

ddi

August 2001

Pinch of Salt....

A note from DDI Marketing Director, Evan Salt



For the HR professional who thinks strategically - your time has come!

At no time in my last 20 years in HR have I seen such a ground swell of interest by senior line management in topics related to talent management - that is, the identification, development and retention of key staff to drive business growth forward. Indeed, I believe this is such a big issue that it will soon come on to the radar screens of

Government. Businesses can't grow (or even survive) without the right senior leaders in place. As the shortage of top leaders begins to bite in the next year, the impact will not just be at the company level, but will extend to the economic level, as this common business problem starts to drive down economic indicators.

At last the strategic HR professional will get a hearing at the executive and board level. But when the call comes, you will be expected to have some practical answers to questions like:

- What turnover can we expect in our top three tiers of leadership in the next 1 to 5 years?
- What plans do we have in place to replace those key people?
- What gaps do we have in our internal pool - where are we at risk?
- What can we do immediately to make sure we are ready when the shortage comes?
- How are we protecting our current and future key people from being poached?

This is why over 200 senior practitioners came to hear Bill Byham speak recently on this topic - after 30 years in the talent identification, development and retention business - **DDI has the answers.**

Accreditation Workshop Price Increase Notice

In the past 6 years DDI has not increased the prices of its accreditation workshops.

Increasing labour charges and material costs over that time now make it necessary for us to do so:

Facilitation Skills Workshop (3 Days)

Now \$3,300 (GST inclusive)

Targeted Selection Administrator Workshops (5 Days)

Now \$4,180 (GST inclusive)

For the time being we are able to hold most learning material prices at current levels.

If you have any queries, please contact your Account Manager, or Client Services on 1800 035 604.

Warehouse Closed for Stocktake

DDI will be conducting a warehouse stocktake on Friday 31/8/01 which means no orders will be able to be dispatched from the warehouse on this date.

If you are planning workshops around early September please ensure that you have placed your order by Wednesday 29/8/01. This will help us ensure you receive your materials prior to stocktake.

NB: A reminder to please allow at least 10 working days before your workshops date when placing your material orders.

- Pinch of Salt
- Accreditation Workshop Price Increase Notice
- Red Hot Assessment
- Targeted Selection®: Web Interview Guide Generator™
- Derailers: When Leaders Go Off Track
- Retention Myths Part Two: DDI Study Shows Common Misconceptions

RED HOT assessment

@ddi

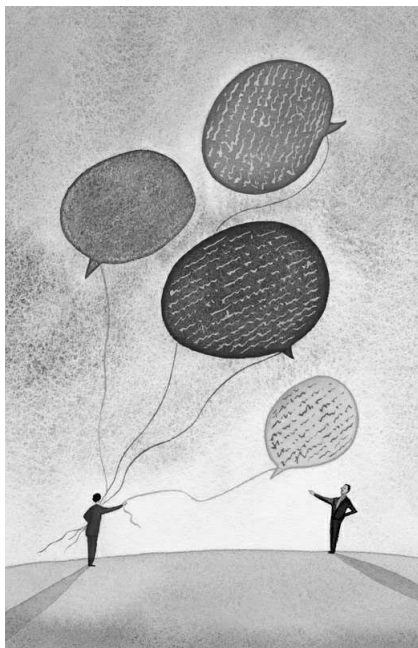
Getting the Right Information to Make the Right Decisions

Whether determining whom to hire, whom to promote, or where your leaders need to improve, having the right information is critical to consistently making the right decisions.

Attaining that information is the function of assessment-which is why assessment is a major underpinning of DDI's selection solutions, as well as the foundation of our approaches to leadership development and succession management.

There are several reasons why DDI advocates assessment as a primary means to identifying and measuring competencies, including:

- Ability to predict future success based on past behaviour.
- Completeness of data for decision-making.
- Impartial, consistent, valid means for effective screening.
- Cost-effectiveness of determining an individual's fit in a job before he or she is hired.



In helping our clients to capitalise on the advantages of assessment, DDI works with each organisation to determine the approach that best meets its specific needs and systems. Once these have been determined, the assessment function can be crafted using one or more assessment methods.

