

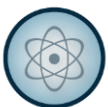
EASTMAN CHEMICAL
COMPANY

CASE STUDY

RETENTION,
ENGAGEMENT AND
PERFORMANCE

CASE STUDY

RETENTION,
ENGAGEMENT AND
PERFORMANCE



Chemical Manufacturing Industry

Great Lakes Profiles, Inc.
Jim@GreatLakesProfiles.com
(248) 693-3328

ProfileXT®

A Different Way of Perceiving Workers



AT A GLANCE

CHALLENGE:

Recognizing that perceived poor performance was due to being in the wrong job, and identifying the optimal job fit for peak performance and productivity.

SOLUTION:

The company uses the ProfileXT® with individual contributors in operations roles, with team managers, and with executive-level management. The assessment's placement reports dovetail perfectly with the client's goals by giving leaders an assessment of the employee's thinking style, behavioral traits, and occupational interests, along with a percentage match to the company's top performers.

RESULTS:

The company, experienced at using different assessments and integrating them for its needs, sees the improvement curve rising with their use—especially at the convergence of assessments.

Profiles International has enjoyed a productive relationship with this chemicals manufacturer since 2005. One of the most far-reaching effects that the client's managers see as a result of their use of the ProfileXT® (PXT) is a shift in perception of worker performance—from “That's poor performance” to “Maybe that person is in the wrong job.”

The company's leaders are no strangers to assessments, and this sophisticated way of looking at workers who are struggling in their jobs sent them to the PXT results to see what roles might offer those workers a better fit.

The result: Employees who were once on the cusp of termination often become top performers.

Company Culture

The client, founded nearly 100 years ago, employs more than 10,000 workers in more than 40 countries around the world. The manufacturer of chemical products for consumers and other businesses is headquartered in the United States and has operations throughout Asia, Europe, the Middle East, Africa, and Latin America. The company prides itself on its high-performance culture.

Company leaders ask that workers make personal commitments part of their annual performance management plans, and they use an engagement survey to take the temperature of employee attitudes. Engagement is high. Additionally, managers make a habit of using data with their teams to strengthen job-employee connections.

“PXT helps company executives identify talent within the organization: It tells new managers what their teams look like, whether to move an employee, and whether the move should be lateral or vertical. It also helps with talent identification within the company.”

Background

The client and Profiles International struck up a relationship in 2005 through a Profiles partner. When the partner moved to Profiles' corporate office, the relationship continued.

Because of its values, the company was no stranger to assessments. Profiles' relationship with the client led leaders at the organization to look at other Profiles offerings, and they liked the strength of the assessment company's base. The PXT helps the company's executives identify talent within the organization: It tells new managers what their teams look like, whether to move an employee, and whether the move should be lateral or vertical. It also helps with talent identification within the company. Although they have a strong leadership pipeline, managers are interested in how they can help workers develop in their roles. They also want to know if an employee is equipped to move up in the company.

ProfileXT®

The allure of the PXT is its versatility. Leaders can use it to determine job fit, growth potential, and interest level. One of its biggest strengths is in providing job-match patterns that compare the qualities of job candidates to the attributes of the most productive employees doing the job. The patterns highlight areas in which candidates are like top performers, and where they differ. This is vitally important to productivity and job tenure. The *Harvard Business Review* produced a study showing that job match more accurately predicts job success than do education, experience, or job training. Matching people to their job tasks increases productivity and job satisfaction, and diminishes stress, tension, conflict, miscommunication, and turnover.

The goal

The client already used a model for developing people based on “putting the right people in the right jobs, working on the right things,” noted a performance consultant in the company's talent management division of Human Resources. The PXT was attractive because a selection assessment was difficult to find, he said. “We were most interested because it fit our current methodology of looking at top performers, it is behaviorally based, and it could also give input to coaching and development.”

“It’s like baseball... the assessment helps us prove our batting average, when the ‘bat’ is high-performing new hires.”

improve employee performance and thus the productivity of top performers. An additional benefit is that the coaching reports can also give managers insight into developing their own leadership abilities.

