



## Delivery of individual assessment centers

### COMPANY

Dräger is an international leader in the fields of medical and safety technology. Since 1889, Dräger has been developing innovative equipment and solutions that people all over the world rely on. Dräger has nearly 11,000 employees worldwide and is present in over 190 countries around the globe. The Group maintains sales and service organizations in over 40 countries. Its development and production facilities are based in Germany, Great Britain, Sweden, the Netherlands, South Africa, the U.S. and China.

### PROJECT TARGETS

The project has been commissioned by the HR director at Dräger. These are the project objectives:

- Create a comprehensive and detailed decision-making basis and systematic validation system for the appointment of managers, project managers and experts working at certain, previously defined levels of responsibility.
- Assess and develop employees' potential so they can embark upon the "management", "project management" or "specialist" career paths as part of the corporate talent management system at Draeger (strategic human resource development and succession/career planning).
- Establish a sound basis for drafting individual development plans for participants and translate these plans into specific measures.

## FRAMEWORK CONDITIONS

- Taking participants' needs and requirements into account by ensuring that the exercises are tailored to the participants' situation, maintaining maximum transparency during the preparation and implementation stages and providing differentiated feedback as a basis for planning the participants' further development.
- Getting managers deeply involved into process and have them play an active role during the entire process.
- Placing a key focus on company benefits by concentrating on Dräger's generic competency model and current challenges that the company is facing.
- Establishing the program as a standard procedure that is continuously used in all corporate divisions.
- Guaranteeing high flexibility with regard to the scheduling of events and giving the client the opportunity to carry out individual assessment centers at short notice, using the existing pool of experienced consultants.
- Making sure that the assessment center is geared closely to the divisions' entrepreneurial and human resource requirements through intensive collaboration and coordination with the respective in-house clients.

## SOLUTION

- All individual assessment centers use a blend of various tools that reflect the requirements at the target position level.
- Each assessment center is based on tools that are individually aligned with the requirements of the target position or the development needs.
- To that aim, Profil M develops a central pool of instruments for Dräger. It is then possible to choose exercises from this pool and to combine them in a modularized way.
- The content and organizational aspects are controlled and managed constantly and, on Profil M's side, coordinated centrally to ensure that they match Dräger's requirements perfectly. Moreover, all individual assessment centers are discussed and coordinated closely with the corporate divisions and are therefore geared specifically to the business and human resources needs of the individual areas.

## IMPLEMENTATION

### Concept meetings

During the concept meeting with the key project owners at Dräger all overarching issues and questions regarding the content and organizational matters are clarified on a regular basis. This ensures that the assessment center fully matches the company's requirements.

### Process management

The preparation and delivery of individual assessment centers is managed in a decentralized manner by the corporate divisions in cooperation with Profil M. The HR managers of the different divisions act as interfaces. Together with the managers who are involved in the selection and development processes, they define the relevant requirements. Profil M uses these requirements when preparing an individual mix of instruments that is tailored to the client's specific needs and that is based on the central pool of instruments. Profil M also handles the technical implementation of the procedure.

## Designing the pool of instruments

Using the Dräger competency model as a starting point, the following tools are designed for the pool of instruments:

- Interview guideline for a semistructured interview dealing with the relevant competencies. This guideline includes examples of questions about the competencies and an assessment matrix that focuses on behavioral aspects.
- Conceptual exercises and analytical case studies focusing on business management and strategic aspects. The issues and questions that participants have to deal with in these conceptual exercises are based on typical real-life scenarios at Dräger.
- Exercises on leadership situations with a particular focus on critical one-to-one discussions with direct reports as well as team presentations. The scenarios are designed in such a way as to reflect a vast array of typical leadership challenges.
- Exercises involving simulated situations involving cooperation with internal and external business partners beyond supervisor/direct-reports relationships. Examples of such situations might be having a critical conversation with a colleague or customer or making a presentation to convince others.

## Implementing the individual assessment centers

- In order to ensure that the assessment centers are carried out as efficiently as possible, there are usually two assessment centers scheduled on one day. The team of observers consists of the manager who commissioned the procedure, the responsible HR manager and, when appropriate, further managers who are involved in the procedure. The development center is facilitated by a Profil M consultant. Afterwards, participants receive in-depth feedback.

## RESULTS

- A large number of positions could be filled with suitable inhouse candidates. In other cases, the choice of candidates for certain positions could be critically reviewed based on a sound decision-making basis.
- The participants' feedback showed that had greatly benefited from the process and felt that it had significantly helped their personal development.
- The feedback results and the great commitment shown by the managers involved reflect the high level of acceptance and the perceived benefit of individual assessment centers both with regard to selection procedures and development processes.



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