

Behavioral Assessments:  
**Attracting, Selecting & Developing  
High Performance Employees**

**Greater Cincinnati Health Council  
October 17<sup>th</sup>, 2006**

# Who We Are

- Management Consulting
- 22 Years; 175 Clients
- Multiple Industries & Multiple Levels
- Critical Thinking, Problem Solving & Goal Achievement
- **Work Place Behavior**
- Assessment, Training and Application
- Individual Backgrounds

# The Cost Of Staff Turnover

Hard Costs(\$\$\$\$ Per Terminated Employee)

- Recruiting
- Training

## ○ Soft Costs

- Time, effort & energy
- Morale & productivity
- Lost management focus

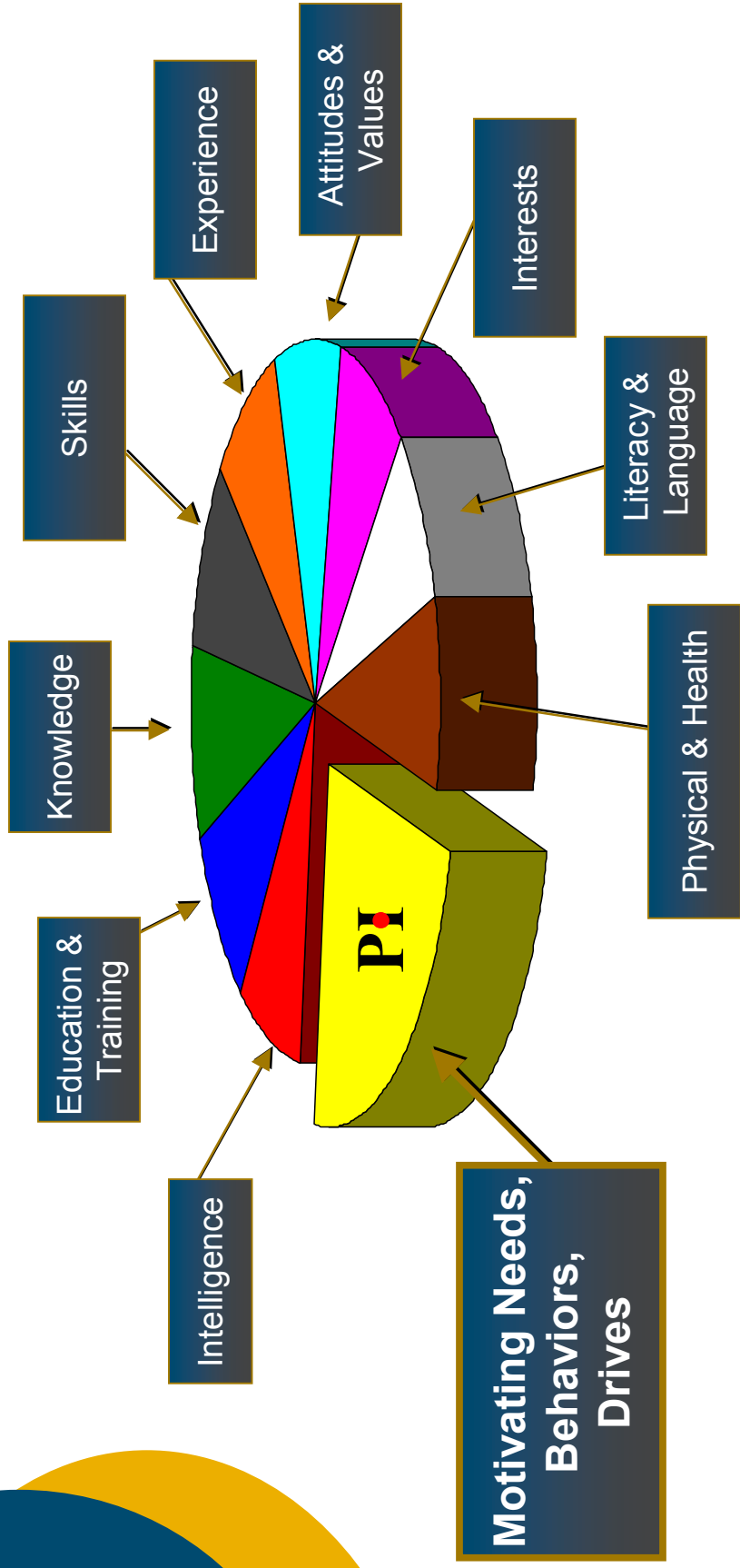
## ○ Unknown Costs

- Lost revenue opportunity
- Client perception & impact

# Assessments In History

- 400 B.C. Athens "Physical"
- 202 B.C. Han Dynasty "Cognitive"
- 1869 Francis Galton "Psychological"
- 1917 U.S. Army "Emotional Stability"
- 1940 MMPI "Mental"
- 1943 CIA "Work"
- 1953 Predictive Index

