

# Highest Highs, Low Lows: Health Care Industry Highlights



## Global Leadership Forecast 2011

Jazmine Boatman, Ph.D., and Debra Walker

The Talent Management Expert





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## ABOUT DDI

For more than 40 years, DDI has helped the most successful companies around the world close the gap between where their businesses need to go and the talent required to take them there.

Our areas of expertise span every level, from individual contributors to the executive suite:

- **Success Profile Management**—Our process will quickly and accurately identify what success looks like for all of your critical roles.
- **Selection & Assessment**—DDI offers the most comprehensive range of assessment, testing, and behavioral interviewing tools in the world.
- **Leadership & Workforce Development**—We provide relevant and challenging learning experiences for all levels from individual contributors and front-line leaders to mid-level and senior leaders.
- **Succession Management**—Our consulting and tools will ensure a steady supply of ready-now leaders who will meet your business needs today and tomorrow.
- **Performance Management**—DDI's comprehensive approach to performance management enables the execution of business strategy by creating alignment, accountability, and focus.

DDI's approach to talent management starts by ensuring a close connection of our solutions to your business strategies, and ends only when we produce the results you require.

## ABOUT DDI'S HEALTH CARE PRACTICE

*“DDI offers impressive dedication to the health care industry and extensive experience designing and implementing award-winning solutions that enable hospitals to quickly identify, hire, and retain the best talent.”* – AHA Solutions

At DDI, we understand the health care industry and its challenges. For decades, we've shared our expertise with hospitals and health care organizations, providing the experience necessary to build engaged, high-performing workforces.

Our clients partner with us to:

- Build the leadership and service skills of all staff including physicians to positively impact patient satisfaction.
- Select and develop leaders at all levels who exemplify the organization's mission and values.
- Build bench strength through executive succession and development.
- Design and develop comprehensive selection systems that include job analysis and profiling, testing, behavioral interviewing, and on-boarding.
- Align talent management systems and processes to business strategies.

Experienced, client-focused professionals who are dedicated to addressing the unique needs of health care organizations staff DDI's health care practice. Our integrated health care specific solutions are designed to achieve superior business results supporting the objectives of health care organizations.

## ABOUT THIS STUDY

DDI's *Global Leadership Forecast 2011* is the largest global study of its kind, with 2,679 organizations providing perspectives on the current state of leadership and future talent related needs in their organizations. We heard from 1,897 HR professionals and 12,423 leaders from more than 74 countries. Their results can be found in the global report.

This report focuses on survey responses from 67 HR professionals and 756 leaders in U.S. health care organizations. The mix of organizations is incredibly diverse: large and small, for profit and not for profit, unionized and non unionized, academic medical centers, post-acute-care facilities, and more.

Organizations reporting also varied widely in adherence to best practices—so we are confident this report represents organizations of varied sophistication.

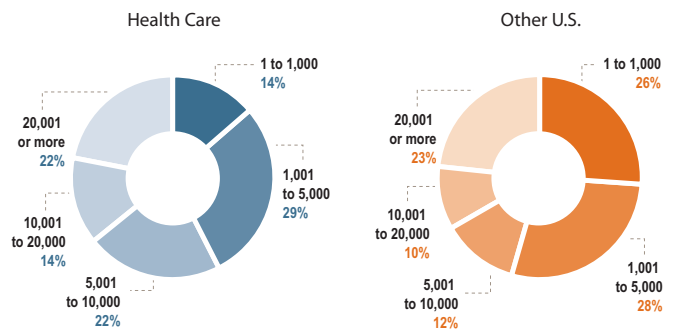
An HR professional filled in a survey for each organization or for a major organizational business unit. HR professionals then invited representative samples of their organization's leaders to complete leader surveys. In this report, the health care respondents are compared with HR professionals and leaders in U.S. organizations in other industries (see Table 1).

● ● ● ● ● TABLE 1 ABOUT OUR SAMPLE

	HEALTH CARE	OTHER U.S.
HR Professionals	67	455
Leaders	756	2,040
<b>TOTAL</b>	<b>823</b>	<b>2,495</b>

Health care organizations were similar in size to other organizations, with the exception of having slightly fewer small organizations (1,000 employees or fewer), and more mid-sized organizations (5,001-10,000 employees; see Figure 1).

● ● ● ● ● FIGURE 1 ORGANIZATION SIZE



## ABOUT DDI'S CENTER FOR APPLIED BEHAVIORAL RESEARCH

The *Global Leadership Forecast 2011* is part of the continuing series of trend research conducted by DDI's Center for Applied Behavioral Research (CABER). CABER's publications cover a wide range of talent management issues, and are designed to keep HR professionals in touch with best practices and trends.

CABER also conducts dozens of evidence-based research studies with DDI's clients that show the relationship between their talent management practices and changes in workforce and organizational performance. CABER's research, including this report, is available at [www.ddiworld.com](http://www.ddiworld.com).

### CONTACT INFORMATION

For more information about this report or DDI's health care practice, e-mail [healthcare@ddiworld.com](mailto:healthcare@ddiworld.com).

