

## ESTABLISHING A PIPELINE OF FUTURE LEADERS BY EMPLOYING ASSESSMENTS

### CLIENT:

An indirect, wholly owned subsidiary of JBS, and one of the largest cattle-feeding businesses in the United States with more than \$199 million in sales.

### CHALLENGE:

The organization was struggling with identifying successors to highly visible and mission-critical roles. Company leaders did not want to simply fill positions with long-term employees, but rather match someone with the right capabilities to each position.

### SOLUTION:

ICC partnered with organizational sponsors to design and provide a talent review process to fit the unique culture and geographic subtleties of the organization. After identifying each of the critical roles' key success characteristics, ICC assisted with communication scripts to introduce this new development process to staff.

Each identified high-potential employee underwent an in-depth assessment that included interviews and online quantitative instruments. Once the employees completed this assessment phase, ICC delivered feedback sessions with each employee and his or her immediate supervisor to foster heightened self-awareness, create an action plan and identify gaps to refine developmental areas for each employee. ICC then led a discussion with management to review each candidate's knowledge, skills, abilities, potential and expectations as uncovered in the talent-review process. Participants were rated based on the aforementioned criteria. The outcome of this meeting was a full recommendation of participants who are ready for immediate promotion and future positions within the organization.

### RESULTS:

The organization used this review as an opportunity to capture objective, measurable data on potential candidates to ensure they were getting the right person, with the right capabilities, into the right position. The company is now able to feel confident making promotion decisions, pinpoint development gaps and set expectations for future performance of all employees. The feedback was so positive that the organization has integrated all levels of leadership into the talent review process and has included it into its hiring and selection decisions.