

Ericsson

Situation

Ericsson has long been a user of assessment centres to help to identify and develop their future managers and leaders.

However, they had not always found their processes to be highly reliable, or indeed wholly objective.

They therefore asked MLI to work with them to develop and operate new processes which are more reliable and also more development-focused than the existing activities.

MLI's Solution

Ericsson has a very well established Global Leadership Framework, and worked with MLI to select the most appropriate elements for this application. MLI then enriched the behavioural indicators to more accurately identify strong performance and indicators of potential.

We followed this by producing a simulation tailored to their own business situation, and used it to develop activities which exercised each of the relevant aspects of the Leadership framework.

The pre-event selection process was substantially redesigned to ensure that only the most relevant people were placed on it, and a new evaluation event was designed, based entirely around the specific challenges facing Ericsson managers.

This new approach has now been in place for over three years and the data confirms improved confidence in decisions and a better predictability of performance.

Benefits

- The increased validity of the decisions made in the pre-selection and on-event processes has significantly enhanced the credibility and buy-in to the process both from line managers and individual participants.
- Much clearer and more focused development plans have been agreed for the individuals assessed - including, where appropriate, more varied career options.
- MLI's design of assessment simulations has also produced development benefit in its own right through exposing potential managers to some of the situations they will soon encounter.



Key Facts

Company

Ericsson

Nature of Business

Ericsson is a world-leading provider of telecommunications equipment and related services to mobile and fixed network operators across the world.

Number of Staff

78,000 worldwide

Develop the capability of your business - email enquiries@mayolearning.com today.