



Right Person – Right Job, Guess or Know

**The Breakthrough Technologies of
Performance Information**



Businesses have two kinds of problems...

SYSTEMS PROBLEMS

- Objective Data
- Quantified Data
- Common Frame of Reference

PEOPLE PROBLEMS

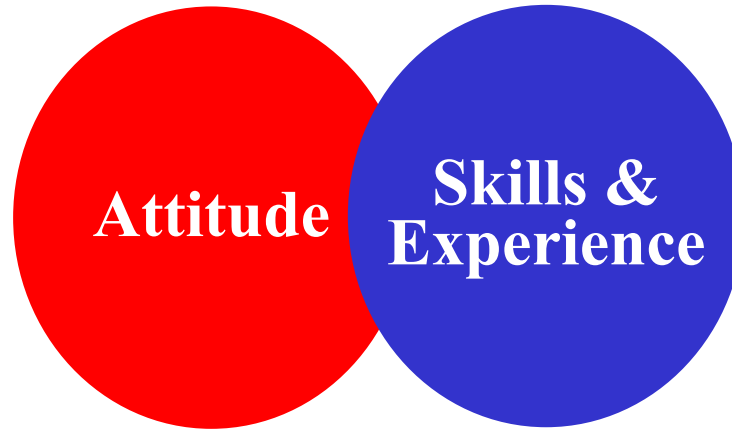
- Observation
- Opinion
- Emotion

Systems Problems are easier to solve because you have better information.

For hundreds of years job performance has been understood through a two-part paradigm. . .

If an employee had the skills and experience, but did not perform the job well, the solution seemed to be:

- ☐ Motivation
- ☐ Inspiration
- ☐ Incentives
- ☐ Disciplinary Action



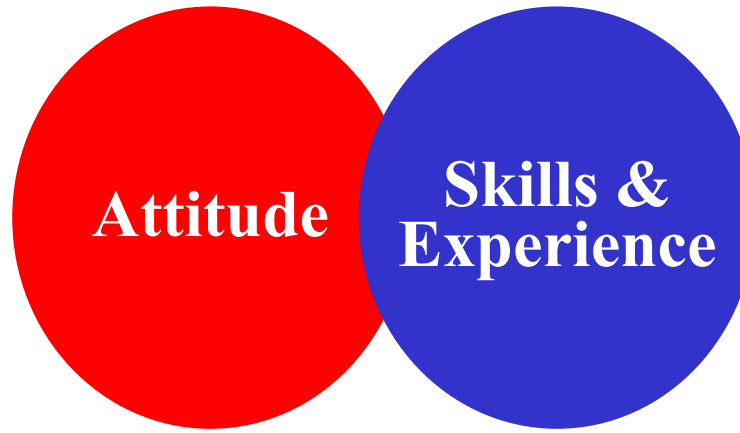
If an employee had a good attitude and worked hard, but did not perform the job well, the solution seemed to be:

- ☐ Training
- ☐ Coaching
- ☐ Education
- ☐ The Learning Curve



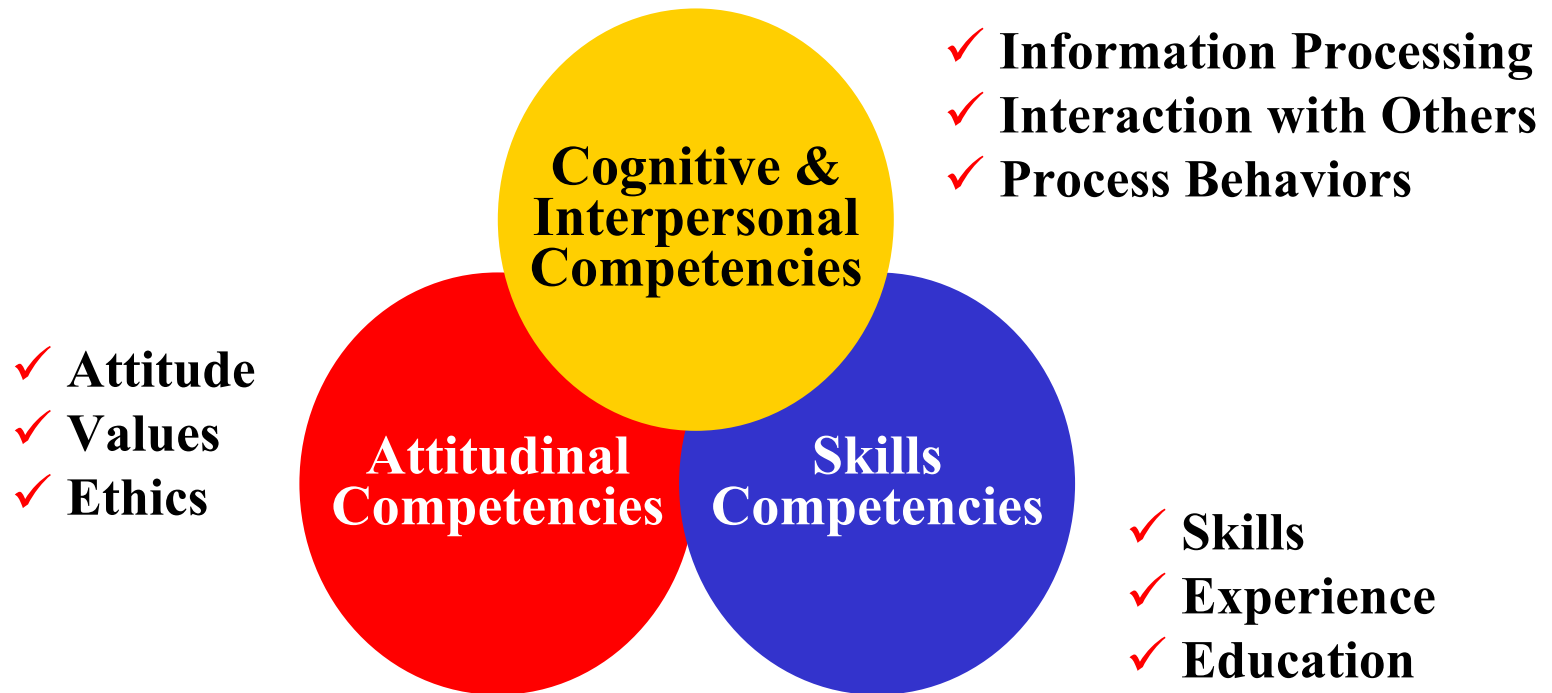
With this paradigm, we tried to hire . . .

- Bright
- Energetic
- Ambitious
- Experienced



- Enthusiastic
- Eager
- Hardworking
- Educated

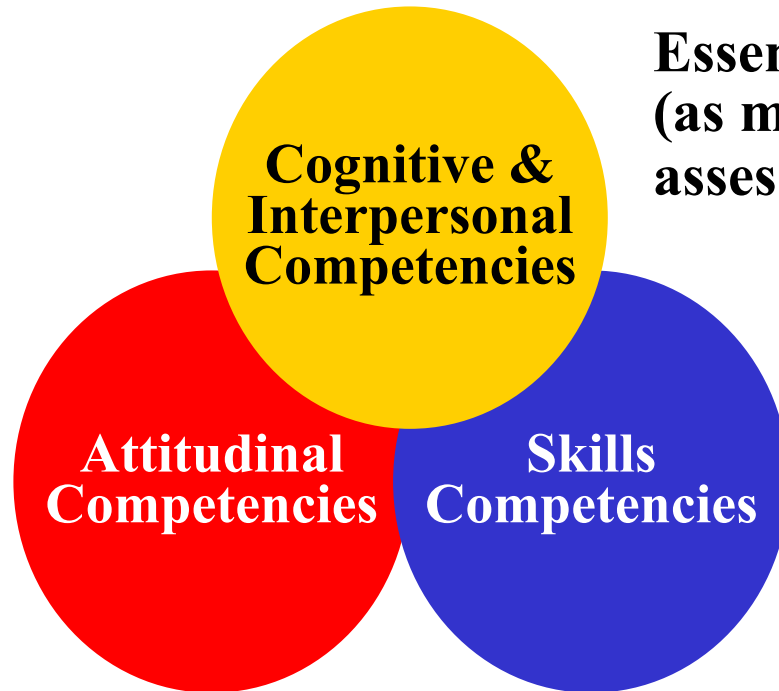
In the 90s, research using new assessment technology revealed a far more effective and operative paradigm.