The company uses the PXT with individual contributors in operations roles, with team managers, and with executive-level management. The assessment’s placement reports dovetail perfectly with the company’s goals by giving leaders an assessment of the employee’s thinking style, behavioral traits, and occupational interests, along with a percentage match to the company’s top performers. The report also suggests specific questions interviewers can ask to help determine a candidate’s suitability for a position. A coaching report serves as a guide for managers interested in helping their teams develop better work habits. Further, coaching guides suggest ways to

Summary

The client’s performance consultant listed three specific ways the ProfileXT’s placement tool benefited the organization in its quest to identify internal talent:

- 1. By providing a clear picture of the candidates interviewed.** “That gives greater insight when the hiring managers do not know the people. If I know how to read the PXT data, I can tell a couple of key things about you, which gives me a good idea of how you are going to do a job and what your interests are. So we are just getting a better feel of who our candidates are.”
- 2. By helping the new hires to become effective immediately.** For those chosen for a job, managers can use the assessment in coaching, developing, and onboarding, so that the manager and the employee learn how to work better together more quickly, and the employee can be more effective in his job sooner.
- 3. By helping all workers understand themselves.** “That matches our culture. Because we use a lot of assessments and we know how to read that data and apply it to their jobs, they get a better fit. It’s like baseball... the assessment helps us prove our batting average, when the ‘bat’ is high-performing new hires.”

Assessments help create a language of understanding, and “that language is pretty accepted in our organization,” the performance consultant added. “For example, a manager can understand that if someone is low on sociability, that person prefers to work on his own and not have as much contact. That helps minimize tension and improve working relationships.”

“The allure of the PXT is its versatility. Leaders can use it to determine job fit, growth potential, and interest level... this is vitally important to productivity and job tenure.”

ProfileXT's general benefits

General benefits to the client from using the PXT are tension reduction and an increase in effective relationships. Also, managers think about who the top performers truly are because they have a better understanding of workers and know how to look more critically at the jobs. “They think about who would be the best fit.”

This brings up one of the assessment's most important benefits—shifting the perception of managers when they observe employee performance. “It's a shift from ‘low performer thinking’ to ‘maybe they are not in the right job, and we should find them a better fit.’ It is a mentality shift,” noted the performance consultant. “And [by applying data from the PXT], I can figure out that if poor job fit is the case, I can help them go into a different job and do better.” That situation occurred with a current top performer who was on his way out the door five years ago because of low performance, “and all because he was in the wrong job. He is a top performer in his new area.”

In the same way, PXT's behavioral scale has helped managers confirm their “hunches” about people who do not fit their jobs, he said. Behavioral traits assessed include decisiveness, energy level, assertiveness, sociability, manageability, attitude, ability to accommodate, independence, and objective judgment. The PXT asks subjective questions pertaining to these areas, and the answers are not deemed right or wrong. Instead, the answers determine whether the candidate's behavioral traits are a fit to the position.

In an area within the organization that required data analysis, a previously high performer was struggling to do her job. “I did not know the job very well, but it was very heavy with numbers,” the performance consultant said. Managers looked at the employee's numeric reasoning aptitude and discovered that she did not fit the job because she scored lower in that area than what that job required. “They are looking to find a place where she fits better. This is the kind of feedback I hear when I talk to managers” about the PXT.



Thinking differently about performance

The ProfileXT® assessment is helping the client and its employees to rid themselves of the baggage of poor performance. “If you use the numbers, Profiles brings some rigor to truly identifying top performers.” Previously, managers often relied on the cult of personality when the time came to find an employee to fit a role. “Everybody has his baby and is enamored by certain people’s personalities. This way, we can be more objective about it.”

The company, experienced at using different assessments and integrating them for its needs, sees the improvement curve rising with their use—especially through the integration of assessments “not just from a technology standpoint but at a conceptual level,” noted the performance consultant. “We bring all of our assessments together to talk about the whole person. We do that in teams, too.”

In the future, Profiles will work with the client to look at ROI, sales projections, succession planning, and an individual contributor development assessment, as well as team analysis for supervisors, which helps leaders see how they match others or differ from them. “This can help ensure effective relationships among people,” he noted. The PXT will be a mainstay in those discussions.