

MaxImizing Insights

Workforce Trends, Forecasts and Solutions from Maximizing Insights

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MaxImize

How Well Can Your Sales and Management Teams “Think on their Feet” and “Read between the Lines”?

“I need employees who will show up.....and on time. How can I test for a good work ethic?”

“How do I know if a new employee will steal me blind and let all his/her buddies do the same?”

“We have a strict no-tolerance drug policy. How can I screen-out high risk candidates cost effectively?”

“Fighting and intimidation concern me. Is there an effective way to evaluate aggressive tendencies before we hire without a psychological examination?”

“Surfing the net for personal reasons is strictly forbidden in our business but it is difficult to monitor. How can we recognize high-risk individuals early in our selection process?”

The FirstView™ CPB Index is a cost-effective screening solution for identifying job applicants whose behavior, attitudes, and work-related values are likely to interfere with their success as employees.

To request information about getting the First View before hiring, call us TODAY!

MaxImize

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The competitive edge is going to organizations that select and retain better talent than their competition.

But many times a job doesn't go to the individual who IS most qualified; it goes to he who APPEARS to be



most qualified. Some extremely qualified people are very talented at their jobs. But when it comes to

a job interview, they are extremely poor performers. (Maybe they just spend their time improving their job skills, not their interviewing skills.)

The one thing many job interviews don't cover is actual job competence and how motivated the individual is to do the job. There's this illogical conclusion that if you succeeded in the past, you will succeed again. And allegedly, if you're eloquent at describing your past triumphs, you'll bless the next employer just as well. Sorry, but past performance is no guarantee of future success.

Effective selection decisions are realized by accumulating as much accurate information about an individual prior to offering the job and using that information in guiding the management and development of the individual.

What does it take to succeed in sales in your business?

Are your sales people as good as they say they are?

Will they get the results you need?

Sales is like a scavenger hunt. Acquiring and retaining quality customers is sometimes more difficult than finding a needle in a haystack.

The treasures are hidden. Salespeople are sent out with a list of whom to meet and what they need to bring back. Finding the treasures requires some skills – not only sales skills, but life's skills such as:

Reading between the lines

Seeing and anticipating more than the obvious.

Thinking on their feet

Responding quickly and effectively when unexpected situations arise and when all the information is not available.

Finding white space opportunity

Connecting and finding different options where others don't see them.

The general abilities section of the TotalView™ Assessment System evaluates an individual's on-the-spot analytical skills using word, numbers, and shapes and how well a person can master a new, never before encountered problem as well as the speed to complete the tasks.

Call 512.278.1200 Today About TotalView™ Assessment Systems.



Six Skills To Build Endorsement with Customers

1. Recognize the behavioral style of the buyer.
2. Understand how your buyer interprets your selling style.
3. Learn how to adapt and flex your style.
4. Acquire the skills to probe.
5. Listen and organize intensely.
6. Give back clear, concise information.

What Does It Take To Succeed In Your Business?

Employee are hired based on skills like prospecting and closing, communication and negotiating techniques, integrity and value.

Employees are fired due to arrogance, impatience, impulsiveness, complacency, lack of drive and so on.

Your selection, performance and succession systems should be "tested" for their effectiveness in evaluating the factors that make a difference :

- Accountability
- Adaptability
- Discipline
- Humility
- Resolve
- Consistency
- Ability to execute
- Willingness to execute
- Passion and drive

.....unless of course, these traits and qualities aren't important in your organization!

Most management time is devoted to fixing problems. Time devoted to problem handling reduces time for discovering and pursuing new opportunities. The cost to pay for better management is the savings from avoiding the cost of bad management, and cashing in on opportunities that are lost while devoting time to problem handling.

The Test Toolbox

(Instructions Included)

Will an employee test help prevent a negligent selection or retention lawsuit?

Nothing can prevent a lawsuit. But a test might support your decision and demonstrate that you completed all "reasonable" activities to identify "foreseeable conduct" before making a hiring decision.

If a disgruntled employee or a rejected candidate challenged you today, what proof could you present to show that your hiring, selection, and promotion decision were based on performance and job relevant skills, abilities, competencies, and personality traits and not subjective criteria?



As accounting was to Enron, selecting and hiring employees is to many companies. Decisions are biased and mistakes buried.

Selecting the right candidate is all about having fair and accurate filters to identify who can do the job and who can't. A fair selection process distinguishes between job candidates on the basis of skills, competencies, and personality traits that are job relevant and directly related to job performance. Fair selection also ensures that equal opportunity exists.

If your process is not based on relevant standards, or the method of assessment is unreliable and subjective, then your selection and hiring process may be unfair or you may be rejecting more qualified candidates in favor of less competent.

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The High Cost of Average

- Top Producers.
- Top Achievers.
- Top Talent.
- Peak Performers.

Every organization wants them. Why?

