



**CEB**

SHL Talent  
Measurement



# Personality & Behavior: Identify the Qualities that Drive Performance

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# Achieving the Best Match of Person to Role

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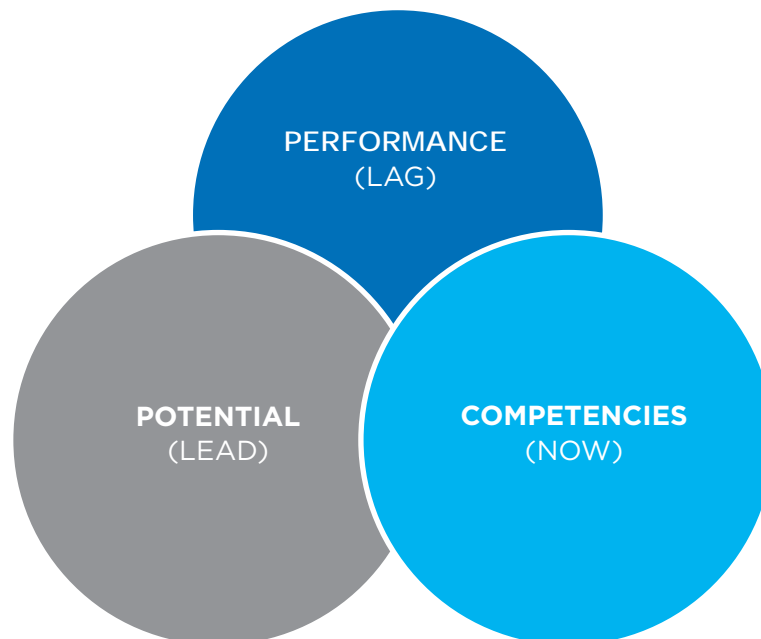
Organizations looking to optimize their talent management face questions such as:

- How do we hire better, faster and more objectively?
- How do we maximize productivity?
- How can we increase engagement and reduce attrition?
- Who should we develop and promote, and who should we let go?

To be effective, talent decisions need to be based on three factors: Performance, Competencies and Potential. Skills and ability tests help you understand whether your candidate has the right cognitive ability, knowledge or aptitude, but they only tell part of the story.

Future Performance is often just as dependant on personal qualities such as a candidate's drive and ambition, on how they fit into your team or organization, or on how inspiring they are as leaders. In other words, their personality.

This brochure describes the tools used by our clients to help them accurately predict how a candidate or employee will perform in a given role, based on their preferred behaviors and motivators.



# Better Decisions

## - Across the Talent Lifecycle

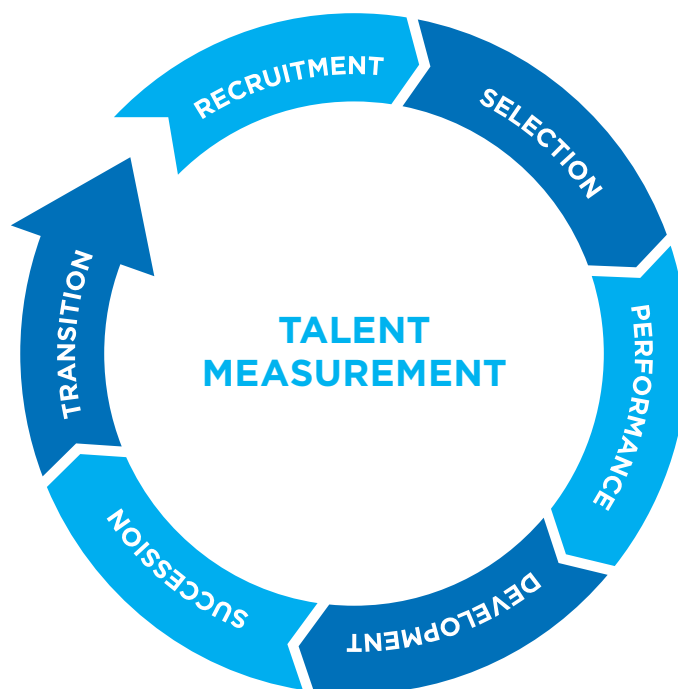
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CEB's SHL Personality Assessments help you achieve:

