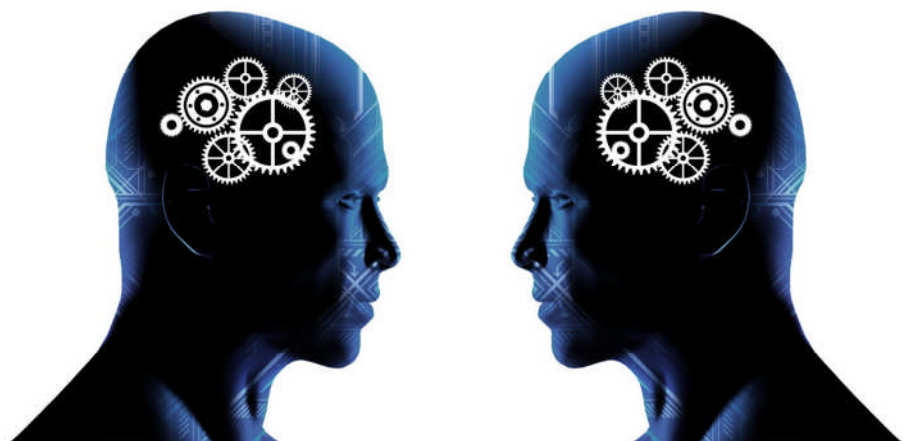


MPF
PARIS

TALENT MANAGEMENT SOLUTIONS



Talent Performance Indicators

Pierre GUERRY, Reine NEGUIN, Pierre-Yves REVILLARD & Jean TIMAR

LES EDITIONS ASEVE

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1 - The Basics

1.1. The origins of Behavioral Biology

Behavioral Biology grew out of research by surgeon and neurobiologist Henri Laborit (1914-1995). This area of social science discloses why we think the way we do, make this decision or that one, act this way or that. This is precious information when it comes to deciding which responsibilities to assign to whom, putting together a team, determining which areas need to be re-organized and how to get the most out of individuals or groups.

Henri Laborit published several books about his scientific experiments:

- **The New Grid**, 1974
- **In Praise of Fleeing**, 1976
- **Action Inhibition**, 1979
- **Behavior Myths**, 1994

Henri Laborit's work is highly specialized and reserved for an audience with expertise in behavior biology.

Jean Timar is a researcher in human sciences who follows in the footsteps of Henri Laborit. He built on Laborit's work and, using his own experiments as well, put together a behavioral map of the mind. The diagram of his map reveals several thousand variations on impulses that heavily influence our actions and decisions.

Combining his own findings with the work of other researchers such as André Leblanc on the cerebral nerve pairs, Jean Timar studied the central nervous system and different layers of the cortex.

This was the beginning of finding practical applications of the new science in industry.

1.2. From Behavioral Biology to corporate consultancy

Jean Timar quickly recognized the importance of these new findings to business leaders. He and Reine Néguin, another researcher in human sciences, created a management consultancy for executives and human resource departments.

For nearly 40 years, they worked with large national and international groups (Armor, Bis, Bouygues, Caisse d'Epargne, Gedimat, General Motors, France, Jacques Vabre, Kraft General Foods, Minister Mint, Parker, Siemens, Waterman...) advising executives on management issues, especially how to get the most out of people's talent and allow them to work to full potential.

Experiments performed in companies with different socio-professional groups offered a good test of the accuracy of their grid in identifying talent --- an essential ingredient for specialized companies if they are to react instantly to changes in world markets.

Technology is a complex and rapidly changing field. This makes it difficult to train specialists in advance to dealing with situations that could arise. This makes it all the more important for companies to be able to identify the people who are capable of adapting quickly to any situation.

Jean Timar and Reine Néguin follow market trends closely. They continually build on their knowledge of this field, taking the trends into account in their thinking about biological behavior and drawing as well on the work of other researchers. They are authors of several publications:

In the form of essays

- **Man and His Environment**, 1972
- **The Other Behavior**, 1982

A methodology for public speaking

- **Get up and Speak**, 1985

A more "technical" explanation of behavioral biology in

- **A Time for Reality, a Data Bank of Behavioral Biology**, 1988

The publication of this book opened the way for companies to benefit in other ways besides consultancy from new contributions to behavioral biology. A service package was developed to give companies more autonomy and the means to design tailored approaches to match their exact needs in human resource management.

