

4 C's of Talent Assessment

If Diamond is a girl's best friend, then the Right Talent must be an organisation's best asset. Everyone knows that assessing and determining the quality and value of a diamond is commonly known as the 4C's Carat, Clarity, Colour and Cut. In this paper, I will endeavour to relate the similarities of the 4C's to talent assessment.

CAPABILITY AND COMPETENCY

Carat refers to the weight of the diamond which determines its commercial value. Capability refers to the capacity and ability of a person as a result of their attainment in education, past experiences and training. In addition there could be other aptitude factors such as learning agility, adaptability, developmental potential and critical reasoning skills. One eternal challenge in determining capability is the 'how to assess and measure these factors in a relevant manner consistently and accurately each time with different people in the most cost and time effective manner'. Competency refers to the knowledge, skill and behaviour or attitude (KSA) required to perform a specific role or job. Competency based assessment aims to identify the KSA that differentiates high performers from average performers. For instance, management competency might include systems thinking, emotional intelligence, ability to influence and negotiation skills.

CLARITY

Clarity involves having an unequivocal understanding of what the job is and what the job isn't. Most of the time, poor hires are a result of mismatched understanding and expectations by both prospective candidate and employer. To achieve clarity of purpose, both parties are equally responsible. The employer needs to ensure that the job expectations, key deliverables, competencies required and context for hiring are agreed upon by relevant internal stakeholders

before the screening, shortlisting and interviewing process takes place. As for the prospective candidate, they must be clear on their personal and career aspirations as well as their commitment and expectations. The best opportunity to achieve clarity is definitely during the interview. However, the challenge in an interview is there could be too much to cover and too little time. This is where a personality or work preference profile assessment report will be very helpful as it can provide valuable insights into the candidates strongest work preferences, personality styles and personal values.

CHARACTER AND CHEMISTRY

Like the various colour tones of a diamond that determines its quality and value, people come in all sizes, unique personalities and interesting characteristics. Character refers to a prospective candidate's personality and



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attitudinal preferences. Attitudinal preferences can be rather broad. It is worthwhile to put some perspective to help us better identify this concept of attitudinal preferences. From an organisational psychology point of view, attitudinal preferences can cover decision making styles, leadership preferences, interpersonal skills, motivation, task preferences, work interest and environmental preferences.

Chemistry refers to how appealing and attractive each party finds the other. Like in any courtship, there has to be some power of attraction. Attracting a candidate and positioning the company and job as an appealing choice is not very much different. That is if you want to attract the best candidate for the job. Companies today are constantly in a war for talent. Every business leader knows that their growth potential and pathway to organisational greatness is only limited by its ability to attract the right people. Hence, it is imperative for hiring managers and recruiters to fully understand what truly appeals to the candidates.

CUT- Are you cut up for the job?

Like the various colour tones of a diamond that determines its quality and value, people come in all sizes, unique personalities and interesting characteristics. Character refers to a prospective candidate's personality and attitudinal preferences. Attitudinal preferences can be rather broad. It is worthwhile to put some perspective to help us better identify this concept of attitudinal preferences. From an organisational psychology point of view, attitudinal preferences can cover decision making styles, leadership preferences, interpersonal skills, motivation, task preferences, work interest and environmental preferences.

This is how the 4 C's of diamond assessment can be related to the 4 C's of talent assessment.