



# Creating High-Performance Teams Using the PI Behavioral Assessment™

THE HEINZ ENDOWMENTS

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The Heinz Endowments is based in Pittsburgh, PA, where the organization uses its region as a laboratory for the development of solutions to challenges that are national in scope. Although the majority of its giving is concentrated within Southwestern Pennsylvania, the organization works wherever necessary, including statewide and nationally, to fulfill its mission.

That mission is to help its region thrive as a whole community, economically, ecologically, educationally, and culturally, while advancing the state of knowledge and practice in the fields in which it works. Its fields of emphasis include philanthropy in general and the disciplines represented by its grant-making programs: Arts & Culture; Children, Youth & Families; Community & Economic Development; Education; and Environment.

The Heinz Endowments' Summer Youth Philanthropy Internship Program allows the organization to incorporate a youth voice in its grant making by engaging young adults as grant and media makers. In 2015, the program included 39 interns working in eight teams, each of which awarded \$25,000 in grants. Each team researched issues related to making its communities more sustainable and connected with experts to learn more about the field of philanthropy. Relying on their new knowledge, the interns developed and distributed requests for proposals to solicit project ideas for funding consideration.

## Business Challenge

The Heinz Endowments needed to recruit a new batch of diverse interns for their Summer Youth Philanthropy Internship Program. "We were looking for students who had lived experiences that would be helpful in the program, and to have diversity of ethnicity, faith, gender or sexual orientations," says Wayne Jones, Senior Impact Officer with The Heinz Endowments.

"In one particular year it happened that everybody I put in a team had a very dominant personality and they clashed with everyone, including me," says Jones. "I would give them deadlines and they wouldn't meet them, and then when I would talk to them, they'd say things like, 'my idea is best and nobody else will listen to me.'"

In fact, a persistent minority of the interns were not engaged, uncooperative, and unhappy with their experience. This increased the supervisory burden and impacted effectiveness. Jones felt his team

needed a better way of working through applicants and figuring out how to place them on the right teams. “Ironically, the following year I had a team where no one had a dominant personality and everyone was informal...same outcomes! Missed deadlines, conflict, etc.”

## Solution

To address this issue, Wayne turned to his HR Department for advice. Since The Heinz Endowments was already a client and using The Predictive Index™, the HR Director suggested meeting with Colleen Redshaw, Executive Consultant at Predictive Synergistic Systems, a PI Certified Partner firm. Passionate about people and data, Predictive Synergistic connects the right people to the right roles, bridging tough obstacles so a business can achieve peak performance.

To help The Heinz Endowments get their interns on the right team and working together productively, Predictive Synergistic recommended The Predictive Index Behavioral Assessment, an effective, simple, and easy-to-use science-based assessment that provides an accurate depiction, or pattern, of a person’s core drives, and therefore insight into their needs and behaviors. The PI Behavioral Assessment objectifies workplace behaviors, giving organizations the power to predict the drives and motivations of job candidates, current employees and team members.

## Results

Jones introduced the PI Behavioral Assessment as a tool to provide insight into each intern’s motivational drives, as well as their natural behaviors and leadership strengths, focusing on their level of dominance and assertiveness. He then incorporated the interns’ PI Behavioral Assessment results into their orientation session.

“For most of the students, it was the first time they had ever done something like this,” says Jones. “The feedback from the assessment was really helpful because it gave the interns language to describe themselves and help them be more aware of the tendencies they have. It gave them a realization as to how they might need to behave differently in a team setting and understand how their other team members interact. This then allowed them to easily recognize conflict and how to properly handle it.”

Jones also noticed a sense of harmony amongst the various intern teams after implementing the PI Behavioral Assessment. “The assessment data gave them language and a framework for addressing different team members and their varying personalities and behaviors,” says Jones. “I also used the results when staffing teams. I made sure that each team had a diverse mix of behavioral patterns. I avoided having teams with lots of dominant patterns, or lots of non-dominant patterns. This ensured that the teams were balanced and I was unlikely to run into some of the problems I had experienced in the past.”



The teams were much more productive than they had ever been in the past and I think we did not have the issues we had in previous years; Teams were much more inclusive as a result.



“What pleased me most after introducing the PI Behavioral Assessment was that the teams were more productive. They weren’t fighting, they weren’t arguing, and they stayed on task more easily. But the main takeaway from all this and my experience with The Predictive Index is that it helped these students to learn. It gave them an opportunity to understand themselves and their behaviors, as well as the people around them, and that is pretty powerful.”

## The Predictive Index

The Predictive Index® leverages a simple methodology that empowers you to understand the natural behaviors of your workforce so you can get the most from your team. Maximize the potential of your organization and learn how PI gives you the tools you need to take you where you want to go.



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