



MGMTLAB.EU
PEOPLE INTELLIGENCE

HR DEVELOPMENT
INSIGHTS

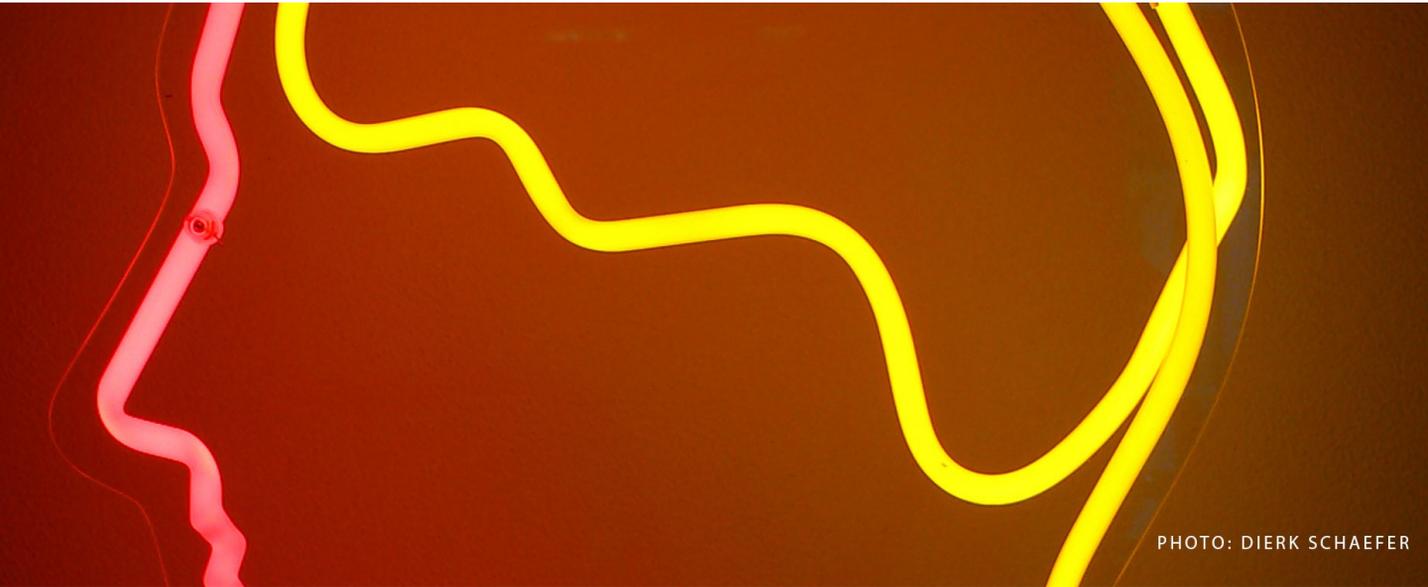


PHOTO: DIERK SCHAEFER

HIGH RETURN ON DEVELOPMENT

ANALYTICS REPORT

FOR SAMPLE PROJECT

DATE: 04 OCT 2016

THE ANALYTICS VERSION OF THE **HIGH RETURN** DEVELOPMENT INSIGHTS REPORT WAS CONDUCTED ON A SAMPLE OF 38 PEOPLE TO:

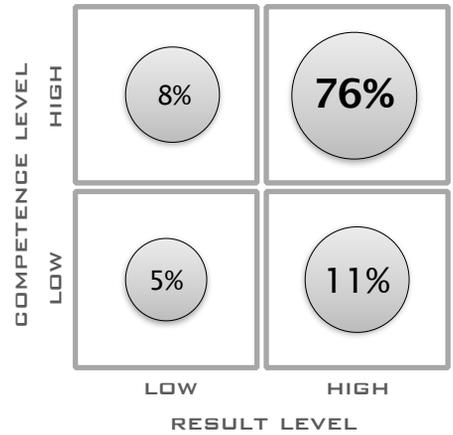
- UNDERSTAND THE GROUP'S CHARACTERISTICS AND IDENTIFY THE HIGHEST & LOWEST SKILLS;
- DETECT THE ESSENTIAL SKILLS TO MAXIMIZE THE GROUP'S RESULTS.