Through this paradigm, managers can understand the functional elasticity of employee performance

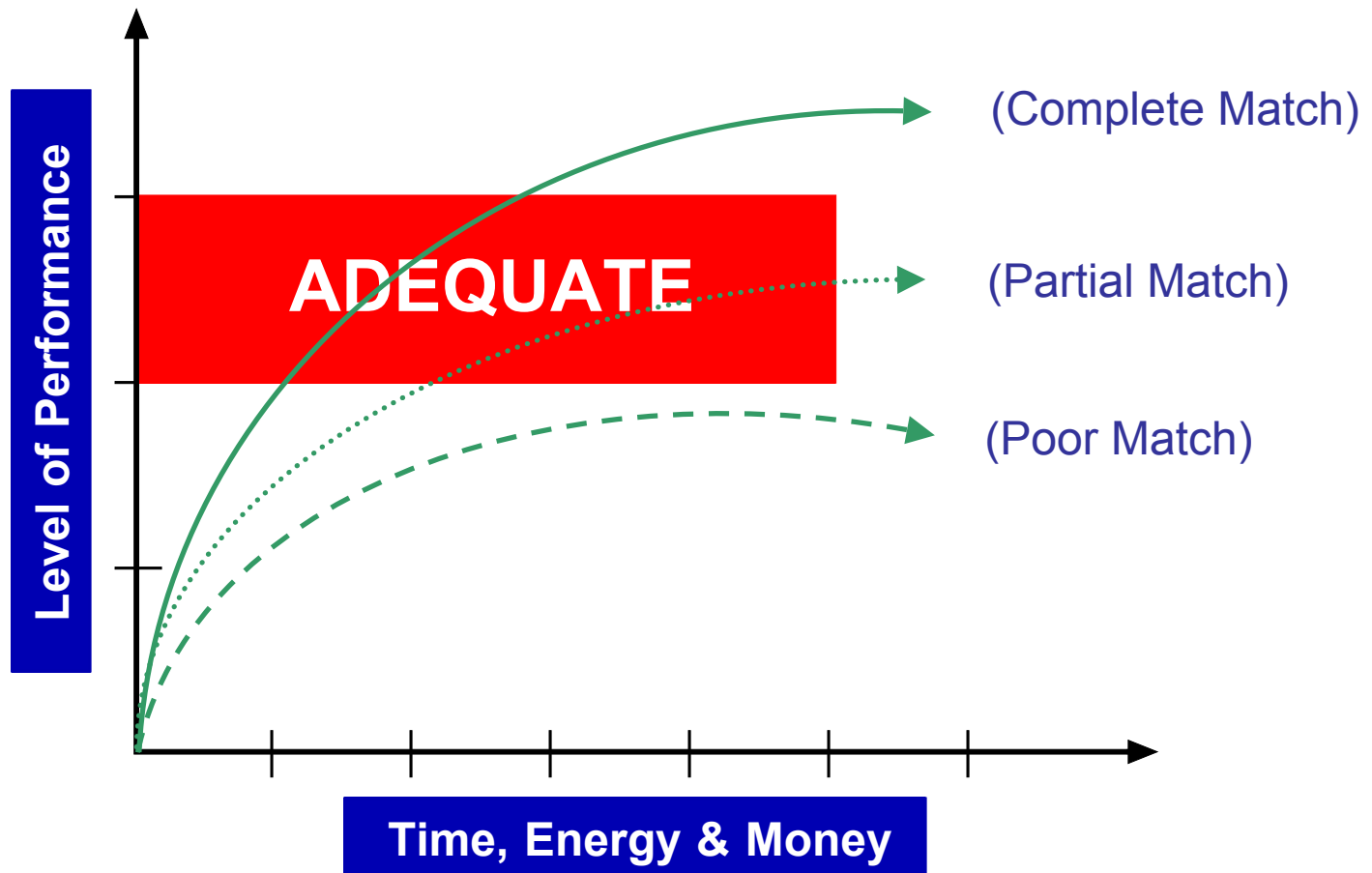
Can be encouraged through managers and environment



Essentially stable (as measured with current assessment technology)

Can be developed through education and experience

How Important is Matching Cognitive & Interpersonal Competencies to the Job?





