

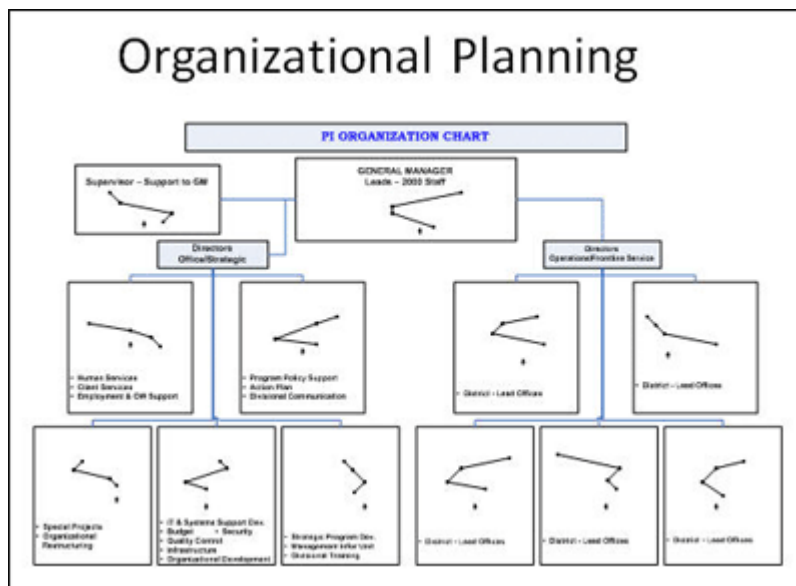


# Trends We See For 2009: How to leverage Predictive Index™...

## 1. Revenge of the Math Geeks

Analytics is hot now and will continue to be in 2009

Remember those kids in high school and university who were really good at math? They will be winners the next five years. Our world is faced with a tremendous number of complex challenges and fascinating opportunities, and it's the math experts who will figure it out. That's because they have mastered the skill of processing complex analytical algorithms with massive computing horsepower, and are solving some of world's most complicated issues by doing so.



The good news is that with the use of the Predictive Index you have one of the most powerful behavioural tools in the world. Our logorythm has stood the test of 5 decades of use in over 6,000 of the world's very best companies.

We see the need for better modeling tools like Predictive Index as a growth trend for 2009-2013 as the need to get the best people in place continues.



The 21st century is all about math: some of the most unique, innovative ideas are emerging with these types of analytic projects. This is where the next billion dollar industries are being born. Use your Predictive Index to assist you in solving the people “math” challenges ahead!

## 2. New Attitude & Engagement

Reflect back to your Christmas dinner. I am sure if you are like me dinner was shared with relatives much younger than you. The kids at the Lahey table in Ottawa gravitated to the X Box game, and moved quickly to Facebook right after the turkey was finished. They are different.

This group will be your next employee. How are you going to recruit, retain, manage, interest and amuse this fellow? If you don't have this issue figured out yet, you'd better start thinking about it in a hurry. Most of our clients are not ready yet for this. The need to understand the “facebook crowd” is very important. This group demands to be treated as “human beings” – not a human resource. Predictive Index is loved by this crowd. At a recent quest lecture at Ryerson University in Toronto I lectured to 95 Year 3 and Year 4 university students. I was amazed at their willingness to share their Predictive Index executive reports. This group was very keen at getting 1:1 feedback, and in a quick manner. This openness and need for understanding is a trend we see in this work group. Predictive Index has been very well received by them and several new PI clients are using PI as a value add in the onboarding process with much success.

Consider the staggering realities of what comes next with the corporate workforce in North America:

A huge amount of expertise is walking out of the door as baby boomers begin to retire. In 2010, 3 people will leave the economy for every new person that enters; by 2012, 4; by 2016, 6. The generations that are replacing them have completely different career concepts — and many are completely rejecting the concept of the traditional career. More than 50% of young people in a US survey indicated they believe self-employment to be more secure than a full-time job. We see this also as a trend in Canada. These studies suggest that they don't want to work for big organizations: they're nomadic, contingent workers, entrepreneurial and global in their outlook. Even more challenging yet: they're the gaming generation. They get extremely bored, very fast. I saw this in action in Ottawa at our family Christmas dinner with the “tribe” of younger relatives being unable to sit too long and linger with Gramma after dinner.

Engagement will continue to be an issue. This group expects to have 20 or more different careers in their lifetime, because they thrive on change. The fact is, you'll need them. That's why workforce *engagement* is the big issue — you'll only be able to the staff you need if you can keep them active, engaged, interested and amused. A entirely different workplace concept that is radical, yet necessary. Some of our clients are now making sure they look at keeping current Predictive index surveys. PI tells us how the morale is for our people. What is happening is the self concept graph is a huge signal about how your employee is being managed and coached. Has she “checked out”?



### **3. Time Disappears....more with less**

This was clear with the quickness that the market tanked in 2008. We are in a time when faster is the new fast; issues, challenges, threats and opportunities can happen at light speed. If you aren't prepared for this new reality, you won't maintain your competitive edge. There's an increasing intensity in the business world today, and its pace is speeding up. You need to use your time in interviewing staff and potential staff in the most effective manner. Taking the time to email the new web service Predictive index survey in advance of a meeting will save your company at least 15 minutes in every interview. Take the 15 minutes each employee saves and multiply their "fully loaded" payroll cost and your business can and will save hundreds of thousands of dollars. Take just 10 managers saving 1 hour each week, 50 hours per year at a fully loaded rate of \$50/hr. The 500 hrs @\$50/hr fully loaded saved will transfer into \$25,000 in savings with Predictive Index.

