

Extraordinary

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



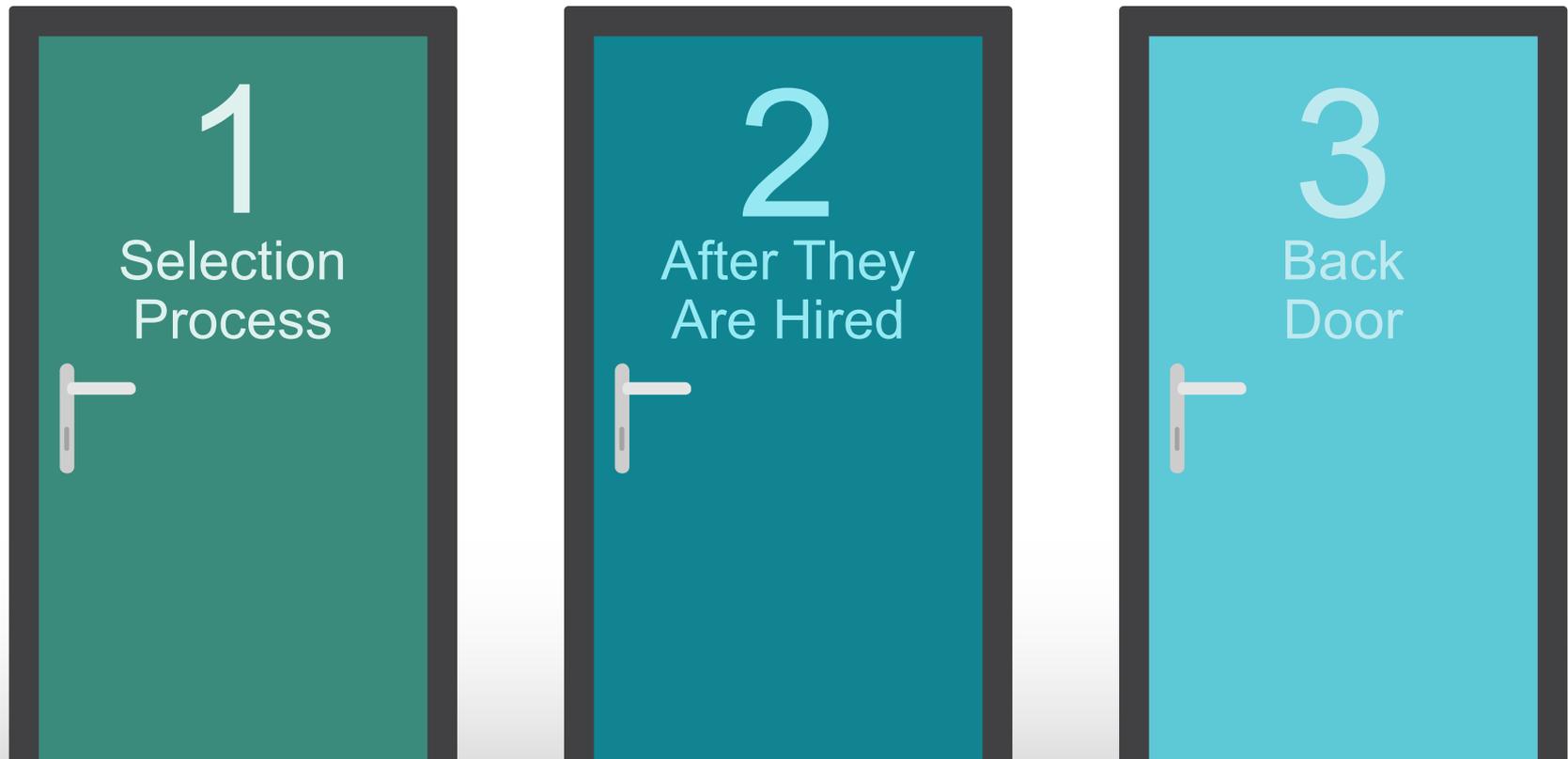
CATHY LIGHT, CEO
Assessment Leaders, LLC.

Vistage Presentation 2017

DISCUSSION POINTS:

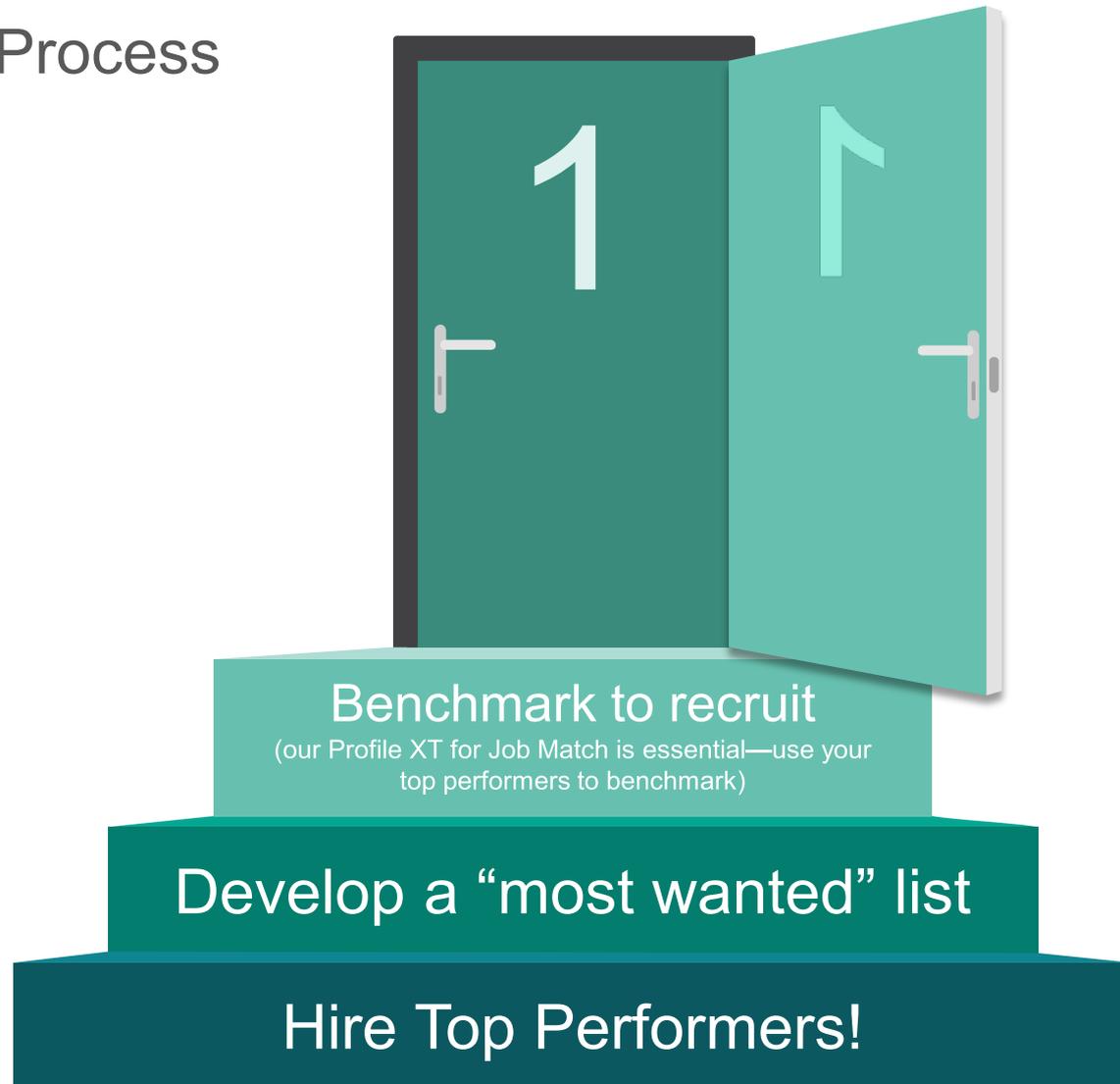
- Why and How to Utilize Assessment Tools
- Hiring Right in Today's Competitive Labor Market
- Why Your Culture Plays a Huge Role in Growing Your Business
- Create a Learning Organization to Retain Your Workforce
- Pulling it All Together

