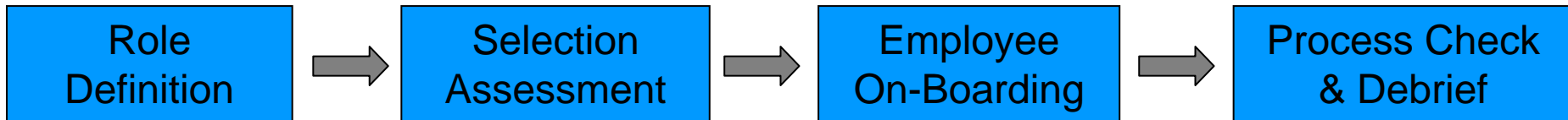
Dattner Consulting, LLC

# Human Capital Management Process Overview for Phases 1, 2 and 3



# Human Capital Management Process

## Phase 1: Employee Recruitment and Selection



*Along with key stakeholders:*

- Define tasks, responsibility, authority
- Determine competencies for success
- Develop comprehensive job description
- Design recruiting and staffing strategy

*Leverage role definition to:*

- Design accurate assessment process
- Administer assessment battery and conduct structured interview
- Train interviewers for accurate and legal interview techniques and content

*Partner with stakeholders and new employee to:*

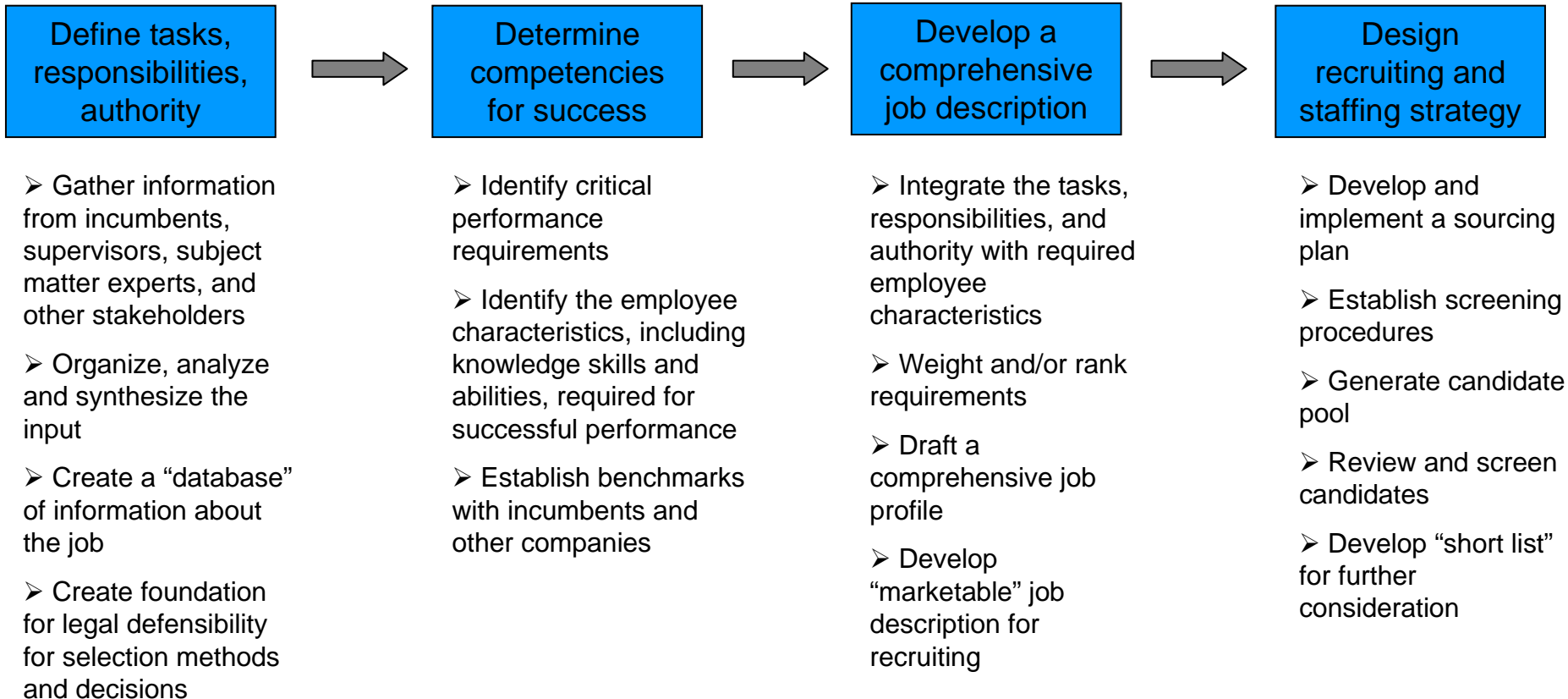
- Design developmental on-boarding plan via assessment results
- Draft an employee “user’s manual”
- Coach employee through the first 90 days

*Assemble team and all participants to:*

- Review the process steps taken in Steps 1-3
- Develop a list of key insights and best practices
- Evaluate/improve phase 1 and prepare for phases 2 & 3

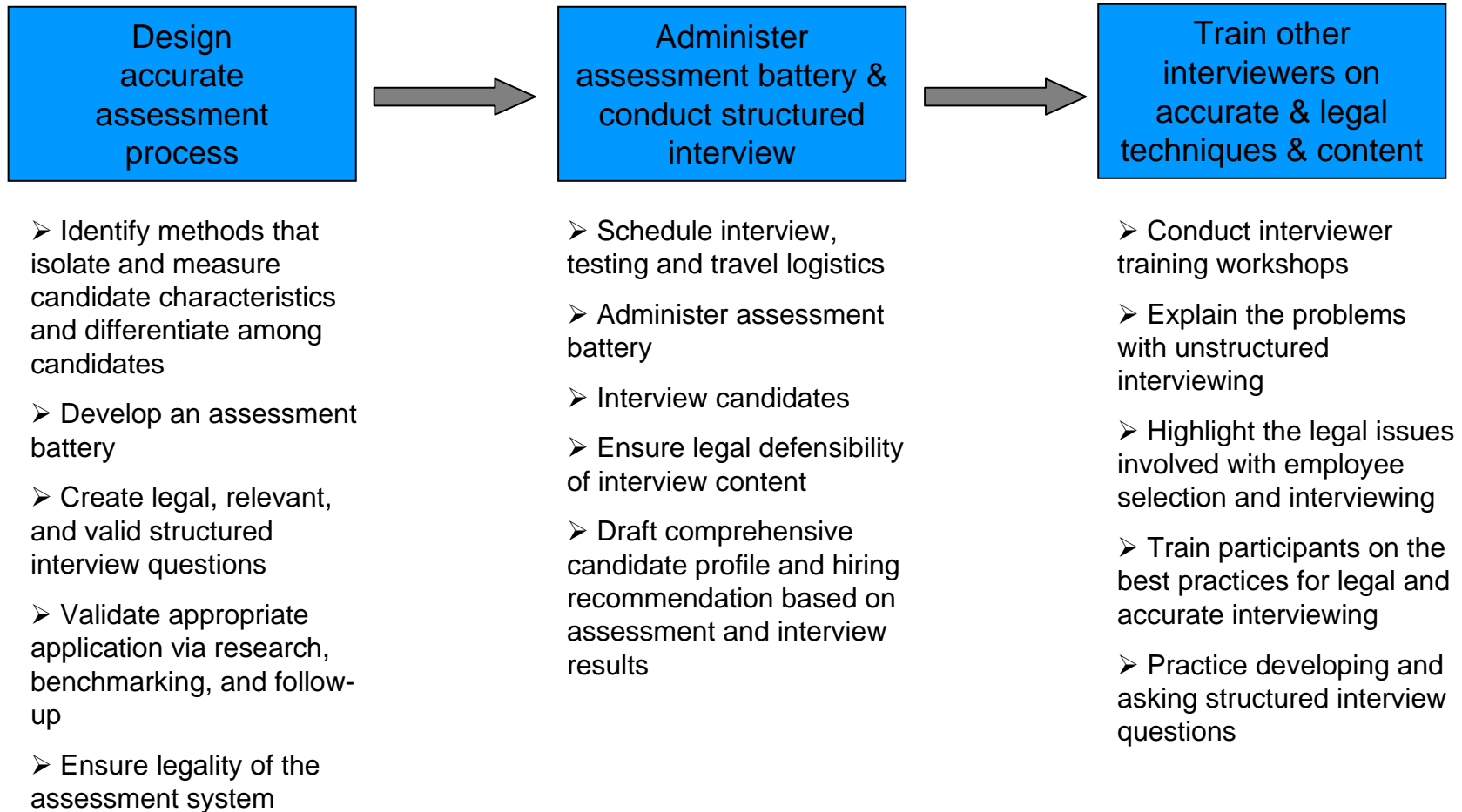
# Human Capital Management Process Phase 1

