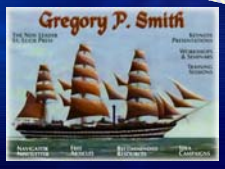
TALENT MANAGEMENT

Using Assessments to Hire, Build Teams and Develop High Performing People



www.chartcourse.com
Greg@chartcourse.com

CHART YOUR COURSE INTERNATIONAL

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Background on Me

- 19 years @ CYC
- Malcolm Baldrige Quality Award Examiner
- Consultant to the Army Surgeon General
- MS, Human Resources
- Certified Professional Behavior Analyst (CPBA)
- Author of 9 Books
- Live in Atlanta

"Accelerating Personal & Organizational Success"

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Today's Session

- Why use assessments
- How to use assessments to:
  - Hire the RIGHT people
  - Build stronger more effective teams
  - Reduce conflict and improve communication
- Case studies
- Training programs

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Have you ever made a bad SELECTION or PROMOTION decision?
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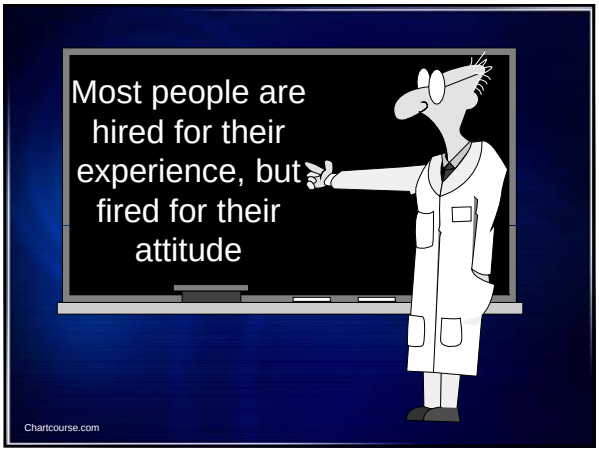
Most people are hired for their experience, but fired for their attitude
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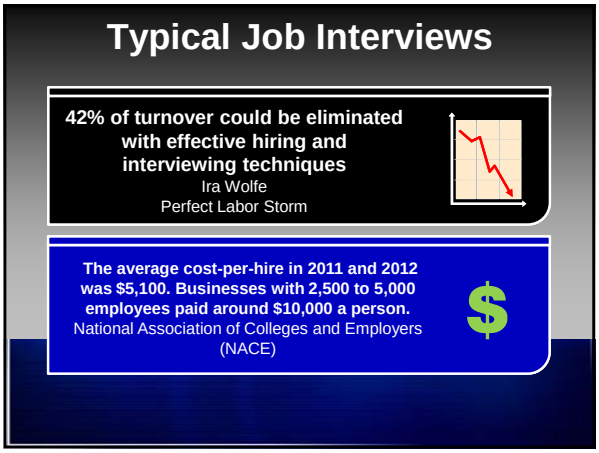
Typical Job Interviews
42% of turnover could be eliminated with effective hiring and interviewing techniques
Ira Wolfe
Perfect Labor Storm
The average cost-per-hire in 2011 and 2012 was $5,100. Businesses with 2,500 to 5,000 employees paid around $10,000 a person.
National Association of Colleges and Employers (NACE)
$

Why Use Assessments

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The Missing Piece

Assessments provide an unemotional evaluation of a person's behavior, attitudes, values and emotional intelligence – qualities difficult to judge in an interview alone.

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Are Interviews Reliable?

A study of 80 randomly selected individuals who participated in two simulated job interviews, 58% were more likely to be hired and 53% received higher salary offers after their teeth had been whitened

Kelton Research

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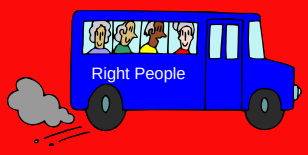
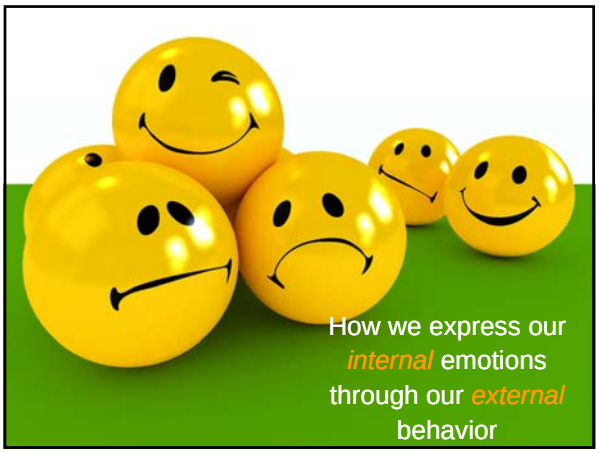
"People *are not* your most important asset. The Right People Are."

"Get the right people on the bus, the wrong people off the bus, and the right people in the right seats."