# What Can You Assess?



# Selecting An Assessment Tool

- Are you clear on what you are and are not assessing?
- Is the assessment “legal” to use for your intended purpose?
  - Rent-A-Center/ ADA Violation
  - Protection from “adverse impact”
- Is it in compliance with EEOC Guidelines for “Personnel Selection Procedures”?
- “Reliability” and “Consistency”

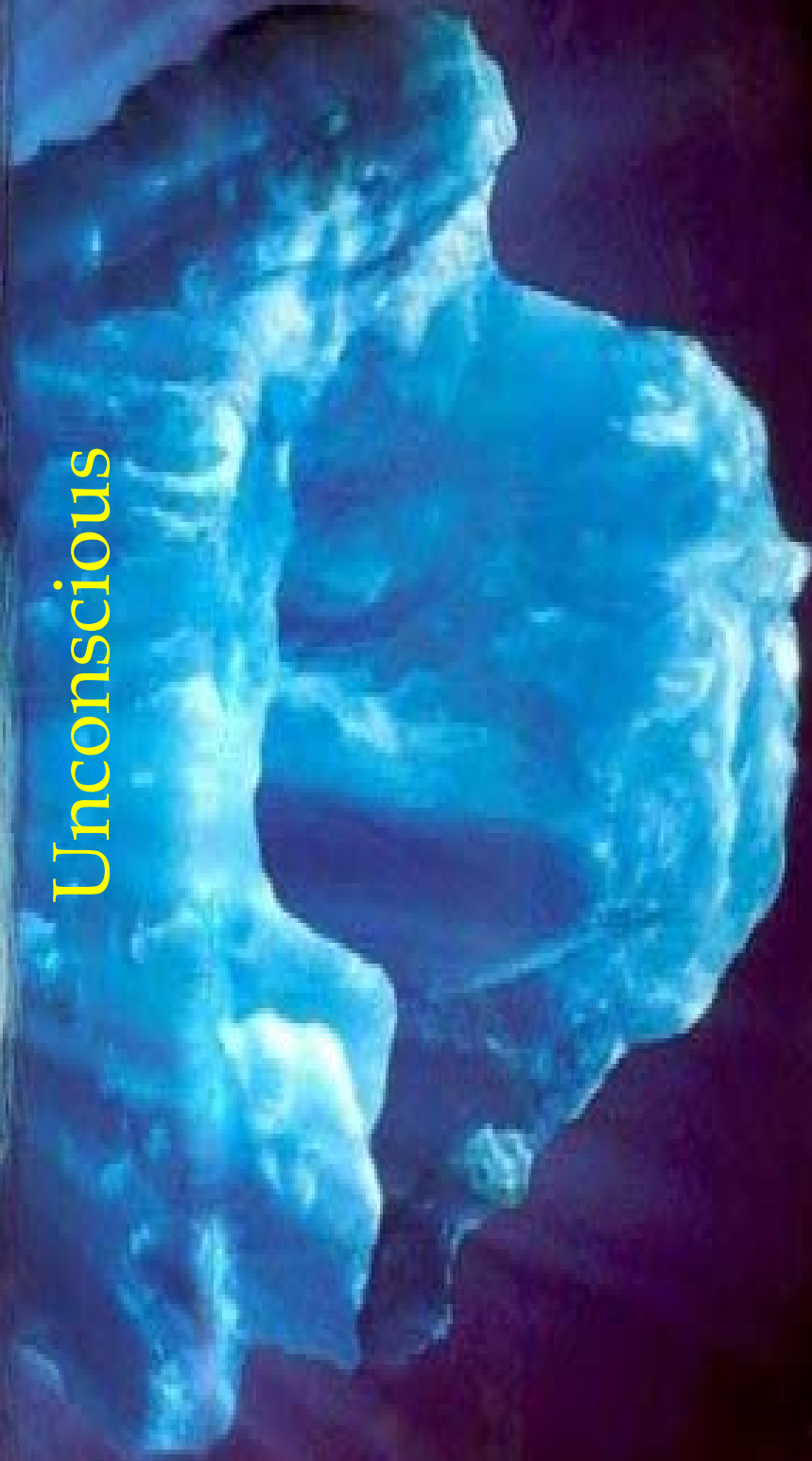
# Selecting An Assessment Tool

- Time to complete
- Format (paper; on line)
- Fees
- Results
  - Form (report, graphs, etc)
  - Depth (From “simple” to “over load”)
  - “So what” factor
  - Accompanying support