## Step 1: Role Definition



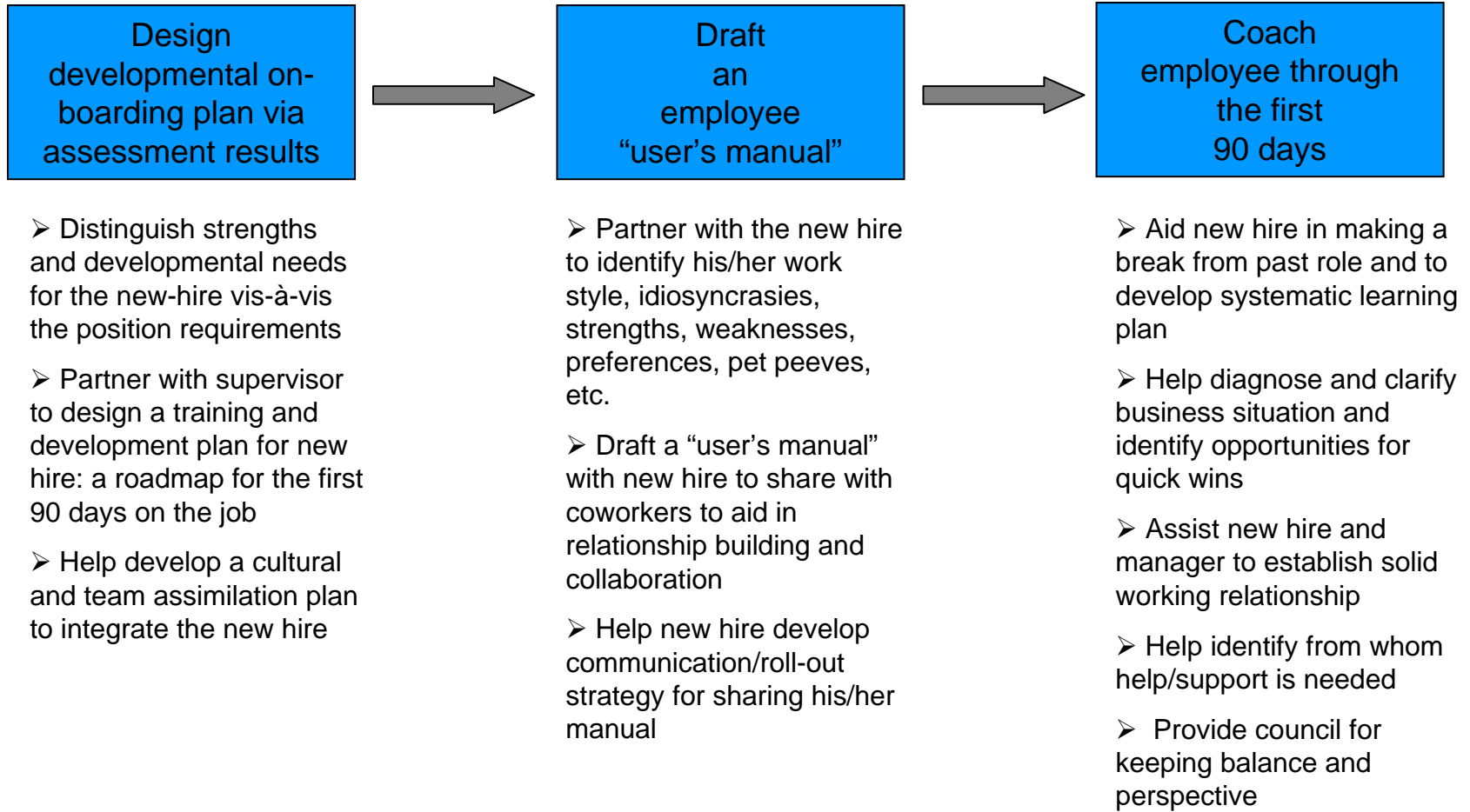
# Human Capital Management Process Phase 1

## Step 2: Selection Assessment



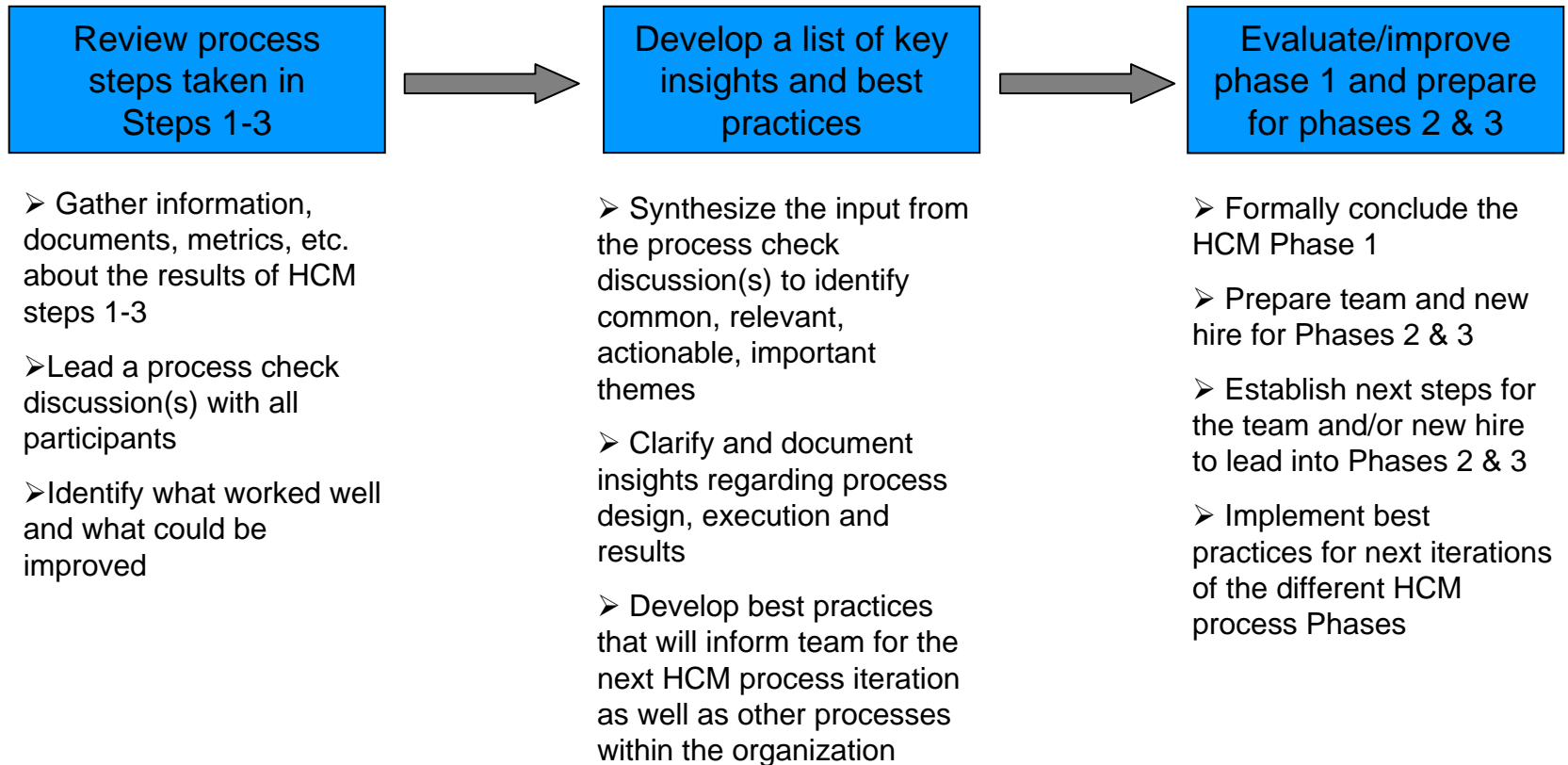
# Human Capital Management Process Phase 1

