

# **An Executive Briefing**

## **Identifying and Retaining Top Performers**

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Your local Profiles representative and  
Profiles International, Inc.

# Today's Objectives

- ❖ To **IDENTIFY** the characteristics of top performers
- ❖ To maximize employee **PRODUCTIVITY**
- ❖ To increase the **RETENTION** of peak performers

**Over  
700 Local Offices**

**40,000 Clients**

**100 Countries**





Have you ever  
hired someone who  
did not reach your  
expectations?

# Selection Process – Step 1

**PAST**

**History**  
**Résumé,**  
**Past**  
**Employment,**  
**Education,**  
**Background**  
**Check**

# The Top Three Reasons People Fail

- ❖ **Incompetence**
- ❖ **Incompatibility**
- ❖ **Dishonesty**

**Peter Drucker,**

Famous Management Consultant states:

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

## Selection Process – Step 2

**PAST**

**History**

**Résumé,  
Past  
Employment,  
Education,  
Background  
Check**

**PRESENT**

**Interview**

**Gut Feeling,  
Appearance,  
Personality,  
Interview**

## **The Interview**

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

**– SHRM Study, reported in USA Today**

## Check Applicants

- ❖ **36,000 business failures are caused by employee theft**
- ❖ **Employees steal 10 times more than shoplifters**
- ❖ **Absenteeism costs a 50 employee company \$31,100 annually**

***This is your applicant pool!***

## ***STEP ONE SURVEY II***



Provides a  
structured  
interview and  
employment  
history

## ***STEP ONE SURVEY II***

### **THE INTERVIEWING REPORT**

The **Step One Survey II** Report contributes information for your consideration while making an employment decision regarding Mr. Trouble.

#### **PART ONE**

**Quick Check** – This section answers five questions about Mr. Trouble:

1. What is his employment status?
2. When can Mr. Trouble start?
3. What days/hours is he available to work?
4. What is his most recent salary?
5. Has he supervised others at work?

**Section I – Inconsistent Responses**– Noted inconsistency between two or more responses

**Section II – Employment Profile** – Essential information regarding his employment history with possible follow-up interview questions

**Section III – Theft** – A summary of self-admissions regarding theft of money, property, data and/or time

**Section IV – Illegal Substance Abuse** – Personal admissions regarding the personal use and/or distribution of illegal and/or regulated substances

**Section V – Criminal Convictions** – Personal admissions regarding criminal convictions, if any

#### **PART TWO**

**Section I – Applicant's attitudes** regarding Integrity, Substance Abuse, Reliability, and Work Ethic along with descriptions of the factors being measured

**Structured interview** questions that relate to specific issues raised by the applicant's responses are provided here for the interviewer

**Section II – Graph** – A visual summary of the applicant's results

## STEP ONE SURVEY II

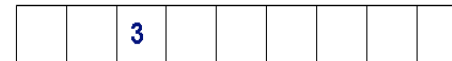
### PART TWO APPLICANT'S ATTITUDES

#### INTRODUCTION

This report provides information on the four Attitude Scales (Integrity, Substance Abuse, Reliability and Work Ethic). Each attitude is represented by a graph. The paragraph below each graph describes the applicant's attitude.

#### SECTION I – Attitude Scores

**Integrity** – Adherence to moral and ethical principles acceptable in the workplace.



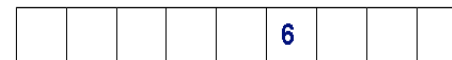
Tom appears quite lenient concerning fraudulence on the job, especially as it concerns the ownership of property and assets of a company.

**Substance Abuse** – Attitudes toward substance abuse in the workplace.



Generally prudent concerning the abuse of illegal substances in the workplace, Tom is nonetheless tolerant depending on the situation.

**Reliability** – Attitudes concerning following procedures, dealing with authority figures and working positively with others in the workplace.



Generally, Tom expresses trust and a willingness to get along with others. However, it is evident that higher levels of confidence in the motives of others may be more difficult for him to develop.

