



Want to find out more?

Contact Sally Izzard  
020 3488 3460  
[sally@workpsychologyhub.co.uk](mailto:sally@workpsychologyhub.co.uk)

# Case Study

## Leadership assessment for restructuring

### Overview

An ambulance service on a high-profile improvement journey was restructuring its Operations Directorate. Changes to roles at Deputy Director and Associate Director level meant individuals impacted were placed at risk of redundancy and invited to apply for one of the new positions. Work Psychology Hub designed rigorous assessments and our expert psychologist assessors teamed up with the Trust's panel to help inform these critical leader selection decisions.

### Approach

Key to our recommendation was the need to design engaging and future focused assessments that would provide insights for internal and external candidates alike. Going beyond self-report and placing individuals in a relevant scenario, simulating the challenges lying ahead, created realistic stretch for candidates. Having consolidated a number of sets of behavioural and values criteria into a single structure, we designed application questions, interviews and scenarios to measure them. A personality measure fed into the panel interviews which, similarly to the application questions and simulation exercises, were structured in rating for minimal doubt and ease of agreement between assessors. Having briefed the internal assessors including board members and external experts, we worked alongside them to assess and facilitate decisions being made.

### Outcomes

Some positions were not appointed internally, yet the process was seamlessly extended to external candidates, as this was already accommodated within the design. This led to strong appointable candidates being identified for all five roles. All candidates took part in one-to-one feedback sessions, with successful candidates also receiving a Development Summary report, highlighting strengths and development areas to feed into their continued professional development planning as they moved into the roles.