## HEALTH CARE INDUSTRY, TAKE A BOW.

Not just for the incredible work you do, or the compassion with which you do it, but for beating the global norm when it comes to the sophistication and evolution of your talent management systems, as reported by our survey respondents. DDI recently polled more than 14,000 leaders and HR professionals worldwide. More than 800 of them are in the health care industry, and when we compared the health care sample with a sample from the rest of the United States, the health care sample frequently came out ahead. In other reports and anecdotally, this industry has come out behind. But if that's true, then this is shaping up to be an underdog story with a Hollywood ending. When compared with other industries, health care has some of the highest high points.

### Consider the following:

- Overall, survey respondents rated health care's management culture as more effective than in other industries (page 8).
- Health care respondents are highly optimistic about the state of their leadership development (page 11).

Some of the statistics have room for improvement. But to be consistently ahead in pretty much all areas of leadership development is a huge accomplishment—and contradiction—for an industry with a reputation for lagging behind in talent management best practices. However, there are two areas that temper our exuberance about these highest highs...and they are low lows with long-term implications. Health care, in general, is faring worse than other industries when it comes to succession. It's on par with other industries when it comes to selection, but that is also a problem area.

### Take a look:

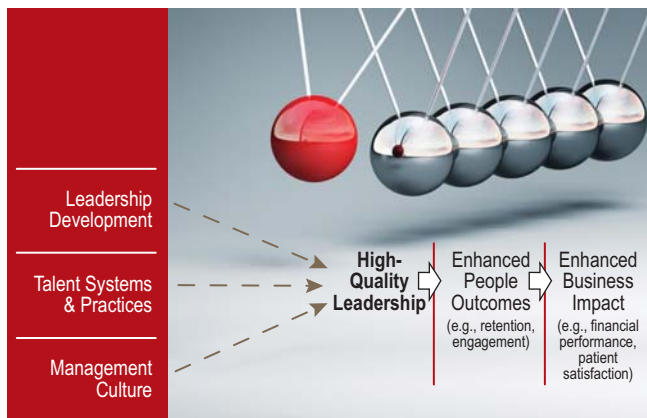
- Just 10 percent of health care organizations rate their succession management system as effective (page 16).
- When it comes to effectiveness, selection is one of the lowest rated systems, yet also rated absolutely critical to success (page 19).

In this report, we'll delve deeper into all the facts and figures relevant to the state of health care leadership. Overall, we commend the health care industry for doing an exceptional job in the face of great change.

### THREE DRIVERS FOR IMPROVING LEADERSHIP QUALITY

So, how can health care organizations maintain or improve the quality of leadership? High-quality leadership has three key drivers: **leadership development**, other **talent management systems** that build a high-quality leadership pipeline, and **management culture** (see Figure 2).

● ● ● ● ● **FIGURE 2 DRIVING BUSINESS THROUGH LEADERSHIP PRACTICES**



Improving the quality of an organization’s leadership involves identifying the critical skills leaders need to succeed, and then providing leaders with opportunities to develop and apply those skills effectively. Quality of leadership is improved also by ensuring the effectiveness of the talent management systems that support development, such as leadership selection, performance management, and leadership succession. Finally, leaders cannot be effective in an environment in which employees lack the freedom to make decisions or to innovate. An effective management culture enables and empowers others, which allows organizations to capitalize on their talent. When these three factors are working together, the synergistic result found in the global report is higher-quality leaders who can effectively enhance people outcomes as well as drive business impact. The remainder of this report will discuss each of the three drivers in more depth.

● ● ● ● **OVERALL, SURVEY RESPONDENTS RATED HEALTH CARE'S MANAGEMENT CULTURE AS MORE EFFECTIVE THAN IN OTHER INDUSTRIES.**

The way organizations manage people and the culture they create play a fundamental role in their employees' ability to drive the business. For this research, we worked with Gary Hamel—an influential business thinker, professor, and author of *The Future of Management*<sup>1</sup>—to look at the culture of leadership within organizations. Hamel identified eight hallmarks of effective management cultures (see Figure 3). We asked leaders to indicate if these hallmarks are present in their organizations. Our sample indicates that the health care industry's leaders came out ahead—quite significantly in some areas such as shared values, merit-based status, and socially significant goals:

● ● ● ● **FIGURE 3 HALLMARKS OF MANAGEMENT CULTURE EFFECTIVENESS**

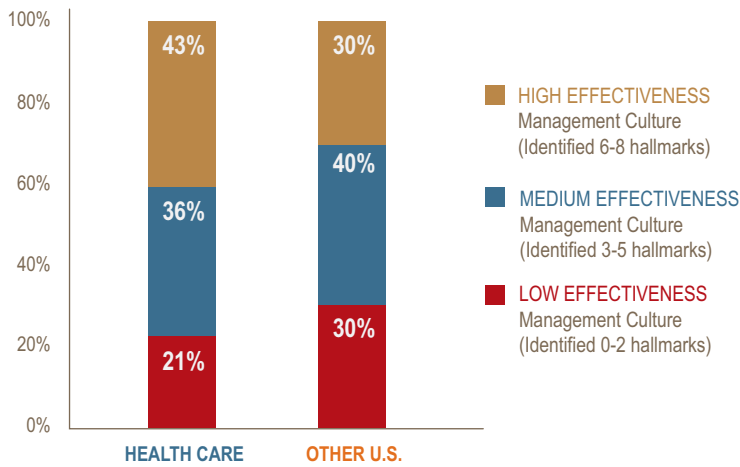
	HEALTH CARE	OTHER U.S.
Our company has shared values and aspirations that are meaningful to our employees	82%	75%
Power and influence are based on ability to lead, contributions, and performance	75%	65%
We balance our focus on growth with a commitment to sustainability and socially significant goals	73%	47%
Status and influence held by those who value innovation and change	64%	58%
Our management processes are a source of major competitive advantage	57%	46%
Employees/leaders have the opportunity to innovate/create	55%	52%
Organizational structure is fluid, flexible, nimble	44%	36%
We have open, vigorous, and uncensored discussions around strategy and key business decisions	34%	34%