THE VARIABLES CONSIDERED FOR THE ANALYSIS ARE:

PERSONAL COMPETENCE
EMOTIONAL INTELLIGENCE
 IS CONSIDERED HIGH IF IT EXCEEDS 100

RESULT OF THE PERSON
EFFECTIVENESS
 IS CONSIDERED HIGH IF IT EXCEEDS 100

THE MATRIX IDENTIFIES THE PERCENTAGE OF THE PEOPLE IN EACH OF THE QUADRANTS



COMPETENCIES WITH THE HIGHEST RETURN ON INVESTMENT AND THEIR IMPACT ON RESULTS

FURTHER DEVELOPING STRENGTHS OR WORKING EXCLUSIVELY ON WEAKNESSES IS NOT ALWAYS THE BEST STRATEGY TO GET RESULTS.

THE EVIDENCE-BASED APPROACH OF THE **HIGH RETURN** METHODOLOGY, USES ADVANCED STATISTICAL MODELS TO IDENTIFY WHERE TO AIM TO MAXIMIZE THE RETURN ON INVESTMENT. BELOW ARE THOSE RELATED TO THIS GROUP.

FURTHERMORE, THROUGH A STATISTICAL FORECASTING SYSTEM, WE CAN CREATE SCENARIOS CALCULATING THE IMPACT THAT INCREASING A COMPETENCE HAVE ON THE AVERAGE GROUP RESULTS (TABLE BELOW).

HOW MUCH DOES THE RESULT OF THE GROUP IMPROVES WHEN THE AVERAGE LEVEL OF THE THREE COMPETENCIES LISTED BELOW INCREASES BY 1%, 5% AND 10%?

- 1** RESILIENCE
- 2** COMMITMENT
- 3** PROACTIVITY

	INCREASE BY 1%	INCREASE BY 5%	INCREASE BY 10%
POTENTIAL INCREASE IN EFFECTIVENESS			
1	1.54%	2.93%	7.28%
2	0.36%	1.22%	3.79%
3	0.07%	0.48%	1.12%

LEVEL AND HOMOGENEITY OF COMPETENCES AT HIGHER RETURN ON INVESTMENT

THE TABLE BELOW DESCRIBES THE GROUP'S STATE OF THE ART SKILLS, WITH THE HIGHEST RETURN ON INVESTMENT.

THE TABLE GIVES TWO PIECES OF INFORMATION:

1. THE AVERAGE LEVEL OF A SPECIFIC COMPETENCE IN THE GROUP. SUCH A LEVEL CAN BE:

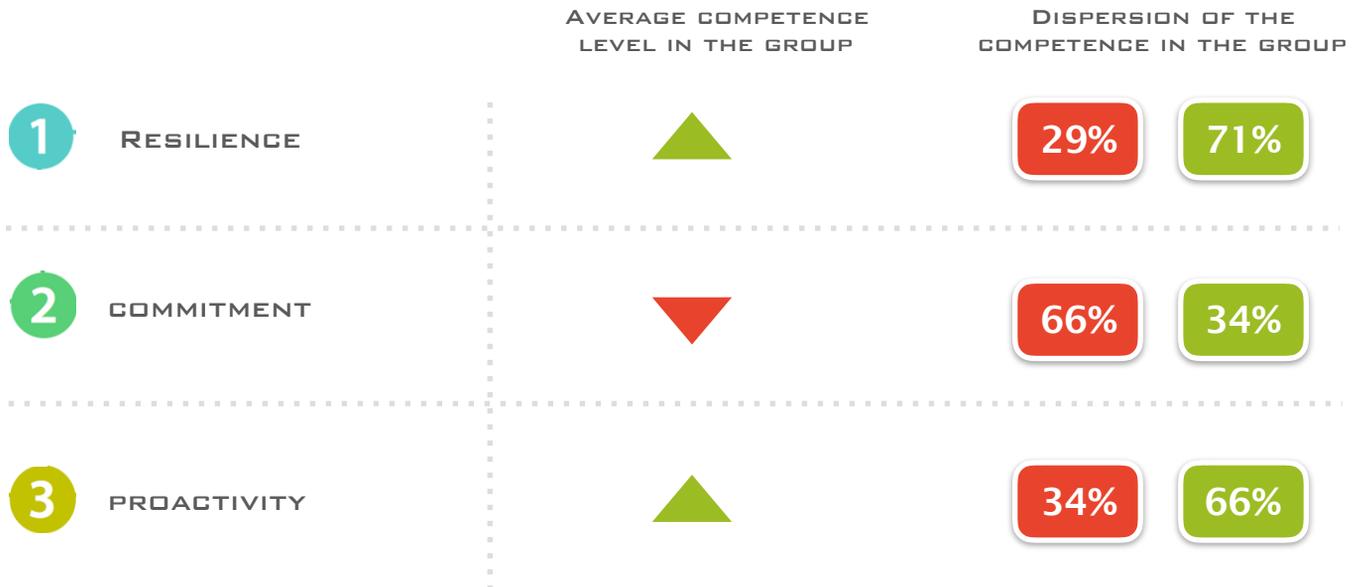
 LOW (LESS THAN 100)  HIGH (EQUAL OR MORE THAN 100)

