

# MaxImizing Insights

Workforce Trends, Forecasts and Solutions from Maximizing Insights

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MaxImize

## Stop Hiring No-Knows and No-Nos

**W**hat is the difference between cognitive and personal/interpersonal skills?

1. Cognitive abilities determine if the individual **CAN** do the job. Crystallized intelligence measures what you have learned and know. Fluid intelligence measures if you can apply what you learned and know quickly and accurately. Fluid intelligence is sometimes called "native mental ability".
2. Personal/interpersonal skills determine **WILL** the individual do the job.

### A Dwindling Supply of Workers

The labor market grew approximately 1.2 percent a year in the 1990s.

From 2000 to 2010 it is expected to grow only .8 percent. From 2010 to 2020, growth declines to .4 percent and .2 percent from 2020 on.

## MaxImize

(512) 278-1200

(512) 278-0058 fax

Barbara@maxproductivity.com

www.maxproductivity.com

### Maximizing Insights

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### How to Recognize Cognitive No-Knows

- The radio is on but nobody is broadcasting.
- The light is on but there is nobody home.
- He is a few bricks short of a full load.
- She is not playing with a full deck.
- He is five bottles short of a six-pack.
- The elevator does not go to the top floor.
- If she had a brain, she would be dangerous.
- He's not the sharpest knife in the drawer.
- She got in the gene pool when the lifeguard wasn't watching.
- He has a photographic memory, but the lens cover is on.
- Her gate is down, the light is flashing, but there's no train coming.
- He is of two minds. One is lost, the other is out looking for it.
- She is so dense that light bends around her.
- If brains were taxed, he'd get a rebate.
- If she were any more stupid, she'd have to be watered twice a week.
- Some drink from the fountain of knowledge, but he just gargled.
- He's an experiment in artificial stupidity.
- She's all foam, no beer.
- Warning: Objects in mirror are dumber than they appear.
- Too much yardage between the goal posts.

**A**s we move toward a service and knowledge based economy, the question is no longer if IQ matters, but how much IQ do workers need to do certain jobs well. Research has recently concluded that "IQ matters in all jobs".

By intelligence we mean the speed of thinking, how readily new material is learned, how quickly underlying patterns or trends are recognized, and how quickly decisions can be made in response to these patterns. This is fluid intelligence. (See column on left for more information.)

Fifth and Sixth Generation assessments like TotalView™ and FirstView™ measure business specific cognitive skills as well as personal/interpersonal traits.

To minimize cultural and ethnic bias, TotalView and FirstView do not measure what is known as crystallized intelligence, the accumulated information and vocabulary acquired from school and everyday life. TotalView and First View measure what is known as fluid intelligence or reasoning skills.

Today's workers need a combination of reasoning skills AND personal/interpersonal competencies. Do your employees have what it takes?

## Can Flexibility Be Bad For Your Health?

DISC is an acronym for a universal language used for thousands and thousands of years. It is the observable language of how people respond to the four P's – problems, people, pace and procedures.

With the skyrocketing costs of healthcare, businesses are now taking a real serious look at the how different personal DISC styles are experiencing higher rates of stress-related absenteeism and physical illness.

One of the first steps at identifying individuals who are most at risk for stress, burnout and physical illness is to use a two-graph DISC assessment like Managing for Success or Style Analysis. The first graph identifies your adapted style and the second one identifies your natural style.

To picture the difference between natural and adapted styles, imagine a rubber band at rest. The shape that the rubber band depicts at rest is your "natural" style. Now stretch it into a new shape. It takes energy to hold the rubber band in its "adapted" style. Eventually you get tired and burned out holding the rubber band in the adapted state or the rubber band snaps.

What is important to understand is that major "stretches" between natural and adapted styles creates stress. By using the Managing to Success reports, managers and individuals can identify potential areas of stress and burnout (20 point spreads between natural and adapted styles) and even potential signs of physical illness or distress (35 point spreads or more).

To receive a complimentary Style Analysis or Managing for Success, contact us at 512.278.1200.

## 10 Reasons Why You Must Use a 5<sup>th</sup> or 6<sup>th</sup> Generation Assessment:

1. Fifth and Sixth Generation Assessments puts good hiring decisions back in the hands of managers.
2. Fifth and Sixth Generation Assessments are less reliant on outside professionals to interpret and analyze.
3. Fifth and Sixth Generation Assessments identify potential strengths of individuals most likely to be successful in the job.
4. Fifth and Sixth Generation Assessments isolate the obstacles that may interfere with successful management and provide practical comments on remedial actions.
5. Fifth and Sixth Generation Assessments are built from the ground up for the hiring manager, not psychologists and consultants.
6. Fifth and Sixth Generation Assessments are easily readable and easily understood and should lead to clear-cut employment actions
7. Fifth and Sixth Generation Assessments can do in a matter of minutes what normally takes hours of time by traditional hiring techniques such as interviewing.
8. Fifth and Sixth Generation Assessments help reach hiring goals more effectively and quickly in competitive hiring situations.
9. Fifth and Sixth Generation Assessments can assist in quickly screening out those candidates whose strengths are poorly matched to the job.
10. Fifth and Sixth Generation Assessments are like having a staff of industrial psychologists on your staff at a fraction of the cost.

