

Employer's *Advantage*

SELECTING LEADERSHIP CANDIDATES— WHAT ABOUT THE OUTLIER?

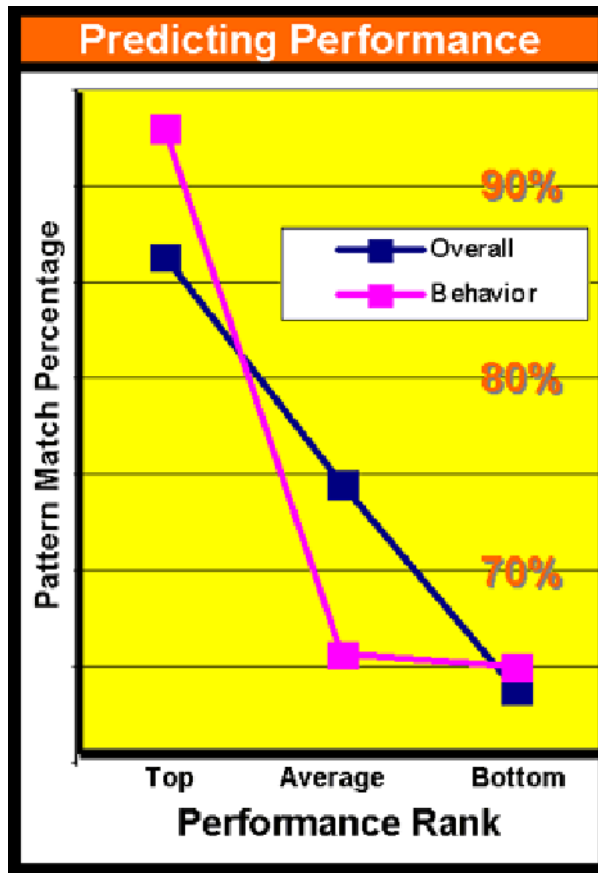
A manufacturer employs about 4,500 people in multiple facilities on the West Coast. They are committed to development of their future managers through internal selection and training, to the maximum extent practical. To that end, they have adopted a variety of training initiatives involving local colleges, internal training resources, and outside consultants. This process is obviously an expensive one, but they believe it will be worth the investment, if they select the right people to be shaped by this intensive leadership development effort.

The current study was a pilot effort with the goal to measure all of the supervisors at two of their plants to identify a pattern that could be used to select candidates for first-level leadership positions. This would be the first step in the process of building ladder of success patterns useful for mapping career paths for those most likely to succeed as managers at each level of promotion.

The 14 supervisors in the pilot study were rated by plant managers on a three-point scale, with one being Top Performers (TP), two being Average Performers (AP), and three for Below Average Performers (BP). All of the supervisors took the Profile XT[™], and were compared for job match to the Top Performer pattern. When the data were sorted by performance ranking and averages were calculated for each group, the conclusions were clear. The percentage of match to the Top Performer pattern correlated strongly with the rating groups. The TP group averaged an 86 percent match to the pattern; the AP group averaged 75 percent match, and the BP group averaged 64 percent. A very uniform 11 percentage points separated each of the adjacent groups, and there was a striking 22 percent difference between the top and bottom group. Clearly, there was good reason to expect the pattern to be useful in predicting which future candidates were likely to succeed at the supervisor level, if selected for the leadership development program. The graph below was generated from the last three columns of the chart.

In looking further at the individual scoring, it became apparent that one individual in the TP group, was an "outlier"—his scores were substantially different than the scores of the remainder of his group. He was much higher than the average of the group on all of the Thinking Scales, much higher on Energy, Assertiveness, Independence, and Decisiveness. He was much lower than the rest of his TP group on Manageability, Accommodating, and Objective Judgment. In group discussions with his plant manager and the HR team, it became apparent that this individual was headed somewhere else — either rapidly up the ranks of management at the company, or out to the broader world. He was not perceived as likely to stay long in his current position as an entry-level supervisor. This discovery was considered valuable insight by the management group, and they eagerly anticipate the opportunity to compare this "outlier" to the patterns under development for higher levels of management. Perhaps they have discovered a future C-level candidate among the ranks of their entry-level supervisors!

SELECTING LEADERSHIP CANDIDATES



Group	Learning Index	Verbal Reasoning	Numerical Ability	Numeric Reasoning	Assertiveness	Accommodating	Independence	Objective Judgment	Overall Match to TP	Behavior Match to TP	Performance Rankings
TP	3.0	5.0	2.7	2.0	3.7	7.0	4.3	7.3	86.3	93.0	1.0
AP	5.0	5.7	4.7	5.2	6.5	4.0	6.0	5.8	74.5	65.7	2.0
BP	6.5	7.0	7.3	8.0	6.5	5.0	6.5	5.0	63.8	65.0	3.0



The Information Company

Profiles International, Inc.

5205 Lake Shore Drive

Waco, TX 76710

254.751.1644

Profiles@profilesinternational.com