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



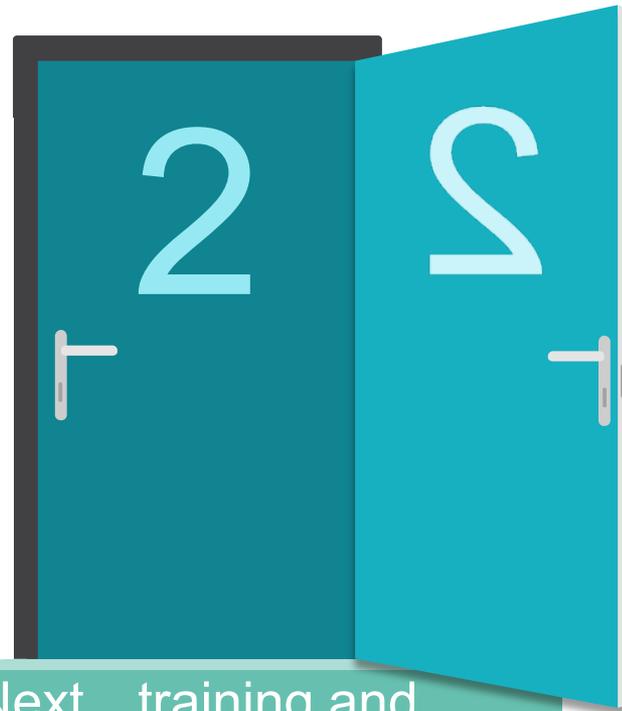
Door 1

Selection Process



Door 2

After They Are Hired



Next...training and coaching come into play

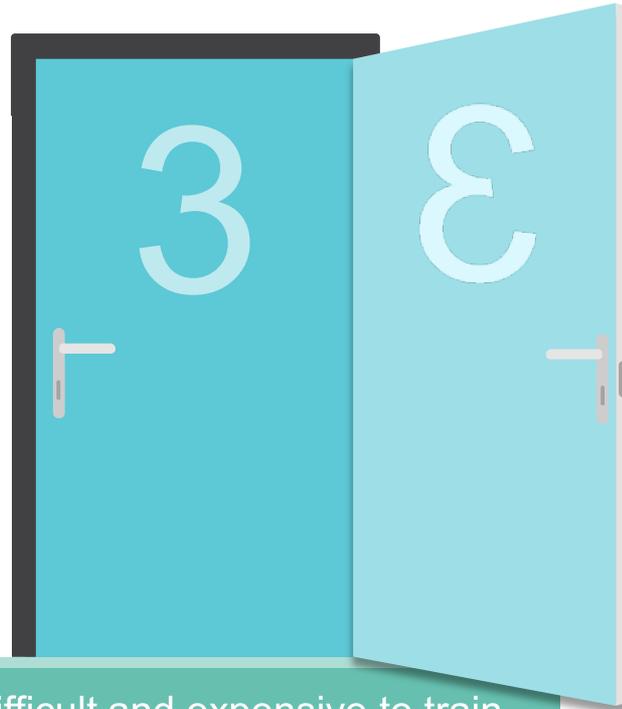
Not performing at an experienced level for the job costs in terms of:

- 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

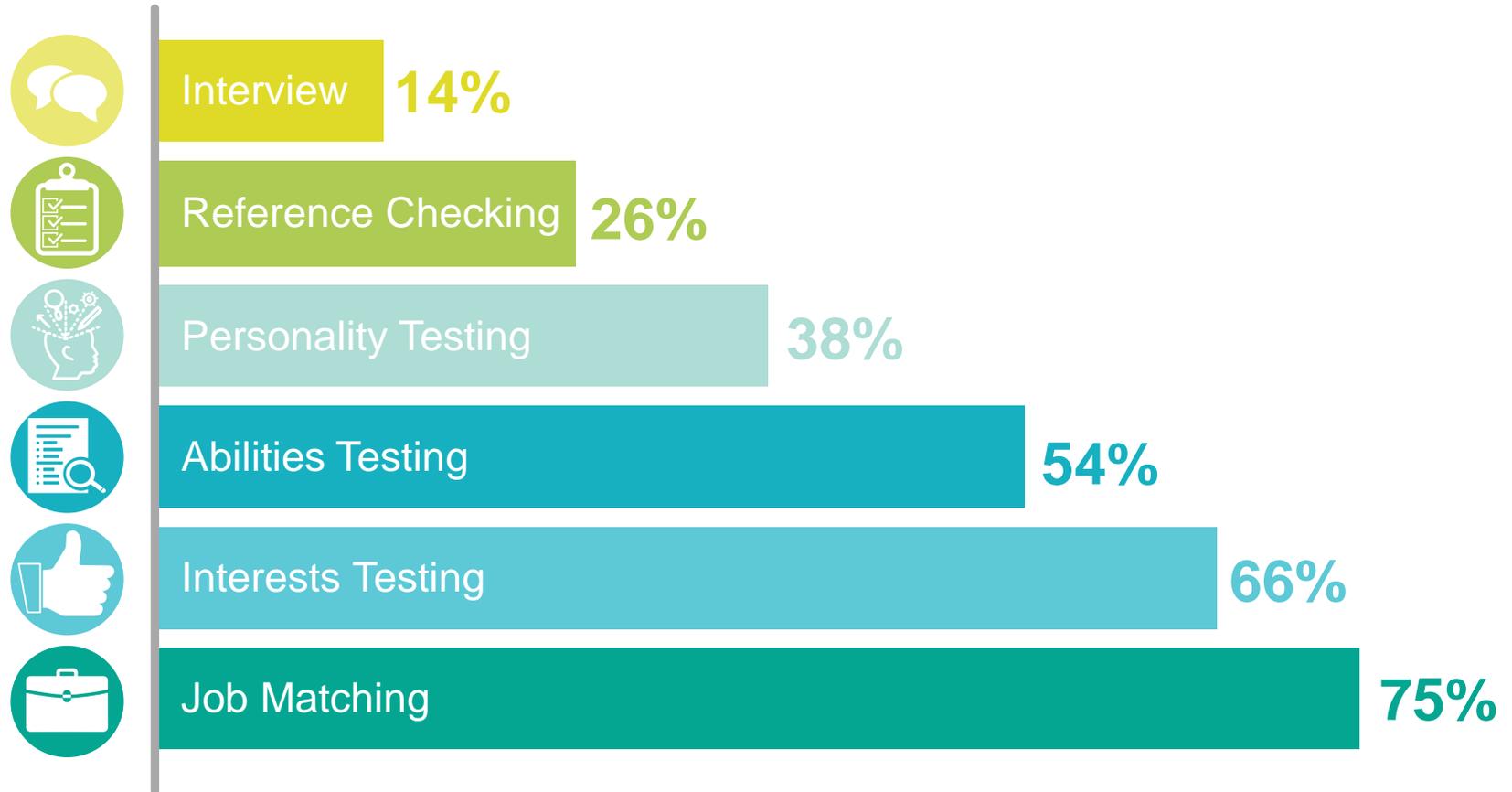


“It is difficult and expensive to train your way out of a bad hiring decision.”

