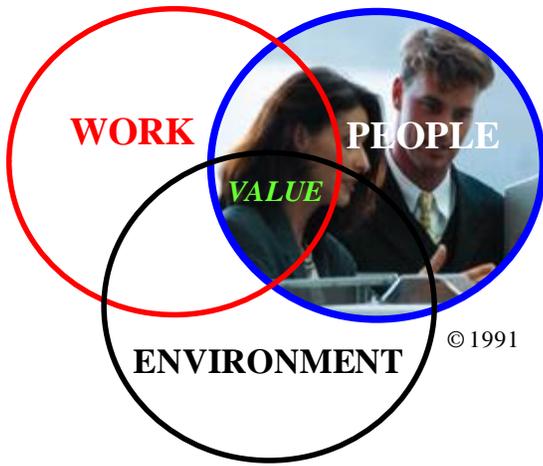


**WHAT IS A HIGH-PERFORMANCE PROFILE?**



*High Performance Profiles* are ‘working models of success’ created by studying how top performing **People** get more **Work** done right with the available resources and conditions in their **Environment**.

We took traditional competency modeling to the next generation of predictive power and practical utility by using scientific methods and advanced analytical tools with state-of-the-art statistical techniques and software. The result is a significantly more complete, accurate, and user-friendly Profile of key factors that contribute to job success (Performance, Growth, Satisfaction, and Well-being).

The people described in our Profiles are best-in-class employees for specific jobs who meet 7 quality standards, including being rated in the top 20% of the people in their job. We quantitatively identify what distinguishes these top performers on **5 Levels of Measurement**.

|                 |                     |                      |                  |                    |
|-----------------|---------------------|----------------------|------------------|--------------------|
| Level 1         | Level 2             | Level 3              | Level 4          | Level 5            |
| Personal Traits | Styles- Preferences | Values- Expectations | Skills- Know-How | Behaviors- Results |

**HOW, WHERE, AND WHEN ARE PROFILES USED?**

Success Profiles **EXPLAIN** performance requirements and methods to meet them by scientifically defining the job-specific traits, values, skills, and behaviors that distinguish high-performing **People** doing the same **Work** in a similar **Environment**. Candidates, managers, and HR pros value this information in their employment decisions because Profile standards-measures objectively-accurately **PREDICT** a person’s job compatibility and performance. *Compared to traditional interview methods Profile-anchored interviews double the accuracy of predicting candidate performance.* Profile applications tools **IMPROVE** current employees’ performance by focusing training and coaching where they will have the greatest effect. *In summary, Profiles help hire better people, diagnose performance problems, identify training needs, and promote self-management.*

**WHO BENEFITS FROM USING A PROFILE?**



- **Managers** benefit from this complete, precise description of what causes success every time they hire-promote-coach an employee.
- **Employees** use it to discover what the top performers in their job are doing differently to satisfy internal-external customers of their work.
- **Recruiters** use Profiles to objectively source-screen-select candidates. With a Profile they know precisely what human-factors are critical.
- **Candidates** get a realistic picture of the job from people doing the work so qualified candidates are attracted while others self-select out.
- **Trainers** get reports on assessment-based development priorities for every learner who is compared to Profile knowledge-skill standards.
- **Talent Managers** get the data they need to align people with the right tasks, roles, projects, teams, jobs, and careers

**WHY SUCCESS PROFILES CONSISTENTLY CREATE REAL VALUE**

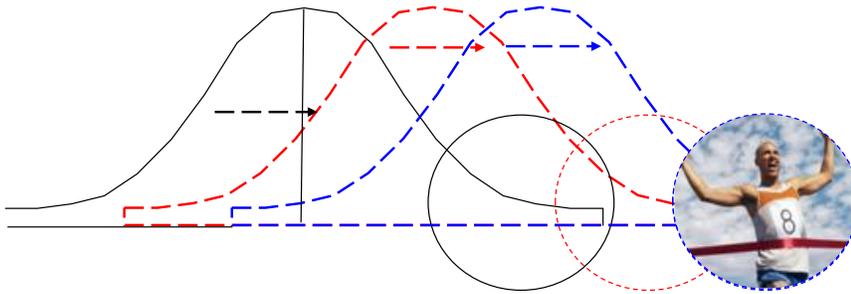
Success Profiling Technology was developed using scientific methods to learn what distinguishes high performing people and then refined over 20 years of live field-tests. Instead of the traditional practice of screening for traits and interviewing on skills this state-of-the-art approach assesses talent and job-person compatibility on 5 Levels of measurement. Instead of assuming or guessing what training or performance interventions are needed by an employee Success Profile applications tools allow people with no scientific or analytic expertise to run deep diagnostics on root causes of performance.

