

Personality Testing – What You **MUST** Know!

Using the right Hiring Assessment can dramatically improve your team and save you money.

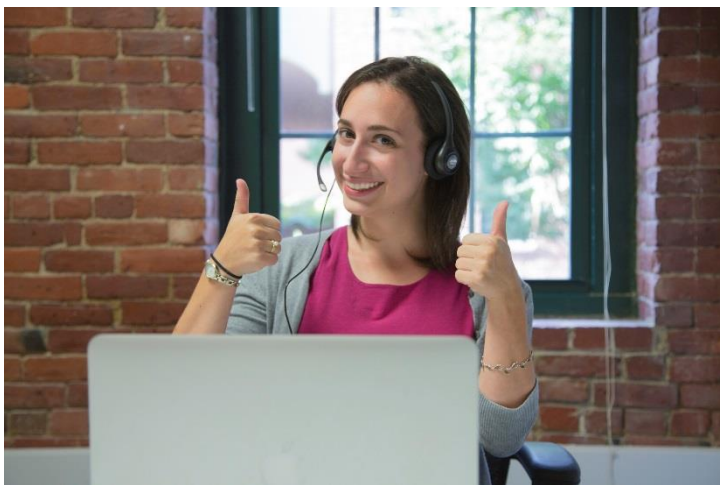
Here's what you need to know and consider to make each and every hire more successful, meaningful and cost effective.



Contents

It's Your Bus...Drive It.	3
Employee Turnover, <u>IS</u> The Silent Profit Killer.	4
Selecting The Right Test For Your Needs	5
Job Modeling? What's this?	6
Other Factors To Consider	7
A Final Thought	8

It's your bus...drive it.



No business ever started out with the intention of hiring the wrong people.

Sadly, too many companies today find themselves at a cross-roads, with under performing or even failing workers. This causes stress not only for owners and managers of the business but for the employees as well.

Jim Collins, in his book "Good to Great" talks at length about getting the right people on the bus and the wrong people off the bus.

Don't mistake what we're saying. The people that work for you are probably great folks, if not, you wouldn't have hired them in the first place, and it's not that they want to perform poorly. Quite to the contrary, most people want to succeed...but very slight differences in behaviors can mean the vast difference between success and failure. These are differences that you can't glean from a resume or deduce from an interview. The right folks for your bus HAVE these behaviors, the wrong folks, don't. How is one to know?

Well, thanks to improved technologies, we have the ability to test for the behaviors necessary for success. Read on to learn how you too can hire what Steve Jobs referred to as..."The best people in the world."

"The secret of my success is that we have gone to exceptional lengths to hire the best people in the world."

-Steve Jobs

Most people work just hard enough
not to get fired and get paid just
enough money not to quit.

- George Carlin

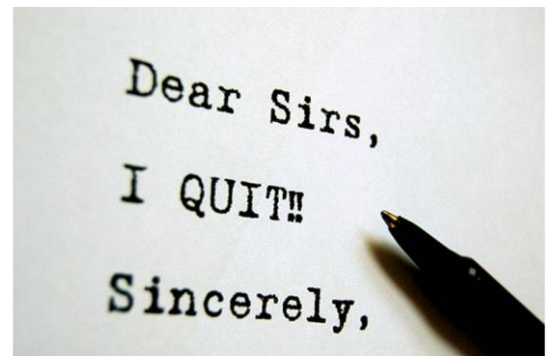
Fired or Quit – Employee Turnover IS The Silent Profit Killer.

Here are some chilling statistics that'll blow your mind:

- The total U.S. Workforce is approximately 156 million people.
- Approximately 20 million Americans are fired or laid off each year.
- Approximately 24 million Americans QUIT their jobs each year.
- **About 25% of American jobs are turning over EVERY YEAR!**
- 74% of those that are employed feel disengaged from their job.
- Currently 69% of those that are employed are looking or open to looking for new jobs.
- Cost to replace just a single employee is somewhere between 1 to 2.5 times the salary of the position. The more senior the role, the more it costs to replace.

LET'S DO THE MATH: Spacely Sprockets has 20 employees and can expect to "turnover" about 5-6 employees each year. Let's suppose the average wage at Spacely is \$40,000 per employee. Using the 1x multiple, each employee lost costs Spacely \$40,000! Let's say it was a particularly good year at Spacely and they only had a turnover of 4 junior level employees. Spacely's turnover cost them approximately \$160,000.