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*

”

”

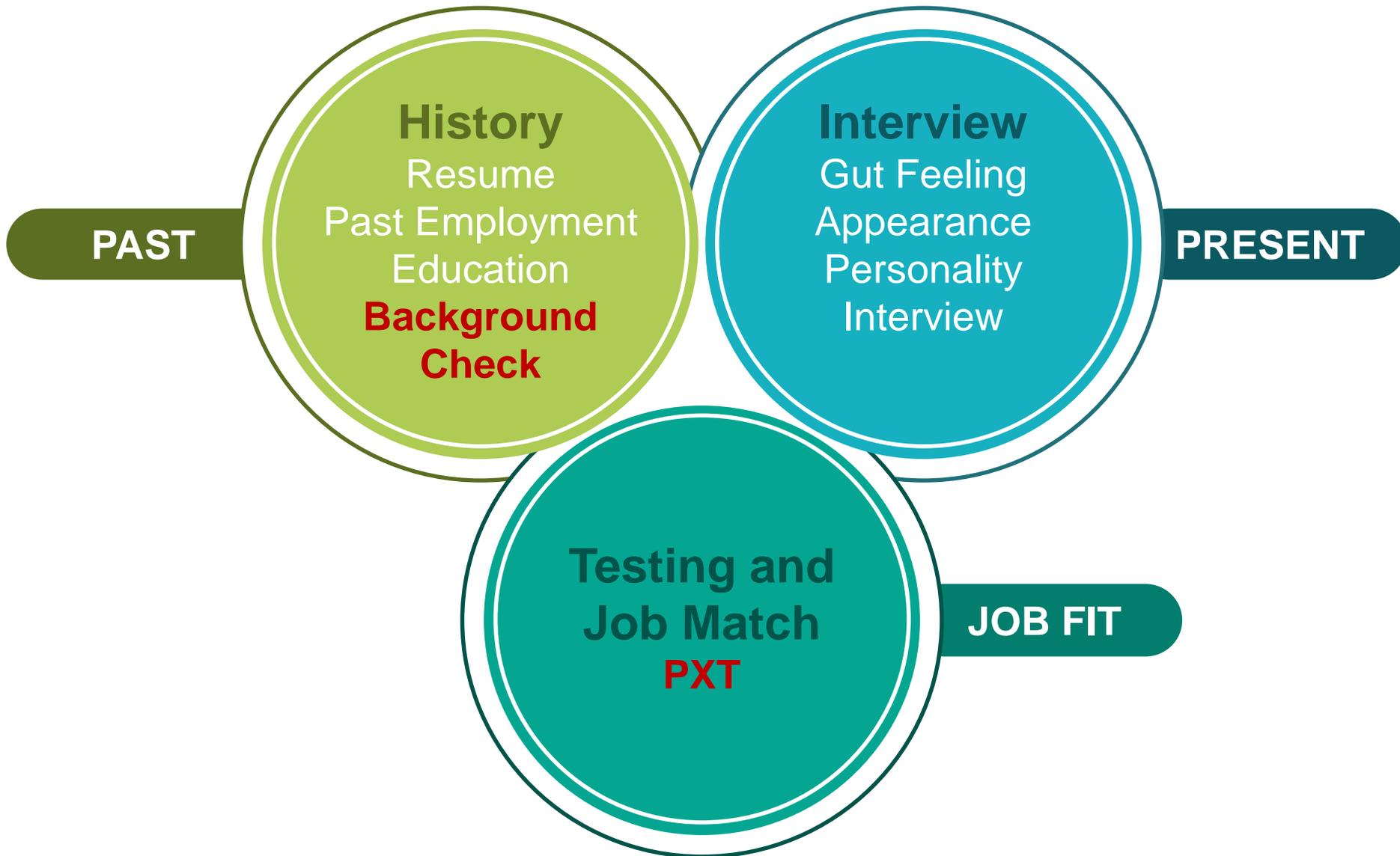
Do You Accept Marginal Performance?

