

Predictive Index®

**Helping Managers to Manage
Since 1955**

Well, first of all, one thing I always like to emphasize is that I'm a management theorist. And it's lot easier to talk about management than effectively do it.

Bob Sutton, interviewed by McKinsey on handling layoffs
<http://www.mckinseyquarterly.com/Organization/Talent/>, May 2009

How to fill the gap between theory and practice?

“Executives spend more time on managing people than on anything else – and they should. No other decisions are so long lasting in their consequences or so difficult to unmake. And yet, by and large, executives make poor promotion and staffing decisions. By all accounts, their batting average is no better than .333: at most one-third of such decisions turn out right; one-third are minimally effective; and one-third are outright failures.

In no other area of management would we put up with such miserable performance.”

Peter F. Drucker
‘How to Make People decisions’
Harvard Business Review
July-August 1985

Has the situation really changed after 24 years ?

“To understand how economies work and how we can manage them and prosper, we must pay attention to the thought patterns that animate people’s ideas and feelings, their animal spirits. We will never really understand economic events unless we confront the fact that their causes are largely mental in nature.”

George A. Akerlof & Robert J. Shiller
Animal Spirits : How Human Psychology Drives
the Economy, and Why it Matters for Global Capitalism.
Princeton University Press, 2009.

Why did we have to wait to 2009 for a Nobel Prize to write
such lines ?

Why are such techniques as Predictive Index® more and more in organizations ? Why are these companies working with PI® ?



Predictive Index® large scope of utilization



**Reliable and Valid
for Recruitment**

Talent



Predictive Index checklist



THE PREDICTIVE INDEX® Organization Survey Checklist

Form IV
English
Page 1

Name: _____ Date: _____

Occupation: _____

DIRECTIONS: Please read the words in the list below and check those that you feel describe **the way you are expected to act by others**.

- | | | | | | |
|---------------------|--------------------------|---------------------|--------------------------|---------------------|--------------------------|
| Helpful | <input type="checkbox"/> | Esteemed | <input type="checkbox"/> | Calm | <input type="checkbox"/> |
| Relaxed | <input type="checkbox"/> | Worrying | <input type="checkbox"/> | Popular | <input type="checkbox"/> |
| Exciting | <input type="checkbox"/> | Sentimental | <input type="checkbox"/> | Polite | <input type="checkbox"/> |
| Assertive | <input type="checkbox"/> | Adventurous | <input type="checkbox"/> | Dynamic | <input type="checkbox"/> |
| Patient | <input type="checkbox"/> | Easy going | <input type="checkbox"/> | Good-humored | <input type="checkbox"/> |
| Conscientious | <input type="checkbox"/> | Unassuming | <input type="checkbox"/> | Eccentric | <input type="checkbox"/> |
| Sophisticated | <input type="checkbox"/> | Good mixer | <input type="checkbox"/> | Generous | <input type="checkbox"/> |
| Persistent | <input type="checkbox"/> | Agreeable | <input type="checkbox"/> | Unobtrusive | <input type="checkbox"/> |
| Earnest | <input type="checkbox"/> | WHL-like d | <input type="checkbox"/> | Daring | <input type="checkbox"/> |
| Outstanding | <input type="checkbox"/> | Docile | <input type="checkbox"/> | Tolerant | <input type="checkbox"/> |
| Sympathetic | <input type="checkbox"/> | Demanding | <input type="checkbox"/> | Nice | <input type="checkbox"/> |
| Loyal | <input type="checkbox"/> | Charitable | <input type="checkbox"/> | Compelling | <input type="checkbox"/> |
| Self-starter | <input type="checkbox"/> | Persuasive | <input type="checkbox"/> | Resolute | <input type="checkbox"/> |
| Conventional | <input type="checkbox"/> | Careful | <input type="checkbox"/> | Tranquil | <input type="checkbox"/> |
| Eloquent | <input type="checkbox"/> | Satisfied | <input type="checkbox"/> | Cultured | <input type="checkbox"/> |
| Cynical | <input type="checkbox"/> | Understanding | <input type="checkbox"/> | Dominant | <input type="checkbox"/> |
| Passive | <input type="checkbox"/> | Spirited | <input type="checkbox"/> | Respectful | <input type="checkbox"/> |
| Gentle | <input type="checkbox"/> | Congenial | <input type="checkbox"/> | Nonchalant | <input type="checkbox"/> |
| Brave | <input type="checkbox"/> | Obedient | <input type="checkbox"/> | Flexible | <input type="checkbox"/> |
| Appealing | <input type="checkbox"/> | Cheerful | <input type="checkbox"/> | Attractive | <input type="checkbox"/> |
| Thoughtful | <input type="checkbox"/> | Obstinate | <input type="checkbox"/> | Trusting | <input type="checkbox"/> |
| Self-assured | <input type="checkbox"/> | Convincing | <input type="checkbox"/> | Eager | <input type="checkbox"/> |
| Steady | <input type="checkbox"/> | Responsive | <input type="checkbox"/> | Shy | <input type="checkbox"/> |
| Competitive | <input type="checkbox"/> | Neighborhood | <input type="checkbox"/> | Fussy | <input type="checkbox"/> |
| Fashionable | <input type="checkbox"/> | Selfish | <input type="checkbox"/> | Versatile | <input type="checkbox"/> |
| Neat | <input type="checkbox"/> | Reserved | <input type="checkbox"/> | Amiable | <input type="checkbox"/> |
| Audacious | <input type="checkbox"/> | Serious | <input type="checkbox"/> | Diplomatic | <input type="checkbox"/> |
| Polished | <input type="checkbox"/> | Persevering | <input type="checkbox"/> | Self-centered | <input type="checkbox"/> |
| Fearful | <input type="checkbox"/> | | | Consistent | <input type="checkbox"/> |

