

**Cath Kidston** is a distinctive British-based global lifestyle brand best known for its vintage inspired prints and array of household and fashion products. Pauline Buckley, Human Resources Director for the international design company discusses the company's use of the Predictive Index® to manage talent during a time of rapid growth. The following is a testimonial given by **Pauline Buckley, HR Director, Cath Kidston**.



“ Cath Kidston has an unbeatable reputation for delivering uniquely-inspired fashion and household products around the world. When I first joined the booming brand in the HR function, the company was undergoing rapid growth over a short amount of time. As revenues increased, we saw a greater demand for talent. This prompted the need to establish an infrastructure from a people point of view, focusing on effectively filling new roles and ensuring we have the right people in the right positions to meet our growth demands.

I had used the Predictive Index® (PI®) in the past and compared to other tools I have reviewed, the PI provides a clear understanding of a person's motivational drives and how he/she would behave in specific situations. In many ways, it speeds up the process of getting to know someone.

Given the need at Cath Kidston to hire quickly but also to hire smart, we turned to the PI to help us identify the right candidates for new roles and optimize our existing organizational structure. In the past, much of our hiring decisions came from intuition, which we have learned is not always a reliable approach. With the scientific-rigor behind the PI, we can make business decisions with confidence, especially during this exciting time of growth and change.

To further ensure we are hiring the right people for the right roles, we also utilize the Performance Requirement Options® (PRO) tool to assess and create job descriptions. The PRO allows us to collect input from several hiring decision makers to ensure consensus in regards to the requirements and expectations for a position. This has been particularly valuable as some job descriptions are changing. With the assistance of our PI Consultant Michael Jones [of PI Europe, a PI Worldwide Member firm], we have successfully used the PI assessment in conjunction with the PRO tool to hire for senior level positions, head office recruitments and even at the store manager level.

One important hiring initiative involved the search for a new Chairman, a key role that would be responsible for driving future company direction and growth. By administering the PI to the candidate, we were able to quickly and assertively narrow down each pool to identify the two individuals for the respective roles whose behaviors would be most compatible with this vision.

Introducing the PI at Cath Kidston has also improved communication between senior management and current employees. As the business is changing, we have used the PI to guide how we communicate the changes so employees are more comfortable with the new direction and confident in the business. Today, everyone at Cath Kidston is more in tune with what is happening organizationally and with regards to their individual roles.

Currently, the Cath Kidston brand operates 45 shops across the UK and Ireland, and has stores in Japan and Korea, with plans for many more locations. As this expansion continues, we will be able to create store manager PROs specific to the needs of different demographics and environments, ensuring our global clients are receiving the best customer service no matter where they are.

As Cath Kidston continues to build out policies, new processes and our recruitment program, the PI will continue to help make the transition easier for everyone. The PI is a powerful tool that has already made a really huge difference to our business. We are looking forward to applying the PI to support more of our learning and development initiatives and to enhance higher level leadership and management skills. ”