



PERSONNEL
DECISIONS

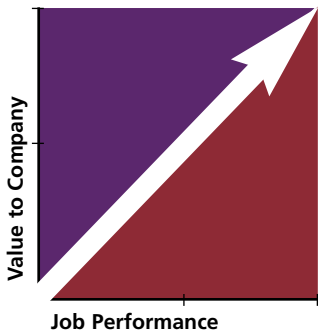
ASSESSMENT
SOLUTIONS

*Measure and Optimize
the Capabilities
Needed for Success*

Meet Today's Business Ch

"PDI plays a key role in accelerating the development of TI's managers. Individual feedback from the assessment process is a vital component in our leadership development."

Tom Engibous
President and
Chief Executive Officer
Texas Instruments



As performance increases, so does an employee's value to the company.

THE PEOPLE ADVANTAGE

Leading companies recognize more than ever that success depends on the quality of their people. It is people who set strategy, make critical decisions, bring in business, develop new offerings, manage budgets, and drive change. If your people do their jobs better and faster than the competition, you win. If they do them ineffectively or slowly, you lose. Think of the advantage you would have if you consistently hired and promoted greater talent and developed it faster than your competitors.

Differences in people's performance impact your bottom line. Strong performers increase revenue and profit by developing effective ideas and strategies, winning support for them, and inspiring others to get them implemented. They cut through bureaucracy, bring ideas to market quickly, meet commitments, and reduce costs. Weak or marginal performers hurt your bottom line by making poor decisions, working inefficiently, failing to get others' support, and being slow to change.

HR PROCESSES CAN RAISE PERFORMANCE LEVELS

As the value of people increases, organizations are being challenged to compete harder for talented employees and maximize the return on their people. Managers are driven to hire and retain strong performers, align them with business goals, help them increase their capabilities, and adapt their skills to changing market demands.

Human resources professionals play two important roles in supporting these imperatives:

- Filling critical jobs with strong performers through effective selection, promotion, and succession-management processes.
- Developing the key capabilities needed for future success.

Building strong processes in these areas can increase competitive advantage, make a positive financial impact, and position your organization for the future.

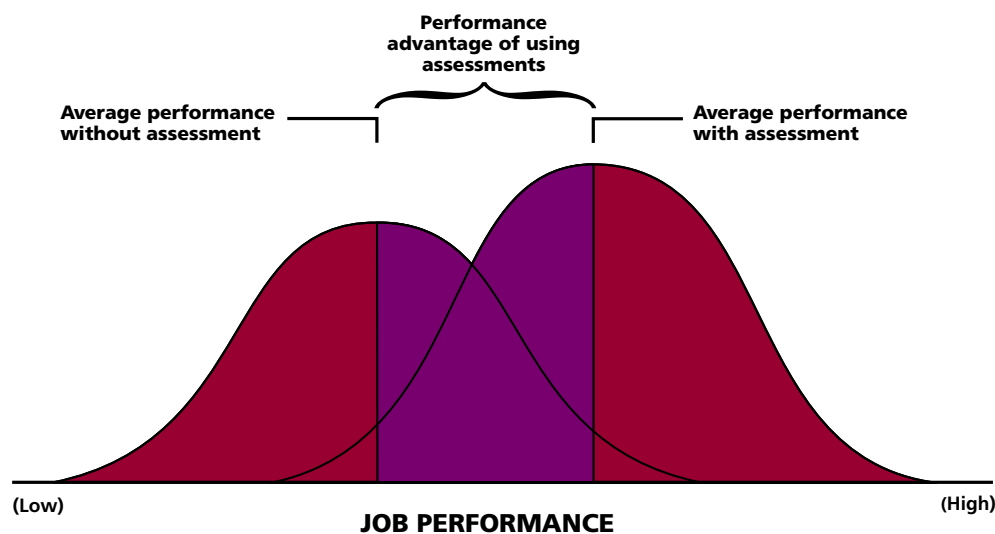
EFFECTIVE ASSESSMENT MEANS STRONGER PERFORMERS

Assessment is the process of evaluating whether an individual has the capabilities to be a strong performer in a particular role both now and in the future. It provides the most accurate information possible for making decisions about people's readiness and potential and for driving their development. Assessment is most important in career transitions that involve new challenges and require new capabilities: selection into an organization, promotion to or development for a higher-level role, a significant change in job scope and responsibilities, or a lateral move to a very different role. It can also pinpoint ways to be more effective in the current role.