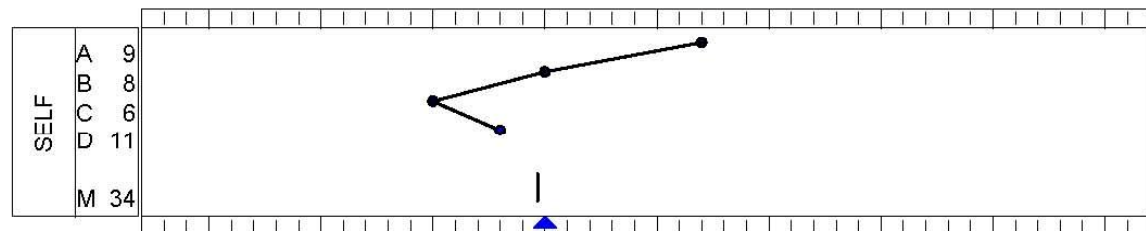
© Copyright 1955, 1962, 1983, 1992 by Arnold S. Daniels. All rights reserved. No part of this form may be reproduced by any means, nor transmitted, nor translated into a machine language without the written permission of the publisher.

Continue on other side of page ...
9192

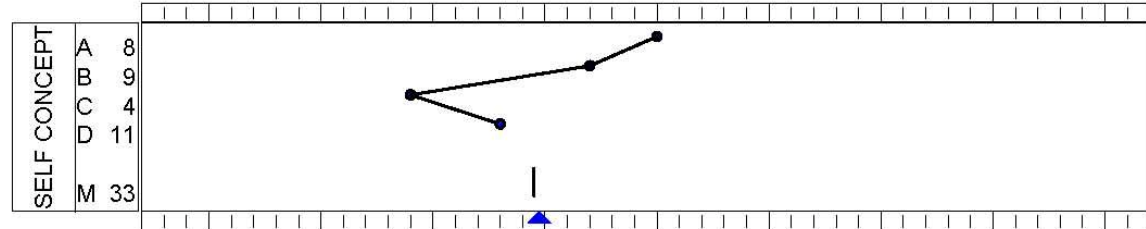
Available in 60 languages + Braille

Standard Silicon Valley Profile : John

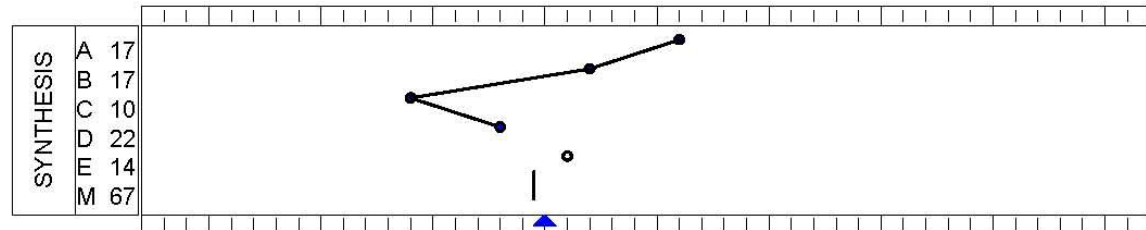
Natural behaviors



Role



Effective Behavior



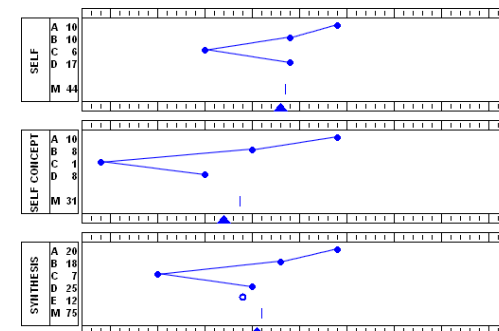
Eric Benhamou

Chairman of the Board of Directors of 3Com,
Palm and Cypress Semiconductor



Founder, Chairman and CEO Benhamou Global Ventures

Arrived in Silicon Valley in the 1970th. Studied at the
Stanford School of Engineering.



