

## PROFILING

Knowing your people  
and setting them up  
for the future.



Planning the future shape of your organisation allows you to define the ideal profiles of those needed to deliver success. We can work with you to define future people needs. From this we will create the criteria against which you will assess the current and future performance of individuals, identifying where support is required for particular individuals and where there are talent gaps.

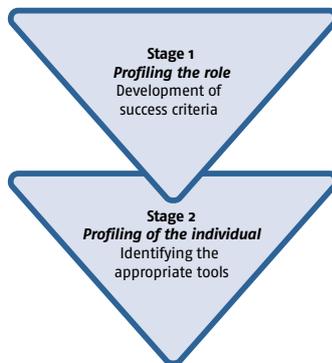
### The way we work

Profiling is always set in the context of your future business strategy.

Nicholson McBride takes account of the organisation's needs. We also give significant thought to what the individual will experience while they are being profiled. Where possible, they are given a snapshot of what it will be like to be part of the future.

We apply our psychological knowledge in the business setting, to help individuals 'go beneath the surface'. So that they truly understand what they have to offer.

### Our approach



#### Stage 1: Defining success criteria

We can work with you to define the future needs of your organisation. Based on these, we will then create the criteria against which you will assess current and future performance.

Example Assignments Include:

- Through rigorous research, success criteria were created which formed the basis for recruitment, appraisal and succession planning for a senior management population

#### Stage 2: Profiling individuals – The Options

**Discovery Centres:** Once the success criteria are defined we construct a 'Future Day in the Life Of'. This involves creating bespoke simulations and role playing situations. It is critical that the exercises have 'face validity' so that participants can get a true sense of what the role involves and make a judgement for themselves about their own suitability.

We observe and evaluate throughout the process and offer in-depth feedback, working with each individual to apply findings to their current and future roles.

Example Assignments Include:

- We supported senior management in upping their game in response to the organisation transitioning from a Limited Company to a Plc.
- We identified a pool of successors for future leadership and pinpointed the specific development interventions required

**360° feedback** This involves gathering feedback for an individual, against the agreed success criteria, on their current performance and future potential from a full range of the individual's stakeholders: colleagues, clients, team, line manager, peers and suppliers. This feedback provides an assessment of the individual's relative strengths and weaknesses around their knowledge, skills, attitudes, and behaviours.

Example Assignments Include:

- We created a benchmark of performance for a senior management population, against which improvements could be tracked over time
- Feedback collection was used as a precursor to a leadership development programme to provide individuals with a starting point for their personal development plan, and to inform company wide development requirements

**One-to-ones** These are structured interviews against the defined success criteria, exploring with individuals what they do, why they do it and how they may need to change in the face of future market, environmental and business developments.

Example Assignments Include:

- Rigorous personal and business focused interviews which provided a basis for an organisation to choose their business partners for the future

#### In addition

**Psychometric profiling** can be used to complement other profiling techniques. Our team of fully qualified psychologists selects the relevant approach from a variety of different instruments, including MAPP, MBTI, Firo Element Band 16PF. Psychometrics can be integrated into other methods or used as a stand-alone tool.