allenges

ACCURATELY PREDICT FUTURE PERFORMANCE

Accurately predicting performance in these transitions can be difficult. A well-designed assessment solution can dramatically increase your ability to predict performance and help people succeed in new roles.



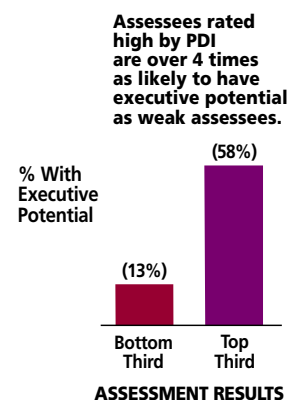
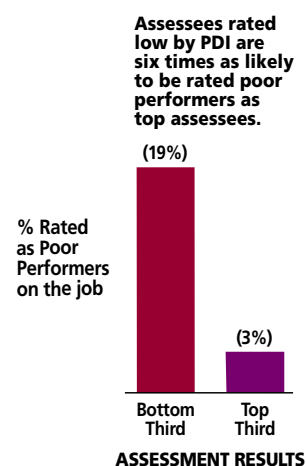
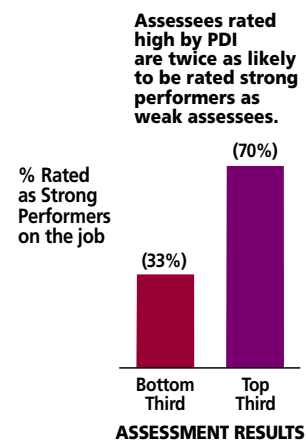
ACCELERATE DEVELOPMENT

An effective developmental assessment:

- clarifies performance expectations.
- communicates the capabilities needed for a new role.
- highlights the gaps between current capabilities and those needed.
- equips people with tools and support for increasing their capabilities.
- motivates people to develop their capabilities.

IMPROVE RETENTION AND MORALE

Assessment can have a significant impact on employee retention and morale. When decisions are made based on assessment results, people perceive the organization's hiring and promotion practices to be objective, quality-oriented, and fair. Regular use of assessment conveys a company's desire to invest in helping employees grow and develop their skills. It encourages people to prepare for future roles and establishes a more empowering, supportive culture.



Features to Maximize Accuracy

“Because PDI’s assessments were true to the district sales manager’s job, we had accurate information for judging the potential of each candidate. What’s more, candidates felt they had been given a fair chance.”

Ben Dowell
Vice President
Center for Leadership
Development
Bristol-Myers Squibb

TARGETED TO BUSINESS NEEDS

Well-designed assessment solutions target your organization’s specific goals and needs. They are linked to business challenges and strategic direction and based on a solid understanding of the problems you need to address within your organization’s culture.



RELEVANT TO SPECIFIC ROLES

Assessment is most accurate when it addresses the responsibilities and challenges of a particular role, including the competencies needed for future success. An effective assessment reflects an understanding of the level of competence needed in the role and addresses key questions about the people assessed.

INCLUDES THE MOST ACCURATE TOOLS

The breadth and depth of the assessment process should match the importance and complexity of the role. For most skilled jobs and management roles, accurate predictions come from using a variety of methods and tools to gather as much relevant information as possible about the individual. The most powerful and accurate of these tools are business simulations that evaluate one’s capability in dealing with current and future challenges of the role. Additional tools can provide good measures of behavioral competencies, work styles, abilities, motivation and values, experience, and goals. For less-skilled roles, simpler solutions can provide the needed level of accuracy.

