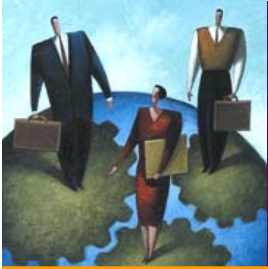




COMPETITIVE ADVANTAGE. REALIZED.

GAINING PRODUCTIVITY THROUGH MORE EFFECTIVE USE OF ASSESSMENT DATA IN THE ONBOARDING PROCESS

**Presented by
Robert W. Rogers
DDI**



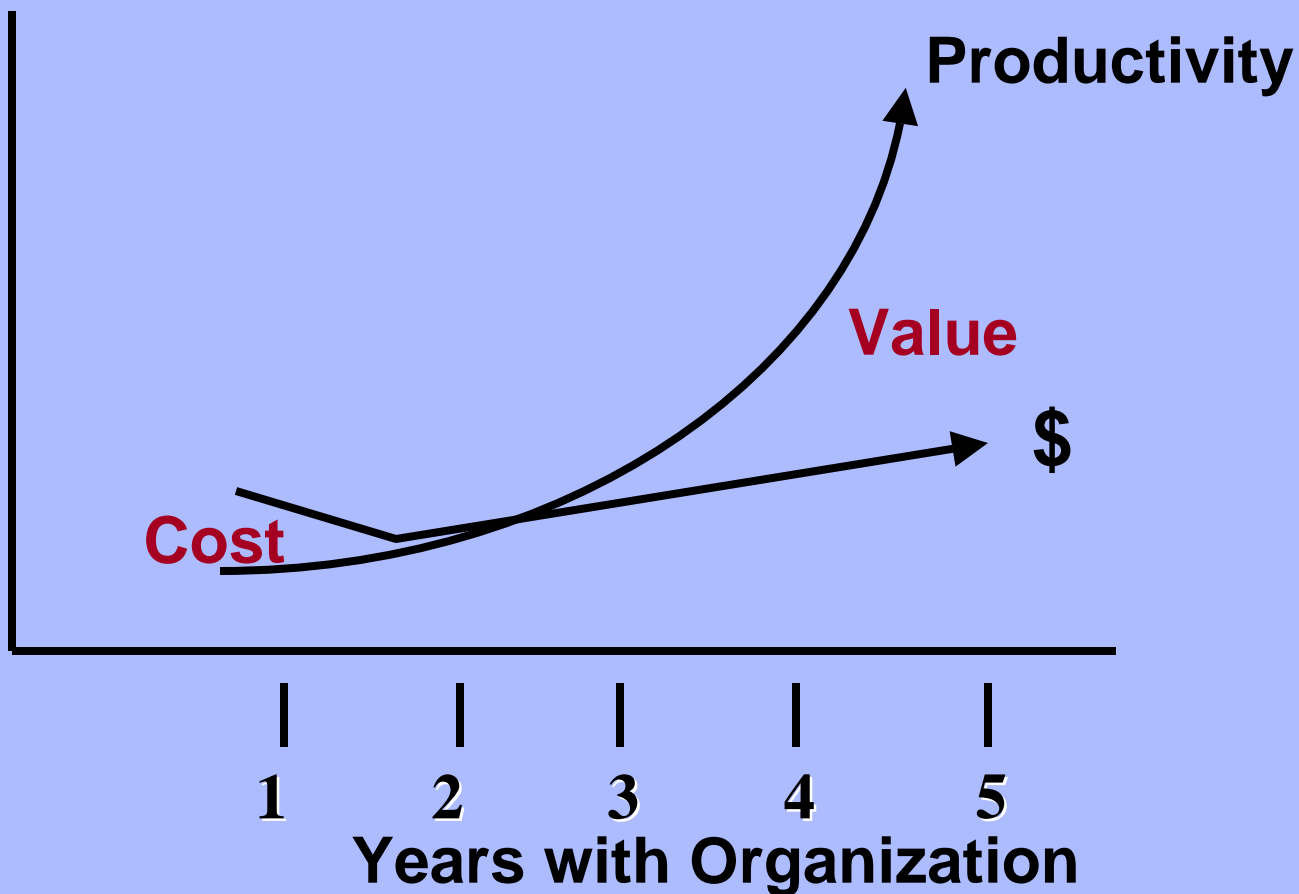
Overview

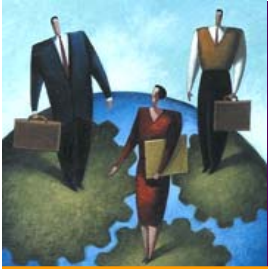
- The Need
- Assimilation, Performance, Retention
- Barriers



