

CHOICES AND PROMOTIONS

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Study Highlights

Three companies used CHOICES to assess the Learning Agility of nearly 300 people. The performance and promotions of these 300 people were tracked over time. Comparisons were made between the people who were promoted and their Learning Agility scores. Additional comparisons were made regarding performance.

Going forward: CHOICES® scores don't predict promotion.

First, we expected that CHOICES® scores probably would not predict promotion.

There are many reasons to be promoted that have nothing to do with learning agility: doing more of the same kinds of jobs, few candidates available, the higher CHOICES® candidates turned it

down, a high performer in a specific knowledge or technology area is promoted instead of a high potential, politics, managerial cloning, seniority, or bad calls on talent. Some firms promote people who are safe fills for current job demands but may not push the organization forward.

This was the case. CHOICES® scores don't predict promotion.

Looking backward: People with higher CHOICES® scores perform better once promoted.

Given that performances measures are range restricted (most people are rated at meeting or exceeding expectations, so only two of the typical five scale points get used often), the results here look very strong.

KEY TAKEAWAYS

CHOICES Results can be used to:

- ◆ Help make calls on potential and promotion
- ◆ Create candidate slates for key job openings / more significant promotions.
- ◆ Determine who would be most likely to succeed in a newly created and untested position.

High CHOICES Scores Did Matter

People who are higher on all the factors and overall score perform better in the new job.

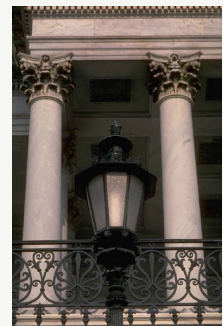
In fact, they averaged about 25 points higher than the moderate group and over 30 points higher than the low group. All the highest performers were in the highest CHOICES® group.

The low CHOICES® group had five times as many people who received low ratings as did the high group, and over twice the rate of the middle group.

It seems fairly clear that people with higher CHOICES® are quite a bit better able to meet the fresh challenges of new

jobs.

So, people with higher CHOICES® scores should have been promoted – or – if only people with higher CHOICES® score were promoted, the net performance of the promoted people would have been significantly stronger.



Significant Promotions

People with higher CHOICES® scores got more significant promotions.

We could only examine this aspect in one company, so the results have to be considered tentative. We used the following scale:

Some job changes are more demanding than others. Please rate the type of job change this person is making (has made).

- 5 ___ *Significant; first time for the person; little or no prior experience – new people, demands, functions to deal with. Requires making a significant transition – such as professional to manager, manager of staff to manager of managers, functional head to general manager, manager of a unit to multiple units; different language; international*
- 4 ___ *Fairly significant – most of the above apply*
- 3 ___ *Typical promotion – may be in a different unit, locale, or with different people but is managing something he or she knows well.*
- 2 ___ *More of the same; a straight promotion in the same office or area, managing some or most of the same people.*
- 1 ___ *Even though called a promotion, is really an exposure job intended to teach the person a business or a function. There are plenty of people around to protect the performance of the unit.*



Using this scale: People with higher Change Agility scores got more significant promotions. It makes intuitive sense that people seen as change able would get more significant promotions.

Boss is Best Rater

We ran a number of analyses splitting out rater groups. As usual, Boss was the best rater. This matches past Lominger findings. All Other Raters as a group was not significant with performance (see *Table One*). This again points to the importance of training raters. Boss, human resources, and succession committee members are generally the best raters for CHOICES®.

The exciting news from this research is that even with a marginal and weak range restricted criterion, performance ratings, people with higher CHOICES® scores perform significantly better after promotion. CHOICES® differentiates high, middle, and low performers and the correlation pattern is strong. It's typical in performance research to get correlations in the 20s and low 30s because most performance ratings fall into meets or exceeds categories. The correlations with mental agility, personal agility and communication agility all exceed .50. Our data analysts commented that due to range restriction that these correlations are close to the maximum you can get.

Table One: People with Higher CHOICES Scores Performed Better

	Overall N=140	Boss	All Other Raters
CHOICES® Overall	x	x	NS
Mental Agility	X	x	NS
Personal Agility	X	NS	NS
Source Agility	x	NS	NS
Change Agility	x	x	NS
Communication Agility	X	x	NS

Bold = highest correlations

NS = Not significant

NOTE: Three firms participated in this pilot study. Two were in insurance, one in electronics. 140 people who were promoted comprised the sample, along with a comparison sample of 158 who were not. Multiple raters rated these people. Total number of raters was approximately 900.

Conclusions

These findings support the original Lominger research used to develop the CHOICES® tool. CHOICES® measures several aspects of Learning Agility. Learning Agility is related to doing better in first time assignments and new challenges. Learning Agility is in part what defines a high potential. High CHOICES® scorers perform better in new assignments. High potentials perform better in first time assignments. Being a high potential and being learning agile are highly related.

Key Takeaways:

CHOICES® results can be used to:

- Help make calls on potential and promotion
- Create candidate slates for key job openings / more significant promotions.
- Determine who would be most likely to succeed in a newly created and untested position.



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