

Who Are These People Anyway?

Who Are These People Anyway?
Using Data Driven Insights To Hire Top Performers



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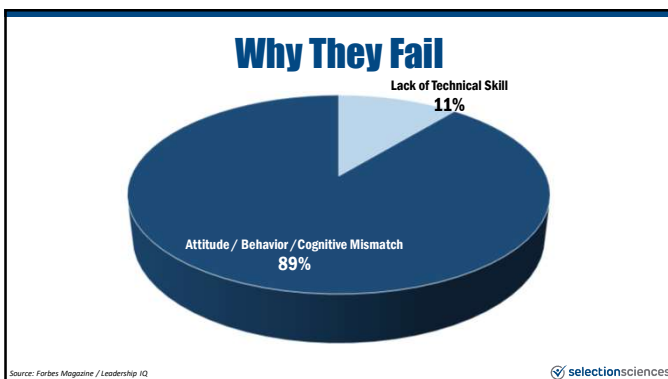
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Three Key Points

- The Success Of Your Business Depends Upon The People You Hire
- The Motivation Of The Candidate Is To Get A Job – Not Help You Hire The Right Person
- It's Better To Wait For The Right Person Than To Hire The Best Person Available

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Who Are These People Anyway?

The Bottom Line...



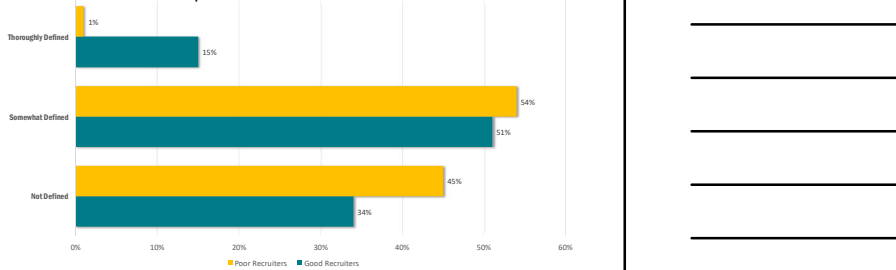
“We can change skill levels through training, but we can’t change attitude.”

Herb Kelleher, Founder / CEO Southwest Airlines

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Defining Successful Attitudes

Top Results vs. Poor Results



Source: Forbes Magazine / Leadership IQ

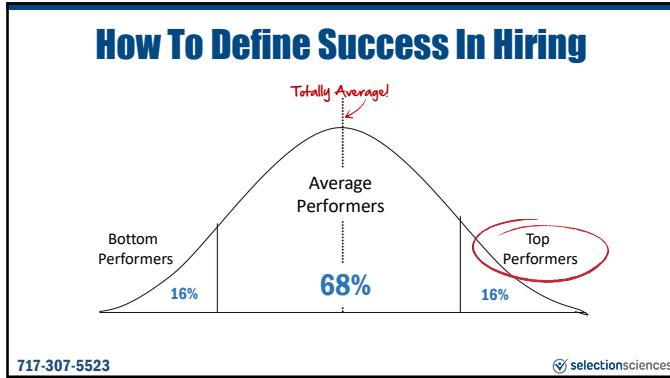
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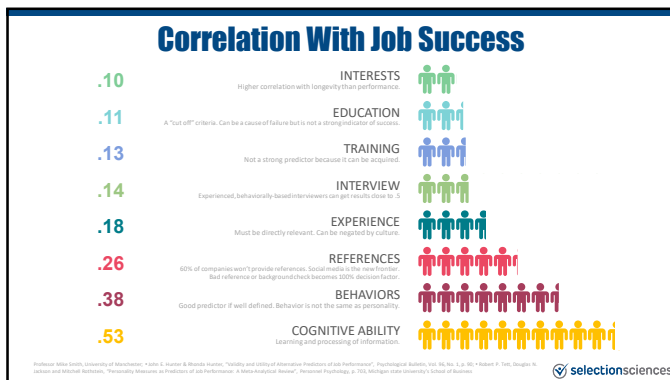


Hiring Research

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Who Are These People Anyway?







Who Are These People Anyway?

Why Interviews Give Inconsistent Results

- ▶ Candidates are prepared and practiced
- ▶ Questions are improperly structured
- ▶ Interviewers tend to rate and classify information inconsistently
- ▶ Natural filtering based on existing biases and beliefs
- ▶ Hiring managers rarely get enough practice to become proficient

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The Solution

- ▶ Train your interviewers
- ▶ Build a library of properly structured and validated questions
- ▶ Set a standardized ratings scale for possible answers
- ▶ Use multiple independent interviewers and compare ratings

**Assessments
Can Help**

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Assessments Overview

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Who Are These People Anyway?