# STEP ONE SURVEY II

## SECTION II – SUMMARY GRAPH

The following scores for Mr. Trouble are summarized in this graph. Higher numbers suggest a lower risk factor.

Risk Factors								
Integrity								
		3						
Substance Abuse								
			4					
Reliability								
					6			
Work Ethic								
		3						

## DISTORTION FACTOR

The Distortion Factor indicates the respondent's frankness while taking this assessment. The range for this scale is 1 to 9, with higher scores suggesting greater candor.

The Distortion Factor for this assessment is **8**

## Selection Process – Step 2

**PAST**

**History**

**Résumé,  
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Employment,  
Education,  
Background  
Check**

**PRESENT**

**Interview**

**Gut Feeling,  
Appearance,  
Personality,  
Interview,  
SOS II**

## Selection Process – Step 3

**PAST**

**History**  
Résumé,  
Past  
Employment,  
Education,  
**Background  
Check**

**PRESENT**

**Interview**  
Gut Feeling,  
Appearance,  
Personality,  
Interview,  
**SOS II**

**FUTURE**

Testing &  
Job  
Matching

## Utilize All of Your Resources

Interview

+

Background Checks &  
Integrity Testing

+

Personality Testing

+

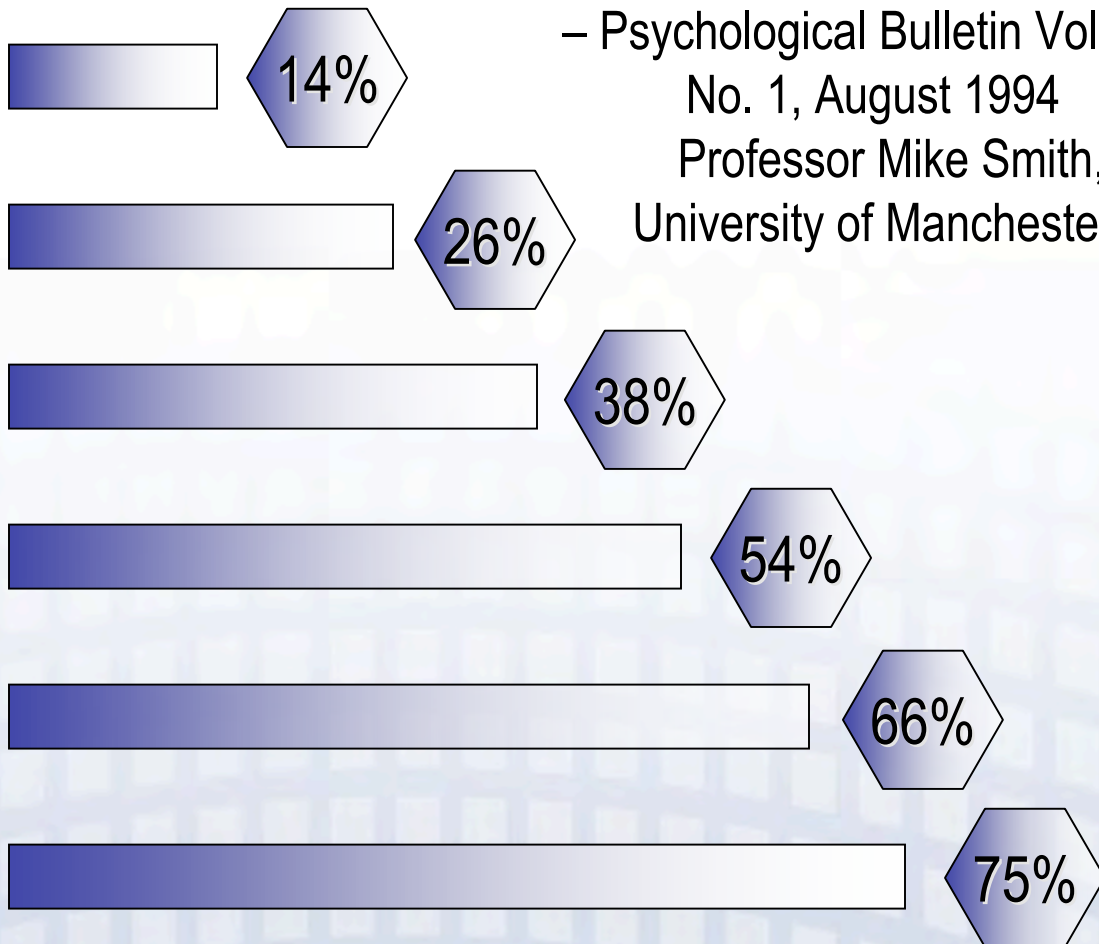
Ability Testing

+

Interest Testing

+

Job Matching



– Psychological Bulletin Vol. 96,  
No. 1, August 1994  
Professor Mike Smith,  
University of Manchester

# The Total Person



10% - Good But Limited Information:  
Skills, Experience & Company Match

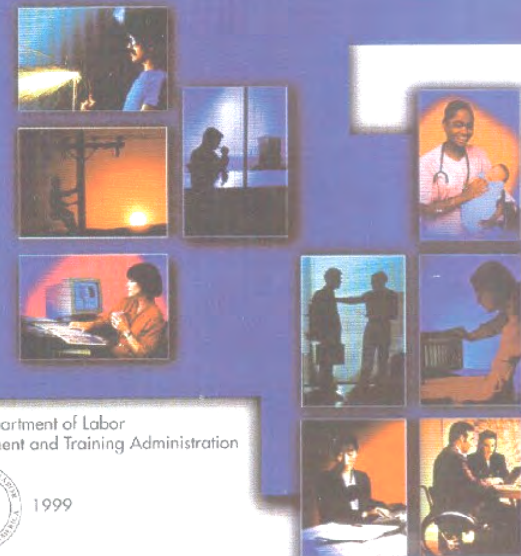
90% - Essence of the  
Total Person:

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

**US Department  
of Labor  
Employment and  
Training  
Administration  
Publication**

**TESTING AND  
ASSESSMENT:**

AN EMPLOYER'S GUIDE  
TO GOOD PRACTICES



U.S. Department of Labor  
Employment and Training Administration



1999

## Using Assessments

“The appropriate use of professionally developed assessment tools on average enables organizations to make more effective employment-related decisions than the use of simple observation or random decision making.”

“Testing and Assessment:  
An Employer’s Guide to Good Practices”  
US Department of Labor  
Employment and Training Administration