## Step 3: On-Boarding

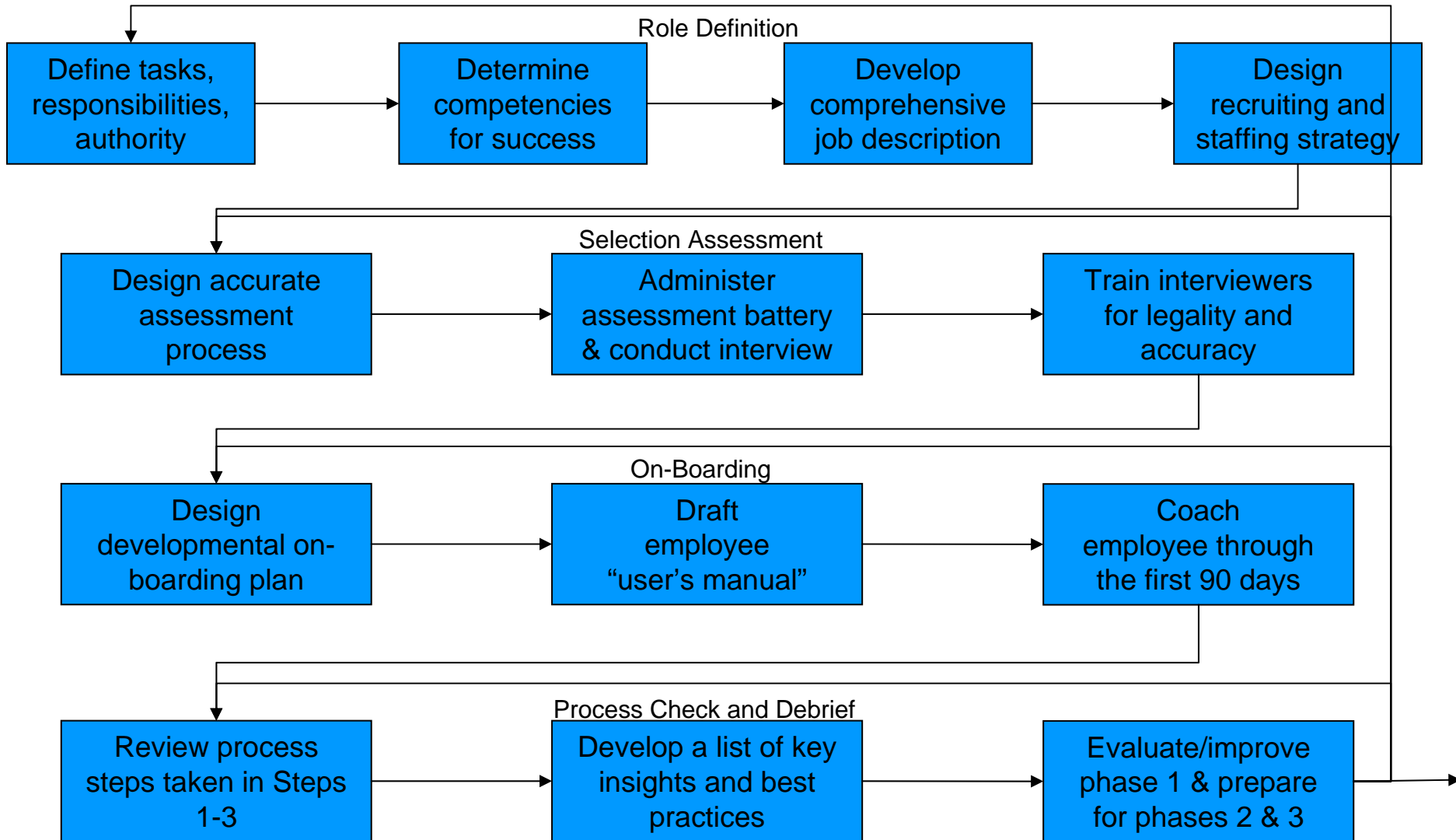


# Human Capital Management Process Phase 1

## Step 4: Process Check and Debrief

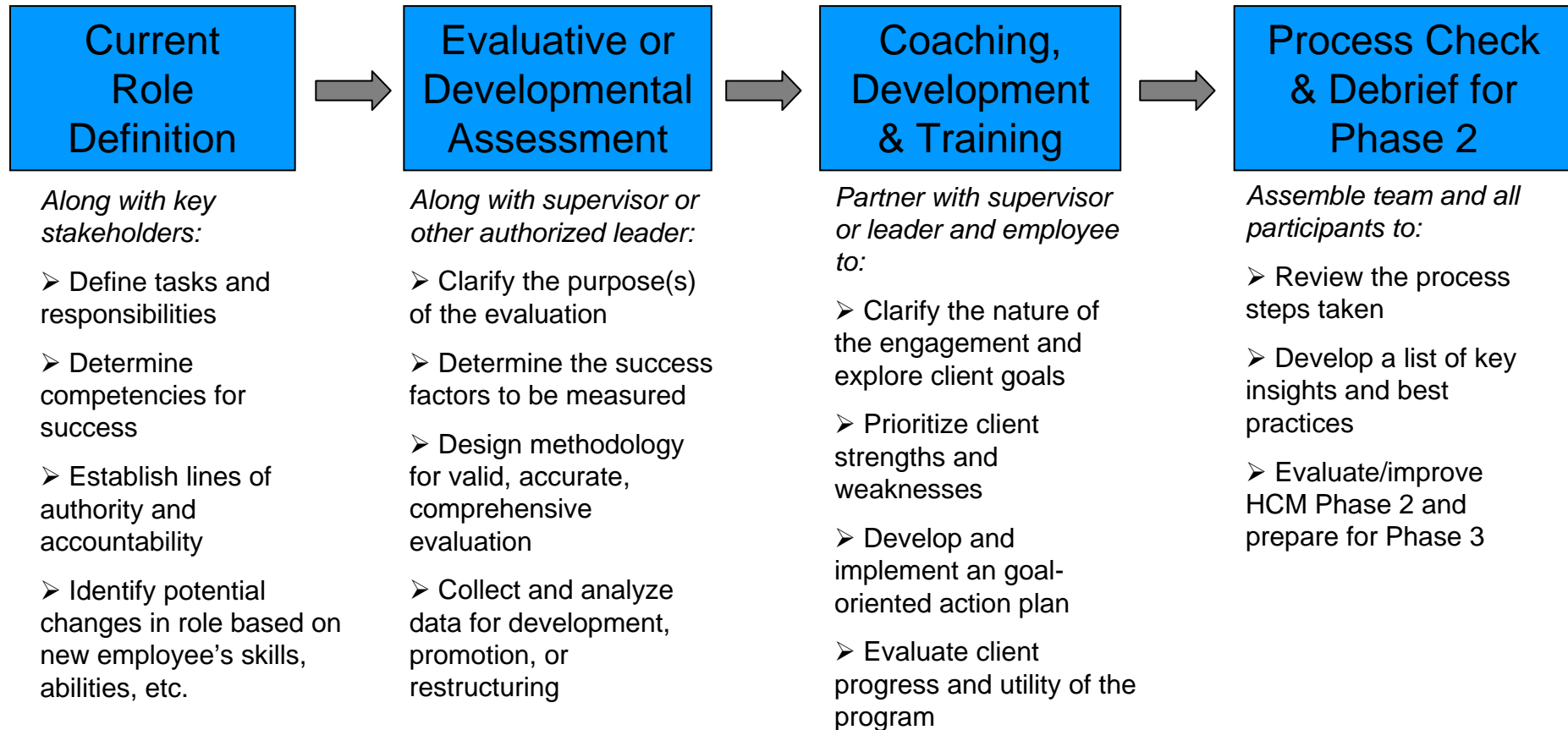


