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Recovery offers its own unique set of challenges. While most organizations are breathing a collective sigh of relief, they are also painfully aware that they may not be ready or able to deliver as business picks up. Due to staffing cuts during the lean times, they may simply not have the people in place; or those that remain may be disheartened and de-motivated by the stress of the past year.

The power of a positive work climate and the extra effort it encourages should not be underestimated. Research shows that employees working in engaging climates outperform peers in a less robust environment by as much as 30 percent.

We have the tools and learning platforms you need to assess and develop your employees and leaders. We offer validated diagnostic tools, some of which have been used by the world’s leading organizations for more than 40 years. We specialize in leadership development, emotional intelligence, 360 assessment tools and learning styles.

Together, these elements create an engaging, empowering work climate. Incorporating them can add extraordinary value to your organization and your employees.
Leadership development

*What distinguishes the best organizations…*
What are they doing to maintain high performance in a challenging business environment?

*They’re leading*
Their top teams, executives, managers and front-line supervisors are delivering results through others. They’re bringing out the best in their staff, inspiring and engaging each individual they work with.

*Focus on execution—and behave like they mean it*
Our research tells us that outstanding leaders bring out the best in others by managing their own behavior. They draw on the right mix of leadership styles, competencies, emotional intelligence and values to create motivating climates for their teams. They foster clarity, trust, teamwork and, ultimately, they deliver results.

*Great leaders are made, not born*
Successful organizations don’t take chances on leadership effectiveness. They invest in tools that deliver—that can help managers, at any level, understand and improve their leadership approach.

Over 300,000 executives and managers, from around the globe, have used our leadership tools. They have been able to benchmark themselves against the very best, receive feedback on key behaviors and explore new ways of raising performance; their own and others.

Our research database, which informs our validated diagnostic tools, remains the world’s largest and most comprehensive. The result—leadership development that delivers a return.

“The business environment is continually changing, and a leader must respond in kind. Hour to hour, day to day, week to week, executives must play their leadership styles like a pro—using the right one at just the right time and in the right measure. The payoff is in the results.”

*Daniel Goleman*
*Leadership That Gets Results*
Our research suggests that the most effective leaders use a collection of six leadership styles outlined below. There is no one right or wrong leadership style; the most effective style depends on, and varies according to the task, people and situation. The vast majority of leaders creating de-motivating climates only use two or fewer styles of leadership. By contrast, the majority of leaders creating high performing climates consistently use three or more styles of leadership. Leaders who can create positive climates for their teams make a positive impact on bottom line performance.

The inventory of leadership styles (ILS) is a 180°, on-line assessment based on the work begun at Harvard University by psychologists Litwin and Stringer and David McCelland’s theory of motivation. It has been used in leading organizations around the world for over 40 years. The ILS measures six styles of leadership that have been found to impact the climate and the subsequent performance of the team.

- **Coercive:** Demands compliance and can contaminate everyone’s mood and drive talent away. To be used sparingly—in a crisis or to kick-start an urgent turnaround.
- **Authoritative:** Inspires and explains how and why people’s efforts contribute to the ‘vision’. Moves people towards shared outcomes through clarity and feedback.
- **Affiliative:** Creates harmony that boosts morale and solves conflict—a useful style for healing rifts in a team or for motivating during stressful times.
- **Democratic:** Builds commitment through consensus. A Democratic leader values people’s input and new ideas.
- **Pacesetting:** Strong focus on task accomplishment, has high personal standards and initiative. Can be impatient and prone to micromanaging and leading only through example.
- **Coaching:** Listens and helps people identify their own strengths and weaknesses. Encourages, delegates and improves performance by building their people’s long term capabilities.

The ILS is normed against tens of thousands of managers around the world, across industries, and across job functions and levels.

The ILS will help your leaders to:
- identify leadership styles they need to strengthen to be more effective;
- impact their team’s work climate in a positive way—and ultimately performance as well;
- use the right styles at the right time, in the right measure, to achieve results.

The ILS is most beneficial when used in conjunction with the organizational climate survey (OCS) as climate is directly related to performance. Accreditation is required in order to use the ILS and OCS.

To find out more please contact:
Australia: 1800 150 124 or marketing_pacific@haygroup.com
Leadership really matters in a recovery. In the good times achieving goals brings its own rewards. But when targets aren’t being met, employees need something more. They need a working environment that inspires their individual effort and team commitment. They need a climate that drives performance. Our research shows that leadership accounts for an average of 70% of the variance in climate and a positive climate will increase important bottom line performance measures by up to 30%. So the more you improve the environment, the higher the performance of your team will be.

The organizational climate survey (OCS) is a 180°, multi-rater assessment that has been used to improve performance in organizations around the world for over 40 years. The OCS is distinct from culture or employee opinion surveys in that it measures dimensions that are directly influenced by the immediate manager. The measure identifies six key dimensions of organizational climate.

