DDI’s Client Transition Guide to
The Competency Library 3.0

Talent Ready for Business | DDI®
Aligning your talent to your organization’s strategies by using contemporary competencies and business drivers has never been more important. Without business alignment or consistent application in talent processes, you are putting your success at risk.

We are pleased to announce the newly available, enhanced Competency Library 3.0 for use in Success ProfilesSM: Card Sort Analyst Training, Success Profiles: Navigator®, Targeted Selection®, Targeted Selection®: Access®, Leadership Mirror®, and assessments. A product of years of research and experience categorizing and defining behavioral success, the Competency Library 3.0 can be used across all organizational levels.

Working with organizations around the world, in a variety of industries, we’ve gone to great research lengths to ensure the library covers all critical behaviors required to align your talent systems with your business and cultural strategies. We continuously explore best practice models and job analyses results to create an updated and comprehensive library. You can now leverage our new library of competencies to create a seamless, business-relevant competency model, which cascades from the C-level to support roles.

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What Is New with the Competency Library 3.0?

The enhancements to the competencies were made to ensure they are relevant to current business issues, offer improved measurability, and contain contemporary language. The better-than-ever, comprehensive Competency Library 3.0 will:

- Align your talent to your current business and cultural objectives, and future direction. The competencies are configured to cascade through organizational levels and can be quickly updated (organization-wide) in response to new business challenges.
- Efficiently integrate your talent processes to assess and select individuals in hiring, promotion, and succession management practices, as well as train and develop employees, and manage performance—all with consistency and impact.

Summary of the Competency Library 3.0 Enhancements:

- **Improved cascade from the executive levels to individual contributor:** The competencies better describe the differences between critical transitions along the leadership pipeline, and properly balance a “one-size-fits-all” library comprised of too few competencies with a warehouse-like library filled with more options than relevance.

- **Enhanced content aligned to contemporary business challenges and cultural changes:** The competencies reflect the behaviors necessary for success at all organizational levels.

- **Better coverage of new skill sets:** The competencies have been updated to reflect the behaviors and skills that today’s leaders and associates need to meet intensified expectations—to learn more, learn faster, and lead in ways different from previous groups.

- **Increased precision of key action definitions:** The key actions provide evaluators (managers, interviewers, and employees) with better targets for understanding how to use the competencies more effectively to make better talent decisions.

- **Improved sales content aligned to insight selling:** Competencies are available to drive results for sales associates and leaders in organizations with varied selling approaches (transactional, consultative, or insight).

- **Clearer alignment to DDI products:** The Competency Library 3.0 improves the connection between the competencies and DDI products, and maximizes the impact of your talent strategy and system.

- **Better support for global consistency:** The competencies can be employed effectively in cultures around the globe, with a high level of understanding and value to associates throughout the world.
Frequently Asked Questions

Q: Why should I upgrade?
By upgrading to the Competency Library 3.0 you will fully optimize your previous investments that went into building your competency-based HR programs. Competencies provide the common language that drives behaviors in support of your business and cultural strategies, which have more than likely changed over the last decade and will continue to evolve at a more rapid pace than ever before. You need a competency library that reflects today’s contemporary business issues and contains language that will resonate with your users.

Q: How do I upgrade?
Upgrading will depend on how your organization leverages DDI’s competencies. This guide outlines how you can access the new Competency Library 3.0 across DDI’s products and services. We will partner with you to help plan and guide your organization’s transition, including:
+ Determining an appropriate time frame.
+ Creating personalized training, if needed.
+ Providing technical and product support.

Q: Do I need to upgrade?
No, you don’t need to upgrade immediately. Take advantage of the new Competency Library 3.0 when the time is right for your organization. Read the details outlined for each individual product for more information.

Q: When should I upgrade?
Upgrading to the new Competency Library 3.0 should be done in conjunction with updating your organization’s Success ProfilesSM. Best practices propose reviewing and updating profiles every two to three years in order to keep up with the ever-changing business landscape. The new Competency Library 3.0 is configured to address current and future business needs and can be quickly updated—organization-wide—in response to new business challenges.