- Better hiring decisions
- Improved people development and succession decisions
- More successful reorganizations and restructuring
- Greater alignment of people with strategy
- Benchmarking of talent across your business and with other organizations

Personality assessment is relevant across the whole employee life cycle:

- In **recruitment**, as part of a **job solution**, to sift thousands of candidates
- In **selection**, to identify candidates **most likely to succeed in a role**
- In **team building**, to improve team **performance**
- In **development**, to **identify strengths** and development needs
- In **succession**, to identify and develop **future leaders**
- During **transitions**, as an input into **redeployment and restructuring**



# CEB's SHL Personality Assessments, Tools and Exercises

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## Occupational Personality Questionnaire (OPQ)

- Understand the aspects of an individual's behavioral style that affect work performance

## Motivation Questionnaire (MQ)

- Understand what motivates and demotivates an employee or candidate

## DSI and Workplace Safety Solution

- Identify productive, safe and reliable employees

## Universal Competency Framework (UCF)

- A common, precise language to describe the competencies required for success in any role, or any organization.

## InterView and InterView Expert

- Ensure an effective, consistent and streamlined approach to interviewing, focusing on behavior, skills and performance.

## Assessment Center Exercises

- Our wide range of proven assessment exercises help assess people's performance for both selection and development.

EFFECTIVE  
ASSESSMENT  
LEADS TO  
BETTER BUSINESS  
PERFORMANCE



Sales associates at an electronics retailer selected for their high assessment scores averaged 19% more in monthly sales. Applied across the entire organization, this difference translates to over \$71 million in increased sales per year.

# OPQ: Measure Personality Fit

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**CEB's SHL Occupational Personality Questionnaire (OPQ)** is one of the most widely used & respected measures of workplace behavioral style in the world.

The OPQ helps organizations:

- Identify the best-fit applicants for a given role
- Improve interview hit rates
- Identify future leaders
- Redeploy talent across the business
- Evaluate the talent pool to support organizational change
- Create winning project teams
- Manage role changes, such as from technical specialist to effective people manager

## Features

- Provides in-depth insight across the key competencies required in graduate, management and leadership positions
- Measures 32 personality characteristics relevant to performance
- Can be mapped to any job role using CEB's SHL Universal Competency Framework (UCF), or to your own competency framework
- Available in over 30 languages
- Delivered online as self-service or as a managed service

The CCSQ (Customer Contact Styles Questionnaire) and the WSQ (Work Styles Questionnaire) are also part of the OPQ family of products. CCSQ assesses behaviors in Sales and Customer Service roles. WSQ is focused on behaviors in Manufacturing and Production roles.

# OPQ: User-Friendly, Business Relevant Reporting

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OPQ reports are designed to ensure that results can be meaningfully interpreted and understood in business contexts. The reports:

- Are available for line managers, candidates and trained HR professionals
- Use clear, concise language with easy-to-understand graphical summaries
- Are useful across a wide range of contexts including recruitment, development, team building and career guidance
- Can be customized to your competencies language
- Can include Verify Ability and Motivation Questionnaire (MQ) results alongside those of the OPQ.

Please turn to the back of this brochure for a summary of the reports available, or contact us to help you select the reports that are right for you.

## OPQ In Action

### **E.ON UK Retail**

To increase its competitive advantage, E.ON UK Retail wanted to significantly improve customer service. A set of competencies and supporting behaviors was developed and measured using a number of assessments, including the OPQ. The company has seen improved customer issue resolution and productivity, with a tangible shift in the culture of the business.

“This has been a fantastic project, achieving an understanding of what good leadership looks like and creating the kind of high performance culture we strive for.”