An Assessment Is

A Process To Gather
Information Related To The
Ability To Perform A Job

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Some Types of Assessments

- ▶ Interviews
- ▶ Skills and Abilities Tests
- ▶ Demonstrations and Simulations
- ▶ Automated Psychometric

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Three Types Of Assessments



IPSITIVE

- Self reporting without comparison to a fixed standard
 - Tells what you are but doesn't tell how you compare to other people
- Coaching & Development*



NORMATIVE

- An estimate of the position of the tested individual in a predefined population
 - Allows comparison of individuals
- Hiring*



SKILLS

- A comparison to an established skill set
 - Tests developed by subject matter experts
 - Also demonstrations & simulations
- Hiring*

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Professional Assessments

- ▶ Developed by experts – so you don't have to be an expert
- ▶ Gather needed information in a structured manner
- ▶ Obtain information that would be difficult to find in an interview
- ▶ Cross check answers and detect distortions
- ▶ Eliminate subjectivity and opinions

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Ipsitive Assessments

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Ipsitive Assessments

- ▶ Self reporting without a fixed standard
- ▶ Tells what you are, but not how much you are

DIRECTIONS: Please read the words in the list below and check those that you feel describe the
 are expected to act by others.

Helpful <input type="checkbox"/>	Esteemed <input type="checkbox"/>	Calm <input type="checkbox"/>
Relaxed <input type="checkbox"/>	Worried <input type="checkbox"/>	Popular <input type="checkbox"/>
Exciting <input type="checkbox"/>	Serious <input type="checkbox"/>	Polite <input type="checkbox"/>
Assertive <input type="checkbox"/>	Adventurous <input type="checkbox"/>	Dynamic <input type="checkbox"/>
Polite <input type="checkbox"/>	Easy Going <input type="checkbox"/>	Good Humored <input type="checkbox"/>
Conscientious <input type="checkbox"/>	Unassuming <input type="checkbox"/>	Energetic <input type="checkbox"/>
Spontaneous <input type="checkbox"/>	Good Natured <input type="checkbox"/>	Generous <input type="checkbox"/>
Practical <input type="checkbox"/>	Agreeable <input type="checkbox"/>	Unpretentious <input type="checkbox"/>
Fair <input type="checkbox"/>	Well Read <input type="checkbox"/>	Daring <input type="checkbox"/>
Outstanding <input type="checkbox"/>	Docile <input type="checkbox"/>	Tolerant <input type="checkbox"/>
Sympathetic <input type="checkbox"/>	Domineering <input type="checkbox"/>	Nice <input type="checkbox"/>
Loyal <input type="checkbox"/>	Charitable <input type="checkbox"/>	Compelling <input type="checkbox"/>
Self-Start <input type="checkbox"/>	Persuasive <input type="checkbox"/>	Rowdy <input type="checkbox"/>
Conventional <input type="checkbox"/>	Careful <input type="checkbox"/>	Temper <input type="checkbox"/>
Disputatious <input type="checkbox"/>	Social <input type="checkbox"/>	Cultured <input type="checkbox"/>
Cynical <input type="checkbox"/>	Understanding <input type="checkbox"/>	Domineering <input type="checkbox"/>

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Ipsitive Assessments

Self reporting without a fixed standard

Tells what you are, but not how much you are

Which word describes you most and which word describes you least?

	Most	Least
enthusiastic	<input type="radio"/>	<input type="radio"/>
daring	<input type="radio"/>	<input type="radio"/>
diplomatic	<input type="radio"/>	<input type="radio"/>
satisfied	<input type="radio"/>	<input type="radio"/>

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Ipsitive Assessments

Self reporting without a fixed standard

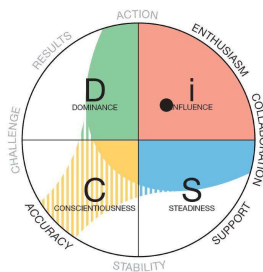
Tells what you are, but not how much you are

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
I can be pretty forceful with my opinions	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
I love meeting new people	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
People think of me as a really good listener	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accuracy is a priority for me	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>

Use for coaching and development, not hiring

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DISC Profile



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Strengths Finder 2.0

Relator
Strength Theme Description
 People who are especially interested in the Relator theme enjoy close relationships with others. They like the idea of working in a team that has a strong sense of purpose.

