DDI Reference Points

Who We Are. What We Do.

Development Dimensions International (DDI) was founded in 1970 by industrial/organizational psychologists William C. Byham, Ph.D., and the late Douglas W. Bray, Ph.D. In the years since, DDI has helped successful organizations around the world close the gap—between where their business needs to go and the talent they must have to take them there.

We can work with you on:

• Success Profile™ Management
• Selection & Assessment
• Leadership & Workforce Development
• Succession Management
• Performance Management

Our Strengths

Several areas set DDI apart and make us an unequalled partner: Our experience, the results we help our clients realize, our roster of loyal, top-tier clients, and our global presence.

Experience

DDI’s expertise in talent management is unparalleled:

• Using our world-class learning systems, organizations are developing more than 250,000 better leaders each year.

• More than 3,200 high-quality hiring decisions are made every hour and 20,000,000+ candidates have been successfully screened using our behavioral interviewing, testing and assessment systems.

• Major corporations make crucial promotion and placement decisions for more than 3,000 senior executives each year using our assessment process—in Singapore, Beijing, London, Mumbai, New York and hundreds of other locations around the world.

• DDI has staffed and trained high-performance workforces for 200+ plant start-ups and expansions.

• More than 20,000 facilitators/instructors have been certified to deliver DDI training.

• Each week, a DDI test is delivered in 100 countries and more than 10,000,000 Wal-Mart applicants have been tested using DDI technologies.

DDI has worked with organizations in every industry, including manufacturing, health care, government agencies, finance/insurance, aerospace, pharmaceutical, technology, telecommunications, and consumer goods and services.
Client Successes

Avnet EM Asia needed to build a strong pipeline of leaders who could drive a high-performing culture to spark and sustain growth for the Asia-Pacific region. With the help of DDI, Avnet EM Asia created a three-part frontline leadership development program. Quantitative and qualitative results show significant improvements in leadership behavior and organizational outcomes such as increased openness in communication, trust in leadership and internal/external satisfaction.

BSH implemented a three-year assessment and development program for executive talent. The program includes an Executive Development Review, which includes a half-day behavioral assessment to gather data on each individual executive. During the first three years of the program, 55 percent of the participants being developed were promoted. To date, nearly 70 percent of the first cohort has been given promotions.

Capital Power needed to transform its culture to better align with its strategy to tap into the North American power generation business. This required development at multiple leadership levels. After training, 77 percent of participants rated themselves high in the skills and knowledge imparted in the iLead program—a 1,100 percent increase over the 7 percent who rated their skills and knowledge high prior to the training.

Huntingdon Bank needed strong leaders at all levels to execute a new strategic plan, and Huntington recognized that mid-level leaders represented an opportunity for growth. To help drive strategy execution and increase the organization's mid-level leadership capability, Huntington's HR team created a leadership development program for Huntington's mid-level leaders, utilizing DDI's courses. Trainees and observers report financial increases between $25,000 and $600,000 in relevant business areas as a result of the training program.

McKesson sought help from DDI to design and deliver a leadership orientation program for vice presidents transitioning into the newly-created vice president/general manager (VPGM) positions. McKesson identified 65 measurable impacts on its business and realized reductions in overtime and turnover.

Moen recognized the need for supervisors who could inspire, motivate, and drive others. To address this need, Moen implemented a development program, called FrontLine Leadership, for supervisors at multiple facilities. Moen realized a 17-percentage point average improvement in the number of positive responses to five critical questions on Moen's annual employee engagement survey.

Nissan needed effective leaders to take on the challenge of aggressive growth goals in targeted emerging global markets. Nissan engaged DDI to help design a leadership development program to target 60 high-potential leaders. After the program, Nissan saw a 31 point improvement in the percentage of participants who said they displayed the targeted leadership behaviors.

Redstone Highlands was faced with high turnover, costing the organization more than $500,000 a year. They approached DDI for help with leadership development training and a better recruitment process. After implementing a Leadership Excellence program for its leaders and a structured behavioral interviewing system, Redstone Highlands realized a significantly reduced turnover rate and increase in quality of care.
**Volkswagen** needed to filter through over 80,000 applications to fill 2,000 available positions in the new plant opening in Chattanooga, Tenn. DDI partnered with Volkswagen Chattanooga to design a multistep selection process that included sourcing, screening, assessment, and interviewing. Volkswagen Chattanooga met its staffing goals with high-quality workers, and candidates rated multiple aspects of the selection process a 4 out of 5 or higher.

**U.S. Cellular** built a bigger leadership pool with the Leader of the Future program that improved pass-rates for leadership assessments from 57 to 89 percent.