- **Clarity:** everyone in the organization knows what is expected of them.
- **Standards:** challenging but attainable goals are set.
- **Responsibility:** employees are given authority to accomplish tasks.
- **Flexibility:** there are no unnecessary rules, policies and procedures.
- **Rewards:** employees are recognized and rewarded for good performance.
- **Team Commitment:** people are proud to belong to the organization.

The OCS is like a profit-and-loss statement for the manager, because organizational climate has a direct impact on the performance of the team. The survey is normed against tens of thousands of managers around the world, across industries and across job functions and levels.

The OCS:

- helps leaders identify climate areas that need attention to improve performance
- helps leaders understand the climate they themselves experience on a daily basis and whether they are passing issues along to their team
- can be used as a tool to improve performance across the organization or as part of a leadership development program
- can be used as part of an executive coaching intervention or any one-to-one coaching and development process.

The OCS is most beneficial when used in conjunction with the Inventory of Leadership Styles (ILS) as leadership style directly impacts organizational climate. Accreditation is required in order to use the ILS and OCS.

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**Organizational climate survey (OCS)**

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Managerial style workbook

It is pretty easy for most of us to immediately identify the best (and worst) managers we have ever had, because these are managers that brought out the best (and worst) in us. We can even identify the factors that set the best managers apart—the things that they specifically did (or did not do) to improve our morale and performance. Hay Group research has identified six managerial styles that encompass these factors. In addition, the research shows that by taking the right approach in a given situation, a manager can positively impact the bottom-line.

Whether you are a new or experienced manager, the managerial style workbook (MSW) will introduce you to these six managerial styles, and will provide you with an opportunity to reflect on your preferred style and whether or not it is the most appropriate style for your situation.

Managers can use this workbook to:

- understand which of the six management styles (coercive, authoritative, affiliative, coaching, democratic, and pacesetting) they use most frequently
- think through what their situation requires of them
- perform some gap analysis (what I do versus what my situation requires)
- get tips on when a particular style is more—or less—effective
- start to think about action items.

Disclaimer: The MSW is not a diagnostic tool. For a comprehensive assessment of managerial style, Hay Group recommends the inventory of leadership styles (ILS), an internet-administered, 180° assessment. The ILS can only be administered by a Hay Group consultant or an accredited professional.

To find out more please contact:
Australia: 1800 150 124 or marketing_pacific@haygroup.com

“ The result of more motivated workers is demonstrated clearly in the bottom line.”
What’s it like to work in your organization? Is it a place where people are clear on the organization’s goals and how their individual roles contribute? Are people encouraged to give their best effort to the job at hand, and are they recognized for doing so? Do people feel committed to their team? These are important distinctions—ones that impact bottom-line performance. We call it ‘organizational climate’.

The organizational climate workbook (OCW) introduces managers to six organizational climate dimensions—clarity, rewards, standards, responsibility, flexibility, and team commitment. It provides managers with an opportunity to rate the climate they experience, to think about the climate they create for their team, and how they can improve on it.

The climate exercise is really helpful:

- to introduce the concept of organizational climate and the climate dimensions
- to get managers thinking about ways to improve both the climate they experience and the one they create
- in leadership and management development programs or within one-to-one coaching
- alongside the managerial style workbook (MSW) to provide the bigger picture of managerial behavior and impact.

Disclaimer: The OCW is not a diagnostic tool. For a comprehensive assessment of organizational climate, Hay Group recommends the organizational climate survey (OCS), an internet-administered, 180° assessment. The OCS can only be administered by a Hay Group consultant or an accredited professional.

To find out more please contact: Australia: 1800 150 124 or marketing_pacific@haygroup.com

“Research shows that the right climate can increase performance.”
Leadership style and organizational climate e-learning modules

Why e-learning?

Now more than ever, organizations are looking for an affordable way to reach more of their leadership population while maintaining quality. They want a consistent approach to development throughout the organization and they need to ensure that large-scale development can be rolled-out globally, regardless of local factors such as language or location. They also want to reduce the time that managers spend away from the office at training sessions or workshops.

In order to help our clients accomplish all of these objectives, we have designed leadership styles and organizational climate e-learning modules to complement the face-to-face time they devote to developing their people. The modules enable learners to engage with what climate and leadership styles really mean—through the mistakes and triumphs of ‘Jim’ (a manager facing a new and challenging role). Fun, interactive challenges offer learners the chance to consolidate their knowledge of climate and leadership styles and their application in day-to-day managerial life. Learners can also access reference material, useful articles and compelling case studies throughout.

The modules can be purchased as stand-alone products, or as part of a blended development intervention, such as:

- introducing the participants to the concepts of styles and climate
- pre-work for a facilitated leadership program/workshop
- follow-up to leadership programs to reinforce the learning
- one on one coaching support.

To find out more please contact:
Australia: 1800 150 124 or marketing_pacific@haygroup.com
Organizations have never faced greater challenges in securing the future of their leadership than they do right now. In the face of today’s static or shrinking workforce, with veteran managers approaching retirement in record numbers and intense global competition for the most talented individuals, your organization must find a way to identify and develop future leaders from within. But how do you decide who is ready to benefit from an investment in leadership development?