The Need

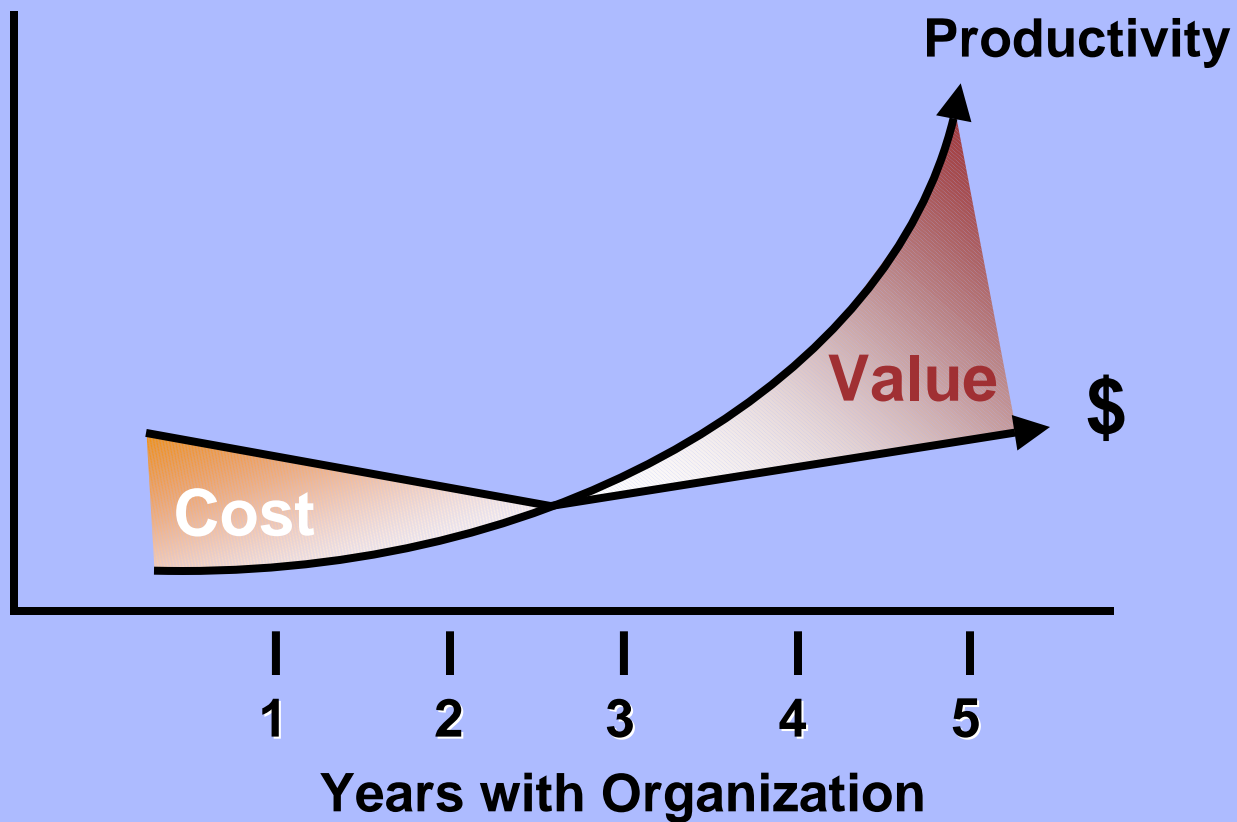
Employee Value Increase

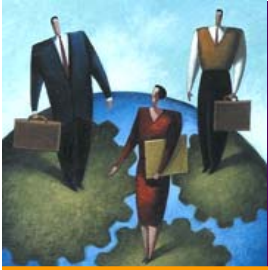




The Need

Employee Value Increase

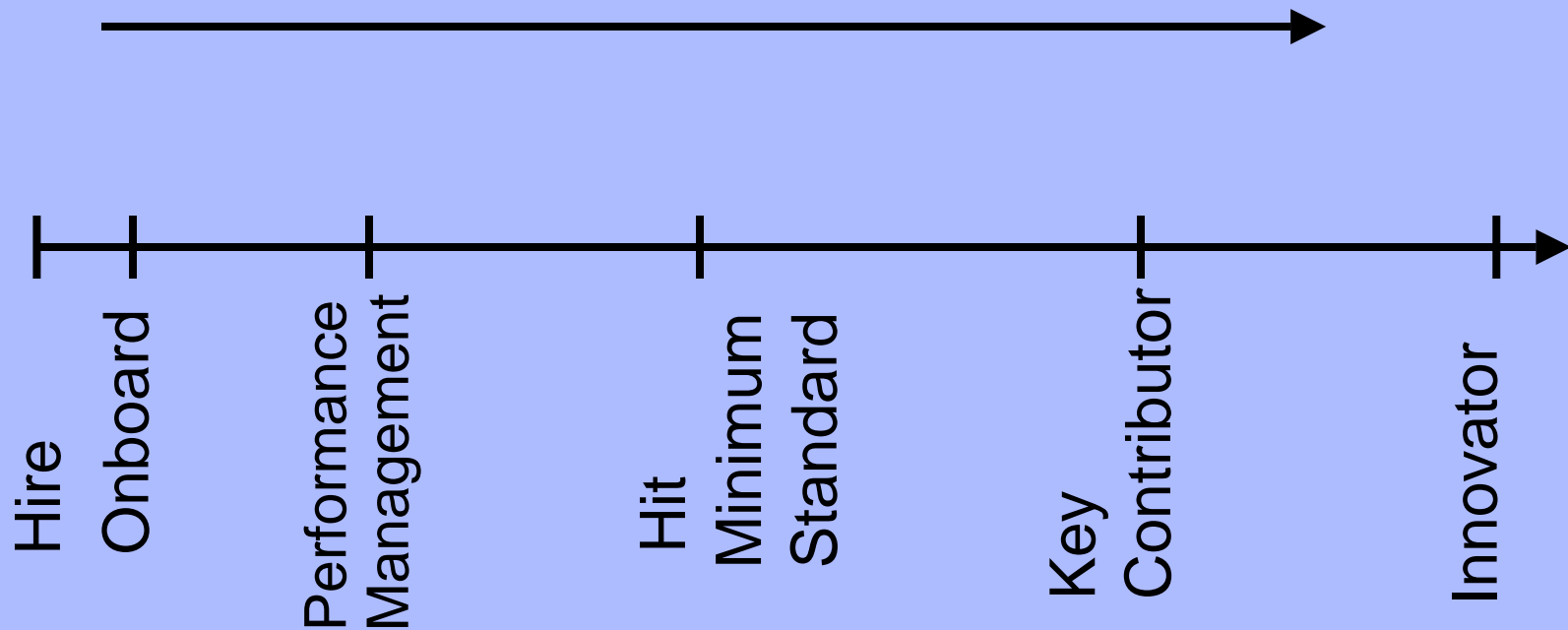


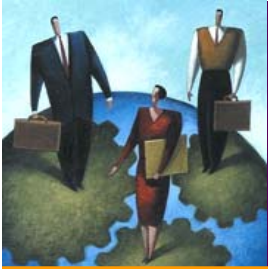


Employee Lifecycle Management