**Loyal, Top-Tier Clients**

- 50 percent of the most recent *Fortune 500*
- Nearly half of organizations listed among *Fortune's* “100 Best Companies to Work For”
- Many of the FTSE 500, as well as the European operations of numerous global organizations, such as BP, ING, Panasonic, Rabobank, and Reuters

**Global Presence**

- 42 offices—most wholly owned—in 26 countries
- 29 Acceleration Centers® and 25 training facilities
- Our programs have been translated into 21 languages, including French, Japanese, Spanish, German, Cantonese and Mandarin Chinese, and Bahasa Indonesian.
- Our work with clients who operate worldwide constitutes around two-thirds of our business.

**Innovation**

Staying ahead of change in our industry and markets, DDI invests twice the industry average in research and development.

Significant innovations include:

**Assessment and Testing**

- Pioneered the use of assessment centers to help companies make more accurate hiring and promotion decisions. Introduced *Acceleration Centers®* (modern assessment centers), offering executive leadership assessment programs to help companies identify and accelerate the growth of senior leadership talent. Today we maintain a network of 29 Acceleration Centers® across 4 continents.
- *Manager ReadySM* is a breakthrough online behavioral assessment for frontline leaders that provides the accuracy and depth of insight of an assessment center and guides organizations to insightful selection and development decisions at a fraction of the cost.
- *Assessing Talent: People Leader®* is a web-delivered behavioral assessment program used to evaluate the potential and readiness of leaders.
- Established a new type of 360° multirater system that collects input via e-mail—*Leadership Mirror®*.
- *Targeted Feedback®,* a new approach to 360° assessment, focuses on an individual’s top three strengths and top three growth areas. In 2008, *Targeted Feedback®, Leadership Mirror®,* and *OPAL®* were integrated into one robust personal and professional development system.
Selection

- Introduced AcqHire®, a system that builds best practices into your hiring and promotion processes to help you make the right talent decisions.

- Developed the first behavioral selection system and interviewer training program, Targeted Selection®, allowing organizations to be more successful in hiring the right people. Recently released was Targeted Selection: Access®, a powerful candidate selection automation tool that helps managers hiring hundreds or thousands of workers make better decisions faster. In 2009, the all-new Targeted Selection® provides a one-day training option for the first time.

- Developed the award-winning Success Profiles: Navigator®, a software platform that automates job analysis, enabling you to create a holistic Success ProfileSM for the job families in your organization. A Success ProfileSM incorporates competencies, personal attributes, knowledge, and experience.

Training

- Business Impact LeadershipSM: Mid-Level Series is a group of high-impact courses specifically designed to drive strategy execution. Business Impact LeadershipSM: Senior-Level Series creates learning experiences for executives that link directly to business needs.

- Introduced the world’s first commercially available leader training program based on behavior modeling—Interaction Management®. In 2012, DDI launched Interaction Management®: Exceptional Leaders (IM: ExL®), a fundamental redesign of the original, grounded in time-proven essential skills. IM: ExL® meets the dynamic training needs of today’s complex, fast-paced workplace by integrating the newest technology in leadership development, including mobile support (DDI AnyTime), social media (used in various Development Accelerators) and a robust simulation.

- The first, and still the most comprehensive, broad-based online performance support system—OPAL® (Online Performance and Learning).

- Virtual Classroom, a highly engaging, online delivery method for the award-winning IM:ExL®, IM: ExP®, and IM: EX® content.

Significant Books Published

- SPARK! How the Science Behind DDI Transforms Lives In & Out of the Workplace (Nikki Dy-Liacco, Nancy Fox, and Robert W. Rogers; 2012)

- Leadership Success in China: An Expatriate’s Guide (William C. Byham, Ph.D., Yue-er Luo, Ph.D., and Erik Duerring; 2008)


- Realizing the Promise of Performance Management (Robert W. Rogers; 2004)

- Grow Your Own Leaders—How to Identify, Develop, and Retain Leadership Talent (William C. Byham, Ph.D., Audrey Smith, Ph.D., and Matthew Paese, Ph.D.; 2002)

- HeroZ®—Empower Yourself, Your Coworkers, Your Company (William C. Byham, Ph.D., and Jeff Cox; 1994)

- Inside Teams: How 20 World-Class Organizations are Winning Through Teams (Richard S.Wellins, Ph.D.,William C. Byham, Ph.D., and George Dixon; 1994)

- Zapp!® The Lightning of Empowerment (William C. Byham, Ph.D., with Jeff Cox; 1988)
Major Research

Since its founding, DDI’s Center for Applied Behavioral Research has conducted research to advance thinking and uncover trends and issues in areas such as selection, performance management, and leadership.