Jim Collins
From Good to Great





Four Behavior Styles

D = Dominance
- How you address **PROBLEMS** and **CHALLENGES**

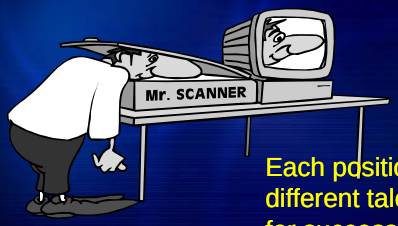
I = Influence
- How you interact and influence **PEOPLE and CONTACTS**

S = Steadiness
- How you deal with **PACE** and **CONSISTENCY**

C = Compliance
- How you deal with to **PROCEDURES and CONSTRAINTS**

Benchmarking the Job

The best way to select top performers is to identify and understand the current performers in the same position.



Each position has a different talent profile for success

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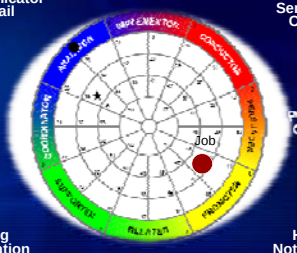
Job Matching - Benchmarking

1. Analyze the Job
   - Identify key responsibilities
   - Position description
   - Develop job competencies
   - Screen for job competencies
2. Profile Top/Bottom Performers
   - Measure mental horsepower
   - Understand job performance drivers (Problems, People, Pace and Procedures)
   - Establish baseline
3. Assess Candidates
   - Evaluate the finalists/applicant
   - Interview
   - Take assessments
4. Make Selection
   - Make offer
   - Onboarding process
   - Development plan
   - Retention plan

Precise
Accurate
Concern for Quality
Critical Listener
Non-Verbal Communicator
Attention to Detail

Creative
Slow Start / Fast Finish
Vacillating
Temperamental

Competitive
Confrontational
Direct
Results-Oriented
Sense of Urgency
Change Agent



Product-Oriented
Slow to Change
Self-Disciplined

Process-Oriented
Quick to Change
Independent
Optimistic

Accommodating
Dislikes Confrontation
Persistent
Controls Emotion
Adaptable
Good Listener

Good Supporter
Team Player
Persistent
Cooperative
Sensitive to Others' Feelings

High Trust Level
Not Fearful of Change
Contactability
Rather Talk than Listen
Verbal Skills
Projects Self-Confidence

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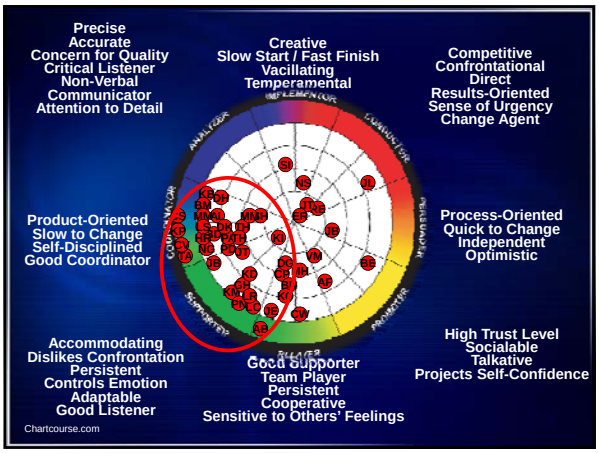
Case Study

Bank

High Employee Turnover – Poor Customer Service

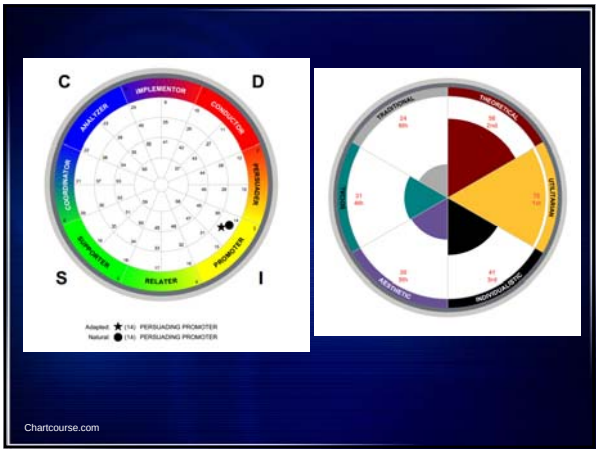


Case Study

Sales Representative

Key Accountabilities

Effectively prospect, qualify, demonstrate & close according to company guidelines to ensure sales goals are met while maintaining company's integrity & brand image. 40%



Case Study – Sales Organization Earned $500,000 - $1,000,000

- 81% had Utilitarian above the mean
- 67% had Individualistic above the mean
- 62% had Social above the mean

