Are you *People Intelligent*?

What business challenges does your company face? If it’s like most organizations, your operational procedures, products, services, marketing and sales efforts could be enhanced to achieve your objectives more effectively. However, an organization’s ultimate challenges—such as increasing customer satisfaction and sales—depend much more heavily on the specific skills, abilities, and traits employees bring to their daily efforts.

As the findings in this report indicate, there is a direct link between employees’ capabilities and their performance on key business outcomes. It is therefore mission-critical to ensure that new hires and current staff members have the right mix of skills and abilities to be successful. This is where People Intelligence comes in. People Intelligence is information about talent that enables organizations to make better people decisions and ultimately drive the business outcomes most important to the company. People Intelligence informs decisions at all stages of the talent management life cycle, from understanding whether a potential hire will deliver value to the organization, to determining if an employee would benefit from skills training or personal development opportunities prior to a promotion into a new role.

As business objectives change, expectations placed on employees are adjusted accordingly. It is essential to know whether employees have the skills and competencies necessary to help the organization achieve these new objectives. Once again, People Intelligence assists the organization by helping ensure workers’ characteristics are appropriately aligned with the new goals, so that new hires and existing staff can be relied upon to deliver the day-to-day behaviors necessary to achieve those objectives.
Introduction

In today's business environment, organizations around the world must demonstrate the business value of their People Intelligence programs – programs designed to generate specific and objective insights into people’s ability and potential to perform. In preliminary results from a survey conducted by Aberdeen Group in March 2011, 67% of respondents indicated that the number one goal for their assessment program was to improve business results by improving the quality of candidates brought into their organization. Being able to understand and leverage the competencies, knowledge, skills, and abilities of current and potential employees drives organizational success in terms of higher revenue, better customer retention and a stronger bottom line.

Throughout the entire employee life cycle – from hire to retire – People Intelligence is robust, timely, and quantifiable data to support key business strategies. Anecdotal evidence cannot drive business decisions or strategy, so the 2011 Business Outcomes Study Report provides verified, scientifically-sound evidence from around the globe supporting the proven value of assessments in providing the People Intelligence organizations need to achieve their objectives.

Our fifth annual Business Outcomes Study Report provides tangible proof that bottom line business results can be directly correlated to the People Intelligence that assessment tools provide to inform decisions about talent. Sample findings from this year’s report:

• Customer-focused sales staff at technology retailer increases sales by $162 million
• Telecommunications enterprise dials down turnover by 18% within 6 months
• High scorers have 53% greater likelihood of advancement at transportation firm

The findings in this report represent the studies that SHLPreVisor completed with client organizations throughout the world, spanning various industries including Healthcare, Retail, Financial Services and Telecommunications. Numerous jobs are also covered, including customer service, sales and management roles. We are once again very pleased to provide you evidence that connects the impact of assessment programs and the resulting People Intelligence to the dramatic bottom line impact realized by most organizations.

“As part of our commitment to our customers, we continue to work closely with them to provide People Intelligence strategies that deliver business results,” states Mike Tims, Chief Customer Officer, SHL Group. “This year’s report again highlights the measurable success delivered through effective talent acquisition and the selection and development of existing talent within the organization – proving that companies who have a solid strategy in place are able to reap tangible benefits by increasing revenue, reducing costs, improving efficiencies, and driving leadership effectiveness.”
Study Methodology

SHLPreVisor conducts research studies in collaboration with its clients, evaluating the link between real-world outcomes and a wide variety of hiring and placement decisions. These business outcome studies are designed to demonstrate the value of online talent measurement solutions against metrics specific to the goals of each client organization. SHLPreVisor first works closely with business leaders to identify key business outcomes. Sophisticated research strategies and data analyses are then used to evaluate the link between these outcomes (e.g., sales, call times, revenue growth) and the use of People Intelligence solutions.

SHLPreVisor adheres to rigorous scientific guidelines, ensuring reliable conclusions about the assessment program are drawn from the results. These include:

- Test scores and performance data for a minimum of 300 people in each job are used in this research.
- Employees must have been on the job long enough to provide a reliable measure of their performance in their new role, beyond the initial onboarding or training period.
- Reliable performance metrics must be available, and these must be influenced by an individual's behavior on the job. Metrics include individual sales figures, goal attainment, revenue growth, and other standardized productivity and/or efficiency measures.
- Multiple measures of performance data must be available for each employee. SHLPreVisor’s Optimization Services Team conducts these studies using the scientific method, combined with business metrics, to determine the true link between hiring decisions and on-the-job performance.

