About the TMA Insider Report Series

The TMA Insider Report Series is a new program designed to showcase the industry’s best talent management products and providers in a unique and most importantly, unbiased way. Members benefit from the ability to quickly locate, research and compare solutions in this impartial marketplace without the traditional sales pitches and solicitation that can come with sourcing a potential product. Vendors benefit by showcasing their solutions and expertise through demos, in-depth product reviews and client testimonials while interacting with prospective clients in a proactive and positive manner.

This offering not only highlights the best products and providers out there in a comprehensive directory, but actively promotes each product through its own individual Insider Report.

TMA Insider Report Process

The TMA Analysts that contribute to the Insider Report Series have no affiliation with the vendors that are profiled in our directory and reports. Our contributors provide their unbiased analysis based on independent research, product demos and client interviews. None of the information in our reports should be viewed as an offer to sell or as a solicitation to purchase any products or services by any of the independent companies featured in this series. Rather, the information on the products and services is provided to educate our membership as to the products and services each vendor has to offer. All product and company names are trademarks™ or registered® trademarks of their respective holders.

About TMA

Talent Management Alliance LLC (TMA) is a global knowledge-exchange network dedicated to the advancement of strategic talent management and leadership development practices. Our mission is to provide a resource for business leaders around the world to find information and services to help recruit and develop the best employees and prepare their organizations for growth and increased revenue.

Structure and Membership

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Hay Group at a Glance:

**Headquarters:** Philadelphia, PA  
**Founded:** 1943  
**Employees:** 4,000  
**Industry:** Management consulting  
**Website:** [www.haygroup.com](http://www.haygroup.com)

**Products and Services:**

**Pay – Reward your people**  
- PayNet  
- Reward Pinpoint  
- Reward Snapshot  
- Total Remuneration Statements  
- Job Evaluation Manager

**Talent – Select and develop your employees**  
- Talent Q  
- Growth Factors  
- Inventory of Leadership Styles  
- Organizational Climate Survey  
- Emotional and Social Competency Inventory

**Employee effectiveness – Engage and enable your employees**  
- Employee Effectiveness Survey

**Activate – Business apps that make your strategy stick**  
- Leadership Styles and Climate  
- Journey  
- Grade a Job  
- Price a Job

**Contact Information:**

**Address:** 1650 Arch Street  
Philadelphia, PA 19107  
**Email:** insiderseries@haygroup.com  
**Phone:** 1-800-716-4HAY

**Connect:**
Hay Group is a global management consulting firm that works with leaders to transform strategy into reality. Hay Group develops talent, organizes people to be more effective and motivates them to perform at their best. The company’s focus is on making change happen and helping people and organizations realize their potential. With 4,000 employees working in 87 offices in 49 countries, Hay Group works with clients from the private, public and not-for-profit sectors, across every major industry. Hay Group’s 70 years of research and insights allows the firm to offer clients comprehensive services and tools critical to maximizing the performance of their people and guaranteeing business success. Drawing on this research, along with world-leading databases, Hay Group helps organizations ensure employees are working in line with company strategy and in jobs that are appropriate to their skills.

Hay Group’s consulting solutions can help you:
- Design your organization
- Assess, develop, manage and reward your people
- Evaluate your jobs
- Conduct employee surveys

Hay Group’s product portfolio can help you:
- Evaluate jobs
- Recruit, pay and develop employees
- Activate and engage the workforce

Company Profile:
Hay Group is a global management consulting firm that works with leaders to transform strategy into reality. Hay Group develops talent, organizes people to be more effective and motivates them to perform at their best. The company’s focus is on making change happen and helping people and organizations realize their potential. With 4,000 employees working in 87 offices in 49 countries, Hay Group works with clients from the private, public and not-for-profit sectors, across every major industry. Hay Group’s 70 years of research and insights allows the firm to offer clients comprehensive services and tools critical to maximizing the performance of their people and guaranteeing business success. Drawing on this research, along with world-leading databases, Hay Group helps organizations ensure employees are working in line with company strategy and in jobs that are appropriate to their skills.

Hay Group Activate:
Activate is an innovative suite of intuitive business apps, developed to bridge the gap between strategy and execution. By leveraging a mobile platform and Hay Group’s world leading intellectual property, the apps help organizations implement vital strategies by empowering managers and employees.