Accuracy and Stimulate Development

CONSISTENT QUALITY

Consistent quality ensures that all individuals are assessed in a fair and objective manner, so you can compare results and make informed decisions with confidence. When well-trained staff are involved and the same instruments, methods, and standards are used to assess every candidate for a particular role, the results are consistent — no matter who conducts the assessment or where it is conducted.

USEFUL OUTCOMES

The assessment process should provide useful output that fulfills the individual's and the organization's goals. For example, assessment results may include a selection recommendation, development suggestions, individual and organizational feedback, group comparison reports, coaching, and developmental support. Participants and users of assessment must understand the process and know how to make the best use of the results.

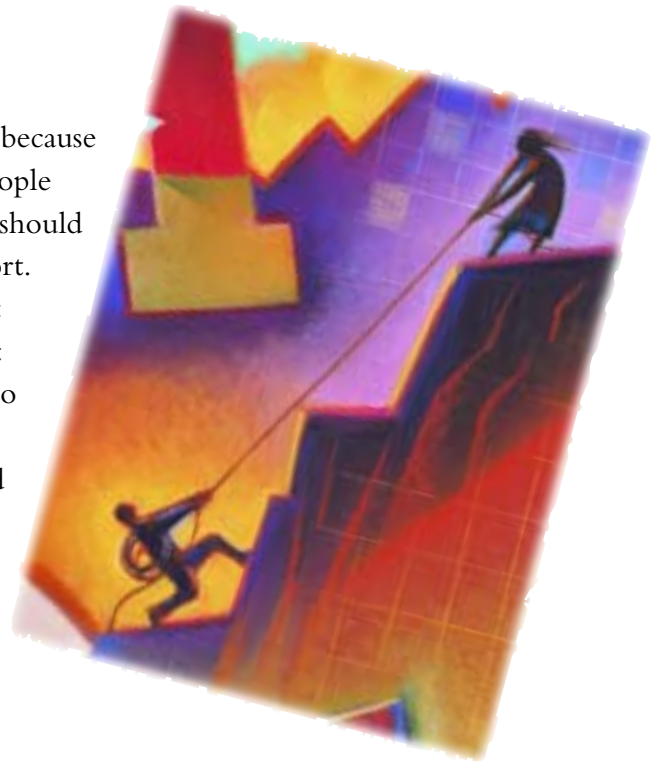
COMMITMENT TO BENEFITING PARTICIPANTS

It is crucial that participants be treated with respect and care, because a poorly managed assessment can create anxiety and keep people from doing their best. Staff people delivering the assessment should give participants a high level of personal attention and support. This can be the crucial difference in how well the assessment results are accepted. Because assessment provides useful insight into an individual's capabilities and offers guidance on how to best leverage strengths and experience, most people find the assessment process to be a rewarding, personally valuable, and even life-changing experience.

PDI works diligently to provide these features in each and every assessment.

"Assessment – asking the right questions up front – is the basis of all human resources activities, whether they are selection, performance management, succession planning, or development."

Karen Monroe
Director
Human Resource Development
Compaq



Why Choose Personnel D

"PDI helped us create a worldwide people development system and process that is assessment-based, competency-driven, and business-focused. It's designed to provide the right people at the right time."

Karen Monroe
Director
Human Resource Development
Compaq

WORLD LEADERSHIP

Personnel Decisions International (PDI) is the world leader in assessing the capabilities needed for superior job performance. We have been providing assessment solutions for over 30 years. Our consultants have delivered assessments in many languages and more than 30 countries. Every year, PDI assesses more than 5,000 leaders, provides multi-rater feedback to over 50,000 people, and helps select more than 500,000 employees around the world.

UNSURPASSED EXPERTISE

PDI's expertise resides in the quality of our people. To maintain our position as a world leader, we use rigorous hiring standards, invest in ongoing training, and involve our people in challenging work with leading organizations. We constantly develop new tools and create pragmatic solutions that target emerging business challenges. Our work is grounded in organizational psychology and the science of measuring and developing people, as well as more than three decades of experience and applied research. Our vast database of information on success factors at all position levels gives us invaluable insight into what it takes to be successful in critical roles. Information from more than 40,000 assessments allows us to perform comparisons both within and across organizational levels and industries. We have unmatched expertise in custom-designing assessment solutions, assessing capabilities, providing feedback, and coaching.