Using a great Hiring Assessment, puts the right people on your team up front. The right people, suited for their right roles will perform at an optimum level with reduced likelihood of turnover. Wow! Productivity and happily engaged employees? What a concept!



“If all you have is a hammer, then every problem looks like a nail.”

-Abraham Maslow



Understanding the subtle behavioral differences in people isn't easy. It's impossible to do from a resume and difficult at best to do from an interview.

These shadings can mean the difference between success and failure both for your employees and for your organization.

Figuring out who to hire has been an age old problem. But today, through science, and technology, you can easily figure out which players to put on your team.

Here is some great info to help you understand why some instruments are right and others are not suited for hiring and selection.

Selecting the Right Test For Your Needs.

Normative testing instruments allow candidates to be compared to other employees who have met with success or even failure in a job.

The basis for using normative testing instruments is that they can predict candidates who will have the best chances of success if hired (or promoted) and to avoid placing people in the wrong positions. Normative tests are therefore well suited to recruitment and selection applications, and are also useful in developmental, coaching and training applications.

Many well known tests such as Myers Briggs or DISC are what is known as **Ipsative** tests. Ipsative assessments are ambiguous, because Ipsative literally means using ones-self (rather than others or a defined population) as the norm against which to measure something. (i.e. one's present performance against one's past performance - rather than against the performance of others). Unlike Normative tests, Ipsative tools indicate only orientations and relative strengths of the person being tested. Ipsative instruments do indeed have their place; but Ipsative Assessments should never be used for hiring or selection.

Normative vs. Ipsative...now you can choose correctly for your needs. If your assessment vendor doesn't know the difference, choose a different vendor.

Job Modeling - Where Hiring Really Starts.

Be sure you positively identify your target before you pull the trigger.

-Tom Flynn

If you don't know what behaviors are necessary for success in a role, how could you possibly know if anyone you hire possesses them or will succeed?

The best hiring assessments have the ability to create comprehensive job models that define with clarity and precision just what attributes successful candidates in the role will need to possess.

Once you have the job model in hand, best in class assessments will allow you to instantly compare any candidate directly to your job model to gauge potential fit.

This will greatly increase not only performance success rate, but foster job satisfaction and help in turn to reduce turnover.

Job modeling should be used for every role your organization may hire for, not just select roles.



Choosing The Best Assessment for Your Business – Other Things To Know...



As a child my family's menu consisted of two choices: take it or leave it.

-Buddy Hackett

Now that you know you should only be considering normative instruments with job modeling capabilities, what other factors should you consider in a behavioral hiring assessment for your business?

Validity – Your assessment vendor should be able to readily produce for you, data, provided by a neutral third party expert outlining the validity of each construct the assessment claims to measure.

Ease of Use– Today, with the advent of cloud based computing, it's easier than ever to quickly and accurately get immediate results once someone has taken an on-line test. The tricky part is determining how long someone is willing to spend taking their on-line assessment – even when a new job or promotion is at stake. Obviously, the easier and faster the assessment is to administer, the greater the likelihood that the taker will complete the test. Studies show that the longer the test takes, the greater the chance the taker will opt out. One should not sacrifice validity for speed.

Test output. What can you do with the data?- Essentially this means, does the assessment measure only job fit and offer a report to match, or does the assessment offer much greater data and other information? Some tests offer only a report indicating suitability for the job. Other, more robust assessments will offer insight into the candidate that speak to interactive styles of the candidate, coaching guidance for the candidates manager to use in order to get the most from the candidate, etc.

Price- While cost is always a consideration in making business decisions, it needs to be considered in the broadest spectrum when it comes to assessment. Assessment can range in price from just a few dollars per test to hundreds of dollars per test. The key is value. Which assessment delivers the greatest benefits at the most reasonable price.

Price, Service or Quality; Why must we be limited to picking just two?

-Harry Lakin

A Final Thought.

Well, there you have it...



Just about everything you need to know and consider when thinking about purchasing your hiring assessment, plus the kitchen sink!

Strike that, there is one more thing...

The final piece you must consider is your vendor.

- How long have they been in the space?
- How long has the tool been in existence?
- What is their background?
- Partners?
- Do they offer training and if so what does it consist of?
- Satisfied clients? References?

Don't be afraid to ask!

Now you know everything you need to make a great, informed choice for your personality test.

For More Info On Hire Capacity



www.hirecapacity.com

www.youtube.com/user/hirecapacity

512.240.2750