2011 Business Outcome Studies

Over the past year, 47 business outcome studies were conducted for clients across multiple industries, including retail, healthcare, transportation, telecommunications and more. Extracts from these reports have been compiled here in the 2011 Business Outcomes Study Report.

The summary results from this year’s studies are as follows:

- 83% had a favorable or very favorable outcome. This means that the assessment solution had a strong and measurable impact on most or all of the firms' performance metrics.
- None of the studies resulted in an unfavorable outcome. Outcomes in the remaining 17% were deemed to be neutral.

“If we’re ever going to improve materially the business outcome affecting human resource management decisions made every day, we absolutely must embed as much intelligence as possible right into the HRM processes that guide and execute those decisions.”

Naomi Bloom, Bloom & Wallace
FINDING 1
Managers at retail organization provide 15% more sales and add $1.9 million to the bottom line in only 6 months.

At a niche retailer, stores led by managers who earned high scores on a front-line manager assessment averaged 15% more transactions and nearly $10,000 more in additional sales during a six-month period. Across all stores this leads to $1.9 million in additional sales over the six-month span.

FINDING 2
Cable and communications agents handle half million additional calls and generate $1.3 million in sales.

High-scoring contact center agents at a cable and communications provider handled more than 500,000 additional calls than low-scoring agents over the course of a year. On average, these high-scoring agents also sold $269 in additional revenue per month. Across the entire workforce, this translates into an additional $1.3 million sales annually.

FINDING 3
Customer-focused sales staff at technology retailer increases sales by $162 million.

Sales staff at technology retailer who earned high scores each generated over $5,000 more in sales per month than low-scoring staff, driving $162 million dollars in additional sales per year. Furthermore, sales employees who earned high scores on a customer service assessment had much lower “draw,” in which the organization has to spend more on hourly pay than it earns in hourly sales. Over the course of a year, higher-scoring employees save the retailer $11.7 million with better per-hour sales production.

FINDING 4
Telecommunications enterprise dials down turnover by 18% within 6 months, dials up savings of $1.1 million.

At a call center in the telecommunications industry, agents who earned higher scores on a custom-designed job fit scale were 18% less likely to turn over in the first six months. Results indicated that hiring only candidates with moderate to high scores would save the organization nearly $1.1 million annually.
FINDING 5
Insurance agents at financial services organization increase sales 150%.

At a full-service financial services organization, insurance agents who earned high scores on a sales assessment sold over 150% more in home, life, and auto policy insurance compared to agents who earned low scores.

FINDING 6
High scorers have 53% greater likelihood of advancement at transportation firm.

At a transportation company, high-scoring individual contributors and front-line managers across a variety of operational, professional, and technical roles were more than twice as likely to be identified as excellent performers and 53% more likely to be judged as capable of performing a higher-level role in the organization.

FINDING 7
High-potential store managers lead stores that are three times as likely to be top performers.

At a food retailer, stores directed by high-scoring managers were nearly three times as likely to be top performers on a set of key performance indicators that included sales, growth, operating profit, and shrinkage.

FINDING 8
New hires with a knack for functioning independently are twice as likely to be effective working remotely.

Off-site employees at a health insurance company who earned high scores on a Remote Work Potential assessment were twice as likely to receive “superior” performance ratings. Additionally, they were twice as likely to be viewed as independent and responsible, and 89% more likely to be a good fit for the role.
FINDING 9
High-scoring store managers drive $60 million more in sales.

At a specialty retailer, stores with high-scoring managers averaged $154,000 more in sales than their low-scoring counterparts. Translated across the entire retail organization, this leads to $60.5 million in incremental sales annually.

FINDING 10
Contact center agents in healthcare sector make 17% fewer errors and are far more efficient.

At a healthcare call center, agents who earned high scores on a contact center simulation assessment made 17% fewer errors, completed calls 10% faster, and were over 50% more likely to be rated as superior performers during training. The greater efficiency translates into nearly 1,200 more calls completed and 24 additional days of productivity per agent per year.