Guy Kawasaki

Co founder of Alltop

Managing Director of Garage
Technology Venture

Author of 9 books

Tech. evangelist at Apple in the 1980s



Shellye Archambeau

CEO MetricStream since 2005.

Previously CMO at Loudcloud Inc and NorthPOint xcommunication. President of Blockbuster, Inc's e-commerce division.

15 years in IBM, Wharton MBA.

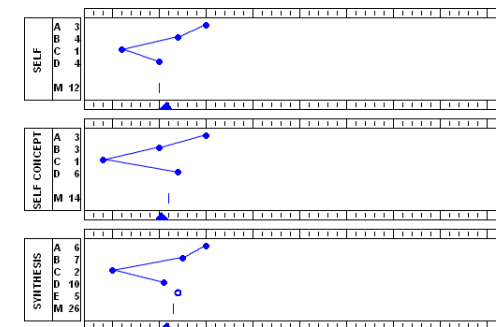


Soujanya Bhumkar

Founder and CEO Cooliris

Co-founded Vazu (messaging from desktops to mobile phones).

Co-founded Tamarind, (human performance evaluation).



Standard S.V. Behavior Profile

100% are proactively getting in contact with others, communicating spontaneously, outgoing.

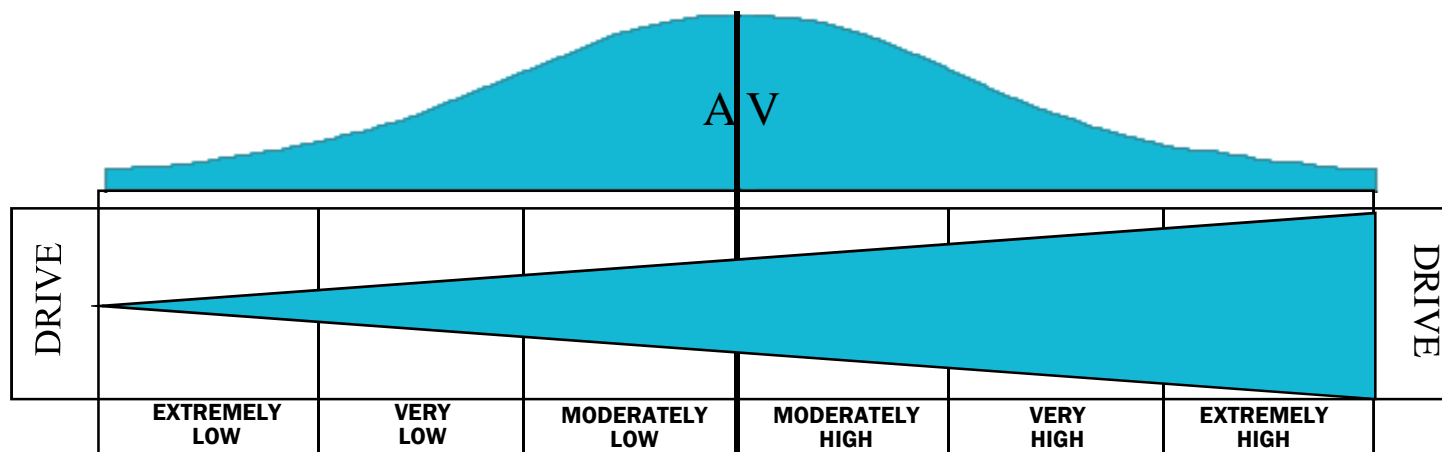
94% are impatient with routine, restless.

78% are competitive, individualistic, self-confident.

Most, **60%**, tend to be more adventurous, take more risk, communicate more, be more proactive and take action.

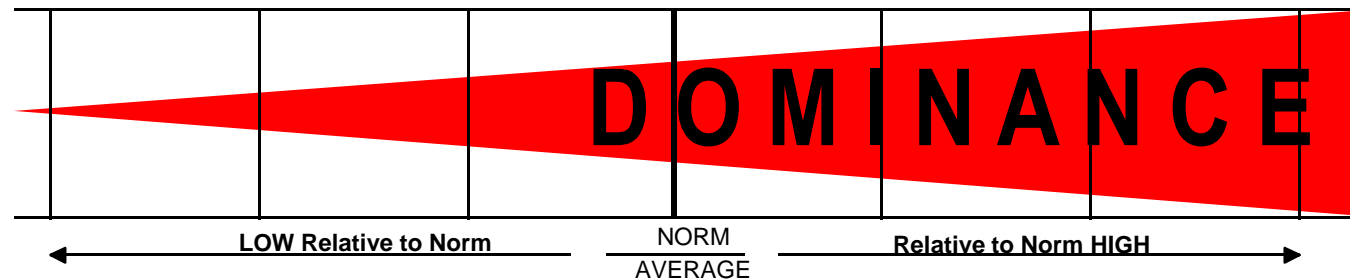
Altogether, **3/4th** of the respondents fit into a standard behavior pattern.