The growth factor inventory (GFI) solves a key problem organizations face in accurately measuring entry and mid-level managers as possible future leaders: separating current performance from future potential. Too often, senior managers have difficulty disentangling strong results when dealing with current responsibilities, from strong capability to develop the skills required for senior leadership.

The GFI focuses specifically on those qualities that enable managers to fully exploit developmental opportunities—from mentoring to stretch assignments, to formal executive development programs. This cost effective, simple to administer evaluation tool enables your organization to identify managers with the capacity and competencies to develop into true leaders.

The factors assessed using the GFI are focused on the long term development of leadership potential—not on immediate results in an individual’s current job. In fact, the factors provide a ‘reality check’ to negative evaluations of an entry-level employee. Some supervisors, for example, might evaluate neutrally or even negatively a junior who asks challenging questions beyond their immediate responsibilities—yet those questions can be signs of a strong potential for growth.

To find out more please contact:
Australia: 1800 150 124 or marketing_pacific@haygroup.com
Personal motives

Ever wonder why some of your leaders are so effective, yet others struggle? Why some wreak havoc on their teams and departments, while others seem to effortlessly engage and energize those they lead?

Now you can help your leaders better understand themselves, why they tend to do the things they do, what’s behind their choices and behavior, and how that impacts their effectiveness as managers and executives.

Hay Group’s own proprietary assessment tools, developed by renowned Harvard psychologist David C. McClelland and backed by more than 50 years of research, can help your leaders measure two critical forces that shape their actions and behaviors: their motives and values.

Our picture story exercise (PSE) assesses an individual’s critical social motives, three non-conscious concerns or needs that are shown to exert a powerful force in shaping all of our behavior. The PSE explores an individual’s underlying need for meeting or exceeding personal standards of excellence (achievement); for maintaining close personal relationships (affiliation), and for having an impact or influence on others (power).

Our personal values questionnaire (PVQ) explores how we more consciously value each of these concepts, and how these values also impact our actions and choices. The PSE and the PVQ are used by hundreds of organizations around the world as benchmark tools for assessing, coaching, and developing successful, high-performing leaders. The PVQ can be self-administered. The PSE can only be administered by Hay Group consultants.

To find out more please contact:
Australia: 1800 150 124 or marketing_pacific@haygroup.com
Personal values questionnaire (PVQ)

Based on the research of renowned psychologist Dr. David McClelland, the PVQ is a simple and practical self-assessment tool that measures the importance you attach to the three social values—achievement, affiliation and power.

Your values are determined by a combination of your upbringing, education, culture and work life. With an objective understanding of what’s important to you, you can better understand the choices you make about where to invest your time and energy. This may even explain why you always make time for some people, or activities, and never seem to get around to others.

Simple questions with revealing answers

From an organizational point of view, gaps between personal values and job demands can mean lower productivity and higher staff turnover. If managers know where these gaps exist, they are in a better position to close them by reassigning employees to other departments or roles, developing employees within their existing roles, or redesigning jobs.

From a personal point of view, you’ll discover what you can do to maximize the fit between your values, your job and your organization. You will be better able to seek out those people, projects and opportunities that fit your personal values.

What do you think is important?

Achievement: the extent to which we want to achieve tasks or standards.

Affiliation: the extent to which we seek out and maintain close, friendly relationships.

Power: the extent to which we want to impact and influence others.
Influence strategies exercise (ISE)

Based on classic studies into the sources of managerial power, the influence strategies exercise (ISE) helps participants identify and develop their influencing techniques. It helps individuals identify the strategies they tend to use, evaluate their effectiveness, and stretch their ability to impact others.

French and Raven published their historic study of managerial power in 1959, which started a trend among researchers and theorists to study influence tactics. The Hay Group combined all of this research with 15 years of its own applied research studies to identify the most effective strategies for influencing others.

There are no right or wrong strategies; all nine of these influencing behaviors can make communication more efficient and effective. No one influence strategy works in all situations—or with all people. The key is to be aware of what you can do, and the impact it will have on the situation you are in.

What influence will it have on your business?

The ISE is great when you need a simple, straightforward way to get people thinking about how they influence others and how their influencing behaviors are actually perceived by others. This can be used with anyone at any level—they do not need to be a manager—we all have people we need to influence.

The ISE is versatile and can be used in several ways:

- for self-assessment and to gather feedback from others
- in leadership and management development programs
- in one-to-one coaching
- alongside other self-score or 360° feedback resources to provide a bigger picture of individual behavior and impact.

This tool is especially useful for use within matrixed organizations, where individuals are constantly expected to get things done through others over whom they have no direct authority or control.

