

Assessing Future Leaders at English Biscuit Manufacturers



English Biscuit Manufacturers (EBM), a leader in the branded biscuit industry of Pakistan, planned to launch its Future Leader Development Program (FLDP). The purpose of this program was to identify high-potential talent and develop them for leadership positions in EBM. These future leaders were to be identified from both within the company or by attracting new talent.

In the earliest stage of planning the program, EBM's top management identified a few risks; those risks if not addressed appropriately, would derail the program and steeply affect the budgets. They were:

- **Investing in the wrong people:** EBM's management realized that they could not develop everyone. They have to focus on identifying and building those people who will provide the greatest value in realizing EBM's organizational growth strategy, based on 3 Ps of People, Planet and Profit.
- **Failing to measure results:** This program was meant to be a long-term program, where it was important to evaluate the impact of the program on the individual by tracking and measuring changes in leadership performance over time.

Tested Talent (TT), once contracted, met with the EBM management and HR to understand the program format. EBM planned to launch the future leader program for three occupational levels, with each program having a clearly defined career path. Based upon the need, TT launched an online assessment platform that would help EBM assess talent across all three levels of the leadership program, and identify a 'skill match' or a 'skill gap'.

In the first year of launching the FLDP, EBM assessed 50+ of its employees to measure their alignment with career opportunities in the company. Eight employees were identified as eligible for promotion. In the same year, EBM assessed 113 external candidates. Assessments helped EBM to identify suitable candidates for four different positions that were part of the program.

It is estimated that with automation of assessments, EBM was able to reduce the cost of the program by 45 per cent.

Challenge

- Optimise investment by selecting right people to be developed as leaders
- Assess existing and new talent to understand how aligned they are with career opportunities in the company.
- Measure impact of the program by measuring changes in leadership performance over time

Solution

- Provide online assessment platform, white labeled as EBM Talent. The platform was powered by two engines: Assessment Center and job portal, and also synced with EBM's career page
- Develop competency tests to measure candidates' ability
- Provide online reports and analytics

Approach

- Conduct a need analysis in collaboration with EBM to understand what this program is for, and identify related competencies
- Work with EBM's line managers to identify existing and future situations impacting job positions, and customize the competency test
- Launch online assessment platform (EBM Talent)
- EBM assesses new and existing talent to reveal a MATCH or a GAP
- EBM uses online reports and analytics to understand who to hire, which employee needs further training and which employee is ready for additional responsibilities (promotion)
- Measure individual's performance over time

Outcome

- EBM successfully tested 113 new talent and hired for 4 job position
- Assessed 50+ employees and promoted for 8 positions
- Launched an operative model for FLDP, reducing the cost of the program roughly by 45 per cent.

“Corporations grow and change over time. In the final analysis, the best companies are those who strategically pursue the Triple Bottom Line approach to business – that is, a business growth model based on the 3Ps of People, Planet and Profit.”

— Khawar Butt, Chairman & Managing Director, EBM