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										
Verbal Skill										
Verbal Reasoning										
Numerical Ability										
Numeric Reasoning										

Occupational Interests

	1	2	3	4	5	6	7	8	9	10
Enterprising										
Financial/Administrative										
People Service										
Technical										
Mechanical										
Creative										

Behavioral Traits

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

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										
Financial/Administrative										
People Service										
Technical										
Mechanical										
Creative										

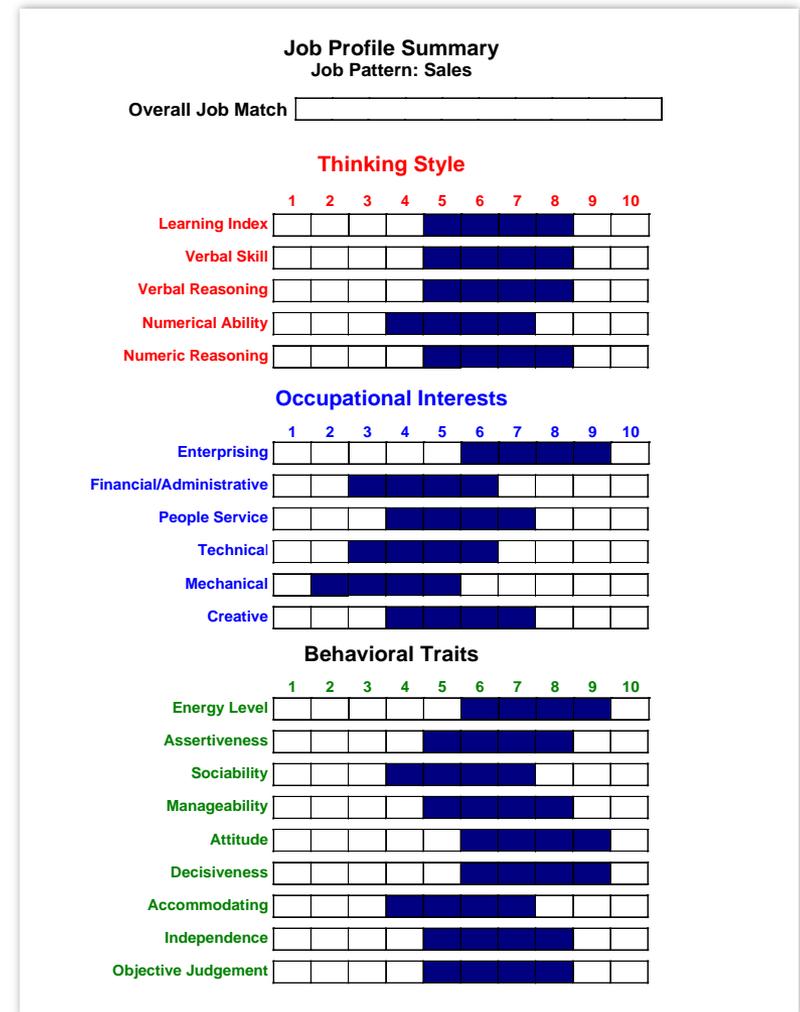
HOW the Person Will Do the Job?