*Percentages represent leaders who indicated the hallmark described their organization.*

The nature of this industry, which cares for the injured and ill, attracts people who share certain values and a commitment to social issues, so it's no surprise we see spikes in these indications. Most health care organizations have cultures that complement their altruistic missions, and effectively balance values and results.

We find some even more encouraging news when we split health care organizations into three groups based on leader ratings of management culture. Those in the “high effectiveness” group identified 6-8 of the hallmarks in Figure 3. Those in the medium group picked 3-5, and those in the low group picked 0-2. Comparatively, 43 percent of organizations fit the highly effective category, while just 30 percent of those responding from other U.S. industries ranked highly (see Figure 4). We also see fewer health care organizations in the low category: 21 percent compared with 30 percent in the comparison sample.

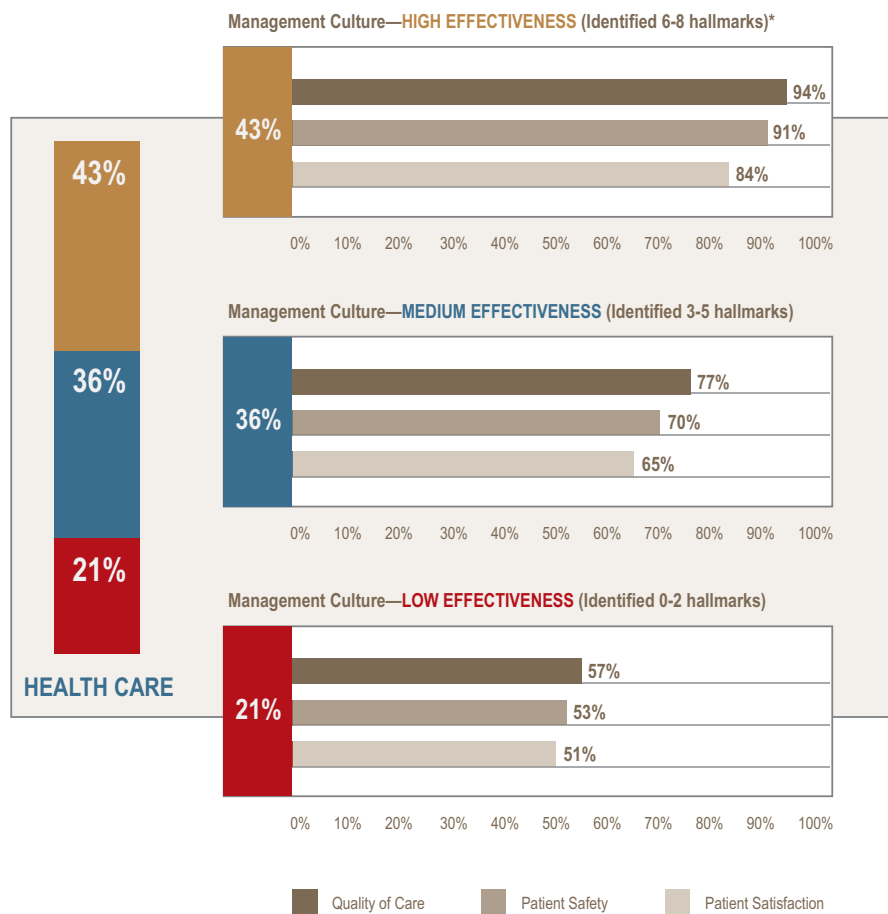
● ● ● ● **FIGURE 4 CURRENT STATE OF MANAGEMENT CULTURE**



And, there was a clear and definitive correlation between management culture effectiveness and critical health care metrics such as quality of care, patient safety, and patient satisfaction (see Figure 5). Of the 43 percent of organizations that report a highly effective management culture, 94 percent of them indicated that they have high quality of care. By contrast, of the 21 percent with low effectiveness, just 57 percent of those leaders report high quality of care. As management culture suffers, so do these key measures of quality.

