# Building a HR Department from the Ground Up with the Predictive Index®

## CLIENT

Jardine Lloyd Thompson (JLT) is an international group of Risk Specialists and Employee Benefits Consultants headquartered in the UK. The firm specializes in insurance broking and employee benefits and came about through an acquisition in 1997; Jardine Insurance Brokers acquired Lloyd Thompson. In 2011, JLT reported revenue of  £818.8m, 10% above the prior year's result. With 8,000 employees representing 32 countries, JLT is structured geographically into nine independent operations.

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>
> *Robert Potter, Global HR Director*
> *JLT International*

## CHALLENGE

Prior to 2008, JLT's human resource (HR) function was handled independently at the regional level. Corporate support consisted of payroll and an employment lawyer. Over time, it became clear to the executive committee at JLT that this decentralized structure was creating too many inconsistencies and impacting their ability to effectively manage their growth from a people perspective. For example, since hiring (and firing) was done solely at a regional level, a change in personnel was often not communicated in a timely manner, causing payroll errors. In addition, not having a corporate HR department to develop formal policies, processes and support for their global employees was impacting JLT's ability to gain performance benefits in the area of talent management.

## SOLUTION

In 2008, Robert Potter was brought into JLT to build a HR structure and to develop a comprehensive talent management strategy. Potter's immediate plans were to focus on the recruiting and selection functions and the identification and development of high potential (HiPo) talent including succession planning.

Potter recognized that given the nature of their business, any plan or proposed investments in tools to support his strategy would need to satisfy the risk adverse, cost-centric and ROI driven culture. He explains: "My intention from the beginning was to introduce a behavioral tool that was incredibly versatile, could be used in all circumstances and could become the bedrock of the introduction of a talent management program."

Having utilized the personality profiling tool, Predictive Index® (PI®) for eight years at his previous company to optimize their talent initiatives, Potter wanted to demonstrate the potential impact of PI inside JLT. He had the firm's executive team complete the short PI survey and then shared the results with each individual.  Across the board, the members, naturally skeptical of psychometrics, were very impressed by the accuracy of the information and ease of delivery. In describing the benefits of using a tool like PI, Potter emphasized words like: "accurate", "versatile", "non- threatening" and "cost-efficient".

For recruitment and selection, he introduced the PRO (Performance Requirements Options™), the companion tool to PI that profiles the behavioral demands for success in any role in the organization. Using this system, JLT could conduct a fit/gap analysis between the candidate and the job. As a management tool, he shared how the Predictive Index System impacts workplace effectiveness in the areas of team

building, succession planning, conflict resolution, employee development and more. The committee was impressed. Potter shares: "I chose Predictive Index because it's benign in its appearance yet incredibly versatile in its application. When people see the PI survey, it doesn't appear to be a sophisticated psychometric tool; it doesn't appear to be probing or threatening. The results, however, are outstanding and incredibly accurate when presented by a trained PI practitioner. Its availability in over 60 languages also makes it truly international."

## PI IN PRACTICE: JLT CALL CENTERS

"We have a number of Call Centers located in the U.K., and we're always interested in efficiency improvement. As you can imagine, Call Centers can suffer labor turnover, poor performance, and the efficiency and effectiveness of the call taker can affect the sales to a substantial degree. That is why we must make sure we have the right individuals aligned with the PRO job profiles." Potter continues, "The selection of the Call Center individual and their training and development is critical to our profitability. We found that by using the Predictive Index we can ensure to a greater degree that we have the right people who are able to do the type of work to produce the result we are looking for."

Over the past four years Potter has built a solid Human Resource function led by an expert team of Occupational Psychologists (OP) to support the global network with the benefits of psychometrics and workplace best practices. When he introduced PI to his first OP hire, the employee was just as skeptical as the executive committee had been. Potter shares: "[The OP] was highly suspicious and incredibly dismissive of Predictive Index because of the tool's simplicity. His initial perception was that it must lack scientific rigor. He has now been with the company for about two and a half years and whenever he meets people, his starting point is always Predictive Index."

Today, each region of JLT has its own HR Director reporting to Potter, the Global HR Director, making HR processes like hiring and appraisals much more consistent. Furthermore, employees are measured and compensated against the organizational goals, providing true accountability for individual performance. Combining these best practices with assessment tools, JLT can now identify on a global scale their high performers and future leaders of the organization. In the last year alone, JLT administered more than 1200 Predictive Index assessments. Potter explains, "We use PI internationally and across the range of applications – recruitment, selection and development. We have a process called career review where we manage individual engagement, career planning and career mapping where the Predictive Index is an incredibly important instrument. In essence, any people management initiative that we have, PI plays a role."

Since introducing the Predictive Index to Jardine Lloyd Thompson, Potter remains confident that PI was the right choice for the organization as it has helped him deliver on his strategic goals within the context of the corporate culture.