Jean Timar and Reine Néguin were often invited to speak in conferences involving representatives of Chambers of Commerce and industrial leaders who reacted enthusiastically to the idea of having a simple, precise and effective tool to develop talent within companies.

1.3. Enlarging the range of services

From a neurobiological standpoint, as mentioned earlier, the study of the central nervous system, particularly the cerebral nerves and layers of the cortex, revealed that the brain reacts to an external stimulus by relaying the information along preferred neuron paths that are characteristic of specific behaviors.

Identifying these neuron paths, the operational circuits, is essential to understanding how humans act and react to any situation.

Jean Timar and Reine Néguin began to formally identify, systematize and rationalize circuits after years of study. The next step was to find partners with whom to build the tools drawn from behavioral biology for practical application by the greatest number of people.

The team grew with the addition of Pierre Guerry, a consultant who specialized in executive team strategy and task force management. He developed the first tools that would make it possible to identify talented.

Then Pierre-Yves Revillard, engineer, brought his experience in the provision of organizational and electronic services, particularly in managing data flow. His main mission was to oversee the transformation of scientific premises developed by Jean Timar and Néguin into algorithms.

1.4. The First Talent Performance Indicators (TPIs)

While these different types of expertise were coming together, Jean Timar was elaborating a method to help individuals improve their own performance. In 2003 he published **“24 Senses To Help You Listen”**, in which he points out that Man has 24 sensory possibilities in addition to the traditional 5 senses.

He stressed the importance of knowing and experimenting with all 24 senses he identified. They increase our ability to quickly comprehend any given situation and act upon it simultaneously.

Those who apply the approaches described in this document will perform their jobs more effectively regardless of their level. This book marked the beginning of service offers in management.

1.5. MPF is born

Behavioral biology now makes it possible to identify an individual's operational circuits, provide the tools that will enable him or her understand a pattern of behavior and improve it. The very nature of the process limits its widespread use. But certain characteristics—the fact that it follows a procedure, is based on logic and can be repeated-- make it suitable for an electronic adaptation.

The association of Jean Timar, Reine Néguin, Pierre Guerry et Pierre-Yves Revillard into a new entity, MPF, would address a need to translate theory into actual practice and rationalize the breakthrough in understanding preferential modes of functioning. At the same time it was important to not create a behavioral typology that would lock individuals in their past actions. The challenge lay in finding a posology in the performance of future actions following the initial analytical stage.

MPF began by trying to understand how people produce value added and how, regardless of their background, training and experience, they could produce even more value added tomorrow as a result of being given assignments better suited to their aspirations.

1.6. The underlying science

The role of MPF is essentially to come up with a simple, precise, effective tool for talent management that could be used by the greatest possible number of people:

- by companies in managing their human capital,
- by service companies to make their service offers more relevant.

Either way, mastering the functional applications of behavioral biology at the very least is absolutely necessary, especially the functional circuits and their main interactions.

Jean Timar and Reine Néguin have assembled the basic data in two texts:

- **A Guide to Behavior Biology**
- **The fundamental Mechanisms of Behavioral Biology**

Reine Néguin's Guide to Behavioral Biology is an instruction manual that can also be a reference text for people who are already well versed on the subject. It offers a clear, logical description of what is intentional and actionable in different types of behavior.

In the Fundamental Mechanisms of Behavioral Biology, Jean Timar studies the operational circuits and how they relate to the cerebral layers in detail. He analyses the physiological functioning in both ordinary and extraordinary situations. Taken together, these two works provide a solid basis for understanding the MPF "tool".

2 - Twelve Applications for Managers and Directors of Human Resources

2.1. Strengthening employees' individual performances

The Issue

Generation Y places a lot of emphasis on improving individual performance and sees it as part of the deal that their employer helps them progress.

This generation is demanding, non-conformist; it has no illusions about companies being altruistic. Executives of this generation are prepared to go somewhere else if they are not progressing fast enough in their careers or if their companies are not giving them real responsibility. Generation Y respects competence more than hierarchy.

When members of this generation know what they want and are aware of their own value, they will go after the tools that will help them to improve their potential for progress, based on the methods and techniques used by its own generation.

The MPF Solution

MPF indicators improve individual performances:

- by revealing unexploited individual talents
- by showing the extent to which an individual is fulfilling potential
- by proposing concrete ways to improve performances in the desired areas

The MPF tool pinpoints the different aspects of human behavior. With this information, corporate executives can reward members of generation Y with a reliable and innovative way to improve their individual and collective performance.