Julie Harris, E.ON UK

# MQ: Driving Higher Employee Motivation

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More than ever, organizations today depend for their success on the motivation of their employees. But organizations that rely on remuneration to motivate employees may struggle to engage, or even retain, their best people when growth falters and budgets dry up.

CEB's SHL Motivation Questionnaire (MQ) measures the extent to which an individual is motivated by a range of aspects, helping you:



**Understand the link between individual motivation and employee engagement**



**Identify and manage an individual's strongest motivators and demotivators**



**Improve employee motivation and engagement**



# MQ: A Range of Easy-To-Use Reports

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**The Profile Chart:** Maps the individual's motivational drivers against a selected benchmark, highlighting any unique scores.

**The Employee Motivation Report:** Provides an in-depth and easy-to-understand evaluation of what motivates and demotivates an individual, with tips and suggestions for how they may be managed.

**The Candidate Motivation Report:** Helps candidates understand what drives their own motivation and encourages them to take greater ownership of their development plans.

**The MQ Report Pack:** Includes all three of the above reports for a more comprehensive approach.

## Complemented by Training

Our one-day in-company 'Motivating Others' workshop is also available to help line managers understand and apply motivation management effectively within their organizations.

## MQ In Action

### The VELUX Group

This manufacturer needed to identify graduates with the behaviors key to future business success. Candidates completed a range of assessments, including the OPQ and the Motivation Questionnaire, which were integrated into a Lumesse talent management system.

The company has reduced cost of hire and strengthened its leadership talent. Ellen Frier, HR Development Manager, the VELUX Group, says, "By helping us find our next generation of business leaders, [you] are helping us place business performance and innovation at the very heart of our culture."

“ DSI can quickly and accurately identify those applicants who possess a high level of safety focus and can be relied on to produce high-quality work.”

David Reay, Senior Personnel  
Controller, Nissan

# Identify Safe and Dependable Staff

## CEB's SHL Dependability & Safety Instrument (DSI)

Unwarranted absenteeism is not only costly in terms of lost productivity, it also impacts customer satisfaction. Work-related accidents can also lead to prolonged absence, and high litigation costs.

Our DSI assessment helps you screen large numbers of candidates quickly and effectively to:

- Reduce accidents at work
- Boost productivity and customer satisfaction through more dependable staff
- Reduce days lost due to absenteeism

DSI is easy for line managers to administer, score and interpret. The online questionnaire takes just five minutes to complete and each candidate is given a score that indicates whether he or she is likely to be a safe, reliable and productive employee.

## Proven Outcomes

People who score highly on DSI are, on average:

- Three to four times more likely to be seen by managers as safe employees
- Rated by managers as 22% higher in overall performance

The lowest scorers are twice as likely to be seen by managers as representing a performance management problem.



**3X TO 4X**  
more likely to be seen by  
managers as safe employees



Rated by managers as  
**22% HIGHER**  
in overall performance

# Identify Safe and Dependable Staff

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## CEB's SHL Workplace Safety Solution

The complementary Workplace Safety Solution is a more comprehensive offering that focuses specifically on safety at work. Taking around 20 minutes to complete, it includes three key components for which detailed measurements are provided:

- A short Situational Judgment Test (SJT) with realistic scenarios
- Assessment of personality traits, such as collaboration, sense of duty, reliability, composure and attention to detail
- The candidate's past work and life experiences

## DSI In Action

### Vodafone

Vodafone UK wanted to improve its screening process for recruiting high quality call center representatives within its UK contact centers. Using DSI , the company found that high scoring participants were three times more likely to be client focused; over ten times more likely to comply with company policies and procedures; and four times more likely to cope with pressure and be reliable.

“The test helps us to make a more informed decision about how an individual may work in a customer centric environment, and whether they are a good match.”

