

Case Study:

Toromont Industries Ltd.

Toronto, ON

TOROMONT

CAT

Achieving Rapid Growth In Your Business

The Company: Toromont Industries Ltd. is a Canadian public company with over 3,200 employees throughout North America. Toromont is an industry leader in construction equipment, power, refrigeration and process systems. Our business strategy includes the acquisition and development of business units in North America that will achieve leading positions in the markets they serve.

The Results: Jayne Logan, the Director of Human Resources, says: "Much of the success at Toromont can be directly attributed to strong leadership and financial performance as well as the quality and depth of our people. Four years ago, as we fully realized that we needed to ensure our continued success through effective recruitment, development and management practices, a decision was taken to develop and expand the role of Human Resources relative to the overall management and direction of the Company. One of the key objectives was to develop a more strategic approach towards recruitment and selection, particularly within our Caterpillar dealership. We needed to ensure that we had the right people in the right jobs with the facility to attract and assess the best in the business."

"We began by implementing a clearly defined assessment and selection process that included, in large part, the Predictive Index (PI). By using this instrument we actively developed profiles for positions being recruited which provided a benchmark in terms of behaviours and motivators required for an individual to be effective in the role. As we worked through the process of assessing candidates, both internally and externally, for the first time we had the ability to measure and predict the degree of compatibility that an individual's personal characteristics would have relative to the job requirements. The overall result has been a reduction in the number of "mis-hires" and a much lower risk of turnover the first year of employment."

"As we continue to grow and develop, the PI will continue to play a significant role in how we manage our Human Resources."

"Over the past four years, this approach to recruitment, as well as other key initiatives, has allowed us to develop a fairly complete database for our employees providing us with readily available information as to potential fit for other internal opportunities, career development initiatives and succession planning. The PI has also been extremely valuable as a diagnostic relative to team analysis and team building interventions. In many cases we have been able to effectively restructure and/or re-staff functional work groups which has resulted in reducing or eliminating both team and individual conflicts while increasing overall productivity and job satisfaction."

"The Predictive Index has become an invaluable tool for our organization and is used as a resources for all people decisions and strategies. It is widely used across our dealership of 1600 employees and the success has been significant, we have begun to expand its use to our other divisions. As we continue to grow and develop our organization, the Predictive Index will continue to play a significant role in how we manage our Human Resources".

The Predictive Index® is a unique in-house management tool used by executives throughout the world for over 50 years to develop leaders and build successful businesses. Predictive Success Corporation is an international association of management consultants who help companies use PI to manage their most important asset—their people.

predictive **PI** success™

People smart, Results driven™