

NBFC transitions to Virtual Assessments through KNOLSKAPE **Kaliber Virtual Assessment Centre**

The Client is an Insurance Company and a subsidiary of a larger Indian conglomerate. Headquartered in Bangalore, the client distributes its products through multiple channels including Corporate Agency, Broking, Bank Assurance, as well as direct channels. The client employs 4000 professionals while catering to 15 lakh customers.

During the initial years, the organization focused on developing the internal employee base. Most senior leaders and managers have been part of the organization for a long time and have grown through the ranks. The belief was that experienced employees possess a deep understanding of the organization as well as the industry and hence, promoting these individuals would be beneficial to the organization. For promoting the deserving candidates, the client relied purely on performance data, two levels discussions and recommendations.

Challenge

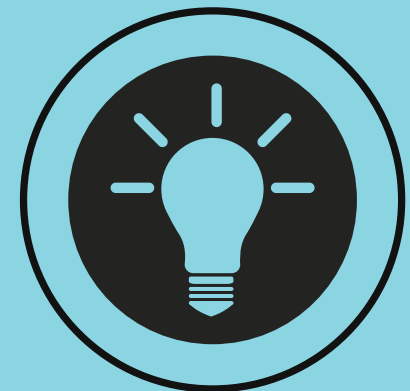
While employees promoted through this method delivered expected results, the internal talent team of the client realized that there were dissonances in the promotion process:

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



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 Adaptive Leadership and Strategic Execution capabilities were incorporated as part of the assessment suite which further enhanced the accuracy of the assessment design



Impact

- The client was able to standardize its assessment practices for talent acquisition and promotion through objective assessments
- Incorporating micro simulations into the assessment centre has resulted in greater precision of the assessment results as they simulations were able to provide an insight into participants actual behaviors associated with the organizational simulation
- Significant cost and time savings when compared to current assessment centre services that were being used

The Setting up of the Virtual Assessment Centre was successful. The Virtual Assessment Centre could exactly map out the competency requirement and put it forth into the assessments. Consulting and operational support provided by KNOLSKAPE helped the client in their transition to Virtual Assessments. All in all, it was a successful intervention and KNOLSKAPE could meet the talent challenges of the client.