2.2. Managing teams and their risks

The issue

It is widely acknowledged that organizations using the silo method of management are less effective than those operating with transversal teams that cut across departments to bring together all of the available competences.

This *project mode* formula is the best way to encourage innovation, excellence and dynamism. As Larry Page, CEO of Google, says, *We believe that each employee contributes equally to the success of our projects.*

Teams of collaborators with complementary skills can offer an opportunity or present a risk for the company, depending on existing synergies in managerial behavior.

The MPF Solution

The MPF indicators will contribute to an optimal choice of project team members by measuring:

- the value-added of each team member;
- the appropriateness of each with respect to the objectives;
- the synergies and risk of friction that exist among team members.

Thanks to the understanding of different aspects of human behavior in the team environment afforded by the MPF tool, managers can optimize the efficiency of their teams.

2.3. Motivating all employees

The issue

Increasing competitiveness is a major concern for companies. It falls to human resource departments to manage the resources coherently and in keeping with the company's objectives.

The employee expects fair remuneration for his work, essential to his motivation. To make the most of its human capital, a company must have a clear, transparent remuneration policy.

Deloitte Consultancy 2011: *The impact of different elements of a global remuneration package for employees will differ depending only whether the company wants to increase turnover, raise profit margins, build confidence or increase the value of company assets.*

The MPF Solution

When the goal is to implicate the employee in attaining individual objectives, which is an important element in his motivation, the MPF performance indicators can measure the adequacy of these individual behaviors with respect to:

- the stated policy criteria of the company: ethics, level of service quality, technical level and innovation...
- strategic criteria as defined by the heads of department or division, such as implementing certain measures, creating task forces, leading change...
- operational criteria defined for each person with respect to the assignment such as: turnover, margins, customer relations, quality improvement, cost reduction ...

MPF indicators identify areas where the potential behavior of each employee is appropriate in terms of the policies and strategic and operational objectives of the company and the areas where there is a risk of mismatch.

Thus, MPF helps companies choose the objectives that best match each employee based on relevant criteria, in order to further motivate him or her further to attain personal objectives.

2.4. Spotting future talent

The issue

How to attract new talent in an ever-changing economic environment?

More than 500 CEOs and directors responded to this question in a survey organized by MERCER and the Economist Intelligent Unit in 44 countries where there was awareness of the need to attract new talent at every level of companies. The results were presented at the World Economic Forum in Davos. For 67% of the respondents, the selection criteria for future talent must include the ability to react quickly in response to changing market conditions; for 60% innovation was key; and for 45%, the priority lies in the candidate's ability to train managers at every level so that they can deal with these upheavals.

In France, the past tendency to look outside of the company to find gifted people is now questioned. Knowledge of behavior-related strengths becomes all the more important as a means of discovering talent.

The MPF Solution

The MPF performance indicators make identifying new talent possible by measuring:

- capacity to manage the unpredictable;
- ability to make quick decisions relevant to the demands of the assignment, in different areas that can present themselves almost simultaneously;
- ability to manage stress and thus reduce the stress levels of collaborators;
- capacity to identify resources within the company and lead them in confronting changes.

The MPF tool reveals different aspects of human behavior, allowing companies to identify future talent, above and beyond the necessary technical skills, with greater accuracy.

2.5. Improving internal mobility

The issue

The idea is to allow employees to assume new jobs with new responsibilities within the company and to work with teams the person has never worked with before.

This takes some organizing and rational decisions, but it is also important to evaluate the strengths and weaknesses of candidates for internal mobility.

For a strategy to be successful, attitudes towards the new work environment and an ability to adapt are all important.

There should be a gain in workers' satisfaction and productivity when taking up new positions and working with new teams. Internal mobility is supposed to create new synergies, improve risk and conflict management and be enriching to those concerned. It is important that participants have the same understanding of the company and its objectives. Individual behavior drives internal mobility that, in turn, creates dynamic situations that make daily work more meaningful.

The MPF Solution

Using the MPF performance indicators will result in better decisions regarding internal mobility because they calculate:

- Candidates flexibility and capacity to adapt;
- Individual performance in terms of unused potential;
- To what degree the potential behavior is in line with the assignment under consideration

In revealing aspects of human behavior, the MPF tool allows corporate executives to make decisions on internal mobility with greater success for candidates and for the company.