Your Personalized Strengths Insights
 What makes you successful?
 Shows you what you do best with and what you struggle with. You can add your own thoughts, notes, and examples to help you understand your strengths and how to use them in your work. You can also use the tool to help you understand your own strengths and how to use them in your work.

Responsibility
Strength Theme Description
 People who are especially interested in the Responsibility theme enjoy taking responsibility for what they do. They are committed to their work, such as accuracy and quality.

Your Personalized Strengths Insights
 What makes you successful?
 Shows you what you do best with and what you struggle with. You can add your own thoughts, notes, and examples to help you understand your strengths and how to use them in your work. You can also use the tool to help you understand your own strengths and how to use them in your work.

Legal, Ethical and Fair: Development and Selection Are Different Arts in a Similar Science

When you find yourself tempted to use StrengthsFinder for recruitment, ask yourself, "Can I defend my decision if someone challenges me and says, 'How do you know someone with that strength [or combination of strengths] is more productive in the role?' How objective am I really being? Have I even allowed the individual to have a say in how their strengths work for them? Am I truly being fair?"

Be sure if you think the answer to some of these questions is 'yes,' one thing is true: Indisputable: the StrengthsFinder tool has not been validated as a predictive measure of success in a given role. It has amazing potential when it comes to starting conversations about strengths and helping people to achieve excellence in their roles—once a fair and objective assessment system has been used to put them there in the first place.

<http://coaching.gallup.com/2015/07/can-i-use-strengthsfinder-to-make.html>

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360 Surveys

Communication
 People who are especially interested in the Communication theme enjoy talking to others and sharing ideas. They like to work in teams and are often the ones who bring new ideas to the table.

Relator
 People who are especially interested in the Relator theme enjoy close relationships with others. They like the idea of working in a team that has a strong sense of purpose.

Responsibility
 People who are especially interested in the Responsibility theme enjoy taking responsibility for what they do. They are committed to their work, such as accuracy and quality.

Adaptability
 People who are especially interested in the Adaptability theme enjoy taking on new challenges and trying new things. They are often the ones who bring new ideas to the table.

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Five Dysfunctions Of A Team

THE FIVE FUNDAMENTALS

RESULTS 1.00

ADVERTISING 1.00

COMMITMENT 0.79

CONSENSUS 0.00

TRUST 1.00

THE FIVE DYSFUNCTIONS

TRUST 0.00

CONSENSUS 0.00

ADVERTISING 0.00

COMMITMENT 0.00

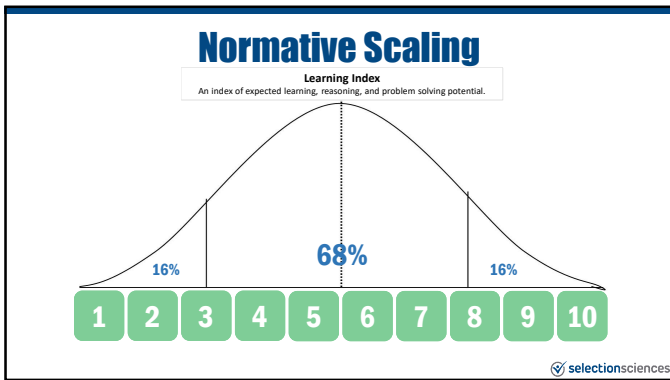
RESULTS 0.00

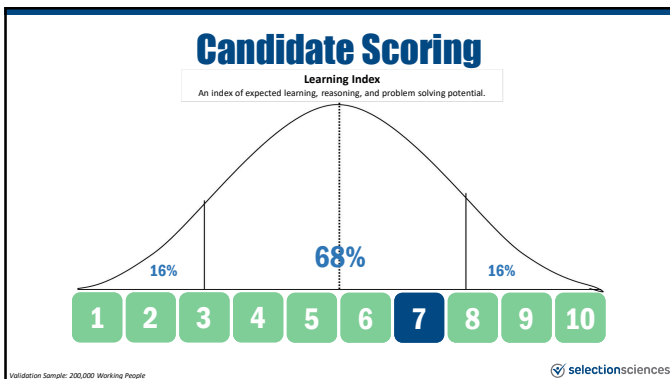
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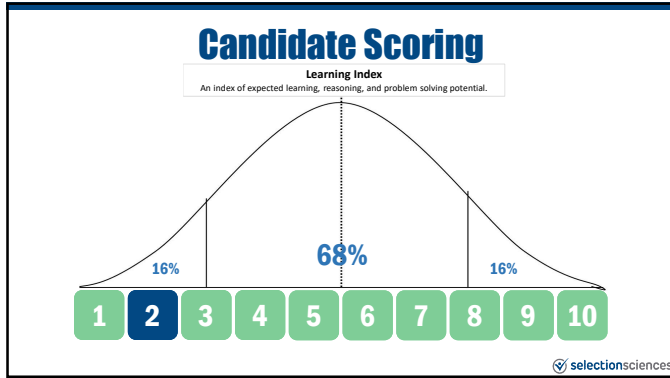


