



1946 to 2006: 60 YEARS OF INNOVATION @ PSP

Sixty years ago, the founders of PSP began with the vision of applying scientific psychological measurement techniques to help organizations and individuals make better decisions in the workplace. As business cycles go, the timing could not have been better. In 1946, the postwar economy was booming with plenty of jobs and plenty of employees to fill them. The question was how to predict who would fit best in a given job. PSP researched the question and pioneered selection techniques to predict employment success.

Herzberg Motivation Studies

Soon another question arose – how do we motivate all these people who have different expectations from the previous generation? With the aid of business leaders, PSP devoted significant resources to the study of employee motivation, resulting in the historical bi-factor theory of motivation developed by Dr. Frederick Herzberg and other PSP researchers. *The research documented the importance of getting employees involved in the job itself and not merely trying to buy their time.* This pioneering research was published in the book *The Motivation to Work*, which has become a classic in its field.

Changing Workforce

PSP researched positions from hourly to executive to best determine the key skills and competencies required for job success. PSP's research in the early 1970's scientifically identified, for example, that successful middle managers demonstrated the same high motivational patterns, able intellectual skills and positive interpersonal characteristics regardless of whether they were male or female. PSP was also ahead of the curve in conducting research studies of the changing workforce that showed the importance of more flexible human resource planning for managing an increasingly diverse workforce that included families with multiple members employed.

All About People

PSP helped its customers recognize that their success was all about their employees. PSP pioneered the use of employee surveys as a motivation and communication tool. Today, PSP's unique surveys help companies with employee retention, performance management and career development. Online

surveys of all types, from 360s to employee opinions, allow PSP to meet customers' communication needs globally, 24/7.

Listening to our Customers

PSP's research and services have arisen from needs expressed by our customers. By forging partnerships with our customers, PSP has broadened its services and been able to conduct research in real-life work environments. For example, when one of our customers was preparing to establish a plant in China, they requested our help. Together we researched how to apply PSP's selection techniques in mainland China. Today, PSP offers its customers online testing in Chinese as a result of that successful partnership.

The Speed of Innovation

Innovation has come from PSP in many ways. Foremost, it has been evident in the speed required to meet rapidly changing customer expectations. PSP embraced the Internet because it allows us to meet customers' expectations for testing flexibility in speed, location and time. Online testing allows for 24/7 operations anywhere on the globe. Today, PSP has ongoing testing programs throughout the United States, Europe, Asia and Australia. Our clients are diverse, ranging from companies in the top 10 of the world's largest corporations to entrepreneurial

organizations just getting started. In all cases, they recognize the importance of selecting the right people for their companies' business strategies and use PSP to customize employee selection and career development.

60 Years and What It Means for Our Customers

PSP's customer relationships are longstanding and allow us to observe success and failure across time. PSP has learned that organizations change only when their people change. If leaders do not grow and learn, neither will their companies. Change is the one constant factor in business that one must adapt to or be left behind. PSP itself has undergone tremendous change in our 60-year history. Changing economic cycles, the global marketplace, technology and customer expectations have required us to adapt and innovate to meet the challenges and expectations that are essential for our customers' success in the future.