Significant research studies include:

- **Global Selection Forecast 2012: Know More. Guess Less.** DDI’s third edition of its biggest selection study (conducted in partnership with Oracle)

- **Lessons for Leaders from the People Who Matter** (2012)

- **Creating the Conditions for Sustainable Innovation: The Leadership Imperative** (conducted in partnership with LUMA Institute) (2011)

- **Strengthening the Middle** (2011)

- **Leading Singapore: A Snapshot of Leadership Readiness** (2011)

- **Global Leadership Forecast | 2011: Time for a Leadership Revolution!** DDI’s sixth edition of the largest global leadership study of its kind.


- **Growing Global Executive Talent: High Priority, Limited Progress** (conducted by the Economist Intelligence Unit on behalf of DDI) (2008)

Global Strategic Partnerships

Seeking the most comprehensive solutions for clients, DDI has formed strategic partnerships and alliances with companies on the leading edge of technology and industry solutions.

A few of DDI’s service, technology, content, and integration partners include:

- **First Advantage**—Works with DDI as a provider of Recruitment Marketing Solutions, Skills Tests and Background Checks on a global basis.

- **HR.com**—DDI partners with HR.com to provide their premier members access to OPAL®, DDI’s broad-based online performance support system.

- **Logi-Serve**—DDI partners with Logi-Serve on a joint platform that integrates DDI’s leadership assessment content into Logi-Serve’s analytics-based assessment tools.

- **Oracle/PeopleSoft**—DDI, has gone through an extensive process to have our Competency Library, Development Guide and Results Writer content reviewed for compliance with the PeopleSoft/Oracle platforms. This insures that the licensed content is available in a format that can be uploaded into PeopleSoft or Oracle and comply with their configuration standards. This content is available for licensing directly from DDI along with additional selection, learning and development content which may also be uploaded into the PeopleSoft/Oracle platforms.

- **Peoplefluent™**—DDI partners with PeoplefluentTM to provide them with DDI’s industry-leading competency library, in combination with tailored interview guide questions, which integrates into Peoplefluent’s talent management suite.

- **SourceRight Solutions**—DDI partners with SourceRight Solutions to round out our RPO solution with their industry recruiting and sourcing solutions.
• Taleo—DDI partners with Taleo to provide single and multi-phase selection programs consisting of web screen content, career batteries, and tests.

• The RightThing—DDI partners with The RightThing to round out our RPO solution with their industry-leading recruiting and sourcing solutions.

Additional talent management and point solution alliances include:

• Accenture
• ADP VirtualEdge Recruitment Services
• Candidate Manager
• Cornerstone OnDemand
• GeoLearning
• HealthcareSource
• Aon Hewitt
• HRsmart
• IBM
• iCIMS
• NorthgateArinso
• PeopleScout
• Plateau Systems
• Saba
• SAP
• StepStone
• SumTotal Systems, Inc.

For a full list of DDI partnerships and alliances, contact Bruce Marks via email at bruce.marks@ddiworld.com.

Certifications

Many DDI programs have received special certifications to meet organization- and learner-specific needs. Certifications received by DDI include:

• Human Resource Certification Institute (HRCI)—DDI’s Facilitator Certification Process/Facilitation Skills Workshop (19.5 CEUs), Facilitator Certification Process/Facilitation Skills Workshop Master Trainer (19.5 CEUs), Targeted Selection® Trainer Workshop (20.5 CEUs), Targeted Selection® Advanced Trainer (20.5 CEUs), Targeted Selection® Program Manager (6 CEUs), Targeted Selection® Administrator Workshop (29.75 CEUs), and Success ProfilesSM: Card Sort Analyst Training (13 CEUs), as well as most courses in Interaction Management® suite (3.5 CEUs per completed course) and BIL series (3.5 – 7 CEUs per completed course) qualify for credits for professionals pursuing Professional in Human Resources, Senior Professional in Human Resources, and Global Professional in Human Resources certifications. HRCI is the leading independent, internationally recognized certifying body for the HR profession and the credentialing affiliate of the Society for Human Resource Management.

• Investors in People Accreditation: DDI UK—Investors in People (IIP) has renewed its accreditation of DDI’s United Kingdom office. Audited every 3 years, this nationally-recognized IIP provides a practical framework for improving business performance and competitiveness through good practices in human resource development. As part of the review process, interviews are conducted by an IIP assessor with associates and members of the management team. With feedback from the interviews and evidence of business planning, a final review report is produced.