● ● ● ● **FIGURE 5 MANAGEMENT CULTURE MATTERS**

*\*Effectiveness was categorized by how many of the hallmarks listed in Figure 3 were chosen by a leader. Then we show the percentage of leaders who report high ratings of their organizations' quality of care, patient safety, and patient satisfaction.*



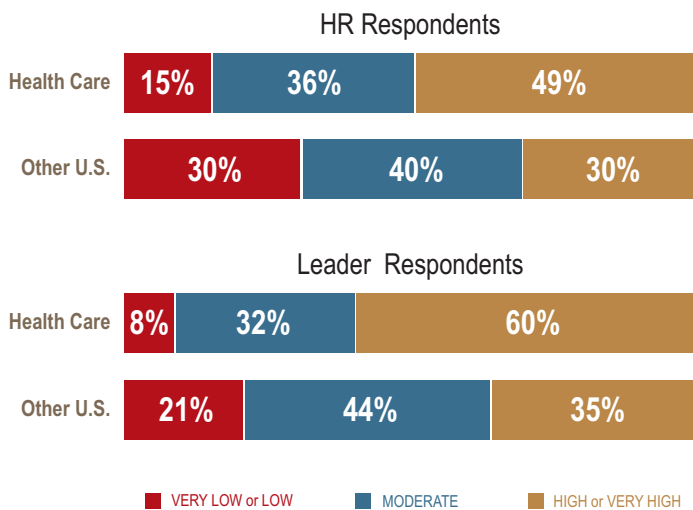
*Percentages represent leaders who reported high levels of quality of care, patient safety, and patient satisfaction*

The take-home message here: Management culture matters. We'd argue it's a make-or-break element to your employee and patient satisfaction metrics, and critical for quality outcomes.

## HEALTH CARE RESPONDENTS ARE HIGHLY OPTIMISTIC ABOUT THE STATE OF THEIR LEADERSHIP DEVELOPMENT.

Another area in which the health care industry paced ahead of others was in the reported quality of its leadership development. Figure 6 shows high quality in ratings from HR, and overwhelming optimism (60 percent citing highest quality) from leaders when compared with non health care organizations in our “other U.S. companies” sample.

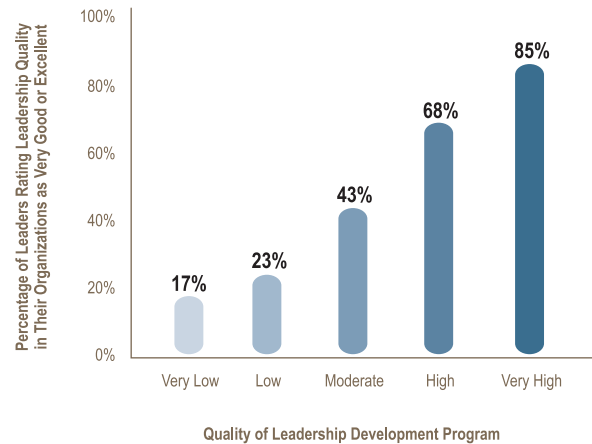
● ● ● ● FIGURE 6 QUALITY OF LEADERSHIP DEVELOPMENT



Perhaps this quality is not so startling when one considers that health care organizations tended to continue investing in leadership development—far more so than other industries. One in 10 health care organizations reported significant budget cuts (at least 10 percent) in 2011. For other U.S. companies, the cuts were much deeper, with more than two in five of companies reporting deep cuts.

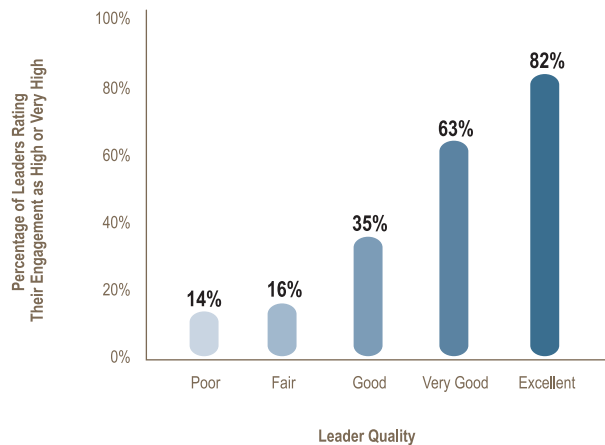
When we look at those respondents who rate their leadership development programs highly, they are most likely to say the quality of leadership in their organization is “good” or “excellent” (see Figure 7).

● ● ● ● **FIGURE 7 CORRELATION BETWEEN LEADERSHIP QUALITY AND QUALITY OF LEADERSHIP DEVELOPMENT PROGRAM**



And in Figure 8, we see a high correlation between leadership quality and engagement.

● ● ● ● **FIGURE 8 CORRELATION BETWEEN LEADER QUALITY AND LEADER ENGAGEMENT**



The takeaway here is that quality of leadership development is interrelated to other critical areas, including engagement. Investing in development creates a ripple effect that can positively influence the metrics health care organizations need to improve and stay competitive.

## AMIDST CHANGE, HEALTH CARE RESPONDENTS ARE KEENLY AWARE OF CRITICAL SKILLS FOR THE FUTURE

Respondents to this survey indicate high-quality leaders today, but to remain high quality, leaders' skills must evolve. We asked respondents about the skills necessary for the past three years, and future three years. Change graces the top of the list of critical skills for both lists (see Table 2).

