

The DNA of performance is different in every organization.

Can you name with absolute certainty the two or three traits that will make or break the success of an individual in your organization?

If not, you are in good company.

When they call us for the first time, business leaders will often simply say *“I know something is missing. I just can’t put my finger on what”*. The symptoms they describe vary... sales teams not closing; executive teams working in silos; a certain department having a challenge hitting targets; lumpy performance; lack of commitment. The only common denominator is *people*, and a plea for help making sense of it all.

The seeds of success (and of failure) are rooted in the four critical aspects of fit – fit with the manager, the job, the team, and organizational culture. That’s why the markers of performance are unique – as unique as DNA – to particular organizations, to teams and departments, right down to each individual 1:1 relationship between managers and direct reports.

You don’t have time for trial-and-error; you just need the tools to get at what matters quickly, so you and your team can focus on what’s most important: driving the business forward. When it comes to people,

Better Information = Better Decisions = Better Results.

It’s that simple. And it all starts with *measuring what matters*.

Here’s how we help identify the drivers of fit and performance in a *specific role* or *group of positions*:

pDNA	pDNA – Sales	pDNA – Customer Service
<p><i>“Why are some employees doing so well, while others seem to always struggle?”</i> A study of existing employees in a role or a group of related roles, to identify the traits that differentiate your best from the rest. Gives you the tools to help you get the most from the existing team and hire more stars.</p> <p>We will:</p> <ul style="list-style-type: none"> ❖ Assess 10 or more incumbents, including top and bottom performers and their manager(s) if possible, using the ProfileXT. ❖ Analyze the data, correlate it against performance data you provide, and create highly predictive performance models for the role. ❖ Send you a full suite of reports for managers to use and share with study participants. ❖ Include up to 10 Managerial Fit reports for selected manager-employee relationships. ❖ Offer a 60-minute debrief for you and your management team to review finding 	<p><i>“Why aren’t they closing consistently?”</i> <i>“How can I get Sally to produce more?”</i> We will isolate the hardwiring <i>and the seven critical sales behaviors</i> that differentiate your Stars from the others on your sales team – and give you the tools to find more stars and drive the team’s production up.</p> <p>We will:</p> <ul style="list-style-type: none"> ❖ Assess 10 or more incumbents, including top and bottom performers and their manager(s) if possible, using the Profile Sales Assessment/ProfileXT. ❖ Analyze the data, correlate it against the sales performance data you provide, and create highly predictive performance models for the role. ❖ Send you a full suite of reports for managers to use and share with study participants. ❖ Include up to 10 Managerial Fit reports for selected manager-employee relationships. ❖ Offer a 60-minute debrief for you and your management team to review findings. 	<p><i>“How do we get our customers more excited about doing business with us?”</i> Consistently great customer service drives your business and secures loyalty. How aligned are your customer facing staff? Your customers deserve a consistently superior experience; we can help you deliver.</p> <p>We will:</p> <ul style="list-style-type: none"> ❖ Assess 15 or more incumbents, including top and bottom performers and their manager(s) if possible, using the Customer Service Profile. ❖ Analyze the data, correlate it against the performance data you provide, and create highly predictive performance models for the role. ❖ Conduct an audit of the internal perceptions of your company’s <i>service standard</i> to highlight areas of alignment or deviation from your standard and comparing you to others in your industry. This tool helps you focus internal communication and training. ❖ Provide a full suite of reports. ❖ 60-minute presentation of results.

Here's how we help identify the drivers of fit and performance in a **Team**:

Leadership Team/Board

"How can we take our performance to the next level? Why the same issues keep repeating? What do they need from me?"

A deep study of the individuals and the group. We will assess the individual members – their traits and their core motivational drivers – *plus* the group's styles, preferences and dynamics. We will:

- ❖ Assess 10 or more incumbents who work together, using both the ProfileXT and the Performance Indicator.
- ❖ Analyze the data, correlate it against performance data you provide, and generate a full suite of reports for participants to use and share.
- ❖ Offer a 60-minute debrief with the leader to review findings.
- ❖ The **Leader** gets
 - Team graph and Team Analysis
 - Management report on each member
 - Managerial Fit report on each
 - Quick Reference Guide
- ❖ Each **Participant** gets
 - Individual Graphs and Reports,
 - Preferences and motivators,
 - Quick Reference Guide

Department/Team Dynamics

"Why is communication always such a challenge? How can I get these guys to be more collaborative?"

This study builds team cohesion and effectiveness by raising the group's understanding of individual and team styles, preferences and dynamics and presents back a composite of strengths, potential friction points and gaps for the team to be aware of and manage.

We will:

- ❖ Assess 10 or more incumbents in a department or team, using the Profile Performance Indicator.
- ❖ Send you a full set of reports for each participant, as well as a Team Analysis Report which provides a composite view of team strengths and potential blind spots.
- ❖ Offer a 60-minute to review findings

Open Position/New Hire

"This is a key hire. We simply can't afford to get it wrong. How can we be sure the finalist(s) will jell with the rest of the team?"

Fit with the manager, the team and the job are crucial to a new hire's success. Understanding finalist candidates and the environment they are going into is key to setting them up to succeed. We will:

- ❖ Assess up to 10 individuals, including the previous incumbent (if possible), peers, key direct reports, the person's manager, and other key stakeholders, using both the ProfileXT and the Performance Indicator.
- ❖ Conduct a Job Analysis of the open position to create a performance model.
- ❖ Assess up to five candidates and generate a full suite or reports on each.
- ❖ Prepare Managerial Fit reports for reporting relationships in the study group *and* finalists for the open role.
- ❖ Full debrief of results.
- ❖ The **Leader** gets
 - Interview reports for each candidate,
 - Coaching reports for each candidate,
 - Managerial Fit report on each participant,
 - Quick Reference Guide

Here's how we help identify the drivers of fit and performance in a **Department or Organization**:

Strategic Workforce Planning

"Are we making the best possible use of our existing folks? Who will Replace Bill when he retires? Who should we be developing, and for what?"

Strategic Workforce Planning is a management process that examines current workforce fit and capability, evaluates future labor needs, and generates a plan that strengthens your current organization and helps you build the organization of the future. It involves taking stock of current demographics and capabilities, assessing existing people, developing performance models for current and future roles, and analyzing strengths and risks.

People are the #1 reason why more than 70% of organizational change initiatives fail or fail to reach their financial targets. SWP is especially useful for organizations whose workforce is aging or downsizing, where a multi-generational workforce is causing challenges, or where mergers or acquisitions are blending cultures together.

This holistic and comprehensive approach to workforce planning takes into account and balances all three critical components of success: Past Performance, Experience (education, credentials and work history) and all four aspects of Fit (fit with manager, job, team and organization).

We will:

- ❖ Conduct an inventory of your existing workforce – age, experience, tenure, certificates and training, work history and performance history, presenting back areas of strength and potential gaps
- ❖ Conduct a full analysis of up to 10 present and/or future roles to create a library of job performance models
- ❖ Conduct a skills inventory of up to 25 existing employees, including an audit of their proficiency/training needs in those skills
- ❖ Assess up to 25 individuals using the ProfileXT and Performance Indicator
- ❖ Where appropriate, collect data about alignment around customer service standards using the Customer Service Perspective
- ❖ Offer a half-day debrief to review findings with the senior team.

The **Leader** gets:

- Full audit of existing workforce, including latent (untapped) skills;
- Ranking reports and succession planning reports for each participant, and a ranking of fit by position;
- Summary of present skill inventory and gap analysis, plus a Team graph and Team Analysis by department (present and/or future); and a
- Decision grid to support future placement considerations.