Nine ways to make your point

- **Empowerment**: making others feel valued by giving them praise
- **Interpersonal awareness**: identifying other people’s concerns
- **Bargaining**: gaining support by offering to exchange favors or resources
- **Relationship building**: taking time to get to know others personally
- **Organizational awareness**: identifying and getting the support of key people
- **Common vision**: showing how one’s ideas support the organization’s goals
- **Impact management**: presenting ideas in such a way as to gain support
- **Logical persuasion**: using logical facts, reasons, and data to convince others
- **Coercion**: using threats or pressure to get others to do what you want
Optimizing team development (OTD)

What is the difference between a high performing team and an average one? In the high performing team, team members work well together and share the same goals. The team’s purpose is based on strong business imperatives, and the collective effort is greater than the individual team members’ efforts.

Based on Beckhard’s classic model of team effectiveness, optimizing team development (OTD) is a simple self-assessment exercise to help you and your team focus your efforts to improve team performance. It measures how the members of your team perceive their performance across the four dimensions essential for team effectiveness. In addition, the development planning section assists team members in creating an action plan to identify their part in improving team performance.

The OTD will help you and your team:

- determine the core purpose of the team
- decide where to focus attention to make improvement happen
- identify and remove the barriers that are hindering effective performance
- share responsibility for removing these barriers.

For a team to be effective, all individual team members must be clear on these four dimensions. One of the easiest ways to increase the effectiveness of your team is to decide which dimension needs attention first in order to reduce the barriers that may stand in the way. Are you all clear on your goal as a team? Do team members understand their roles and the processes they need to follow? Are interactions among team members strained or ineffective? Using the OTD, teams can assess where they are now, and plan for where they aspire to be.

The four dimensions that drive team performance

Goals: What is the team trying to accomplish?
Roles: Who does what on the team?
Processes: How does the team accomplish its work?
Relationships: How do team members interact?
Kolb learning suite

We all learn in different ways. Each of us has preferences for how we tackle new experiences. While this sounds obvious, the implications are significant.

Understanding how you learn matters because it makes you more effective. It helps you approach problems, people and challenging situations with greater awareness and skill.

Understanding how others learn helps you bring out the best in them. It adds depth to your development work; as a coach, trainer, mentor or manager. It helps team members value their differences and put them to good use.

Experiential learning expert David Kolb, Ph.D. is the creator of the learning tools in this section. They are designed around his extensive research, and have been improved over the years based on feedback from millions of global users.

“I coined the term learning style in the late 60’s. I was trying to differentiate learning style from cognitive style because learning, in my view, is not just about thinking. It’s about thinking, reflecting, feeling, and acting.”

David A. Kolb
Founder of Experienced Based Learning Systems, Inc.
Kolb learning style inventory (LSI) 3.1

Everyone has their own way of learning. The LSI recognizes individual learning preferences, while encouraging individuals to expand and apply their learning strengths. Understanding your own style – and that of other people – can help you tune into the needs of others so that you and your team work more effectively.

Use the Kolb learning style inventory (LSI) to help your employees and students:

- understand how their learning style impacts upon problem solving, handling conflict, communication and career choice
- develop their learning styles to fit their roles
- find out why teams work well – or badly – together
- strengthen their overall learning.

Based on experiential learning theory, the learning style inventory was developed by David Kolb Ph.D. with research that began in 1971. It identifies four phases in the learning process.

- Experiencing: learning from experiences, being sensitive to feelings and people.
- Reflecting: reserving judgment, taking different perspectives, looking for meaning.
- Thinking: logically analyzing ideas, planning systematically, using concepts.
- Acting: showing an ability to get things done, taking risks, influencing.

The LSI enables people to identify which phases in the learning cycle they prefer and which they tend to avoid. It also helps them develop practical strategies for completing the full cycle in order to strengthen their overall learning, because learning is more effective and complete when we work through the full cycle.

Research grants: To apply for a research grant using the LSI, please email us_inquiry@haygroup.com

<table>
<thead>
<tr>
<th>The what, where, who and why of learning</th>
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<tbody>
<tr>
<td><strong>Experience</strong>: learning from specific experiences, being sensitive to feelings and people.</td>
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<td><strong>Observation</strong>: observing before making judgments, viewing issues from different perspectives, looking for the meaning of things.</td>
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<tr>
<td><strong>Thinking</strong>: logically analyzing ideas, planning systematically, acting on an intellectual basis.</td>
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<tr>
<td><strong>Action</strong>: showing an ability to get things done, taking risks, influencing people.</td>
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No of items: 12  
Time to complete: 30 minutes  
Created by: David A. Kolb, Ph.D.  
Type: Paper-based assessment  
Languages: English  
Related materials/resources: Facilitator guide to learning
Additional tools and resources

Facilitator guide to learning

This is an invaluable tool for anyone using instruments from the Kolb learning suite for the first time. The guide provides:

- an overview of experiential learning theory and individual learning styles
- in-depth information on the learning style inventory (LSI)
- ideas and guidelines for a variety of learning style sessions
- information on the LSI and career development
- guidelines on using additional learning suite products
Emotional intelligence tools

In partnership with Richard Boyatzis and Daniel Goleman, we bring you 360° diagnostics and tools to help people understand and improve their emotional and social intelligence.

