

Be Better at Assessing and Developing Talent

Strategies for the Employee Lifecycle

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About the Speaker: Mollie Lombardi

- ❑ Mollie is a research director at the Aberdeen Group, as well as a speaker, writer and analyst in the human capital management field, with a primary focus on how organizations enable business success by unleashing the potential and productivity of their workforce. She has surveyed and interviewed thousands of end-users to better understand the key challenges facing today's HR and talent management leaders, as well as uncover the Best-in-Class strategies, capabilities, tools and technologies they are using to address those challenges.



About the Speaker: Sherrie Haynie, M.Ed.

- ❑ Sherrie Haynie serves as a Consultant for CPP, Inc. She is an MBTI® Master Practitioner and MBTI® Certification Program faculty member. She currently consults with a multitude of Fortune 500 business of all sizes. In addition to providing MBTI certification training, Sherrie develops and facilitates OD initiatives for leadership, coaching, teambuilding, performance management, strategic planning. With a focus on organizational results, Sherrie previously consulted for GM, Ford Motor Company, Delta Airlines, and Wayne State University.



Our Agenda

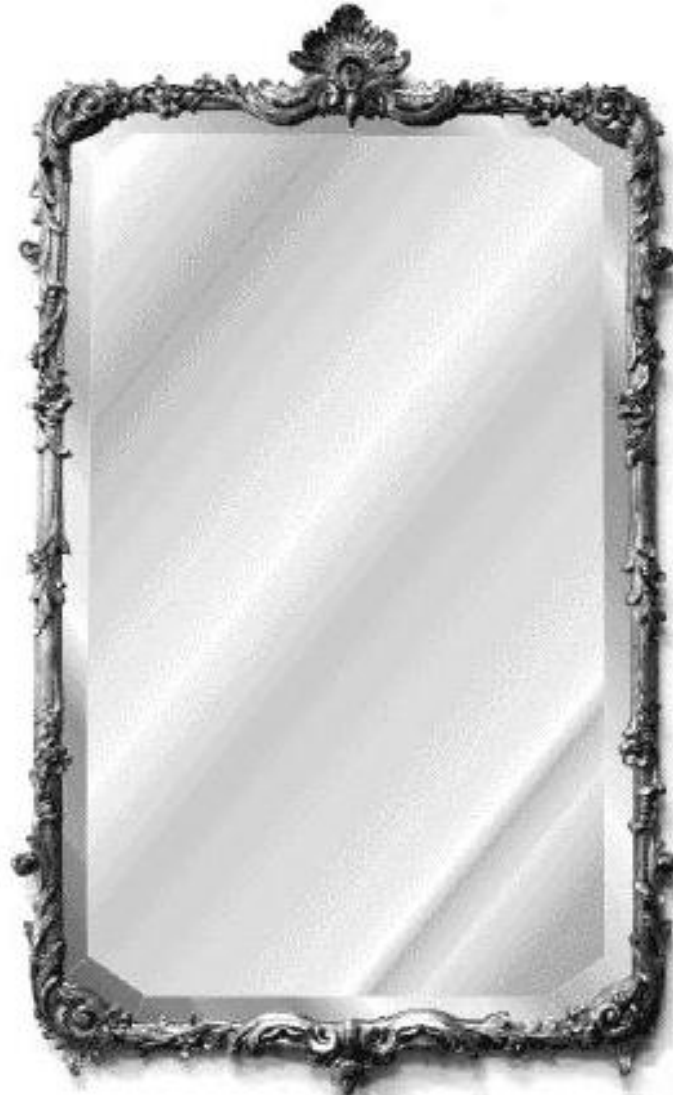
- ❑ Introduction & Overview
- ❑ Building the Case
- ❑ Choosing the Right Tools
- ❑ Crafting the Employee Experience
- ❑ Wrap-up and Q&A



Drawn from our World Class Assessments Research



- ❑ Published April 2011
- ❑ Studied 516 organizations and their assessment strategies
- ❑ Covering a wide variety of industries and geographies



Aberdeen's Methodology

End-User Investigation: PACE Framework

Pressures

External and internal forces that impact the organizations market position, competitiveness, or business operations

