

APAC, an Oldcastle Company: Developing an “Ideal Profile” for Managers

The following is a summary of the results of the analysis examining the effectiveness of the TalentClick Workstyle & Performance Profile (WPP) Assessment for use by APAC, an Oldcastle company specializing in road construction - an industry known for high pressure, high stress, tight timelines, and hard to manage employees.

Through data collection and analysis, TalentClick and APAC together defined the “Profile” of a high performing manager.

Introduction and Objectives

APAC’s objectives were to:

1. Outline the “profile” of a high performing manager within APAC by uncovering which personal characteristics were linked to on the job success as an APAC manager.
2. Use the information gained from this exercise in external hiring, internal promotion, and leadership development.

FINDINGS

**DOMINANT
OUTGOING
DIRECT
REGIMENTED**

**managers most safe
AND perform best**

UNDERSTAND
PEOPLE
REDUCE
RISK

Highlights of Research Findings

The data analysis revealed the following personality/workstyle characteristics were linked to job performance:

“Dominant”

The higher the supervisor’s “Dominant” score, the higher their rating across all performance measures

Non-competitive vs. Dominant score (the degree to which a person is competitive and takes charge) were significantly correlated with all performance measures.

Correlations were as follows: Overall ($r = .30, p < .01, n = 150$), Safety ($r = .19, p < .02, n = 150$), Production ($r = .20, p < .02, n = 150$), Quality ($r = .21, p < .01, n = 150$), Leadership ($r = .19, p < .02, n = 150$).

“Outgoing”

The higher the supervisor’s “Outgoing” score, the higher their leadership rating

Reserved vs. Outgoing scores (the degree to which a person is outgoing and communicative) were significantly correlated with leadership ratings.

Correlations with Leadership: ($r = .23, p < .01, n = 150$).

“Direct”

The higher the supervisor’s “Direct” score, the higher their Production and Quality ratings

Direct vs. Empathetic scores (the degree to which a person is sensitive to the feelings of others or displays compassion) were significantly correlated (negatively) with production and quality measures.

Correlations were as follows: Production ($r = .22, p < .01, n = 150$), Quality ($r = .19, p < .02, n = 150$).

“Regimented” The higher the supervisor’s “Regimented” score, the higher their Safety ratings

Spontaneous vs. Regimented scores (the degree to which a person is detail focused, planful and methodological) were significantly correlated with safety performance measures.

Correlations with Safety: ($r = .18, p < .03, n = 150$).

Data Analysis Process & Results

The data analysis examined personality and job performance data from 150 Supervisory/Management current employees through statistical analysis.

The relationship between two types of data were analyzed:

APAC Performance Data

annual performance ratings for all 150 participants on:

- o Safety
- o Production
- o Quality
- o Leadership
- o Overall Rating

WPP Assessment Data

results for all 150 participants on:

- o Non-Competitive vs. Dominant
- o Reactive vs. Calm
- o Reserved vs. Outgoing
- o Direct vs. Empathetic
- o Spontaneous vs. Regimented
- o Conventional vs. Open-Minded

Patterns in Analysis

Safety & Performance-Related Results Consistent

APAC's averages scores by position were very similar to data TalentClick has collected from other construction companies, however their score profiles indicate a higher detail and process orientation. In addition, APAC managers have a more reactive, more urgent management style, particularly in their lowest and highest levels of management.

Through analysis, APAC gained:

A clear view of the traits of a high performing manager to be used in external hiring and internal promotion. Knowing the "Ideal Profile" helps ensure the right fit between candidates and jobs.

A better understanding of how to develop internal managers and leaders by identifying potential challenge areas with the WPP and providing tailored coaching and development skills to compensate for performance "gaps".

Recommendations for Moving Forward

1. Use the WPP for Hiring & Promoting Effective Managers

Continue to assess all new hires using the WPP assessment. The assessment results more closely reflect the safety and performance-related behaviors specific to APAC.

2. Use Self-Coaching Reports

Provide new, existing, and developing managers with their personalized Self-Coaching reports to encourage them to learn and become aware of their own personality-risk factors.

3. Extending Analysis to Include Front Line Workers

We strongly recommend a second data analysis to be performed on front line workers to identify the top performers outside of the management role. This would produce a more complete data set that can be used to inform holistic human resource policies and safety programs.

Background

The Workstyle & Performance Profile

TalentClick’s Workstyle & Performance Profile (WPP) is a personality-risk assessment developed, validated, and used with thousands of working adults, which gives a preview of an individual’s natural “default” workstyle and provides accurate expectations for job performance.

The WPP reports contain action-oriented feedback on how to leverage an employee’s natural workstyle and outlines strengths, possible areas for coaching and development, job fit considerations, management tips, and suggested interview questions.

The WPP differs from typical assessments in that it can be customized on a per-job and per organization basis. It can be used as a basis for creating customized assessment reports based on “ideal profiles”, competencies and organizational values.

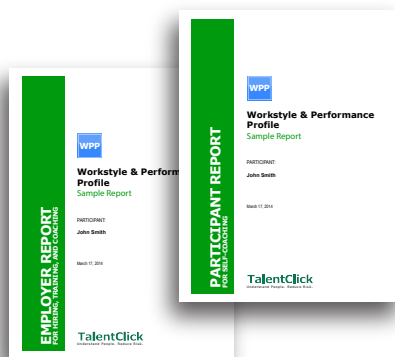
Two Report Types

For Employers:

Helps hiring managers or supervisors predict risk & provides interview tips to probe “higher-risk” areas

For Self-Coaching:

Helps a person be more aware of their own personal job performance risk factors and how to reduce their impact



The 6 Factors

The standard version of the WPP measures the following performance-related personality characteristics:

Non-Competitive vs. Dominant: The degree to which a person is competitive and takes charge.

Reactive vs. Calm: The degree to which a person is calm and even tempered.

Reserved vs. Outgoing: The degree to which a person desired and is comfortable with social interaction.

Direct vs. Empathetic: The degree to which a person is sensitive to the feelings of others and empathetic.

Spontaneous vs. Regimented: The degree to which a person is detail focused, planful, and methodical.

Conventional vs. Open-Minded: The degree to which a person is curious, imaginative and open to new ideas.

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