Things you should consider before upgrading:

• **Plan to align with new business realities**: Update and launch your competency models before implementing the new Competency Library 3.0 in any of your HR systems.

• **Consider library language availability and the age of your profiles**: Wait until the time is right for your organization. Has your business changed? Have three to four years elapsed since your profiles or competency models were established? If so, they may be out of date. Ensure the DDI systems are available to support your language needs. Initially, the Competency Library 3.0 will be available in English, with additional languages becoming available throughout 2015 and beyond. Check with your DDI representative for specific language availability beyond English.

• **Align all of your talent management systems**: After updating your profiles, determine how you will implement changes in all affected systems and plan for temporary inconsistencies, if necessary (this guide and your DDI representative can help you review the impact on your DDI products).

• **Communicate**: Ensure your managers and employees understand the new competencies, know how to use them, and are informed of why the changes were made.
Q: Will the Learning and Assessment Links Product Guide be updated?

Yes, the DDI Learning and Assessment Links Product Guide will provide a mapping of the DDI solutions to the new Competency Library 3.0. An updated version of Learning and Assessment Links will be available in January 2015. Visit www.ddiworld.com to access the latest version.

Q: What are the price implications of upgrading?

For many DDI solutions, the new Competency Library 3.0 is available at no additional charge (e.g., software solutions like Success Profiles: Navigator® and Targeted Selection®: Access®).

We will provide you with the tools and resources to educate yourself in order to avoid retraining fees. Transition kits for certain products or solutions are described in the individual product sections and will be available at a discounted rate during a defined transition period. Contact your DDI representative for more information.

Q: I’m ready to upgrade; how do I map my existing competencies?

For complete mapping or additional information visit http://www.ddiworld.com/ddi/competency-management.

Q: How can I learn more?

We’ve prepared an on-demand learning module and other documentation to help you understand the improvements associated with the new Competency Library 3.0. This learning module will provide an overview of the latest enhancements including why, when, and how to upgrade to the new Competency Library 3.0. Visit http://www.ddiworld.com/ddi/competency-management to learn more, or contact your DDI representative for additional information.
SUCCESS PROFILES<sup>SM</sup>: CARD SORT ANALYST TRAINING

Transitioning to Success Profiles: Card Sort 3.0 and the Competency Library 3.0

The Competency Library 3.0 replaces the existing Competency Library 2.0 in all Success Profiles: Card Sort participant and analyst materials. At the same time, additional enhancements will be released with the introduction of the new Success Profiles: Card Sort 3.0, including:

- Updated business driver and role cards.
- New spreadsheets and other tools aligned to Competency Library 3.0 wiring and process enhancements.
- More streamlined analyst training materials.
- Process enhancements, such as a reduced number of drivers/roles (four) and the removal of personal effectiveness competencies from wiring, as well as additional enhancements to the expert guidance documentation accompanying the program.

Benefits of upgrading to Success Profiles: Card Sort 3.0

By upgrading, you will be able to leverage a more contemporary set of business drivers, roles, and competencies that will resonate within today’s business context. Enhancements to the card sort process make the analyst more effective, while yielding more accurate outputs more quickly. Additionally, the analyst training process has been improved for a drastic reduction in the complexity involved with printing and distributing materials. The outputs of the system will align to DDI’s newest competency-related products and services moving into 2015 and beyond.

Q: What is the Card Sort 3.0 language availability?

- Success Profiles: Card Sort 3.0 will be available in English beginning in December 2014.
- For other languages, please contact your DDI representative for a timeline of availability throughout 2015.

Q: What do I need to know about upgrading?

- **Conversion Kits**: To make the process simple for existing Certified Card Sort Analysts, we have designed a Conversion Kit that includes all the materials you need to transition to Success Profiles: Card Sort 3.0.

  The Conversion Kit (part number SPCSCKV3) includes:
  - One complete set of cards: sales and non-sales
  - One package of job aids
  - Wall chart kit
  - Analyst manual
  - CD-ROM
  - Card Sort 3.0 FAQ document

- **Can I continue to use Success Profiles: Card Sort 2.0?** Yes. Card Sort 2.0 (which leverages the Competency Library 2.0) will be offered and supported at least through 2016. You may continue to purchase Card Sort 2.0 and the Competency Library 2.0 materials through 2016 and can access these materials via the online Card Sort Analyst Toolkit at https://client.ddiworld.com/sites/cardsort.