If you’re in the business of helping people learn, their IQ is the starting point. But their EI is what sets them apart.

"The rules for work are changing. We’re being judged by a new yardstick: not just by how smart we are, but by how we handle ourselves and others."

Daniel Goleman, Working with Emotional Intelligence, 1998

"why today’s leaders need EI more than ever"

We all know someone who didn’t exactly shine at school, but went on to enjoy huge career success. The reason is simple: IQ is only one aspect of doing well. Other aspects involve our abilities to understand ourselves, empathize with others, and effectively manage others and ourselves. These are the basic principles of emotional intelligence.

Numerous studies have shown that EI makes the difference between a highly effective leader and an average one. In today’s competitive knowledge-driven organization, leadership is more important than ever. Today’s leaders—from top executives to line managers—must have more than just the right technical skills and IQ. They must possess emotional intelligence.

Emotional intelligence is essential to effective organizational leadership—and that’s even truer now than when it was introduced 10 years ago.
Emotional and social competency inventory (ESCI)

Our research has found that most of the characteristics that differentiate outstanding performers are these things that we call emotional and social competencies (otherwise known as ‘what makes people tick’). If individuals can see their intention—their own self-view—mirrored back to them and also see their impact through the eyes of their boss, their peers, their team, then they see what really matters. And unlike IQ, emotional intelligence can be developed.

Through our partnership with Dr. Daniel Goleman and Dr. Richard Boyatzis, we have developed a 360 degree behavioral measure of EI called the emotional and social competency inventory (ESCI). Feedback from the ESCI provides the focus for behavior change. It provides data on the behaviors that matter and is applicable to any leadership or professional role.

Emotionally intelligent leadership delivers results. Research has confirmed a significant performance gap between leaders who display the qualities of emotional intelligence and those who don’t. Our own work revealed that the most admired organizations report that their executives demonstrate higher degrees of emotional intelligence—and that the lack of these qualities contribute significantly to the failure of high-potential executives.

More research studies...

- In a study of 300 top-level executives from 15 global companies, 85-90% of leadership success was linked to social and emotional intelligence (Spencer, L.M., Jr,. 1999).
- In most complex jobs a top performer is 127% more productive than an average performer (Hunter, Schmidt & Judiesch, 1990).
- Competency research in over 200 organizations worldwide attributes ⅓ of this difference to technical and cognitive ability, and ⅔ to emotional competence, Goleman, 1998.

Emotional intelligence really is essential to effective organizational leadership. Leaders can learn how best to use and develop their abilities by discovering how emotionally intelligent they are and understanding the principles involved.
Schools only!

No of items: 70
Time to complete: 30 minutes
Created by: Richard Boyatzis, PhD
Type: Paper-based assessment
Languages: English

Emotional and social competency inventory - university edition (ESCI-U)

Show your students there’s more to life than IQ. Develop their EI.

You know there’s more to life than academic excellence, but do your students? For some, exam results are the be all and end all of achievement. For others, uncertainty about their future goals, especially in today’s economic climate, leaves them unable to manage their motivation. Either way, the chances are tomorrow’s leader isn’t the genius in the front row. A survey of Harvard graduates showed that their entrance results had a zero or negative correlation with their subsequent career performance. IQ may be a pre-requisite, but emotional intelligence makes the difference in meeting the challenges of both academic and working life.

The ESCI-U is a special version of the Boyatzis-Goleman emotional and social competency inventory (ESCI) available to universities at a dramatically lower price than the corporate version. The ESCI-U assesses 14 competencies (5 emotional intelligence, 7 social intelligence, and 2 cognitive). The multi-rater version of the ESCI-U is unique as the most well validated and widely used behavioral measure of emotional and social intelligence. The ESCI-U has a track record for use with students in schools, colleges and universities.

Benefits of incorporating the ESCI-U into your curriculum

The ESCI-U is a powerful tool for helping students understand how others view their behavior. The multi-rater feedback provides a platform for developing the critical emotional and social competencies empirically linked to effective performance in a wide variety of managerial, leadership and professional roles.

The ESCI-U can be used to conduct outcome assessment, a requirement for accreditation and renewal in the US, and a part of the requirements in the Bologna Accord for EU university programs. The test has been used for outcome assessment since 1996 as the key measure to assess the value added from entry to graduation in terms of these critical competencies.

The ESCI-U is currently used at the undergraduate, Masters, and doctoral levels in many countries.
Pathfinder
On-line development tool

Receiving feedback can be stimulating or even enlightening. Taking the next steps can be tricky. How do you direct development? Where will it go?

