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Riordan Mfg.

Leadership Traits

Riordan Manufacturing, a leader in the plastic injection molding industry, is implementing a strategy to operate as a high-performing organization. One way to achieve this is to ensure that individuals hired into sales leadership roles have the ability to be highly effective leaders. Riordan believes highly effective sales leaders create satisfied sales assistants and representatives, who deliver outstanding customer service, which affects organizational profitability.

Historically, Riordan Manufacturing has promoted internal candidates into sales leadership roles based on how they perform as individual contributors. When hiring externally, Riordan has compared candidates to one another and hired the best. Recognizing that the promotion and external hiring process they used did not result in high-performing leaders, particularly in sales, Riordan worked with the Iwamoto.Crews.Coe consulting firm to modify the internal and external selection process so candidate skills were compared against required competencies.

For the past year, Riordan Manufacturing has used the revised selection process in some locations. Whereas the revised process seems to result in higher-quality sales leadership hires, before rolling the new process out everywhere, Riordan wants more evidence that the revised process results in the hiring of leaders who consistently demonstrate critical performance competencies. Riordan wants to create a multi-rater tool with 360-degree feedback to assess the extent to which sales leaders demonstrate critical competencies, assess the demonstration of sales leaders' competencies with the old and new selection processes, and compare results.

The multi-rater tool is created internally and includes three to five behaviors per competency. Individuals who work with each leader on a day-to-day basis, such as managers, colleagues, and direct reports, are asked to rate the extent to which the leader demonstrates each behavior. Each behavior is rated on a five-point, Likert-type scale; for example, 1 = little extent and 5 = great extent. Iwamoto.Crews.Coe has been



hired to help Riordan Manufacturing implement the multi-rater process online and compare the extent to which leaders demonstrate critical performance competencies.