

*Extraordinary*

# CREATING AN ~~GREAT~~ WORKFORCE IN TODAY'S TALENT MARKETPLACE - WORKSHOP



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Assessment Leaders, LLC.

Vistage Presentation 2017

# DISCUSSION POINTS:

- Why and How to Utilize Assessment Tools
- Hiring Right in Today's Competitive Labor Market
- Why Your Culture Plays a Huge Role in Growing Your Business
- Create a Learning Organization to Retain Your Workforce
- Pulling it All Together

# Three opportunities for your company to impact the performance and retention of your people



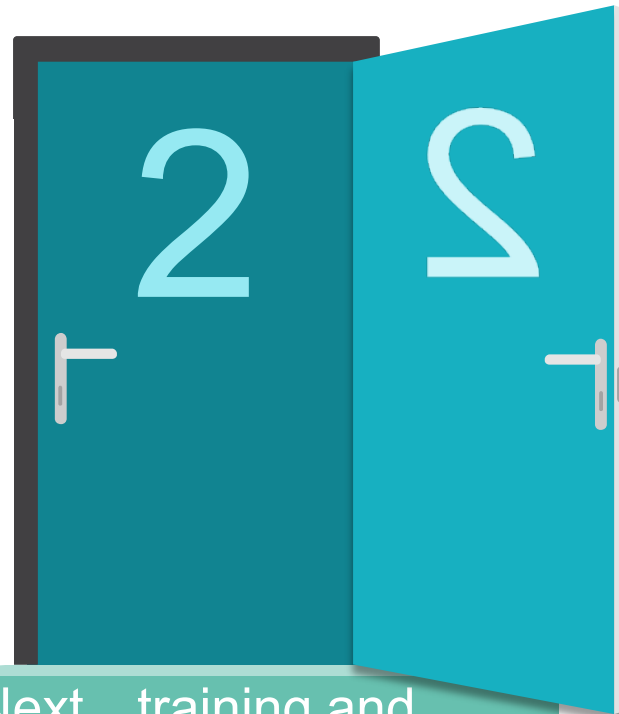
# Door 1

## Selection Process



# Door 2

## After They Are Hired



Next...training and coaching come into play

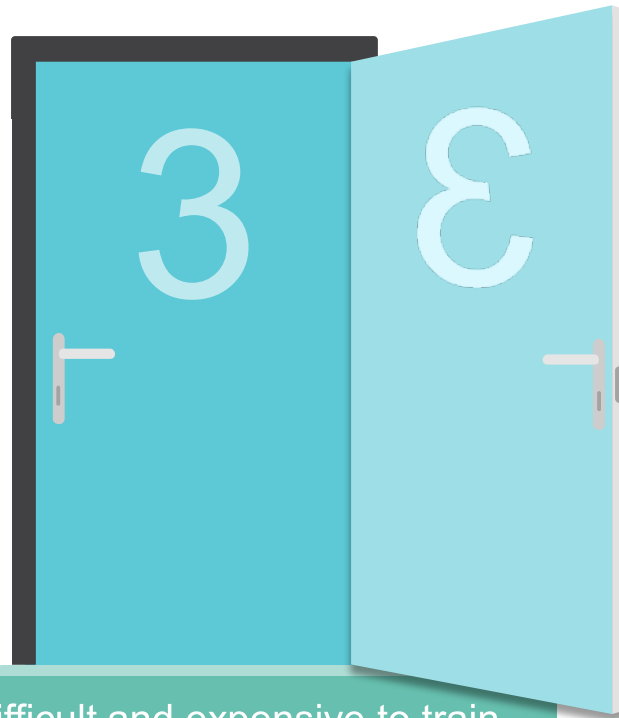
Not performing at an experienced level for the job costs in terms of:

- Opportunities missed
- Resources invested
- The effect on others who must compensate during the training period