There are various assessment methods, and corresponding DDI offerings to help organisations gather the information they need to make the best possible selection, development, and deployment decisions:

Simulations

Predict behaviour in future job situations.

In an assessment centre, such as those that DDI maintains around the world, simulations are usually combined with other assessment methods to determine individual strengths and development needs of leaders.

Behaviour-Based Interviews

Gather past examples of job-relevant behaviour.

In DDI's behaviour-based interviewing system, Targeted Selection[®], interviewers are trained to conduct efficient, effective, esteem-enhancing interviews in which target competencies are evaluated; integrate their findings with those of other interviewers; and arrive at a consensus about candidates.

Multiple-Perspective (360°) Surveys

Rate on-the-job performance. DDI's Internet-enabled, multiple-perspective survey tool, Leadership MirrorSM, is widely used for evaluating people against required competencies, identifying specific strengths and development needs, giving clear development suggestions for improving performance, and matching development needs with training and learning resources.

Inventories and Tests

Gather data on personal characteristics.

Among the variety of available inventories and tests are tools that measure personality traits, cognitive ability, and situational judgement. In addition, Source2HireTM, DDI's suite of Web-based recruiting, screening, and candidate management solutions, has tests incorporated into its Web-ScreenTM component to gather data on qualifications and experiences, and accommodate the automated assessment of candidates applying online.

For more information on Leadership Assessment, Leadership Mirror, and other DDI leadership offerings, circle reader service 01

For more information on Targeted Selection, Source2Hire, and other DDI selection offerings, circle reader service 02

Targeted Selection[®]: Web Interview Guide GeneratorTM Makes It Easier to Ask the Right Questions

The Targeted Selection[®] (TS) interview guide is an invaluable tool for conducting interviews that result in better hiring decisions. Now, thanks to the Targeted Selection[®]: Web Interview Guide GeneratorTM (TS[®]:WIGGTM), TS interview guides, tailored to the specific needs of interviewers, can be generated more quickly and easily.

A web-enabled system, TS: WIGG offers TS interview guides with content tailored around specific dimensions/competencies and allows interviewers to select appropriate questions. With a few clicks and keystrokes, multiple interview guides can be created and made available on the Web for instant access by interviewers - providing significant time savings.

TS: WIGG provides access to DDI's High Performance Dimension Library, which

RESEARCH

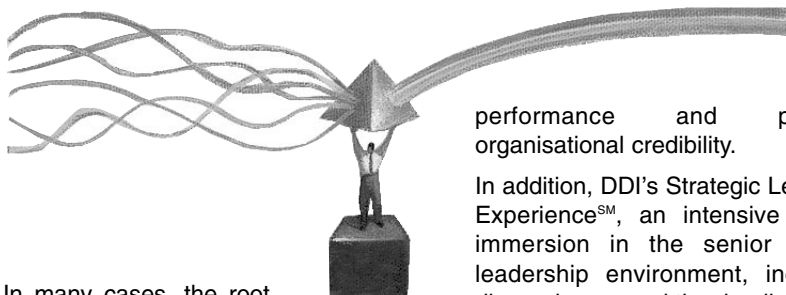
@ddi

contains 41 dimensions/competencies, complete with definitions, key actions, and behaviour-based interview guide questions. Designed to reflect diverse jobs (e.g., executives, managers, knowledge workers/professionals, administrative/ clerical and production associates) the library can be tailored to reflect the unique language and requirements of your organisation's jobs.

*To learn more about TS: WIGG, which is **now available in Australia**, and all of the Targeted Selection offerings circle reader service 02*

Derailers: When Leaders Go Off Track

Your leaders might have the knowledge, experience, and competencies to succeed in their jobs. Yet, many leaders who appear to have everything it takes to be successful instead fail-putting both their careers and their organisations at considerable risk.



In many cases, the root cause of these failures is one or more leadership derailers – personal characteristics or traits that pose the most risk for people who currently serve in, or are high potential for, senior leadership roles.

Based on research into leadership success and failure by DDI, Hogan and Hogan, and others, 12 key derailers have been identified. The first six are detailed below. The remainder will be discussed in the next @ddi:

Aloof- generally imperceptive and not naturally inclined to read others' behaviour, intent, and motivations.

Arrogant- overly self-assured or confident.