“Year over year we have evaluated the impact assessments have had on our bottom line. For example, we have realized a 30% reduction in turnover since 2005, which represents $5M in annual turnover cost savings. The data we gather through our ongoing business outcome studies help us to optimize our assessment system while ensuring it evolves with our ever-changing business needs.”

Karen Wade, Program Manager, Talent Acquisition, T-Mobile
Since 2007, SHLPreVisor has documented over 175 business outcomes. With experience in assessing most jobs across most industries, we are able to demonstrate the value of People Intelligence across a range of different business outcomes identified as most important to our customers. The table below provides a sample of key business results that have been achieved.

### Business Outcomes Table

<table>
<thead>
<tr>
<th>Category</th>
<th>Outcome</th>
<th>Job</th>
<th>Industry</th>
<th>Year of Report</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>INCREASING REVENUE</strong></td>
<td>$154K in sales per store</td>
<td>Front-line Managers</td>
<td>Retail</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td>$1.3M in additional sales</td>
<td>Contact Center Agents</td>
<td>Telecommunications</td>
<td>2011</td>
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<tr>
<td></td>
<td>150% increase in policy sales</td>
<td>Sales Associates</td>
<td>Financial Services</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td>15% greater store sales</td>
<td>Store Managers</td>
<td>Retail</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td>$120M in additional overall sales</td>
<td>Sales Associates</td>
<td>Retail</td>
<td>2010</td>
</tr>
<tr>
<td></td>
<td>$170M in additional collections revenue</td>
<td>Collections Agents</td>
<td>Financial Services</td>
<td>2010</td>
</tr>
<tr>
<td></td>
<td>$55M retained by Save Team</td>
<td>Customer Retention Agents</td>
<td>Telecommunications</td>
<td>2010</td>
</tr>
<tr>
<td></td>
<td>$42M in additional overall sales</td>
<td>Sales Managers</td>
<td>Retail</td>
<td>2009</td>
</tr>
<tr>
<td></td>
<td>$270K per salesperson in additional sales</td>
<td>Sales Associates</td>
<td>Retail</td>
<td>2008</td>
</tr>
<tr>
<td></td>
<td>107% more likely to convert sales calls</td>
<td>Outbound Sales Associates</td>
<td>Business Process Outsourcing</td>
<td>2008</td>
</tr>
<tr>
<td></td>
<td>44% increase in collecting outstanding debt</td>
<td>Collections Agents</td>
<td>Financial Services</td>
<td>2008</td>
</tr>
<tr>
<td></td>
<td>$1,000/Day increase in sales per agent</td>
<td>Reservation Agents</td>
<td>Hospitality</td>
<td>2007</td>
</tr>
<tr>
<td></td>
<td>$18K additional revenue annually per agent</td>
<td>Outbound Sales Associates</td>
<td>Telecommunications</td>
<td>2007</td>
</tr>
<tr>
<td><strong>REDUCING COSTS</strong></td>
<td>$11.7M savings against draw</td>
<td>Sales Associates</td>
<td>Retail</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td>18% decrease in turnover</td>
<td>Call Center Agents</td>
<td>Telecommunications</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td>46% reduction in turnover</td>
<td>Telenurses</td>
<td>Healthcare</td>
<td>2010</td>
</tr>
<tr>
<td></td>
<td>$2M saved from reduction in repeat service calls</td>
<td>Broadband Technicians</td>
<td>Telecommunications</td>
<td>2009</td>
</tr>
<tr>
<td></td>
<td>23% reduction in turnover</td>
<td>Call Center Agents</td>
<td>Business Process Outsourcing</td>
<td>2009</td>
</tr>
<tr>
<td></td>
<td>83% reduction in turnover</td>
<td>Reservation Agents</td>
<td>Hospitality</td>
<td>2009</td>
</tr>
<tr>
<td></td>
<td>31% reduction in turnover</td>
<td>Call Center Agents</td>
<td>Insurance</td>
<td>2008</td>
</tr>
<tr>
<td></td>
<td>$78M in reduced shrinkage</td>
<td>Store Employees</td>
<td>Retail</td>
<td>2007</td>
</tr>
<tr>
<td></td>
<td>50% reduction in turnover</td>
<td>Production Workers</td>
<td>Retail</td>
<td>2007</td>
</tr>
<tr>
<td></td>
<td>63% reduction in turnover</td>
<td>Call Center Agents</td>
<td>Telecommunications</td>
<td>2007</td>
</tr>
</tbody>
</table>
Organizations like these have realized consistent positive business results through the People Intelligence they gained from their talent measurement programs. From increases in sales and retention to improved efficiencies and leadership effectiveness, most companies who use assessments and measure the outcome realize a dramatic impact to their bottom line. And with some of the same organizations optimizing their programs over time, they have shown that small enhancements to an existing program can lead to even more impressive results.