Takes time before the problems become apparent—time is expensive

# Door 3

## Back Door

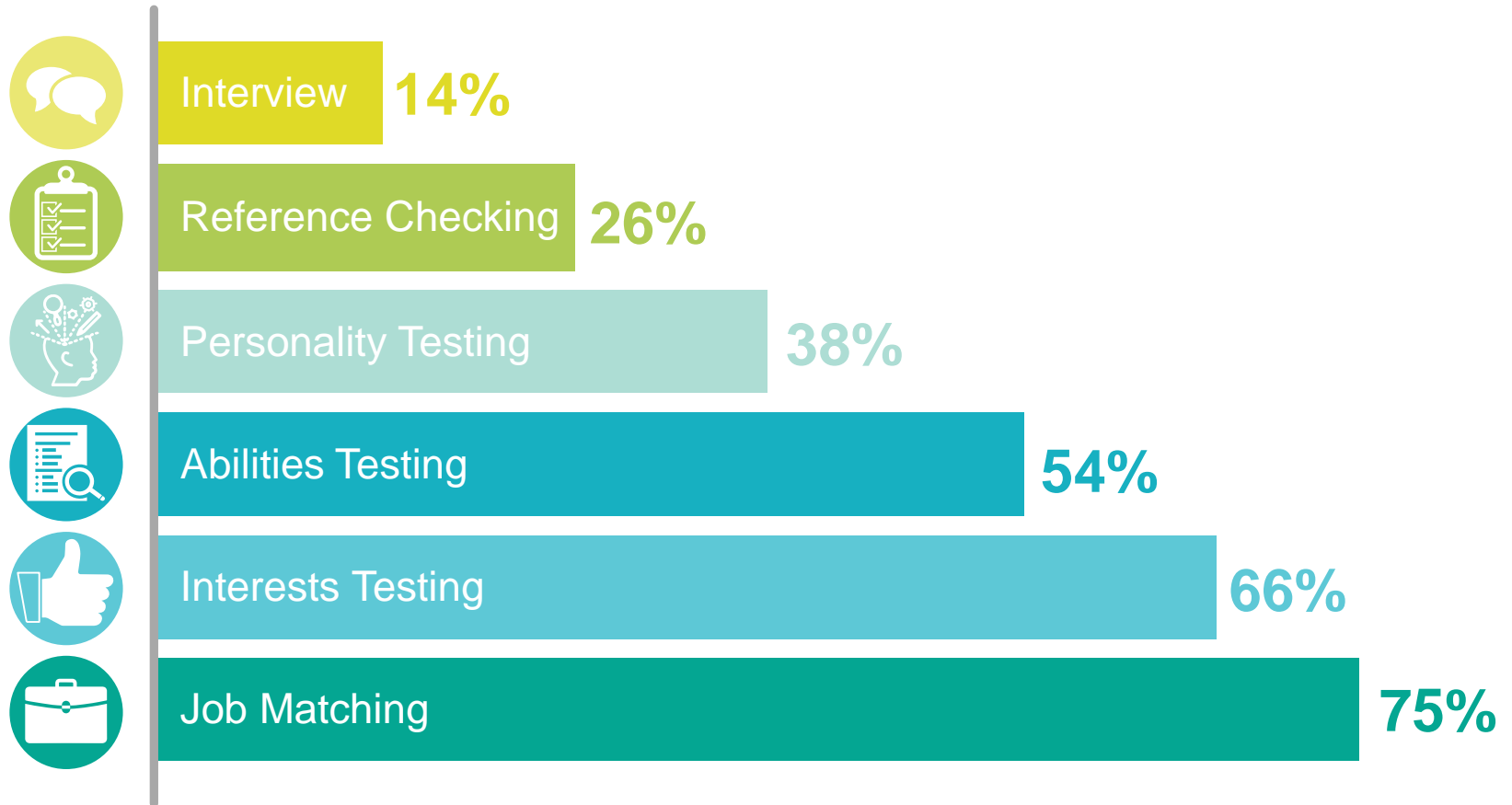


“It is difficult and expensive to train your way out of a bad hiring decision.”

When top performers leave, you are dealing with another set of problems

When an employee doesn't work out, you either redeploy the marginal employees to another department and hope for better results, or exit the employee from the company

# Use All of Your Resources



Sources: Professor Mike Smith, University of Manchester, August 1994  
John E. Hunter and Ronda F. Hunter, Validity and Utility of Alternative Predictors of Job Performance, Psychological Bulletin, Vol. 96, No.1, 1984, p. 90;  
Robert P Tett, Douglas N. Jackson, and Mitchell Rothstein, Personality Measures as Predictors of Job Performance: A Meta-Analytical Review, Personnel Psychology, Winter 1991, p.703. Michigan State University's School of Business.

# Don't Let Your Company Become a Statistic

Corporate America loses \$11 billion a year to employee turnover...

Avoid Hiring Mistakes

“ Chances are good that up to **66% of your company's hiring decisions** will prove to be mistakes in the first twelve months.

—*Peter Drucker*

Famous Management Consultant

Hire Right: Well-run companies make money with average performance employees...

Only...

if they avoid hiring too many below average-performance employee It's a Proven Fact That...

