

Five Questions to Ask Before You **Trust** an Assessment

From the talk "The New Science of Talent Assessment: From Potential to Possibility"

Assessments add structure to hiring and talent decisions, but only when the evidence they produce is relevant, consistent and interpreted responsibly. Before you rely on one, ask:

1 RELEVANCE

Is it measuring something the job actually requires?

Start with the role, not the test. Define the capability the job needs, then choose a method that can observe it.

Ask: Would this result help me make a better decision about this role?

2 CONSISTENCY

Is the process consistent enough to compare people fairly?

Instructions, tasks and scoring should be comparable, so differences in results come from the people, not from the process.

Ask: Are we comparing candidates on the same basis?

3 EVIDENCE

What evidence supports the interpretation?

A score means little until you know what supports it: reliability, validity and benchmarks that fit this use.

Ask: What supports the conclusion we are drawing from this score?

4 EXPERIENCE

Does the candidate experience match the decision?

It should be understandable, accessible and proportionate. More assessment is not automatically better assessment.

Ask: Would a shorter or simpler process tell us enough?

5 ACCOUNTABILITY

Who remains accountable for the final decision?

Technology can process responses and surface signals. It should not remove accountable human judgment.

Ask: Who interprets the evidence and makes the final call?

The strongest assessment professionals connect human behavior, evidence and a real decision — and know where the evidence stops.

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