Measurement of continuums, drives or factors and their intensities (not types).

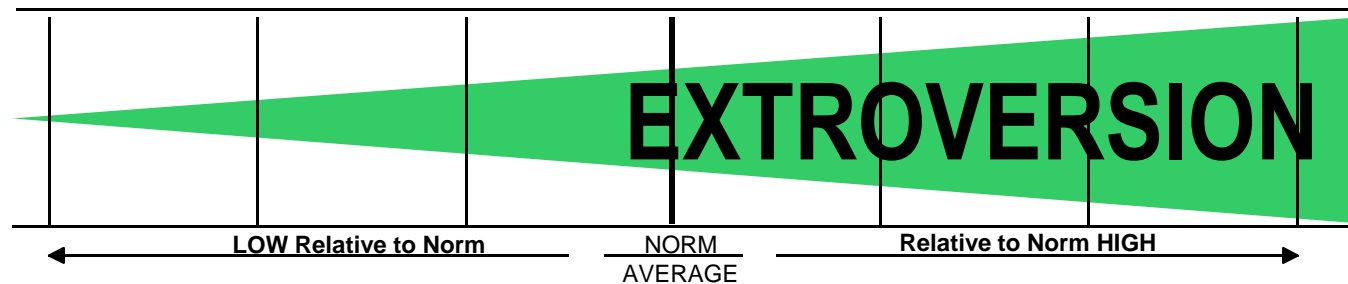


Four primary factors

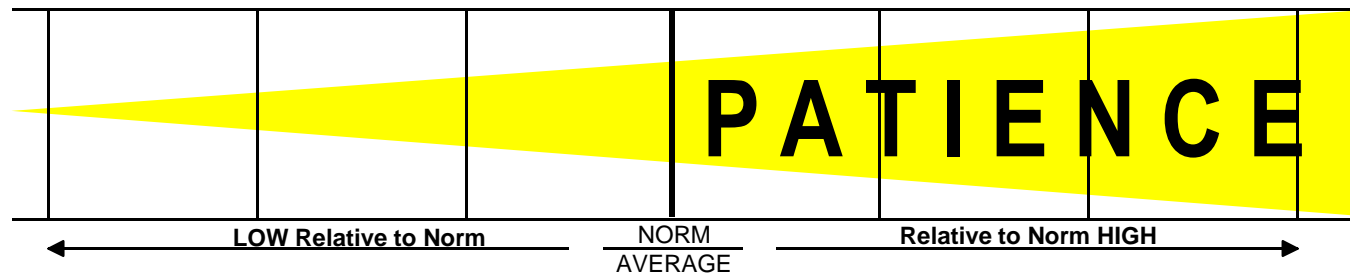
Factor A : The drive to exert one's influence on people and event.
(Often referred as dominance).



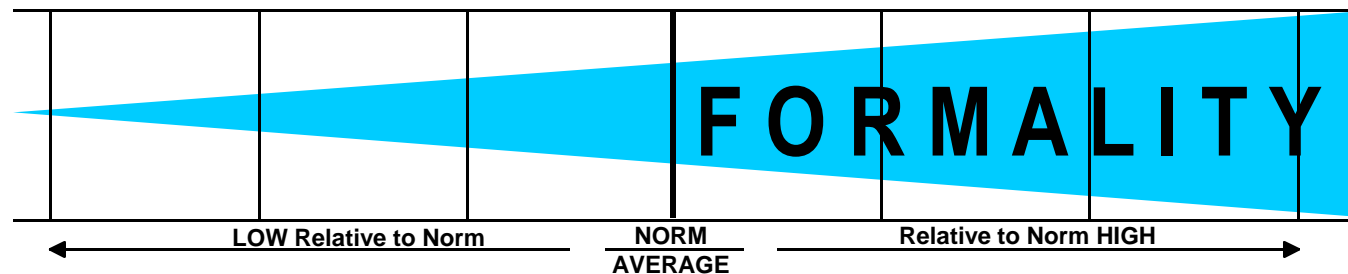
**Factor B : The drive for social interaction with other people.
(often referred to as sociability or extroversion).**