“ It's not experience that counts, or college degrees, or other acceptable factors... **success hinges on a fit with the job.**

—*Harvard Business Review*

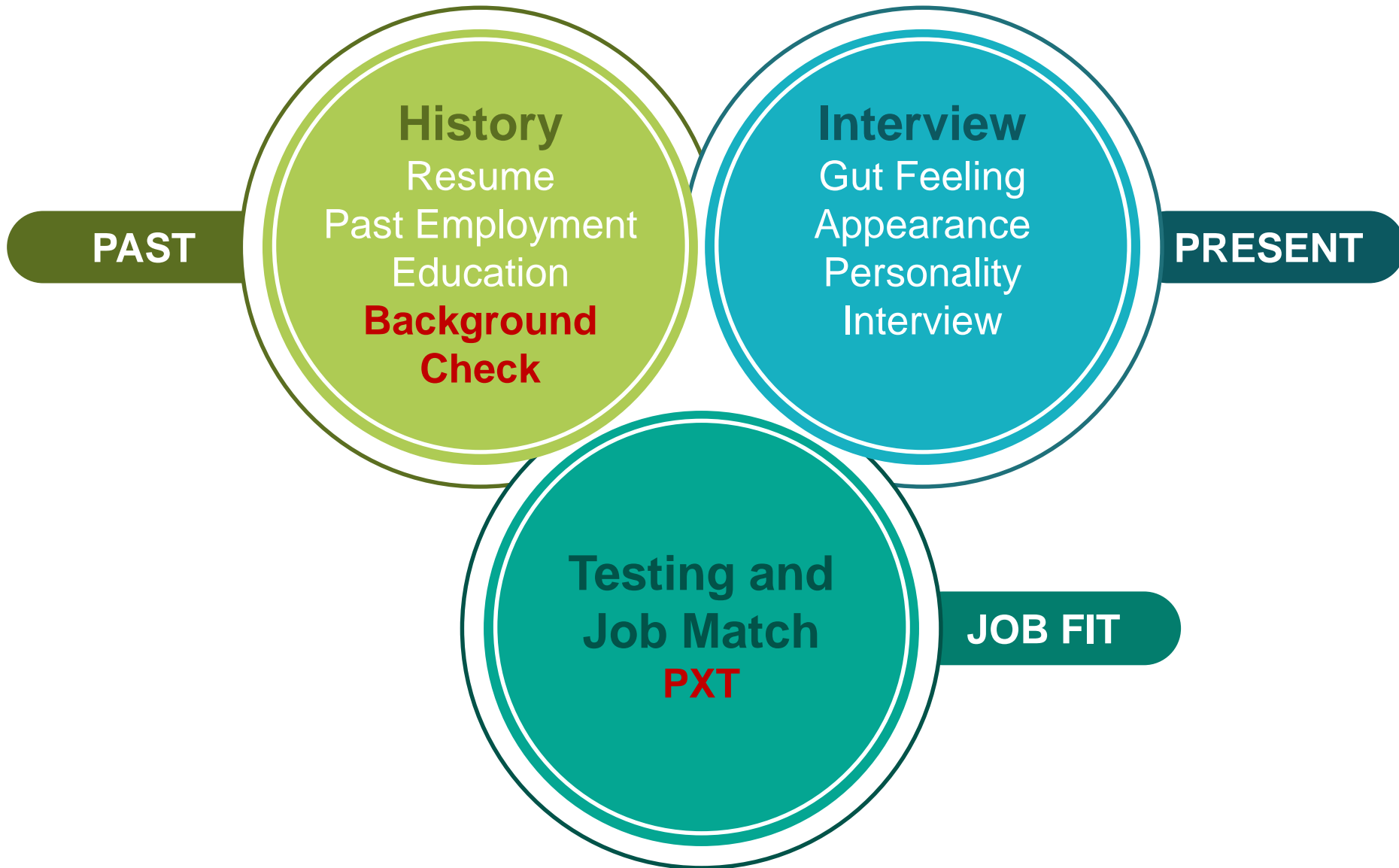
# Do You Accept Marginal Performance?

The most thorough selection process imaginable **costs less** than hiring the wrong person for just a day.

“63% of all hiring decisions are made during the first **4.3 minutes** of an interview.”

—*SHRM Study*  
reported in USA Today

# Seeking The Total Person



# The Total Person

**90%:**

Essence of  
the Total Person

- Thinking Style
- Occupational Interests
- Behavioral Traits
- Job Fit



**10%:**

Good, but Limited  
Information

- Skills
- Experience
- Company Match

# Performance Modeling



# What The Profile Measures

**CAN**  
the person do the job?

**WILL**  
the person do the job?

**HOW**  
will the person do the job?

**Job Profile Summary**  
Job Pattern: Sales

Overall Job Match

**Thinking Style**

	1	2	3	4	5	6	7	8	9	10
Learning Index	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Verbal Skill	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Verbal Reasoning	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Numerical Ability	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Numeric Reasoning	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

**Occupational Interests**

	1	2	3	4	5	6	7	8	9	10
Enterprising	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Financial/Administrative	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
People Service	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Technical	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Mechanical	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Creative	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

**Behavioral Traits**

	1	2	3	4	5	6	7	8	9	10
Energy Level	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Assertiveness	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Sociability	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Manageability	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Attitude	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Decisiveness	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Accommodating	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Independence	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Objective Judgement	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