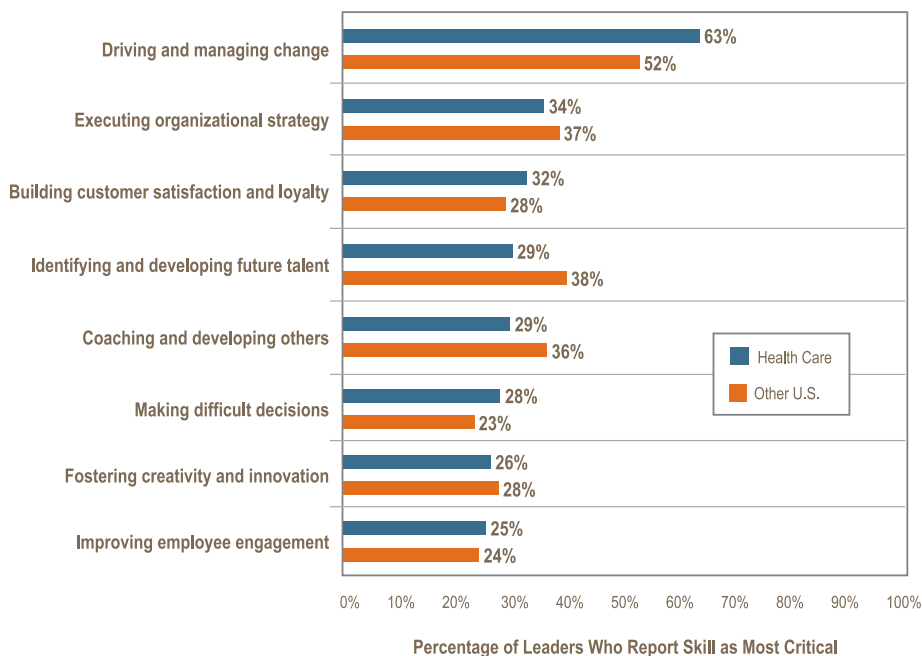
**TABLE 2 PAST AND FUTURE CRITICAL SKILLS FOR HEALTH CARE LEADERS**

PAST CRITICAL SKILLS	FUTURE CRITICAL SKILLS
Driving and managing change	Driving and managing change
Improving employee engagement	Executing organizational strategy
Executing organizational strategy	Building customer satisfaction and loyalty

The fact that “change” tops the list is no surprise. Health care organizations face changes in reimbursements, delivery of care, organizational structure, and technology to name a few. Physician/hospital integration initiatives are changing structures and relationships (see page 15 for more).

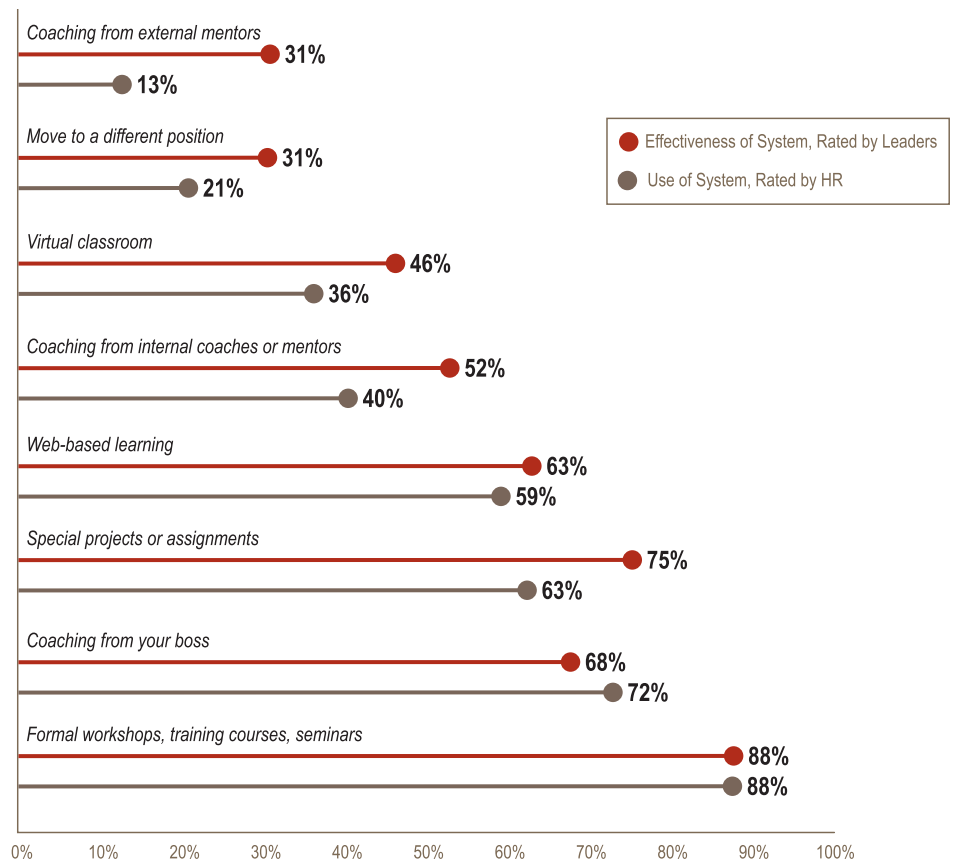
We were surprised by one change: the lessened importance of “improving employee engagement,” which plummeted from second to last place on the list of critical skills (see Figure 9).

**FIGURE 9 SKILLS CRITICAL FOR THE NEXT THREE YEARS**



With similar numbers in the sample of other U.S. organizations, one might posit that the recession left people worrying less over engagement. We think it's possible that with the accelerated change that comes with health care reform, as well as with knowledge and technology advances, the focus on engagement may have fallen by the wayside. Yet, one can argue that engagement is critical to quality, safety, and patient satisfaction.