2.6. Managing individual and collective stress

The issue

Some 75% of employees say they are satisfied with their present professional situation despite major changes in management that make financial objectives a priority. The resulting stress on employees has become one of the main preoccupations of industry leaders.

Performance equals stress says Eric Albert, psychiatrist, but Dr. Philippe Rodet warns, referring to a Canadian study, that *stress only improves performance 10% of the time*.

Why are do some people flourish in their jobs while others become exhausted? Trade unions are beginning to react, demanding stress prevention measures, but so far there are no satisfactory solutions.

The MPF Solution

MPF performance indicators can help collaborators control stress by evaluating:

- A person's level of stress in a given environment
- How well a person manages stress
- A person's capacity to evacuate stress

By measuring traits of human behavior, the MPF tool allows company executives to map out the global effects of stress on their employees and follow its evolution annually. Companies can then adopt appropriate actions to reduce stress.

2.7. Keeping executives happy

The issue

The well-being of executives is a priority for companies in order to hold on to their high-potential staff and avoid turnover costs.

There is an increasing awareness of psychosocial risk factors. Employees expect not just technical competence in their managers, but interpersonal skills as well.

Generation Y transformed managerial behavior by insisting on working *with* the boss and no longer *for* the boss. This challenge to old management styles went hand in hand with easy access to information thanks to the propagation of Information and Communication Technologies (ICT).

The MPF Solution

The MPF performance indicators enhance the well-being of executives by measuring:

- the ability to manage interpersonal relations including a 360 feedback evaluation
- the correlation between potential behavior potential and the assignment at hand
- the adaptability to new environments

Using the MPF tool to evaluate human behavioral traits in a specific environment, industry leaders can more easily identify appropriate internal or external solutions to problems.

2.8. Driving change in organizations

The issue

Don't wait for a crisis to re-think your organizational structure and enhance your competitiveness in a timely and rational way.

We know from the example of world leaders like General Motors and IBM that a company is a colossus with clay feet; economic models need to be constantly reinvented. Hasty turnabouts and changes of strategies have heavy consequences for the company's functioning unless a procedure is in place for implementing change.

When a type of organization has reached its limit, executives are forced to make structural changes. There is no such thing as an ideal permanent system of organization since it necessarily reflects the current economic and geographic context. Experience shows that the life cycle of an organization model rarely exceeds 4 to 5 years. Some groups, like Dassault System, have made a point of changing every 12 to 18 months.

All companies have an international or national organization or hierarchical model or matrix. Managing change must be an integral part of corporate culture if companies don't want to be caught unawares or withdrawn from challenges presented by a changing world economy.

The MPF Solution

The MPF performance indicators make it possible to:

- evaluate how open employees are to the present organization of the company and to potential changes;
- identify people within the company who through knowledge of their behavior potential, the would be good vehicles for promoting a policy for change;
- estimate the time it will take for each person and each division to integrate the changes.

The MPF tool accompanies the executives of companies in bringing about fundamental changes in their company's organization. By measuring human behavioral traits, the MPF tool accurately charts populations that are *motors of change* and those adverse to change; The MPF tool facilitates the entire process, regularly integrating the changes within working groups.

2.9. Maintaining seniors' employability

The issue

The times are long gone when people worked at the same job for their entire careers. Whether by choice or necessity, people are likely to change jobs several times in their professional lives.

Enterprises can ask their employees for an appraisal in the second half of their careers, around the age of 45, to take stock of their ambitions and competences while there is still time to make changes.

The assizes on employing seniors highlights the important role seniors can play in passing their know-how on to the younger generation entering the job market. This helps older people remain in employment and young people enter professional life.

The MPF Solution

In addition to the skills they have already acquired over the course of their professional career, seniors will find a trove of information regarding their behavior using the MPF to measure:

- their potential so they have the possibility of finding employment in areas where they have never worked before;
- their ability to adapt to a new environment;
- their aptitude to transmit know-how making use of their interpersonal, pedagogic and humane skills.

The MPF tool allows company executives to gauge companies' potential to transmit its know-how through seniors by measuring their behavioral traits.

2.10. Convincing employees of training in skills needed by the company

The issue

Executive employees will always look for the best employers who will provide meaningful training that will advance their careers.

Company executives want to offer the best external or internal training to collaborators whether his is a large group with its own “university” or a specialized SME.