# Human Capital Management Phase 1



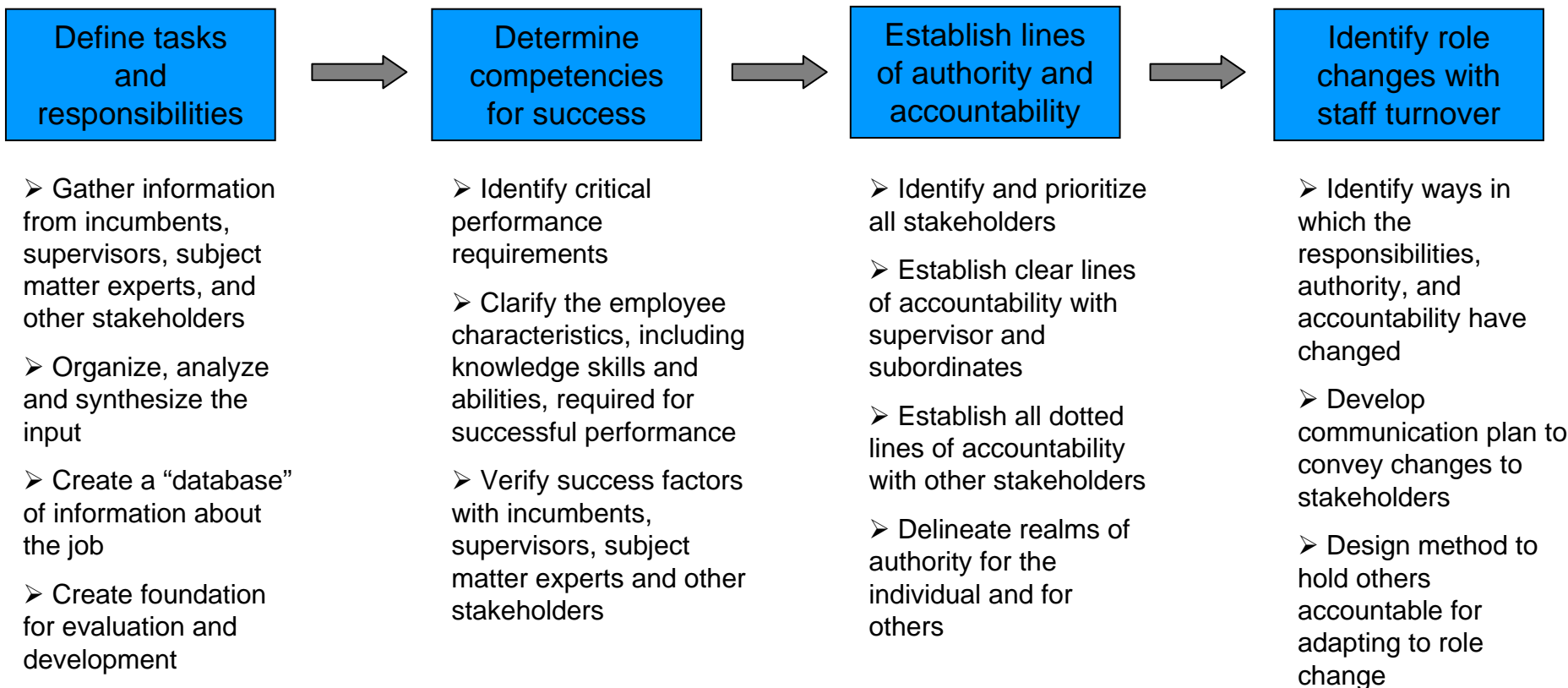
# Human Capital Management Process

## Phase 2: Developing the Individual for Success



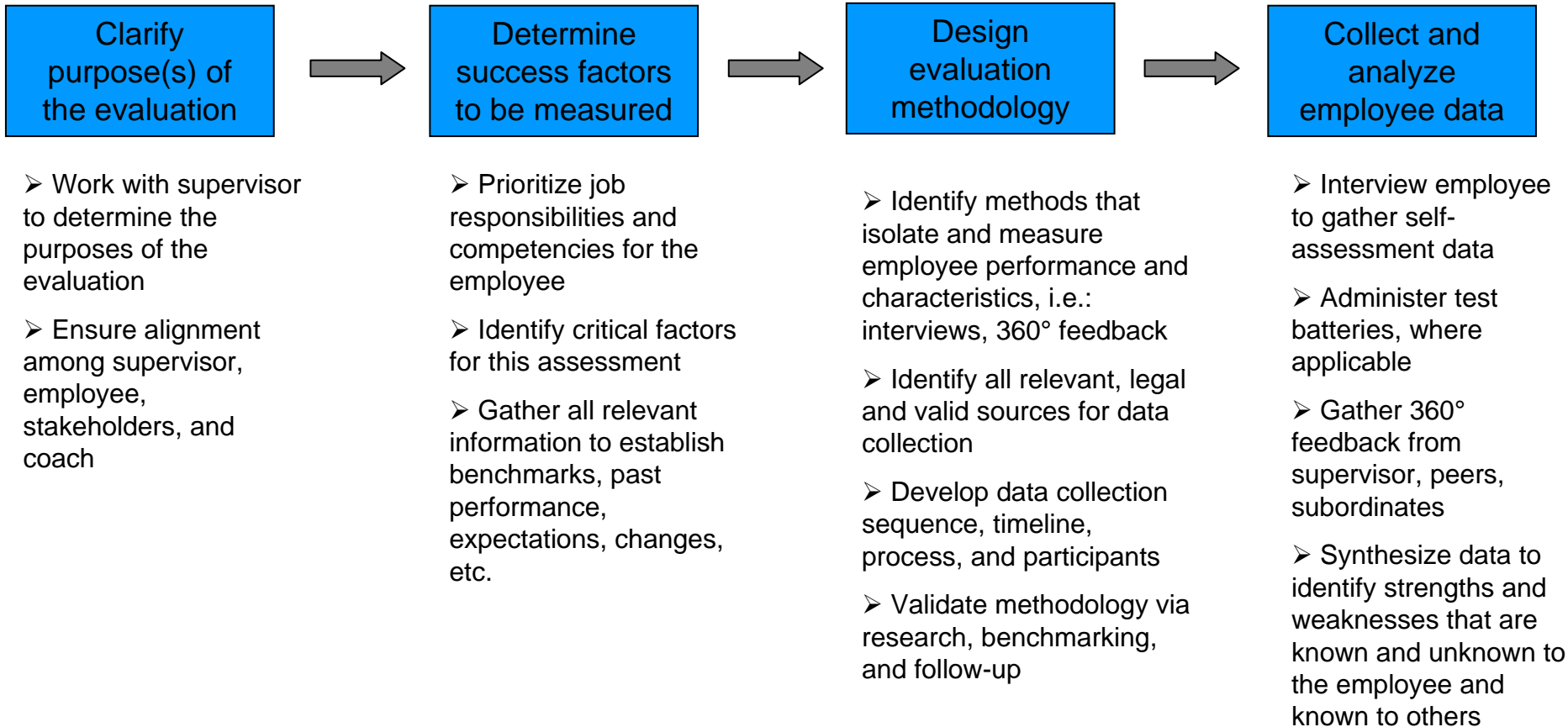
# Human Capital Management Process Phase 2

