IMD have combined deep insights into leaders gathered over 75 years with cutting-edge approaches to assessments to create IMD Strategic Talent Solutions, an approach for shaping leader development for real impact on leader and organizational performance.

Drawing on our research and thought leadership, we have developed a suite of talent management solutions and diagnostic tools to provide holistic, integrated and future-focused insights for talent strategy, leader assessment and executive progression planning.
Innovation in Leader Assessment

OUR MISSION
To increase the impact of leader development on individual and organizational performance

1 IMPACT
Psychometric science has been unable to exceed 40% prediction of performance, even using multiple methods.
IMD applies the latest research and analytics to increase the impact on performance.

2 HOLISTIC
46% of participants find filling in assessments frustrating and alienating. Many assessments feel disconnected from the individual’s work context.
IMD deploys the latest technology to provide a person-centred experience.

3 PERSONALIZED
Many tools need expert support to enable participants to understand and apply insights to their work. Assessments often don’t provide the ‘so what.’
IMD reports provide personalized insights – and personalized development content.

4 FUTURE FOCUSED PRECISION INSIGHT
Normative tools are inherently backward looking. In a world characterized by dynamic change in roles and organizations, we need tools that look forward.
IMD’s Future Readiness tools are criterion-based, making them more robust.

5 PERFPRAMCE FOCUSED
Linear models of leadership performance assume one size fits all and don’t account for the dynamic interactions between know-how, motivation and situational judgement.
IMD uses a dynamic model of performance, which increases predictive power.
Dynamic Performance Drivers

The search for what makes a good leader has been ongoing for decades, with little success in defining the ‘recipe’ for great leadership. It has only been recently as analytical techniques have become more sophisticated that we have been able to identify the reason why: leader performance is inherently dynamic. Much like the atom, leader performance is the product of interactions between three key drivers in the context of changing situations.

A dynamic model of leader performance requires more complex algorithms and analytics but offers more explanatory power because it better reflects the way that leaders operate. Situational Judgement determines how effectively leaders are able to capitalize on their expertise and manage their motivation to make decisions that will lead to optimal performance.

**MOTIVATION**
What you want to do

**SITUATIONAL JUDGEMENT**
What you choose to do

**KNOW-HOW**
What can do

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**MOTIVATION**
A complex mix of attributes, identity and intrinsic motivators that underpin leader success

**SITUATIONAL JUDGEMENT**
The choices the leader makes, based on both cognitive and emotional factors and their ability to accurately appraise situational needs

**KNOW-HOW**
The accumulated knowledge, expertise, capabilities and skills a leader has gained through their experience and education
**Future Ready Talent**

**AMBIDEXTERITY**
IMD’s research-based Leader Performance Model defines the characteristics and capabilities needed to deliver value from business today while transforming for sustained success tomorrow.

**Transform**
Create the New

**Perform**
Optimize the Core

**ACCELERATED ADAPTATION**
Building individual capabilities to continually learn, adapt and reskill, considering cognitive, interpersonal and individual factors, including purpose and motivation.

Thrive Today
IMD Future Ready assessments address the challenge of Dual Transformation - extract value from the core business while establishing the foundations for tomorrow. To achieve this, leaders need to be able to develop and demonstrate sets of opposing behaviors, and the capacity to switch between them. This dynamic model reflects the realities of leader performance in an environment characterised by change and complexity.

Shape Tomorrow
Voyager supports you to forecast the challenges that your business will face and develop the capabilities needed to be Future Ready, including new business models. It leverages insights from our 300 Faculty and Researchers to position you and your business for future success.

Be Dynamic
Voyager fosters adaptive talent to feed dynamic capabilities that anticipate and address emerging business challenges and opportunities to thrive in uncertainty. These capabilities are strongly linked to sustained business success.
LEADER MOTIVATION

Proton Report
Measures attributes, motivators and centred behaviors that enable leadership ambidexterity and ability to facilitate Future Readiness.

Self-assessment tool looking at patterns of leader behaviour and drivers of leader behavior. The aim is to increase self-awareness to enable leaders to manage their motivation and energy across different roles and challenges.

BUSINESS KNOW-HOW

Neutron Report
Measures business acumen, business know-how and knowledge that is important for leaders to build Future Ready businesses

Developed with IMD Faculty, this diagnostic provides a comprehensive perspective across key knowledge areas associated with leader performance in dynamic environments. It measures key know-how areas required for leaders to create value today and drive. It uses multiple methods embedded in a simulation-based gamified environment.

SITUATIONAL JUDGEMENT

Electron Report
Measures cognitive and emotional aspects of situational judgement, to enable leaders to respond effectively to the dynamic business context

This modular range of assessments measure Acuity (horizon scanning), Agility (taking different perspectives), Adaptability (choosing the right behavior and focus) and Audacity (have the courage to do the right thing). Combined with Leader Motivation, they also provide tools that can be used to uncover and nurture potential in early talent and future leaders. For senior and executive leaders, these factors are strongly associated with the ability to continually adapt and learn in a dynamic environments.
Insight to performance

Personalized insights
Every report includes highly personalized insights directly connected to key leader challenges. Based on IMD’s evidence-based model of performance, we highlight the priority areas for the leader to focus their development for maximum impact.

Personalized development
Building on our roots in education, our reports not only contain actionable insights, they link to recommended digital resources and IMD programs. Every leader receives a personalized learning content feed linked to priority areas for development and tools to support their development planning.

Domains of Leader Performance

To build Future Ready businesses, leaders need to apply business-as-usual and transformation behaviors across five key areas of leader roles.

**Leading Strategy**
Combining knowledge of the market with customer centric mindset, the leader develops long-term transformational plans as well as strategic adjustments to take advantage of short-term opportunities.

**Leading Execution**
The leader drives operational rigor, manages risk, grows new capabilities, organizes work efficiently, and consistently delivers results.

**Leading People**
Coaches and motivates individuals and teams to achieve extraordinary things while also holding them accountable for performance.

**Leading Stakeholders**
Able to leverage formal and informal channels and structure to influence, build relationships, and accelerate change.

**Leading Self**
Having the courage and authenticity to accept one’s shortcomings, the leader embarks on a journey of personal growth that translates into inspirational leadership and organizational impact.
Through evidence-based integrated approach to talent development, we can:

✓ **Increase the impact** of leader development on performance
✓ Provide a seamless **business-relevant learning journey** with immediate benefits for job performance
✓ **Increase ROI** for talent development investments
✓ Support individuals to achieve their **full potential faster**
✓ Ensure that organizations have the talent they need to deliver their strategy today and sustain success tomorrow by developing **Future Ready capabilities**
✓ Harness diverse sources of talent, tapping into broader talent pools

**Build Talent for Today & Tomorrow**

Schedule a consultation and learn more about IMD’s Centre for Talent Development.
Email us at [imd@imd.org](mailto:imd@imd.org).