

The McClelland Center for Research and Innovation

Dedicated to expanding the capability of people and organizations through the study of behavior and its impact on performance.

The McClelland Center, the research division of the Hay Group, is dedicated to expanding the capabilities of our consultants and our clients in their quest for enduring solutions to today's most pressing business issues. Named for its founder, Harvard psychologist David McClelland, the Center conducts substantive, empirical research into human behavior and its effect on organizational performance.

A Legacy of Research and Innovation

- The Center was created to advance Dr. McClelland's ground-breaking research into human motivation and his pioneering work in the use of competencies to predict outstanding performance. Today our researchers and consultants are using this information to develop innovative approaches to improving performance in a variety of organizational settings. Among those efforts: Using our knowledge of roles and jobs, behavior, leadership styles, and climate, we have helped hundreds of companies – including a number of Fortune 100 global giants – develop stronger leaders and improve performance. This methodology has also been used to improve performance of schools, healthcare systems, and even developing countries.
- Using our understanding of both behavior and work, we have created hundreds of highly calibrated, customized competency models that are used by organizations around the globe to select and develop outstanding performers.
- Working with experts at Harvard and Dartmouth, McClelland Center researchers have identified a number of key attributes of high-performing executive teams, and have created a process for developing those attributes. To date, more than 20 organizations from around the globe have used our Top Team methodology to improve both their leadership and business results.
- Working with Daniel Goleman and Richard Boyatzis, leading experts in emotional intelligence, we have developed comprehensive tools and processes for assessing and developing emotional intelligence, another key to outstanding performance.

A Global Center of Data and Expertise

Such innovation is possible because of the Center's commitment to continually expanding both its knowledge and expertise. The Center manages Hay Group's leadership effectiveness and competency databases – some of the most comprehensive in the world. These include the assessments of hundreds of thousands of managers and executives, and can be segmented by industry, geography, function, and level of performance. We also have the systems to efficiently process assessments on a global scale and in multiple languages. We have processed over 2 million surveys from our centers in the US, Canada, UK, France, Netherlands, Mexico, Brazil, Venezuela, Argentina, Australia, Malaysia, and Japan. At the same time, we continue to hire and develop a global team of researchers and consultants – individuals who understand not only human behavior, but also roles, organizations, and critical business issues. Such expertise is critical if we are to continue our mission of studying human behavior and searching for new paths and better processes for enhancing leadership, motivating people, and improving performance.