PSYCHE

Conscious


Unconscious



## Our Reality About People Is Either.....



- ❖ Objectivity moved us from an observational/intuitive approach to a counter-intuitive measurement approach
- ❖ Objectivity aligns concrete business goals with real performance potential from people
- ❖ Objectivity prepares managers/leaders to communicate and think differently to make better choices and decisions with people... "raising the average"



## What Can Behavioral Assessments Uncover?

- An individuals “needs” and sources for “motivation”
- Core “hard wiring”
- How someone “thinks”; processes information
- How they “communicate”
- Their sense of “urgency”

## Hard Wiring & World View

### Technical Orientation

Work Vs Socially  
Oriented  
Problem Solving  
Analysis  
Critical Thinking  
“I” & “Me”  
People As “Tools”

45 %

### Social Orientation

Empathetic  
Intuitive  
Persuasive  
Teams  
“Win-Win”  
“Us” & “Me”  
Collaborative

55%

CUMULATIVE ← NORM AVERAGE → CUMULATIVE

LO	3 $\sigma$ LO (Extremely Low)	2 $\sigma$ LO (Very Low)	1 $\sigma$ LO (Moderately Low)	1 $\sigma$ HI (Moderately High)	2 $\sigma$ HI (Very High)	3 $\sigma$ HI (Extremely High)	HI
A S S E R T	<b>Submissive</b> Docile Self-effacing Meek Easily-discouraged	<b>Humble</b> Timid Unobtrusive Mild	<b>Unassuming</b> Unselfish Agreeable Peaceful	<b>Confident</b> Independent Competitive Self-Starter	<b>Assertive</b> Individualistic Resourceful Venturesome Innovative	<b>Arrogant</b> Entrepreneurial Domineering Belligerent	A
	<b>Withdrawn</b> Shy Secretive Remote Deeply Reserved	<b>Retiring</b> Reflective Self-conscious Imaginative	<b>Reserved</b> Quiet Serious Sincere Introspective	<b>Friendly</b> Persuasive Socialable Talkative Optimistic	<b>Outgoing</b> Stimulating Fluent Enthusiastic Socially Poised Extroverted	<b>Gregarious</b> Highly Persuasive Loquacious Good Mixer Superficial	
E X T R O	<b>Volatile</b> Extremely Impatient Extremely Tense	<b>High-Strung</b> Very Intense Fast-paced Driving	<b>Tense</b> Impatient Quick Restless	<b>Relaxed</b> Patient Stable Methodical Calm	<b>Passive</b> Slow Deliberate Unhurried Well-Coordinated	<b>Lethargic</b> Very Slow Unresponsive Placid	C
	<b>Sloppy</b> Free-wheeling Undisciplined Disrespectful Rebellious Undependable	<b>Careless</b> Frank Non-conforming Obstinate	<b>Casual</b> Independent Informal Uninhibited	<b>Accurate</b> Careful Thorough Self-disciplined Dutiful	<b>Precise</b> Cautious Expert Fussy Worrier Formal	<b>Perfectionist</b> Anxious Respectful Conforming Inflexible	
P A C E							
F O R M A T							

# *The Assessment Is Only “Half” The Story*

## **Behavioral Demands**

Every job can be analyzed in terms of the behaviors required for success. Behavior is a critical and measurable element of job execution.

## **Professional Demands**

Every job requires certain skills and competencies which are relevant to meeting the demands of the job. These include knowledge, education, experience, and skills.

# Attracting The Right Candidates

## Setting The Stage

- Defining what is “right”
- Internal Considerations
- External Considerations
- Job “Criteria”; Outputs & Performance
- **Behavioral Job Description**



# ***Attracting The Right Candidates***

## ***Internal Considerations***

- Defining The Inputs & Outputs
- Defining Your Company's Culture
- Defining You Company's Support
- Defining The Team & The Environment

# ***Attracting The Right Candidates***

## ***External Considerations***

- What Does A Successful New Employee Look Like At Your Firm?
- Understanding Your “Outside” Customers, Vendors, etc.
- The Value of Benchmarking

