



FACTS

ASSESSING TALENT: PEOPLE LEADER[®] SERVICE SERIES

A TOOL FOR EVALUATING CURRENT AND FUTURE SERVICE LEADERS

DDI leadership research reveals a dilemma: Organizations surveyed predict they will fill more leadership positions using internal promotions. Yet, they 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[®] Service Series* assessment can help you find out. The assessment shows how potential entry-level or mid-level managers in a service environment perform in realistic leadership challenges, such as managing a work unit and motivating, developing, and retaining talent, and handling customer issues. The assessment results can be used to make hiring and promotion decisions or to diagnose the development needs of current or future entry-level and mid-level managers.

THE BENEFITS

By using *Assessing Talent: People Leader[®] Service 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 entry-level manager roles and from entry-level to mid-level manager roles.
- > Giving participants a better understanding of the expectations and job challenges for the positions to which they aspire.
- > Improving the quality of new hires and promotions.
- > Pinpointing strengths and development needs of incumbent managers 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 provides your participants with an integrated experience that parallels the challenges faced on the job.

How it Works

The assessment includes highly realistic simulations that measure key skill areas associated with leading and managing others in a service environment.

Throughout the assessment, participants represent a corporation (Soundproof Solutions) that manufactures, sells, and supports soundproofing products. Participants act as an entry-level or a mid-level manager responsible for leading a customer support group.

Prior to the assessment, participants access online to background information. This includes information about Soundproof Solutions' products and services, the participants' role, and background information on their unit.

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

ENTRY-LEVEL MANAGER EXERCISES

The exercise for the entry-level manager positions include:

Manager Challenges—Participants are presented with a series of challenges in which they must evaluate information, determine an appropriate course of action, and put their decision into motion. Participants handle resource issues and problems with direct reports, and customer service challenges. Participants must plan and prioritize tasks among competing objectives for themselves and their team in the midst of challenging timeframes and constraints.

Direct Report Role Play—Participants are presented with situations requiring them to coach a direct report (roleplayer) regarding various issues concerning work performance, work habits, and opportunities to develop new skills.

Peer Role Play—Participants are challenged to get things done without using position power—influencing people who are peers.

Customer Role Play—Participants review information about a customer's account and then meet with the upset customer (a roleplayer). The participant must work to understand the customer's concerns and resolve them in a way that regains the customer's commitment to working through the issues.

MID-LEVEL MANAGER EXERCISES

The exercises for the mid-level manager positions include:

Manager Challenges—A series of situations are presented in which participants must evaluate information, decide on an appropriate course of action, and take action that will ensure support for the organization's vision and business objectives. Participant encounter a wide range of problems, including process and resources issues, problems with direct reports, and challenges threatening effective operation of their unit. The challenges include issues with both short- and long-term implications.

Direct Report Role Play—Participants are presented with a situation requiring them to coach a manager who possesses strong technical skills yet is ineffective in interacting with direct reports. This has led to morale issues on the team and increased turnover. The participants must coach the direct report to perform more effectively in this area.

Change Role Play—Participants meet with a well-respected leader who has strong concerns about the corporate initiative to improve customer service. The leader, a direct report, has had a long and successful career at the organization. The objective is to help the leader understand the benefits of a newly released program and how it sup-

ports a new business strategy. Participants must gain the leader's commitment to becoming an advocate of the initiative.

Peer Role Play—Participants are challenged with an ambitious peer who is striving to meet goals in a way that puts the team at a disadvantage. Participants must attempt to build a partnership with the peer and forge a way for both groups to work together in order to achieve greater success for all.

Customer Role Play—Participants meet with an important customer who complains about how he/she was treated when attempting to resolve a service problem. The participants must determine the cause of the customer's discontent and determine an appropriate course of action.

TARGET AUDIENCE

This assessment is relevant for entry-level and mid-level managers or for individuals being considered or developed for these positions.

PROGRAM IMPLEMENTATION

The simulations can be delivered virtually via a web interface, and using 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 provided 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 in individual or 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 has 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, *Interaction Management*[®]: *Exceptional Leaders ... Extraordinary Results*[®] (IM:EX[®]), are built around these Leadership Imperatives.

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

The *Assessing Talent: People Leader*[®] *Service 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 structure to conduct quality interviews—ensuring that you have the information you need to make effective hiring and promotion decisions.

TO LEARN MORE

Contact your DDI representative or visit www.ddiworld.com.

CONTACT INFORMATION

WORLD HEADQUARTERS
412.257.0600

E-MAIL INFO@DDIWORLD.COM

WWW.DDIWORLD.COM/LOCATIONS