Annual evaluations offer a perfect opportunity to take stock of collaborators’ objectives of and determine training needs. The training must satisfy the needs of the enterprise and personal ambitions of the employee, but they do not necessarily take the full potential of the employee into account.

The MPF Solution

To assist the enterprise in orienting collaborators in their training needs, the MPF performance indicators can measure:

- behavioral potential already demonstrated on the job and dormant;
- a balance between the legitimate desire of an employee and his ability to attain his goals over time;
- a balance between the company’s mission and the ability of an individual to carry it out.

The MPF tool thus allows company executives and their collaborators agree on training that matches the needs of the company while bringing out the full potential of the individual.

2.11. Choosing appropriate career orientation

The issue

Employees associate career changes with an increase in their responsibilities and, as a result, in their salaries.

There are two lines of reasoning: the executive wants a career change that will benefit him and the human resource department will want to know how a career change will benefit the company.

It all comes down to “the motivation of the employee is and the effectiveness of the training,” says Francois Rebeix, Training Director at Sodexho, France.

If the employee wants a change in his career, it is in the interest of the company to offer him a post that corresponds to his aspirations or run the risk of having him leave the company. The latter is costly to the company, particularly when it happens unexpectedly.

Whatever the career change involves, the company would like to get something out of it as well.

For it to be successful, it is best to make sure that:

- the executive possesses the right current and potential skills for the job;
- he can be replaced and the division organized more efficiently.

The MPF Solution

With the MPF performance indicators it is possible to:

- verify that the employee has the potential for the career path he chooses;
- verify that the training involved corresponds to the employee's potential and the ability to progress;
- identify internal and external candidates best suited to the vacant post.

By measuring human behavioral traits, the MPF tool helps company executives help collaborators make the right career decisions, improve their performance and job satisfaction while reducing the stress associated with staff turnover.

2.12. Developing a strategy for high-potential staff

The issue

A mistake in the recruitment of a high-potential employee carries a heavy cost for the company. Knowledge of the professional experience of a candidate under a previous employer offers little guarantee of good management in your company. Diplomas validate technical know-how, but do not say much about behavior qualities. To better a better overall understand of a high-potential employee's skills, companies are looking more closely at things like their ability to analyze, or the relevance of their suggestions made during interviews at different levels.

Knowing how to recruit high-potential employees is crucial to any corporate strategy. Each decision regarding hiring or mobility will affect the mapping of high-potential workers throughout the company.

It is not enough anymore just to adhere to the recruiting criteria in hiring high-potential people; each recruit must be able to contribute all the time to the value added of the company in the areas for which he was recruited.

The MPF Solution

The MPF performance indicators make it possible:

- to measure value added in terms of behavior for each high-potential staff member;
- to identify value-added in terms of behavior that is most lacking in the company;
- to search for correlations between the behavior characteristics of candidates and the corporate strategy.

In evaluating human behavioral traits, the MPF tool enables corporate executives to map out high potential staff and be prepared to react to changing needs without diminishing competitiveness.

3 - A Talent Management Tool

MPF is a tool for managing talent.

Created by consultants of large industrial groups and researchers in the field of behavior, this tool permits an unprecedented degree of precision.

A recent article by Adam Richardson published in the *Harvard Business Review* stresses the importance—and difficulty-- of getting the right mix of competences in teams, at different levels as is common practice in Silicon Valley. He explains that successful teams do not depend on an individual, but on the ability of groups to work together. The manager's role is to build confidence in the group and manage stress so that individually and collectively the team is working to its full potential.

MPF develops solutions that are based on the main challenges facing human resource departments and managers in companies today.

There are more than 150 criteria to select from in seeking solutions to everything from routine problems to major transformations in your companies.

The MPF tool is constantly evolving thanks to new research and experiences while collaborating with large companies. New indicators are regularly introduced to address changing needs of companies.

In offering a simple, practical and reliable way of managing talent, the MPF tool fills a void, offering human resource departments a company-specific data depository at their fingertips for constant reference and follow up.

After two days of training, managers can adapt the tool to their own needs, substantially improving their method of management and the efficiency of collaborators.

To find a personalized solution for your enterprise, the MPF tool organizes the indicators into three areas: individuals, teams and projects. This makes it easier for managers to pick out the measurements that best correspond to their concerns.

