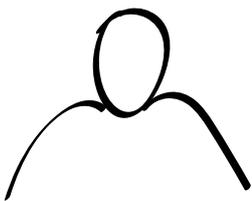




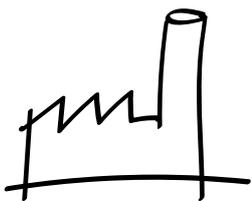
## OBJECTIVE

# ASSESSING AND IDENTIFYING TOP TALENT



### SOLUTION

CELEMI DECISION BASE™



### COMPANY

UPECA

**UPECA Technologies is a steel casting and machining company which focuses on the high-value aerospace and oil-and-gas industries. Mr. Stephen Chua, Vice-President of HR, is spearheading the implementation of a year-long Leadership Development Programme for identified talents with the potential to assume senior leadership roles in the company.**

### FIRST AND FOREMOST

Mr. Stephen Chua's first priority was to accurately determine the key areas for improvement of his high-potentials. Firstly, he wanted to use a US online tool, assessing candidates in three main areas (thinking style, behavioral style and occupational interests.) Secondly – and to complement

the results of the online tool - Mr. Chua decided to also use a more dynamic assessment tool. He chose Celemi Decision Base, a business simulation. On why he chose Decision Base, he says:

“Celemi Decision Base is practical and interactive, with a highly relevant base scenario on manufacturing. Other companies do evaluations and generate profiles – use career assessment talks to determine the future direction of their staff's careers.

But there's no other validation. Through this setup [an online assessment followed by a Decision Base seminar], the assessment and validation can be done externally.”

**PARTICIPANT  
QUOTES**

“I understand our unique selling points better now.”

“It was interesting to see what it takes to develop your employees.”

To Mr. Chua, assessing candidates' behaviors was important.

“The traditional assessment results are merely shown in descriptive reports. Hence, UPECA felt they needed a more dynamic activity enabling HR key stakeholders/ assessors to assess the behaviors more thoroughly” says Azman Shah Aziz, learning consultant at Celemi Solution Provider Performance Development Consultants.

“For this purpose, Decision Base is a perfect simulation. It is both broad and deep - and allows the facilitator to be innovative and flexible delivering the assessment. Decision Base offers a dynamic, working-like environment and as such it reveals behaviors in an observable manner.”

“It also helped validating the results of the aforementioned online tool. As a plus, the participants benefit from the key learning points in the simulation” says Azman Shah Aziz.

**DECISION BASE WAS USED TO:**

- Validate each talent's individual profiles and identify their gaps for further leadership development
- Identify and improve talents' understanding of the overall financial impact of business decisions  
Increase awareness within the organization's leaders on business acumen and the value created through business focus
- Collecting accurate information to assist UPECA in developing suitable succession plans

- Benchmark their capabilities with UPECA's 6 Leadership Core Competencies based on their decisions and activity during the simulation programme
- Creating a suitably stressful environment where candidates exhibit their true behavior, enabling assessors to assess the candidates accurately

**A STEP BY STEP  
ASSESSMENT PROGRAM**

The assessment process begins with the online assessment tool, capable of building an in-depth baseline measurement of the participants' individual capabilities and behavioral traits. It was carried out before the Decision Base seminar was run. The latter was to simulate the challenges that the target group would face as senior members of their organization.

Mr. Chua points out, “We chose Celemi Decision Base as it was customizable for our needs, and we could interchange the roles. Our final consultant and internal HR team assessment scores had a high degree of correlation, very close and similar to the online assessment scores, validating our findings and providing a platform for discussion.”

**ASSESSED UNDER  
PRESSURE**

Additionally, during the session, the assessing team got numerous insights into the participants' decision-making process, business acumen and strategic skills.

**QUOTE**

“CELEMI Decision Base is highly important for people in manufacturing. The emphasis on finance complements our organizations focus on reporting - and is ever so practical for learning.”

-Stephen Chua,  
Vice-President of  
HR , UPECA

“Profiling tools don’t measure areas like strategic thinking, working under pressure or willingness to take risks,” says Mr. Chua.

After the seminar, each individual’s results were compiled and validated before being compared to their specific customized job pattern. This way, a job match report could be carried out, in which areas of significant discrepancy were highlighted.

Subsequently, a follow-up session with the participants will be conducted, indicating the identified gaps from the job match report before assisting participants in developing action plans and training interventions to overcome them over the coming year.

**CANDID PARTICIPANTS AND STRAIGHTFORWARD RESULTS**

The simulation has been very well received, as Decision Base is the right tool, which is able to create a perfect physical manufacturing environment, which in turn allowed the talents to be honest, upfront and willing to accept their areas for improvement.

With the talents’ full participation and engagement during the session, the assessors were able to validate the talents’ individual profile as well as identify their individual gaps for further development with a suitable action plan. Once the talents’ business focus mindset has been instilled, talents will be more open and willing to cooperate in materializing UPECA’s vision for succession planning.