SUPERIOR ACCURACY IN PREDICTING PERFORMANCE

PDI's multifaceted approach to assessing leaders has been proven to be a more accurate predictor of performance than assessments consisting only of interviews and testing. Validity studies have shown that our average predictive accuracy across all job levels is 30 percent higher than the assessment industry average – and even higher for mid-level leaders and executives.



Decisions International?

STRONG RETURN ON INVESTMENT

Not only are PDI's assessment processes highly accurate, they also contribute significantly to the bottom line. Research with client organizations has demonstrated return on investment that consistently exceeds targets.

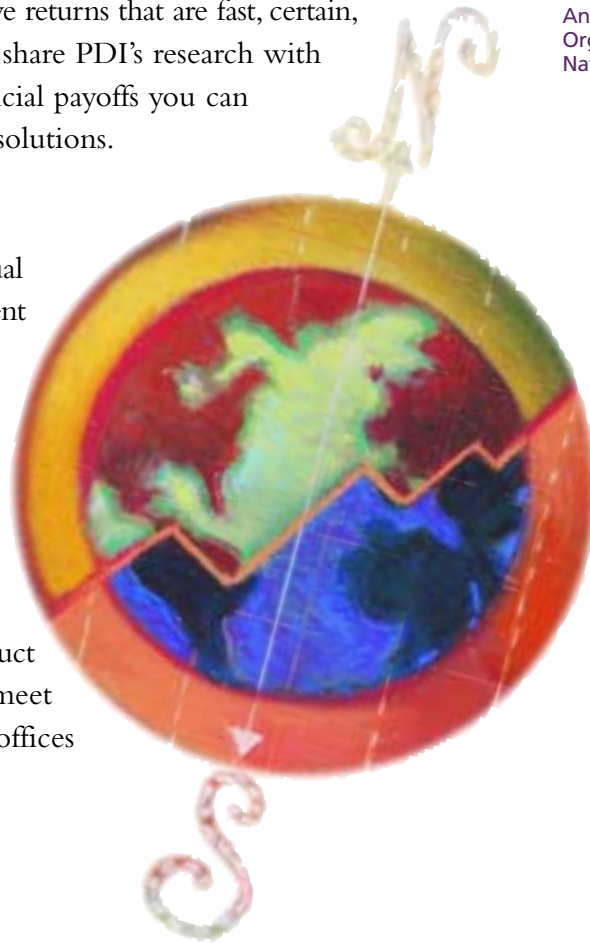
By applying the results of PDI assessments to selection, promotion, and succession decisions, clients achieve returns that are fast, certain, and substantial. We will be happy to share PDI's research with you and help you calculate the financial payoffs you can expect from using PDI's assessment solutions.

GLOBAL CAPABILITIES

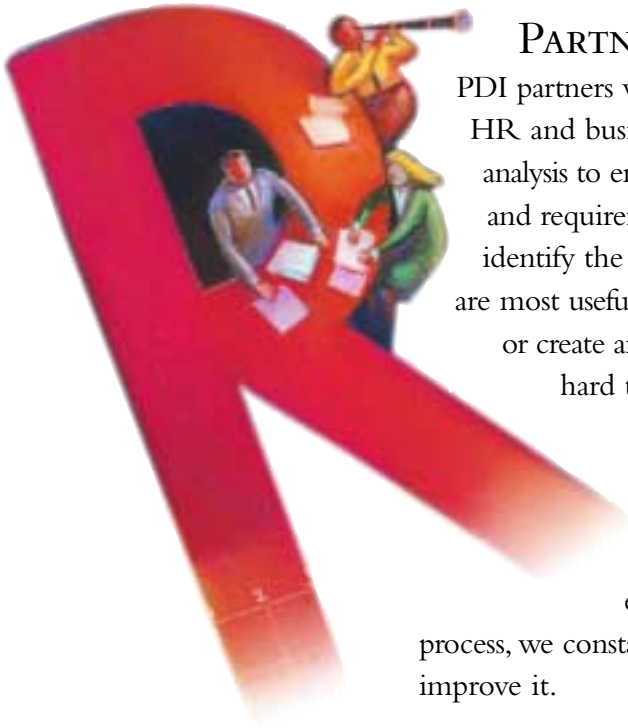
PDI can provide you with multilingual services and assist in creating assessment solutions that take into consideration cultural differences, intercultural sensitivity, and cross-geography coordination. PDI's Global Assessment Information Network (GAIN) computer system provides our staff with the client information and assessment tools we need to conduct quality assessments consistently and meet the same requirements in all of our offices worldwide.