# CAN the Person Do the Job?

## Thinking Style

1 2 3 4 5 6 7 8 9 10

Learning Index

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Verbal Skill

--	--	--	--	--	--	--	--	--	--

Verbal Reasoning

--	--	--	--	--	--	--	--	--	--

Numerical Ability

--	--	--	--	--	--	--	--	--	--

Numeric Reasoning

--	--	--	--	--	--	--	--	--	--

# WILL the Person Do the Job?

## Occupational Interests

	1	2	3	4	5	6	7	8	9	10
Enterprising	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Financial/Administrative	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
People Service	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Technical	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Mechanical	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
Creative	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

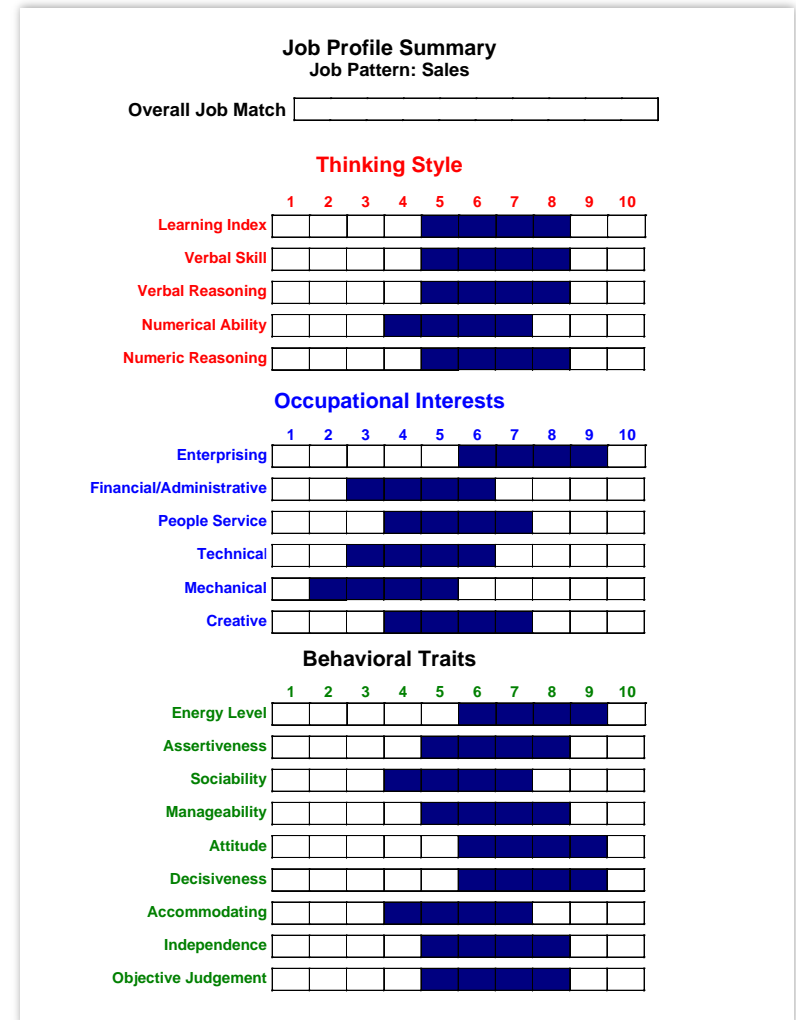
# HOW the Person Will Do the Job?

## Behavioral Traits

	1	2	3	4	5	6	7	8	9	10
Energy Level										
Assertiveness										
Sociability										
Manageability										
Attitude										
Decisiveness										
Accommodating										
Independence										
Objective Judgment										

