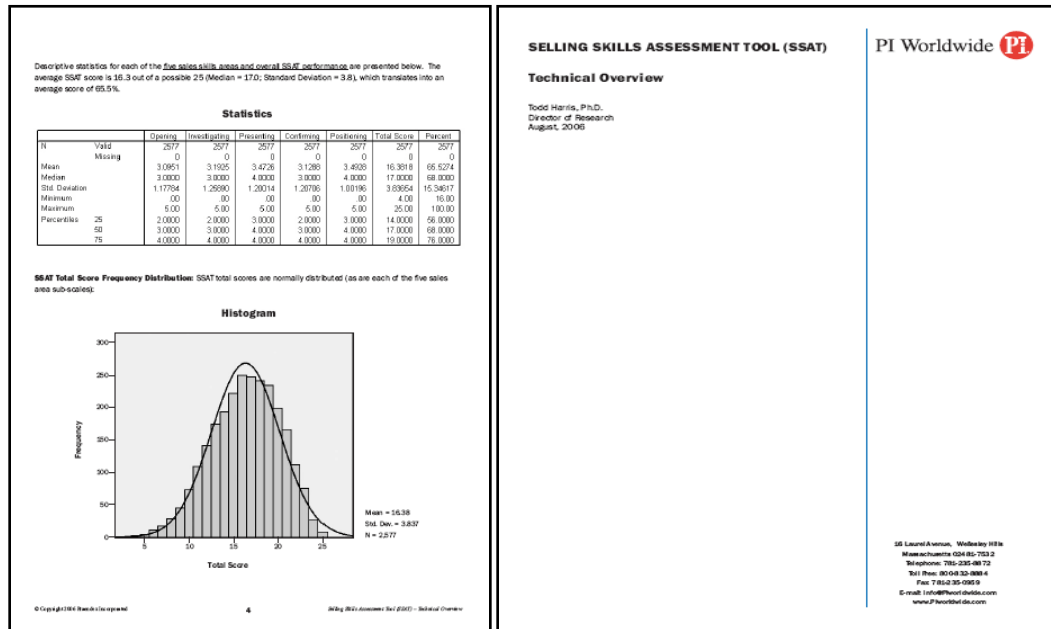


We saw in 2 year period 2006-2008 as partners with many of Canada's very best managed companies a variety of cultures and management systems but a common quest to be able to gain new linkages to quantitative results. In short we have seen a trend to more objectivity in decision making.

While there are tremendous differences in management styles and priorities from company to company, one thing is clear: The organizations that focused on continuously measuring and driving management behaviors, including aligning initiatives and priorities, yield a much higher return on their programs than those who leave it to chance. We continue to see that the best companies, (number 1, 2, or 3 in their market sector) measure more than those companies in the middle of the pack and on down.

Recently, we have begun several national projects with large sales organizations where we have taken the Six Sigma approach to a prepared program to managing their "human assets". We hire with the **Predictive Index tool** after creating a data driven, proven benchmark. For the sales roles we test the sales associates with the validated strategic sales test called the "SSAT". The SSAT test although new to Canada has had over 12 years of research in the Boston area with anchor clients in the banking and insurance sector. This 15 minute test is one that measures the buckets where a sales person has most of his/her success in the modern sales process. Again more great data for coaching, succession planning and selection.



With the data we then can "stack rank" a sales team and be able to use the data to prepare focused training plans for the sales team in very specific programs using the CFS or Customer Focused Selling program now in place by Predictive Index. An early success has been with one of Canada's largest insurance companies who have seen significant improvement in its very first year with the test, train, re-test strategy for its large account and commercial sales account executives. A large North American bank has labeled this six sigma process adopted by **Predictive index** as "cutting edge...nobody else out there is doing this stuff".

Consider the cost savings most often discussed in the annual reports of the best Six Sigma companies. They are usually discussing savings in a range of 2 - 3% of sales per year. At 3% of sales this adds as much as 10% per year to operating margin. Motorola reported, through their Six Sigma briefings, that savings for a 10-year period from 1985 to 1995 were \$11 billion. We know it works and we know that the

tougher times ahead in 2009 will be a great climate to rationalize any dollars spent on training and development in companies across North America.

The ***Predictive Index management program*** where our companies can have relevant data on personality, identify how strategic a sales representative is prior to any training and then after targeted training re test the individual is the most effective use of a company's training dollars in what will be a tighter few quarters as we move through 2009. As Peter Drucker stated several decades ago, "you can't manage what you can't measure".

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