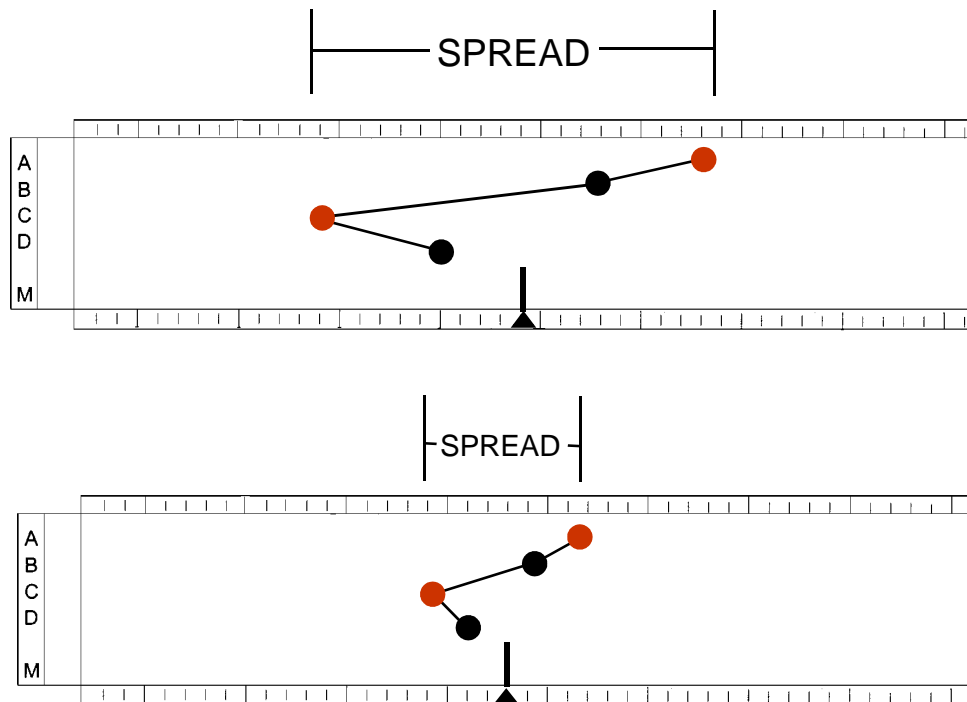
**Factor C : The drive for being patient and calm.
(Often referred as Patience or Stability).**



Factor D: The drive to conform to formal rules and structures.
(Often referred as formality or conforming to rules).



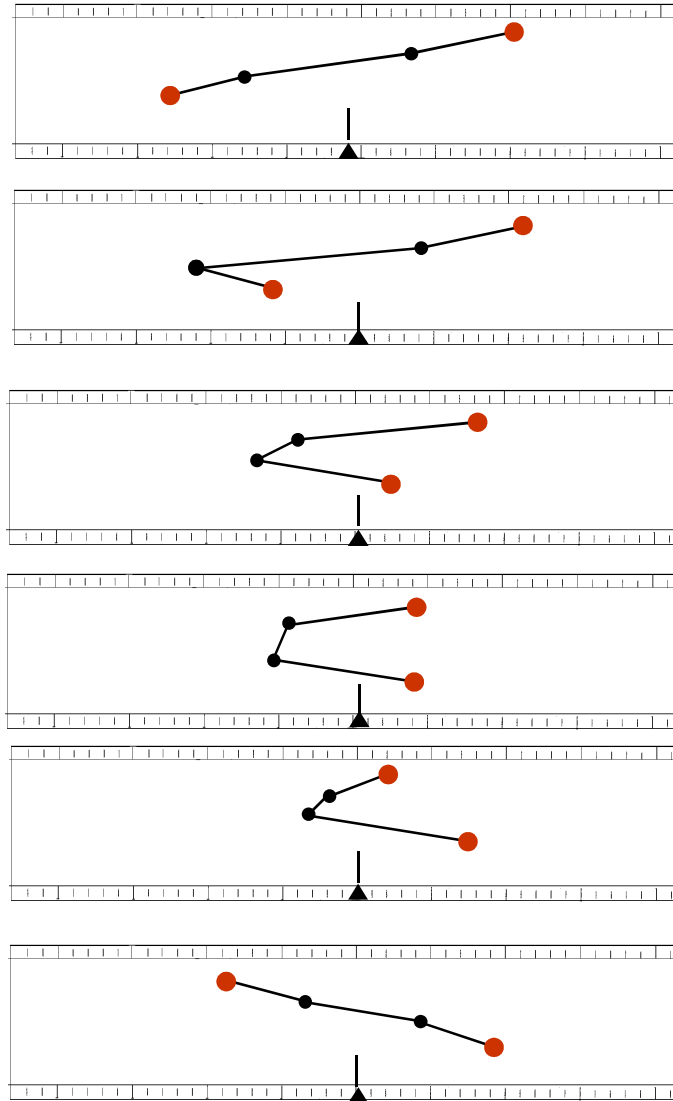
Interpreting the Spread



The wider the spread, the more evident and visible the behaviors.