“You cannot train your way out
of a bad hiring decision.”

Right Person – Right Job, Guess or Know
By Chuck Russell

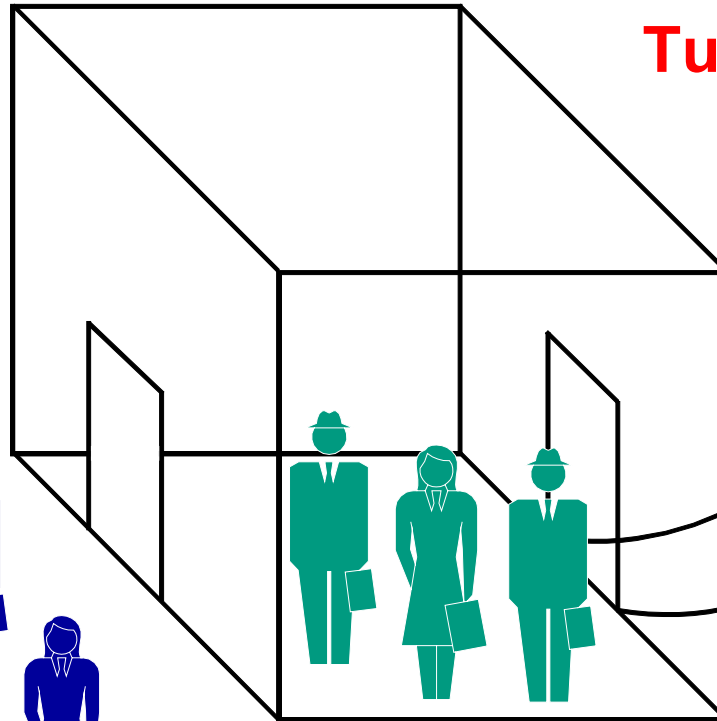
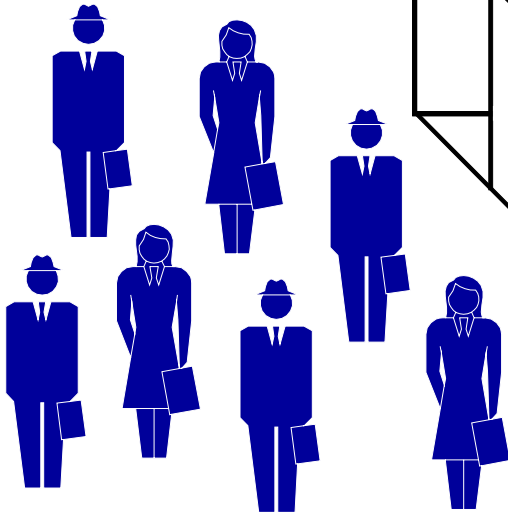


How Cognitive and Interpersonal Competencies Translate into Business Competencies

- ✓ Leadership
- ✓ Strategic Vision
- ✓ Decision Making
- ✓ Creativity
- ✓ Sense of Urgency
- ✓ Driving for Results
- ✓ Developing Others
- ✓ Teamwork
- ✓ Communication
- ✓ Closing Sales
- ✓ Customer Focus
- ✓ Problem Solving
- ✓ Planning
- ✓ Attention to Detail

Businesses have three opportunities to impact the performance of their people:

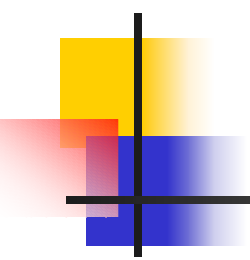
1.
Screening



3.
Turnover



2.
Training
Coaching
Restructuring



The degree to which an employee does not fit the competencies needed for the job creates a gap in performance which you must fill with training, coaching, or changes in the job itself.

