

# Recruiting the best managers & professionals is *critical for success*

There is a clear shortage of professional and managerial talent. Finding the right senior people – whether lawyers, accountants, salespeople or managers – increases productivity across the organisation. Management hires are critical for achieving success through people, but they also come with a high degree of risk: poor appointments can reduce morale and increase attrition across previously high performing teams. Great managerial talent drives performance: finding true leaders is essential.

- Recent research shows 49% of managerial appointments are unsuccessful<sup>1</sup>
- Many organisations promote high performing individuals automatically, without thinking about the specific skills needed
- People leave managers, not companies. Good management recruitment is critical to staff retention
- High performers are 49% more productive in managerial roles and 67% more productive in sales roles<sup>2</sup>

## How does SHL help?

Professional, managerial and leadership roles are diverse and demanding. We define the required skills for the role – no matter how senior – and assess each candidate's ability and potential to perform at the highest level.

We provide objective insight into a candidate: their suitability, their potential for high performance and their likely impact on the team they will join or lead. Individuals who score highly on our tests are far more likely to succeed.

“SHL has significantly contributed to the number of fantastic senior hires we have made over the past 12 months.” *Comtec Europe*

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<sup>1</sup>Adrian Furnham, UCL, 2011

<sup>2</sup>McKinsey's War for Talent Survey

## What our customers say

### Improving performance

*"We have seen a consistent improvement in the quality of candidates hired."*  
Oxfam GB

### Hiring and keeping quality

*"Mapping the behaviours essential for each job has ensured high-quality hires. SHL's solutions have contributed to reducing the risk of poor recruitment."* LM Glasfiber

*"Since the introduction of SHL's solution, we have experienced reduced turnover rates."*  
Forester Life

### Increasing sales

*"We have experienced an overall increase in sales from new recruits."* Forester Life

*"It's easier to accurately identify high-quality sales people."* Computacenter

*"An associate who scores highly on SHL's assessment sells on average \$12 per hour more; with a sales force of 6,000 to 8,000 this is a significant impact on the bottom line."* Luxottica Retail

## How do we do it?

- Defining diverse behaviours, skills and abilities needed for the role
- Assessing candidates' ability and potential and their impact on the team
- Focusing on the relative strengths and weaknesses of candidates
- Providing comprehensive and user-friendly reports



### Key points

Identifying candidates with potential for high performance

Defining the requirements for senior roles

Understanding the impact they will have on the team they will be joining or leading

Aligning leadership appointments with strategic aims



Assessments  
in more than  
*30 languages*

Organisations that understand and maximise their people's potential achieve outstanding results. SHL gives you the insights to make better decisions about your people.

**We call this People intelligence,  
Business results.**