# Seeking The Total Person

**PAST**

History  
Résumé,  
Past  
Employment,  
Education,  
Background  
Check

**PRESENT**

Interview  
Gut Feeling,  
Appearance,  
Personality,  
Interview,  
SOS II

**FUTURE**

Testing &  
Job  
Matching  
ProfileXT





# The Learning Index







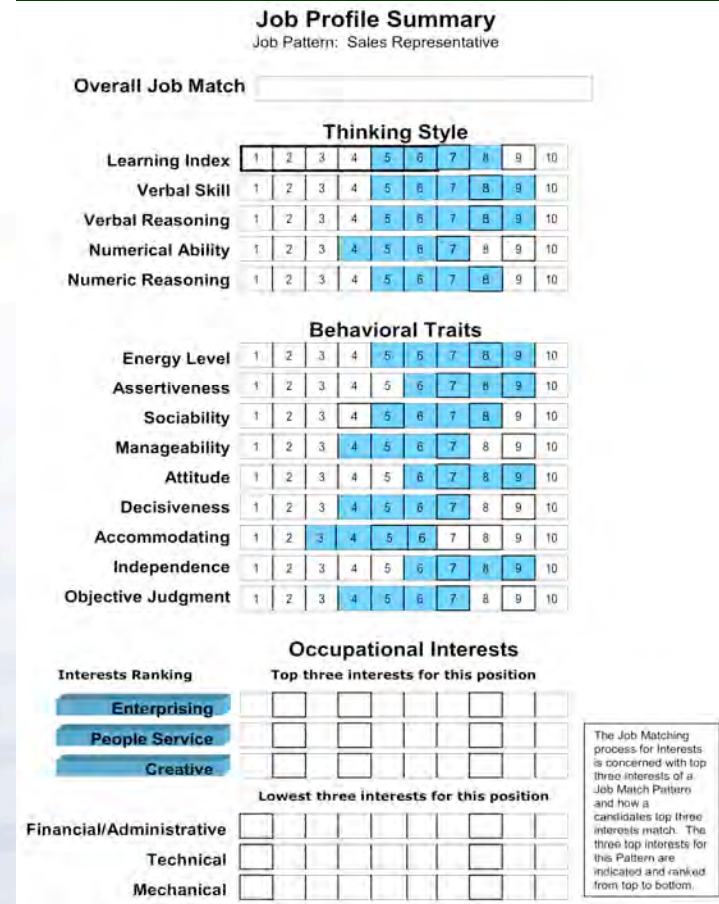
# The JobMatch Pattern

Shaded areas indicate the JobMatch pattern

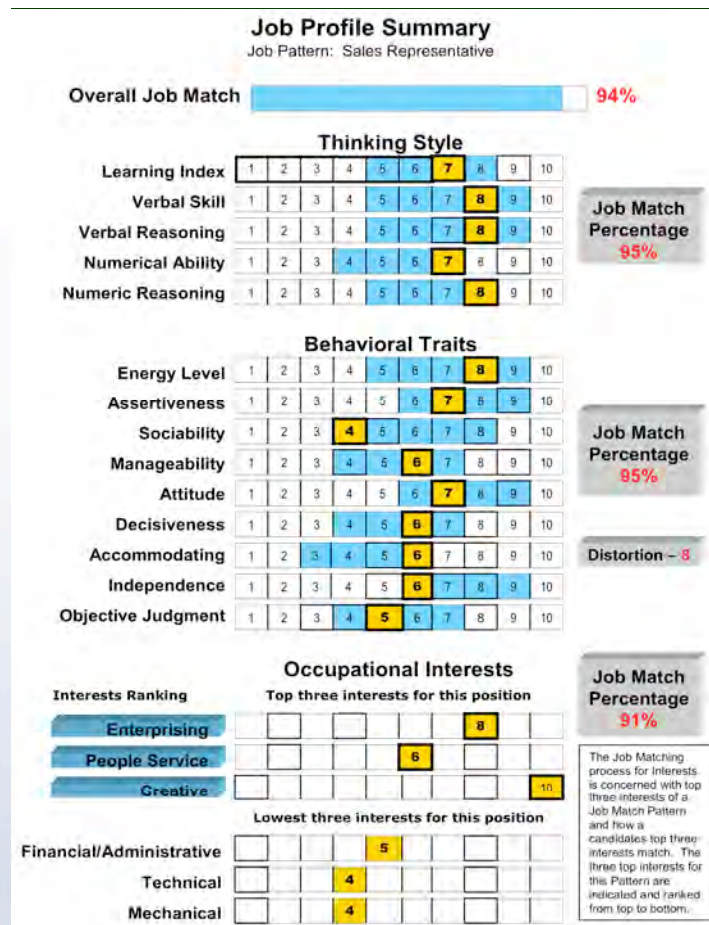
The JobMatch patterns show requirements for the jobs in your company

Use these patterns for:

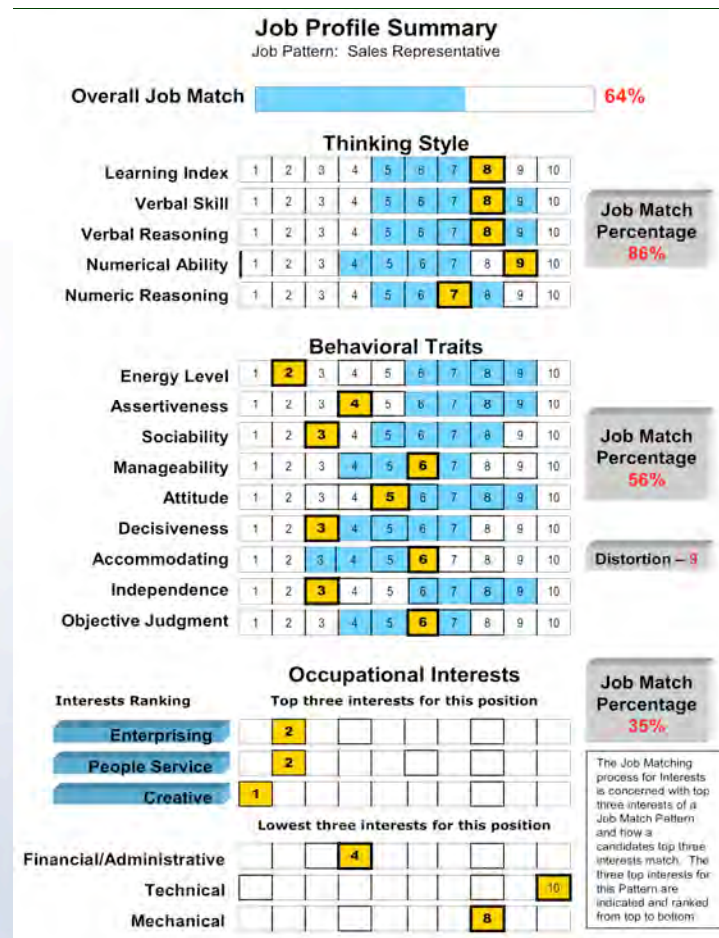
- ❖ Placement
- ❖ Retention
- ❖ Training
- ❖ Promoting
- ❖ Managing
- ❖ Planning



# The ProfileXT – Good JobMatch



# The ProfileXT – Poor JobMatch



# Interview Questions

- ❖ What kind of high stress situations have you experienced in which important calculations were necessary?
- ❖ When making budgetary decisions, can you rapidly see where resources can be reallocated or redistributed?
- ❖ If required to organize financial data, what would motivate you best to get the job done?
- ❖ If working long hours analyzing data or solving technical problems, what ways do you maintain your motivation to persevere?

## Multiple ProfileXT Reports

- ❖ The Placement Report
- ❖ The Individual Report
- ❖ The Coaching and Managing Report
- ❖ The Multi-Job Match Report
- ❖ The Multi-Candidate Match Report
- ❖ The Job Summary Report
- ❖ The Job Summary Graph

# Today's Objectives

- ✓ To **IDENTIFY** the characteristics of top performers
- ❖ To maximize employee **PRODUCTIVITY**
- ❖ To increase the **RETENTION** of peak performers

# Maximizing Productivity

“In these days of talent wars, the best way to keep your stars is to know them better than they know themselves – and then use that information to customize the careers of their dreams.”

– “Job Sculpting: The Art of Retaining Your best People”  
Harvard Business Review  
September. - Oct. 1999

# Job Related Competencies

- ❖ Productivity
- ❖ Quality of Work
- ❖ Initiative
- ❖ Teamwork
- ❖ Problem Solving

## Additional Information

- ❖ Response to job-related stress, frustration and conflict
- ❖ How to motivate the employee
- ❖ Whether the employee is internally or externally motivated

# Primary Behavioral Tendencies

## Productivity

- ❖ He places strong emphasis on motivation and maintaining a great deal of intensity and emotional drive in the work situation.
- ❖ He can accomplish goals through people.
- ❖ John can generate enthusiasm for the projects of others.