Actions

Strategic approaches that an organization takes in response to *Pressures*

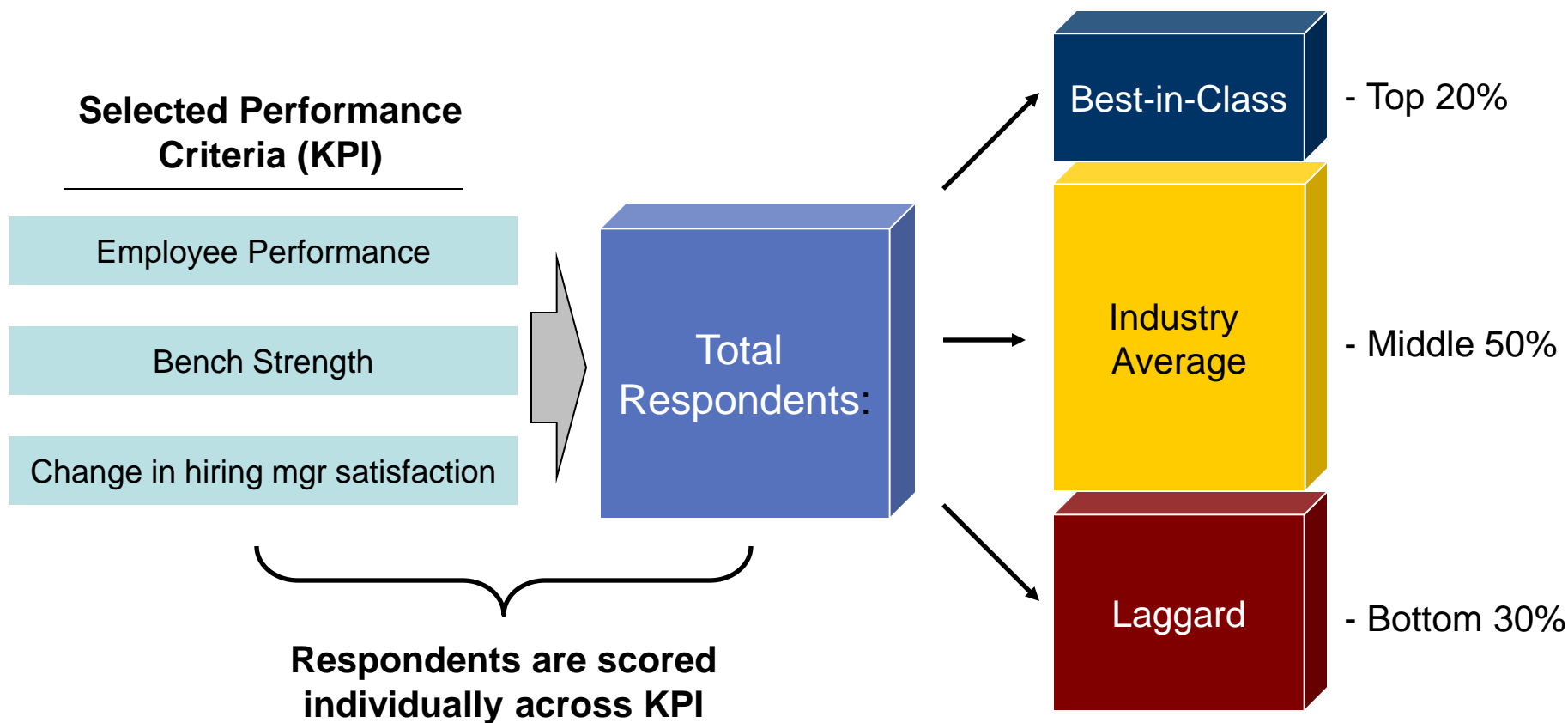
Capabilities

Business competencies required to execute corporate strategic *Actions*

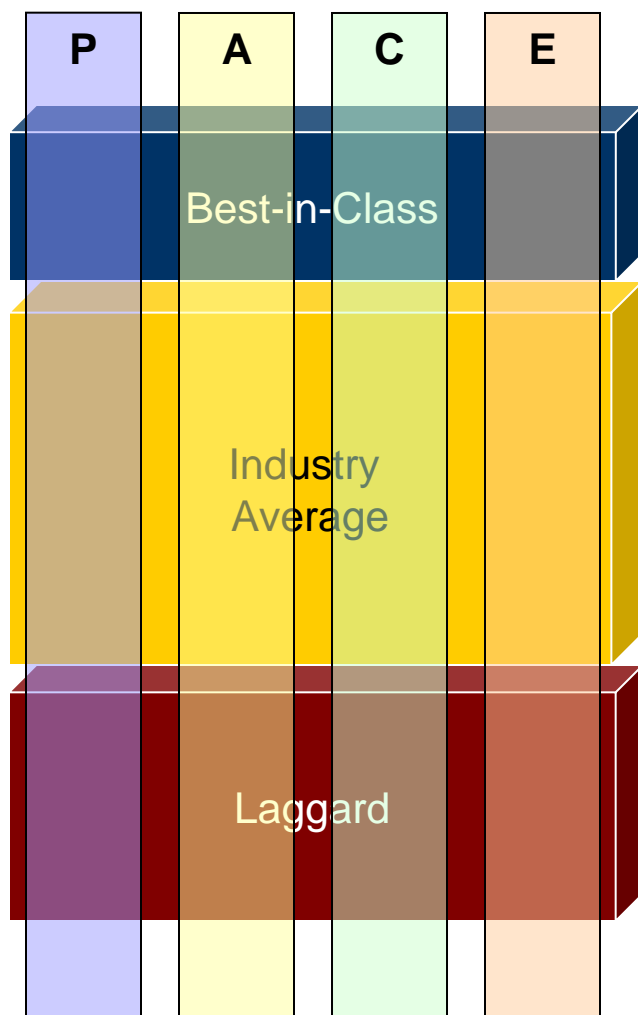
Enablers

Key technology solutions required to support the organization's *Capabilities*

Aberdeen Maturity Class Framework



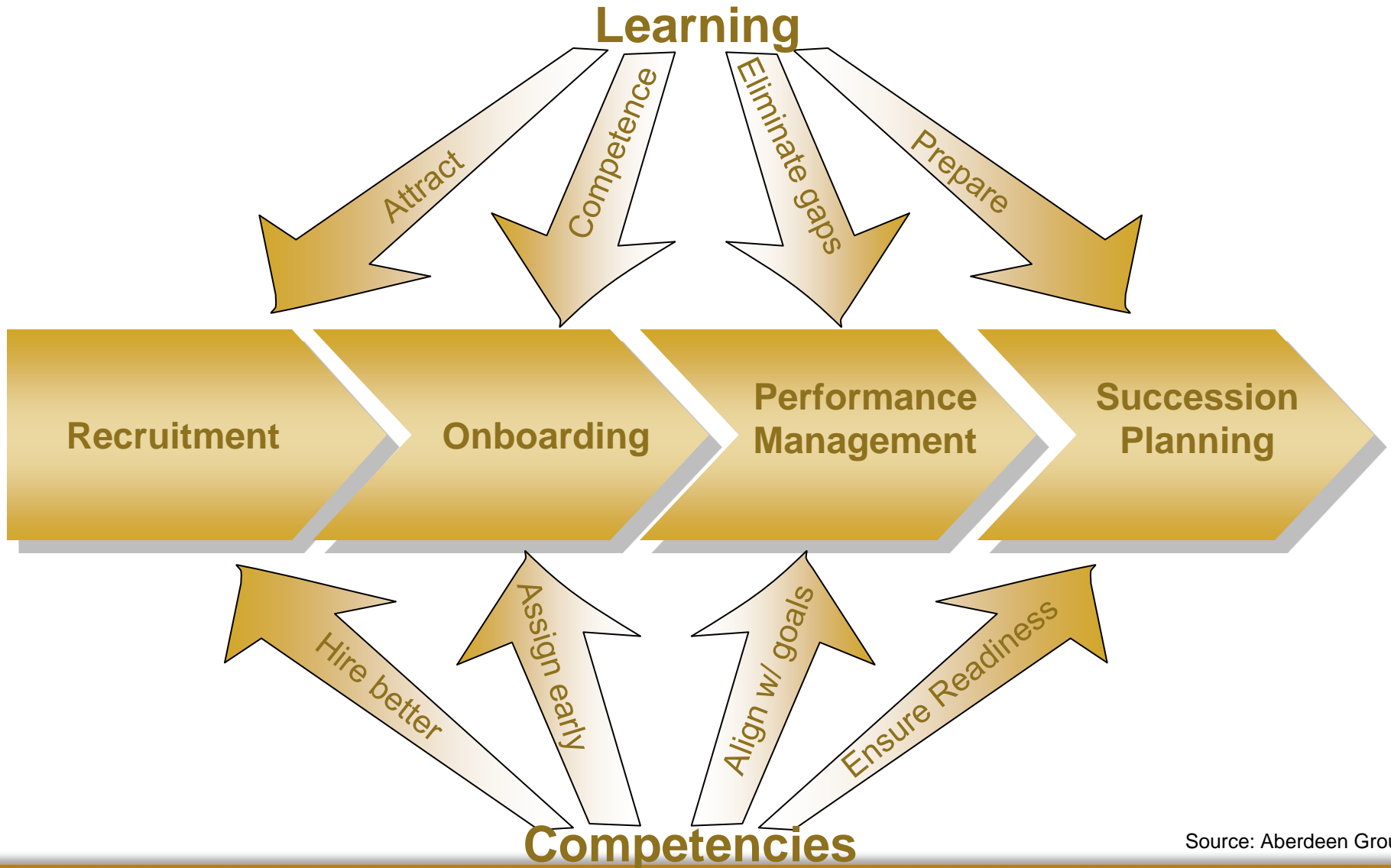
Aberdeen Maturity Class Framework



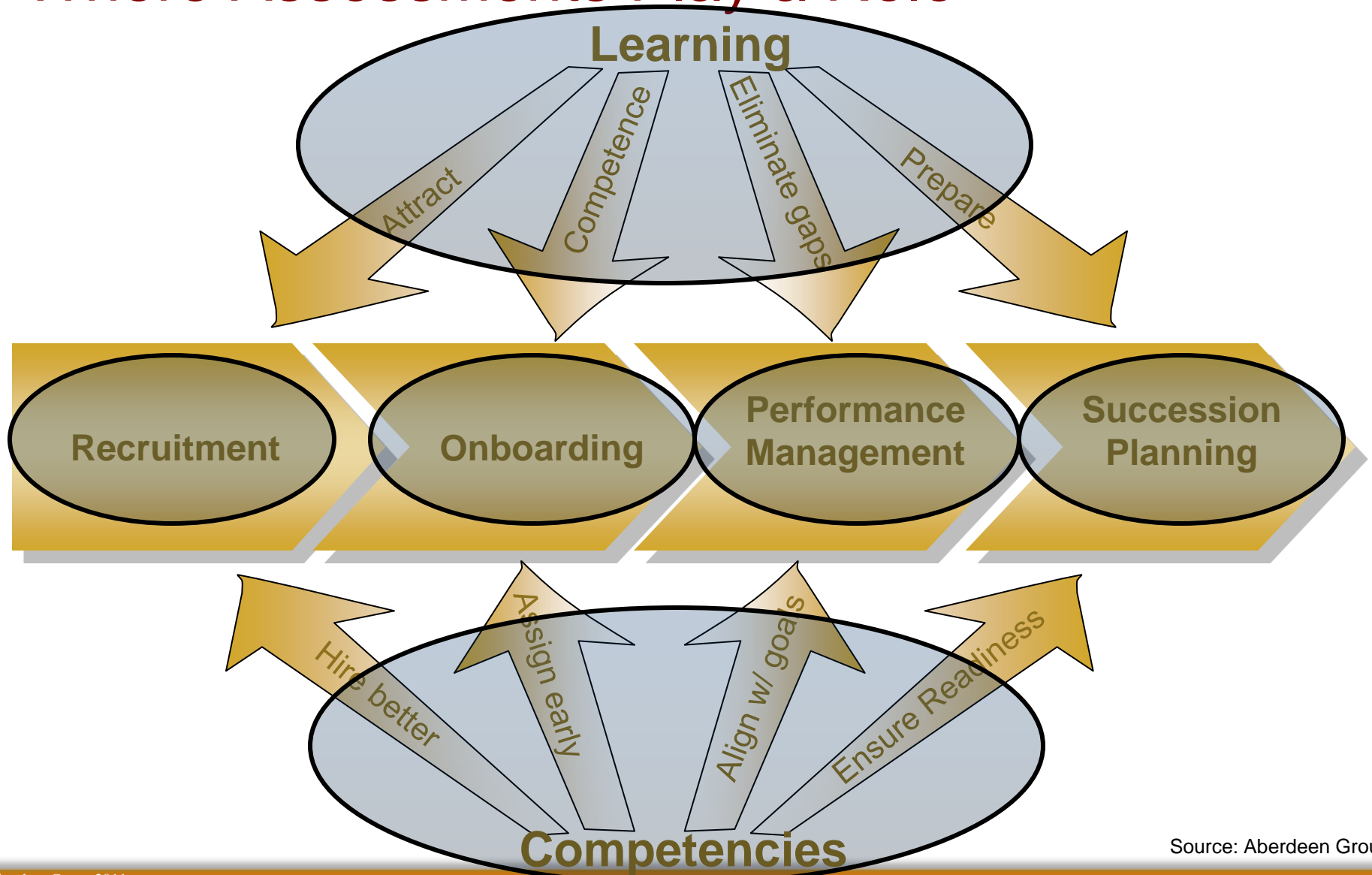
- ❑ What you need to do to become Best-in-Class
 - ❑ What processes you should have in place