For Managers:
- Leadership Styles and Climate – a ‘coach in the pocket’ that develops managers’ leadership styles and improves their teams’ climate
- Grade a job – follow a simple step by step process to grade a job based on Hay Group’s industry standard job evaluation methodology
- Price a job – consistently apply pay policies across your organization by drawing on data from Hay Group’s industry leading global pay and benefits databases

For Employees:
- Journey – engage new graduate hires in a series of ‘on-the-job’ exercises to learn the social and emotional skills they need to excel at work
HayGroup®
Styles and Climate App

Product Profile:
Designed to be used in conjunction with Hay Group’s Inventory of Leadership Styles (ILS) and Organizational Climate Survey (OCS) assessments, the app provides further development support to managers and encourages them to continue growing beyond the assessment. It enables managers to create their own development plan for broadening their leadership styles and improving their team’s climate. Even the very best leadership development programs will only achieve measurable, game-changing results if they alter the day to day habits of managers, and through the scheduled development plan, consisting of impactful daily activities, the app helps deliver these results.

Activate. Stimulate. Accelerate
Activate Styles and Climate app is a powerful leadership development tool, and your managers’ ‘coach in the pocket’. It helps organizations’ strategies stick by changing their managers’ behavior and improving their leadership effectiveness over time. By helping managers develop skills across six different leadership styles, the app teaches them to use a wider breadth of styles based on what the situation requires. Activate Styles and Climate app even includes gamification techniques to keep managers glued to the app, encouraging them to complete tasks and stay with the program.

Key Words:
- Leadership Development
- Leadership Assessment
- Mobile Learning App
- Mobile Talent Technology
- Personal Scheduling, Productivity and Organization
- Mobile Gamification Tools
- Manager Development
- Efficiency and Collaboration Tools
- Benchmarking against Global Leadership Data
Functionality and Key Differentiators:

**Unique Differentiators of the Inventory of Leadership Styles and Organizational Climate Survey**
- Methodologies are based on 70 years of robust research.
- These assessments measure leadership styles and leadership impact, demonstrating the link between the two.
- The assessments benchmark against one of the world’s largest leadership databases, which contains data on almost 60,000 leaders around the globe.

**Unique Differentiators of the Styles and Climate app**
- Uses innovative technology to create a mobile leadership development plan based off of individual assessment results.
- Takes managers beyond the assessments and activates them to improve their leadership skills in an engaging and intuitive way.
- Content is based on Hay Group’s world class intellectual property.

**Benefits of using the app in addition to the ILS/OCS assessments**
- Gamification elements create ‘stickiness’ and help managers stay on course.
- Behavior change is supported by making leadership a daily habit.
- HR can monitor and assess managers’ progress.

**Return on investment from developing stronger leaders and improving organizational climate**
- 50-70% of the variance in organizational climate can be explained by differences in leadership styles.
- Up to 30% of the variance in the bottom line performance can be explained by differences in organizational climate and a leader’s use of leadership styles is the biggest factor influencing the differences in organizational climate.
Market/Industry Focus:
The Styles and Climate app is a ‘coach-in-the-pocket’ that can be used by any organization, across all industries.

Ideal User:
Line managers, leaders and executives with direct or indirect people management responsibilities.

Compatibility:
Fully compatible with the following operating systems and platforms:
- Internet Explorer: v9 and v10
- Chrome, Firefox, Safari: latest versions
- iPhone, iPad, iTouch: iOS6 and iOS7
- Android devices: OS v4.3 and above

Adaptability:
Hay Group’s Styles and Climate App uses innovative technology to create a mobile leadership development plan based off of individual assessment results.

Cost of Ownership:
Monthly fee per app user*
*Additional fees for Styles & Climate diagnostic are required to provide the content for the app
"Hay Group suggests that leveraging leadership development can lead to 30% more discretionary effort. Even if they are wrong by half, 15% is too large a figure to ignore in this competitive environment."

-Gary Lubner
CEO, Belron

“We’ve got great systems that show how each of our stores perform. But the leadership styles and climate data revealed how our store managers are leading, and the impact they have. Now I know who our great leaders are – I was only guessing before.”

-Angela Bardell
Regional Controller, Dorothy Perkins

“Because of the assessment data I am able to look at the profiles of those who have completed the program and screen people for the roles I am looking to fill. I have it all here – a gold mine of information about my current and future leaders.”

-Abdulla Kalban
President and CEO, DUBAL

“There is a lot of science behind Hay Group’s work. These are rock solid ideas about leadership styles and emotional competencies – not just fleeting ideas from a trendy management book.”

