

Right Sizing & Out Placement With the Predictive Index® Program

During the challenging economic times, senior leaders have to be looking at all ways to drive revenues and margins. They also need to be looking at all ways to drive costs and inefficiencies out of their organization. Often the cost component of the equation revolves around people and headcount.

It is at times like these that proactive Predictive Index clients are reviewing their human capital data to see what efficiencies tweaking can be done. This is done in three basic steps:

- First, they ask what kinds of talent I need in key the key roles of my organization. Using the Job PRO part of the PI Program, they get rigorous and focused on what behavioral excellence looks like for these roles.
- Next they review the PI's of the key talent they have. They look at this talent through the lenses of who they are (Self), who I will see as the pressure is on (also the Self) and how does that style compare to the above mentioned Job Pro for the role that person needs to be doing every day.
- Finally the leader takes action to better align the talent with the roles that need to be executed. This may involve reinforcing or drawing out the behavioral talents of the key talent (when the role is a close fit), re-deploying the talent towards a role that better suites that persons style and behavioral talents, or in some cases it leads to the tougher decision to move a person off the team.

With today's urgent requirement to focus on results in combination with the knowledge that 25-30% of work engagement, productivity & performance is impacted by behavioral style, the requirement to be disciplined in the area has never been stronger.

When the above processes leads to the decision to move a person off the team, Use the PI as a transition tool to help move this person out with compassion, dignity and be able to bring them back when economic conditions improve (the talent shortage is not going away because of a short-term economic downturn).

Here are some approaches that some of our clients are using for this "right sizing", "out-placement" or "downsizing" exercise.

- They have a trained PI Analyst review as deeply as possible the Self portion of the employees original PI. Remember, this is who they are. This is how they naturally like to execute on their skills, experience, training and passions. It provides powerful insight to what they will need from any role they do to feel energized, engaged and productive.
- Talk about their M score, or behavioral stamina and what that means to workplace performance
- Review their E score and what kind of Judgment style they regularly employ, Subjective or Objective.
- Remember when you do this, trust the dots, avoid judgment and adjust your delivery to the style of the person.

What these clients are doing is reaffirming the behavioral & leadership style of that employee and providing for a more positive and constructive departure of that person from the organization. They are assisting in the transition of this person towards a new role elsewhere. They are doing in-house some of the steps that a transition or out-placement firms would do.

The decision to terminate is never an easy one, nor should it be. But by using the PI Program in this manner to can:

- Add objective data to your decision to terminate, just like you used the PI data to assist with the hiring decision
- Provide for a smoother transition of that person out of the organization and leave them with more of their dignity intact
- This process will build upon you brand of being an Employer of Choice for when the economic upturn happens later this year.
- It may also reduce your risks in making these decisions in a similar way to when you engage an out-placement or transition consulting firm.

If you are curious to discover more about this powerful Predictive Index application you will want to reach out to two of our Canadian PI Consultants who have extensive experience with Out Placement and Transition Consulting, Dave Osborne at 1.902.443.9216 or Gary Brown at 1.613.755.5345

Dave Osborne, Vice President Business Development, Predictive Success