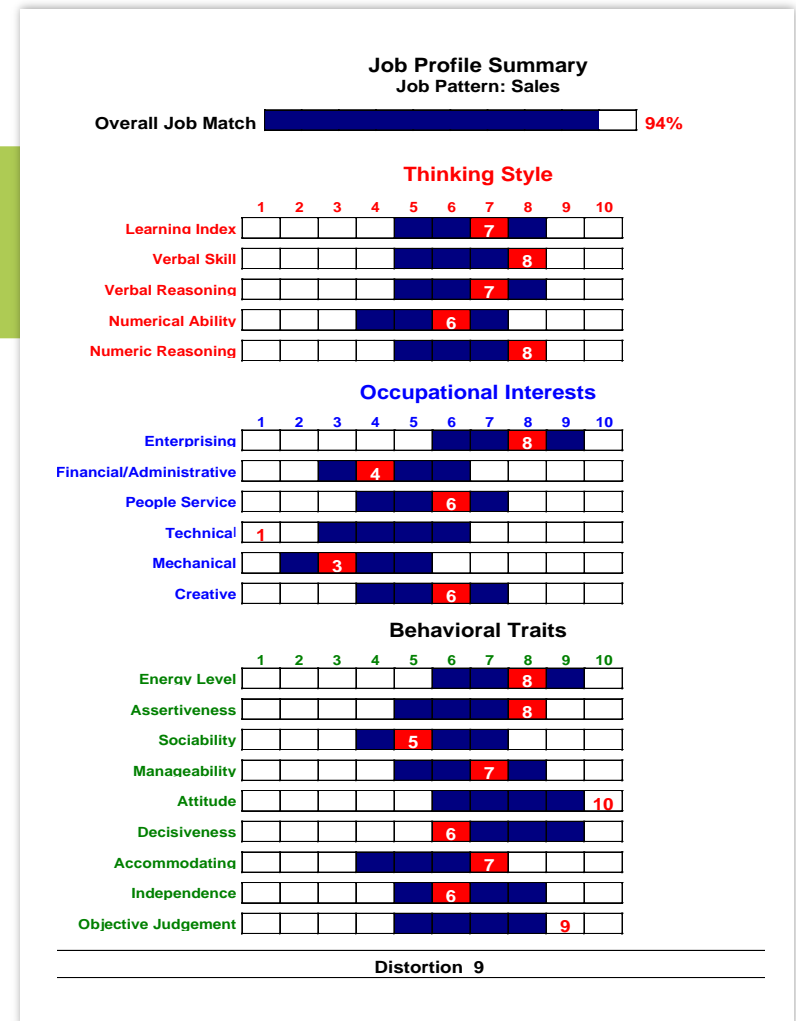
# The JobMatch™ Pattern

- Shaded areas indicate the JobMatch pattern
- The JobMatch patterns show requirements for the jobs
- Use these patterns for:
  - Placement
  - Retention
  - Training
  - Promoting
  - Managing
  - Planning



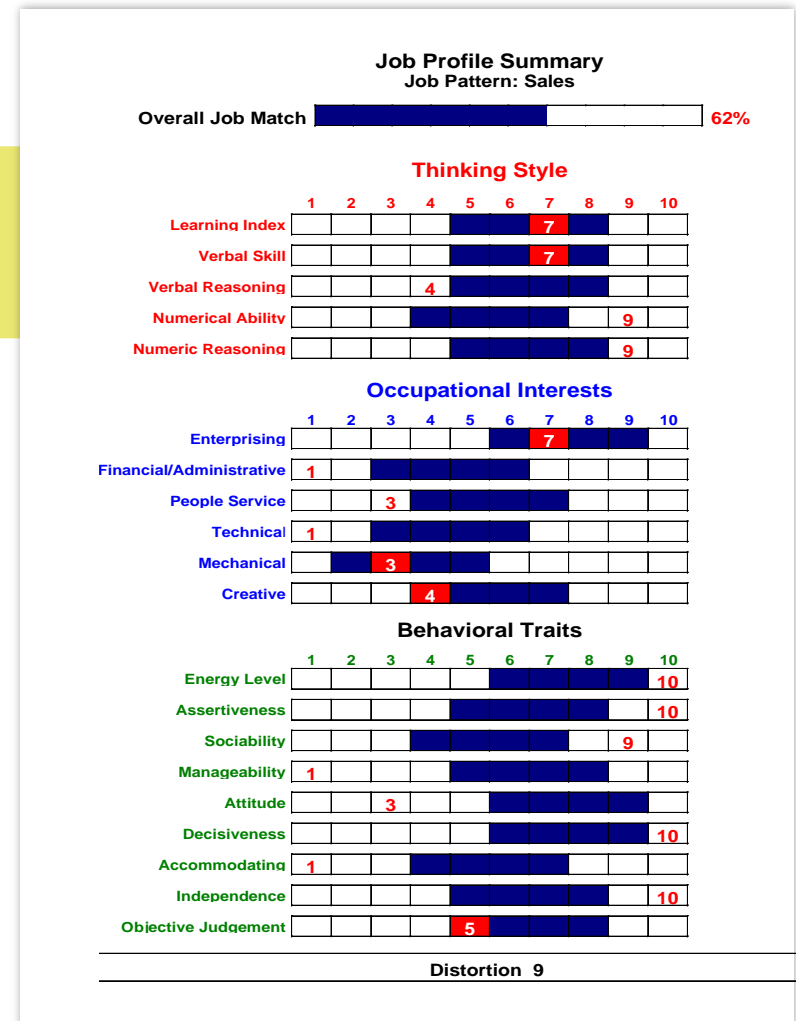
# The Profile

Good Job Match



# The Profile—Poor Job Match

## Poor Job Match



# Why Use Assessments?

- 1 To understand talent landscape
- 2 To evaluate and deploy internal talent as part of a career pathing process
- 3 To identify high potentials
- 4 To match new hires to the right jobs
- 5 To understand organizational priorities and practices