● ● ● ● **FIGURE 10 USE VERSUS EFFECTIVENESS OF DEVELOPMENT METHODS IN HEALTH CARE**



So how will these critical skills for the future be developed? It's a best practice to use a mix of development methods. Figure 10 shows a number of options available to HR professionals graphed by their perceived effectiveness as well as how often they are used. We see some methods, such as formal workshops, used often and rated highly. But some effective methods are not being used. Nearly one-third of leaders say external coaches are an effective development method, yet only 13 percent of organizations actually use them frequently. Leadership development programs (and succession management systems, which we detail on page 16) would benefit from using more and varied development methods to further the skills of leaders.



## CALL IT “THE YEAR OF THE DOC”

One of our executive clients, when asked what’s demanding her focus these days, proclaims this to be “The Year of the Doc.” And we would be remiss in talking about talent for the future if we did not mention the increasing focus on physician leaders.

### **Why? Just skim some recent press clippings:**

- “The employment of physicians (by hospitals) is a health care megatrend of the future,” says Joel Allison, CEO of Dallas-based Baylor Health Care System.<sup>2</sup>
- When asked why physicians don’t trust hospitals as partners, 56 percent say it’s because there is not enough physician leadership and/or representation on the board.<sup>3</sup>
- “For every 10 physicians you want to engage, you need one physician leader—someone who is high-functioning and held in esteem by his or her peers,” says Ken Mack, a consultant with a specialty in physician-hospital relations, in an article that ran in *Healthcare Executive* magazine. “Physicians tend to be very independent. They may not follow a ‘lay person,’ but they will listen to a respected peer.”<sup>4</sup>
- An excerpt from *Tufts Medicine* reads, “Medicine has grown too complex and science too complicated. Now it is more critical for physicians to be effective collaborators with their colleagues and co-workers. Doctors must be both team members and leaders to serve their patients well.”<sup>5</sup>

It’s unlikely anyone has missed this emerging trend, but we encourage you to spend time thinking about how to include physicians in talent management systems such as selection, succession, and leadership development. Physician leaders will be a hot commodity moving ahead.

**JUST 10 PERCENT OF HEALTH CARE ORGANIZATIONS RATE THEIR SUCCESSION MANAGEMENT SYSTEM AS EFFECTIVE.**

Development is just one component in a comprehensive talent management system. DDI defines talent management as a mission-critical process that ensures organizations have the quantity and quality of people in place to meet current and future business priorities. The process covers multiple aspects of an employee’s life cycle, including selection, development, succession, and performance management. Improving the quality of leadership involves doing all of these things well.

● ● ● ● **FIGURE 11 EFFECTIVE TALENT MANAGEMENT SYSTEMS**



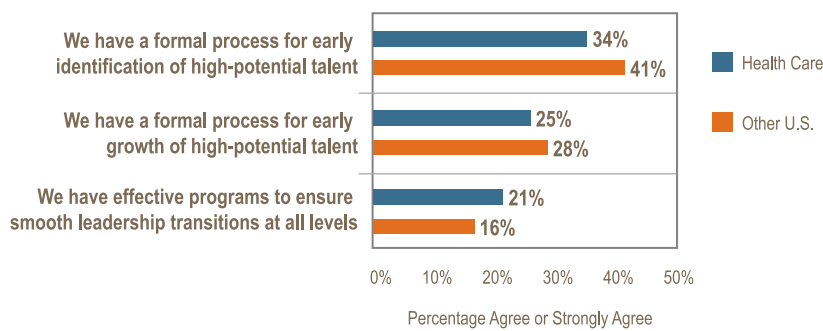
In health care, organizations are not doing well when it comes to succession, which is the industry’s low point. The ratings of effectiveness for talent management systems are ahead of the national rating in every system except succession management (see Figure 11). Just 10 percent see it as effective—half the already low number of counterparts in other industries. This continues a troubling trend we saw back in the 2008/2009 data from our previous forecast. “Health care organizations were significantly less likely than those elsewhere to have succession plans at all levels of leadership,” said the previous *Leadership Forecast* report.<sup>6</sup>

In many cases, we see governing boards of health care organizations demanding a more formal approach to succession. They realize that informal strategies (versus a formal process) simply will not result in ready talent for the challenges ahead. Furthermore, lack of a formal process hinders diversity and gender parity. (See page 18 for a closer look at succession and gender parity.)

Formal succession processes also need to be more scientific and objective. With the increasing emphasis on putting clinicians in leadership positions, effective processes that identify and develop potential are a huge need (see page 15 for more).

Another piece of succession data is highlighted in Figure 12. It indicates that the health care industry lags behind in two significant best-practice processes for high potentials: early identification and early growth.

**FIGURE 12 IMPLEMENTATION OF BEST PRACTICES FOR HIGH-POTENTIAL LEADERS**



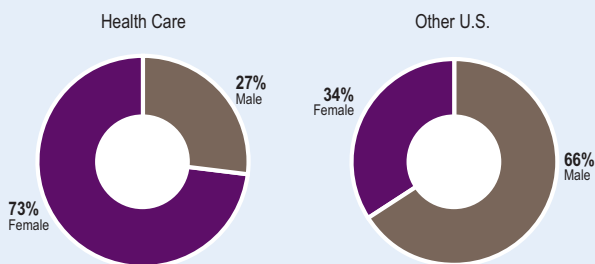
Obviously this is a critical step in any talent pipeline method.