Interpreting factor interactions

The case of A and D
interaction on Making
Decisions

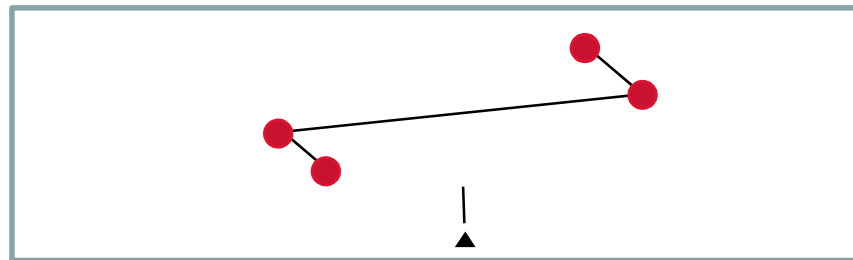


Decisive: risky
decisions simply
taken.



Cautious: risky
decisions
perceived as
complex.

Interpreting the four factors altogether. Reference patterns

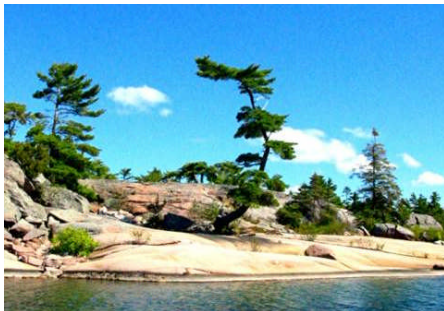
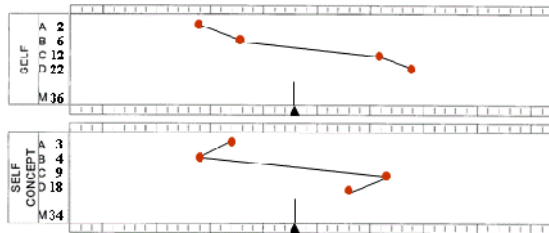


Persuasive Management/Sales

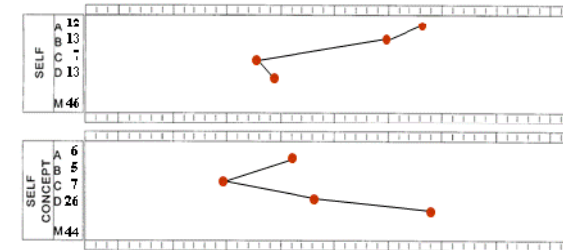
In what positions do we most often find people with these behavior patterns? What do they need to be motivated and feel engaged? How are they productive? How do they learn? Decide? Delegate ? How do they communicate?

