



FACTS

CABER

DDI'S CENTER FOR APPLIED BEHAVIORAL RESEARCH

DDI's Center for Applied Behavioral Research (CABER) conducts, coordinates, and champions research on leadership and human talent in the workplace. CABER helps fulfill DDI's philosophy that talent management practices should be evidence-based. CABER's research is designed to:

- > Measure the outcomes of DDI solutions and their impact on client organizations.
- > Assure the integrity of DDI's products and services.
- > Provide thought leadership to DDI clients and associates.

MEASURING THE IMPACT OF TALENT MANAGEMENT

CABER regularly conducts evaluation studies of the effectiveness of DDI's talent management solutions in achieving clients' business objectives. In partnership with other DDI associates, we design, conduct, and advise on research that helps demonstrate the value that DDI brings to client organizations.

CABER advocates a comprehensive measurement approach that covers all aspects of talent management, from confirming the appropriateness of a solution's content to evaluating its ultimate impact on organizational functioning. We help organizations

optimize use of their own metrics and can supplement their measures with tools of our own.

For instance, our Checkpoint surveys are aimed at determining whether an organization's talent has been enhanced through various processes, including selection, development, succession, and performance management. Our research has demonstrated results like the following.

- > Significant behavior change following implementation of a DDI leadership development program at a major bank.
- > Greater customer satisfaction after implementation of DDI's Targeted Selection® interviewing program at a hotel chain.
- > Greater achievement of performance goals after installation of DDI's performance management system at a children's hospital.

TRENDS RESEARCH

CABER conducts investigative surveys that uncover new knowledge and information about human talent management. Surveys of the latest trends in selection and leadership development are conducted regularly.

- > The *Global Leadership Forecast* investigates trends and issues related to leadership and leadership development worldwide. In addition to global and regional reports, organizations in which at least 30 leaders participate receive individual reports that compare their leaders' responses to local and global norms.

- > The *Selection Forecast* focuses on recruiting, hiring, and other issues related to acquiring talent.

In addition to our focus on selection and leadership, we periodically conduct surveys around special topics, such as retention in China.

CUSTOM RESEARCH

CABER works with internal and external partners to design and conduct customized investigations. For example, we have studied:

- > Organizational bureaucracy and associated leadership needs for a global chemical company.
- > The culture of an industrial gas supplier.

PARTNERING WITH CABER

CABER advises and collaborates with clients and internal partners for all activities associated with the collection and interpretation of data and reporting of research findings. Activities include the following.

Measurement Planning

Working with stakeholders to set realistic measurement objectives, choosing a research strategy that matches needs, investigating sources of data, determining appropriate metrics.

Developing or Customizing Tools

Determining the right questions to ask, developing research instruments to match needs, incorporating stakeholder feedback into the instrument design.

Analyzing Data

Manipulating and interpreting data, identifying issues and problems, comparing and contrasting organizational units, sifting out information that will guide organizational decisions.

Presenting Research Findings

Summarizing research results in a comprehensible and illuminating way, writing reports and creating oral presentations, making the most of research findings.

Research Consultation

Providing advice about appropriate research strategies, reviewing proposed surveys or other metrics and making recommendations, providing assistance on integrating research findings into powerful presentations on the value of talent management.

ACCESSING CABER RESEARCH

Reports of CABER research are available at www.ddiworld.com. The reports include:

- > Research Results for individual clients.
- > Research Results: Impact Analysis reports, which integrate client research.
- > Trends research reports.
- > White papers on various topics.

CABER's research also appears in various professional journals.

CABER RESOURCES

All members of the CABER team have advanced degrees in industrial-organizational psychology or psychological measurement. In addition to publishing our findings, we frequently present at professional conferences and serve as liaisons between the research community and DDI.

FOR MORE INFORMATION

Contact your DDI representative to learn more about CABER and DDI's research capabilities. Or e-mail us at CABER@ddiworld.com.

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