 - ❑ What you need to measure
 - ❑ Organizational changes you might want to make
 - ❑ Data / Knowledge management considerations
 - ❑ Technologies you should evaluate

Building the Case

The Talent Lifecycle



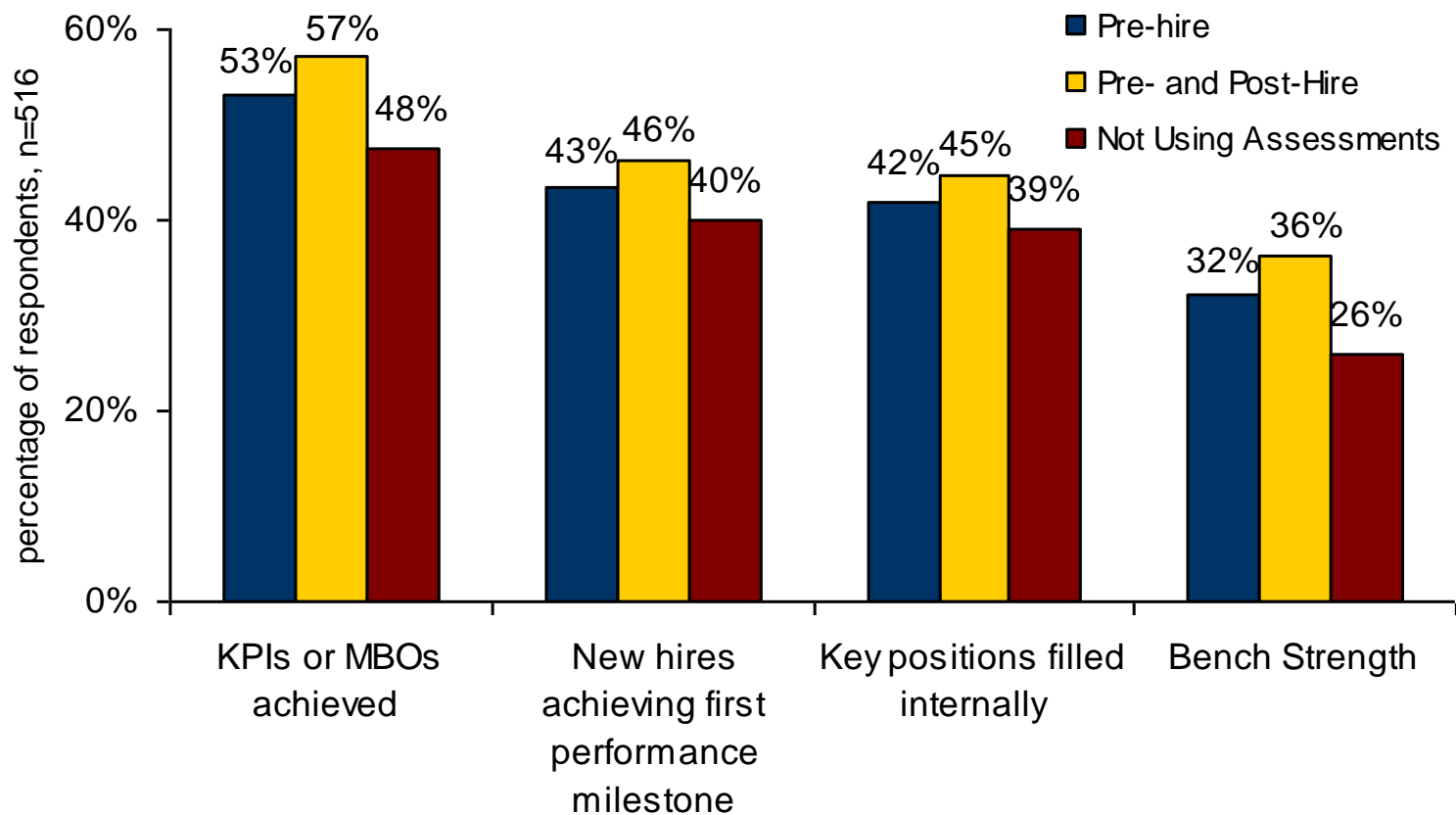
Where Assessments Play a Role



Fast Facts

- ❑ Organizations using assessments in both the pre- and post-hire saw, on average:
 - ❑ **18%** more of their organizational goals achieved
 - ❑ **15%** more of their new hires achieving their first performance milestone on time
- than organizations not using assessments