- **Card Sort pricing**: If you are transitioning to Card Sort 3.0, the Conversion Kits will be available at a discounted rate through December 31, 2015. Contact your DDI representative for more information.

- **Card Sort Analyst workshops**: If you are interested in attending a DDI Public Card Sort Analyst workshop, we will no longer offer Card Sort 2.0 sessions after 2015; Card Sort 3.0 is available beginning in December 2014. If you wish to continue using Card Sort 2.0 and the Competency Library 2.0 after 2015, you will need to schedule in-house deliveries.

Q: How do I learn more?

Certified analysts can access the Analyst Toolkit, pre-recorded learning series, and more detailed information at https://client.ddiworld.com/sites/cardsort. For assistance with your username or password, contact your DDI representative.
SUCCESS PROFILES: NAVIGATOR®

Transitioning to the Competency Library 3.0
The Competency Library 3.0 will be made available as an additional option if you use Success Profiles: Navigator (SPN). New features and upgrades include:
- New business driver/job role wiring to competencies.
- New “Add” Success Accelerator Card and Special Consideration Competency features.
- Updated Expert Guidance.

Benefits of using the Competency Library 3.0
With the new Competency Library 3.0, SPN will leverage a more contemporary set of business drivers, roles, and competencies that resonate within today’s business context. The process and outputs will align to DDI’s newest competency-related products and services moving into 2015 and beyond.

Q: What is the Success Profiles: Navigator language availability?
   Success Profiles: Navigator will remain available in English only.

Q: What do I need to know about upgrading?
   If you are a current license holder, you can begin using the system and content after December 8, 2014 at no additional charge. When you enter the SPN portal, you will have the option to select either the Competency Library 2.0 or the new Competency Library 3.0.

Q: Can I still use the Competency Library 2.0?
   Yes. The Competency Library 2.0 will continue to be available to Success Profiles: Navigator users at least through the calendar year 2016. Any future plans to discontinue the Competency Library 2.0 will be announced at least 12 months in advance.

Q: What happens if I don’t upgrade?
   You can continue to use the Competency Library 2.0; however, you will create profiles that are not aligned to the standard DDI product offerings, which leverage the latest competencies. This may require mapping or other activities to ensure alignment between outputs of SPN documentation and other DDI products.

Q: How do I learn more?
   To learn more about the Competency Library 3.0 available in SPN, view a pre-recorded learning module at http://www.ddiworld.com/ddi/competency-management or contact your DDI representative.
LEADERSHIP MIRROR®

Transitioning to the Competency Library 3.0
The Competency Library 3.0 will be available, in addition to the Competency Library 2.0, within Leadership Mirror.

Benefits of using the Competency Library 3.0
The enhanced content of the Competency Library 3.0 will help link your 360-degree feedback process back to your business. Further, the improvements in the behavioral definitions in the new Competency Library 3.0 will make it easier for raters to provide more accurate and reliable ratings of 360 subjects—and improve the likelihood that the 360 process will drive development. Additionally, the survey reports will align to DDI’s newest competency-related products and services moving into 2015 and beyond.

Q: What is the Leadership Mirror language availability?
   + Leadership Mirror, with the Competency Library 3.0, will be available in English after December 8, 2014.
   + For other languages, please contact your DDI representative for a timeline of availability throughout 2015.

Q: What do I need to know about upgrading?
   You can begin using the system and content immediately at no additional charge. The Competency Library 3.0 will be available to survey creators as an additional resource from which to choose when designing surveys.

Q: Can I still use the Competency Library 2.0?
   Yes. The Competency Library 2.0 will continue to be available to Leadership Mirror users at least through the calendar year 2016. Any future plans to discontinue the Competency Library 2.0 will be announced at least 12 months in advance.

Q: What happens if I don’t upgrade?
   If you continue to use previous versions of the competency libraries with Leadership Mirror, the main impact will be a potential misalignment of competency content across DDI’s solutions.