Gill Burgess, Vodafone

# UCF: A Universal Language for Talent

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Every organization is different. But before talent can be measured, organizations need to understand:

- The precise employee behaviors, skills and abilities that will lead to success in a given role, function or business
- A consistent approach, so that comparisons can be drawn across the business, and even against competitors and the market

CEB's SHL Universal Competency Framework (UCF) underpins our assessments. It offers a common, precise language to describe the competencies (sets of desirable behaviors, abilities and skills) required for success in any role, or any organization. It enables organizations to:



Identify the competencies that drive business results



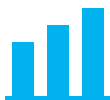
Measure those competencies accurately and consistently



Predict whether a team or individual will deliver high performance



Address competency gaps through development, or internal and external recruitment



Benchmark with other talent – inside and outside an organization.

# UCF: Universal – and Flexible

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The UCF:

- Maps every single measurable workplace behavior. Anywhere.
- World-first and unique
- Founded on robust and comprehensive research
- Can be implemented ‘out of the box’ or mapped to your own competency framework
- Exploits potential for benchmarking already embedded in our assessments

## UCF In Action

### UL

UL defined a set of employee competencies, customized from the UCF, to form the basis of recruitment, training, performance measurement, career development and succession across its organization.

“Thanks to [your] help in providing an outstanding framework for our global competencies model, we are now better able to support UL’s vision with better quality hires and a much stronger link between our business objectives, staff performance and driving outstanding customer focus.”

Josh Goderis, Director of Global Talent Management, UL

# Interview More Effectively and Consistently

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Ability, Personality and Skills assessments give guidance on decisions on who to hire, who to develop and who to let go. But they don't make the final decision, people do. Usually your line managers at interview.

So how do you ensure:

- Interviewing is consistent and legally compliant across the organization
- Decisions are based on potential and performance, not intuition
- You quickly select the best talent, whoever the interviewer and whatever the location

CEB's SHL InterView is an easy-to-use solution that saves time, increases workflow efficiency, and establishes a consistent approach to the interview process, whatever the role or organization.

**“InterView provides standardized content that is aligned directly with our leadership competencies, streamlines our interviewing process and ensures interviewing consistency across global markets.”**

**Fortune 500 Credit Card Issuer**

# A Configurable and Powerful Interview Tool

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## Features

- Questions highlight current skills, past performance and behavior
- Interview guides can be created for one or more roles at a time, from entry-level to executive positions
- Unique questions presented for each interviewer
- Based on an extensive online library of questions linked to specific job competencies
- Flexible – choose the competencies and questions that best fit the job and culture of the organization

Online rating forms can easily be distributed to prospective interviewers. To create an even more powerful snapshot of the top candidates, their ratings can also be combined with SHL Talent Measurement assessment scores.

## InterView Training with CEB's SHL InterView Expert

InterView Expert is a less expensive alternative to traditional face-to-face training of interviewers. This easy-to-use system gives you the ability to train all interviewers to make sure they interview consistently and fairly.



# Assessment Center Exercises

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CEB's SHL Multiple Assessment Portfolio contains a wide range of proven assessment exercises, ideal for use at selection or development centers, which help predict on-the-job performance.

The exercises are set in a variety of business contexts and at all levels, ranging from administrative to executive. They have been researched, developed and tested by experienced assessment practitioners.

Each exercise comes in a pack containing everything needed to run it, including detailed instructions for participants and guidance on assessment. Each exercise assesses according to criteria taken from CEB's SHL Universal Competency Framework (UCF), but can be adapted for use with other competency frameworks.