For more information about First through Sixth Generation Assessments, call us at 512.278.1200.

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## Job Benchmark Tips

To understand what it takes to be successful in a job, here are some questions to ask:

- What does a person in this job have to do on a regular basis to succeed?
- What skills do the most successful people who hold this job or have held it recently have?
- What additional competencies will people need to continue to succeed?
- How will a person hired for this job know that he or she is succeeding?
- Why have people failed on the job?
- In what ways have the job responsibilities changed and how might they change in the future?

# Stormy Labor Forecast Facts

## "Who is that masked man, Kemo Sabe?"

He looks cool, calm, and collected. He smiles at good news and bad, at the incompetent boss, at the impetuous customer, at the bickering co-worker. No sweaty palms during a tough negotiation, no furled brow when stressed. He maintains the perfect poker face. Is he for real or what? Can you trust him?

According to a recent Wall Street Journal story, a combination of relentless ambition, executive coaching and an MBA just weren't enough to turn every Type A personality into a success.

Thanks to the wrinkle-removing wonder drug Botox and a compulsion to get every advantage at closing mega-deals and winning the big promotion, plastic surgeons are the new best friend for over-achieving junkies.

Body language makes up nearly 60 percent of communication. In the cut-throat business world, even the slightest sign that you are stressing might expose a vulnerability that your prospect or competitor was looking for. To mask what's really going inside - the racing heart, burning stomach, and rising blood pressure, professionals are now sculpting their faces with Botox to mask any emotions that might expose their true colors in front of bosses, managers, and prospects.

So as these seemingly cool-as-a-cucumber professionals do what ever it takes to get any edge they can, you might ask yourself: Is that sincere, calm smile real or is it Botox?

Source: Success Performance Solutions

## Top Performer Differential

Top performers exceed the performance of average workers by at least 25 percent.

If you invest in an asset - human or equipment - that costs 25 percent but produces 10 times more in output or revenue, you have a performance differential in excess of 1,000 percent!

Source: Workforce, August 2002

## Brain Drain: Go West, Young Man

- ☑ During the 1990's somewhere between 2.7 and 3.2 million more people left Northeastern US than came from other regions.
- ☑ 3.1 million new foreign immigrants arrived in the Northeast during the 1990s.
- ☑ 110 percent of ALL the population growth in the Northeast was a result of immigration.
- ☑ The Northeast lost nearly 9 times as many residents as the Midwest, the only other region experiencing net out-migration.
- ☑ 80 percent of domestic out-migration were between 18 and 34 years of age and nearly 50 percent had a bachelor's or higher degree.
- ☑ The civilian labor force in the Northeast grew by only 2 percent; the rest of the nation's workforce grew by 12 percent.

Source:  
Teresa and H. John Heniz III Foundation

## Screeners Fail Screenings

Your boss tells you to hire 30,000 employees. You get the okay to increase the annual salary from minimum wage and no benefits to a starting salary ranging from \$23,000 to \$35,000 plus health insurance, retirement benefits and paid leave. With nearly 6 percent unemployment, filling these positions is a piece of cake, right?

Good grief – when is everyone going to get it? This is **The Perfect Labor Storm**. This is not a cycle that will blow through. Layoffs, economic downturns, and even terrorist attacks won't stop this one from hanging around for decades.

Only four months away from the deadline to fill over 30,000 airport screeners, the Transportation Security Administration has been able to hire only 5,000 individuals.

What is likely no big surprise to any manager who has attempted to hire employees over the past five years, here is what the TSA is learning:

1. Many of the candidates, including individuals currently holding the position, can't meet even very basic qualifications: proficiency in English and a high school degree or one year in a security position.
2. Only one-third of the applicants who meet the initial qualifications do not show up for pre-hiring tests, which measure English skills and the ability to deal with the public.
3. More than one-half of those that take the pre-hiring test fail.



### FirstView is Inexpensive...

FirstView™ offers 6th Generation quality at a price lower than 1st and 2nd Generation instruments such as DISC, Myers-Briggs, and Caliper. It is also an effective way to prescreen candidates before using more expensive instruments or industrial psychologists.

### FirstView is Quick...

FirstView™ requires less than 10 minutes to complete and seconds to process. Multiple job reports and interview questions are immediately available. A 6 minute cognitive scale can be added to provide a more complete picture.

### FirstView is Easy...

FirstView™ is plug & play using a CD or the Internet. FirstView™ reports present specific descriptions of job-related behaviors that are understandable to anyone. There is no need for expert interpretation or special training.

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

Phone: (512) 278-1200

Fax: (512) 278-0058

Email:

Barbara@maxproductivity.com

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