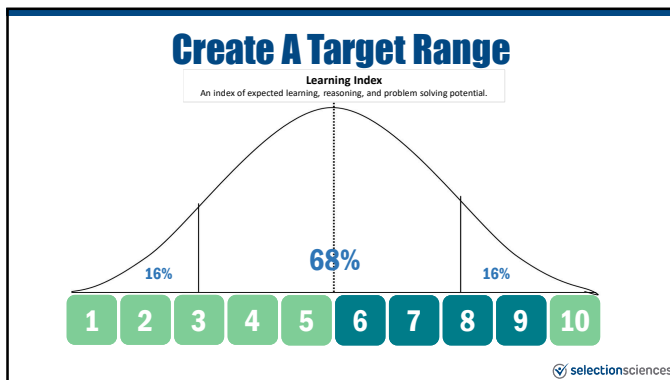
A slide titled "Normative Assessments" with a blue arrow pointing right. The text "Normative Assessments" is in a blue box. The logo "selectionsciences" is in the bottom right corner.

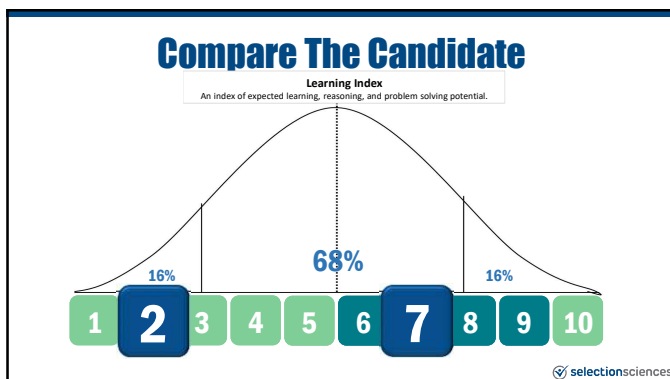




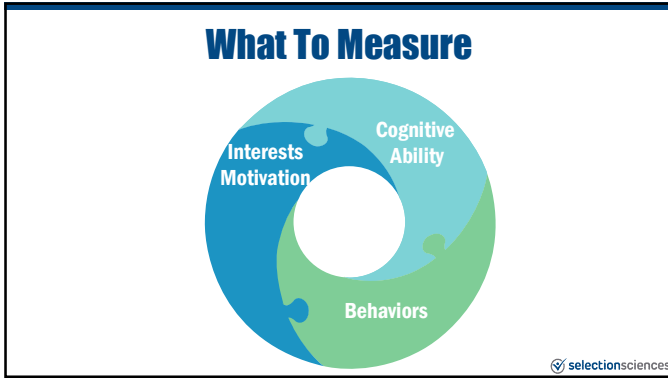
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What About Culture?

- Too much culture uniformity reduces creativity
- Candidates who have been successful in other similar jobs can be less than a top producer in a different culture
- Culture will be blended in when measuring behaviors against a valid model

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Create Performance Models

LEARNING INDEX	1	2	3	4	5	6	7	8	9	10
VERBAL SKILL	1	2	3	4	5	6	7	8	9	10
VERBAL REASONING	1	2	3	4	5	6	7	8	9	10
NUMERIC ABILITY	1	2	3	4	5	6	7	8	9	10
NUMERIC REASONING	1	2	3	4	5	6	7	8	9	10
PACE	1	2	3	4	5	6	7	8	9	10
ASSERTIVENESS	1	2	3	4	5	6	7	8	9	10
SOCIABILITY	1	2	3	4	5	6	7	8	9	10
MANAGABILITY	1	2	3	4	5	6	7	8	9	10
ATTITUDE	1	2	3	4	5	6	7	8	9	10
DECISIVENESS	1	2	3	4	5	6	7	8	9	10
ACCOMMODATING	1	2	3	4	5	6	7	8	9	10
INDEPENDENCE	1	2	3	4	5	6	7	8	9	10
OBJECTIVE JUDGEMENT	1	2	3	4	5	6	7	8	9	10

