

## The business case for assessment

We are passionate about helping organizations *build* and *sustain* a culture in which leaders, individual contributors, and teams become *continuously* more **capable** (they possess the “can do” to execute); **committed** (they have the “will do” attitude to execute); and **aligned** (they have the “must do” to execute consistent with the strategic direction of the organization).

These three elements form the foundation for achieving individual and organizational success and—as such—are leading indicators in driving key operating metrics like revenue and profits. Organizations that excel in selecting and developing talent—with a focus and commitment to optimizing these leading indicators will achieve impressive operating results.

### That’s where Linkage Assessment Services can help.

Improved talent and organizational change decisions result when accurate and relevant data about competencies, skills, behavioral tendencies, team dynamics, and other characteristics are captured by research-based assessment instruments. Linkage’s Assessment Team will work with you at every step, whether you want to implement our proven proprietary assessments or you want to customize assessments to support your selection goals, leadership development imperative, or change initiative.

## 1 Consult

We listen to your stated wants, confirm needs, and help you decide when, where, and how to best deploy assessments

## 2 Customize

We will tailor our assessments to support your needs, culture, and strategic objectives and work with you to create your unique models, objectives, and assessment instruments

## 3 Educate

We utilize interpretive sessions and reports to provide you with deeper understanding and further developmental guidance and will certify your internal resources to use and interpret our assessments

## 4 Leverage

We will provide you with recommendations for development for both selection and incumbent assessments as well as connect you with a world-class executive coach who will leverage data to spur development



# Assessment Services



## Our value proposition

### How our assessments fit

Your challenge	How our assessment services can help:
Deployment	
Selection	Who you should hire and why
Promotion	Who you should promote and why
Succession	Who you should identify as next in line for a key position
Restructuring	Who has the right "capability" for a position that has changed
Diagnostic & Development	
Development	What specific areas your leaders and managers need to focus on to reach their goals
Downsizing	Who should be retained to execute your new strategic vision
Cultural Transformation	How the culture is shaped and how it needs to change
Training Strategy	What skills you should provide your employees
Team Building	How your team can be unleashed for higher levels of performance
Organizational Analysis	Where your organization excels and how it needs to improve
Leadership Development ROI	To what extent you are getting the best return on your leadership development investment

Regardless of your business challenge—we help you optimize your Leading Indicators (Capability, Commitment, and Alignment) to help you achieve impressive operating results.

### How your employees benefit

- A data-driven analysis of *capability, commitment, and alignment* strengths and weaknesses
- An identification of career-limiting “blind spots”
- Feedback from others to validate (or refute) self-perceptions
- Insight into capabilities important for a particular level or role
- A baseline to measure future developmental progress
- Internal and external benchmarking
- A roadmap for future developmental work

### How your organization benefits

- The ability to predict operating results based on leading indicator metrics
- A renewed sense of urgency to improve leading indicator(s) through targeted development and coaching
- Identification of high potential employees
- Definition of the capabilities required for success in particular roles
- Concrete feedback on your organizational, job, and leader factors that enhance or detract from the engagement levels
- Improved quality of hire (or promotion) metrics
- Reduced cost per hire metrics

## Our portfolio: expertise and instruments

### Our assessment expertise includes:

- **Competency modeling** to define the competencies required to execute the current and future business strategy
- **Executive assessment package** to provide an objective and accurate picture of both current and prospective leaders' strengths, potential derailers, and development priorities
- **Supervisor and mid-level manager** diagnostic(s) for selection, promotion, and incumbent development
- **Sales manager** diagnostics for selection, promotion, and incumbent development
- **Consultative sales professional** assessments to help select sales professionals who have the highest probability for success. These instruments can be used with your sales incumbents to identify strengths and weaknesses and benchmark your sales capability against your competition
- **Team and engagement** assessments that will help your organization become more calibrated on the factors that are either enhancing or detracting from team effectiveness
- **Custom assessments**—regardless of your unique challenge, we have a long successful history of designing, validating, and implementing custom assessments

