



# FACTS

## LEADER CAREER BATTERY

### A TOOL FOR IDENTIFYING LEADERSHIP POTENTIAL

We all know a “born leader”—someone who is comfortable taking charge and making decisions, who knows how to inspire the best in others, who is quick to solve problems, and who paves the way for success. Organizations are always looking to hire these types of leaders, or to grow their own by developing and transitioning current employees into supervisory or leadership roles.

The challenge is in the choosing: When faced with a sea of candidates, how do you know which have the best potential to be effective leaders?

DDI’s Leader Career Battery (LCB) can tell you. It helps speed and improve hiring by quickly identifying individuals who possess the profile critical for successful leadership in today’s demanding environment. The LCB can be used as part of a process for hiring

new leaders or as a way to place current employees into new or existing leadership or supervisory roles.

### THE BENEFITS

Individuals who score high on the Leader Career Battery are much more likely than low scorers to be top performers in leadership roles, to excel in areas important to job success, and to be highly engaged in the job.

For example, DDI research shows that top scorers on the Leader Career Battery are:

- > 4.2 times more likely to excel in overall performance.
- > 3.6 times more likely to excel in motivating others.
- > 4.1 times more likely to excel in building successful teams.

Top scorers are also markedly (3 to 5 times) better than low scorers at coaching and developing others, making good decisions, delegating, managing conflict, and planning and organizing.

In addition to raising the bar on leadership, the Leader Career Battery also helps reduce the time to fill open positions and supports diversity goals (e.g., race, gender, and age) by minimizing score differences among candidate groups.

## THE DETAILS

The Leader Career Battery measures candidates for leadership and supervisory positions based on three critical areas:

- > Making Effective Judgments and Decisions
- > Managing Self and Getting Along With Others
- > Demonstrating Personal Competence

**Making Effective Judgments and Decisions** items assess a candidate's judgment related to leadership and supervisory work settings and problem-solving ability. The LCB contains two types of items in this area: Situational Judgment and Action Benchmarking. For both item types, candidates are evaluated on their ability to distinguish effective from ineffective approaches.

### Example Item for Situational Judgment:

1. You receive a memo from management that states that all team leaders are strongly encouraged to attend a two-day supervisory training session next week. You are sure this will cut into your team's productivity. Further, you were recently given an award for your supervisory skills and feel you do not need the training. When your manager calls you to see if you are attending, your best response would be to tell her that you:
  - a. Will attend the meeting.
  - b. Will not attend because you do not want to see a loss in productivity.
  - c. Have some concerns about leaving your team and would like her opinion about the situation.
  - d. Are going to find out what topics are being covered in the seminar and determine if it would be worth your time.

### Example Items for Action Benchmarking:

1	2	3	4	5
VERY INEFFECTIVE	SOMEWHAT INEFFECTIVE	NEITHER EFFECTIVE NOR INEFFECTIVE	SOMEWHAT EFFECTIVE	VERY EFFECTIVE

Rate the effectiveness of each action in the following list for *setting up a new work group to accomplish a long-term goal*.

1. Adjusting leadership style to team maturity.
2. Deciding communication norms.
3. Celebrating team accomplishments.

**Managing Self and Getting Along With Others** items assess a candidate's dispositional stability, self-efficacy, positive disposition, work quality, and decision-making style.

### Example Items:

1. Changes in my work have given me the opportunity for personal growth.
2. Work associates who ask favors of me never irritate me.
3. I usually do work at a slow but steady pace.
4. When making decisions, I don't usually rely upon my instincts.
5. I often make decisions on the spur of the moment.

1	2	3	4	5
STRONGLY DISAGREE	DISAGREE	NEITHER AGREE NOR DISAGREE	AGREE	STRONGLY AGREE

**Demonstrating Personal Competence** items assess a candidate's prior experience demonstrating initiative and performing effectively in leadership and coaching-related situations.

Example Items:

1. How often do you read about leadership or management topics on your own time?
  - a. Less than once a year.
  - b. Less than once a month to once a year.
  - c. Approximately once a month.
  - d. Approximately once a week.
  - e. More than once a week.
2. When a new computer application is introduced in my workplace, I typically:
  - a. Use the application before any of my coworkers.
  - b. Try it if I think it will be helpful in completing my work.
  - c. Continue to use older application for as long as possible.
  - d. Wait for others to use the application before using it myself.

**PROGRAM IMPLEMENTATION**


DDI offers a variety of delivery options for the Leader Career Battery to suit your business and candidate needs:

- > Web-delivered on DDI's portal
- > Web-delivered on a client-branded site
- > Paper and pencil with either mail-in or fax-in scoring
- > Integrated with other HRIS or applicant tracking systems (ATS)

**INDIVIDUAL REPORTS**

Once an individual completes the Leader Career Battery, a report is generated that rates him or her on each of the three critical areas of performance. These scores are translated into an overall band that is highly predictive of performance. The report provides valuable insight into a candidate's likely leadership performance as well as the

**PERFORMANCE REPORTS PROVIDE INSIGHT INTO AN INDIVIDUAL'S LEADERSHIP POTENTIAL IN CRITICAL AREAS OF PERFORMANCE**

Leader Career Battery CANDIDATE PROFILE REPORT				DDI 													
Candidate: Smith, Mike			Score Band: A – First Priority to Progress														
Test Date: 9/21/2006 7:00:00 AM																	
ASSESSMENT SUCCESS FACTORS				PERFORMANCE INDICATORS													
Making Effective Judgments and Decisions				High scorers on Making Effective Judgments and Decisions are more likely to demonstrate on-the-job behaviors such as:													
<table border="1"> <tr> <td style="background-color: #008000; color: white;"> </td> <td style="background-color: #008000; color: white;"> </td> <td style="background-color: #008000; color: white;"> </td> <td style="background-color: #008000; color: white;"> </td> <td style="background-color: #008000; color: white;"> </td> <td style="background-color: #008000; color: white;"> </td> </tr> <tr> <td> </td> <td> </td> <td> </td> <td> </td> <td> </td> <td>Excellent</td> </tr> </table>															Excellent	<ul style="list-style-type: none"> <li>• Seeking and using feedback and other sources of information to identify appropriate areas for learning.</li> <li>• Actively participating in learning activities.</li> <li>• Putting self in unfamiliar situations in order to learn.</li> <li>• Clarifies expected performance of others.</li> <li>• Provides instruction, positive models, and opportunities to practice newly acquired skills.</li> <li>• Encourages questions to ensure understanding.</li> <li>• Gives timely, appropriate feedback on performance.</li> </ul>	
					Excellent												

likelihood the candidate will be engaged on the job. Highly engaged employees are more likely to meet customer satisfaction and productivity goals, exhibit superior work standards, and interact effectively with peers and subordinates. Additional report outputs include interview questions and suggestions for tailoring development.

### TARGET AUDIENCE

The LCB is appropriate for candidates applying for frontline or supervisory leadership positions. It can be used to support the selection of an external candidate who may be suitable for a leadership role, or to aid in identifying internal employees who are capable of advancing into a supervisory role.

### RELATED SOLUTIONS

The Leader Career Battery can be used in conjunction with *Targeted Selection*<sup>®</sup>, DDI's behavior-based interviewing solution. *Targeted Selection*<sup>®</sup> provides hiring managers with the skills and the structure for conducting quality interviews—ensuring that you have all the information you need to make sound decisions during the hiring and promotion process.

### TO LEARN MORE

Contact your DDI representative or call our Client Relations Group at 1-800-933-4463.

### CONTACT INFORMATION

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