Interpreting Behavior Adaptation

From: Easy Adaptation

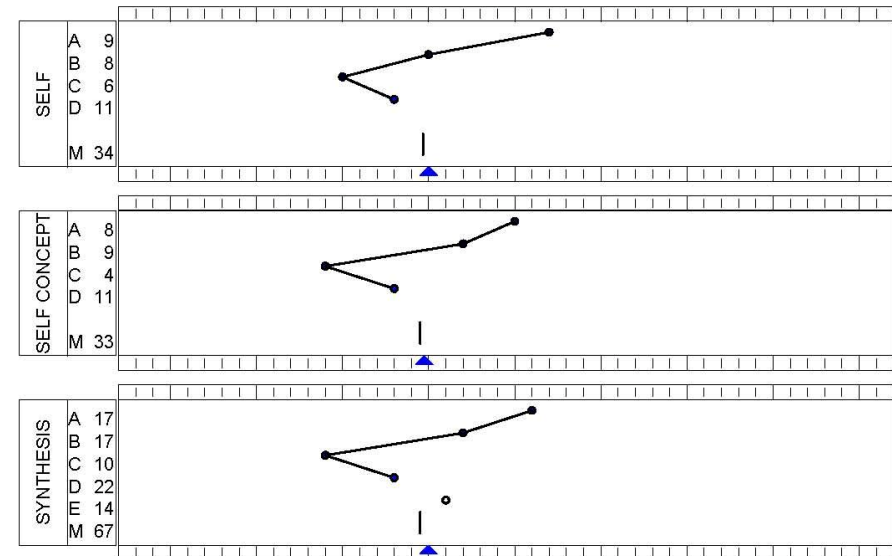


to: Hardest Adaptation
Almost Impossible



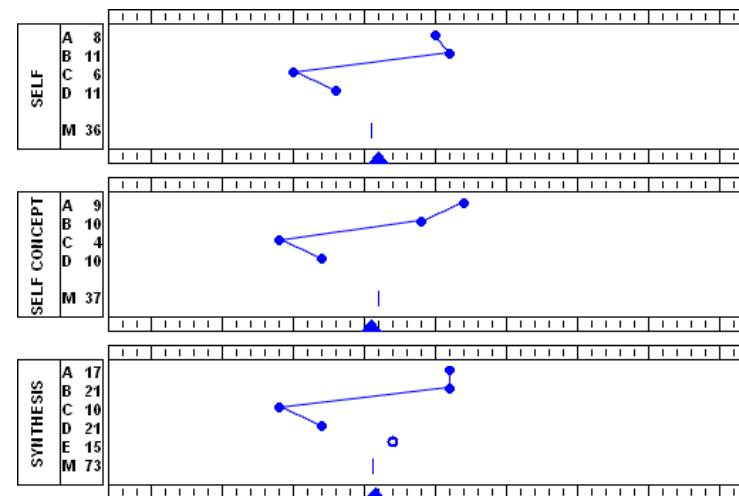
John

- Self-starter, self-motivator, initiative
- Results and goal oriented, fast, intense
- Independent generalist, freedom from structure
- Venturesome, risk taker, telling
- New ideas, innovation, creative problem solver, trouble shooter
- Delegate details but not authority



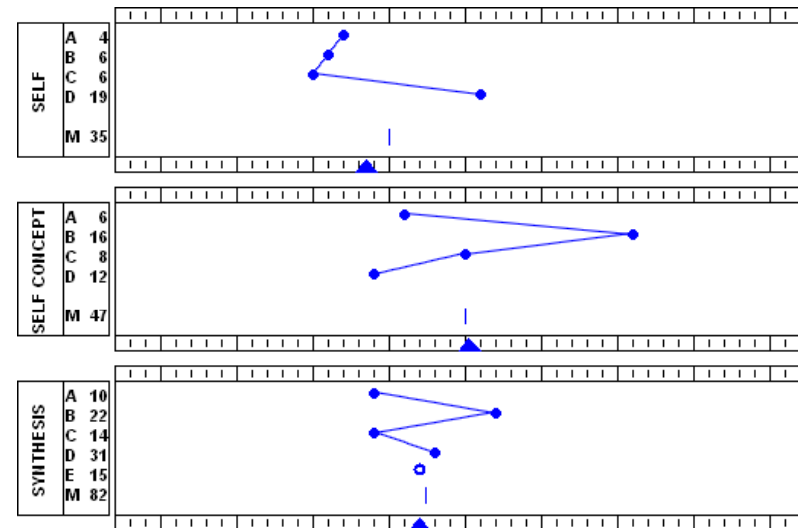
Steve

- Warmth, charm, social poise and skill
- Empathetic, persuasive selling style
- Team builder and organization developer
- Generalist, freedom from strong structure
- Venturesome, risk-taker, independent
- Goal and results oriented, delegates authority
- Self confident, strong ego, initiative



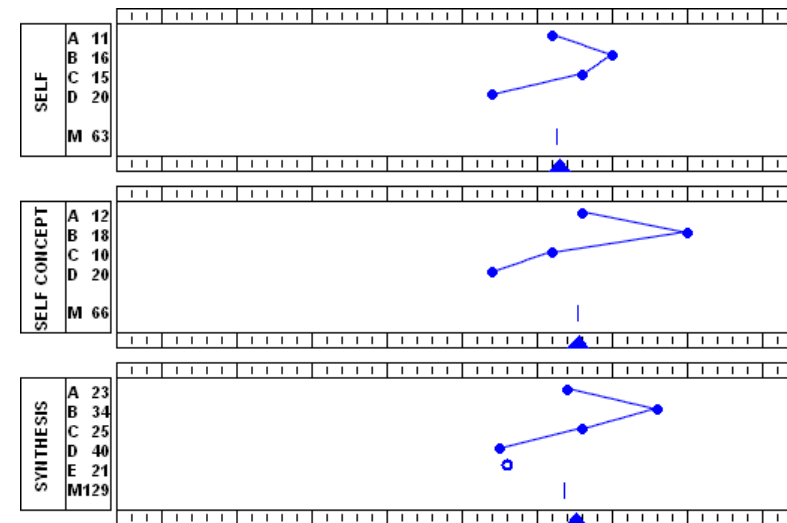
Diane

- Conservative technician
- Seeks direction
- Skillful detail work, wants to do the right thing
- Works with the group
- Unselfish, friendly, shy with strangers
- Make quick decisions by the book.