# Our Web-Based Assessments

- ☒ Our pre-hire assessments are validated
- ☒ Meets all DOL, ADA and EEOC standards
- ☒ Unsurpassed in ease-of-use, instant report(s) feedback—no paperwork delays
- ☒ The most state-of-the-art web technology
- ☒ No IT required on your end
- ☒ We can set-up your company's virtual assessment center in just seconds

Background Checks

DiSC

Step One Survey

Work Environment Match

Profiles XT

Call Center Survey

Sales

Job Analysis Survey

Team Analysis

Leadership 360 +

Customer Service

Skill Builders

Performance Indicator

8 Development Sections



*The **Only** Assessment  
Company You'll Need*

# Our Web-Based Assessments Can Help You With...



# Our Belief

“People are happiest and most productive when they are **fully engaged** and **winning**”

—United States Bureau of Labor Statistics

**43%**

Not formally  
educated or trained

**67%**

Unhappy and/or  
dissatisfied with  
current position

# Leadership Business Priorities

Collaborate  
effectively

Create  
Winning  
Teams

Develop  
self and  
others

Communicate  
openly  
and clearly



# Workforce Challenges



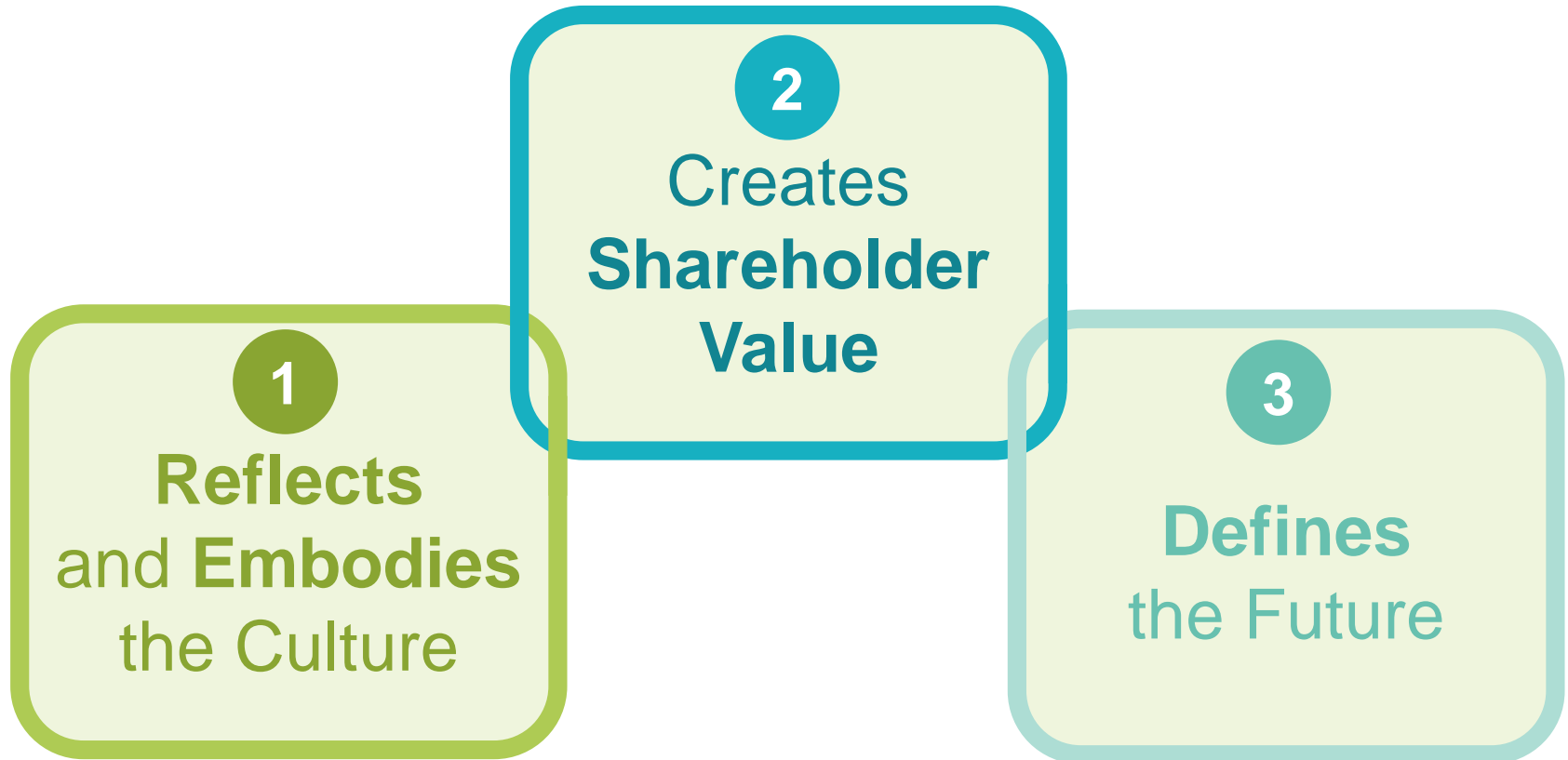
Baby Boomers Fast  
Approaching Retirement