**For details of our full Multiple Assessment Portfolio please speak to your account manager or email us at [info@shl.com](mailto:info@shl.com).**

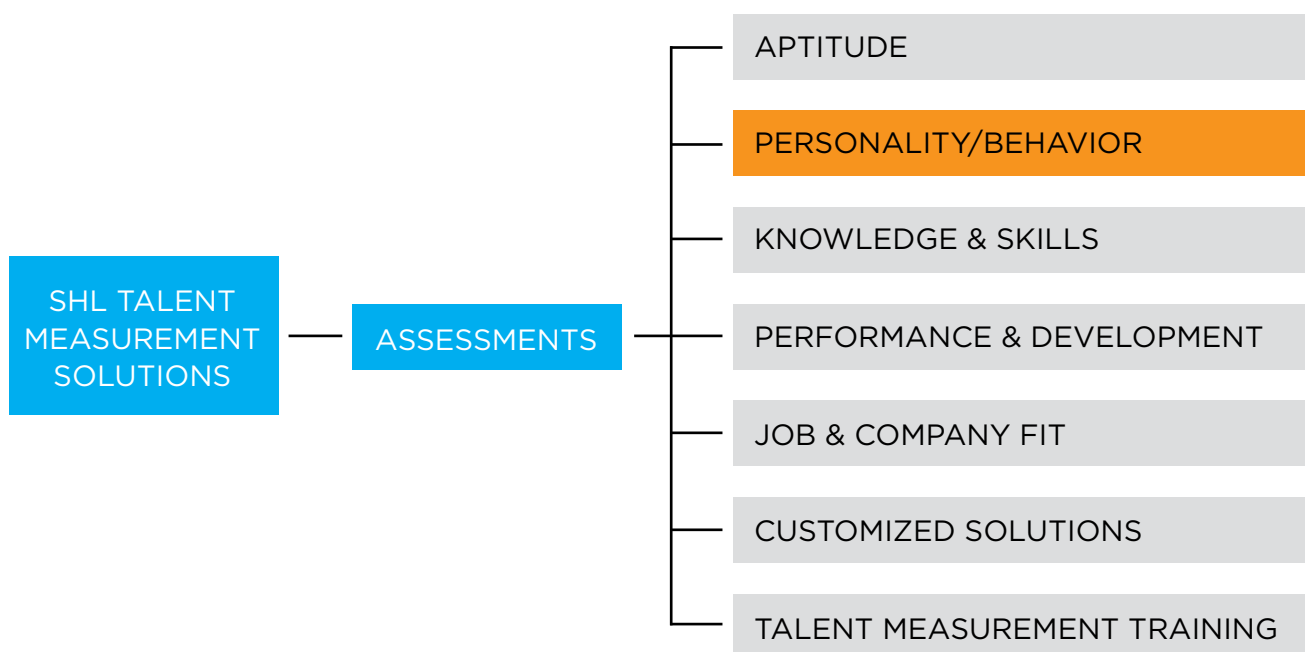
“The business simulation exercise was designed to help differentiate between high performers and high potential employees to ensure full sight of all our top talent, current and future.”

Cath Bailey, HR Director European Organization Effectiveness, Kellogg's

# Why Use CEB's SHL Talent Measurement Solutions?

CEB's SHL Talent Measurement Solutions is an important part of our Integrated Talent Management Services. We offer science-based assessments, benchmark data, technology and consultancy services to help organizations assess, select and develop the right people for the right roles. SHL Talent Measurement Solutions deliver the following:

- Verifiable business results – through improved hiring and development decisions and greater alignment of people with strategy
- Solutions based on insights and best practices from the most successful companies and the world's largest source of data on people at work, drawn from 30 million assessment results a year
- Global presence, local flexibility – with assessments delivered in more than 30 languages and 150 countries worldwide
- Over 30 years' global assessment innovation and expertise
- The experience of working with leading organizations, including over 80% of the Financial Times Stock Exchange (FTSE), 50% of the Global Fortune 500 and over 50% of the Australian Stock Exchange
- Certified to ISO 9001 and ISO 27001 quality management and security standards



“ Since the introduction of the OPQ32 and Motivation Questionnaire, we have experienced reduced staff turnover rates and an overall increase in sales from new recruits. ”

