MaxImizing Insights

Workforce Trends, Forecasts and Solutions from Maximizing Insights

Competencies: A Practical Solution for Performance

Success Performance Solutions was notified in March 2003 by the U.S Patent and Trademark Office that CriteriaOne® was approved and registered as a trademark.

Barbara Metzger has completed training and was certified in the CriteriaOne process in 2002.

What is CriteriaOne? It is a highly reliable, intuitive and successful solution for managing employee selection and performance.

The "secret" and success of CriteriaOne is the blending of assessment tools and techniques (including the interview and personality testing) to assess the "whole person". The whole person approach directly links an individual's behavior, attitude and personality to job related competencies.

Maximizing Insights is written, edited and published monthly by Ira S. Wolfe for:

MaxImize

(512) 278-1200
(512) 278-0058 fax
Barbara@maxproductivity.com
www.maxproductivity.com

Organizations often miss the mark in two ways when assessing competencies. People bring competencies to work just like a carpenter brings his toolbox. But not every carpenter is a craftsman, even if he's carrying the very top-of-the-line tools.

Mistake #1: It is important to understand the difference between identifying the competency and proving that the individual is proficient. Just having a competency is not enough.

Competence must be demonstrated on the job and evaluated by individuals who observe or interact with the employee. Competence may be assessed by the individual through self-reporting evaluations or by his co-workers, customers and managers with 180° and 360° assessments and evaluations.

Mistake #2: You don't always need a "10"

The level of competence required to be successful may vary also. Managers make a big mistake in assuming that everyone needs to be "10" in everything. The fact is that many superstars have just average competence but have developed proficiency in the competencies that count. Many a failed employee has had a lot of 10s but they never became adept or motivated to use them on the job.

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10 Steps to Identifying and Assessing Competence

1. Select a job position.
2. Identify the key results for the organization that will occur if the job is performed effectively.
3. Identify a model of generic competencies (see FREE offer for Janus Performance Management Library on page 4) or use an existing competency list previously selected for the position in your organization.
4. Select 3 to 5 core competencies required for entry-level/hourly positions and 5 to 7 competencies for management and sales.
5. For new hires and promotions identify how you will assess the competence and/or potential of candidates prior to job offers.
6. For incumbent employees, individuals participate in self-assessment.
7. Employees share results with immediate supervisors and develop action plan.
8. Employees take action and adjust the plan progressively.
9. Individual and supervisor conduct 180 degree feedback.
10. Hold end-of-cycle review.

The Survey Says: How prepared is your workforce?

We would like to invite your participation in the SPS-sponsored Workforce Climate Survey. Please forward this to your co-workers, colleagues and even your boss - the more participants the better.

Results will be published in next month's issue of Maximizing Insights.

Go to: http://www.super-solutions.com/motivation.htm

Motivating the wrong people a waste of time

In his book, Good to Great, Jim Collins points to the research that differentiates the great from good companies.

"Expending energy trying to motivate people is largely a waste of time….if you have the right people on the bus, they will be self-motivated. The real question then becomes: How do you manage in such a way as not to de-motivate the right people?"

One out of the 36 core competencies identified in the Janus Performance Management Systems is Drive/Motivation. This competency asks the questions: "How effective are you in finding creative ways to challenge yourself and others to work hard to achieve a goal, and then help them to overcome any hurdles when the going gets tough?"

How effective are your managers at motivating others?

"Change" Management

Seventy-three percent of American adults save their loose change rather spend it on a day to day basis.

Not a bad job if you can get it

What if CEOs were paid per hour, the USA Today asked in their March 31 edition.

Jeffrey Barbakow, CEO of Tenet Healthcare, was paid $116.4 million in 2002 or **$22,785 per hour.**

Michael S. Dell, CEO of Dell Computer, was paid $82.3 million or **$16,100 per hour**.

Scott McNealy, CEO of Sun Microsystems, was paid $25.8 million or **$5,053 per hour.**

Source: USA Today

What's your team's **DISC**ore?

DISC is called the "observable" language. By watching and listening, students of DISC can establish rapport and endorsement more quickly and effectively.

Especially crucial for managers and salespeople whose responsibilities include the ability to respond quickly to opportunities as well as crises is the need to build endorsement with others instinctively. One miscue or misinterpretations of another's style and the deal can be lost forever.

The first step in understanding others is to understand yourself. The most successful program we have to improve communication within teams as well as increase sales and develop and grow managers is an easy 3-step process:
1. Assess key individuals using DISC and other assessments.
2. Meet with these individuals and review his/her reports.
3. *Develop a team map with all the DISC scores.*

Improve your team's performance. Contact us today for a Complimentary DISC report..

You don't need a couch to analyze DISC

One of the most popular assessments in the world is one called DISC. The DISC model has gained a lot of credibility in business today, thanks to the work of William Marston. Marston, also the creator of Wonder Woman, applied Carl Jung's ideas to non-psychotherapy applications.