Institutional Knowledge Management  
not fully being addressed

Efforts around  
Succession Planning

Aggressive Business Growth

# Your Best Talent



# Why Use Assessments?

TO:

- ▶ Understand talent landscape
- ▶ Evaluate and deploy internal talent as part of a career pathing process
- ▶ Identify high potentials
- ▶ Match new hires to the right jobs
- ▶ Understand organizational priorities and practices

# Assessment Applications



# Recommended OD Tools

CheckPoint360<sup>°</sup><sup>TM</sup>  
Feedback System

ProfileXT<sup>®</sup>

csp CUSTOMER SERVICE  
PROFILES

## 8 Universal Leadership Competencies

1

Communication

2

Leadership

3

Adaptability

4

Relationships

5

Task  
Management

6

Production

7

Development  
of Others

8

Personal  
Development

## Leadership

### Instills Trust

- Keeps promises
- Can be trusted with confidential information
- Demonstrates high ethical standards


### Provides Direction

- Makes expectations clear
- Establishes a manageable workload
- Accomplishes long-term objectives by planning incremental steps
- Keeps focus on big picture while implementing details

### Delegates Responsibility

# Use the Checkpoint to Assess Performance



- 
- ☒ Is the manager achieving business results and demonstrating leadership skills?
  - ☒ Is this someone to watch?  
To invest in?
  - ☒ Why is this individual struggling?  
Where would he/she be better suited?

# Checkpoint 360



- Identifies areas of perceptual misalignment
- Development Guidance provided
- Organizational Management Analysis
  - Consolidates assessment data from a entire management team to create an executive overview of management capability
    - Pinpoints collective strengths and weaknesses
    - Provides clarity around training needs

# ProfileXT



- Provides the deepest insight into the individual
- Evaluates the Total Person
  - Thinking Style
  - Inherent Behavioral Traits
  - Motivational/Occupational Interests
- The secret ingredient: performance modeling

# Section One: Thinking Style



## Measures



### Verbal Skill

(measures verbal skill through vocabulary)

### Verbal Reasoning

(using words as a basis in reasoning and problem solving)

### Numerical Skill

(measures numeric calculation ability)

### Numerical Reasoning

(Using numbers as a basis in reasoning and problem solving )

### Learning Index

(Derived from all of the above: an index of expected learning, reasoning and problem solving potential.)

# Section One: Thinking Style



How someone learns will impact how quickly they become proficient on the job

How someone processes information is relevant to on-boarding, training and even coaching

What you look for is the person whose Thinking Style matches those most successful in the role.

## Section Two: Inherent Behavioral Traits



### Nine Personality Traits Assessed

Who we are always emerges  
(especially under stress)

The more we get to be who we are at  
work, the more successful we will be

The more our personality is aligned with  
the job, the culture, the pace and the  
environment, the more we feel in sync

Generally, the happier we are at work, the  
better our performance and productivity

# Inherent Behavioral Traits

## Energy Level

Tendency to display endurance and capacity for a fast pace

## Assertiveness

Tendency to take charge of people and situations

## Sociability

Tendency to be outgoing and people-oriented

## Manageability

Tendency to follow policies, accept external controls and supervision and work within the rules

## Attitude

Tendency to have a positive attitude regarding people and outcomes

## Decisiveness

Uses available info to make decisions quickly

## Accommodating

Tendency to be friendly, co-operative, agreeable. To be a team player.

## Independence

Tendency to be self-reliant, self-directed, to take independent action and make own decisions

## Objective Judgment

The ability to think clearly and be objective in decision-making

# Occupational Interests Profile

## Enterprising

Interested in activities associated with persuading others and presenting ideas

## People Service

Interested in activities such as helping people and promoting the welfare of others

## Creative

Indicates interest in activities using imagination, creativity and original ideas

## Financial/Administrative

Indicates interest in activities such as organizing information or business procedures

## Mechanical

Indicates interest in working with tools and equipment to produce tangible results

## Sociability

Indicates interest in scientific activities, technical data and research

# The Magic Ingredient: *Performance Modeling*

A Performance Benchmark is developed based upon those most successful in the role

How top performers collectively score on each factor ultimately becomes the performance model

The greater the match to the performance model, the higher the probability that an individual will be successful in that role