Behavioral Traits

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

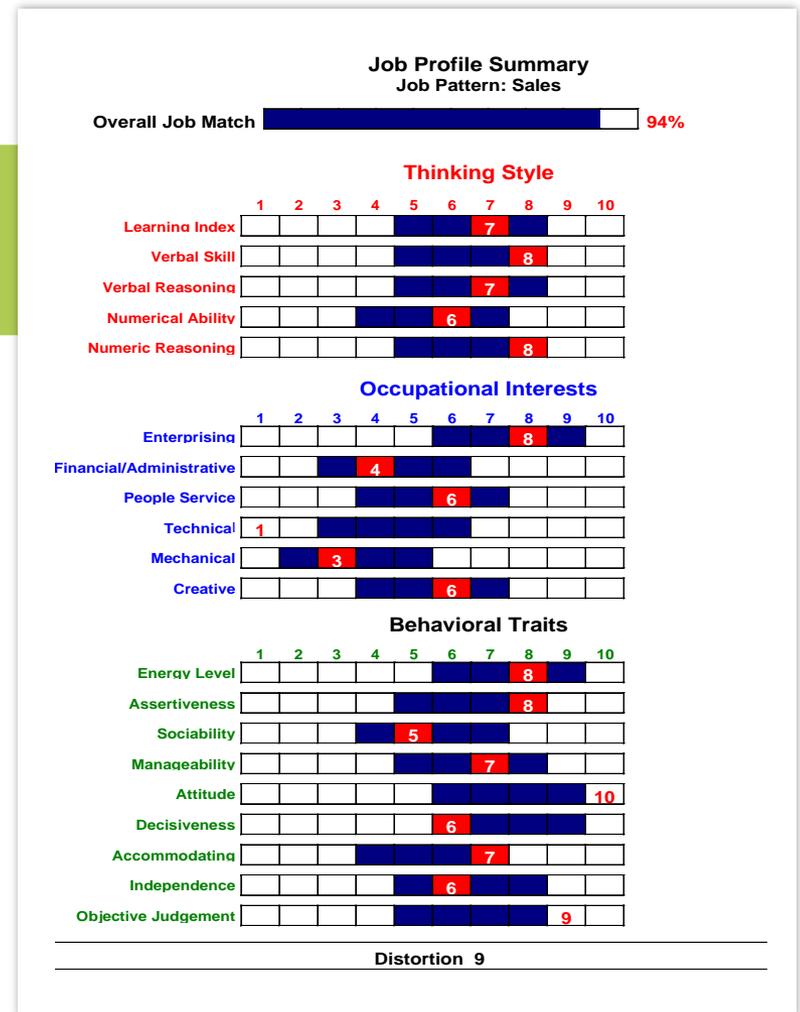
The JobMatch™ Pattern

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



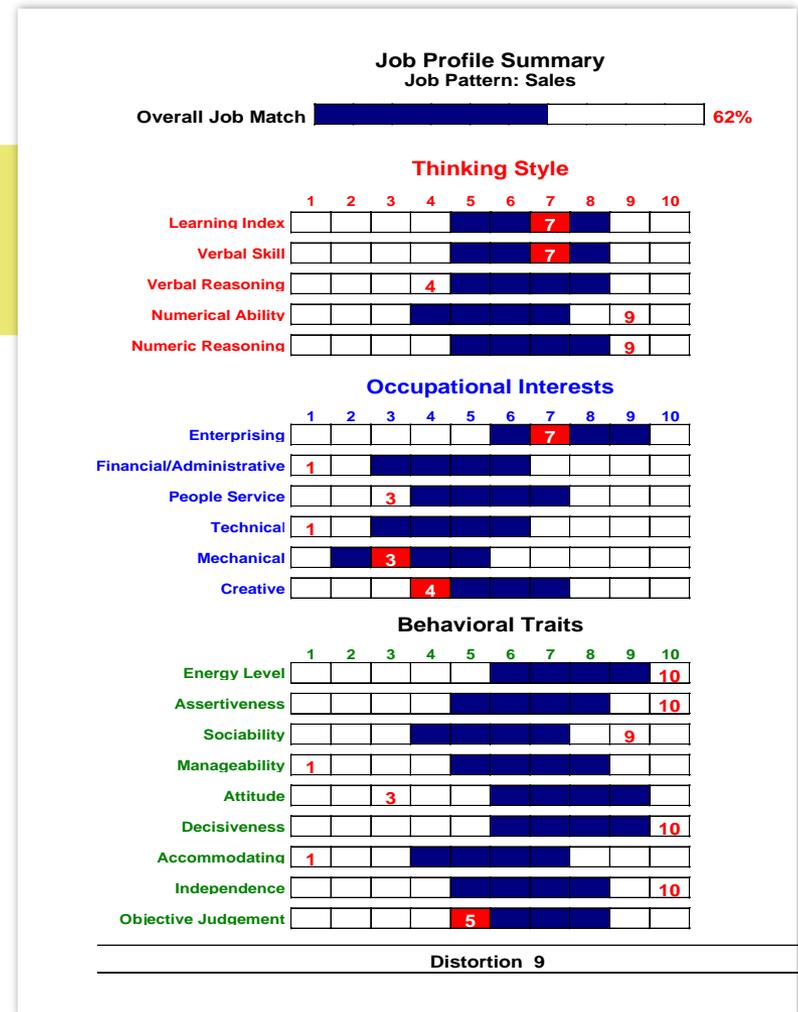
The Profile

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...

Pre-Employment Process	Promotion Decisions	Retention	Succession Planning	Simple Team Building
Team Engineering	Sales Competence/ Strategies	Performance Problems	Day-to-Day Management	Coaching/ Development/ Training Strategies