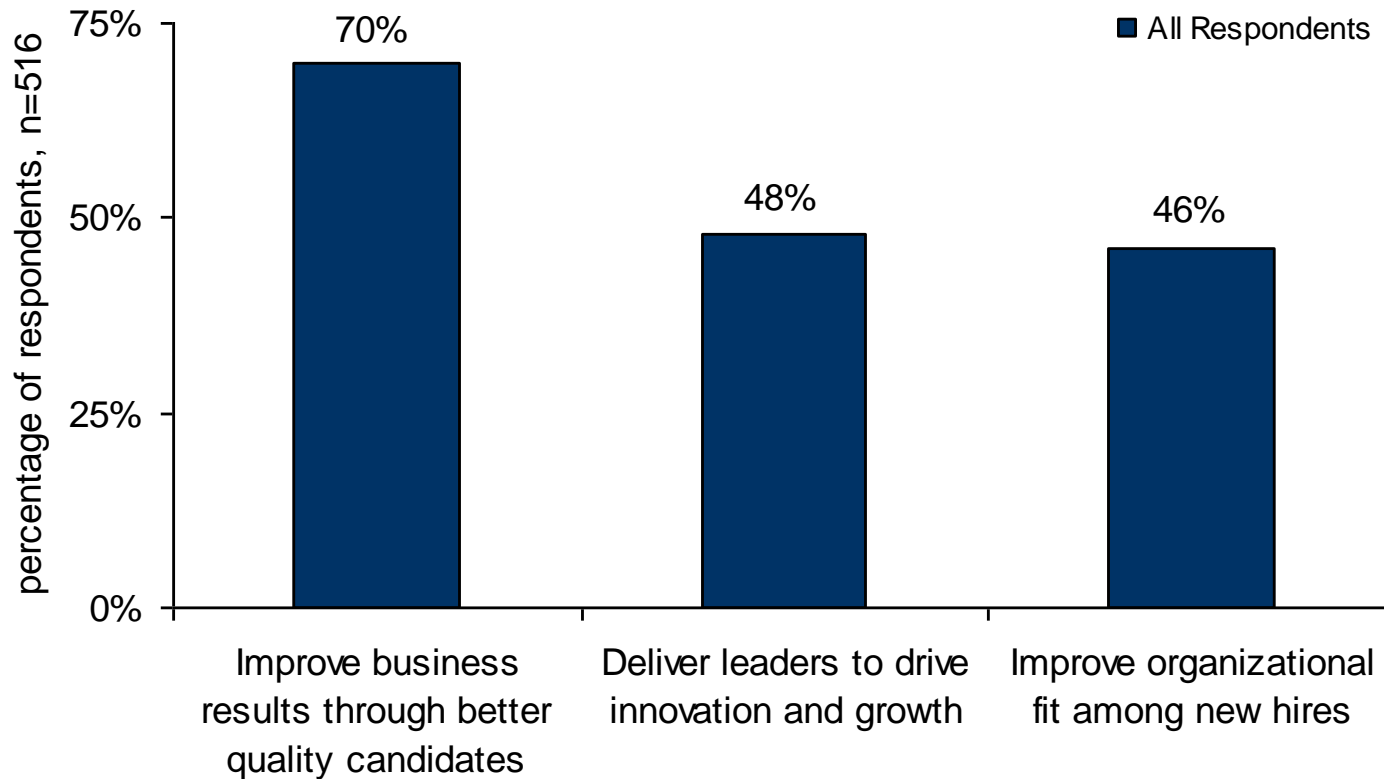
Impact of Assessments on Key Metrics



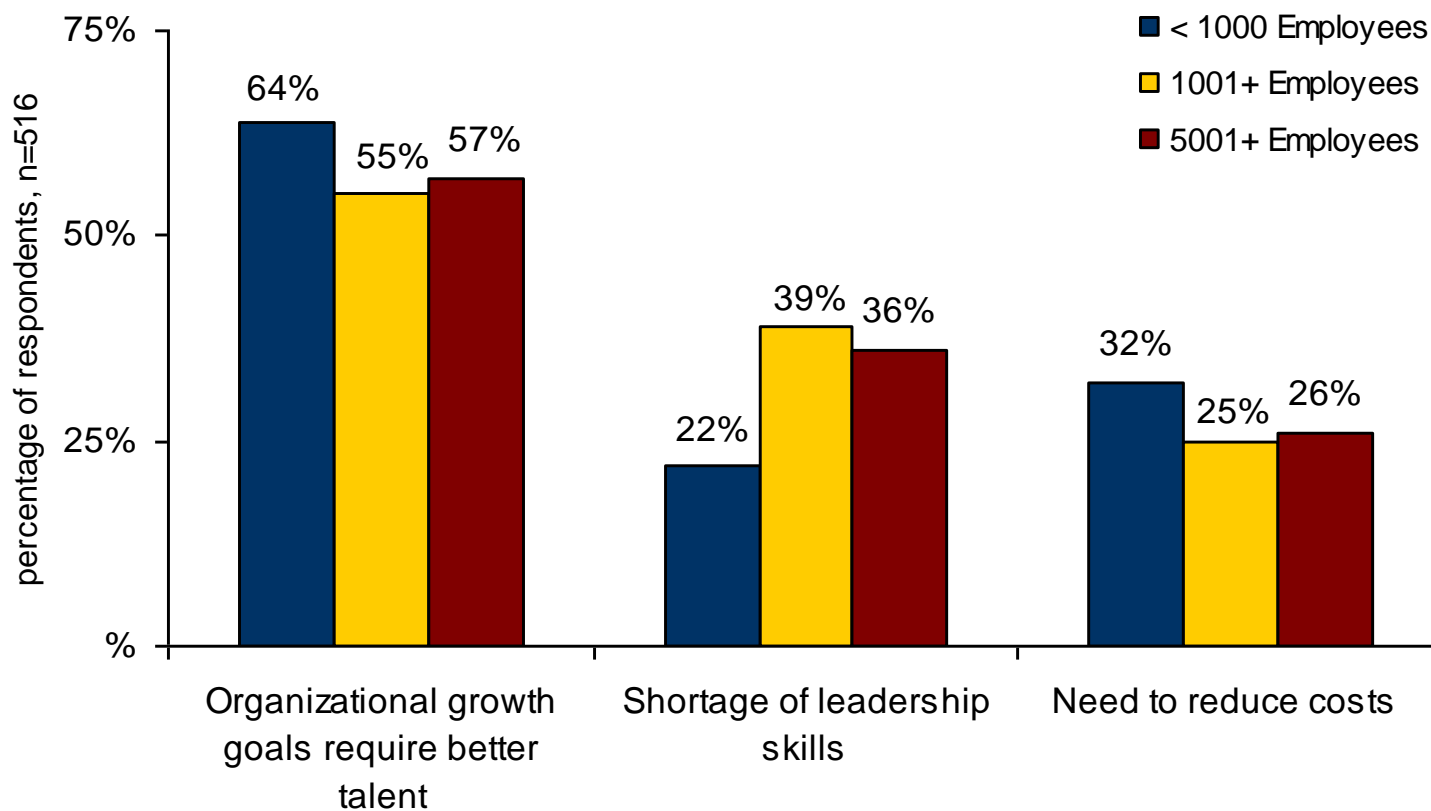
Strong Businesses Require Strong Talent



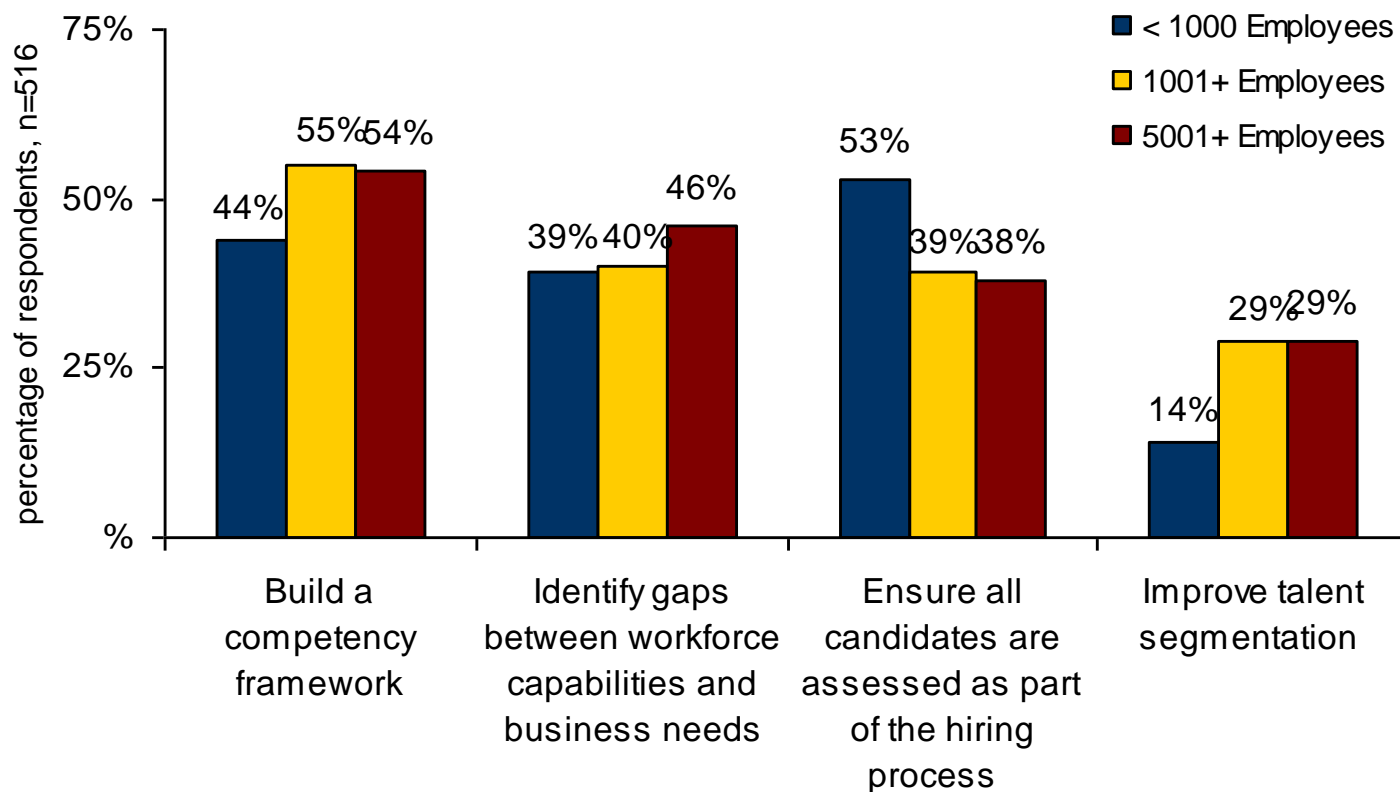
Goals for the Use of Assessments



Pressures (by headcount)



Actions (by headcount)

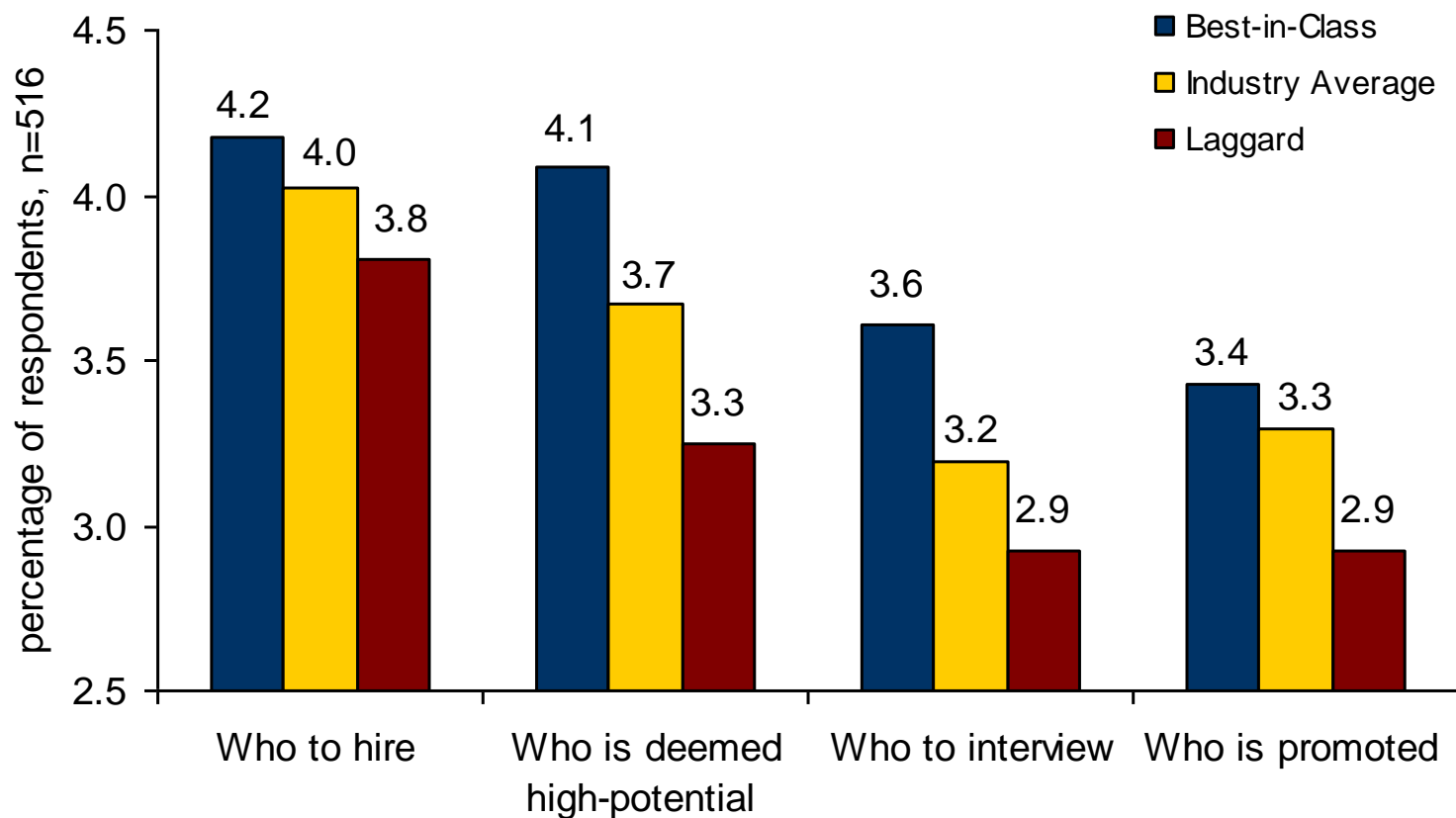


The First Three Rules of Talent Management...

- Data
- Data
- Data



Importance of Assessment Data for Critical Decisions



Choosing the Right Tools

Assessment Types

- ❑ Basic tests (skills & abilities, cognitive)
- ❑ Multi-dimensional / whole person assessments (personality, behavioral)
- ❑ High stakes assessment (in-depth, simulation based, applying experiences and knowledge)
- ❑ Motivational assessments (to identify key motivational drivers)

Two Essential Questions

How?
and
Why?

Types of Assessments used in the Hiring Process

	College hires	Entry level employees	Individual contributors	First-level managers	Mid-level managers	Executives
Basic tests	32%	49%	34%	29%	22%	16%
Multi-dimensional / whole person assessments	35%	40%	46%	58%	61%	52%
High stakes assessments	7%	8%	12%	20%	29%	34%
Motivational assessments	18%	20%	25%	32%	34%	36%

The Talent Lifecycle



- ❑ The CPI 260[®] assessment describes and predicts behaviors. It identifies thoughts, preferences, attitudes, and behavioral tendencies such as dealing with others, self-management, motivations, and thinking style.
- ❑ The CPI 260 assessment yields practical, down-to-earth insights that can make both selection and development more efficient and more productive.

Transportation Company

Challenge

- ❑ One of the largest transportation logistics companies in North America experienced rapid growth with a task to hire and develop 200 additional salespeople. The key was to identify candidates to drive revenues and to reduce sales force turnover.

Solution

- ❑ CPP developed personality and competency profiles that would help identify the best candidates for the types of sales positions they were hiring for.

