

REACH BRIEFING

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REACH Consulting Services (RCS) collaborated with a REACH Gold Partner to study the implications of REACH styles and skills for performance among restaurant general managers. Key findings are highlighted below with applications for recruiting, succession planning, training and coaching.

- ODI gathered REACH Profile surveys and performance criteria for 92 incumbents, including 26 general managers. The employer ranked incumbents according to high, moderate and low performance appraisal ratings. The employer also provided location-specific KPI data.
- Incumbents completed the REACH Profile, a psychometric assessment of styles and skills conveyed within four distinct profiles: Counselor, Coach, Driver and Advisor. Within the sample, no one profile exhibited significantly stronger performance over the others.
- The REACH Quotient (RQ) exhibited significant correlation with the performance ratings determined by the employer. In addition, the following RQ Skills exhibited significant correlation with various performance criteria: Assimilating New Team Members, Evaluating Performance, Finding Opportunities for Synergy and Rallying Others. The average RQ among incumbents was 3.82, compared to the global average of 3.62.
- The REACH Profile primary factor of Achieving Style exhibited significant correlation with performance criteria, as did the Achieving Style dimensions of Intensity, Assertiveness and Risk Tolerance. The remaining dimensions exhibited nonsignificant linear and/or nonlinear associations with performance criteria. Based on these associations, a position profile was derived with ideal percentile ranges for each Relating Style dimension: Consideration (19th-76th), Openness (74th-100th), Affiliation (90th-100th), Status Motivation (26th-81st) and Self-protection (38th-100th). This process was repeated for each Achieving Style dimension: Intensity (90th-100th), Assertiveness (90th-100th), Risk Tolerance (50th-100th), Adaptability (50th-100th) and Decision-making (49th-100th).
- With an average of 7.19 dimensions matched on the position profile described above, incumbents' scores exhibited significant correlation with performance ratings ($r=0.77^{**}$). Utility was evaluated based on the efficiency with which the position profile classified incumbents in light of the employer-provided ratings. Using a hypothetical cut score of matching 7 out of 10 dimensions, all high performers earned high match scores, all low performers earned low match scores, while moderate performers were divided equally between high and low match scores.

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