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



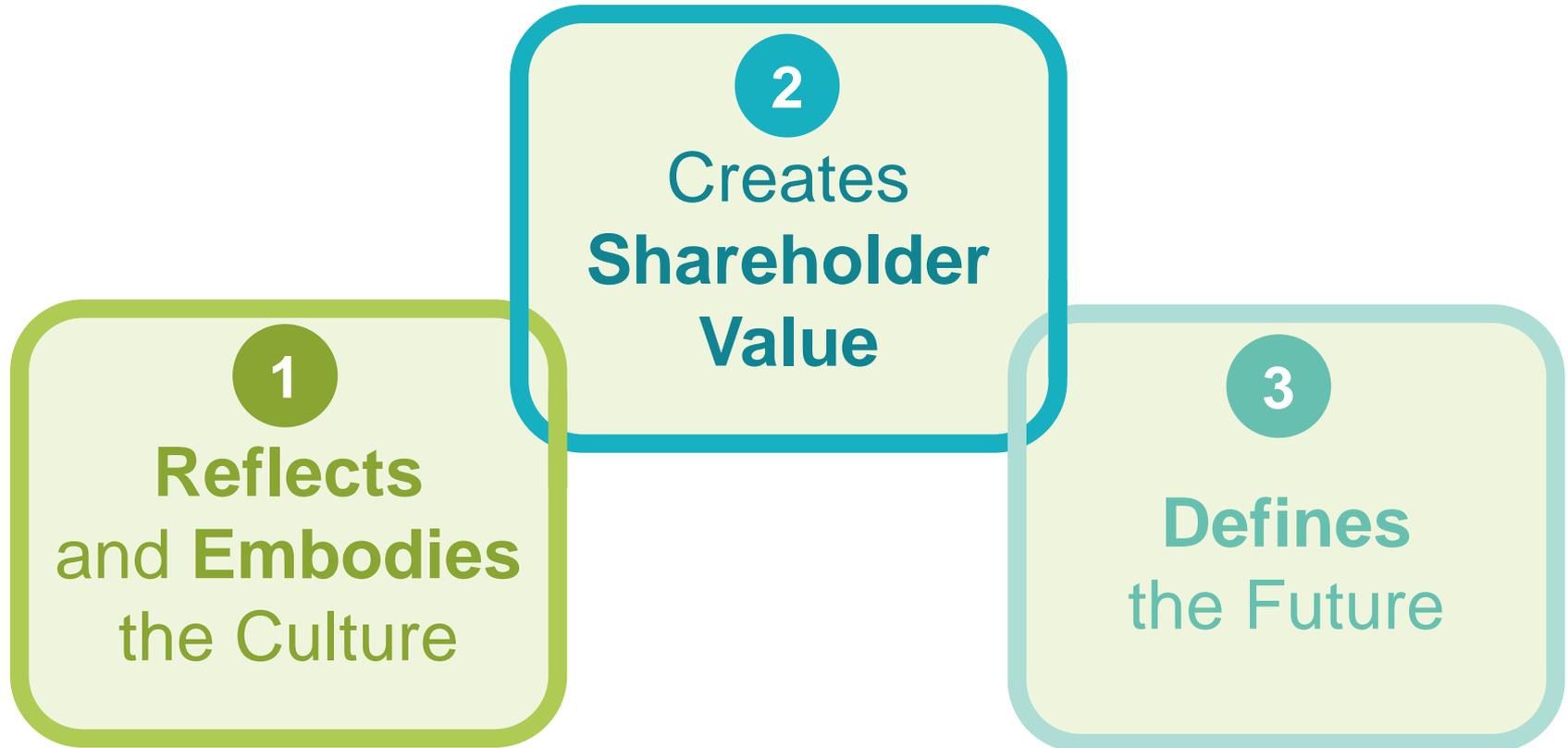
Baby Boomers Fast
Approaching Retirement

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

Selection

place new hire
where he/she will be
most successful

Performance Management

gauge performance
and provide
feedback

Development

assess training
needs and target
learning

Job Movement

(determine readiness for
promotion, appropriate
career pathing
and/or identify
high potentials for
succession purposes)

Recommended OD Tools

CheckPoint360[°]TM
Feedback System

ProfileXT[®]