Important data for placement, promotion and succession decisions

# Performance Modeling

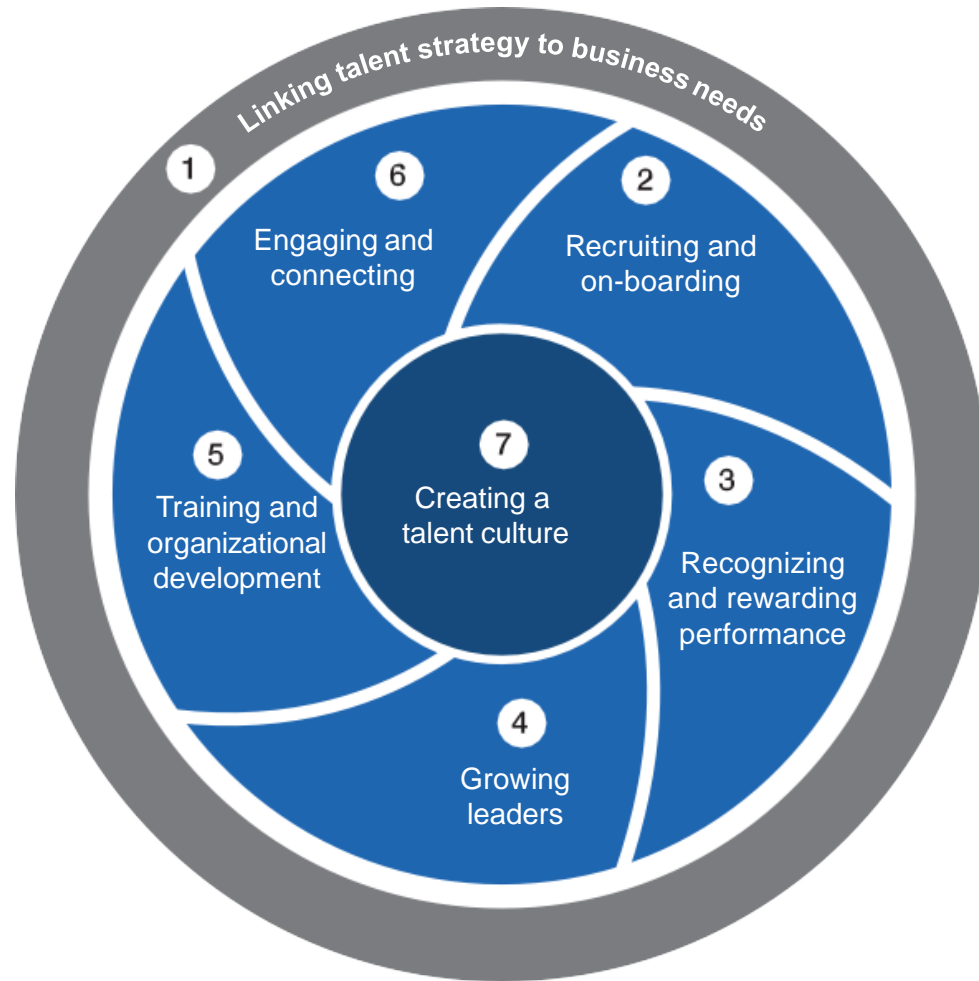
**Establish  
Criteria for Top  
Performer in a  
Specific Role or  
Position**

**3 Top  
Performers  
take the XT  
plus 3 who are  
struggling**

**Plot  
Assessment  
Data &  
Develop  
Benchmark**

**Use  
Performance  
Benchmark  
for both Hiring  
& Development**

# McKinsey has observed several traits of effective talent systems



SOURCE: McKinsey analysis

# McKinsey has observed several traits of effective talent systems

## Linking talent strategy to business needs

Changes in environment, budget, and demographics can be anticipated and addressed

## Recruiting and on-boarding

The best processes innovate on sourcing and optimize the candidate experience

## Recognizing and rewarding performance

Motivation is sensitive to the integrity and consistency of the link between performance, ratings, and consequences

## Growing leaders

Leadership development can be accelerated with a cross-agency view of leader/opportunity matching and movement

## Training and organizational development

The most effective programs are a part of a larger journey and are coupled with experiential learning components and innovations in job design

## Engaging and connecting

Strong and cohesive social and knowledge networks can dissolve structural barriers and silos

## Creating a talent culture

Talent cultures require foundational mind-set and behaviors among executives and staff alike

SOURCE: McKinsey analysis

# Thank You For Your Time

Assessment Leaders puts solid information  
behind *every* management decision!

Don't delay... Get started today!

[Cathy@AssessmentLeaders.com](mailto:Cathy@AssessmentLeaders.com)

[www.assessmentleaders.com](http://www.assessmentleaders.com)

**1-866-864-8200**