## Step 1: Current Role Definition



# Human Capital Management Process Phase 2

## Step 2: Evaluative or Developmental Assessment



# Human Capital Management Process Phase 2

## Step 3: Coaching, Development and Training

Clarify nature of engagement & explore goals



Prioritize client strengths and weaknesses



Develop and implement action plan



Evaluate client progress and program utility

- Build trust with employee by addressing concerns of confidentiality, resistance to change, potential payoff for change, and the future vs. the past
- Clarify coach's role as partner, the organization's commitment to success, and boundaries for the engagement
- Discuss employee's areas for improvement, org's needs, and aims of coaching

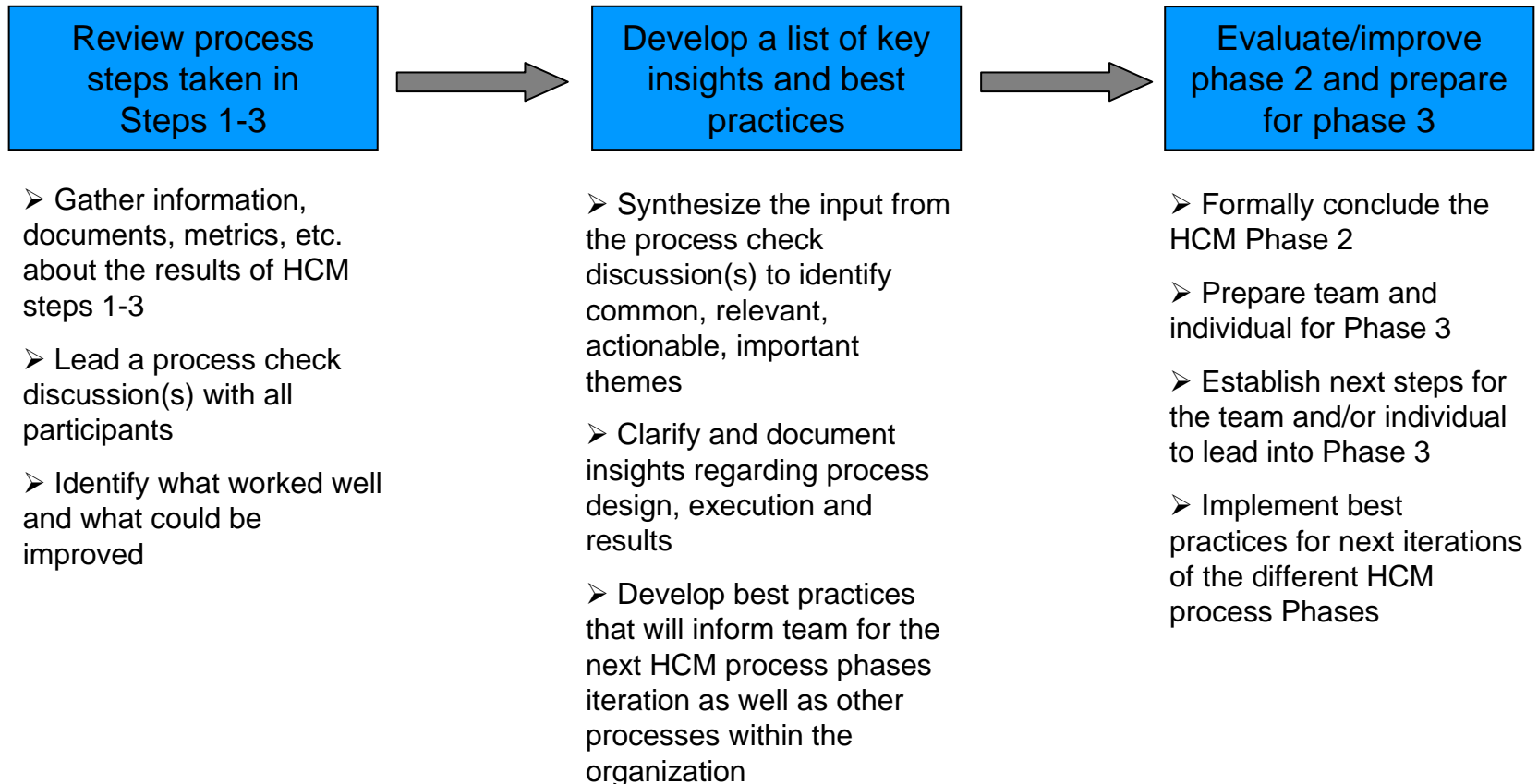
- Sift through known/unknown strengths/weaknesses information gathered in assessment step
- Identify where the individual needs or wants to be in comparison to where he/she is
- Establish the organization's standards for the individual
- Select 2-3 priority areas of focus for development

- Develop specific and measurable goals with the individual
- Build in processes to enhance and sustain motivation
- Develop a method for changing any habits that constrain performance
- Involve the organization and leverage its resources to facilitate change
- Establish a communication plan to manage the impacts of change

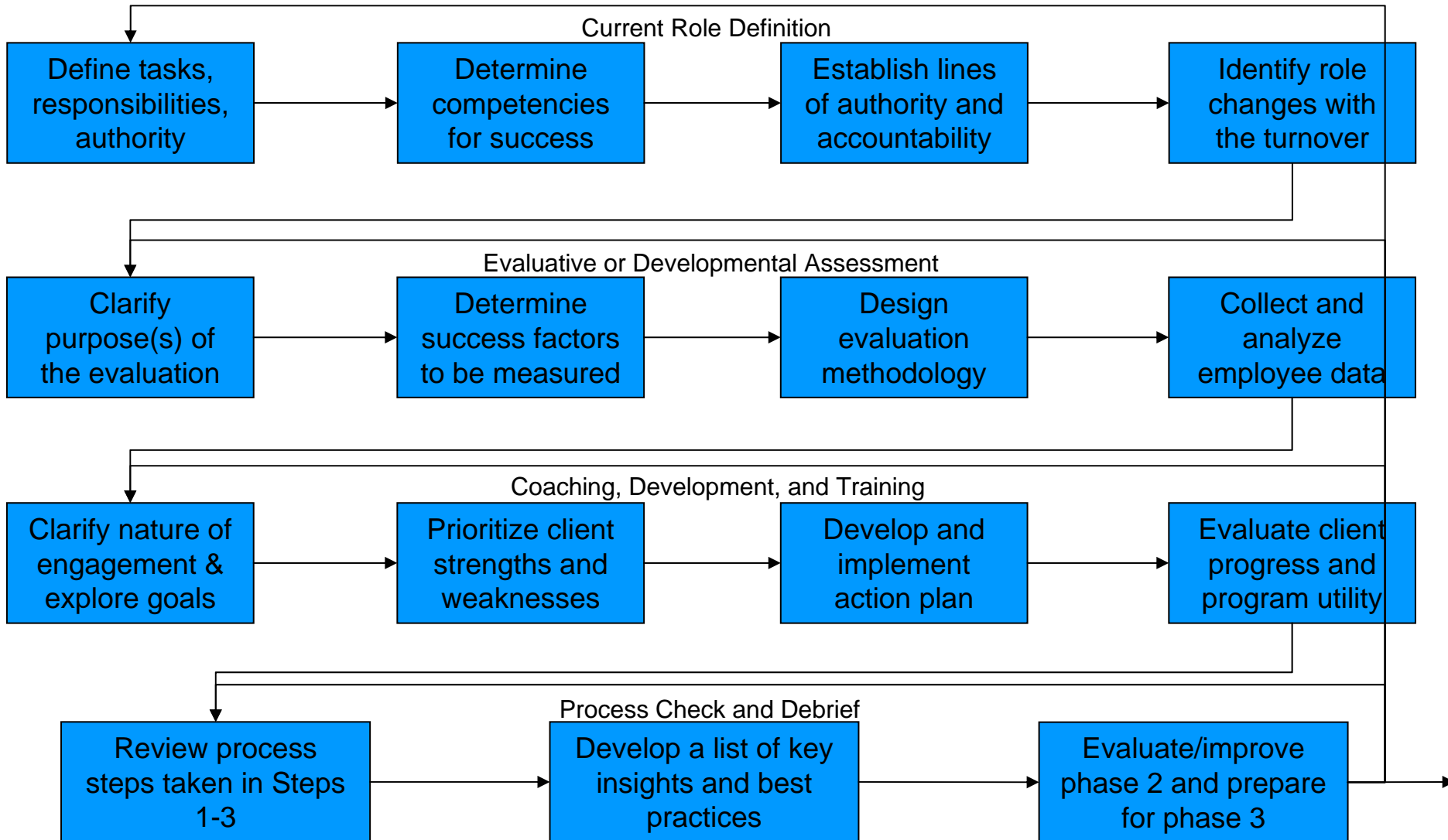
- Gather 360° feedback at set intervals
- Encourage high levels of accountability with the individual
- At conclusion of formal coaching engagement, measure the individual's progress
- Develop a set of metrics to gauge the program's effectiveness