<table>
<thead>
<tr>
<th>Category</th>
<th>Outcome</th>
<th>Job</th>
<th>Industry</th>
<th>Year of Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>IMPROVING EFFICIENCY AND QUALITY</td>
<td>14% increase in call handling volume</td>
<td>Call Center Agents</td>
<td>Telecommunications</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td>10% faster call completion, 17% fewer errors</td>
<td>Call Center Agents</td>
<td>Healthcare</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td>Twice as likely to be evaluated as superior performers</td>
<td>Off-site Employees</td>
<td>Health Insurance</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td>34% more likely to meet quality goals</td>
<td>Call Center Agents</td>
<td>Healthcare</td>
<td>2010</td>
</tr>
<tr>
<td></td>
<td>$4M realized from improved work efficiency</td>
<td>Logistics</td>
<td>Retail</td>
<td>2009</td>
</tr>
<tr>
<td></td>
<td>18 additional days of productivity per employee annually</td>
<td>At-home Agents</td>
<td>Business Process Outsourcing</td>
<td>2009</td>
</tr>
<tr>
<td></td>
<td>35% reduction in average handle time</td>
<td>Call Center Agents</td>
<td>Business Process Outsourcing</td>
<td>2009</td>
</tr>
<tr>
<td></td>
<td>18% more effective and 29% more likely to hire again</td>
<td>Claims Adjusters</td>
<td>Insurance</td>
<td>2008</td>
</tr>
<tr>
<td></td>
<td>43% more likely to pass Series 6 Exam</td>
<td>Insurance Agents</td>
<td>Insurance</td>
<td>2008</td>
</tr>
<tr>
<td></td>
<td>8% more calls completed</td>
<td>Call Center Agents</td>
<td>Telecommunications</td>
<td>2008</td>
</tr>
<tr>
<td></td>
<td>40 second reduction in average handle time</td>
<td>Call Center Agents</td>
<td>Telecommunications</td>
<td>2007</td>
</tr>
<tr>
<td>DRIVING LEADERSHIP EFFECTIVENESS</td>
<td>53% higher likelihood to excel and be ready for promotion</td>
<td>Front-line Managers</td>
<td>Transportation</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td>3x as likely to be top performers in sales, growth and profit</td>
<td>Store Managers</td>
<td>Retail</td>
<td>2011</td>
</tr>
<tr>
<td></td>
<td>57% more likely to be promoted</td>
<td>Branch Managers</td>
<td>Financial Services</td>
<td>2009</td>
</tr>
<tr>
<td></td>
<td>8% higher sales and profit</td>
<td>Territory Managers</td>
<td>Retail</td>
<td>2009</td>
</tr>
<tr>
<td></td>
<td>59% higher employee engagement</td>
<td>Branch Managers</td>
<td>Financial Services</td>
<td>2009</td>
</tr>
<tr>
<td></td>
<td>30% more likely to be promoted</td>
<td>Senior Management</td>
<td>Healthcare</td>
<td>2007</td>
</tr>
</tbody>
</table>
Employment Testing: What’s Next?

- Multimedia Assessments Revisited: Just Cool Looking or Do They Provide Value?

Last year’s Business Outcomes Study report reviewed several recent trends in assessment, in particular the move toward realistic multimedia-based assessments that use audio, video, and/or animation to simulate a “day in the life” of a particular role. Multimedia assessments are being used increasingly alongside traditional assessments to enhance realism and candidate acceptance of the assessment experience.