Cautious- indecisive, too deliberate, risk averse, or reluctant to take unusual or unconventional actions.

Dependent- seeks and needs praise or reassurance from others, particularly from people higher in the organisation.

Distrustful- argumentative, sceptical, tense, paranoid, suspicious, focused on protecting their own interests, and likely to resist coaching and feedback (perhaps because they are easily hurt by criticism).

Eccentric- creative and, accordingly, different from others, perhaps to the point of being unorthodox or even odd.

Through the assessment services of DDI's Executive Succession Management practice, we can help detect derailers and provide coaching to help individuals recognise when their over reliance on familiar behaviour patterns is affecting

performance and perceived organisational credibility.

In addition, DDI's Strategic Leadership ExperienceSM, an intensive four-day immersion in the senior strategic leadership environment, includes a discussion around the derailers so that leaders can be aware of their negative impact as they transition from the operational to the senior strategic level.

For more information about DDI's Executive Succession Management services, circle reader service 03

For more information on Strategic Leadership Experience, circle reader service 04

RESEARCH

Retention Myths Part Two: DDI Study Shows Common Misconceptions

Two recent DDI benchmark surveys, the Retention Survey of HR Professionals and the Retention Survey of Employees, have uncovered 10 myths that often prevent organisations from accurately gauging the severity of their retention problems and hamper efforts to address those problems. In the December @ddi the first five were presented.

The five additional myths include:

Myth No. 6: Employees have stopped caring about organisational trust and loyalty.

Myth No. 7: Companies have embraced new retention tactics.

Myth No. 8: It doesn't cost much to hire a replacement.

Myth No. 9: The only real problem area is in high-tech fields.

Myth No. 10: Organisations put more effort into retaining managers than they do any other group of employees.

To receive a copy of the Retention Survey, circle reader service 05

Global HR Benchmark Group

We want you to join the DDI Global HR Benchmark Group. Participants in the group complete a couple of surveys per year and then receive a **free** copy of the research report.

The reports are extremely useful when looking at your internal HR issues and benchmarking them against what is occurring on a global scale.

To join the Global HR Benchmark Group circle reader service 06

Who

@ddi



Name Linda Bisnette

Title Principal Consultant

First Paid job

Housekeeping for a neighbour

Brief Work History

I had various clerical jobs throughout high school and worked my way through three university degrees.

My first real job was as a social worker in a school system with a focus on change. I did lots of parent and teacher education and worked with children of all ages in terms of school adjustment.

When I moved to Australia, I worked for Youth and Community Services as a training officer in Child Abuse Services; I managed the Staff Development area. I continued in the Public Service as Equal Employment Opportunity Co ordinator at the Public Service Board looking at HR policies, practices and programs. I then moved to the Maritime Services Board as Manager of Training and Development with responsibility for programs across a broad spectrum of technical, professional and clerical areas. Lastly I moved to DDI, where I have worked across all of the L & D areas.

Length of time at DDI 11 years

Best DDI Solution and Why One of the first projects I had responsibility for was a teams implementation at the Caltex Oil Terminal. Over six months I worked with a steering committee from the workforce to redesign the operation into a multiskilled team. It was great to have people suggesting ideas and working through issues who had never been asked for ideas before. We did job redesign and training as part of the implementation. The result was a team that had females crawling up tanks to do measuring and blokes from the yard using

computers to do reports on oil delivery. Not only that, they worked on an issue they had initially been described in a meeting as “nothing we have control over” to turn around a loss to receiving a cheque for \$1.5 million for oil they had not received. I have a video of them receiving a company award and presenting the cheque to the CEO.

Where I have had long term relationships with companies such as Oracle and Lion Nathan, I have enjoyed watching the organisations grow and change and being able to use DDI solutions that are applicable in various situations.

Last book you read The Lonely Planet Guide to Portugal (I visited there in May!)