## HOW ARE HIGH PERFORMANCE PROFILES DEVELOPED?

A 4-Step process is used to collect data on performance causes and convert what is discovered into practical applications:

- 1) Identify the employees doing the job right, and inviting them to join a team of **high-performing** peers to find what they have in common that contributes to their success.
- 2) Do a common-sense analysis of how Work, People, and Environment factors interact to influence performance. Work factors for example, include job requirements, best practices, and quality standards. People factors include the personal qualities that are essential to job success. Environmental factors include the work climate, values, culture, resources, collaboration, and the quality of leadership received.
- 3) Apply our measurement tools, software, and expertise to thoroughly diagnose and weight underlying **causes of performance**. Our 'performance target' is defined by high performer's results which we study across 5 levels of measurement. The result is a 'Working Model of Success' with high predictive accuracy.
- 4) Convert data collected into practical tools for hiring, coaching, training, and self-management. We provide all the measures, worksheets, models and training needed for each of these applications

## IMPROVING YOUR PERFORMANCE CURVE WITH PROFILING



Each time you hire or develop people on *High Performance Profile Standards* you incrementally improve your organizations' performance curve.

This is no 'instant success formula' rather it is a strategy of '**Successive Approximation**' that has proven to separate industry **leaders** from **losers**.

Explain that our standards for hiring must be set at the high-performance level because companies with a static performance curve must eventually fail because **the definition of high performance is continuously being redefined by competitors** who improve the quality of their products, work and employees. If you are not continuously improving the quality of your hires... then you are losing ground to the competition.

Illustrate how selecting candidates against the high-performance standards will change the shape of the whole company's performance curve. Remind those who doubt the need to continuously improve what would happen if we started hiring people against standards in effect 20 years ago. Ask if we would be able to compete in today's market.

When all our advantages are considered objectively, no one can even come close to the quality, accuracy, and utility of Profiling Technology. That is why leading global corporations like Johnson & Johnson, Hitachi, Nokia and Alcatel chose us to profile hundreds of their positions across all job levels throughout North/South America, Europe, and Asia at every job level from factory worker to CEO of large corporations. If you'd like to see samples of Profiles for Telecommunications, Banking, Health Care, Government, Distribution, Manufacturing or a variety of other industries just ask us.

## VALUE SUMMARY

**Profiling Technology** evolved over 20 years of applied scientific research - conducted in collaboration with leading global companies. It was not luck that made us the best in this field...it was the destiny we chose and fulfilled by hard work. We were honored recently by a client award for the most innovative and useful human resource technology. In their words we provided the "best blend of science and common sense")

**Applications Tools** were developed for technology users by technology users. We are so committed to making Profiling easier, faster, lower cost and more practical in everyday use that most of our time is spent in product development. We are not in the Profiling business like our competitors...we are in the product research and development business so our goal is to make it easy for our clients to generate their own Profiles without us. We ensure transfer of Profile data into practical business use by providing the following 5 Applications Tools with each Profile:

- 1-Page Performance Models report the gist of what distinguishes high performers in one front-back page
- Interview Guides provide value-weighted details on high performers' traits-preferences-values-skills-behaviors. For each of these success criteria the guide provides simple and direct means to measure candidates
- Coaching and Self-Management Guides report the data a format that managers and employees can use it to manage, assess, and develop performance
- Organization Development Reports share insights about work design and environmental influences on performance – as seen by top performers

**Intervention training** is provided as part of the Profiling. We have certified hundreds of managers in workshops how to be more effective as performance coaches and how to interview candidates on Profile standards and measures. Clients often report that this no-cost training is highly valued because the skills extend well beyond Profile implementation.

We also found that by adapting our technology and methods to each client's unique needs and situation led to rich discoveries we would never have realized had we insisted on clients conforming to our systems. Accordingly, we can offer expertise in our field that is both leading edge and practical. Finally, we are smart enough to know we do not have all the answers to client's questions about performance. When we get into an issue beyond our expertise we rely on our company motto to keep us within the bounds of our know-how: *We don't Guess...We measure*".