Pathfinder is an online personal development tool that allows individuals to do something practical with their feedback. It helps them understand their feedback, and supports them in planning and managing their own development. Our emotional and social competency inventory (ESCI) pathfi nder is based on Dr. Richard Boyatzis's and Dr. Daniel Goleman's extensive research into the behaviors that demonstrate emotional and social intelligence. It draws on Dr. David McClelland’s classic work into how we acquire competencies and integrate them into our personal repertoire, and incorporates Dr. Richard Boyatzis’s work on self-directed learning, personal change, and development.

Helping turn feedback into action

Pathfinder is a guided journey that makes this sometimes daunting process easier and more fun than sitting at a desk with a blank pad and pen. It helps individuals explore and reflect on their feedback, identify the direction they want to take and then create and manage their own personal development plans. The system also includes automated email reminders to keep them aware of their progress and help them to maintain those good intentions.

Each Pathfinder session takes about 15-20 minutes to work through. Pathfinder is very flexible. Users can go back over sections—or jump ahead—and they are able to allow their development coach access to their online development.

Note: Pathfinder is available for the ESCI and ECI and also for the inventory of leadership styles (ILS) and the organizational climate survey (OCS). The tool can be customized for organizations and linked to custom 360’s and competency models.

Price: Call for details.

To find out more please contact:
Australia: 1800 150 124 or marketing_pacific@haygroup.com
Emotional intelligence e-learning module

Why e-learning? Now more than ever, organizations are looking for an affordable way to reach more of their leadership population, while maintaining quality. They want a consistent approach to development throughout the organization, and they need to ensure that large-scale development can be rolled-out globally regardless of local factors such as language or location. They also want to reduce the time that managers spend away from the office at training sessions/workshops.

In order to help our clients accomplish all of these objectives, Hay Group offers an emotional intelligence e-learning module to complement the face-to-face time they devote to developing their people.

The module can be purchased as a stand-alone product, or as part of a blended development intervention, such as:

- introducing the participants to the concepts of EI
- pre-work for a facilitated leadership program/workshop
- follow-up to leadership programs to reinforce the learning
- one on one coaching support.

Please call for more information.

The EI workbook

The EI workbook is designed to help individuals further understand and develop their emotional and social intelligence competencies. It includes:

- practical exercises designed to help tackle the challenges of everyday life
- detailed information and development tips about each of the competencies
- a wealth of activities to help build on EI strengths.

The workbook can be used:

- as a follow-on to the ESCI assessment...to help participants process feedback results and take actual steps to improving their EI
- in a workshop setting to introduce Emotional Intelligence, as well as help individuals make sense of their feedback
- as a self-development tool
- as a stand-alone, awareness-building tool for Emotional Intelligence.

Note: An ECI version of the workbook is also available for those who prefer to use with the emotional competency inventory (ECI).
EI card deck

Do you want to have fun with EI—while at the same time emphasizing just how important it is? Do you want to help participants make the link between EI and the challenges of work and everyday life? Or do you simply want to do something different when you deliver EI programs? If you answered ‘yes’ to any of these questions then our EI card deck is just what you need!

The EI card deck is a collection of real-life situations, both in and out of work, in which EI makes a difference. Each card contains a description of the situation, followed by four optional answers. Your group can choose the answer that demonstrates the most emotionally intelligent response to the situation. You have a score-sheet, so you can share the correct answers when the time is right.

How will the cards help participants?

The cards are a great way to incorporate something new into your sessions. They can be used in the following ways:

- ice-breakers—help liven up a quiet group and introduce the topic of EI
- build the case—help participants make the connections for why Emotional Intelligence is important
- active learning—give participants a chance to apply the concepts after a session of theory or input
- test understanding—get a feel for your group’s capability and awareness level of what EI looks like
- test the group climate—see who’s the most confident, who’s ready to participate and get to grips with the group dynamics
- fun—give your participants the chance to have a laugh at the situations life throws at us!

Each deck contains 46 work related, 43 home related and 17 travel related questions. Leader notes and scoring instructions included.

Sample question

Your boss yells at you in front of your co-workers. You...
A. Cry. You’ve never been so embarrassed, hurt and angry in all your life.
B. Take it. She’s the boss.
C. Yell back. Who does she think she is?
D. Approach her later in the day. Explain that in future you would prefer to be reprimanded or corrected in private.
Competency portfolio—360° assessment tools

One specific finding from a Hay Group study of 1,214 leaders from organizations worldwide showed that the higher you rise in an organization, the more likely you are to over-rate yourself, compared with how others rate your behavior.

The implication being that in the absence of feedback from others, people develop blind spots that hinder their effectiveness as leaders.

“"The input of others—particularly managers’ and direct reports’—via 360° assessments can be critical in forming objective and accurate pictures of behavior and leadership effectiveness." (Source: Sala, F. and Dwight, S. 2002. Journal of Consulting Psychology: Research and Practice, 54(3), 166-172.)

Our Competency Portfolio 360° assessments eliminate blind spots. They help individuals and groups base their development on meaningful feedback; identifying capability gaps, noticing real strengths and building upon them.

Why Hay Group?