"PDI's consultants have impressed us with their high level of expertise, commitment to quality, and dedication to meeting our needs, making us feel that we always got more than we paid for."

Andrew Watson
Organisation Excellence Leader
National Semiconductor



Our Comprehensive App



PARTNER TO DESIGN THE RIGHT SOLUTION

PDI partners with you to define and develop the right solutions to meet your HR and business challenges. Our client team starts with a pre-assessment analysis to ensure we understand your organization's needs and the challenges and requirements of the target role for assessment. We work with you to identify the output and follow-up you need and the forms of delivery that are most useful for you. Only when these steps are complete do we recommend or create an assessment solution that will meet your objectives. We work hard to earn a mutually beneficial, long-term relationship.

EXCEED EXPECTATIONS

We do our best to ensure that all our assessment solutions exceed your expectations. Because our client evaluation systems are the foundation for our quality improvement process, we constantly monitor our clients' satisfaction and work to continuously improve it.

OFFER FLEXIBLE SOLUTIONS

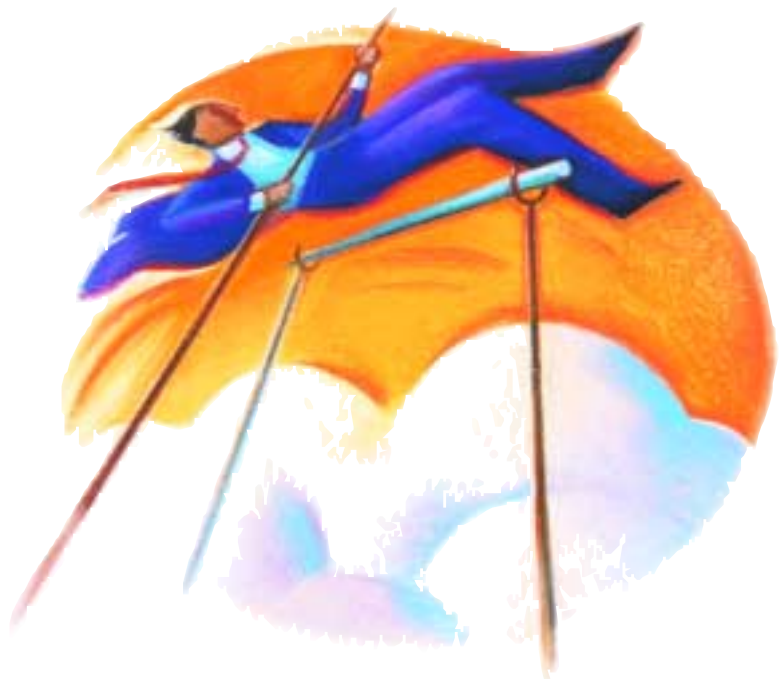
To better meet your unique assessment needs, PDI's assessment solutions can take a variety of forms:

"Just-in-time" Decisions or Broad, Ongoing Processes

PDI solutions can range from assessing two candidates for a position on short notice to designing an ongoing assessment and succession-management process for hundreds or thousands of people in an organization.

"One of PDI's key values is their global presence. Utilizing offices around the world we found consistent, high quality standards providing a seamless partnership."

