



SIGMA Helps Phelpsgroup Improve Their Assessment Process



Phelpsgroup is a proudly Canadian boutique human services firm established in 1986 with a vision to provide the highest quality, client focused, talent and executive search services available. Since their inception, Phelpsgroup has grown to include offices across Ontario and has become a leading executive search firm in Toronto.

BUSINESS CHALLENGE

Heather Phelps is a partner at Phelpsgroup, dedicated to facilitating excellence throughout the executive search and leadership development processes. Tasked with reviewing, and often coaching, candidates for executive positions, she depends on outside assessment tools to help her identify and assess the readiness of a candidate as well as how their competencies align with the role to be filled. She also looks to the supplier of these assessments to analyze the results so that she can take those recommendations to her clients, along with her own report, to help clients make their final decision.

For Phelpsgroup, the challenge lay in finding an assessment company whose reports would not overwhelm clients with too much information - and especially too much negative information. Client selection committees are often made up of a mix of people who may not have the skills to interpret how the negative feedback might affect (or not affect) the capabilities of a job candidate. Phelps comments, "We want to keep it at a higher level. When we are using a report for selection purposes, we don't want to see all of the weaknesses coming out. The report is going to pull the strengths, and obviously some weaknesses of the candidate, but we prefer not to get into that with a big selection committee which might not have the expertise to interpret the negative. We really don't want to be bombarding them with a whole lot of superfluous information - we want it nice and clean."



→ BUSINESS SOLUTION

With so many options, Phelpsgroup considered the Hogan Assessment, but it is US based and not validated by Canadian business leaders. They also tried PAIS, but their tool did not deliver competency measures like SIGMA's LSP Assessment. SIGMA fit their needs perfectly.

Phelpsgroup chose SIGMA as their trusted advisor because, as Phelps explains, "The number one reason we took on SIGMA is that they are Canadian. It is nice to have an assessment tool that you know is validated by Canadian business leaders for Canadian businesses. We work with companies all over Canada and for us this is an important issue."

The relationship between SIGMA and Phelpsgroup has flourished for over a decade and, as Phelps points out: "They are the firm I go to for pretty much all of our assessments. It is definitely about the people that you are working with at SIGMA. They are knowledgeable, accommodating and friendly and they not only know their product, they understand us."

SIGMA continues to be the Phelpsgroup's trusted advisor. Phelps elaborates, "I feel I can be really honest and open with SIGMA about the individuals that we are reviewing. They in return are open and honest with us and share a lot of very valuable feedback that helps us in the selection process."

→ BUSINESS RESULTS

The SIGMA team has helped Phelpsgroup improve their assessment process, including identifying areas where Phelpsgroup needed to probe further or conduct more in-depth interviews with a prospect. They also helped identify issues that should be of concern to Phelpsgroup and brought these to their attention.

Phelpsgroup has successfully implemented the following SIGMA tools:

LEADERSHIP SKILLS PROFILE (LSP) – SELECTION REPORT: Gives Phelpsgroup a personality-based leadership assessment that provides a profile of expected leadership performance, as well as candid narrative text describing the implications of the candidate's personality on their leadership.

LEADERSHIP SKILLS PROFILE (LSP) - DEVELOPMENT REPORT: Provides a comprehensive report that Phelpsgroup uses as a coaching tool to support leadership development and performance or as a career development tool for executive development programs.

LEADERSHIP COACHING: Presents Phelpsgroup with a leadership effectiveness program, based on academic research, that is designed to enhance and develop interpersonal and technical/task skills and abilities through assessment feedback and coaching discussions.

Going Forward, Phelpsgroup is working with SIGMA to build out the coaching side of their business. They are working with SIGMA on a 360 Feedback program for individuals that are not performing to standard or where there are performance management issues that need to be worked on.

Phelpsgroup is also excited about the character tool that SIGMA has developed with the IVY School of Business and the succession planning model that SIGMA is currently building. Phelps sums up her experience with SIGMA, saying, "Overall I find that they are just a really great service. The people are wonderful, and I find that they are just so knowledgeable. They deliver on time, offer great resources and they have the right tools to fit our needs."