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Sources of Performance Models

- 1 Existing Top Performing Employees
- 2 Generic "Industry" Models
- 3 Job Analysis Surveys
- 4 Subjective Choices By Managers Or Consultants

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Using The Results

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The Role Of Assessments



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Interview Questions

Interview Questions

- How often do you read instructions or memos and have difficulty understanding what they mean? Give some examples.
Interviewer's Notes
- Have you ever had someone become upset because you needed instructions repeated? How have you dealt with such a situation?
Interviewer's Notes
- Some people read well but don't always remember what they have read. Do you ever experience this type of situation? How do you deal with it?
Interviewer's Notes

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Uses For Normative Assessments

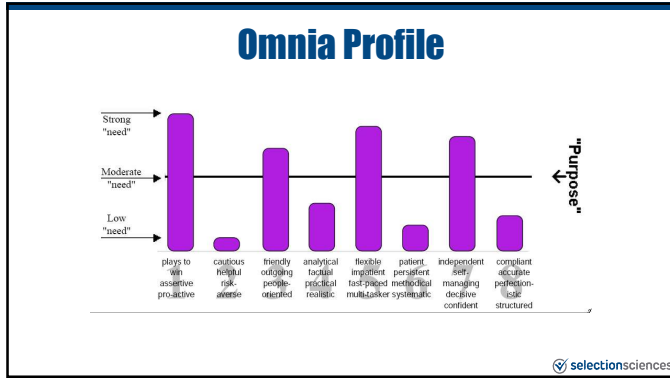


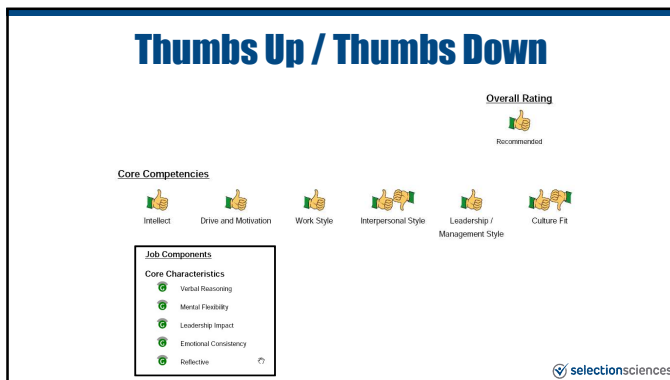
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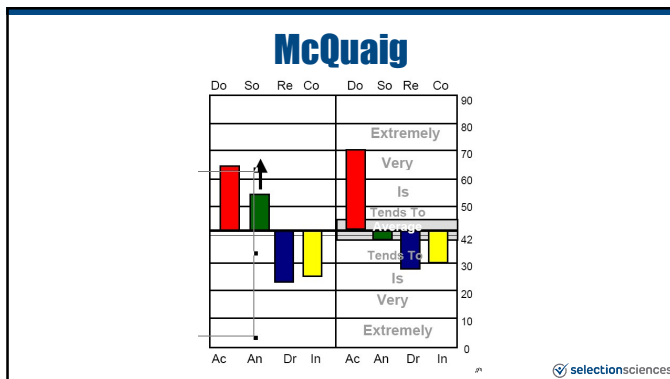
Sample Reports

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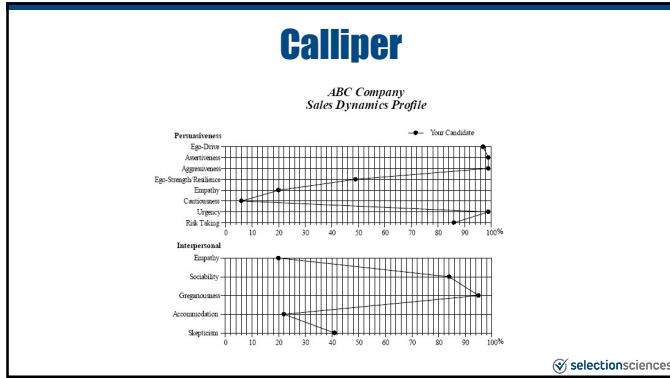
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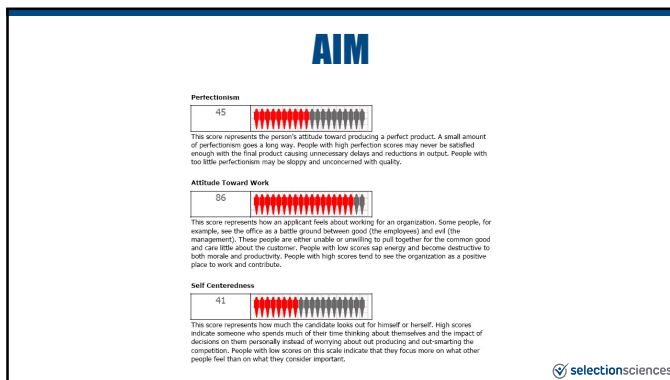