Andrew Watson
Organisation Excellence Leader
National Semiconductor



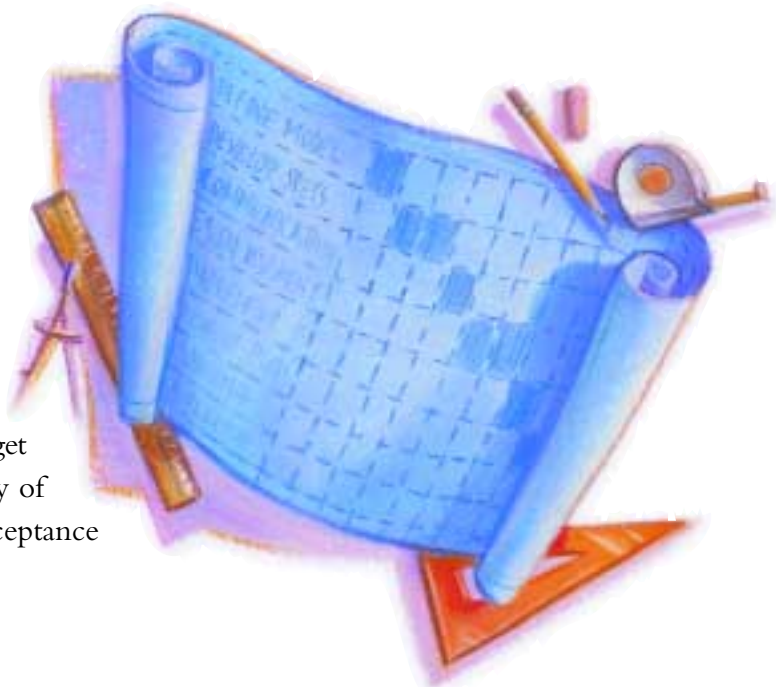
A Range of Assessment Content

PDI offers several options for providing the content of the assessment in a way that best meets your needs.

Standard Solutions. We have pre-designed packages for clients with small numbers of people to assess or who need assessment results quickly. We can provide quick results if the target role closely matches one of our standard assessment models. These models capture the unique challenges and competencies of various job levels, from skilled individual contributor to senior executive, and are packaged to meet specific assessment needs — selecting external candidates, promoting leaders, preparing employees for new challenges, or identifying high-potentials.

Tailored Solutions. Standard packages can be modified slightly to more closely reflect the unique challenges, responsibilities, and competencies of your organization and the target role.

Custom Solutions. Assessment tools can be customized to closely match your industry or business situation as well as the responsibilities and competencies of the target role. Custom solutions maximize the accuracy of the predictions and promote widespread acceptance of outcomes based on assessment results.



“PDI’s national scope allowed us to assess more than 100 candidates simultaneously across the country.”

Ben Dowell
Vice President
Center for Leadership
Development
Bristol-Myers Squibb

Our Staff or Yours

Your assessment solution may involve using PDI’s highly trained staff, or we can train your HR staff or line managers to conduct and administer assessments. You may also choose to use a combination of PDI consultants and your staff.

Anywhere You Want, Any Quantity You Need

Assessments can be performed one-on-one or in group settings. They can be conducted in any of our worldwide offices or at a site of your choosing.

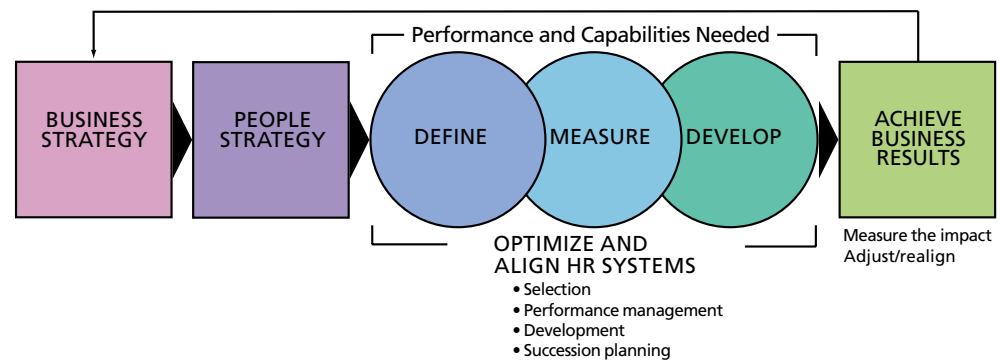
Optimize People's Potent

"Since we started the formal assessment program, we have greatly increased our capacity to promote from within, doubling the number of management positions filled from within the company. Now more than 80% of our promotions are filled internally."