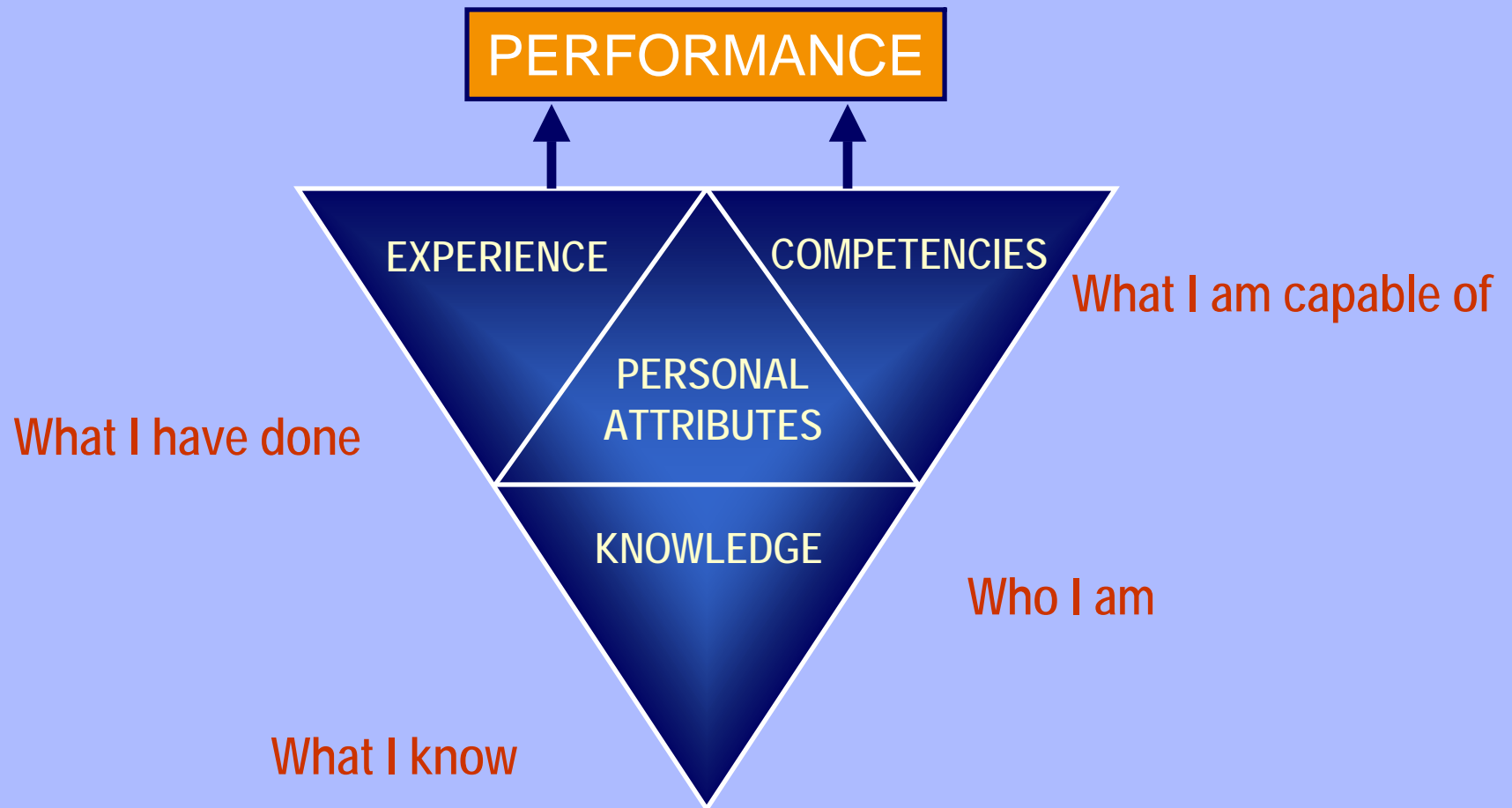
Development

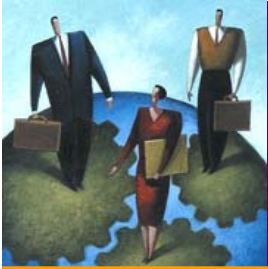
“How Far? How Fast?”





Strategic Data Review From Assessment





Strategic Data Review From Assessment

- Competency data and personal attributes
- Consideration against target level/roles and business challenges
- Development recommendations—
Assignments/placement/mentors



John Doe

Start Date: 04/16/2004

Current Role: Director,
Digital-Enhanced Networks

Previous Roles w/in Org:
Manager, Two-Way Radio
Development; Manager,
Wireless Handheld Devices
Testing