Transportation Company

Results

- ❑ The organization has hired high-potential candidates for its fast-growing internal sales force. Because they have personal attributes and attitudes needed to make the most of the skills training they receive, **the new hires are reaching high levels of performance and productivity faster and with lower turnover than past “generations” of new salespeople.**

“We’ve seen substantial reduction in turnover since we implemented our use of the CPI 260. It’s helped us identify not just good, high-potential salespeople, but happy ones, too.”

— Director, North American
Transportation Logistics
Company

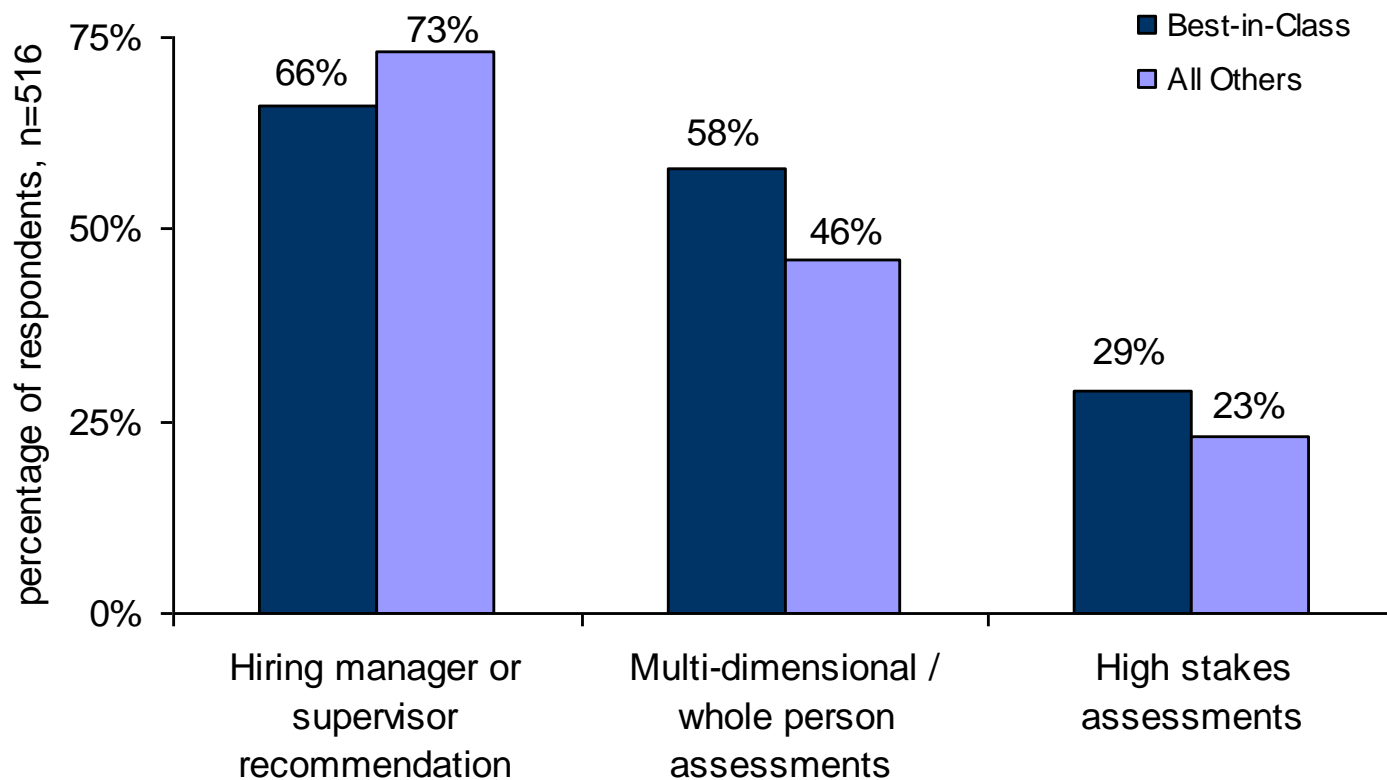


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Post-hire uses of pre-hire data

- ❑ Educating the hiring manager on style and preferences of the new hire - 56%
- ❑ Identifying high-potential talent - 51%
- ❑ Prescribing targeted learning and development plans - 49%

Elements Used in Promotion Decisions



Types of Post-Hire Assessments Used

	Determining high potential status		Putting someone in a succession plan		Promotion to leadership roles	
	Best-in-Class	All Others	Best-in-Class	All Others	Best-in-Class	All Others
Basic tests	25%	20%	15%	14%	18%	16%
Multi-dimensional / whole person assessments	41%	39%	45%	36%	47%	48%
High stakes assessment	24%	20%	29%	20%	36%	30%
Motivational assessments	25%	24%	33%	23%	35%	31%

The Talent Lifecycle



- ❑ MBTI® assessment identifies innate preferences and to provide a common language for understanding different personality styles
- ❑ FIRO-B® assessment helps individuals understand how their needs can shape their interactions with others
- ❑ TKI assessment reveals how individuals handle conflict and how to adopt the most appropriate style for different situations

U.S. Air Force Acquisition

Challenge

- ❑ Employees were being promoted to management positions based primarily on technical ability. This was mainly due to poor management, which led to high turnover, lack of improvement, and lack of innovation.

Solution

- ❑ The development of a two-part seminar that enhanced self-awareness by providing individuals with knowledge about themselves and information for applying that self-knowledge to handle conflict, change, and decision-making.

U.S. Air Force Acquisition

Results

- ❑ Marked improvement in productivity and organizational cohesiveness, which included:
 - ❑ Improved **teamwork** and **accountability**
 - ❑ **Anticipating challenges** and proactively create action plans that **address blind spots**
 - ❑ **Results-oriented** behavior and motivation
 - ❑ Realizing and appreciating the **value of diversity** on teams...diversity of “thought”

“The CPP assessments have helped people recognize that they are part of the problem, and the solution.”

—Blaise J. Durante,
U.S. Air Force Deputy Assistant
Secretary for Acquisition
Integration