2. THE DISTRIBUTION OF THE SPECIFIC COMPETENCE IN THE GROUP, WHICH IS DISPLAYED THIS WAY:

 IN THE RED BOX, THE PERCENTAGE OF PEOPLE IN THE LOW SCORE AREA IN THE SPECIFIC COMPETENCE. (SCORE IS LOWER THAN 100.0)

 IN THE GREEN BOX, THE PERCENTAGE OF PEOPLE IN THE HIGH SCORE AREA IN THE SPECIFIC COMPETENCE. (SCORE IS EQUAL OR GREATER THAN 99.9)

IT ALLOWS US TO ESTIMATE THE EFFORT THAT THE COMPANY NEEDS TO PUT INTO ACTION. WHAT IS THE SKILL THEY SHOULD FOCUS ON? IN FACT, WE EXPECT THAT BOTH THE LEVEL AND THE DISTRIBUTION OF THE SPECIFIC COMPETENCE IN THE GROUP WILL IMPACT THE SCOPE OF THE INTERVENTION AS WELL AS THE METHODS AND THE TIME TO DEVOTE TO THE TRAINING OF THE GROUP.



SUGGESTIONS FOR INTERPRETATION

A high level of competence shows a good potential for the development of that skill. It means that when the company is designing the training they can challenge the group. On the contrary a low level of competence, suggests caution and the need to start with the basics and then continue to build on that. Either way it's important to pay attention to the people in the low area. Moreover, if there are many people (over 30%) in the LOW area it is necessary to: first, bring everyone on board and then, focus on the people in HIGH area (green box).

IN DEPTH

SO FAR WE HAVE TALKED ABOUT THE GROUP AS A WHOLE, AND WE IDENTIFIED WHAT ARE THE COMPETENCIES WITH HIGHEST RETURN ON INVESTMENT. WE CAN NOW ZOOM IN TO COMPARE TWO PARTS OF THE GROUP, SUCH AS PEOPLE WITH THE HIGHEST RESULTS VERSUS PEOPLE WITH THE LOWEST RESULTS, TO DIFFERENTIATE THE WHICH COMPETENCES CAN HAVE THE GREATEST IMPACT..

THEREFORE WE SPLIT THE GROUP INTO TWO:

**25% WITH THE LOWEST
RESULT**

THE AVERAGE RESULT OF THIS GROUP
IS **99.04**

Vs

**25% WITH THE HIGHEST
RESULT**

THE AVERAGE RESULT OF THIS GROUP
IS **123.04**

COMPETENCIES WITH THE HIGHEST RETURN ON INVESTMENT

1 PROBLEM SOLVING

AVERAGE
COMPETENCE LEVEL



DISTRIBUTION OF
THE COMPETENCE
IN THE GROUP

40%

60%

2 ADAPTABILITY

AVERAGE
COMPETENCE LEVEL



DISTRIBUTION OF
THE COMPETENCE
IN THE GROUP

30%

70%

3 RESILIENCE

AVERAGE
COMPETENCE LEVEL



DISTRIBUTION OF
THE COMPETENCE
IN THE GROUP

40%

60%

COMPETENCIES WITH THE HIGHEST RETURN ON INVESTMENT

1 COMMITMENT

AVERAGE
COMPETENCE LEVEL



DISTRIBUTION OF
THE COMPETENCE
IN THE GROUP

70%

30%

2 CRITICAL THINKING

AVERAGE
COMPETENCE LEVEL



DISTRIBUTION OF
THE COMPETENCE
IN THE GROUP

0%

100%

3 CONNECTION

AVERAGE
COMPETENCE LEVEL



DISTRIBUTION OF
THE COMPETENCE
IN THE GROUP

20%

80%

25% WITH THE LOWEST RESULT : IMPACT SCENARIOS

THIS SECTION IS DEDICATED TO THE SUBGROUP WITH THE LOWEST RESULTS. THE FOLLOWING COMPETENCIES ARE THE ONES WITH THE HIGHEST RETURN ON INVESTMENT FOR THE SUBGROUP:

- 1.PROBLEM SOLVING
- 2.ADAPTABILITY
- 3.RESILIENCE

	WHAT'S THE IMPACT OF THE SPECIFIC COMPETENCE ON THE GROUP POTENTIAL GROWTH?	WHAT'S THE COMPETENCE OF THE MODEL MOST CORRELATED?	CAN YOU EXPECT A BETTER RESULT WORKING ON BOTH COMPETENCES?
1 PROBLEM SOLVING	23%	RESILIENCE	YES
2 ADAPTABILITY	16%	RESILIENCE	YES
3 RESILIENCE	15%	DATA MINING	NO

25% WITH THE HIGHEST RESULT : IMPACT SCENARIOS

THIS SECTION IS DEDICATED TO THE SUBGROUP WITH THE HIGHEST RESULTS. THE FOLLOWING COMPETENCIES ARE THE ONES WITH THE HIGHEST RETURN ON INVESTMENT FOR THE SUBGROUP:

- 1.COMMITMENT
- 2.CRITICAL THINKING
- 3.CONNECTION

	WHAT'S THE IMPACT OF THE SPECIFIC COMPETENCE ON THE GROUP POTENTIAL GROWTH?	WHAT'S THE COMPETENCE OF THE MODEL MOST CORRELATED?	CAN YOU EXPECT A BETTER RESULT WORKING ON BOTH COMPETENCES?
1 COMMITMENT	37%	RESILIENCE	YES
2 CRITICAL THINKING	17%	MODELING	YES
3 CONNECTION	13%	COMMITMENT	NO

APPENDIX

THE ANALYSIS THAT HAS BEEN CONDUCTED, DETECTED POTENTIAL POINTS OF ATTENTION TO KEEP IN MIND. IT WAS FOUND THAT THE FOLLOWING COMPETENCIES HAVE A NEGATIVE IMPACT ON THE RESULTS, WHICH MEANS THAT THE MORE THEY INCREASE, THE MORE THE RESULTS DECREASE.

NO CRITICAL COMPETENCIES WERE FOUND FOR THE ENTIRE GROUP.

NO CRITICAL COMPETENCIES WERE FOUND FOR THE SUBGROUP WITH THE LOWEST RESULTS.

THE CRITICAL COMPETENCIES FOR THE SUBGROUP WITH THE HIGHEST RESULTS ARE: RESILIENCE, VISION, EMOTIONAL INSIGHT, ENTREPRENEURSHIP, DESIGN, PROBLEM SOLVING, RISK TOLERANCE.

GENERAL DATA

THE FOLLOWING TABLE DESCRIBES THE CHARACTERISTICS OF THE GROUP THROUGH:

- THE RANKING OF THE COMPETENCIES (IN DESCENDING ORDER BY GROUP AVERAGE);
- THE HOMOGENEITY OF THE GROUP (D.G.);
- THE AVERAGE COMPETENCE SCORE FOR THE SUBGROUP WITH THE LOWEST RESULTS;
- THE AVERAGE COMPETENCE SCORE FOR THE SUBGROUP WITH THE HIGHEST RESULTS;
- THE GAP BETWEEN THE SPECIFIC COMPETENCE IN THE TWO SUBGROUPS.

COMPETENCY	MEDIA GRUPPO	D.G.	MEDIA SOTTOGRUPPO CON RISULTATI PIÙ BASSI	MEDIA SOTTOGRUPPO CON RISULTATI PIÙ ALTI	GAP
REFLECTION	117	ALTA	115	118	3
PRIORITIZING	115	ALTA	111	119	8
CRITICAL THINKING	112	ALTA	108	118	10
DATA MINING	112	ALTA	109	115	6
DESIGN	111	ALTA	110	112	2
MODELING	111	ALTA	105	118	13
VISION	110	ALTA	107	116	9
IMAGINATION	110	ALTA	104	118	14
ENTREPRENEURSHIP	108	ALTA	101	117	16
RESILIENCE	108	MEDIA	100	118	18
COLLABORATION	108	ALTA	101	114	13
RISK TOLERANCE	108	ALTA	102	117	15
EMOTIONAL INSIGHT	107	ALTA	101	113	12
ADAPTABILITY	107	ALTA	109	104	-5
PROACTIVITY	105	MEDIA	98	114	16
PROBLEM SOLVING	103	MEDIA	100	109	9
CONNECTION	102	MEDIA	97	110	13
COMMITMENT	96	ALTA	94	97	3