There is little doubt that multimedia assessments offer a visually appealing alternative to more traditional text-based assessments, but what do they offer in terms of predicting job success? And how do job candidates feel about them? And does the more advanced technology result in technical issues for candidates? To address these questions, we examined some recent data from four different multimedia simulations developed for Contact Center, Retail, Front-line Manager, and Teller roles in a variety of organizations.

Front-line Manager Simulation

Simulates a series of first-person interactions with direct reports and asks the job candidate to provide the manager’s side of the dialogue by selecting best and worst responses. Measures coaching effectiveness.

Effectiveness
High-scoring managers were 86% more likely to be effective at managing talent.

Summary
- 83% of experienced managers who completed the coaching assessment agreed that higher scorers would be more effective managers.

Contact Center Simulation

This customer relationship management interface simulation assesses candidate’s ability to find responses to customer questions. Measures data entry speed and accuracy, computer navigation skills and customer service judgment.

Effectiveness
High-scoring agents handled calls 65 seconds faster, which means:
- 3.5 more calls per day
- 70 more calls/month
- 2 more productive days per month

Summary
- 95% of job applicants agreed the assessment measured abilities that are relevant to the job.
- 94% agreed that the assessment length was reasonable.
Retail Simulation

Simulates interactions between an employee and a customer and asks the candidate to select best and worst responses. Measures customer service judgment.

Effectiveness
High-scoring sales associates were 67% more likely to have excellent customer service skills.

Summary
• 91% of job candidates agreed that their responses on the assessment accurately reflected their capabilities.
• 81% of experienced retail store employees agreed the assessment reflected realistic situations they encountered on the job.

Teller Simulation

Simulated cash drawer that candidates use to make change for customers; click-and-drag interface offers improved realism over more traditional multiple choice format. Measures speed and accuracy in handling money.

Effectiveness
High-scoring tellers were nearly twice as likely to maintain above average drawer balance accuracy.

Summary
• 90% of experienced Tellers agreed that their higher-scoring candidates would possibly or definitely be more effective Tellers.

Taken together, these results demonstrate that technologically advanced assessments not only look realistic but do in fact predict the critical business outcomes they are designed to impact. In addition, those who complete these assessments consider them relevant and realistic, resulting in high overall candidate engagement. Finally, technical issues were encountered in only 2% to 4% of the time, which demonstrates how easy these assessments are to administer without requiring substantial additional internet bandwidth. These results strongly support the use of media-rich assessments in evaluating the job-relevant capabilities of candidates.
More Organizations Integrating Assessments into their Applicant Tracking Systems

As organizations are inundated with increasing numbers of applicants from multiple sources, there is a clear trend to integrate all of that information seamlessly into Applicant Tracking Systems (ATS). ATS integrations increased 70% in 2010 over 2009 with SHLPreVisor. By integrating the People Intelligence derived from assessments into an ATS, HR professionals may use a single interface to manage the full range of hiring data and processes about prospective talent.

HR professionals who leverage this approach are driving additional cost savings, a reduced time to hire, and of course the bottom line productivity impact from improving the quality of hire. HR executives view the integration approach as providing a consistent, objective recruitment process where all data can be taken into consideration to match appropriate applicants to available positions.

Structured Interviewing Gains Ground

Although structured behavioral interviews have been around for decades, the interest in this approach has seen resurgence with the availability of new, robust online tools. Overall, structured interviews add consistency and objectivity to what could otherwise be a somewhat arbitrary hiring mechanism.

According to our 2011 Global Assessments Trends Report, nearly 95% of survey respondents’ companies use or plan to use structured interviews in their hiring processes, up from approximately 85% in the previous two years.

With multi-location organizations, as well as personal and regional differences in interview style, companies face unique new challenges with assuring consistency across locations and hiring managers. To address these challenges, companies leverage online tools to standardize quality and manage global availability of “pre-approved” interview questions, and are able to deploy tailored interview guides efficiently to all participants in a particular talent decision process. During the candidate selection process, these types of tools can monitor interview completion and support remote video-based interviews. Finally, HR professionals can track, record, and integrate competency-based scoring resulting from interviews with other forms of assessment to facilitate decision-making.