The major trend going forward is the collapse of time. We also see that our employees are being "over surveyed". Surveys that take over 15 minutes have a drop off rate which is in the 80% range. The clients who use our Predictive index online survey report back to us that they were shocked how little time it took and how it delivered more accurate reporting that other surveys (Knightsbridge was named here) that took up to 1 hour and had a cost that was in the thousands of dollars per survey.

There's not as much time to plan anymore. In 2009, we still need budgets to manage and control; they'll have to be constantly adjusted to deal with new realities. Course corrections will be needed in 2009 in a more frequent fashion. In this context, volatility is the new normal: the concept of risk management, for example, is transitioning quickly to one of risk containment. This is where the need to have current PRO (personal requirements orientation) surveys in place. Companies need to be more frugal with employees' time in 2009. The need to have current PRO benchmarks to use to guide staff in placing the best fitting Predictive Index survey will be vital in 2009.

With business intensity comes rapidity of change. You will need to be able to nimbly adapt and put the "right people on the right seat on the bus...but now also at the right time..." Collins was right in his leadership model, however more velocity is expected in 2009-2013. All of this implies that today's ponderous, careful, tedious and meticulous organizational structure won't cut it tomorrow. Agility and flexibility are the key capabilities; the ability to react intelligently to accelerated change is critical. Use the Predictive index program along with the PRO and the new Organization Mapping Program developed in 2008 to assist you in the "time challenge" we see ahead in 2009.

### **4. Resistance to Change; "Retires" ....goes away**

We see the age of the student we train across Canada as declining. We of course welcome all our past trained analysts back for free in our Alumni program but the new students are surprising us in their openness for change.



This is consistent to the work of futurist Jim Carroll. One of the most significant trends to come will unfold as the current leadership generation hands over the levers of power to GenX. As this happens, change accelerates.

The two generations are inherently different. I remember back at Sir Robert Borden High School in Ottawa the computer group used card based cards. Baby boomers learned COBOL and used these punch cards right up to the time they were in university courses; GenX was weaned on video games and PC's. I still cannot beat my son Curtis in X Box hockey and probably never will! Even my daughter Jennifer at 16 beats me and I played NCAA Men's Hockey!

The result is a dramatic difference in their strategic thinking as to the role of technology in the business; and dramatic differences in how they react to technology-driven business model disruption. Consider recent comments by Universal Music CEO Doug Morris, who admitted that when it came to music piracy and the need for business model transformation, "*they just didn't know what to do.....we didn't know who to hire.*" This one makes me want to get one of our associates to get Doug exposure to the Predictive Index program! Senior leaders are looking for management solutions. It is not uncommon to hear Staggering admissions from senior executives. This one from the music industry is not a surprise to us. Yet there is no such "mystery" for the next generation. The coming generation of senior management aggressively pursues and implements new ideas. While the first is reluctant to embrace new business models, the next steamrollers them. Want a better way to understand your staff? Spend some time and book meetings with your team to go over their Predictive Index. What are they really jazzed about and how does this work with their core personality (self graph in the PI)? They are looking to be "groomed" and not afraid if they might need to be "broomed"....Expect velocity!

## **5. Knowledge & Skills Banks....(real high potential program)**

At our Christmas dinner my brother-in-law, Chris, now a medical student at University of Toronto, tells me

about the vast improvements he sees in medical care in just the past three years he has studied medicine.

We see by searching the web that Medical knowledge is now doubling every six years. We do work with some of Canada's best engineering companies. We have seen comments from them that the half-life of most engineering knowledge is collapsing as new methodologies, discoveries, technologies and design concepts evolve at a furious rate.

My wife Patty, a Science Teacher to Grade 2 and 3 students, tells me that kids today have a unique ability to multi-task in manners different that when she began teaching 10 years ago. Knowledge and skills have extreme velocity — and with that comes greater specialization and even more narrow niches of knowledge. If you combine high-velocity markets with business model changes, and add to the mix skills specialization, you find an environment in which organizations need to access the right skills, at the right time, for the right purpose. Yet the law of supply and demand will make this more difficult. Knowing this, other organizations will seek to lock up these scarce skills, making them available in the form of a temporary, leasable asset. We see this in the trend to hire consultants like our team to assist in problem solving, team building and the like. Your company is in need of creating its own internal "skills banks." Do you have a program for the HPLP? The high performance leaders? Predictive Index has been vital for many



*People smart, Results driven™*

of our clients in creating a wonderful new HPLP skills bank inside our clients organizations. Do you have one? You should be thinking about it in the year ahead. These resource pools will become a significant asset, available to those who are willing to pay for them at a premium price. The capital of the 21st century isn't financial: it is human knowledge is extremely scarce and specialized. That's a major trend that you can bank on.

## High Potential Leadership Course



We wish each of you a magnificent 2009. We are excited about where each of you can take the Predictive Index management program inside your business. Please feel free to contact your associate for an onsite guest lecture on how Predictive Index can help your management team power "through" the challenges ahead in 2009.

(Sourced from: [http://genylabs.typepad.com/small\\_biz\\_labs/2008/12/2009-top-10-small-business-trends.html](http://genylabs.typepad.com/small_biz_labs/2008/12/2009-top-10-small-business-trends.html))

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