

Leveraging Assessment to Create a World-Class Leadership Culture

A VIEW FROM THE TOP



What Did C.H. Robinson Value?

“Our priorities are to identify, develop and retain high-potential employees; create a strong leadership bench; accelerate the development of next-generation leaders; and increase the representation of women and BIPOC in leadership roles.”

- **Carita Hibben**, Vice President of Human Resources, C.H. Robinson

As one of the world’s largest logistics providers, fast-growing C.H. Robinson manages more than 20 million shipments annually on behalf of 100,000 customers, ensuring the timely availability of goods and products driving the global economy.

Meeting such critical demands requires top-tier talent, which is why C.H. Robinson has long relied on assessments to identify employees who can consistently deliver. As the company has grown, it’s also increased the role and impact of assessments to guide decisions on pivotal roles, enhance employee transitions and development, build a more diverse bench, and drive performance and organizational transformation.

“We’re embedding assessments into our holistic talent strategy,” said Carita Hibben, Vice President of Human Resources. “Our priorities are to identify, develop and retain high-potential employees; create a strong leadership bench; accelerate the development of next-generation leaders; and increase the representation of women and BIPOC in leadership roles.”

C.H. Robinson’s masterful use of assessments has powered its growth from a smaller company comprised of “multiple regional offices,” Hibben said, to a “global firm with a leadership system that is an integrated, ongoing and sustainable approach to setting clear leadership expectations and developing high-performing leaders.”

And by propelling assessments into a growth planning process that’s committed to individual development, “we get the most positive feedback from our employees, from an engagement perspective, because they really see the value in continuing those conversations,” Hibben said.

Looking ahead, as C.H. Robinson expands its digital capabilities, its talent strategy has needed to pivot accordingly. Hibben said, “We are identifying new ways we need to work, new roles we need to add, and really thinking about how we leverage our existing talent to fill those capabilities.”

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