# Human Capital Management Process Phase 2

## Step 4: Process Check and Debrief

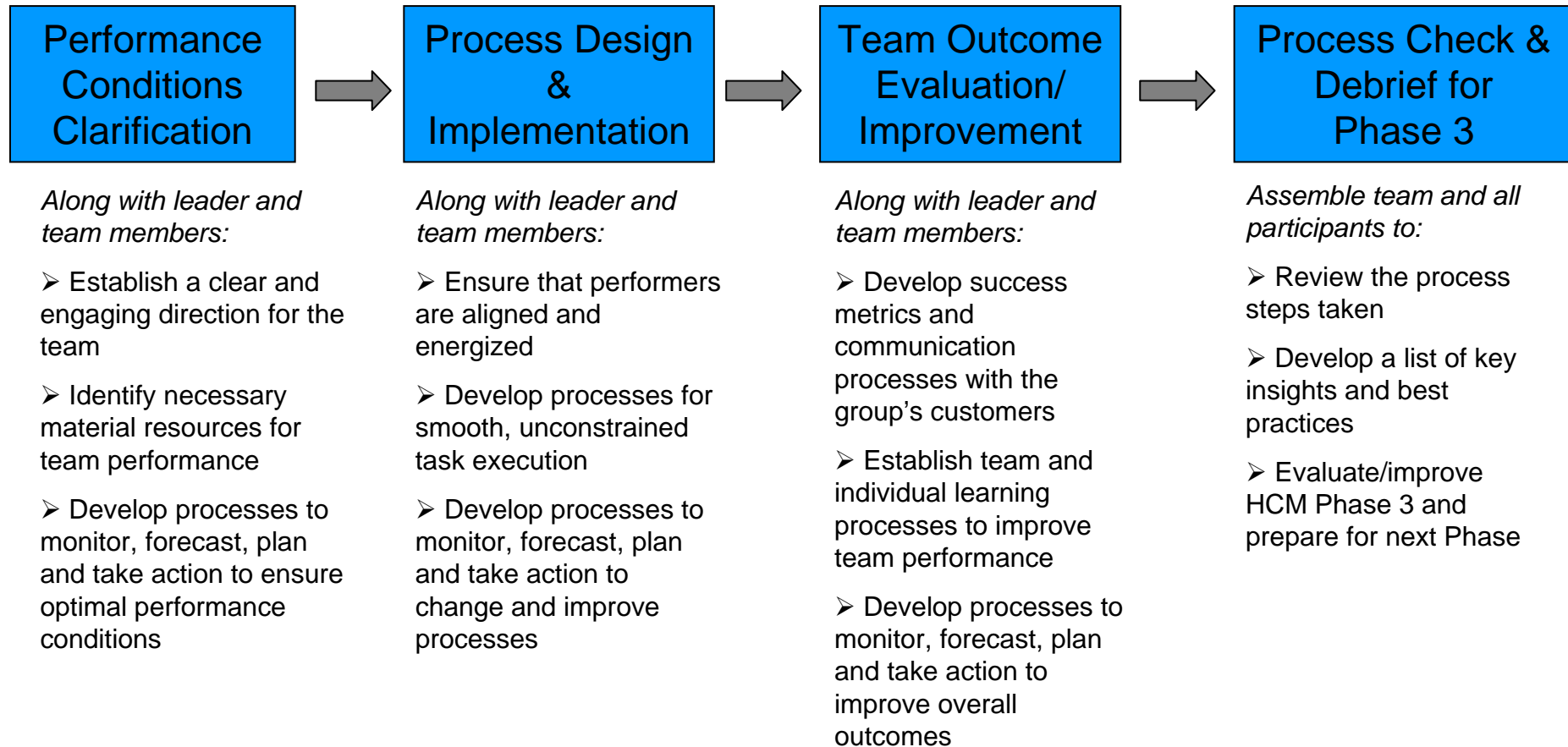


# Human Capital Management Phase 2



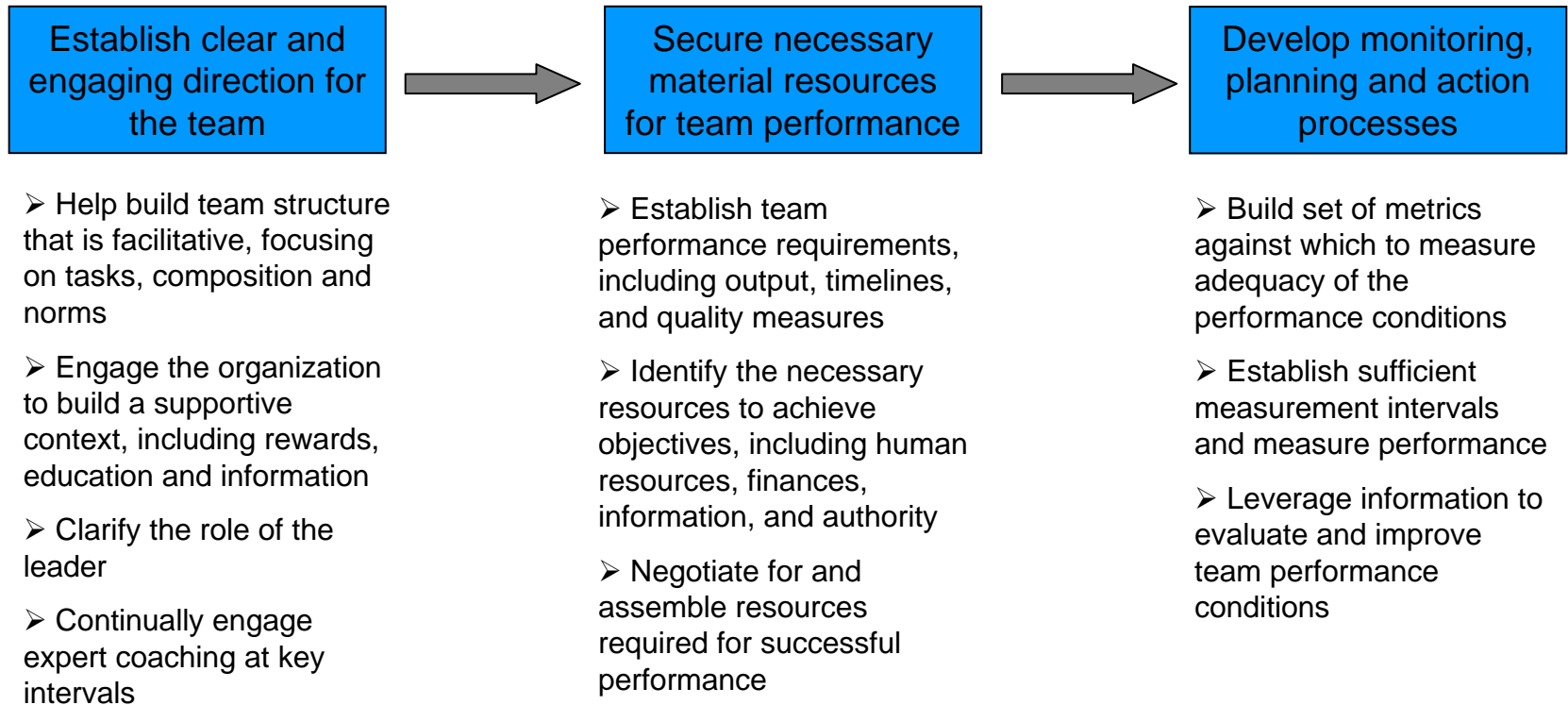
# Human Capital Management Process

## Phase 3: