



# PI Worldwide

## Case Study: Emergent Ventures India (EVI)

### EVI Strengthens Millennial Hiring, Job Fit and Retention with Predictive Index®



#### After implementing the PI® system:

- **Strong job fit** ensured throughout the organization
- **Fewer** personality conflicts
- **Increased** sense of **confidence and fit** within the organization

#### THE CLIENT

Emergent Ventures India (EVI) helps organizations find ways to devise market-based solutions to environmental problems. One of the leading carbon advisory companies in the world, EVI provides consulting services and solutions for end-to-end climate change and clean energy initiatives. Headquartered in India, where it is a top three carbon climate change company, EVI has over 120 employees with branch offices in 10 countries across four continents.

#### THE OPPORTUNITY

As a progressive advisory company in a niche industry, EVI attracts young, skilled workers with a passion for the environment. In addition to having strong technical skills, the ideal employee must be an independent worker who operates well in a fast-paced environment. Since EVI has several focus areas in the business ranging from sales and technology to finance and research, employees must also be able to work well as part of a team.

As the company has continued to expand, staffing the organization with the “right” people and retaining this talent had become a financial and cultural challenge. In fact, CEO Ashutosh Pandey notes, “For a small company like ours, even a 10% error in our hiring process could be devastating.” Since EVI employees are typically Generation

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Y-ers, also known as Millennials, (in their 20s and early 30s) and are just out of university, their credentials may indicate strong technical skills, but a lack of a strong work history makes this inference unreliable. Without a proven history of functioning in a formal workplace, hiring managers were looking primarily to cognitive test scores and subjective interviewing to make their hiring decisions.

Despite an intensive technically-driven selection process which included a written exam, three rounds of technical interviews and a meeting with the HR Head, EVI executives still struggled to hire with confidence and to place new employees in the appropriate departments. Pandey says, "Based on our original process, we were not able to determine if a particular candidate would be more successful in a sales role versus a technology role, for instance." He adds that while many candidates presented themselves well in the interviews and perhaps articulated their desire to work in one sector over another, once they were on the job, many employees did not ultimately meet performance goals or experienced conflict in their teams.

## THE SOLUTION

EVI realized it was making hiring decisions based on an incomplete process that relied heavily on technical knowledge and the subjectivity of hiring managers rather than on a candidate's true compatibility with the job and culture.

EVI began reevaluating their selection process and started investigating a behavioral measure that would help them better understand both the job candidate and the needs of the role that they were filling. According to Pandey, EVI felt the Predictive Index (PI) behavioral assessment from PI Worldwide would be the ideal solution because unlike many other tools in the market, the PI offers a science-driven way to quickly and accurately identify the motivating needs and natural behaviors of an individual.

“ The Predictive Index system has made the **hiring process much more stable and predictable**. As our company continues to lead in a burgeoning market, having the right personnel on board is critical to our long term success. ”

Ashutosh Pandey,  
CEO,  
EVI

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PI has helped us **build an open culture.**

Apurva Sharma,  
HR Head,  
EVI

Working with a PI Worldwide Member Firm, EVI's CEO and HR Head each completed the short assessment and participated in the Predictive Index Management Workshop™, a two-day interactive training focused on understanding and applying the insights derived from the Predictive Index. During this process, executives were also introduced to the Performance Requirements Options (PRO) job analysis tool allowing them to determine the necessary behaviors a candidate should possess to be successful in a particular role. Upon optimizing current job descriptions using the PRO, EVI has every candidate complete a PI assessment as part of their application. The web-based survey is easily and quickly administered and yields powerful insight into how a candidate would communicate, manage, be managed and work with others on the team.

By looking at an individual's PI pattern and the PRO for the job, the hiring manager could quickly see the fits and the gaps between the person and the position. Hiring managers have noted feeling more confident during interviews because the PI and PRO help them shape and lead the conversation, making the meetings much more productive and time efficient. Then, combining the information with test results and the candidate's complete application, EVI executives could get a comprehensive understanding of the person's strengths and challenge areas both technically and behaviorally.

## THE RESULTS

Today, all EVI employees have completed a PI, making it possible for employees to better understand each other. Every role, across levels and across business verticals, has a PRO to help ensure strong job fit throughout the organization. Once a candidate is hired, managers continue to leverage the PI with their team, often discussing their own PI freely with others to help everyone in the organization work better together. As a result, employees are reporting fewer personality conflicts amongst their peers and an increased sense of confidence that they truly fit within their position and the company as a whole. Pandey has also been a very outspoken supporter of the PI at EVI, sharing his own PI pattern with the company. As a result, HR Head Apurva Sharma says, "PI has helped us build an open culture."



PI Worldwide

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