## Quality of Work

- ❖ Mostly, he is compatible with work assignments where consistent high quality and accuracy are rewarded.
- ❖ Usually, John is thorough and concerned with quality; however, he tends to become bored quickly with detailed work.
- ❖ Generally, he will work effectively with team members to set and maintain quality standards.

## Initiative

- ❖ He can generate innovative ideas, approaches, and solutions.
- ❖ Being creative, he is willing to experiment with change.
- ❖ He is quick to recognize opportunities.

# Response to Job Related Stress

When experiencing stress, frustration, and/or conflict in a job setting, John may:

- ❖ Be optimistic, reassuring.
- ❖ Be trusting and accepting.
- ❖ Display a positive attitude regarding outcomes of conflict.
- ❖ Be approachable and open to others.
- ❖ Demonstrate flexibility in making workable compromises.
- ❖ See both sides of an argument.

If, however, the level of stress, frustration, and/or conflict becomes intense and/or continues over an extended period of time, there may be a tendency to:

- ❖ Become careless and disorganized.
- ❖ Make overly optimistic assessments of others and outcomes.
- ❖ Over-estimate his own ability to change others.
- ❖ Experience difficulty planning and estimating time expenditure.
- ❖ Make overly optimistic, unrealistic promises.
- ❖ Oversell himself, relying too much on his verbal skills.
- ❖ Become overly entertaining, which could distract from the seriousness of the situation.

## Work Motivation

This section of the report describes the different types of incentives, rewards, and conditions that are most compatible with John's behavioral tendencies and motivational style. In motivating him, consider providing:

- ❖ **Public and social recognition.**
- ❖ **Approval and acceptance.**
- ❖ **Group activities outside of the job, participating in the community, identifying with various social groups.**
- ❖ **Assignments with a high degree of people contacts, opportunity to be with people.**
- ❖ **Freedom from controls and details.**
- ❖ **The opportunity for freedom of artistic expression.**
- ❖ **Acknowledgement of his feelings.**
- ❖ **Attention, popularity, the opportunity to be in the spotlight.**

## Motivational Energy (ME)

Motivational Energy (ME) reflects the intensity that an individual shows and how he approaches most situations. John's ME indicates that he will approach most situations with a moderate intensity and suggests that he might be inclined to show one or more of the following behavioral tendencies:

- ❖ **Capable of making unpopular decisions under normal circumstances, he becomes reluctant to make decisions when disagreements escalate.**
- ❖ **He may become overly involved in socializing at the expense of proper time management.**
- ❖ **John might be inclined to make overly optimistic and unrealistic promises.**

# Adapting Change

## Management Report – Sally Sample

- ❖ Sally Sample will focus more on successfully achieving the goal of change than on the detailed process of actually reaching it.
- ❖ Sally's appreciation for the value of a team and what they can accomplish for her in handling the details of the change process is often great.
- ❖ Ms. Sample rarely doubts the need for change, even if others are obviously concerned or anxious about it.
- ❖ Sally will take time to engender excitement for a new project, then launch at a fast pace toward the final outcome of change.

# Suggestions for Improving Effectiveness

## Management Report – Sally Sample

- ❖ Ensure that Sally has the backup needed from more detail-minded teammates and that she utilizes their strengths.
- ❖ Demonstrate a facilitative leadership style that exemplifies teamwork, so that Sally understands its value to change process.
- ❖ Help Sally to pace her work in alignment with the needs of change procedures, at least until the initial phases of the process are launched.
- ❖ Caution Sally about any frustrations she may feel about those who accept change less openly than she.

## Our Belief

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

43% - Not formally educated or trained

67% - Unhappy and/or dissatisfied with current position

– United States Bureau of Labor Statistics

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# We Can Help You

- ❖ Build Effective Teams
- ❖ Develop World Class Customer Service
- ❖ Create Effective and Profitable Call Centers
- ❖ Receive Objective Management Feedback
- ❖ Obtain Thorough Background Checks
- ❖ Monthly educational **Newsletter** subscription

# One Decision Can Change Your Life!