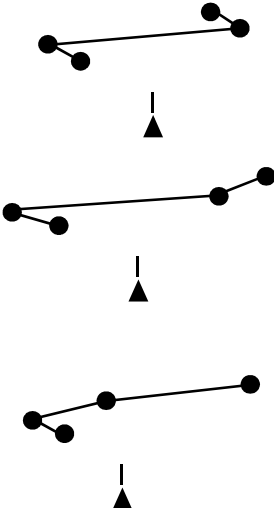
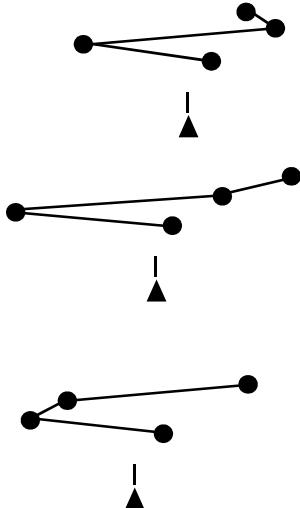
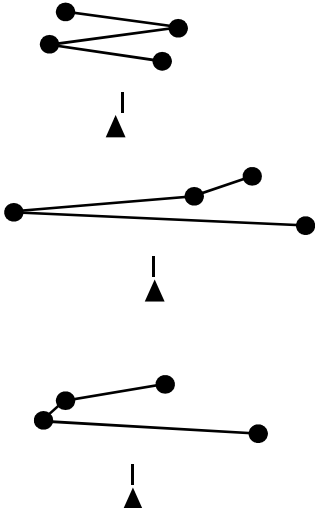


Mike

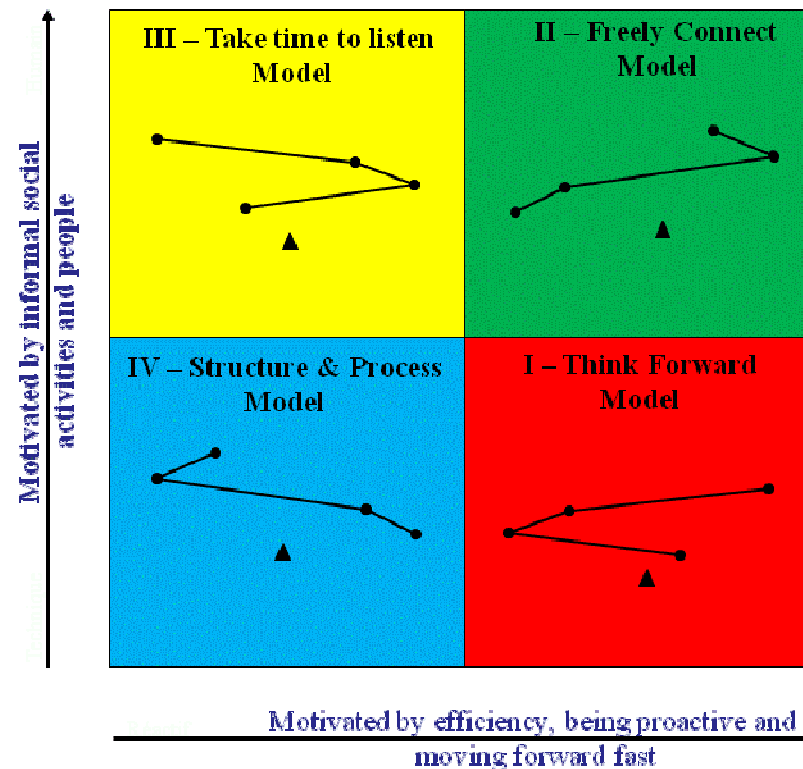
- Complete extrovert, warm, friendly
- Persuasive selling, communication, empathetic
- Sells intangibles, little emphasis on facts or details
- Great social skills, effective with groups
- Delegates authority and details, little follow-up
- Free-wheeling, very casual, uninhibited









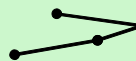



















Managers need to demonstrate			
Management Strategies	<ul style="list-style-type: none">• Entrepreneurial drive• Push change• Compete	<ul style="list-style-type: none">• Organization building while multi-tasking• Tension between democratic/participative vs. autocratic/entrepreneurial	<ul style="list-style-type: none">• Expert maintenance• Process control• Task management
			

Different behavior patterns for a performing organization



The case of VPECoP (Role patterns)

 C3	 C6	 B1	 B3
1	1	1	0
 C4	 C5	 B2	 B4
0	1	0	0
 C1	 C2	 B5	 B6
0	0	2	0
 D6	 D5	 A2	 A1
0	0	1	1
 D4	 D2	 A5	 A4
0	1	2	0
 D3	 D1	 A6	 A3
1	1	0	3

Wishing you the best of success

If you are interested by our techniques and system, we will be happy to do another PI for free. Send your requests to flc@growthresourcesinc.com

Growth Resources, Inc.
2304 Greer Road
Palo Alto, CA 94300
Tel: 650-813-1720
www.growthresourcesinc.com