Competencies

Interpersonal Skills

Developing Strategic Relationships **P**

Customer Orientation **S**

Communicating with Impact **S**

Leadership Skills

Building Organizational Talent **P**

Change Leadership **D**

Empowerment/Delegation **D**

Business/Mgmt. Skills

Establishing Strategic Direction **D**

Operational Decision Making **S**

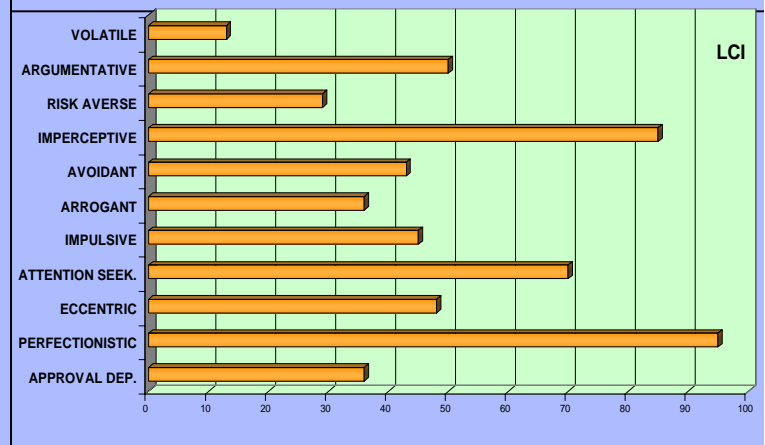
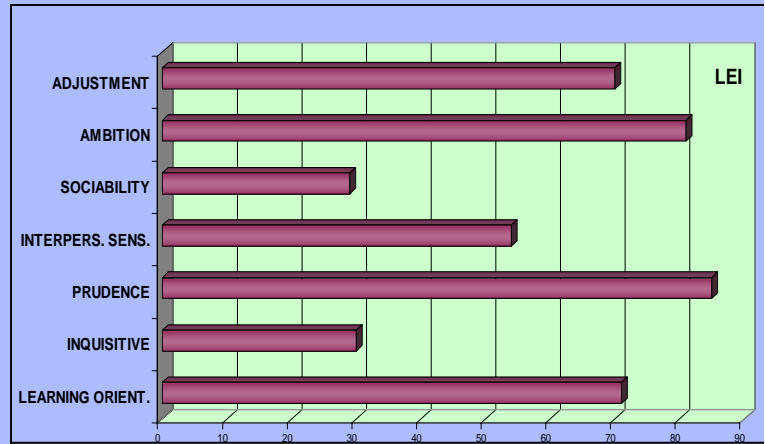
Execution **P**

Personal Skills

Executive Disposition **S**

Valuing Diversity **P**

Personality Profiles



S = Strength

P = Proficient

D = Developmental Area



Summary – John Doe

Competency Themes:

- **Likely to excel in:** Aligning people and processes to meet objectives. Achieving bottom-line results by driving efficiency.
- **Likely to struggle with:** Connecting quickly with people on a personal basis. Sharing decision-making authority with reports.

Strengths to Leverage:

- **Process Focus:** Strong focus on meeting business needs through processes, improving the bottom line through process improvement, and aligning systems with goals. ...

Development Areas:

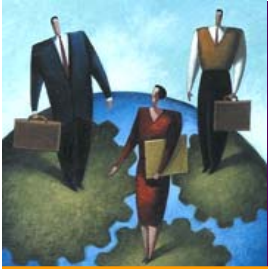
- **Filtering The Message:** Statements were occasionally too frank, and lacked the requisite tact necessary for the audience or situation. Sometimes shared complete information with either inappropriate people or did not seem to recognize potential negative impacts. ...

Draft Development Suggestions

- Assume responsibility for a significant change or intervention; Craft and execute a plan for building employee engagement, involvement, and collaboration in making the initiative a success.

Additional Observations

- Reserved communication style...



Application: John Doe

- **Performance Management**
 - Accountabilities
 - Behavioral expectations
- **Development Plans**
 - Focus areas
 - Activities
- **Management**
 - Tight controls
 - Loose controls
- **Retention**
 - Likes/dislikes
 - Job satisfaction
 - Growth