Last Movie Crouching Tiger Hidden Dragon

Favourite food I love anything spicy - especially Korean kim-chee

Most admired business person Rosabeth Moss Kanter because of her values approach to business and her approach to change

Where do you see the role of HR going in the future? There is a danger of HR becoming too “process” oriented as technology becomes an important part of all aspects of the business. The challenge will be to deliver what is needed at “warp” speed, but to maintain the human element. The workforce of today and tomorrow still wants to be recognised as individuals. Human Resources will have to come up with creative solutions that address; flexible workforce locations and time, individual career patterns, reward and recognition alternatives, variable learning delivery platforms and styles and scarcity of valued skills.

facilitator club

FACILITATOR PROFILE

Name: Bronwyn Darlington

Title: Organisational Development Officer

Company: Illawarra Mutual Building Society

Brief Work History: I have been at the IMB for over one year. For the previous eight years I worked as a consultant in my own small business providing a range of human resource and business management services to public and private businesses across a number of industries. I decided to make the change to work from within an organisation in order to facilitate a cultural change process from inception through to evaluation and be free to challenge the status quo in a more 'hands on' manner.

Last DDI Solution Used and Outcome: Interaction Management, Tactics: 6 modules for all IMB managers and Interaction Skills for Success and Communicating and Listening for all staff and union delegates. Outcomes include high use of Discussion Notes in manager/staff interactions, incorporation of key principles/interaction process in corporate discipline procedures, improved morale, better interdivisional communication, and most importantly, a striving for leadership excellence.

Quick Tip for other Facilitators: Research your topic well and make it fun.

Last book you read: Sun Tzu "The Art of War"

Last Movie: Chicken Run (we have 4 kids)

Favourite food: BBQ sweet potato (any vegie BBQ'd would satisfy me!)

Most admired business person: Richard Branson

Frequently Asked Questions/Answers

Q: What is the price of participant materials for our IM: Tactics materials?

A: \$77 per person (GST inclusive)

Q: What is the price of participant materials for our TS Interviewer Workshop and what does this include?

A: \$302.50 GST inclusive per person (includes participant manual, certificate, prework booklet and binder)

Q: When is the next TS public workshop being held?

A: Please see the Public Workshop calendar on the back page of this newsletter.

Q: When is the next Facilitation Skills Workshop being held?

A: Please see the Public Workshop calendar on the back page of this newsletter.

Q: What is DDI's website address?

A: www.ddiworld.com

Q: What leadership and workforce development programs do you have available?

A: You can visit the Leadership Section of our website to view Learning Links: Guide to DDI Technology. This guide:

- Provides detailed descriptions of each DDI product and service.
- Provides combinations of programs that address specific people-performance issues.
- Provides a quick way to link behavioural competencies to the primary DDI modules that will develop them in your people.

Of course your questions are always welcome. If you have any further questions or would like to discuss any of DDI's products or services please don't hesitate to contact our Client Services Desk on 1800 035 604 or clientservices@ddiapil.com.au

Public Workshop Schedule

20 August	FSW	Sydney
3 September	TSAW	Sydney
17 September	TSAW	Brisbane
15 October	TSAW	Melbourne
5 November	FSW	Sydney
26 November	FSW	Melbourne
3 December	TSAW	Sydney

TSAW Targeted Selection Administrator Workshop
 FSW Facilitator Skills Workshop

ABN 23 063 439 079

Level 12,
 111 Pacific Highway
 North Sydney NSW 2060
 Ph: (02) 9466 0300 Fax: (02) 9964 0611

Level 2,
 520 Bourke Street
 Melbourne VIC 3000
 Ph: (03) 9691 3400 Fax: (03) 9602 3831

Suite 7, 300 Rokeby Road
 Subiaco WA 6008
 Ph: (08) 9388 2991 Fax: (08) 9388 2631

Level 3, Waterfront Place
 1 Eagle Street
 Brisbane QLD 4000
 Ph: (07) 3843 6788 Fax: (07) 3843 6799

To help us deliver the latest news information, research and recent success stories, please inform us of any changes in your organisation by completing the form below.

CEO: _____

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Managing director: _____

HR Manager: _____

Organisational Development Manager: _____

Training & Development Manager: _____

Other: _____

- 01 Leadership Assessment, Leadership Mirror, and other DDI leadership offerings,
- 02 Targeted Selection, Source2Hire, TS: WIGG and other DDI selection offerings
- 03 DDI's Executive Succession Management services
- 04 Strategic Leadership Experience
- 05 Retention Survey
- 06 Global HR Benchmark Group

Name: _____

Position: _____

Company: _____

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