Testing Goes on the Road: Remote and Mobile Assessments

Organizations are embracing the use of remote testing. In a recent survey, 83% of respondents reported that their organizations use remote assessments as part of their recruitment processes. Remote testing technology has dramatically changed since it first began over 10 years ago, and the sophistication of testing helps ensure content is not compromised.

It is expected that most people in the world will access the Internet via mobile devices by 2020. Smart phone/mobile testing is inevitable as this type of technology surpasses traditional ways individuals access the Internet and could potentially prove to be a competitive advantage for companies who want to engage candidates early in the process. Although only 7% of survey participants reported using mobile devices currently in their assessment programs, 33% said they would adopt it when it was made more widely available.

Assessments Support Employee Talent Development

Assessments are often thought of as a way to identify the best candidates for a position, but another important and growing use for them is to provide People Intelligence about an organization’s current workforce. Pairing assessment results with other information, such as multisource performance ratings, can give decision-makers more refined and informative data to evaluate, develop, or promote talent. More organizations are implementing assessment programs to provide the People Intelligence necessary to:

- Inform promotion decisions or succession planning initiatives
- Generate input for employee development plans
- Identify under-utilized strengths and capabilities
- Provide employees with the feedback and self-insight they need to grow professionally
- Align people capability with organizational strategy
- Assess readiness to deliver future organizational objectives

Personality and ability scores can often be paired with 360 degree feedback and on the job performance data to provide a rounded picture of a person’s potential and actual performance. In some cases, organizations ask employees to create their development plans after an in-depth assessment and integration of the resulting data. Overall, the information from objective assessment programs can be used successfully to identify potential in employees and inform a myriad of decisions about an organization’s talent.

Employee Development Centers Gaining in Popularity

A large, fast-moving global consumer goods producer has always had a strong focus on developing top talent within the organization. To this end, they created several development centers for multiple functions. These centers include assessments, role plays, group exercises and in-baskets designed to reflect real-life corporate scenarios.

The information gathered helps identify current areas where participants perform well and where they need to improve for current and future roles. Additionally, participants’ leadership potential is measured to determine how to plan for future leaders in senior roles. The company then invests in their top talent with training programs, coaching and mentoring relationships to grow their skills. These centers have been so successful they are now held around the world several times per year to find top talent in the organization.

Another organization uses development centers to narrow their top talent pool for a high level leadership program. One global retail company identified their top 25 corporate employees through supervisor nominations as well as various assessment results including personality, ability and interviews to determine where their training efforts would best be used to develop the leadership talent of tomorrow. These high potential employees were based around the world and came from varying functions within the organization.

The use of development centers can also increase engagement and commitment as the organization is demonstrating a commitment to employees’ growth and development. It is important that the People Intelligence generated by a development center is acted upon – to set training programs or individual development plans – for employees to feel they receive real benefit from the program.
Conclusion

In today’s environment, demands on organizations to prove their worth are higher than at any point in decades. With pressure on leaders everywhere to find ways to do more with less, an effective People Intelligence strategy can be the key to driving business outcomes across jobs and industries. Leading organizations will leverage the advancements in both the predictive nature and operational efficiencies offered in today’s pre- and post-hire assessment programs to ensure they have the right workforce in place to drive their bottom line results.

“We feel so privileged to be partnered with customers who fully understand how critical it is to use their organization’s People Intelligence information to drive the decisions which have the greatest impact on their business results,” states David Leigh, SHLPreVisor CEO. “In any environment, but especially the post-recession environment we are now in, maximizing the return on investment of their talent acquisition and talent management programs is essential. We look forward to working closely with our customers in 2011 and beyond to achieve our promise to them – to help select, place and promote the people most likely to be successful in their organizations.”

Who is SHLPreVisor?

SHLPreVisor is the global leader in talent assessment solutions, driving better business results for clients through superior People Intelligence and decisions – from hiring and recruiting, to employee development and succession planning. With a presence in over 50 countries, SHLPreVisor delivers more than 15 million assessments annually in over 30 languages – allowing clients to benefit from both global expertise and local insight. Along with its world-class consulting practices and 24-hour support center, SHLPreVisor clients can access over 1,000 assessments through an easy-to-use technology platform. Headquartered in London, UK, the company has offices throughout the Americas, EMEA and Australia/New Zealand.