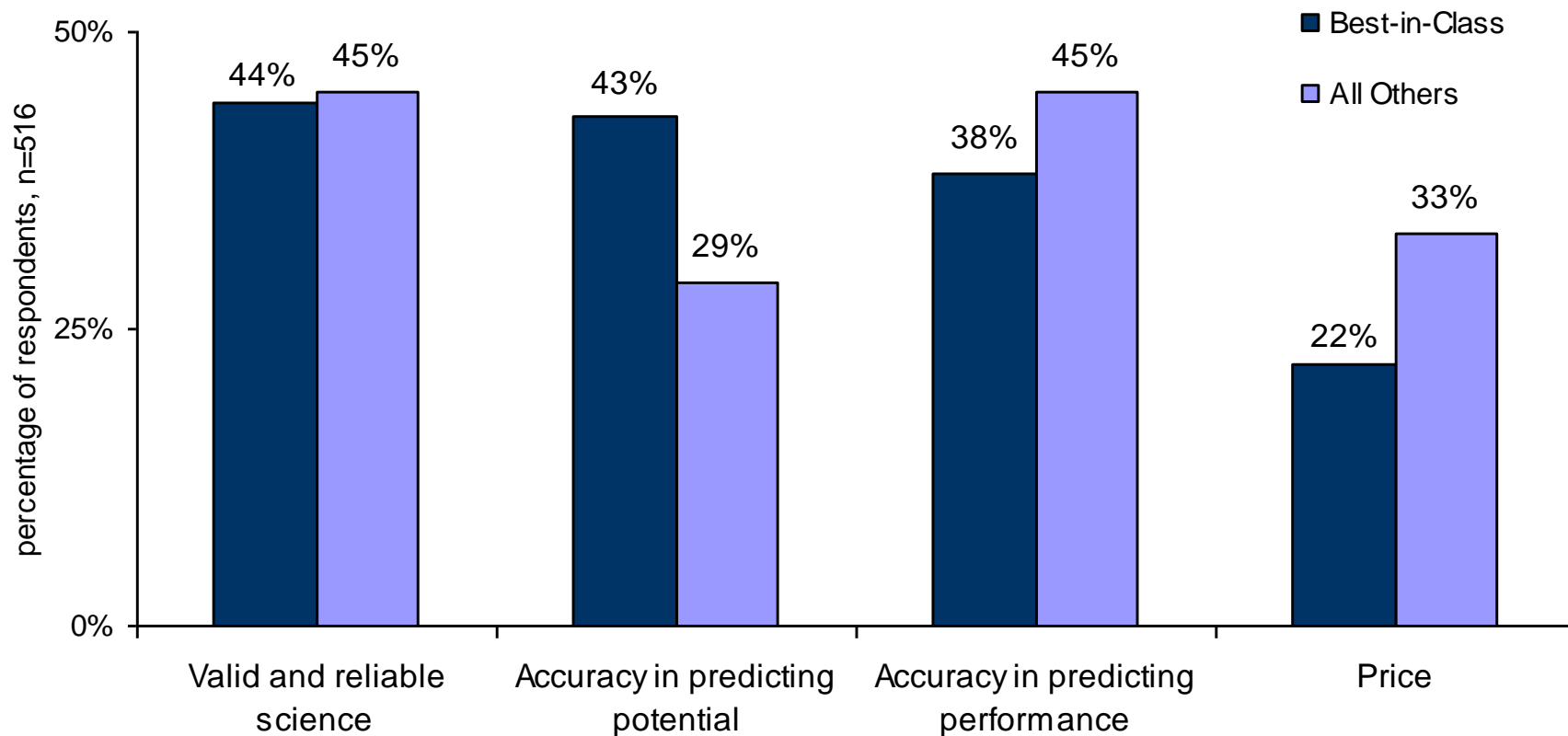
A fact in itself is nothing. It is valuable only for the idea attached to it, or for the proof which it furnishes.

~Claude Bernard

Fast Facts

- ❑ Best-in-Class organizations are:
 - ❑ **85%** more likely to be able to correlate post-hire assessment results to ongoing performance
 - ❑ **42%** more likely to be able to tie ongoing performance back to pre-hire assessments

Solution Partner Selection Criteria



Two Kinds of Validity



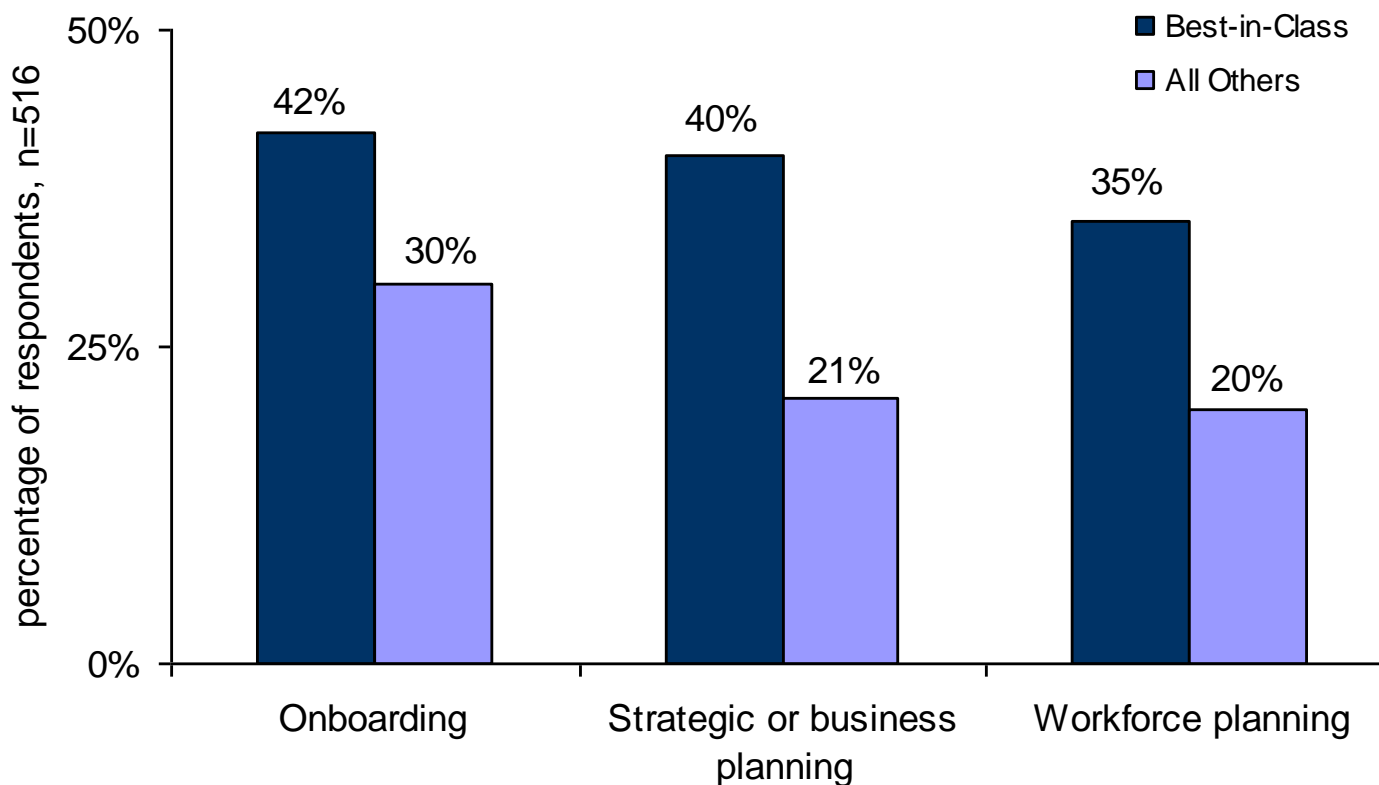
External



Internal

Crafting the Employee Experience

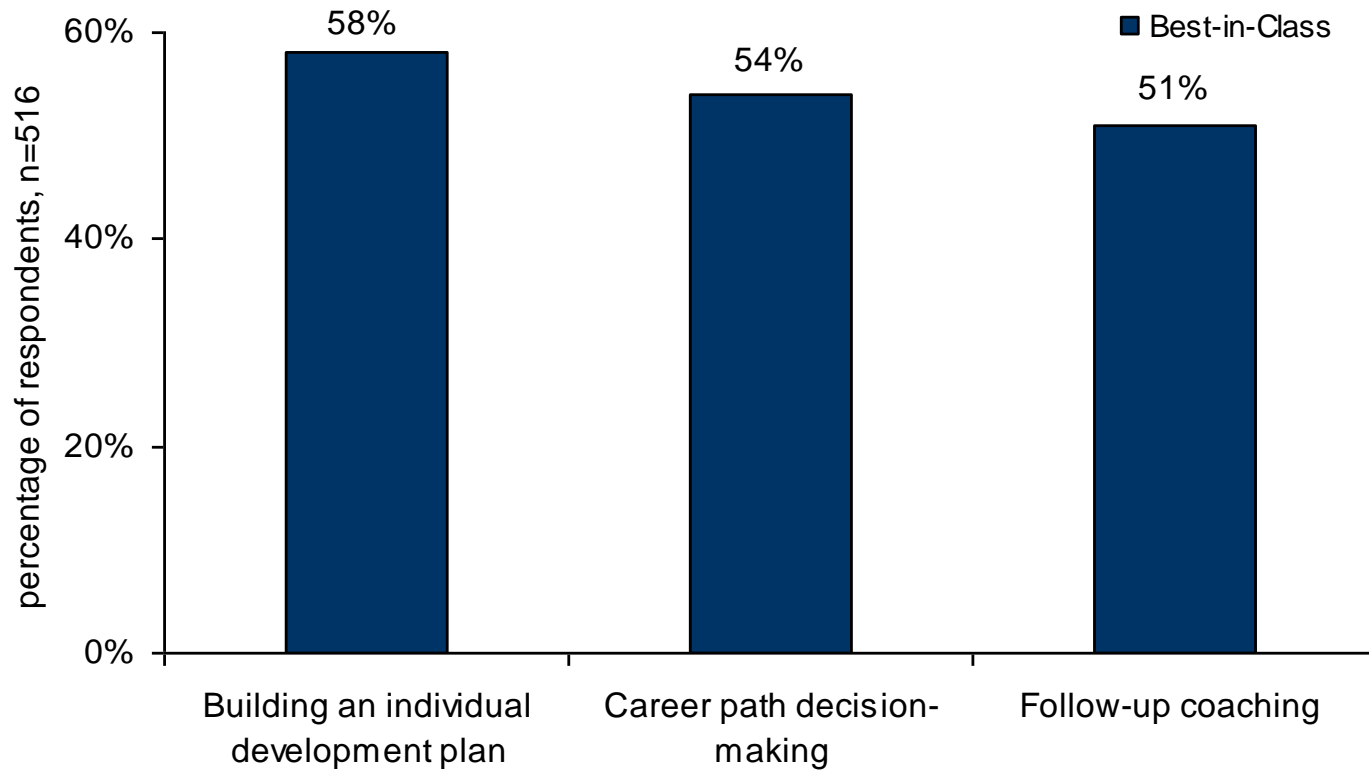
Processes where Assessment Data is Integrated