Q: How do I learn more?
   To learn more about the Competency Library 3.0 available in Leadership Mirror, view a pre-recorded learning module at http://www.ddiworld.com/ddi/competency-management or contact your DDI representative.
**TARGETED SELECTION®**

**Transitioning to the Competency Library 3.0**
The Competency Library 3.0 replaces the existing Competency Library 2.0 in all Targeted Selection®: Interviewer, Targeted Selection®: Trainer, Targeted Selection®: Advanced Trainer and Targeted Selection®: Program Manager materials.

**Benefits of using the Competency Library 3.0**
The new Competency Library 3.0 leverages a more contemporary set of competencies that resonate within today’s business context. The simplified behavioral language and well-defined key actions that comprise the Competency Library 3.0 will make gathering and evaluating interviewing data easier than ever before.

The combination of Targeted Selection and the new Competency Library 3.0 draws clearer distinctions across the four quadrants of the Success Profile, making it easier to use. And all related outputs, such as target lists and interview guides, will be aligned with DDI’s newest competency-related products and services moving into 2015.

**Q:** What is the Targeted Selection language availability?
+ The Competency Library 3.0 for Targeted Selection will be available in English on December 1, 2014.
+ For other languages, please contact your DDI representative for a timeline of availability throughout 2015.

**Q:** What do I need to know about upgrading?
+ Conversion Kits are available for certified Trainers and Program Managers and include:
  - **TS®: Program Manager Participant Package:** Reference Guide, Program Manager CD, and Implementation Planning Worksheet. The CD contains the new Competency Library 3.0 and updated interview guide.
  - **TS: Interviewer Trainer Kit:** Trainer Guide, Trainer CD, Practice Lab CD, Participant Resource Book, Participant Practice Booklets (includes four versions: professional, sales, manufacturing, and healthcare), and Participant Legal Considerations Booklet.
  - **TS: Coach Trainer Kit:** Trainer Guide, Trainer CD, and Participant Workbook.
  - **Strong Start® Trainer Kit:** Trainer Guide, Trainer CD, and Participant Workbook.
+ **Pricing:** Conversion Kits are available at a discounted rate through December 2015 for you to transition to the Competency Library 3.0. Contact your DDI representative for more information.
+ **Workshops:** Public TS Trainer and Program Manager workshops, in the United States, will use the Competency Library 3.0 beginning in January 2015. If you are interested in using the Competency Library 2.0, you will need to schedule in-house deliveries. For other languages, please contact your DDI representative for 2015 availability.

**Q:** Can I still use the Competency Library 2.0?
Yes. The Competency Library 2.0 content associated with implementing Targeted Selection will remain available. Any plans to discontinue the Competency Library 2.0 will be announced 12 months in advance.

**Q:** What happens if I don’t upgrade?
You may continue to use your existing Targeted Selection system materials. However, if you continue to use the Competency Library 2.0, you may find interviewing competencies misaligned with those found in other DDI solutions. This may require mapping or other activities to ensure a seamless integration.

**Q:** How do I learn more?
To learn more about the Competency Library 3.0, view a pre-recorded learning module at [http://www.ddiworld.com/ddi/competency-management](http://www.ddiworld.com/ddi/competency-management) or contact your DDI representative.
TARGETED SELECTION®: ACCESS®

Transitioning to the Competency Library 3.0
The Competency Library 3.0 is available as an additional option for Targeted Selection: Access users. When setting up profiles, users may select from the existing Competency Library 2.0 or the new Competency Library 3.0.

Benefits of using the Competency Library 3.0
TS: Access will leverage a more contemporary set of competencies and related interview questions that resonate within today’s business context. When leveraging the Competency Analysis component, the process and outputs will align to DDI’s newest competency-related products and services moving into 2015 and beyond.

Q: What is the TS: Access language availability?
+ The Competency Library 3.0 for TS: Access will be available in English after December 8, 2014.
+ For other languages, please contact your DDI representative for a timeline of availability throughout 2015.

Q: What do I need to know about upgrading?
There are no additional fees or action items required to gain access to the new Competency Library 3.0. The upgrade is included with your yearly TS: Access license fee. When you enter the TS: Access portal, you will have the option to choose between the new Competency Library 3.0 and your current library.