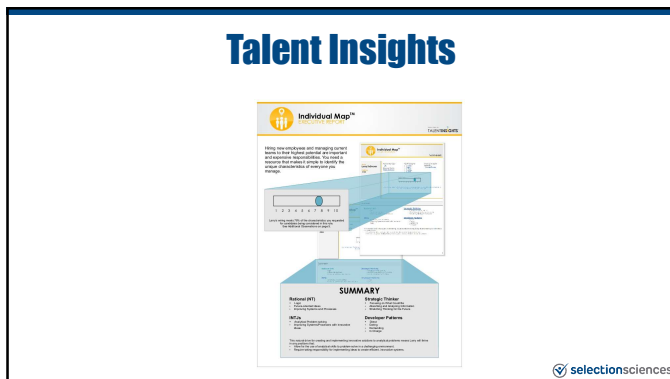




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Myers Briggs

Your responses to the MBTI items indicate that your four-letter type code is:

ENFP

Extraverted Intuition with Feeling

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

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Myers Briggs

Clarity of Reported Preferences: ENFP

PCI Results: Extraversion 26 Intuition 26 Feeling 3 Perceiving 25

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Profile XT

Overall Job Match - 74%

Learning Index	1 2 3 4 5 6 7 8 9 10	Thinking Style	1 2 3 4 5 6 7 8 9 10
Verbal Skill	1 2 3 4 5 6 7 8 9 10	81% Match	
Verbal Reasoning	1 2 3 4 5 6 7 8 9 10		
Numerical Ability	1 2 3 4 5 6 7 8 9 10		
Numerical Reasoning	1 2 3 4 5 6 7 8 9 10		
Energy Level	1 2 3 4 5 6 7 8 9 10		
InterPerson	1 2 3 4 5 6 7 8 9 10		
Locality	1 2 3 4 5 6 7 8 9 10		
Managability	1 2 3 4 5 6 7 8 9 10	Behavioral Traits	1 2 3 4 5 6 7 8 9 10
Attitude	1 2 3 4 5 6 7 8 9 10	81% Match	
Accommodate	1 2 3 4 5 6 7 8 9 10		
Accommodating	1 2 3 4 5 6 7 8 9 10		
Independence	1 2 3 4 5 6 7 8 9 10		
Objective Judgment	1 2 3 4 5 6 7 8 9 10		

Top Interests for Self Concept

- Entrepreneurship
- People Service
- Creative

Top Interests for this Performance Model

- Entrepreneurship
- Financial/Administrative
- People Service

Interests

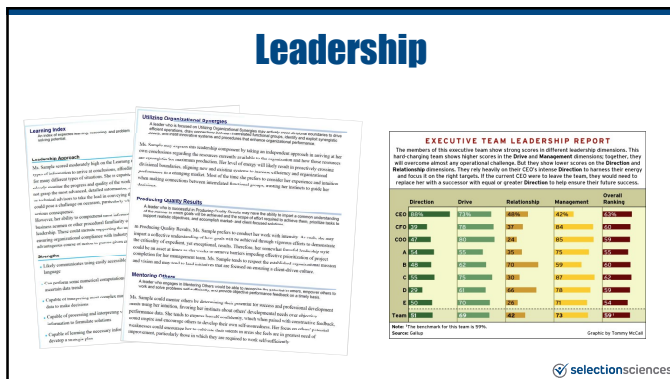
80% Match

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Leadership

Predicted Situational Leadership Effectiveness

This profile indicates the situations where Sample Candidate is likely to be an effective leader. The profile shows the top six followed by the bottom six situations.

