

KNOLSKAPE helps Bengaluru-based Insurance firm to **standardize its assessment practices for talent acquisition, and promotion through objective assessments, free of bias.**

The Client is a large Indian insurance Company, headquartered in Bangalore. Their insurance products are distributed through multiple channels, including Corporate Agencies, Broking, Bank Assurance, as well as direct channels. The client employs 4,000 professionals that cater to 15 lakh customers across the country.

During the first few years of operation, the organization focused most of its talent development activities on the internal employee base. As a result, most senior leaders and managers have been part of the organization for a long time, and have grown through the ranks. The client's belief was that experienced employees possess a deep understanding of the organization as well as the industry, and promoting these individuals would be beneficial to the organization. For promoting deserving candidates, the client relied purely on performance data, two levels of discussions and recommendations.



Challenge

While employees promoted through this method delivered expected results, the talent teams soon realized that there were dissonances in the promotion process:

- **Standardization:** Owing to a significant increase in lateral hiring, the existing assessment practices were not assessing new and existing employees uniformly
- **Objectivity:** The promotion system was high on human touch, and therefore, lacked objectivity
- **Contextualization:** Assessments were generic in nature, and did not assess candidates on their behavior and performance in their roles
- **Logistical hassles:** Existing assessment practices were incredibly time consuming, cost intensive, required physical rooms and touchpoints
- **Scalability:** Physical touchpoints resulted in assessments being conducted in batches of only a few candidates at a time, creating scalability challenges
- **Analytics and Reporting:** The existing assessment practices did not provide clear analytics required to improve talent development efforts



Solution

- KNOLSKAPE's Virtual Assessment Centre enabled the client to mitigate the challenges they faced in assessing their promotion ready employees
- To develop an assessment suite specific to the client, KNOLSKAPE received a set of competencies and their associated behaviors, and then calibrated it with the tools of the Virtual Assessment Center
- 60+ Managers, Senior Managers and VPs participated in the Virtual Assessment Centre, with practically zero disruption to their work and deadlines
- Participants were assessed on competencies such as People Skills, Communication, Cognition, and Strategic Execution, and detailed reports for each participant were sent to the talent management team
- Micro-simulations to assess Contextual Leadership Leadership and Strategic Execution capabilities were incorporated as part of the assessment suite which further enhanced the accuracy of the assessment result



Impact

- The client was able to establish their assessment practices for talent acquisition, and promotion, completely free of bias
- Incorporating micro-simulations into the assessment centre resulted in greater precision of the assessment results as the simulations were able to provide an insight into participants actual behaviors associated with the organizational situation
- Significant cost and time were saved when compared to their current physical assessment centres

KNOLSKAPE Virtual Assessment Centres (VAC) were a huge success with the client. The VAC has standardized the assessment practice for the client, affording uniform results for new and existing employee assessments alike, as well as significantly reduce logistical hassles and overhead costs.