## IF YOU HAD A PROFILE ON THE JOB CAUSING YOU THE MOST PROBLEMS HOW WOULD YOU USE IT?



### HIRING-SELECTION

- Hiring people who are compatible with our jobs and environment
- Selecting the best internal candidates for promotion
- Making employment processes more objective and predictive of success

### TALENT MANAGEMENT

- Measuring readiness for supervision, management, leadership roles
- Identifying traits-preferences-values-skills-behaviors of top performers
- Profiling job and career path standards – what is needed to succeed
- Matching employees' talents to the right tasks-roles-jobs-careers
- Engaging employees in their own development and career planning



### PERFORMANCE MANAGEMENT

- Diagnosing specific, actionable causes of poor-performance
- Conducting unbiased, developmental appraisals
- Advancing employee accountability and self-reliance
- Weighing the principle components that drive performance



### TRAINING-DEVELOPMENT

- Focusing training investments where they generate performance returns
- Directing employees' attention to the high-performing models in their job
- Continuously moving our organization's performance curve

## WHY SHOULD HR/OD PROS GET CERTIFIED TO CONDUCT THE WORKSHOP?

Like all workshop participants you will learn our research-based formulas for success and get all the standard workshop tools for personal use. Certified pros gain the visibility and credibility of having the tools, models, and know-how to change lives. Furthermore, certified pros can use all the workshop tools for any interventions in their organization at no additional cost. Just a few of these applications include coaching, talent management, career planning, and performance improvement.

## WHY SHOULD ORGANIZATIONS BE INTERESTED IN THE WORKSHOP

Success workshop graduates are better prepared to add value, use more of their strengths, better collaborate with others, and proactively plan their own development and career paths. Here is a sample of comments from recent participants:

- "I expect to gain more **ownership of my success**. I have never been so energized after a workshop"
- "I am very excited about taking these tools and **applying** them to my personal development"
- "Motivation, **self-confidence** have increased"
- "It was an eye-opening experience for me. **Best one I attended!** "
- "The leanings are definitely going to improve not only my **work relationships** but also personal family relationships"
- "**Priceless!**" The themes in this workshop are very powerful...anyone who applies them will be more successful."
- "Knowing I need to **balance** performance-growth-satisfaction-well-being will help me have a **successful/happy life**."
- **Very high value** – I intend to use what I learned to **make myself more visible, and valuable** in my department.

## WHAT ARE THE STANDARD COSTS OF A SUCCESS WORKSHOP?

Workshops delivered at your organization location are invoiced below \$1,200/participant for up to 14 participants. Certification training workshops are invoiced at our standard daily consulting rate; costs vary with the learner's experience and learning speed. Certification training and participant workshops occur concurrently so much of the facilitator training time is in a live workshop. Learning Process: 1) Learn concepts and delivery in a 'Theory-Day' orientation 2) Co-facilitate a workshop with follow-up instruction, and 3) Conduct a live workshop under our supervision. We supply materials to present a complete workshop including individual coaching. Our consulting rates are competitive and 'Value Guaranteed'.

## ABOUT THE WORKSHOP SPONSOR



**Performance Advantage** is an applied research organization founded in Dallas, Texas. Our specialized expertise is *performance measurement*, the practical use of scientific methods to explain, predict, and control causes of job performance. We develop performance standards-models-measures to help people solve performance problems at their root causes. In 1991 we began partnering with leading corporations to scientifically study what distinguishes people who excel at their job. We now have one of the world's largest databases on successful people and share our research findings and extensive inventory of measurement tools, performance models, and software with clients.

## BIO ON THE COURSE DEVELOPER AND MASTER TRAINER

**Jeff Lyons** is an applied-research scientist and principal of *Performance Advantage*. His research area and consulting practice focuses on Performance Measurement, the use of scientific methods to explain, predict, and control how people best perform their work in varying environments. Since 1991 he has been collecting data on and analyzing the traits, skills, and work behaviors demonstrated by high performing employees rated in the top 20% of their job. He has long-term relationships with global corporations where he provides leadership assessment-development-coaching, develops competency models, and trains HR pros in performance measurement technologies. When he is not in a client project Jeff develops software. Earlier in his career, he worked in industry as a VP Human Resources and Organization Development consultant focusing on change management, leadership development, teambuilding, plus new business start-ups and venture/acquisition integration.

### EXAMPLES OF OUR CLIENTS AND RESEARCH PARTNERS

The logo for Johnson &amp; Johnson, featuring the company name in a red, cursive font with 'INC.' in small black letters below it.

The logo for Nokia, featuring the word 'NOKIA' in a bold, blue, sans-serif font.

The logo for Alcatel-Lucent, featuring the text 'Alcatel-Lucent' in a black, sans-serif font next to a blue circular icon containing a white stylized 'A'.

The logo for Texas Instruments, featuring a red stylized 'TI' icon followed by the text 'TEXAS INSTRUMENTS' in a black, sans-serif font.

The logo for Hitachi, featuring the word 'HITACHI' in a bold, black, sans-serif font above the tagline 'Inspire the Next' in a smaller, italicized font.

Want more information about the Success Workshop?

Email Jeff Lyons, Principal, Performance Advantage at [JKL@MeasureToSucceed.com](mailto:JKL@MeasureToSucceed.com)

Or visit our technology website at [www.MeasureToSucceed.com](http://www.MeasureToSucceed.com)