-Greg Serrao
President and CEO, American Dental Partners, Inc.
Mobile communication and computing technology has changed the way we live, learn, work and play and as a result, today's employees expect on-the-spot access to the information and tools needed to get the job done. As technology evolves and laptops and desktops are increasingly set aside in favor of smartphones and tablets, The Hay Group’s Activate suite of mobile business apps enters the market as a game-changer for the modern workplace. The Activate apps offer users with innovative and dynamic tools to address today's top talent management challenges and break down the traditional hierarchies, silos and confines of yesterday’s workplace.

Part of the Activate suite, the Styles and Climate app is billed as a 'coach in the pocket' for managers looking to develop their leadership skills and to increase the impact and performance of their team. The Styles and Climate app arms managers with tailored development programs that feature day-to-day action plans, practical tasks, daily feedback and actionable tips that are all backed by the most current talent management research.

The premise that serves as the foundation of the program is that by building a positive work climate, managers are not just engaging and motivating the individual employees on their teams, but are directly contributing to the overall performance of the organization, and ultimately to the bottom-line. Research has shown that creating a good working climate requires that managers employ a mix of six leadership styles, all of which are addressed by and Styles and Climate app.

After reviewing the Styles and Climate app, a number of highlights come to mind:
• The app incorporates not only the latest Hay Group research, but also delivers ‘micro-tips’ compiled from actual thought-leader experience, your company’s own priorities, as well as recommendations from other organizations and individuals using the app
• Judging by the clean, intuitive interface and logical flow, it is immediately apparent that the app developers have placed a priority on the overall user experience
• The Styles and Climate app aims to fit seamlessly into the workday and works with busy schedules by automatically scheduling a series of relatively short and concise exercises
• The app can be customized based upon the organization’s preferences:
  • There is an option to allow managers to receive points, achievements and leader board rankings that maintain their interest and motivation
  • There are options for HR to monitor the program and its impact behind the scenes
  • Team members can elect to monitor and assess their manager’s progress using automatic surveys
  • The app also enables managers and organizations to tailor their own development plans that align with the company culture and HR policy frameworks

The Bottom Line:
Leadership development programs will only be effective if they are accessible, actionable and are actually used to shape the day to day actions of managers. Empowering managers with the innovative tools and information that the Styles and Climate app delivers will allow organizations to reap the benefits of improved leadership effectiveness and optimized team performance. The intuitive, engaging and convenient design of the app encourages managers to complete the exercises assigned, be accountable for their own success and ultimately drive change.
Comparable Solutions/Products:

**Styles and Climate app:**
- This app is brand new and innovative, there is no other product like it out on the market.

**Inventory of Leadership Styles and Organizational Climate Survey assessments:**
- The Ken Blanchard Companies: Leader Behavior Analysis II
- Campbell™: Leadership Index (CLI®) and Organization Survey (COS)™
- Gallup: The Clifton StrengthsFinder (CSF) Q12 employee engagement survey

FAQs:

**Can I use Activate Styles and Climate app as a stand-alone product?**
No. The Styles and climate app was designed to be a follow-up/add-on to Hay Group’s Inventory of Leadership Styles and Organizational Climate Survey 180 degree assessments. After a leader takes the assessments and receives his or her results and feedback, the results are uploaded to the app. From there, the leader will create a development plan and interact with the app on a daily basis.

**How does the app improve leadership styles and climate?**
The app creates a development plan for each leader based on the results of their Inventory of Leadership Styles and Organizational Climate Survey assessments, beginning with the leadership style needing the most improvement. The app helps the leader develop a wider breadth of leadership styles and provides guidance on how to make positive changes in the team climate, holding the leader accountable for his or her action plan through the use of micro tips, achievement surveys and re-measurement surveys.

**Is feedback anonymous in the Styles and climate app?**
Yes, it is anonymous.

**What is the minimum amount of rater feedback a leader must have to use the app?**
Each user of the app must have feedback from at least two team members to create a plan to improve climate.

**What support do you offer?**
Users have direct access to an email address for technical support. All organizations are assigned a dedicated Account Manager to provide any required support.

**How often do you upgrade your system?**
We actively invest in the maintenance and the enhancement of our products and services. Typically major releases occur two to three times per year, while minor maintenance-oriented releases follow a monthly release schedule. We ensure that all releases are backwards compatible with existing customers so the web versions of our products require no action by our customers. Our mobile users may be required to download the latest version of our products from the applicable app store.

**Is the app available globally?**
Yes. New languages will be added periodically.