



On the Fast-Track With Strong Leadership

The Company: The Irving Group of Companies (corporately Maritime based) represents Transportation, Ship Building, Forestry, Oil Refinement, Building Materials, Pulp & Paper, Food Production/ Distribution, and Communications. The Irving family has headed up the challenge of managing and growing such a diverse group of companies which they believe is done through the people they choose for leadership positions. Jim Irving, head of J.D. Irving Ltd., says "Our growth in all sectors is directly related back to strong leadership. It's a matter of having the right people in the right jobs at the right time and motivating them the right way."

"Our challenge in the future is attracting leaders and potential leaders to work with us to assist in the continuing growth of our businesses." Change in all of our businesses is happening rapidly and we need people who respond positively to change and who are wanting to move change forward."

"Anybody responsible for leading others should be trained in PI."

Jim Irving, President; CEO
Irving Shipbuilding; President
New Brunswick Southern Railway

The Results: Over the past 40 years the Irving Companies have trained all of their key managers in the Predictive Index Program (PI). Using PI, the Irving Organization has identified the strengths of existing managers in operations, production, sales, finance, customer service, and purchasing and rearranged their responsibilities to better suit their strengths. Also new talent has been introduced into management -- people who could move the companies to greater levels of achievement and success. "Our managers use the Predictive Index Program to find the right people, develop them and measure their performance. It's one thing to find the right people but if you don't manage them correctly they're not going to be with you for long."

"Thanks to PI, our managers are hiring quality people, managing them effectively and it is being reflected in our bottom line results." Jim Irving believes there is no quick fix for finding quality people and building successful companies but the Predictive Index has given him a distinct advantage."

"For recruitment, selection, forming teams, and keeping employees engaged—PI Works!"

Irving Manager Trained in PI