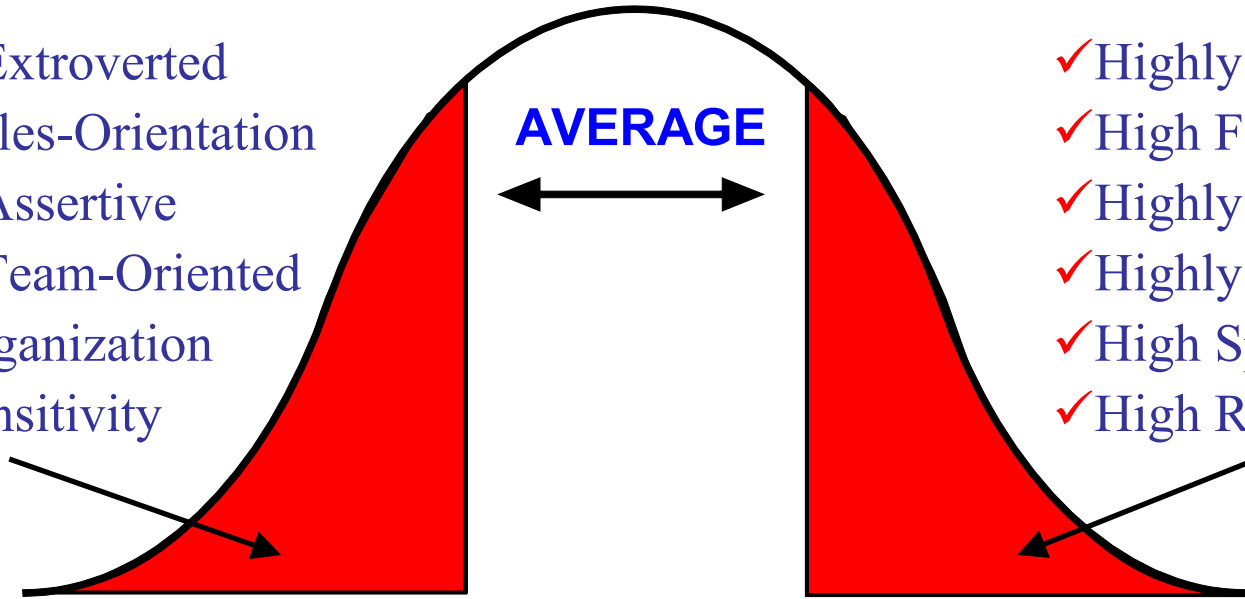


Expensive Hiring Myths

- Interviewing time is cheap
- Smart people can do anything
- Interviews work
- Experience outweighs competencies

The defining strengths and weaknesses of an individual's competencies are generally found in those elements that are extreme when compared to the norm.

- ✓ Highly Extroverted
- ✓ High Rules-Orientation
- ✓ Highly Assertive
- ✓ Highly Team-Oriented
- ✓ High Organization
- ✓ High Sensitivity



- ✓ Highly Introverted
- ✓ High Flexibility
- ✓ Highly Supportive
- ✓ Highly Competitive
- ✓ High Spontaneity
- ✓ High Resilience

Normal Distribution of the Population or the classic Bell Curve

Those elements are the most important factors in determining job fit.

The Population of Candidates





To select the **right** people, you must first and most importantly screen out the **wrong** people.