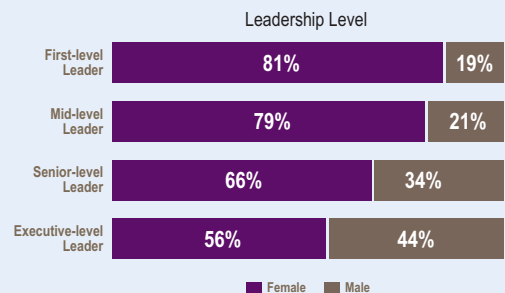
## GENDER: THE GAP IN YOUR PIPELINE

In health care, there are twice as many women in leadership roles (see Figure A). But even though women hold the vast majority (81 percent) of frontline leader roles, their representation dissipates considerably when it comes to executive ranks, where they hold 56 percent of senior-most positions (see Figure B). Why aren't more women making it to top roles?

● ● ● ● FIGURE A



● ● ● ● FIGURE B



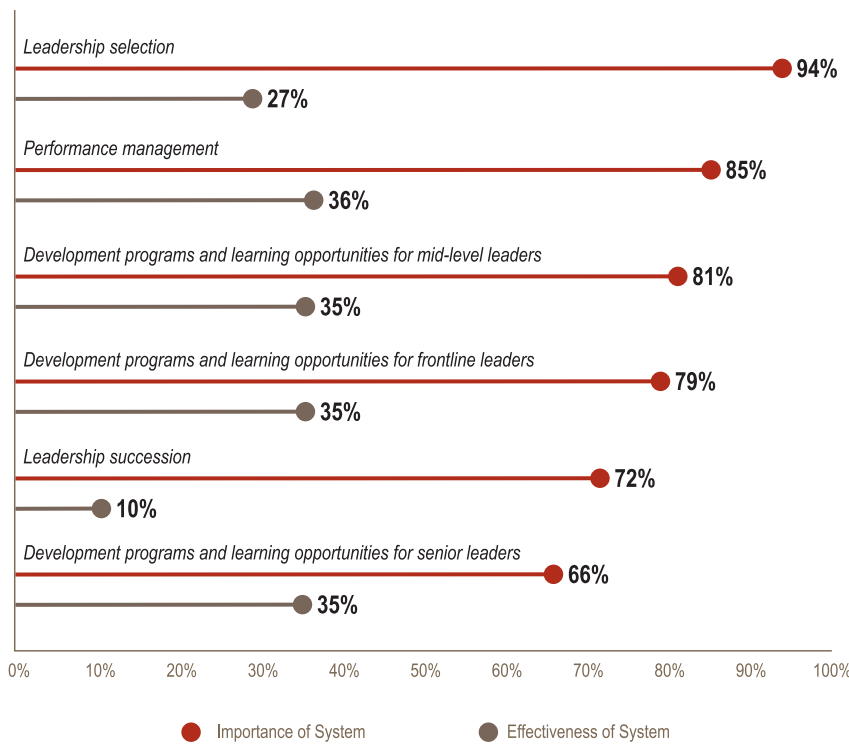
One of several reasons may be that advancement opportunities aren't enticing. In health care, many of the leadership positions are held in the ranks of nursing. And as nurse leader roles get more and more challenging, they're less and less desirable, moving nurses away from the direct care of patients to the direct supervision of others. For those who love the profession, nurse leadership may go against their true calling.

**And more important, what can be done about it?** The answer includes the one area we've red-flagged as an issue for health care: succession management (see page 16). When we conducted Leadership Forecast research in 2008, we found that among organizations with formal succession plans, 63 percent of the executives were women. In organizations that did not invest in a formal succession plan, only 36 percent were women. A formal succession plan works to the advantage of the industry's large population of female leaders. As the current ranks of leadership age and retire, a robust, diverse pipeline will become increasingly important.

**WHEN IT COMES TO EFFECTIVENESS, SELECTION IS ONE OF THE LOWEST-RATED SYSTEMS, YET ALSO RATED ABSOLUTELY CRITICAL TO SUCCESS.**

A talent management process is only as strong as its weakest link. Selection—the very beginning of that process—is weak, with just 27 percent of HR professionals rating it effective. The data also showed that 94 percent (see Figure 13) felt selection is a critical talent management system for future success.

**FIGURE 13 IMPORTANCE OF TALENT MANAGEMENT SYSTEMS FOR FUTURE ORGANIZATION SUCCESS**



No amount of development can fix a bad hiring decision. In fact, in our global study, effective selection was the talent management system with the strongest relationship to leaders’ ratings of organizational performance. For this reason and many others, bringing the effectiveness of the selection process in line is imperative.

For more on each of these systems, including recommendations for strengthening them, refer to the *Global Leadership Forecast 2011*.

## CONCLUSION: STOP, START, CONTINUE

The “Stop, Start, Continue” feedback technique is a familiar tool to provide balanced feedback. We think it also works to summarize the health care industry’s strengths to leverage and opportunities to develop.