The MPF tool comes with 12 ready-made solutions, but our partners, large consultancy firms, can assist you in developing customized solutions using the indicators best suited to resolve specific problems, business unit by business unit

4 - A simplified procedure to improve company reactivity

The MPF tool works like a *meccano* toy set that can be rearranged to create a multitude of applications and gradually build a complete database dedicated to managing talent.

Once this is in place, it is possible to draw on the results from using the MPF management in creating your HR manpower planning.

There are different ways of using the MPF tool:

- The company can work in complete autonomy, interpreting on its own the results shown by indicators to manage human capital on a day-to-day basis (annual evaluations, interviews, managing careers...). The company chooses the indicators it wants to manage talents, knowing that it can change indicators or add application at any time to update its management methods.
- Semi-autonomous, the company works on its own, but within a certain framework. It chooses one or several of the 12 applications described above to address specific problems or to explore areas to develop. It decides how much or how little to exploit the tool in order to come up with a made to order result that thoroughly satisfies its needs.
- The company takes advantage of the expertise of one of our partners in interpreting results drawn from the indicators and in setting up appropriate procedures (optimization, reviewing organization, managing change, leadership management, coaching...).

5 - The Talent Performance Indicators

The Talent Performance Indicators (TPIs) have been the object of research and development for the last 20 years and continuously tested in large enterprises. Today they are used in the 12 MPF tools.

For maximum effectiveness, managers can construct their own MPF solutions by choosing the most relevant TPIs to address a specific set of problems at company or departmental level. The TPIs can be the reference base for the entire company or only to a business unit or sub-set.

Boris Groysberg, Professor of business administration in the corporate behavior department of the Harvard business school points out: *Many companies' programs for high potentials simply replicate those in place at other firms, as if talent could be developed with an off-the-shelf model, without taking into account an organization's goals. Potential is situational, and programs that manage it should be aligned with a company's strategy.*

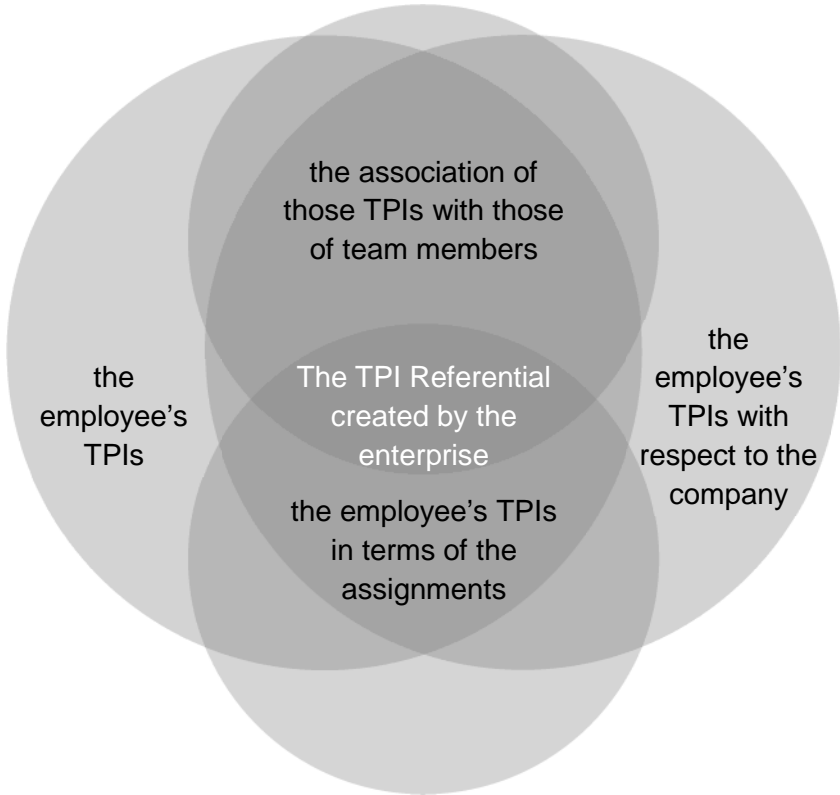
Measuring the intrinsic talent of an individual is not enough. To be effective, a talent management program has to take into consideration the context in which the individual brings added value:

- The current assignment;
- The team he is part of;
- The company (strategy, culture, customers).