Developing the Team for Success



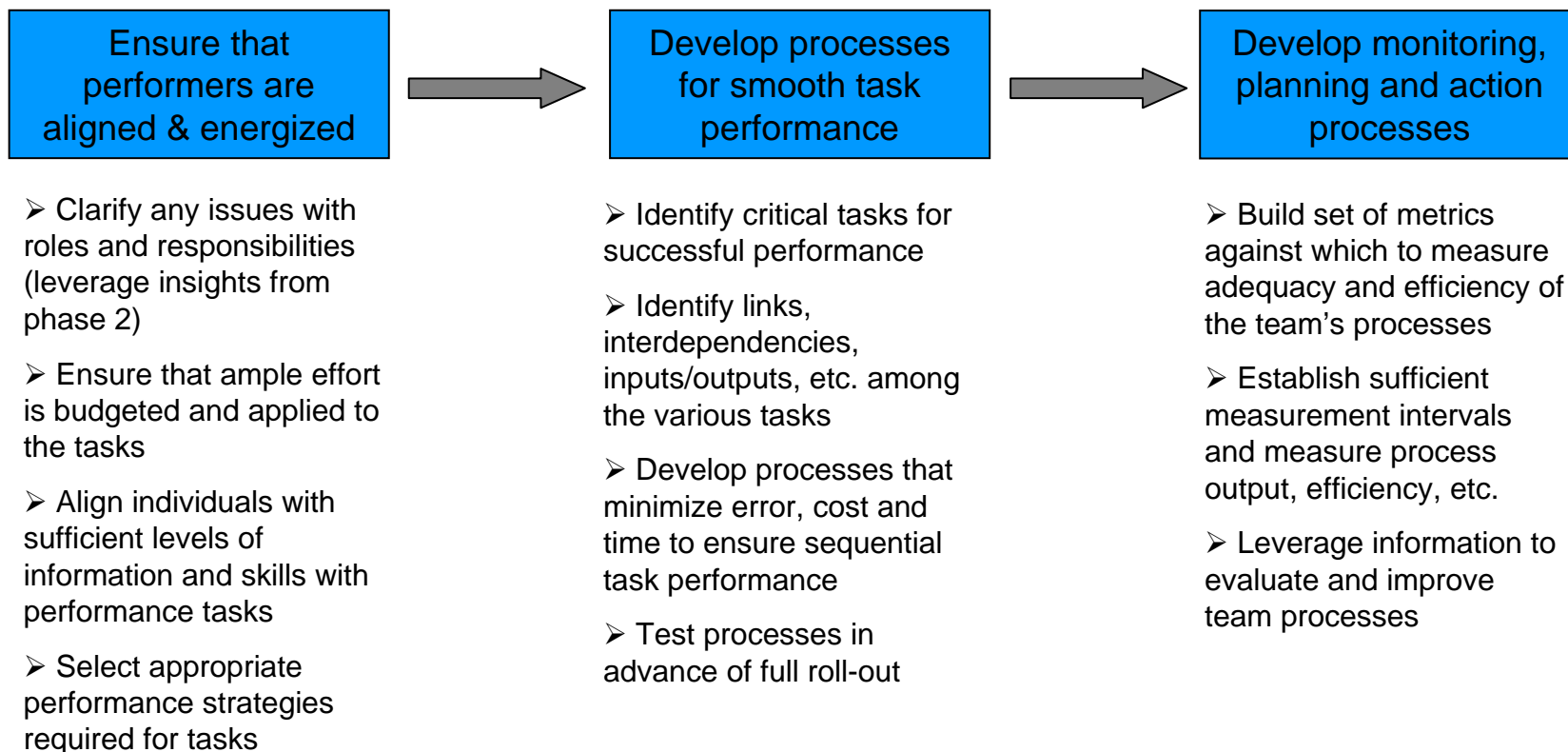
# Human Capital Management Process Phase 3

## Step 1: Performance Conditions Clarification



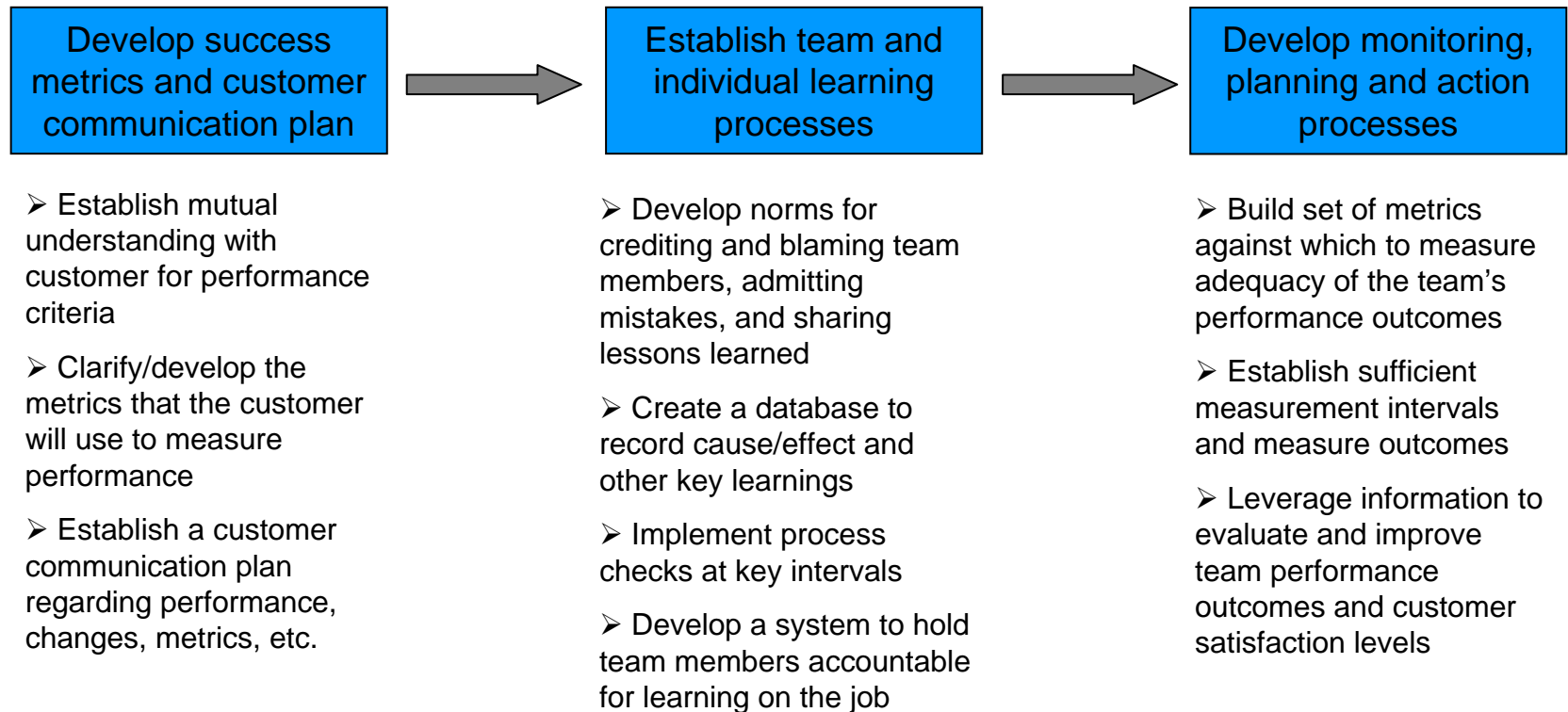
# Human Capital Management Process Phase 3