Q: Can I still use the Competency Library 2.0?
Yes. The Competency Library 2.0 will continue to be available for TS: Access users throughout the calendar year 2016. Any future plans to discontinue the Competency Library 2.0 will be announced 12 months in advance.

Q: What happens if I don’t upgrade?
You may continue to leverage existing interview guides and content based on the Competency Library 2.0 competencies. However, if you are leveraging the Competency Library 2.0 to build competency models (if using Analysis Module) and are using older interview guides, your selection process may be misaligned with other HR processes that utilize DDI product offerings, which use the newest competencies. This may require mapping or other activities to ensure alignment between outputs of TS: Access documentation and other DDI products.

Q: How do I learn more?
To learn more about the Competency Library 3.0 available in TS: Access, view a pre-recorded learning module at http://www.ddiworld.com/ddi/competency-management or contact your DDI representative.
DDI ASSESSMENTS

Transitioning to the Competency Library 3.0
DDI’s assessments, including Assessing Talent®: Sales, People Leader, and Executive designs, have been aligned to the new Competency Library 3.0 competencies and business drivers. There is no impact to Manager Ready® and Leader3 Ready®; both products are already aligned to the Competency Library 3.0.

Benefits of using the Competency Library 3.0
The new Competency Library 3.0 leverages a more contemporary set of competencies that resonate within today’s business context. The simplified behavioral language and well-defined Key Actions that comprise the Competency Library 3.0 will make interpreting and applying assessment data more impactful than ever before. Executive designs will yield more accurate data related to today’s most relevant business drivers.

Q: What is the language availability for DDI Assessments beyond English?
Contact your DDI representative for a timeline of availability throughout 2015.

Q: What do I need to know about upgrading?
There are no expected assessment delivery pricing adjustments due to the release of the new Competency Library 3.0. However, check with your DDI representative regarding potential one-time, consultant-supported competency model updates or configuration fees that may apply.

Q: Can I still use the Competency Library 2.0?
Yes. The Competency Library 2.0 content associated with implementing your existing assessment design(s) will continue to be available. Any future plans to discontinue the Competency Library 2.0 version of your assessment(s) will be announced at least 12 months in advance.

Q: What happens if I don’t upgrade?
You may continue to use your existing assessment design(s). However, if you continue to leverage the Competency Library 2.0 as a foundation for your assessments, you may find the reports misaligned with those found in your other DDI solutions. This may require mapping or other activities in order to ensure a seamless integration within your Talent Management systems.

Q: How do I learn more?
To learn more about the Competency Library 3.0, view a pre-recorded learning module at http://www.ddiworld.com/ddi/competency-management or contact your DDI representative.
CONTENT LICENSES

- If you hold a perpetual content license with DDI that was initiated in 2013 or 2014, contact your DDI representative before December 31, 2015 to request a complimentary upgraded version.

- If you hold a perpetual content license initiated prior to 2013, please contact your representative to discuss your upgrade options.
About Development Dimensions International

Who We Are. Development Dimensions International, or DDI, is one of the top talent management consultancies. Forty-five years ago, we pioneered the field; today we remain its chief innovator.

What We Do. We help companies transform the way they hire, promote, and develop their leaders and workforce. The outcome? People ready to instigate, understand, and execute business strategy, and address challenges head-on.

How We Do It. If you have ever had a leader you revered or marveled at how quickly a new hire came up to speed, you might very well be experiencing DDI at work. Often, we are behind the scenes, creating custom training or assessment that clients can roll out on their own. Other times, we are more visible, helping clients drive big changes in their organizations. Always, we use the latest methods, based on science and the test of time.

Who We Do It With. Our clients are some of the most successful companies on earth. They’re Fortune 500s and multinationals, doing business across a vast array of industries, from Berlin to Bangalore and everywhere in between. We serve clients from 42 DDI-owned or closely affiliated offices.

Why We Do It. The principles and skills we teach don’t just make people better employees, they are at the heart of what makes for happier and more fulfilled human beings—better family members, better neighbors, better friends.

Helping you meet your business goals by ensuring a ready-now supply of talent.

Talent Acquisition  Leadership Development  Succession Management