



Guiding career planning and development with PAPI and PAPI Job Profiler

IBM is a globally integrated enterprise operating in over 170 countries. Not only the world's largest IT and consulting services company, IBM is also a global business and technology leader, innovating in research and development. Today, approximately 400,000 employees around the world invent and integrate hardware, software and services to help forward-thinking enterprises, institutions and people everywhere.



Adopting a structured approach to career planning

To help employees achieve career progression and create an environment where individuals secure high-levels of job satisfaction through challenging, but well-suited roles, IBM has created a 'Skills Development Centre' (SDC). The Centre provides individuals with structured and specific advice regarding their career and professional development within IBM, and has supported over 1000 employees in recent years. Typically, SDC advisors first seek to gain an understanding of an individual's skills and career aspirations. Once they have this information, they then work with the person to help them create a challenging but realistic career path and professional education plan to support this. In many cases, the SDC team will also help the individual to find a new position within IBM by accessing the company's database of vacancies and job opportunities.

"The Cubiks consultants are very supportive and professional. They quickly recognised our business requirement and have put in place a system that enables us to accurately identify an individual's core competencies and development priorities. Cubiks has the utmost knowledge in this area."

Using PAPI™ for career development

To ensure that SDC advisors are able to understand the motivation and preferred working style of participants, IBM asked Cubiks to implement its Personality and Preference Inventory (PAPI™), an online profiling instrument that is designed to explore an individual's typical behaviour at work.

Peter Drapers
Skill Development
Centre Manager
Benelux, IBM

It was agreed that before meeting an SDC adviser for a career planning meeting, individuals would first complete the online PAPI questionnaire. Once at the meeting, the adviser and participant would then use the personality profile to identify their key competency areas and development priorities. This information would then form the basis of a skills development plan.

Identifying role requirements with PAPI Job Profiler

As the SDC also seeks to help individuals find new positions within IBM, the SDC team wanted to find a way to match individuals to roles that they are well-suited to, both in terms of their core skills and work style. By doing this, the company would also be able to facilitate high levels of job satisfaction.

To help IBM tackle this area, Cubiks implemented its PAPI Job Profiler tool, an instrument that allows organisations to identify the core competency requirements for specific roles. Once a job profile has been created, the personality profiles of individuals can be matched to this to quickly identify areas of fit. Using this information, SDC advisers and employees can make informed decisions about an individual's career choices.

Designing tailored interview guides encompassing the IBM competencies

IBM recently reviewed its competency framework to identify a number of core competency areas for all staff. These include 'Embrace Challenge', 'Build Mutual Trust', 'Communicate for Impact' and 'Help IBMers succeed'. To help SDC advisers assess individuals against these critical competency areas and provide guidance on suitable career paths, Cubiks developed a bespoke competency-based interview guide that grouped PAPI personality areas according to the IBM competencies. Using this guide, assessors are able to focus on critical IBM competencies during the interview and put targeted questions to the participant.

IBM currently has over 15 trained PAPI users in Belgium, Germany, Luxembourg, Netherlands and the UK and has so far created over 40 separate Job Profiles. With the aid of Cubiks' instruments, the SDC is successfully supporting the organisation in enhancing job satisfaction and role fits amongst its European workforce.

Further information

For further information on how Cubiks can support your organisation to implement assessment and development solutions on an international basis, please email:

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