

## 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 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 51 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 positive correlation with the performance ratings determined by the employer. In addition, the following RQ Skills exhibited significant correlation with various performance criteria: Easing Tensions and Aligning Resources. The average RQ among incumbents was 3.80, compared to the global average of 3.62.
- The Achieving Style dimension of Intensity exhibited significant correlation with the performance criterion of Yelp Reviews. The Relating Style dimension of Status Motivation exhibited significant correlation with Location Turnover and Yelp Reviews. The remaining dimensions exhibited nonlinear associations with performance criteria. Based on these associations, a position profile was derived with ideal percentile ranges for each Relating Style dimension: Consideration (19<sup>th</sup>-76<sup>th</sup>), Openness (55<sup>th</sup>-100<sup>th</sup>), Affiliation (70<sup>th</sup>-100<sup>th</sup>), Status Motivation (21<sup>st</sup>-58<sup>th</sup>) and Self-protection (23<sup>rd</sup>-100<sup>th</sup>). This process was repeated for each Achieving Style dimension: Intensity (57<sup>th</sup>-100<sup>th</sup>), Assertiveness (70<sup>th</sup>-100<sup>th</sup>), Risk Tolerance (30<sup>th</sup>-75<sup>th</sup>), Adaptability (24<sup>th</sup>-74<sup>th</sup>) and Decision-making (34<sup>th</sup>-82<sup>nd</sup>).
- With an average of 6.78 dimensions matched on the position profile described above, incumbents' scores exhibited significant correlation with performance ratings ( $r=.42^{**}$ ). 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 and 64% of the low performers earned low match scores, while moderate performers were divided proportionally between high and low match scores.

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