**STOP:** Ignoring succession. With the current demographic, and retirements looming, this will only become more and more critical. The business landscape of reform requires strong and confident executives. Growing your own executives must be part of the strategy. This cannot happen with informal, haphazard planning.

**START:** Paying more attention to selection. Close the gap we uncovered between its effectiveness (low) and criticality (high).

**CONTINUE:** The work that keeps you ahead when it comes to development of leaders. It’s in a good place now. Let’s keep it that way.



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# APPENDIX A

## DEMOGRAPHICS

### ORGANIZATION CHARACTERISTICS

#### ORGANIZATION

67	Number in sample
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#### NUMBER OF EMPLOYEES

0%	1 to 10
2%	11 to 50
0%	51 to 100
2%	101 to 200
6%	201 to 500
6%	501 to 1,000
29%	1,001 to 5,000
21%	5,001 to 10,000
14%	10,001 to 20,000
11%	20,001 to 50,000
11%	50,001 or more

#### PRESENCE IN OTHER U.S. MARKET

95%	National
5%	Multinational (own, operate, or have affiliate offices outside own country)

### LEADERS' CHARACTERISTICS

#### LEADERS

756	Number in sample
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#### MANAGEMENT LEVEL

31%	First-level (Supervisor, team leader, foreman, etc.)
23%	Mid-level (Leader for first-level leaders)
37%	Senior-level (Leader/manager of mid-level leaders)
10%	Executive-level (Leader in a policy-making position)

#### ORGANIZATIONAL TENURE

2%	Less than 6 months
3%	6-11 months
9%	1-2 years
19%	3-5 years
22%	6-10 years
17%	11-15 years
30%	More than 15 years

#### AGE

0%	Less than 18
0%	18-25
15%	26-35
27%	36-45
37%	46-55
13%	56-60
8%	More than 60

#### GENDER

27%	Male
73%	Female

## APPENDIX B

### PARTICIPATING ORGANIZATIONS

Adventist Health/Central Valley Network*	Kaiser Permanente
AtlantiCare	Kansas City Cancer Center
Banner Health*	Kindred Healthcare
Bon Secours St. Francis Health System, Inc.	Kingman Regional Medical Center
CaroMont Health	Memorial Health System*
Cincinnati Children's Hospital Medical Center	Memorial Hermann Healthcare
Central Utah Clinic	Nemours
Children's Health System*	New York Presbyterian Hospital
Children's Healthcare of Atlanta	NHS Human Services*
Children's Medical Center Dallas	Novant Health, Inc.
Children's Mercy Hospitals & Clinics	Parkland Health & Hospital System
CHOC Children's	PeaceHealth
Dana-Farber Cancer Institute	Progress West HealthCare/BJC
East Alabama Medical Center	Promise Regional Medical Center
Erlanger Health System	Providence Health & Services
Excellus BCBS	Providence Newberg Medical Center
Fletcher Allen Health Care*	Providence Spokane Hospitals
Florida Hospital	Pullman Regional Hospital
Florida Hospital Memorial Medical Center	Rady Children's Hospital-San Diego*
Floyd Medical Center*	Satellite Healthcare
Fremont-Rideout Health Group	Seton Family of Hospitals
Gateway Regional Medical Center	St. Mary's Hospital
Group Health Cooperative	Tenet Healthcare Corporation
HCA	Texas Children's Hospital*
Health Quest	Trinity Health
HealthEast Care System	University of North Carolina Health Care
Holton Community Hospital	UPMC Health Plan
Illinois CancerCare	UT Southwestern Medical Center*
Jewish Home Lifecare*	West Penn Allegheny Health System

*\*Indicates an organization where at least one HR professional and 30 leaders participated.*



## About the Authors



**Jazmine Boatman, Ph.D.**, manages DDI's Center for Applied Behavioral Research (CABER), DDI's hub for research to support evidence-based management. Jazmine directs research that measures the impact of selection and development programs on organizational performance and uncovers new knowledge and information about global workplace practices and issues. With special expertise in measurement and evaluation, Jazmine has consulted with organizations in a wide variety of industries.



**Debra Walker** is the leader of DDI's health care practice, working with leading health care organizations throughout North America. She ensures that DDI develops and delivers services and solutions that are relevant to the specific needs of the industry. A frequent presenter on the topics of leadership, selection, retention, and succession management, she is a member of the American Society for Training & Development and the American College of Healthcare Executives.

To start your leadership revolution and to learn more about  
DDI's *Global Leadership Forecast 2011*, please visit  
[www.ddiworld.com/glf2011](http://www.ddiworld.com/glf2011)

## ABOUT DEVELOPMENT DIMENSIONS INTERNATIONAL:

For over 40 years, DDI has helped the most successful companies around the world close the gap between where their businesses need to go and the talent required to take them there.

Our areas of expertise span every level, from individual contributors to the executive suite:

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- Selection & Assessment
- Leadership & Workforce Development
- Succession Management
- Performance Management

DDI's comprehensive, yet practical approach to talent management starts by ensuring a close connection of our solutions to your business strategies, and ends only when we produce the results you require.

You'll find that DDI is an essential partner wherever you are on your journey to building extraordinary talent.



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