MODELLING WHAT GOOD LOOKS LIKE TO LEVERAGE PERFORMANCE

THE VALUE OF TOP PERFORMERS

It is self-evident that some performers produce more than others, and if an employer succeeds in selecting 'top performers' the organisation will obviously make more money and be more profitable. Many research studies have shown that the top performer is typically twice as effective as a poor performer in terms of productivity and value to the business.

HOW TO RECOGNISE TOP PERFORMERS

One of the great challenges in running any business is to be able to 'capture' what makes the difference between outstanding and moderate or poor performers. However, many of the key behaviours shared by outstanding performers are poorly understood, and rarely articulated in management competency frameworks. Sometimes when an outstanding performer is asked how they do what they do well, the typical response is 'I don't know, I just do it'. However, at some level it is possible to identify how individuals do what they do, but these skills, abilities and attitudes often tend to be held at an unconscious level. We often do what we do automatically once the level of proficiency is acquired. However, behaviour modelling technology provides a means to recognise and identify top performers. We are able to ask the right questions, assess and differentiate the key qualities and characteristics in order to identify the critical elements of outstanding performers.

BENEFITS TO THE BUSINESS

Behavioural modelling techniques are able to identify in a scientific, objective way, how outstanding individuals differ from average performers, and enable us to produce a 'success benchmark' to guide a range of performance-related activities.

In practice, the elements that differentiate the highest performers from average performers are often 80% attitude, and only 20% aptitude. For example, it is often those individuals who are intellectually curious, who are not afraid to challenge the status quo, and who are prepared to do 'whatever it takes' that stand out as outstanding performers. The other challenge, however, is being able to accurately measure these characteristics.

The significant added value of modelling outstanding performance will benefit the business in the following 4 ways:

- **Improved Consistency: When people appreciate and understand how they do what they do well, then they inevitably do it more consistently, and therefore, outstanding performers will become even more successful.**

- **Better Selection: When a model or profile of what good looks like has been identified, it can be used as a benchmark to select and recruit candidates who are more likely to have increased success.**

- **Focused Development: When a success model or profile has been established, it can be used to signpost how individuals can raise their levels of performance.**

- **Relevant Performance Management: The 'success model' can also help line managers to provide coaching support to identify gaps in productivity and outputs.**

OUR APPROACH

Our approach is to gather data and information about outstanding performers and compare the characteristics with moderate performers. The data collection methods may involve biographical information, psychometric information, and questionnaires or interviews which explore the specific strategies and behaviours used that have led to a particular successful outcome. Following the collection of the data, there are then 4 stages which will ensure that a successful model is developed.

- **Prioritisation to analyse and identify differences between outstanding and average performers, and make a judgement about what appears most relevant for the role under investigation.**

- **Communication to identify how the differences can be labelled and described so that they can be easily communicated and understood to be of most use to the business.**

- **Validation to walk through relevant scenarios and demonstrate how the proposed model will work in practice.**

- **Implementation to provide a blueprint for future selection strategies and for future training and development frameworks for those individuals who want to learn how to be successful in specific roles.**