Nigel Graves, Training and Development Manager,  
Forester Life

## OPQ Report Selector Summary

### OPQ32 reports for selection

Audience Who is the key recipient?	Need What information do they need? What are they trying to achieve?	Report name Which report is suitable?
Candidate	I want some information that I can take away about how I did on the questionnaire I completed	Candidate Report Candidate Plus Report
	I want to know more about my style when operating in a team environment	Team Impact Report
Line manager	I want a summary of how the candidate prefers to work, is likely to perform against key competencies and interacts in a team	Manager Plus Report*
	I want to know what a candidate's strengths and weaknesses are likely to be when operating in a team environment	Team Impact Selection Report
	I want to know how the candidate is likely to perform in key skills/competencies and what the potential weaknesses are that I need to explore further	Universal Competency Report*
	I want to identify top sales performers I want to recruit sales people with the potential to sell more I want to reduce the costs of turnover in sales teams	Sales Report
OPQ trained person	I am an experienced OPQ user. I need a summary of the candidate's scores so that I can prepare for feedback or write a report	OPQ Profile
	I want more detailed information to help me interpret the candidate's results	User Report
	I want to know what role the candidate is likely to take in a team, and how they are likely to behave as a leader or a direct report	Team Types and Leadership Styles Profile or Report
	I need to provide the candidate and the line manager with some written feedback from the OPQ	Premium Plus Report*
	I want to identify candidates who are likely to make good leaders	Leadership Report

\*Scores from some of the Verify ability tests can be used in these reports

## OPQ32 reports for development

<b>Audience</b> Who is the key recipient?	<b>Need</b> What information do they need? What are they trying to achieve?	<b>Report name</b> Which report is suitable?
<b>Person completing OPQ and / or line manager</b>	I want to understand which areas are my strengths and which areas I may need to develop	UCF Development Action Planner Report*
	I want to work with my direct report to design a development plan	
	I want to understand how I could learn more effectively	Maximizing Your Learning Report
	I want to understand how I work as part of a team and how I can improve my performance I want to know how I can help improve the performance of an individual within my team	Team Impact Development - Individual Report
	I want to improve my team's performance I want to understand the issues within my team I want to create a new team that will work well together	Team Impact Development - Group Report
<b>OPQ trained person</b>	I want to help line managers understand how to get the best from the individuals they manage	Team Types and Leadership Styles Report
	I want to help the organization identify and develop future leaders	Leadership Report
	I want to help develop leadership skills within my organization I need information to help facilitate development, focusing on interpersonal skills	Emotional Intelligence Report Emotional and Social Competency Report

## OPQ32 reports for career guidance

<b>Audience</b> Who is the key recipient?	<b>Need</b> What information do they need? What are they trying to achieve?	<b>Report name</b> Which report is suitable?
<b>Career guidance coach or person completing OPQ</b>	I want to understand which areas are my strengths and which areas I may need to develop I want to advise an individual on their strengths and link these to potential job roles they are likely to be successful in I need help to structure the process of exploring my (or someone else's) career options further I want to be able to identify which aspects of my (or someone else's) behavioral style are likely to be a strength or a challenge in a job search context I need help on how best to position key competency strengths throughout the process of applying for jobs	Careers Guidance Report

#### A Choice of SHL Talent Measurement Solution Delivery Options:

- **Self-service** – we give you direct access to our online assessments
- **Managed services** – we administer and deliver the assessments on your behalf
- **Customized** – we implement your own in-house system or delivery website, including your own branding if required
- **Integrated** - We integrate our assessment portfolio seamlessly into your chosen recruitment, applicant tracking or talent management system

For more information on how CEB's SHL Talent Measurement Solutions can help your organization, speak to your account manager or email us at [info@shl.com](mailto:info@shl.com)

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#### About CEB

CEB is the leading member-based advisory company. By combining the best practices of thousands of member companies with our advanced research methodologies and human capital analytics, we equip senior leaders and their teams with insight and actionable solutions to transform operations. This distinctive approach, pioneered by CEB, enables executives to harness peer perspectives and tap into breakthrough innovation without costly consulting or reinvention. The CEB member network includes more than 16,000 executives and the majority of top companies globally.

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