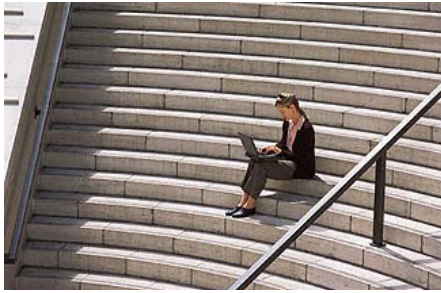
The answer may not be in what top producers do but in what average performers don't do.

Average performers grow slower, produce lower revenues, generate less profits, cost more to maintain, and require more management resources.

Top producers outperform average producers by 33 percent.

Top performers get the best results with the least effort, expense and maintenance.

How's Your Bench Strength?



You're not alone if you are a bit troubled by who will manage and lead your organization in the coming years.

According to the Bureau of Labor Statistics, managerial employment rose by 2.9% in 2001, nearly triple the rate in 2000.

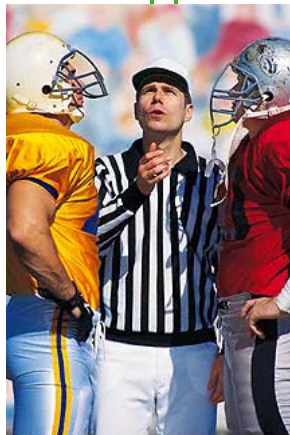
While management positions increase, the availability of candidates is decreasing. Between 1998 and 2008, the population increase for 35-54 year olds will grow by 5 percent, while the 55 - 74 years olds will grow by 80 percent and the 75 + group jumps by 101%.

Pre-employment Testing Slows Turn and Churn

Outback Steak House has been using pre-employment assessment testing since 1991. Their turnover rates for hourly employees range from 40 to 60 percent annually compared to 150 to 200 percent in their industry. According to Paul Avery, the president of Outback Steakhouse, it's not uncommon for their hourly employees to stay six or more years and 95 percent of management were internally promoted.

When one of their restaurants don't use the tool, three out of four employees fail.

Source: Workforce, April 2002



5 More Reasons Why Employee and Performance Tests Work

- Allows managers to spend more face-to-face time with candidates most likely to succeed.
- Reduces management's time to identify non-effective performance.
- Identifies who can and can't change
- Avoids lengthy and costly training.
- Identifies who can and can't move up into more senior positions.

How To Recognize A Top Performer

1. Achieves organization goals as well as their bonus
2. Expands new markets
3. Seeks new revenue opportunities
4. Increases market share
5. Increases customer satisfaction

Source:
Success Performance Solutions

Correlation Coefficients for Employee Selection

- 0.00 - Flip of a Coin
- 0.10 - Years of education
- 0.14 - Interview Only
- 0.18 - Job Experience (years)
- 0.26 - Background and Reference Checks
- 0.38 - Personality Tests
- 0.41 - Integrity Tests
- 0.51 - General Ability Tests
- 0.54 - Work Sample Tests
- 0.66 - Interest Testing
- 0.75 - Job Match Testing

CriteriaOne™ = Job Matching
Call 512.278.1200

ROI Preparedness Test
Are you ready for the truth?

Below are Six Human Capital ROI Indicators. How is your organization doing?

Competence Level _____%
Percentage of key employees who have met minimum competence levels.

Readiness Level _____%
Percentage of key positions with at least one fully qualified person ready for succession.

Commitment Level _____%
Percentage of employees expecting to stay at least three years.

Satisfaction Level _____%
Percentage of employees in the top 25 percentile of job satisfaction survey.

Corporate Culture _____%
Percentage of employees who indicate concern with culture and climate.

Depletion Rate and Cost _____%
Voluntary separations as a percentage of head count and the cost of separations

Source: *The ROI of Human Capital, Fitz-Enz*

*Not satisfied with your results?
Call your Talent Assessment Experts at 512.278.1200*

Cyber Rage on the Rise

- 50 percent of companies surveyed reported unauthorized access of their network and Internet by insider
- 91 percent reported employee abuse of network and Internet privileges
- Average cost of a case of computer sabotage was over \$2 million - not counting residual damage in relationships with customers and business partners.

Source:
Computer Security Institute /FBI

FREE Publications

MaxImizing Insights has two FREE publications to help organizations make better employment and development decisions:

- **CriteriaOne Ô: Setting the Standard for Optimum Performance and Profits**
- **Testing and Assessments: An Employer's Guide to Good Practices**
(Published by the U.S. Department of Labor)

Solving the People Puzzle

Practical Strategies for Optimizing Workforce Performance

Gary English, Ph.D.



Address key performance-management systems including:

- Selecting good performers
- Choosing staff-selection assessments
- Using interviews to predict performance
- Establishing performance expectations
- Coaching for high performance

\$29.95 (includes free ground shipping)

For more information or to order any of the above publications, contact today by:

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