# *The Assessment Is Only “Half” The Story*

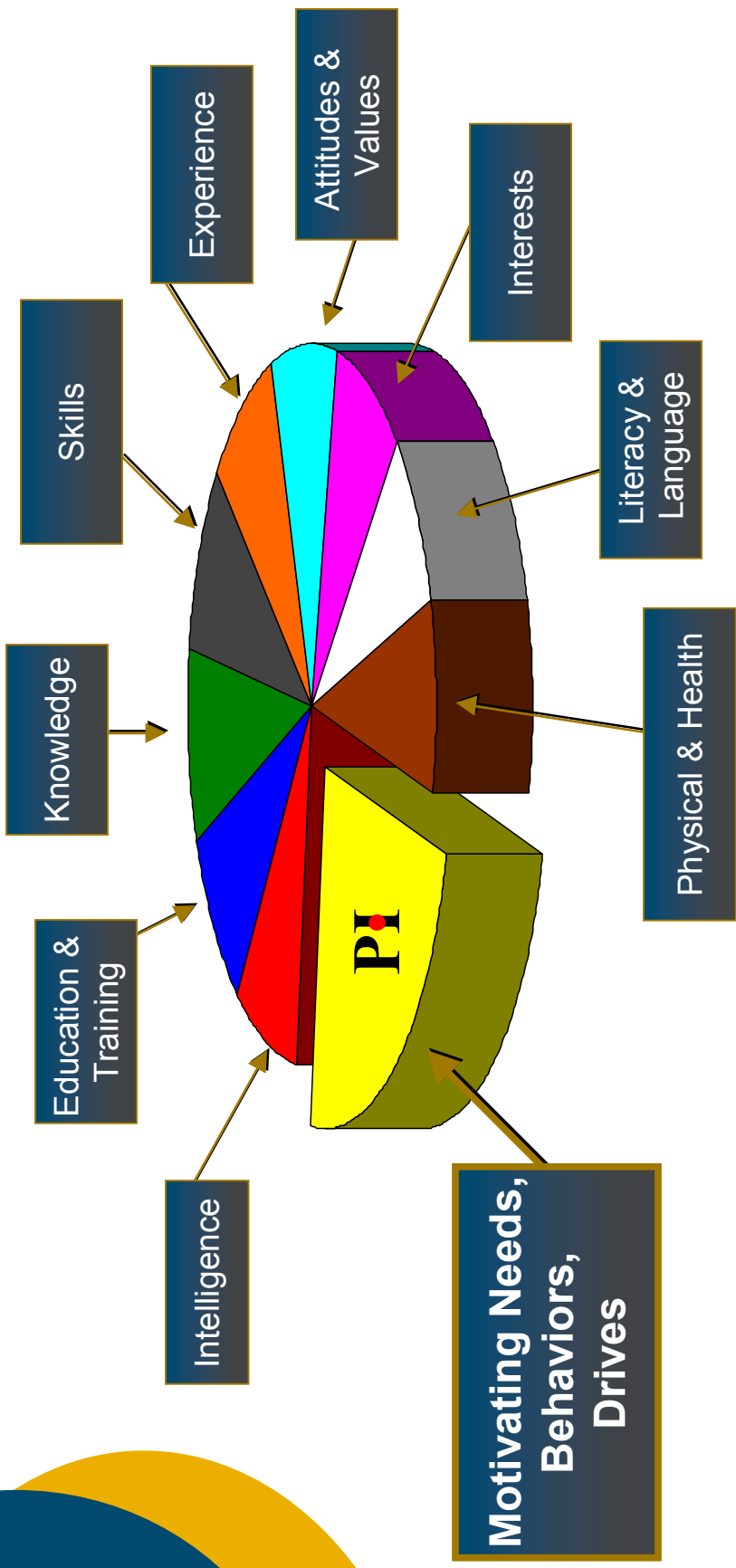
## **Behavioral Demands**

Every job can be analyzed in terms of the behaviors required for success. Behavior is a critical and measurable element of job execution.

## **Professional Demands**

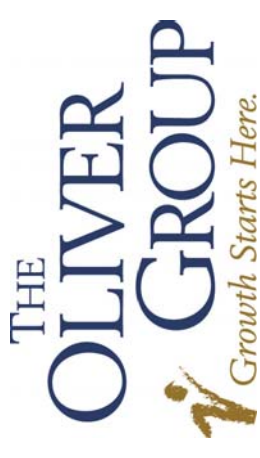
Every job requires certain skills and competencies which are relevant to meeting the demands of the job. These include knowledge, education, experience, and skills.

# The “Weight” of Behavioral Assessments in The Hiring Process



# Behavioral Assessments & On Boarding Your New Sales Employee

- Managing Expectations
- “Differentiating”
  - How the employee thinks
  - How the employee communicates
  - How the employee responds to time
  - What their need is for details and rules



# Q & A

---

**Ed Zaretsky**

**October 17<sup>th</sup>, 2006**

**[ezaretsky@olivergroup.com](mailto:ezaretsky@olivergroup.com)**

***Thank You & Have a Fantastic Day!***