



Rethinking Assessment.

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Global Talent Acquisition & Deployment

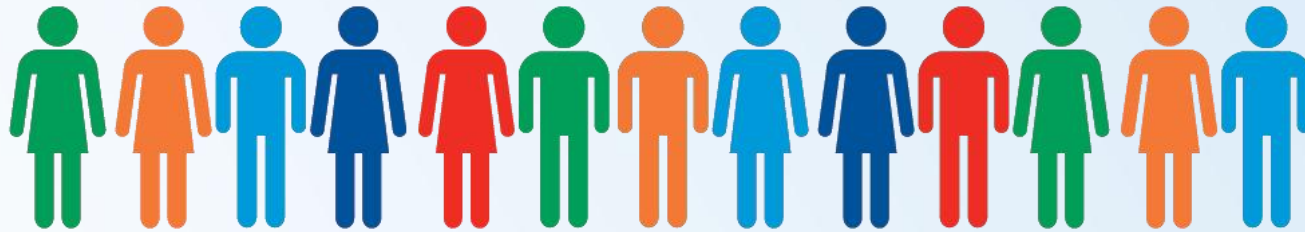
aka @RecruitGal

PepsiCo by Numbers



The burning platform for change

our needs have evolved; emphasis shift toward complexity, global, innovation



candidates are more likely to be passive and less receptive

more competition when filling c-suite jobs

Hunt Is On for Fresh Executive Talent

Recruiters List Hot Prospects

By JOANN S. LUBLIN

As the economic recovery gathers speed, big U.S. businesses are coming out of their crouch and hunting for fresh management talent that can help them grow faster.

The number of North American executive searches rose by 27% last year after plunging 24% in 2009, according to the Asso-

\$184 million

McAfee posted a record profit in 2010 under Dave DeWalt, (below.)

60%

Sheri McCoy (right) is in charge of businesses that generated the lion's shares of J&J's 2010 revenue.



Cultural Flexibility In Demand

By JOANN S. LUBLIN

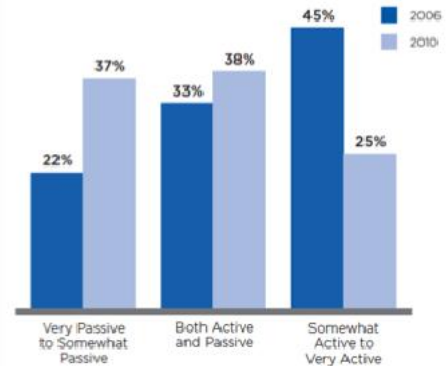
U.S. and European multinational corporations are raising their bets on booming emerging markets. The trick is finding the right executives to play their hands.

In rapidly growing countries such as Brazil, China and India, tapping expatriates is becoming obsolete. Instead, global busi-



"My job isn't that great, but I'd rather stick it out here than be the 'last in-first out' somewhere else."

Passive Candidate, Consulting Company



Source: Corporate Leadership Council

Inventory Results

- Significant differences in terms of process and assessment practice

""In God we trust; all others must bring data""

W. Edward Deming

- Use of psychometric tools is varied with multiple providers and tools
- Limited data available for validation of assessment effectiveness
- Some good practices – but specific to local markets – people weren't sharing...

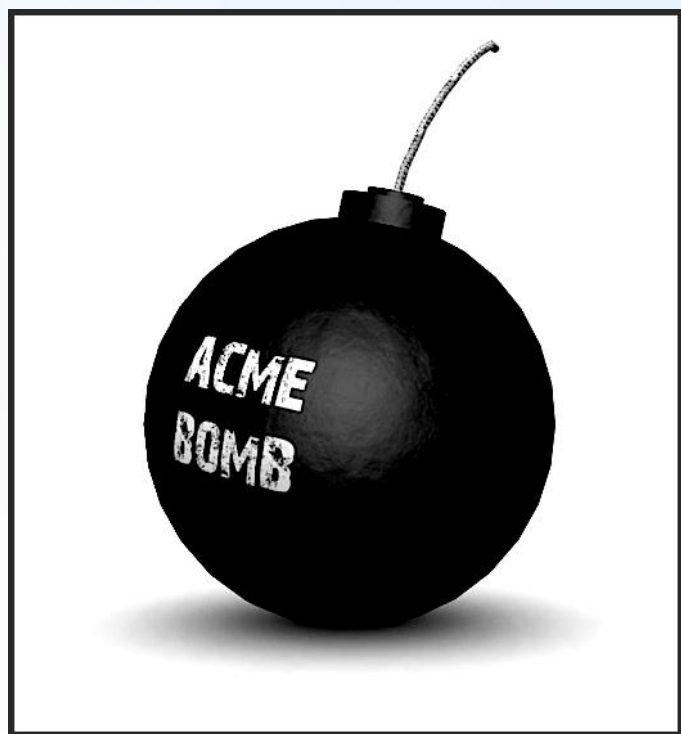
Lots of good intentions, but we were all over the place

Global “Active Practice” around PepsiCo



Why should we care?

Poor Assessment is a Talent Management Time Bomb



- No clarity about what good looks like
- Poor candidate experience
- Mixed messages on promotions
- Limits international mobility
- Lack of focus on diversity
- Non-existent validity data
- Gaps in Hiring Manager capability
- Decisions made on hunches, not on evidence
- Failure to see the Big Picture
- Cost of poor hiring decisions

The Solution

Project Horizon



Review existing candidate assessment

Ensure tools are fair and valid

Deliver a great candidate experience

Develop a consistent approach to Assessment within Europe

Balance Functional and Behavioural competencies

Distinguish between Performance v Potential

Standardise recruitment processes

Review Job Roles/Requirements/Evaluations

Develop a Consistent Approach Globally

Project Objective: Harmonize Hiring Process and Standards

Moving from:

Inconsistent hiring processes and standards
Mixed capability among Hiring Managers
Varied and un-validated assessment tools
A variable "talent bar"
Mixed Candidate Experience

Moving to:

Harmonized processes and standards
Improved assessment capability
Fair, validated, robust tools
Consistent "talent bar"
Major focus on candidate experience

Our Proposal is based a simple formula:



We want processes and tools that balance Functional depth with PepsiCo's Leadership Behaviours.

Why am I telling you this?



Assessment is the Hawkeye of the Recruitment world.

Any Questions?

HAWKEYE



**BLACK
WIDOW**



IRON MAN



**CAPTAIN
AMERICA**



THOR



HULK