Michael Wright
Chairman and CEO
SUPERVALU

BUILDING SUCCESSFUL ORGANIZATIONS

Since 1967, Personnel Decisions International has helped hundreds of organizations around the world meet their business challenges through integrated solutions to human resources needs. Our business is based on the belief that the performance and capabilities of people are the keys to our clients' success — and when our clients are successful, we are successful.



We work in partnership with our clients to pinpoint their business needs, then we bring together PDI consulting, services, and tools to meet those needs. PDI Assessment Solutions can be integrated into your existing human resources systems or implemented as part of a total PDI "Define, Measure, Develop" strategy. Our services and products can be combined into seamless systems that work together to help you achieve your organizational goals. We can develop a system to help you:

DEFINE SUCCESSFUL PERFORMANCE

- Strategic Performance Modeling produces a comprehensive description of the performance and capability requirements for a job, job family, or multiple roles in the organization.
- Return On People™ helps organizations gain the knowledge and skills to maximize the business impact of human resources investments.
- Organizational Effectiveness Services help business leaders translate their strategic goals into the organizational capabilities required to achieve success and sustain competitive advantage.

MEASURE CAPABILITIES AND POTENTIAL

- Assessment Solutions help organizations put the right people in the right roles, identify readiness and potential for increasing responsibility, and provide individuals with a strong target and commitment for development.
- Multi-rater tools and processes provide individuals and/or teams with performance information from a full range of sources — bosses, peers, direct reports, and clients. They can be fully customized to reflect key competencies that drive your business.
- Selection Systems help you recruit, hire, and retain better entry-level employees and assess people for high-volume jobs in remote locations.

DEVELOP THE CAPABILITIES OF INDIVIDUALS, TEAMS, AND THE ORGANIZATION

- Development consultants can help you create an organization-wide system for development. They work with executives to shape organizational development strategies, build and develop leadership teams, and strengthen individual performance.
- Coaching Services provide proven and lasting change. Our professionals provide personalized, one-on-one guidance and training that help talented managers and executives accelerate their learning, address performance needs, and strengthen their capabilities for current or future roles.
- PDI offers in-company and public enrollment training in leadership, as well as skill-specific programs that emphasize transfer of learning back to the job. We can tailor our programs for the specific needs of your organization and create customized programs to address almost any training need.

For additional information on how Personnel Decisions International can help you to raise performance levels and improve your bottom line, contact your nearest PDI office listed on the back of this brochure. In the U.S., call PDI Client Relations at 800.633.4410.

“PDI’s breadth of knowledge and wealth of resources are a strong benefit for our company. We appreciate being able to get so many of the services we need from one source. And we appreciate the down-to-earth feedback and counsel we get at all levels of our organization.”

Paul Brunelle
Vice President
Personnel Resources
Tennant

PDI books and software products provide practical, developmental recommendations and plans for executives, managers, individual contributors, and coaches and include:

- *Successful Manager’s Handbook*
- DevelopMentor® software
- *Leader As Coach*
- PDI’s On-line Development Library
- *Development FIRST*
- *The Executive Handbook*

PERSONNEL DECISIONS INTERNATIONAL

IS A GLOBAL, MULTISERVICE HUMAN
RESOURCES CONSULTING FIRM.

OUR GOAL IS TO HELP CLIENTS
BUILD EFFECTIVE ORGANIZATIONS
AND GAIN COMPETITIVE ADVANTAGE
THROUGH WISELY CHOOSING
AND EFFECTIVELY DEVELOPING THEIR
MOST IMPORTANT ASSET — PEOPLE.

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BUILDING SUCCESSFUL ORGANIZATIONS