Designing an Effective and Economical Selection System

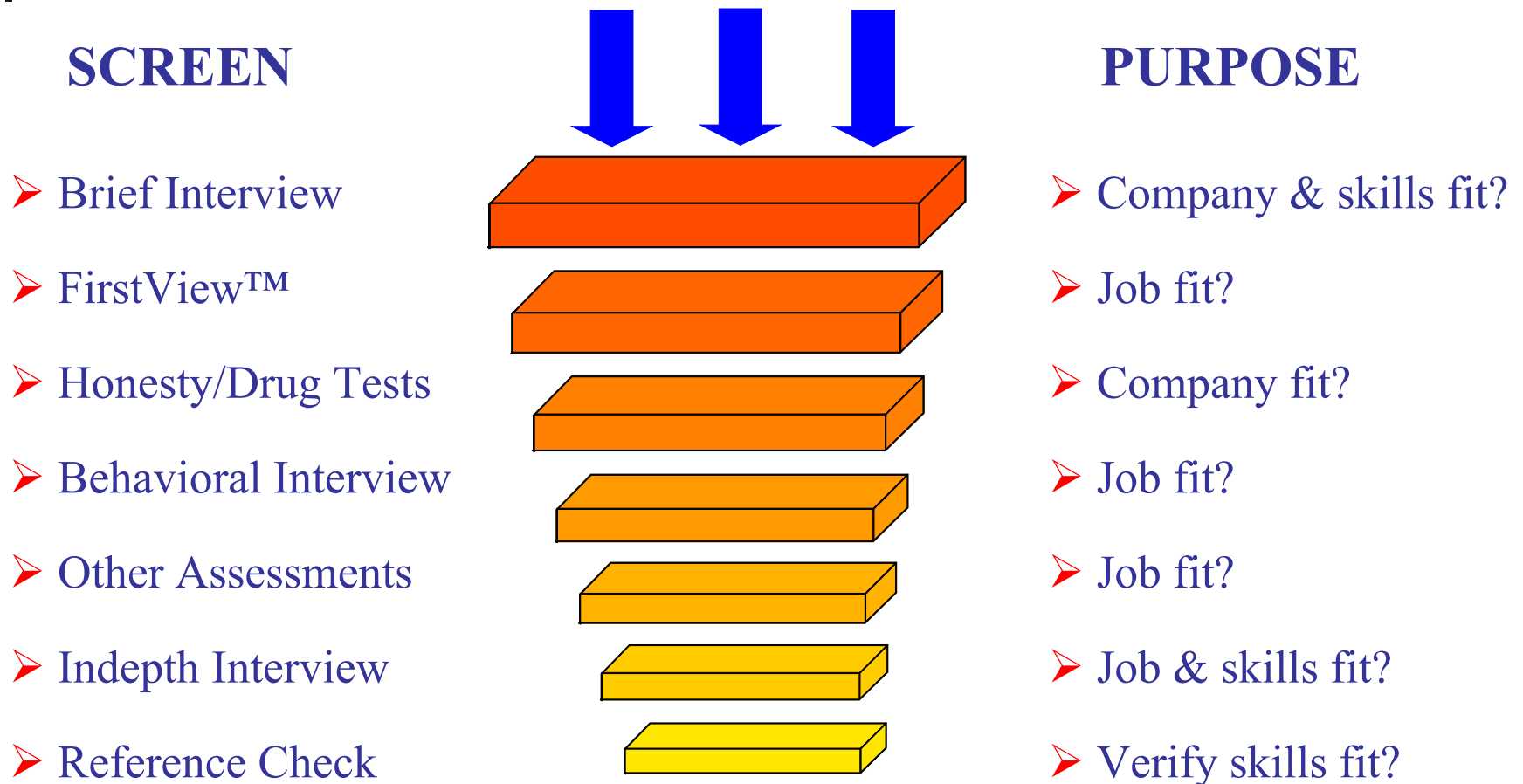
Generation	Characteristics	Examples
Sixth Generation 6	Cognitive and/or personality Designed for business use Normative Validity check Easily understood without expert help Easily customized for specific business applications	FirstView™ Career Minder Teentrack
Fifth Generation 5	Normative Cognitive and/or personality Quantified Validity check Requires expert for best results Designed for business use	TotalView™ NEO-5
Fourth Generation 4	Normative Cognitive, personality Quantified Validity check	Profile USA Profile Canada
Third Generation 3	Normative Diagnostic Quantified Validity check Expert help is mandatory	MMPI (Clinical) 16PF (Clinical)
Second Generation 2	Ipsative and some normative Narrative reports only Fakeable	Birkman Caliper
First Generation 1	Ipsative Simple behavioral styles Fakeable	Myers-Briggs DISC TTI Predictive Index AVA Pro Scan Survey



Benefits of Using Assessment Technology in a Selection System

- Avoids bad hires
- Reduces cost per hire
- Reduces time to decision
- Shortens learning curves
- Allows fast start for managers
- Increases options
- Standardizes the process
- Strengthens legal position
- Accumulates objective data for analysis

The Evolution of Assessment Tools 1998



Use least expensive/most accurate screens first.



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