- 1 Likely to be extremely well suited to leadership where the long-term vision of an organization needs to be developed
- 2 Likely to be extremely well suited to leadership where a positive attitude helps to promote goals and achieve success
- 3 Likely to be very well suited to leadership where it is important for people to overcome resistance to ideas or plans
- 4 Likely to be very well suited to leadership where purposeful interaction with others is required to achieve a goal
- 5 Likely to be very well suited to leadership where persuasion is required in order to overcome resistance to ideas or plans
- 6 Likely to be very well suited to leadership where people require inspiration to help them define and achieve goals

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Honesty / Integrity / Work Ethic

Predicted Situational Leadership Effectiveness

This profile indicates the situations where Sample Candidate is likely to be an effective leader. The profile shows the top six followed by the bottom six situations.

- 1 Likely to be extremely well suited to leadership where the long-term vision of an organization needs to be developed
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Sales Assessments

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Customer Service

Summary Graph

When viewing the scales on this page and the next, the darker shading represents the Job Performance Model for the role of Widget Builder. The large box indicates the individual's score.

Trust 4 5 6 7 8 9 10

Tact 4 5 6 7 8 9 10

Empathy 4 5 6 7 8 9 10

Conformity 4 5 6 7 8 9 10

Focus 4 5 6 7 8 9 10

Flexibility 4 5 6 7 8 9 10

Vocabulary 4 5 6 7 8 9 10

Numerical 4 5 6 7 8 9 10

Behavioral Traits

Proficiencies

Directions that conflict

Question	Her Answer
All customers should be treated the same; no customer is more important than any other.	Yes
Certain technical questions should be referred to an internal expert or supervisor.	No
Customers don't care whether I refer to them by name, as long as they receive good service.	Yes
Customers expect me to be friendly no matter how busy I am.	No
I should follow up with customers to see that they are satisfied with the service I gave them.	No
I can't solve all of a customer's problems; some concerns have to be referred to others or left alone.	No
If a customer wants to chat, I should let them.	No
If I hear a customer speaking badly about our business, I should defend the company.	No
If our product is high quality, customers will come back even if my service is below average.	Yes
I should wait until several people complain about a problem before trying to correct its cause.	Yes

Skills Tests

Criteria Corp

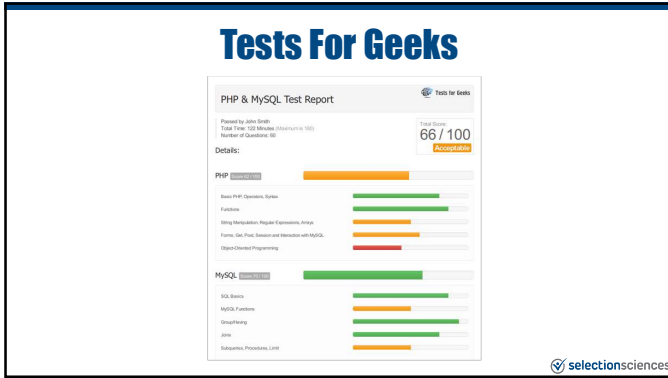
MICROSOFT EXCEL 2010 (Excel10)

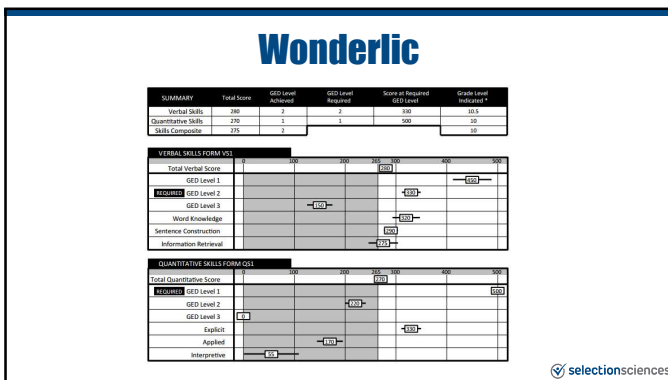
The Microsoft Excel 2010 (Multiple Choice) test measures proficiency with a wide range of functionalities in Excel 2010. The test is 10 minutes and contains 20 questions.

