



THE CHALLENGE: PRESERVING CULTURE WHILE STIMULATING RAPID GROWTH

Flynn is Canada's largest contractor for combined roofing, glazing, and curtain wall services. Over the past 10 years, they have experienced dramatic annual growth of 10% to 15%. Although top management is thrilled with the opportunities and success this development facilitates, they have been forced to create methods to address challenges associated with rapid expansion. Flynn takes pride in its close knit, defined corporate culture. Gerard Montocchio, VP of HR, explains, "We don't want to become a highly regulated, policy-driven organization. As the company grows, we want to preserve our culture. Whether it's with employees, customers, business partners, or the environment, the company's teamwork and commitment to building genuine relationships is what gives Flynn its competitive edge. Each member of the team has an integral role in the company's success. In the early years, the company was small, and it was easier for the executive team to get to know people on an individual basis. The company's rapid growth has made it more difficult to gain that close contact and personal insight."

INTRODUCING THE PREDICTIVE INDEX®

Gerard, who joined the Flynn team in 2008, had previously used the Predictive Index Behavioural Assessment® by Certified Elite Predictive Success® in positions throughout his career. He knew PI would be a valuable asset to Flynn's employee development, team building, and leadership programs. He first introduced PI at an executive level to exercise on the objective of improving hiring practices. After completing the PI, the management team was amazed by the results. They were extremely impressed by the fact that the assessment took minutes to complete, yet provided comprehensive insight into people's behavior. Most of the team had worked together for many years, and they consistently validated the accuracy of PI based on their experience with individuals on the team.

15%

PREDICTIVE INDEX® IN PRACTICE

In recent years, Flynn has begun using PI in combination with the Job Pattern, a PI companion tool designed to profile behaviors and characteristics required for various positions. The HR department is now fully trained in PI. Gerard states, "We have a highly collaborative work environment, and we operate as a partnership. Other areas of the organization have seen the value of this tool, and there has been a high level of adoption in response to PI success." Flynn uses PI to ensure strong job fit by establishing internal benchmarks to determine key job elements within the organization.

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INCREASE
IN ANNUAL GROWTH

"PI® reinforces Flynn's deep belief in the value of our people. It provides a common language that we use to better understand both individual and team dynamics and gain a deeper insight into our employees. It is our employees who represent the key to our past, present and future success."



- Gerard Montocchio
VP - HR
Flynn Group of
Companies