Hay Group is the pioneer and world leader in competency modelling, which traces its history back to Dr. David McClelland, founder of the McClelland Center within Hay Group. Our competency models are unique, reflecting the complex realities of performance. They show how characteristics interrelate in different situations to differentiate performance. Hay Group competency models enable you to be both more flexible and more precise in your selection decisions. They help you to understand development needs and priorities—and they help identify patterns for career paths.
The following competency portfolio models are readily available on-line and processed by Hay Group service centers.

**Role specific tools**

Long before the term ‘emotional intelligence’ came into such prolific use, Hay Group followed Dr. David McClelland’s methodologies to help clients identify and assess competencies that distinguish superior performance. Over the past 4 decades, our clients have relied on us to provide competency models and/or diagnostics for specific roles (i.e. executives, managers, salespeople, etc) within organizations; all in the interest of improving individual (and ultimately, organizational) performance.

Based on our comprehensive database and documented in Spencer and Spencer’s *Competence at Work*, Hay Group has developed 360° tools to measure the competencies that matter the most for key levels in the organization or specific roles.

**Executive competency portfolio (ECP)**

The executive competency portfolio (ECP) is a 360° online tool that measures 11 key competencies critical to effectiveness in senior manager or executive roles. The competencies are organized into four key areas: building commitment, driving for success, sharpening the focus, and personal commitment. This tool is best used with senior-level managers, typically director level and above.

**Manager portfolio (MP)**

The Manager Portfolio is a 360° on-line tool that measures 11 competencies shown to differentiate outstanding managers. Four key areas are assessed: Managing Oneself (managing one’s own behavior to increase effectiveness), Managing the Team (including developing team members as well as holding them accountable), Managing the Work (achieving results), and Managing Collaboratively (competencies needed to interact effectively with others outside one’s team). This tool is best used with first-level through to mid-level managers.
Sales manager portfolio (SMP)

The sales manager portfolio (SMP) is a 360° online tool that measures 11 competencies shown to differentiate outstanding sales managers. Three key areas are assessed: managing oneself (managing one’s own behavior to increase effectiveness as a manager), managing the team (including developing team members, holding them accountable and fostering teamwork), and managing the sales process (achieving results including focus on the customer). This tool can be particularly helpful for new sales managers that have been promoted from individual contributor roles.

No of items: 55
Time to complete: 28 minutes
Type: On-line assessment
Languages: English, French (France), Greek, Japanese, Spanish (Mexico), Portuguese (Brazil)
Related Materials/Resources:
Getting started: a consultant’s guide to the multi-rater/360° survey process
Coaching with the Hay Group
Competency portfolios
Price: Call for details

Sales portfolio (SP)

The sales portfolio (SP) is a 360° online tool that measures 11 competencies shown to differentiate outstanding salespeople. Three key areas are assessed: managing oneself, managing the sales process (competencies around taking initiative to achieve results), and managing the customer relationship (interpersonal competencies, including customer orientation). This tool is targeted towards relationship sales roles, rather than transactional sales.

No of items: 55
Time to complete: 28 minutes
Type: On-line assessment
Languages: English, Japanese, Spanish (Mexico), Czech
Related Materials/Resources:
Getting started: a consultant’s guide to the multi-rater/360° survey process
Coaching with the Hay Group
Competency portfolios
Price: Call for details

Leadership fundamentals portfolio (LFP)

The leadership fundamental portfolio (LFP) is a 360° online tool that measures 13 competencies that differentiate outstanding supervisors or first-line managers. Four key areas are assessed: managing yourself, managing the work (competencies associated with your individual effectiveness), managing your team (including developing team members as well as holding them accountable), and managing collaboratively (competencies that contribute to interpersonal effectiveness). This tool is recommended for new managers or supervisors.

No of items: 54
Time to complete: 27 minutes
Type: On-line assessment
Languages: English, Greek, Spanish (Argentina)
Related Materials/Resources:
Getting started: a consultant’s guide to the multi-rater/360° survey process
Coaching with the Hay Group
Competency portfolios
Price: Call for details
Customized 360° assessment tools

Hay Group can tailor a 360° assessment to your specific organization. We can place your own competency model on-line or pull from the Hay Group validated database of competencies and items. In addition to our standard feedback reports, you can customize the presentation of data and pick and choose from a selection of reports to focus on the feedback that matters most to you. Other options include:

- feedback reports designed to show how frequently competencies are demonstrated, or the level of complexity at which they’re demonstrated (with target levels if they’re useful)
- feedback scores based on averages or percentiles (normed against our database)
- web-based development and action planning tools to support ongoing learning
- customized and co-branded website and email communications
- multiple languages—our website is in 15 languages and our online questionnaires and feedback reports can be translated into any language
- global support—help desk support 24/7. Processing and support in over 26 countries.

To find out more please contact:
Australia: 1800 150 124 or marketing_pacific@haygroup.com

Competency behavior inventory (CBI)

The competency behavior inventory (CBI) is a 360° tool that measures 15 competencies related to effectiveness in a wide variety of roles. The tool measures competencies in four key areas: individual excellence, solving problems, leading others and working with others. This tool is best used with individual contributors and professionals. However it can also be used with supervisors and manager populations to provide feedback for long-term development.