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

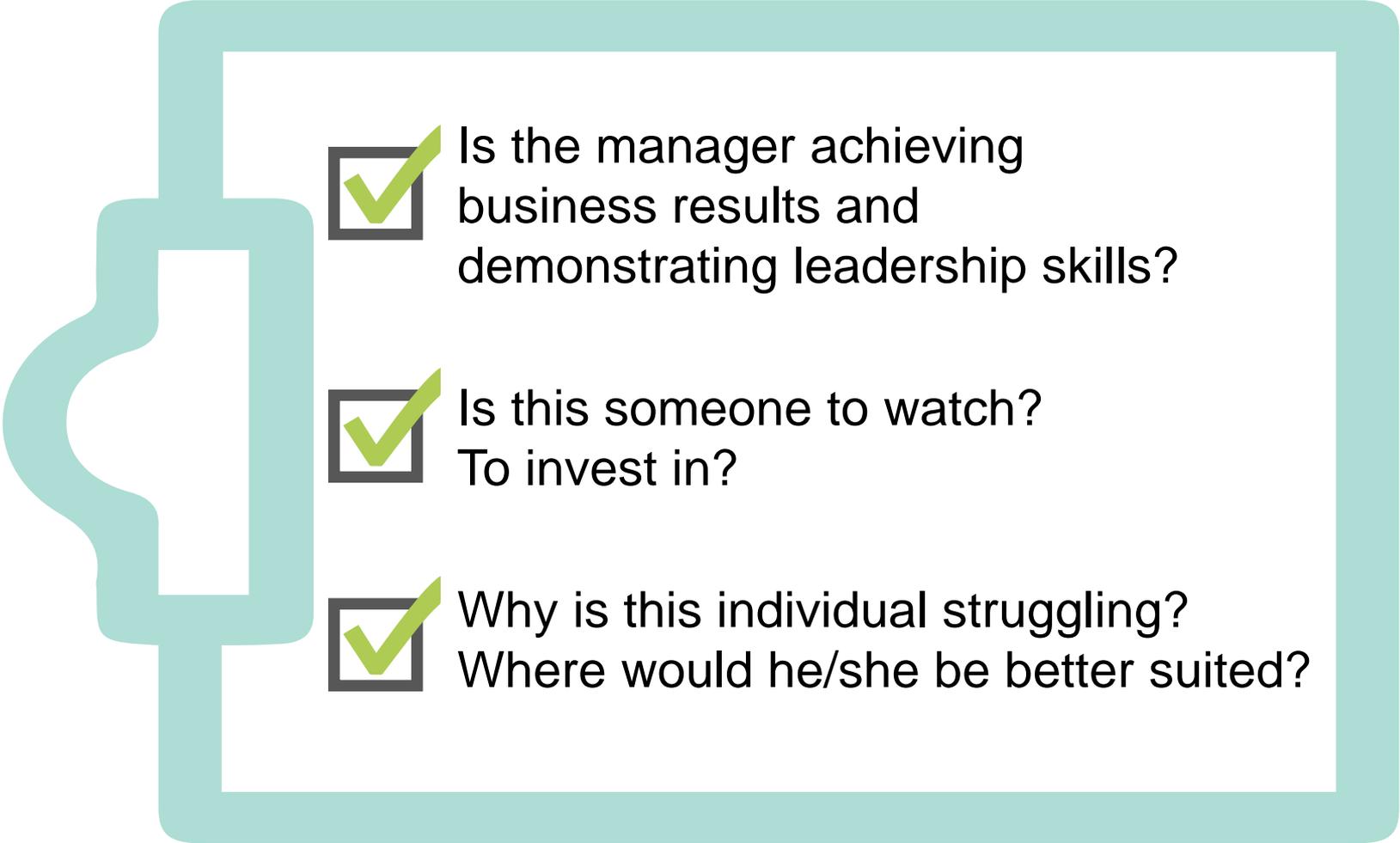
Provides Direction

- 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	Assertiveness	Sociability	Manageability
Tendency to display endurance and capacity for a fast pace	Tendency to take charge of people and situations	Tendency to be outgoing and people-oriented	Tendency to follow policies, accept external controls and supervision and work within the rules

Attitude	Decisiveness	Accommodating	Independence	Objective Judgment
Tendency to have a positive attitude regarding people and outcomes	Uses available info to make decisions quickly	Tendency to be friendly, co-operative, agreeable. To be a team player.	Tendency to be self-reliant, self-directed, to take independent action and make own decisions	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

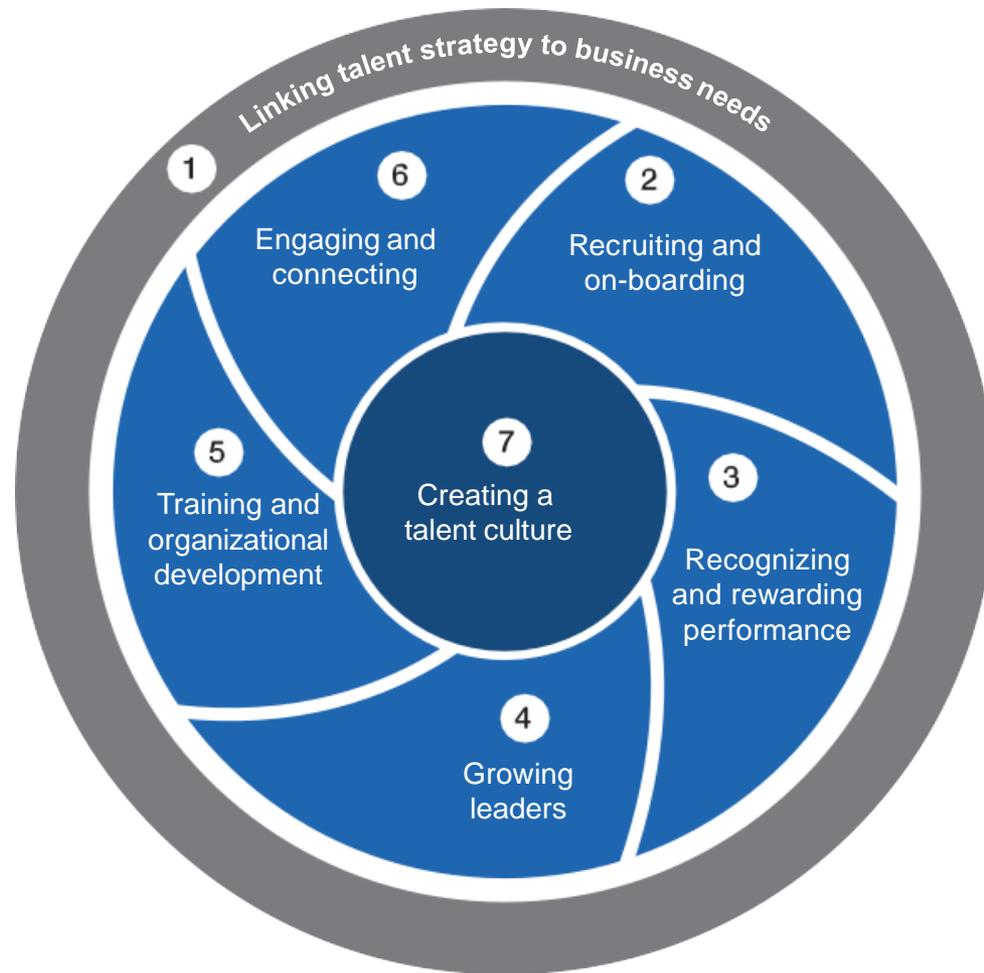
**Establish
Criteria for Top
Performer in a
Specific Role or
Position**

**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!

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