



FACTS

ASSESSING TALENT: PEOPLE LEADERSM

The move from an individual contributor to a leadership role marks a critical and challenging career transition. Many people who are outstanding in their functional area prove to be less than successful leaders when it comes to motivating, developing, and retaining top talent. For new leaders (and their organizations) the stakes are enormous. They need to be accountable for their own performance and to drive and leverage others' performance. Since first-time leaders must exhibit a set of new leadership skills, organizations often lack meaningful data with which to make the best selection decisions. Highly predictive results minimize the risk associated with selection and helps accelerate the development of leaders.

DDI's *Assessing Talent: People LeaderSM*—a web delivered behavioral assessment program—is an excellent tool for hiring and promotion decisions, and development of future first- & second-level leaders and current leaders. The program accurately evaluates participants' skills and readiness in managing a work unit and motivating, developing, and retaining talent.

The assessment activities in this program are particularly effective in helping companies diagnose the development needs of their leaders prior to implementing a training program.

APPLICATION	WHAT YOU GAIN...
HIRING	Demonstration of leadership potential and readiness to make accurate hiring decisions.
PROMOTION	Sound foundation to accelerate development and reduce time-to-contribution of new leaders.
DEVELOPMENT AND DIAGNOSIS	Quicker performance improvement and lower development costs.

PROGRAM DESCRIPTION

DDI's ongoing research continues to show the role of first- & second-level leaders growing in importance and complexity. To better understand and define this critical role, we've identified seven essential capabilities—Leadership Imperatives—that leaders must master in order to be effective in their jobs. Both *Assessing Talent: People LeaderSM* and DDI's related leadership development system—*IM: Exceptional Leaders ... Extraordinary ResultsSM (IM:EXSM)*—are built around these Leadership Imperatives.

The *Assessing Talent: People LeaderSM* program is a totally modular system, allowing clients to select the components most relevant to their first- and second-level leadership positions. The components in the program are set up in a day-in-the-life format so that your leaders go through role-plays that emulate interactions that typically occur on the job.

The core program assesses proficiency in areas critical to leadership effectiveness. Additional components could then be added to supplement the core program as needed by the organization.

- CORE PROGRAM**
 - > Coaching
 - > Decision Making
 - > Gaining Commitment
- ADDITIONAL COMPONENTS**
 - > Planning and Organizing

Core Program

Coaching

Participants are presented with situations requiring them to coach direct reports on various issues around work performance, work habits, and opportunities to develop new skills.

Decision Making

Participants are presented with an array of decision-making challenges that parallel those faced by new leaders designed to measure proficiency in:

- > identifying issues and problems
- > gathering and interpreting information
- > making sound decisions in a timely manner

Gaining Commitment

Participants are challenged to get things done without using position power, e.g., leading people who are peers.

Additional components include:

Planning and Organizing

Participants must plan and prioritize among competing objectives for themselves and their teams in the context of challenging schedules.

PROGRAM STEPS

Five easy steps outline the entire assessment process: Orientation, Prework, Participate, Feedback, & Develop. Each step can be delivered online and via phone. There is also face-to-face & phone options for feedback and developmental activities.

1. **Orientation:** Find out why your company believes that the process is important.

Available online 24 by 7.

2. **Prework:** Get Ready.
Available online 24 by 7.

3. **Participate:** Be assessed.
Via online and phone role plays with DDI assessors.

4. **Feedback:** Find out how you did.
Via an online report or feedback session. The assessment report provides information on key leadership competencies and includes a development guide with activities that help develop leadership skills. DDI can provide group or individual feedback sessions.

5. **Plan and Develop:** Leverage results to target and develop skills.
Via on-line developmental activities or face-to-face individual or group planning discussions.

For selection & promotion applications the assessment results are a perfect complement to an organization's interviewing system. Consequently, this program is often used in conjunction with DDI's *Targeted Selection*[®] behavioral interviewing process.

For developmental assessment, DDI can provide a certified facilitator or trained facilitator in your organization to conduct a tailored version of Achieving Your Leadership Potential that discusses assessment results and builds development plans.

BENEFITS

- > Highly predictive and valuable input for hiring and promotion decisions.
- > In-depth assessment of strengths and development opportunities for the accelerated development of current and future leaders.

- > Realistic preview of a leadership position's challenges to ensure a good career match.
- > Improved retention of talent.
- > Reduced time-to-contribution.
- > Quicker performance improvement.
- > Lower development costs.

In addition, the program's online delivery offers:

- > 24 by 7 access to all five steps in the assessment process for participants and program managers.
- > No time or money wasted on travel; easy administration.
- > An easy-to-use, web-based interface enhances realism for participants of the assessment process.
- > Online scheduling and reporting functionality.

DDI's Assessing Talent: People LeaderSM is one program in a series of Assessing TalentSM offerings designed to assess all levels of leadership roles across a broad range of industries. You may also want to consider a suite of IM:EXSM courses specifically designed to jump start your development initiative, including:

- > *Achieving Your Leadership Potential*
- > *Supporting Leadership Development and Developing Others*

These are an excellent vehicle for building development plans or the coaching skills for managers responsible for developing participants after the assessment.

SYSTEM REQUIREMENTS

The *Assessing Talent: People LeaderSM* program can be delivered remotely or at DDI or client locations. Client locations require the following minimum specifications:

- > Microsoft Internet Explorer 5.5 (or above)
- > Acrobat Reader 4.0 (or above)
- > Macromedia Flash Player 5.0 (or above)
- > Windows Media Player 9.0 (or above)
- > High-speed internet connection, e.g., T-1/LAN, ISDN, DSL, or cable modem
- > Sound card and speakers

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