



FACTS

ASSESSING TALENT: PEOPLE LEADER® MANUFACTURING SERIES

A TOOL FOR EVALUATING CURRENT AND FUTURE MANUFACTURING LEADERS

DDI leadership research reveals a dilemma: Organizations surveyed predict they will fill more leadership positions using internal promotions, yet also report that about one-third of internally sourced leaders fail, usually because of poor people and managerial skills.

How will your new leaders perform? Whether leaders are sourced from inside your organization or externally, the *Assessing Talent: People Leader® Manufacturing Series* assessment can help you find out. The assessment shows how potential supervisors or managers perform in realistic leadership challenges, such as managing a work unit and motivating, developing, and retaining talent. Organizations can use the assessment results to make hiring and promotion decisions or to diagnose development needs of current or future entry- and mid-level managers.

THE BENEFITS

By using *Assessing Talent: People Leader® Manufacturing Series*, your organization can avoid hiring and promotion mistakes that waste time and money and hamper productivity. The assessment helps by:

- > Determining who can handle the shift from individual contributor to a leadership role.
- > Giving new leaders a better understanding of expectations and job challenges.
- > Improving the quality of new hires and promotions.
- > Pinpointing strengths and development needs of current leaders so they become stronger faster.

THE DETAILS

Assessing Talent® is a totally modular system. DDI will work with you to select the modules most relevant to your entry- and mid-level manager positions. All modules follow a day-in-the-life format that gives your participants an integrated experience that parallels the challenges that occur on the job.

How It Works

The assessment includes highly realistic simulations that measure key areas of leadership and management.

Throughout the assessment, participants represent a corporation (Soundproof Solutions) that manufactures, sells, and

supports soundproofing products. Participants act as an entry- or a mid-level manager responsible for leading teams in the Soundproof Solutions' manufacturing facility.

Prior to the assessment, participants are given access online to background information in preparation for the simulation. This includes information about Soundproof Solutions' products and services, their role, and background information on the team.

Exercises

The exercises concentrate on evaluating the participant's ability to interact with others and handle typical leadership and managerial challenges. They include:

Entry-level Manager Challenges—Participants are presented with a series of challenges in which they must evaluate information, decide on an appropriate course of action, and put that decision into motion. Participants experience a wide range of problems, including productivity, quality and resources issues; problems with direct reports; and challenges related to effective planning.

Mid-level Manager Challenges—In addition to challenges related to decision making and planning referenced above, the participant must delegate responsibilities and actions to direct reports (supervisors) based on their skills and availability.

Direct Report Role Play—The participant interacts with a direct report (a roleplayer) who has strong technical qualities but lacks interpersonal effectiveness—a problem that has led to increasing absenteeism and morale issues among those who support the direct report. The participant must coach the direct report to perform more effectively when leading and working with others.

Peer Role Play—The participant interacts with an ambitious peer (a roleplayer) who is striving to meet goals in a way that puts the participant's team at a disadvantage. The participant must attempt to build a partnership with the peer and forge a way for both groups to work together in a manner that will lead to greater success for all.

Change Role Play—The participant interacts with a well-respected direct report (a roleplayer) who has strong concerns about the changes underway in the organization. The direct report is an opinion leader among workers. The participant's objective is to help the direct report see the benefits of the critical organizational change initiative and become an advocate for it to better ensure the initiative's success.

TARGET AUDIENCE

This assessment is appropriate for current entry- or mid-level managers in manufacturing organizations, or individuals being considered or groomed for those positions.

PROGRAM IMPLEMENTATION

The simulations can be delivered virtually via a web interface and phone role plays, or at a DDI or client location. DDI assessors manage the assessment process, conduct the role plays, evaluate the exercises, and prepare assessment reports.

The standard report contains overall competency ratings and key action ratings for each assessed competency. An assessment performance summary is included for each competency. A development guide with developmental activities to help build managerial and leadership skills is included with the final report.

DDI offers a variety of feedback options. Our assessors can deliver feedback individually or in group sessions. We can also train your organization to conduct these feedback sessions. In addition, we offer assistance in post-assessment development planning and training.

RELATED SOLUTIONS

DDI's ongoing research continues to show the role of entry- and mid-level managers 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 the *Assessing Talent*[®] program and DDI's related leadership development system—*IM*[®]: *Exceptional Leaders ... Extraordinary Results*[®] (*IM: EX*[®])—are built around these Leadership Imperatives.

For manufacturing organizations with large-volume hiring and promotion needs, DDI recommends using our screening and testing to accurately and efficiently identify those most qualified for leadership positions. These individuals then participate in the *Assessing Talent: People Leader*[®] program. DDI has parallel programs for service and sales leaders and executives of all types.

The *Assessing Talent: People Leader*[®] *Manufacturing Series* assessment can also be used in conjunction with *Targeted Selection*[®], DDI's behavior-based interviewing solution. *Targeted Selection*[®] provides managers with the skills and the structure to conduct quality interviews—ensuring that you have all the information you need to make hiring and promotion decisions.

TO LEARN MORE

Contact your DDI representative or call 1-800-933-4463.

For more information on related solutions, consult the following documents at www.ddiworld.com:

- > *Developing Extraordinary Leaders* (brochure)
- > *Targeted Selection*[®] FACTS

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