## Step 2: Design and Implement Team Processes



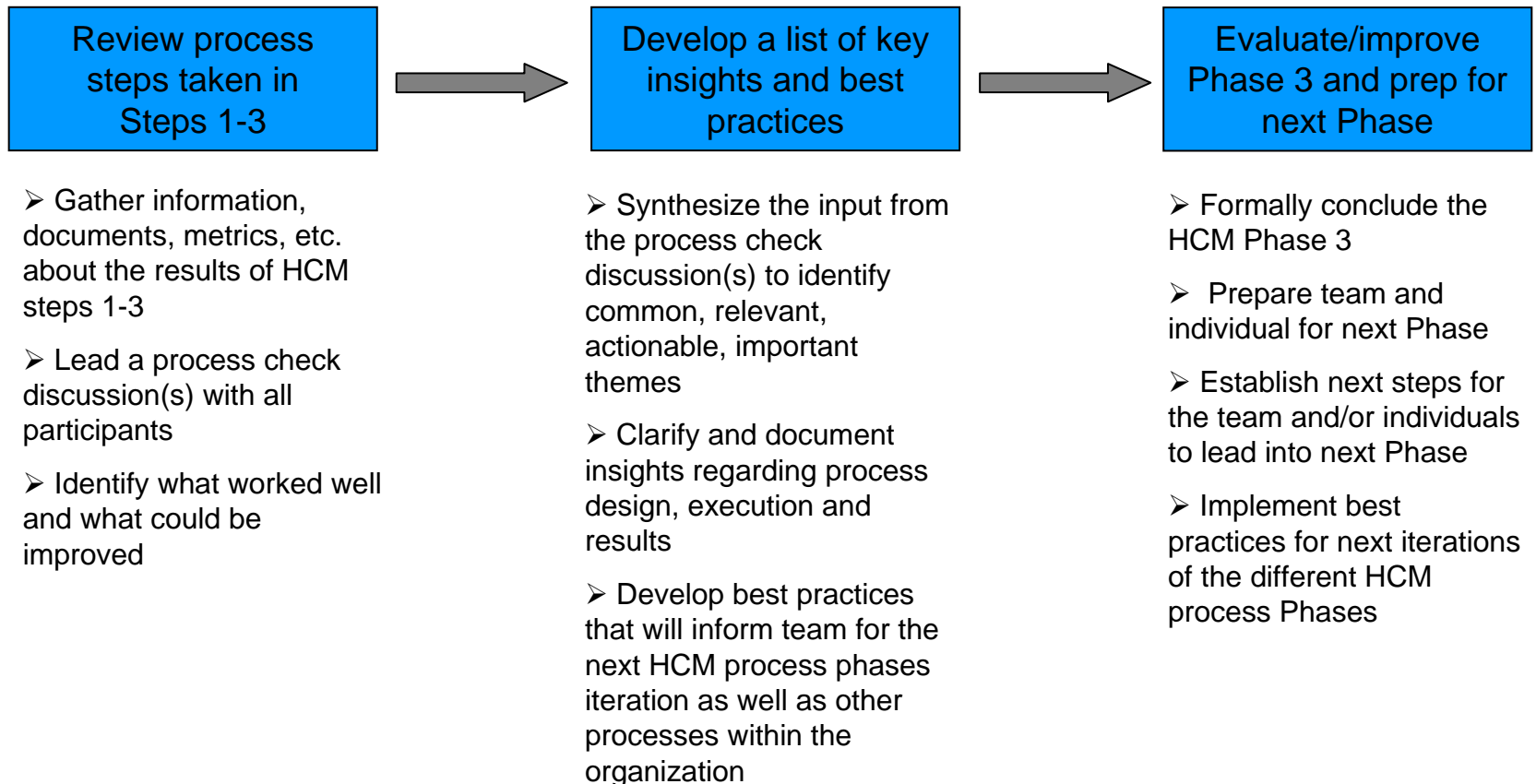
# Human Capital Management Process Phase 3

## Step 3: Evaluate and Improve Performance Outcomes

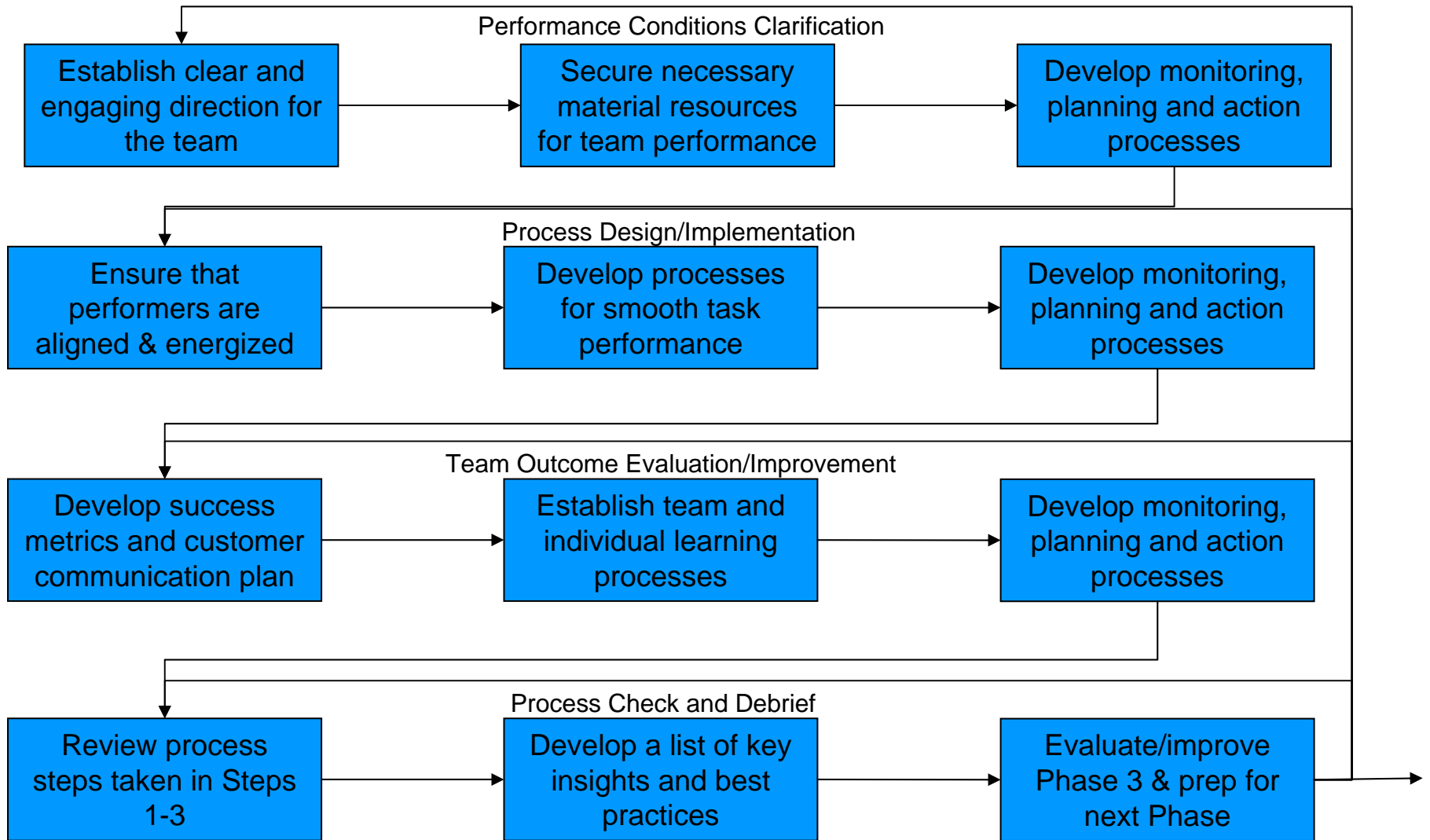


# Human Capital Management Process Phase 3

## Step 4: Process Check and Debrief



# Human Capital Management Phase 3



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