In the late 1980s Bill Bonstetter applied technology to the DISC model and was one of the first to create computer-generated reports. Not only is the DISC model a great tool for individual development but now it is easily accessible for sales and customer service training, management/leadership development and team building.

What does DISC assess? Most human behavior can be defined as a preference to act or react in a certain way to an event experienced in the environment. (Source: Developing Character and Leadership). Simply put, DISC evaluates how an individual responds to the four Ps:
- Problems—**D**irectly
- People—By **I**nfluencing
- Pace - **S**teadily
- Procedures - **C**onscientiously

DISC does not detect right or wrong behaviors. It merely helps reveal how individuals instinctively prefer to behave when confronted with conflict or challenged by the environment; how they prefer to show their emotions, react to change, or accommodate to other people or situations.

To request a sample DISC report, contact us today.

Stormy Labor Forecast Facts

The High Cost of Being Wrong

In an increasingly busy, competitive and mobile world, few of us even know our next-door neighbors well, let alone job candidates.

Assessing whether you can trust the candidate—or not, that's the million dollar question. It's not only important to know if you can trust if the candidate can do the job but also know he or she will not walk away with your store.

Experts estimate that employee theft is 10 times more costly than street crime and is responsible for 30 to 50 percent of all business failures.

Organizational losses due to employee theft are estimated in excess of $23 billion annually.

The dollar amount per incident is close to nine times that involving customer shoplifting.

In 1999, 1 of 24 employees was apprehended for stealing.

For each worker who actually gets caught, six more elude detection.

If you believe that theft is a problem restricted to entry-level workers, think again. A recent issue of Security reported that the average loss from check fraud by employees was $624,000 in 1998. Security incidents related to company credit cards amounted to an average loss of $1.1 million.

Reduce the risk of theft in your workplace. Contact us today and request information about CBI, SELECT and TotalView Assessment Systems.

(Source: Psychological Testing at Work)

A Lot of Tossing and Turning

Sixty to eighty percent of industrial accidents are due to stress. The National Commission on Sleep Disorders estimates that sleep loss alone is costing American business $150 billion per year in stress related accidents, inattention, and lower workplace productivity.

Employed adults who experience sleeplessness do so an average of eight times in a typical month, according to a National Sleep Foundation survey.

Workers interviewed for the survey said that on days after they experience sleeplessness:

- Their concentration reaches only 70 percent of what it typically is on days when they feel rested.

- They accomplish 76 percent of what they usually can do on days when they feel rested.

- The quality of their work is 80 percent of what it is on days when they feel rested.

Respondents also were asked about the difficulty they have performing their job on days after they experience sleeplessness. Responses showed that:

- Sixty-three percent report having more difficulty handling stressful situations on the job.

- Six in ten report more difficulty concentrating on what they are doing.

- Fifty-seven percent experience more difficulty listening to what others are saying.

Hiring the Right Employee: Shouldn't the odds be better than flipping a coin?
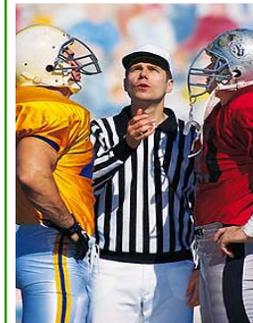
If the odds of flipping heads or tails are equal (0.00) then the traditional interview is only slightly better (0.14), or 11 out of 20 times.

Listed below are the reliability odds as compared to just flipping the coin:

0.10 - Years of education
0.26 - Reference and background checks
0.38 - Personality tests
0.41 - Integrity tests
0.51 - General ability tests
0.66 - Interest testing
0.75 - Job match testing

What you need to know to build a *"whole person approach"* **selection and development process that is legally defensible, reliable and accurate.**

CriteriaOne is a trademark program of
Poised for the Future Company

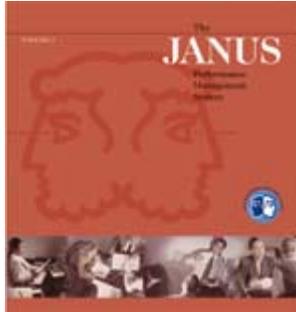**For more information or to order any of the publications, contact today by:**

Phone: (512) 278-1200
Fax: (512) 278-0058
Email:
Barbara@maxproductivity.com

NEW! Accurately Assess Competence with Janus

Leadership ability.

Delegation skills.

Analytical thinking.

Change handling skills.

Motivation skills.

These are just a few of the required crucial skills needed by managers and leaders today.

Janus Performance Management Systems is an easy to use and cost effective approach for improving performance, assessing jobs, aligning an organization, and meeting other HR goals. Many organizations have identified competencies but have not had positive results during the implementation phase - until now.

FREE Competency Workbook!

Receive a FREE Competency Library workbook from the Janus Performance Management Systems. The workbook includes the library of 36 competencies and worksheets. To order your FREE workbook contact today at 512.278.1200.

Maximizing Insights has arrived!

Maximize
P.O. Box 142466
Austin, Texas 78714-2466
www.maxproductivity.com