The TPIs are divided into 4 families of indicators:

- the employee's TPIs;
- the association of those TPIs with those of team members;
- the employee's TPIs in terms of the assignments;
- the employee's TPIs with respect to the company.

The company can develop personalized solutions to fit its own needs by selecting the most relevant TPIs and thus constitute its common referential or one designed for a particular business unit or profession.



6 - Developing expertise

MPF has more than 100 talent performance indicators to help enterprises manage their talent pool in an appropriate, personalized and effective way.

Understanding their relevance, how to combine them and get the most value added from them requires some expertise that MPF alone can transmit.

It is necessary to receive training before using the MPF tool considering what is at stake both for colleagues and for the company.

6.1. Reasons for certifying MPF Experts

Reasons

For deontological reasons, MPF has designed a certification program for candidates who wish to become authorized experts of the MPF tool. This addresses the needs of large companies when they call for bids and the legitimate demands of trade unions that the tool used by consultants who are certified MPF experts is ethical, professional and objective.

Who qualifies for the certification?

Certification is valid for one year and can be renewed. It is reserved internally for company managers (human resources, heads of division or department) or externally (consultants, recruiters, coaches, trainers).

Certification requirements

Certification as MPF expert is obtained after following training sessions explaining the different aspects of behavioral biology as applied to the MPF tools.

Access to resources

We make a number of resources available to candidates (documents, training modules, studies, summaries of evaluation results) to help them prepare for the certification, but they are the ones who decide if and how to use these resources.

Cost of certification

The fee for certification, which we consider to be a starting point in a future partnership, is equivalent to the cost of MPF training.

6.2. Admission procedure

Prerequisites

The prerequisites for exercising this profession are:

- experience, training, having held positions of real responsibility;
- a professional level or level of responsibility that justifies using the MPF tool on a specified population: depending on competences, senior executives, executives, or employees;
- consulting or coaching experience with individuals or groups that addresses a specific area of concern to corporations.

Admission to training

The decision to admit a candidate to training in MPF expertise is made by the authors of the MPF know-how.

Admission is not a guarantee of certification, particularly if the candidate does not follow the training modules rigorously.

Levels of expertise

Certification is temporary, valid for a specified period of time at a specified level.

The expertise only applies to the products and services for which the candidate has certification.

The levels are:

- 1st level : TPIs for employees;
- 2nd level: TPIs for employees synergies with team members;
- 3rd level: TPIs for employees synergies with assignments;
- 4th level: TPIs for employees synergies with assignments and management;
- 5th level: trainer.

Candidates' commitment

Once certified, the candidate commits to:

- Respect the deontological code of consultants or the ethical charter of his company or organization;
- Respect the rules for using the MPF brand in his dealings and specify the year of renewal of his certification. The effective, regular and satisfactory use of the MPF tool each year is subject to the certification renewal based on proof supplied in writing by the expert.

MPF is an instrument for managing the talents of executives in national and international enterprises where it is used. The tool has been the object of continuous research and development for the last 20 years. It measures the adequacy of a manager with respect to his assignments, the teams or departments he is working with and the strategy and corporate culture of the company he works in. The measurements become important indicators easy to use by corporate executives, heads of human resources and their consultants who wish to incorporate the MPF instrument into their own human resource management tool and manpower planning.

The MPF management tool offers solutions to the main challenges facing managers and human resource departments, helping to:

- ✓ strengthen employees' individual performances
- ✓ manage teams and their risks
- ✓ motivate all employees
- ✓ spot future talent
- ✓ improve internal mobility
- ✓ manage individual and collective stress
- ✓ keep executives happy
- ✓ drive change in organizations
- ✓ maintain seniors' employability
- ✓ convince employees of training in skills needed by the company
- ✓ choose appropriate career orientations
- ✓ develop a strategy for high-potential staff

The MPF tool also offers personalized solutions that companies can create by themselves. By choosing the Talent Performance Indicators that address their particular needs, companies can create a tool that is relevant to, and totally addresses, their problems.

Executives welcome the cost reductions that result from the relevance of this instrument when used in recruiting or making decisions on internal mobility. The MPF tool helps to avoid errors and excessive turn over; it reveals latent potential in executives that can be developed, opening the door to new skills and better use of talent.

Thus the MPF tool initiates the "sustainable management of human capital" based on reliable evaluations. Its scientific basis is accessible to users through specific training that allows consultants and human resources staff to reach different levels of expertise in using the tool.

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MPF PARIS

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