Jane Doe

Start Date: 09/03/2004

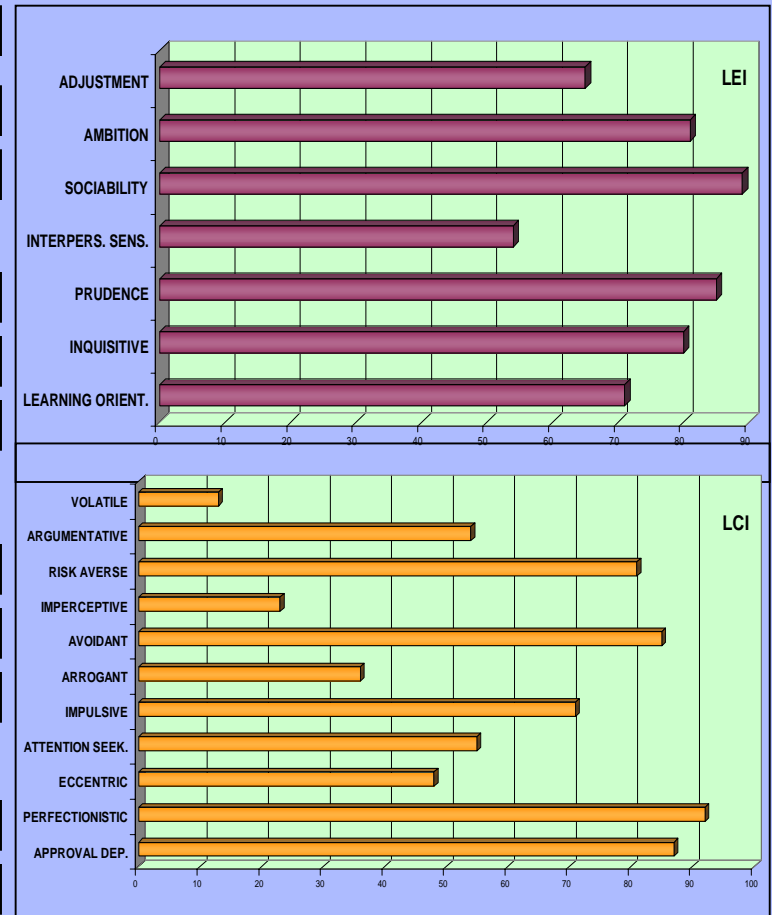
Current Role: Program Manager, Customer Care Services

Previous Roles w/in Org: Manager, Primary Care Product Line; Sales Representative, Primary Care Product Line

Competencies

Interpersonal Skills	
Persuasiveness	P
Customer Orientation	S
Communicating with Impact	P
Leadership Skills	
Team development	P
Change Leadership	D
Empowerment/Delegation	P
Business/Mgmt. Skills	
Establishing Strategic Direction	D
Operational Decision Making	P
Entrepreneurship	D
Personal Skills	
Executive Disposition	S
Driving for Results	P

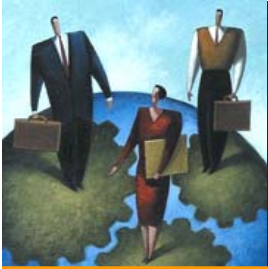
Personality Profiles



S = Strength

P = Proficient

D = Developmental Area



Summary: Jane Doe

Competency Themes:

- **Likely to excel in:** Identifying the risks inherent in particular courses of action through robust data analysis and due diligence.
- **Likely to struggle with:** Making quick decisions that ensure competitive advantage and sustained market leadership.

Strengths to Leverage:

- **Results Orientation & Execution:** Leveraged sound analysis of trends and issues to execute plans with a strong focus on “getting things done”

Development Areas:

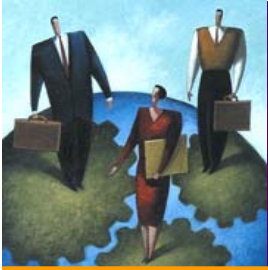
- **Tactical Focus:** Identified mostly tactical strategies; long-range goals lacked guidance re how to achieve them....

Draft Development Suggestions

- Take on a significant strategic assignment which requires the support of a team – establish a long term execution plan with clear project and “people” objectives; Focus “people” objectives on the growth, development, and motivation of staff; Conduct a 360 Feedback survey midway through assignment to gather feedback on leadership skills.

Additional Observations

- Collaborative approach in interactions...

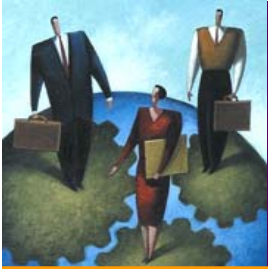


Application: Jane Doe

- **Performance Management**
 - Accountabilities
 - Behavioral expectations
- **Development Plan**
 - Focus areas
 - Activities
- **Management**
 - Tight controls
 - Loose controls
- **Retention**
 - Likes/dislikes
 - Job satisfaction
- **Growth**



Barriers to Better Onboarding



Summary

- A clear opportunity
- More can be done
- Assessment data is the key



COMPETITIVE ADVANTAGE. REALIZED.

Thank You