CANDIDATE INFORMATION		RESULTS SUMMARY	
Name: Samuel Sample		RAW SCORE	PERCENTILE
Position: Data Entry/ Clerical		15	83
Test Date: Jan 16, 2013			
Test Event ID: CR14324 V84JZ			

Question	Time Taken	Correct?
To find the Recent Workbooks list, you would click	18	Yes
Which is the active cell?	12	Yes
If you click on a number in the cell of Column A,	9	Yes
Which formula below will sum cells B2 through B14?	13	Yes
To customize the Quick Access Toolbar, you could click	13	Yes
If you click on the lower right corner of cell A3 and drag it down two rows, what will happen?	21	Yes
The number at the top of the cursor indicates you are going to	21	No
Pressing the Home key will	31	No
To calculate the average in cell B10, you could start by clicking	43	Yes

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eSkill

Address Checking #3 (2/3)					
	Original Address	Original Zip	Copy of Address	Copy of Zip	Answer Choice
21	8178 Ross, Madison Avenue Baltimore, MD	21201	8178 Ross, Madison Avenue Baltimore, MD	21201	A, B, D, E, F, G
22	8198 Ross, Oxford Ct. Columbus, OH	31906	8198 Ross, Madison Ave. Baltimore, MD	21201	A, B, D, E, F, G
23	8123 Lakeside Road Baltimore, MD	21202-2472	8123 Lakeside Road Baltimore, MD	21202-2472	A, B, D, E, F, G
24	8100 Adams Road Rd. Baltimore, MD	21208-2009	8100 Adams Road Rd. Baltimore, MD	21208-2009	A, B, D, E, F, G
25	708 Myers Park Rd. Baltimore, MD	21278-2006	708 Myers Park Rd. Baltimore, MD	21278-2006	A, B, D, E, F, G
26	8044 Gales, Mount Circle Baltimore, MD	21278-4008	8044 Gales, Mount Circle Baltimore, MD	21278-4008	A, B, D, E, F, G
27	8017 East Apple Dr. Baltimore, MD	21208-2008	8017 East Apple Dr. Baltimore, MD	21208-2008	A, B, D, E, F, G
28	8100 Myrtle Ct. Baltimore, MD	21201	8100 Myrtle Ct. Baltimore, MD	21201	A, B, D, E, F, G

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Other

Object Identification



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HR Certification

HR Certification

THE SOCIETY FOR HUMAN RESOURCE MANAGEMENT INTRODUCES

SHRM CERTIFICATION

THE NEW CREDENTIAL FOR HR PROFESSIONALS

Prerequisite Area	Have you performed or studied in practice with this area?			
	Current	Recent	Completed	None
Business Management and Strategy				
Human Resources Management				
Organizational Development				
Employee Relations and Labor Relations				
Compensation and Benefits				
Recruitment and Selection				

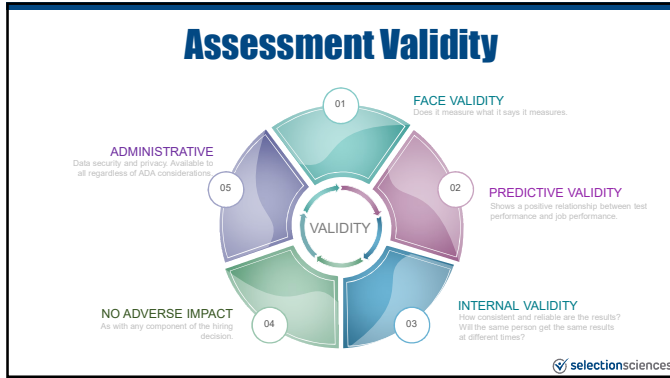
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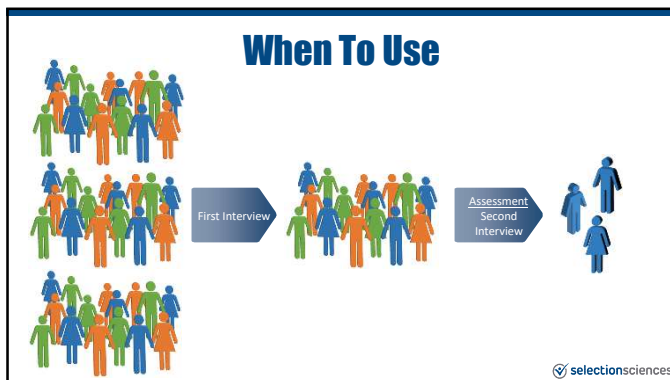


More Details

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Who Are These People Anyway?





Assessment Cost

\$150 - \$225 each x 3 candidates = \$600 per hire

Cost Of A Bad Hire

What is the cost of a bad hire for one week?

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Who Are These People Anyway?

Five Assessment Selection Guidelines

1. Make sure that the test is appropriate for the purpose
2. Make sure that it is properly validated
3. For hiring, make sure that it is Normative, not Ipsitive
4. For hiring, make sure that it measures Cognitive Ability, the factor with the highest correlation to success
5. Make sure that there is appropriate level of support available

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Thanks For Joining Me!



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