• SCORM (Sharable Content Object Reference Model) Compliance—DDI’s web-based training courses conform with SCORM (up to and including v. 1.2), and are being used successfully in numerous enterprises with a SCORM-compliant platform.
• **Society for Human Resource Management (SHRM)**—DDI’s Facilitator Certification Process/Facilitation Skills Workshop (19.5 PDCs), Facilitator Certification Process/Facilitation Skills Workshop Master Trainer (19.5 PDCs), Targeted Selection® Trainer Workshop (20.5 PDCs), Targeted Selection® Advanced Trainer (20.5 PDCs), Targeted Selection® Program Manager (6 PDCs), Targeted Selection® Administrator Workshop (29.75 PDCs), and Success ProfilesSM: Card Sort Analyst Training (13 PDCs), as well as most courses in Interaction Management® suite (3.5 PDCs per completed course) and BIL series (3.5–7 PDCs per completed course) qualify for credits for SHRM certification. They are committed to ensuring that the certification its members achieve is recognized as best in class and distinguishes them in the marketplace. SHRM certification is the culmination of over three years of research, and based on the SHRM Competency Model, which was validated by more than 35,000 HR professionals around the world. These HR professionals identified the skills needed to grow and succeed in HR careers.

• **Taleo**—Taleo certifies that DDI has successfully interfaced to the Taleo T/PaSS Interview Guide Service, API version 6.1, to deliver technically verified, integrated, and pre-configured software solutions that enable enhanced and configurable data sharing from DDI’s Targeted Selection: Access® to the Taleo platform.

For more information on certifications, visit [http://www.ddiworld.com/products_services/certifications.asp](http://www.ddiworld.com/products_services/certifications.asp).

**Awards**

DDI has won numerous awards for product excellence and technological innovation:

- HR professionals in Singapore voted DDI-Asia/Pacific International (DDI) as one of the top three preferred management training providers according to Human Resources magazine’s Vendors of the Year. (2014)
- DDI awarded 1st place in Large Leadership Partners and Providers category for HR.com’s Leadership 500 Excellence Awards (2014).
- DDI was named one of the top “Best Medium-sized Companies to Work for in America” by the Society for Human Resource Management, the Great Place to Work Institute, Inc., and Entrepreneur (2014, 2011, 2010, 2009).
- Market Analyst Kennedy Names DDI One of the Top Two Providers of Leadership Development Consulting in The Kennedy VanguardTM (2013)
- TrainingIndustry.com named DDI one of the “Top 20 Leadership Training Companies” for the fifth year in 2014.
- DDI’s work with Bosch Siemens (BSH) on their executive development program earned the 2012 German HR Excellence Award in the Leadership Development category.
- DDI earned the “Top Recommended Training Company Award 2011” from the HR Association in China.
- Human Resource Executive® magazine recognized Manager Ready® as one of the Top HR Products of 2011.
- DDI was awarded the silver 2011 Chief Learning Officer’s Learning in Practice Award for Excellence in E-learning.
- Bersin & Associates recognized DDI as a top leadership development provider (2008).
DDI Gives Back

With more than 1,000 associates worldwide, DDI is in a position to positively impact many communities. Whether organizing creative fundraisers to support major charitable organizations or sending a group of employees to present gifts to orphans, DDI and its employees give back in many ways. And, on top of our company-based initiatives, a staggering number of employees are personally involved in a wide range of initiatives.

Here is just a sampling of DDI’s sponsored initiatives:

- American Cancer Society
- American Diabetes Association
- American Heart Association Heart Walk
- American Red Cross
- Pro Bono services to East Berkshire Women’s Aid to help victims of domestic abuse (UK)
- Hogar Arco Iris de Jesus children’s shelter (Mexico)
- National Multiple Sclerosis Society
- New Choices/New Options program to help distressed people transition back to the workforce (USA)
- Volunteer for a local orphanage (India)
- Reforestamos Mexico (Mexico)
- Salvation Army
- Susan G. Komen for the Cure
- United Way
- U-SPARK!
- Fundraising for victims of the Victorian Bushfire tragedy (Australia)

For a full list of DDI-sponsored initiatives and how DDI associates give back, visit [www.ddiworld.com/about/ddi-gives-back.asp](http://www.ddiworld.com/about/ddi-gives-back.asp).

Caring for the Environment

Because DDI is committed to minimizing our impact on the earth, we have implemented responsible conservation practices across the company. Our strategy focuses on several key areas: Proactive recycling and use of recycled materials, building efficiency, production processes and product design.

DDI constantly looks for ways to conserve the environment and reduce our footprint.