



# Identifying Superior Leaders

## Assessment Driven by Science

**E·A·S·I·i**Consult<sup>®</sup>  
- BUSINESS DRIVEN BY SCIENCE -

Joseph Gier, Ph.D.  
([jgier@easiconsult.com](mailto:jgier@easiconsult.com))

February 2019

## Identifying Superior Leaders

### Assessment Driven by Science

*“To become a truly great company it takes truly great leaders.”*

Forbes noted this years ago, and it’s still true today. In fact, having great leadership is now more challenging than ever. Harvard Business Review outlined various increasing demands on leaders – accelerating technology and change, the need to continuously innovate and improve, and succeeding in a global environment. So today, it’s more important to ask, *“How much impact does great leadership really have?”*

In an extensive study, McKinsey found that companies with superior leadership and an optimal combination of speed and stability, were in the top-quartile for organizational performance. In fact, they showed increased earnings and higher profits.

Today, it really pays to have great leaders!

### Want Superior Leaders? – Assess for Them

When looking to hire a leader, many companies only conduct a series of interviews. Some people believe anyone can conduct an interview, but completing a quality interview that gathers job-specific

and legally defensible information about a candidate is a learned skill. Interview questions like, “Tell me about yourself” and “Why do you think you are the best candidate for this job?” seldom provide informative, insightful data about a candidate’s ability to perform a job. Even behavior-based interview questions have limited value without an interviewer who is highly skilled at asking the right follow-up questions, and who can then properly interpret each candidate’s answers. Research shows that interviews are not enough – you need Leadership Assessment.

Leadership Assessments, sometimes referred to as Individual Assessments, are not executive searches. Assessments don’t find the people; they evaluate the finalist candidates once the company is at that point in their process.

E•A•S•I-Consult® – a leader in assessment and leadership development for 20 years – provides a comprehensive and accurate Leadership Assessment process known as **EASI•Quotients® (EA•Q®)**.

### What Makes a Superior Leadership Assessment? – Context Matters

Many consultants offer some type of Leadership Assessment, but they often fail to look at both parts of the assessment equation:

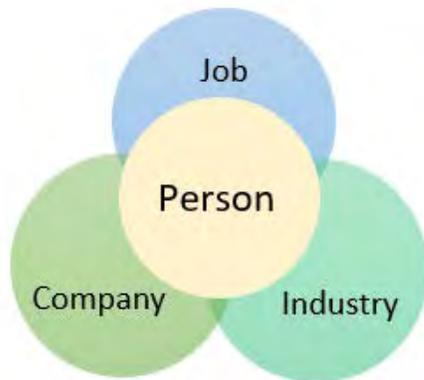
- 1) the **job, company and industry** (context)
- 2) and the **person**.

A common mistake is assessing a candidate (person) without really understanding what it takes to be successful in the full context for which they’re being assessed. *Typical Assessments incorrectly begin with only a short discussion about the company*

and a review of the job description.

E•A•S•I-Consult's **EA•Q** process begins with a study of the job, company and industry. It then identifies the person who is the **best fit** for the particular position, in the specific organization, and the industry.

### E.A.S.I-Consult's EA•Q Process



Research has shown that the **context** of a leadership role – including the industry conditions, company culture, and challenges of the job or position – has a major impact on what attributes are necessary to be most effective in that job.

Every **EA•Q** assessment begins with a proprietary job analysis questionnaire and targeted interview with the hiring leader and HR leader. This information results in a **Success Profile** that details the **Best-Fit Ranges** for various critical leadership attributes.

Most importantly, this Success Profile is for this specific role, in this company, considering the current and near-future conditions of the specific industry. The context is thoroughly considered in each Assessment. This results in a more accurate recommendation for every candidate.

### Identifying Superior Leaders Requires Comprehensive Assessment

For the person (candidate) part of the equation, the **EA•Q** looks at information in four key areas: Personality; Critical Thinking; Agility; and Key Competencies.

### Four Key Assessment Areas



Although personality is relatively fixed by adulthood, aspects of one's personality are open to change. The Personality assessment, based on the requirements of the job, tells us about "fit" with the job and organization and any challenges the person may face in being successful.

The Critical Thinking assessment tells us whether the candidate can handle the intellectual parts of the job, the parts that require thought and strategic analyses.

The Agility (i.e. Learning Agility) assessment gives us an indication of how the person will handle the unknown. That is, "How motivated and skilled is the candidate to overcome ambiguous situations and what they don't know?"

The Key Competencies indicate the person's capability in each of the most critical competencies underlying the position in this specific organization. And with the flexibility in the **EA•Q** and its **Success Profile**, a company's Competency Model can be integrated into the **EA•Q**.

The **EA•Q** gathers all this information through scientifically-developed, online questionnaires and a targeted Behavior-Based Interview that is conducted by an experienced psychologist.

All information collected during the **EA•Q** is combined into a comprehensive Report. Each Report begins with an Overall Summary and, generally, a Recommendation. There is reference made to Critical Thinking, Personality fit with the position and the company, and Agility capability. There is also a summary of the person's capability in each Key Competency. Reports may vary – from focused descriptions to more elaborate information including detailed capability descriptions and developmental recommendations.

The psychologist, hiring manager and HR professional then discuss the Reports in detail.

### **Proven Results – EA•Qs Identify Superior Leaders**

Results show that the **EA•Q** process identifies persons who go on to out-perform their peers and are then promoted more quickly.

Thousands of **EA•Qs** have been successfully used and continuously updated over the last two decades – and they consistently identify Superior Leaders.

---

### **The bottom line...**

**The EA•Q Leadership Assessment process utilizes science to identify Superior Leaders.**

For more information on *EASI•Quotients*<sup>®</sup> see:

<https://easiconsult.com/leadership-assessment/>

*Joseph Gier, Ph.D. is the Vice President – Consulting Services at E•A•S•I-Consult<sup>®</sup> and a Licensed Psychologist. E•A•S•I-Consult works with Fortune 500 companies, government agencies, and mid-sized corporations to provide customized Talent Management solutions. E•A•S•I-Consult's specialties include the EA•Q leadership assessment, online pre-employment testing, competency modeling, leadership development, executive coaching, 360-degree feedback, online structured interviews, and EEO hiring compliance. The company is a leader in the field of providing accurate information about people through professional assessment.*

*To learn more about E•A•S•I-Consult, visit <https://easiconsult.com>, email [ContactUs@easiconsult.com](mailto:ContactUs@easiconsult.com) or call 1.800.922.EASI.*