### Our instruments are:

Off-the-shelf or customized

Online or paper-delivered

Self or multi-rater based

User-friendly

Accurate, valid, and reliable

Administered with confidentiality

#### The Communication Styles and Abilities Inventory for Leaders (C-SAIL)<sup>™</sup>

- *Who it helps:* Leaders and managers
- *What it measures:* Three critical communication abilities and ten distinctive communication style tendencies
- *What it provides:* A complete workup of how a leader communicates and how he or she can do so more effectively

#### The HiPLAY Team Assessment<sup>™</sup>

- *Who it helps:* Teams
- *What it measures:* The six critical competencies of high-performing teams
- *What it provides:* A group profile that captures the team's performance, process, and results

#### New! TalentSim

- *Who it helps:* Supervisors and managers
- *What it measures:* Online simulation measures striving for excellence, performance management, talent retention, problem solving, influence, organizational savvy
- *What it provides:* Individual selection/promotion reports with probability of success scores, development feedback; when used with incumbents, the reports provide benchmarking data

### Our hallmark instruments include:

#### The Leadership Assessment Instrument (LAI)<sup>™</sup>

- *Who it helps:* Leaders and leadership teams
- *What it measures:* The five key competencies and five critical skills required for high performance leadership as identified in conjunction with leadership expert Warren Bennis
- *What it provides:* An incisive profile of leader strengths and development areas, an on-line "action planning" module and coaches interface to build-in accountability.

#### The Hogan Personality Inventory (HPI)<sup>™</sup>

- *Who it helps:* Leaders and managers
- *What it measures:* Seven primary personality scales and 42 personality sub-scales capturing aspects of self-perception
- *What it provides:* A comprehensive report on a leader's personality that includes his or her emotional, interpersonal, attitudinal, and motivational styles

Visit [www.linkageinc.com/assessments](http://www.linkageinc.com/assessments) to see our complete portfolio of assessments



## OUR CLIENTS:

The organizations that Linkage serves come in all sizes, represent all sectors (public, private, and non-profit), and cut across all industries, countries, and continents. A partial list of our clients includes:

- ABB
- Abbott Laboratories
- Activision
- ADP
- Aeropostale
- Allergan
- BlueCross BlueShield of Florida
- BlueCross BlueShield of Illinois
- The Body Shop
- Cendant Corporation
- The Citizens and Hanover Insurance Companies
- Cooper Tire & Rubber Company
- Cummins Inc.
- David L. Babson & Company, Inc.
- Dell
- Federal Aviation Administration (FAA)
- Federated Department Stores, Inc.
- GlaxoSmithKline
- Hilton International
- H.J. Heinz Company
- Internal Revenue Service (IRS)
- J.D. Irving
- Land O' Lakes Inc.
- Liberty Mutual
- Macromedia
- Macy's
- Mark Anthony Group
- McKesson Corporation
- Medtronic, Inc.
- Merck & Co., Inc.
- Metlife
- Motorola, Inc.
- National Aeronautics and Space Administration (NASA)
- Perkin Elmer
- Pfizer, Inc.
- The Port Authority of New York and New Jersey
- RE/MAX, International
- Rich Products Manufacturing Corp.
- Scudder Investments
- Solvay Pharmaceuticals, Inc.
- Stiefel Laboratories
- Technicolor
- Thomson Financial
- Toyota Motor Manufacturing
- US Army Test & Evaluation Command
- Wyeth
- Wyndham
- X-Rite



Unleash your full potential.

Linkage is a global organizational development company that specializes in leadership development. We provide clients around the globe with integrated solutions that include strategic consulting services, customized leadership development and training experiences, tailored assessment services, and benchmark research. Linkage's mission is to connect high performing leaders and organizations to the futures they want to create. With a relentless commitment to learning, Linkage offers conferences, learning summits, open-enrollment workshops, and distance learning programs on leading-edge topics in leadership, management, human resources, and organizational development. More than 200,000 leaders and managers have attended Linkage programs since 1988.