Assess, then Act

- ❑ Best-in-class companies focus on on-going process, not stand-alone event
- ❑ Need to have the right data to drive action.....
 - ❑ Multi-dimensional / whole person data
 - ❑ High stakes assessments
 - ❑ Going beyond competencies

Leadership Assessment Follow-up



The Talent Lifecycle



- ❑ The CPI 260 assessment is a coaching and leadership development tool built on more than 55 years of research and successful real-life applications.
- ❑ The two reports give specific feedback to suggest growth and development areas.
- ❑ They equip managers and executives with personalized information that enables them to identify strengths and blind spots, leverage strengths, target areas for development, and plan action steps to increase effectiveness as leaders.

U.S. Military

Challenge

- ❑ A division of the military wanted to improve its leadership development program for senior personnel, to help it develop a system for capturing and using aggregate information to create performance benchmarks.

Solution

- ❑ The creation of a validated “portrait of a leader” with clearly identified leadership competencies. CPP combined the CPI 260[®] assessment and CPP Research Services to provide competency summaries for each individual in the program.

U.S. Military

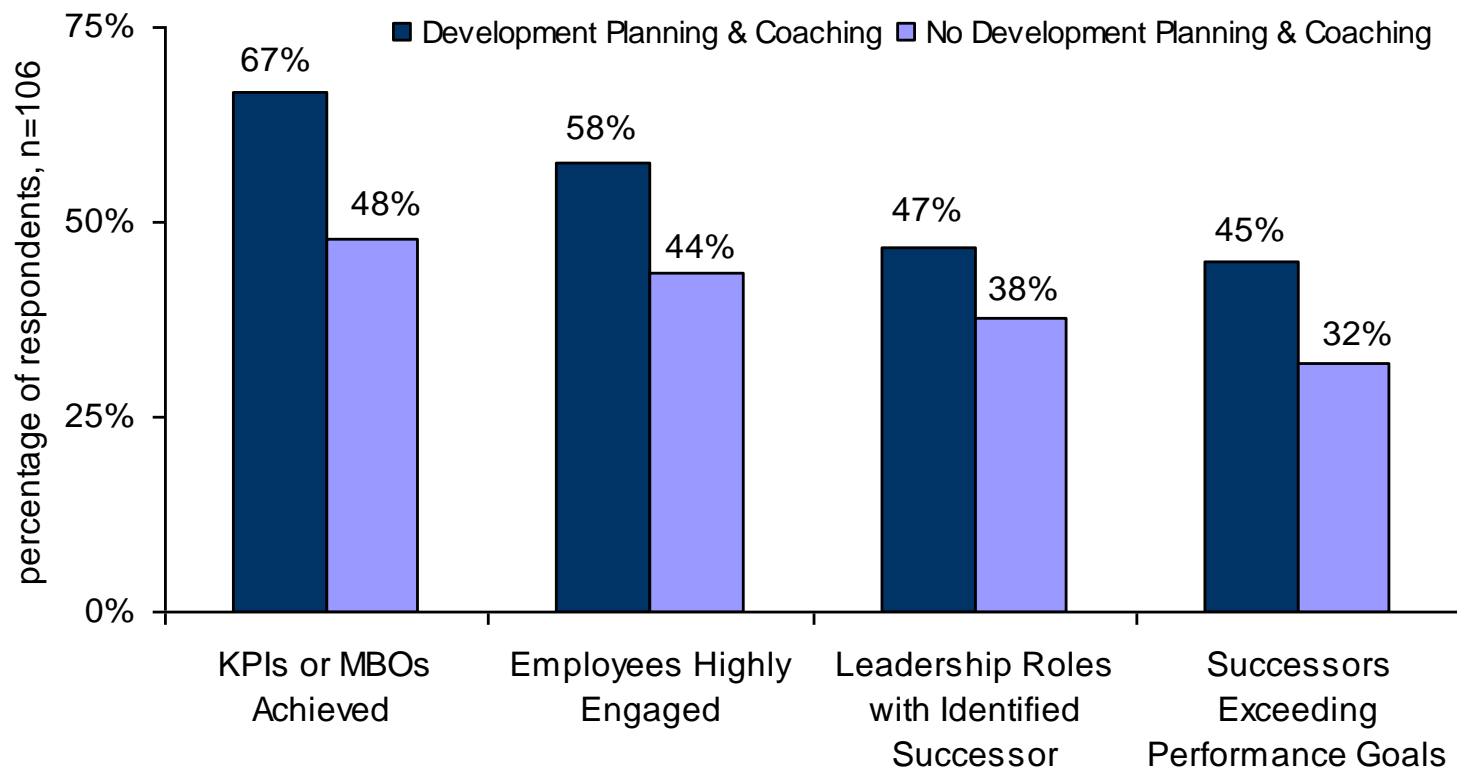
Results

- ❑ These summaries enabled officers **to benchmark their competencies** against those of other successful leaders within their military specialty and **to grow their leadership skills.**

“With hundreds of military officers and civilian workers alike, the CPI 260 assessment has proven to be a powerful tool for creating a precise portrait of an individual’s leadership potential and for helping this military training unit craft a highly effective learning experience for its future senior leaders.”

— Military Training Director

Follow-up After Assessment Impacts Results



In a Nutshell...

- ❑ Organizations need better talent to support their business goals
- ❑ Data rules! ...and organizations are hungry to use data to help them manage the risk around talent decisions
- ❑ Organizations achieving the most from their assessment efforts are the ones who understand the need for using the right assessment types for the right role and level, and for aligning their assessment strategy with business needs and business results

MBTI® and CPI 260® Certification Programs

- ❑ Addresses what practitioners need to know to ethically administer, score, and interpret results
- ❑ Provides access to purchase and administer the assessment and reports
- ❑ Includes a range of learning experiences (lectures, activities, practice sessions, assignments)
- ❑ Public program offerings nationwide as well as in-house delivery options
- ❑ Qualifies for hours/CEUs from several professional organizations (public programs only)
- ❑ Visit www.cpp.com/mbticertification and www.cpp.com/cpicertification

* Note: MBTI certification also qualifies a person to purchase and administer the FIRO-B® assessment



Q&A

Thanks for your interest in our research!

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