No of items: 60
Time to complete: 30 minutes
Type: On-line assessment
Languages: English, Greek, Portuguese (Brazil), Turkish
Related Materials/Resources: Getting started: a consultant’s guide to the multi-rater/360° survey process
Coaching with the Hay Group
Competency portfolios
Price: Call for details
Accreditation programs

Our public and on-site accreditation programs support coaches, managers and trainers. They allow you to add Hay Group’s most sought-after tools to your repertoire—offering you the knowledge and capability to use them effectively with individuals and groups.

Join our global network of practitioners—in large and small businesses, education organizations and not-for-profits—who are accredited in our most robust diagnostic tools.

Accreditation means that:

- you’ll have direct access to our global diagnostic processing team who can support you in collecting data and producing feedback reports for your clients;
- you’ll have at your disposal tools that recognize clients’ and colleagues strengths and challenges. And you’ll have the insights to support them in maximizing their strengths, confronting their challenges and in being the best they can be;
- your clients, or your organization, can have confidence that you’re skilled in providing feedback with these renowned tools that can impact business performance;
- you will have access to our accredited network of practitioners who receive quarterly newsletters, articles and more;
- you will work with a dedicated client representative who will help support your assessment program from start to finish.

Charles Bolton
The Bolton Group

The program exceeded my expectations!...The training gave me insights that I would not have had through my individual research and study and has helped ground me in the EI concepts much more thoroughly. The training and capability to use the ECI tool will be of great benefit to my clients—both individual executives and executive teams. The value in the content is excellent. I’m very pleased that I participated.
Emotional and social competency inventory (ESCI) accreditation program

You’re already familiar with the idea of emotional intelligence (EI). You may already have received EI feedback yourself, or observed feedback sessions with colleagues. Would you like to know more? Would you like to be able to put forward the case for EI—the reason EI competencies underpin individual effectiveness? Would you like to know what the very best thinkers in the subject can teach you?

We have designed a course for development and coaching professionals who want to help their clients (internal or external) become more effective colleagues and leaders. It gives you the opportunity to become accredited to use our feedback tools, the emotional and social competency inventory (ESCI) and the emotional competency inventory (ECI).

We’ll build on your understanding of EI and will teach you how to interpret the ESCI report. You’ll receive feedback as part of a small group—this takes the form of a practice feedback session using your real ESCI data. By sharing your feedback with others, you’ll experience how it feels for the individuals you’ll be coaching.

Day two is a practical day with loads of ‘hands on’ experience in coaching using the ESCI. You will build up your skills in interpreting the feedback by using different sets of case study data. You will begin to anticipate issues for your own clients by looking at the data, preparing hypotheses and questions to explore in feedback sessions.

After the practical sessions you will receive individual feedback from us on your understanding of EI and on your approach to delivering feedback. At the end of the two days you should be confident in your ability to help people understand their strengths and challenges around Emotional and Social Intelligence.

We’re not going to teach you how to be a coach—we assume that you already have a good level of experience in delivering feedback. What this course will teach you is how to understand and deliver feedback specifically on the ESCI.
Hay Group: Assessment and development tools

**Style and climate accreditation**

Hay Group’s inventory of leadership styles (ILS) and organizational climate survey (OCS) were pioneered in the 1960’s as diagnostic tools to assess leader’s effectiveness in creating positive climates. Studies conducted over 35 years have proven again and again that organizational climate predicts bottom-line performance as measured against such indicators as sales growth, productivity and customer satisfaction. Effective leaders use a repertoire of styles to create positive work climates in the areas they manage. For 40 years Hay Group consultants have helped leaders improve their leadership styles and climates—and thus improve their results. Clients who have used these instruments include many of the world’s largest and most admired organizations. The Styles and Climate accreditation program enables you to use these tools within your own organization.

**What is covered in the program?**

- Organizational climate and leadership style overview
- Film case analysis
- Research and theory review
- Coaching techniques
- Case study analysis and feedback interpretation
- Personal styles and climate feedback

To find out more please contact:
Australia: 1800 150 124 or marketing_pacific@haygroup.com

**Objectives:** To enable you to use our renowned inventory of leadership styles (ILS) and organizational climate survey (OCS) diagnostic tools.

**Duration:** Standard program—two days

**Program Type:** On-site programs only

**Who should attend?**
Internal HR coaches, internal leadership and organizational development consultants/HR professionals.

**Price:** Call for details

Note: Accreditation is only for internal use within the accredited organization. We do not offer accreditation for independent consultants, consulting firms, or external use.
# 2010 product order form and price list

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**Billing address:** (if different from shipping address/must match credit card)

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*Price reflects products in packages of 10.

**Payment**

Credit card: Visa □ MC □ AMEX □

Credit card number:

Expiration date: CCV/security code:

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