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Key Competencies

- *Self Management
- Customer Focus
- Initiative
- *Personal Drive
- Results Orientation
- *Personal Accountability
- Leading Others
- Using Common Sense
- Problem Solving
- Decision Making
- Developing Others
- Teamwork
- Flexibility
- Goal Achievement
- Planning and Organizing
- Influencing Others
- Diplomacy and Tact
- *Self Starting Ability
- *Persistence
- *Meeting Standards
- Empathetic Outlook
- Continuous Learning

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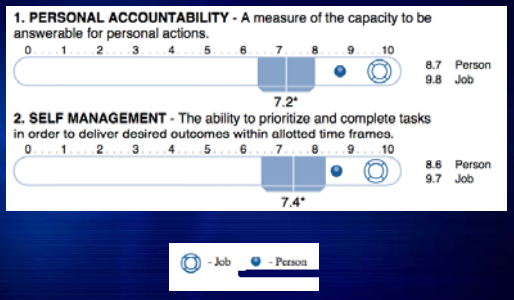
Competencies/Skills



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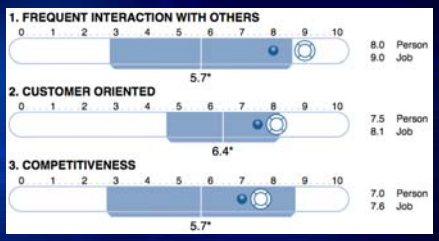
Job Related Behavior



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Job Matching Provides the Foundation for:

- On-boarding New Staff
- Personalized Development Plan for both New and Current Staff
- Personalized Managing, Coaching or Mentoring Programs
- Job-Related Performance Systems

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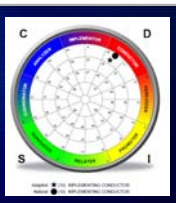
Case Study

Senior Executive

High Employee Turnover – Low Morale

General Characteristics

"John is aggressive and confident. He is goal-oriented and driven by results. He is often frustrated when working with others who do not share the same sense of urgency. John can be blunt and critical of people who do not meet his standards. He is a self-starter who likes new projects and is most comfortable when involved with a wide scope of activities. He establishes many standards for himself and others. His high ego strength demands that his standards will be met. John has high ego strengths and may be viewed by some as egotistical. He may be accused of being "work compulsive" because of these tendencies."



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AREAS FOR IMPROVEMENT

In this area is a listing of possible limitations without regard to a specific job. Review with Jeff and cross out those limitations that do not apply. Highlight 1 to 3 limitations that are hindering his performance and develop an action plan to eliminate or reduce this hindrance.

Jeff has a tendency to:

- Be explosive by nature and lack the patience to negotiate.
- Take on too much, too soon, too fast.
- Fail to complete what he starts because of adding more and more projects.
- Be argumentative--creates the devil's advocate position to its highest form--or wears down opposition.
- Be disruptive because of his innate restlessness and disdain for sameness.
- Be inconsistent because of many stops, starts and ever-changing direction.
- Make "off the cuff" remarks that are often seen as personal prods.

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Case Study

Manufacturing Company

Team Effectiveness
Conflict
Poor Communication
HR Director - Referee

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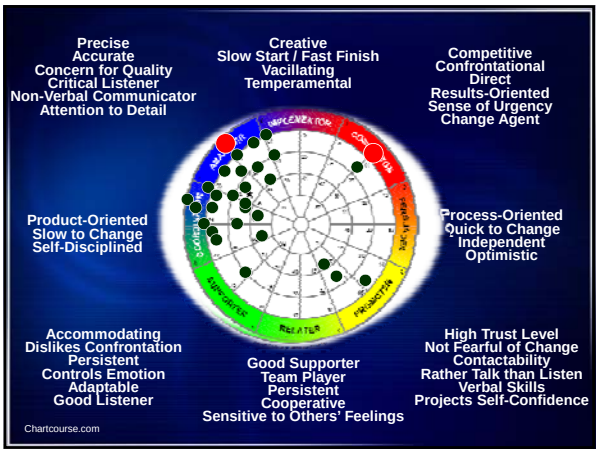
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Dynamic Communication Workshop
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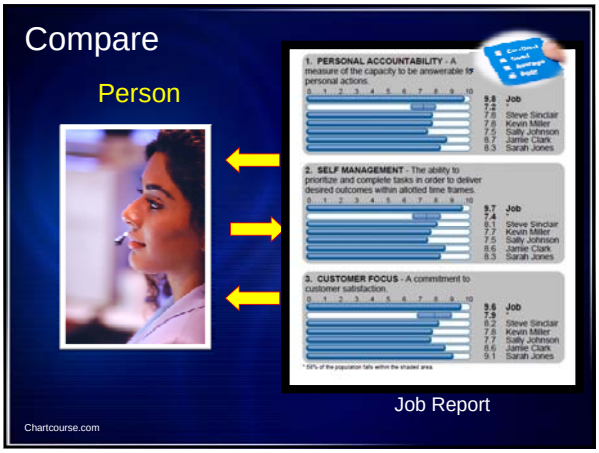
Compare
Person
1. PERSONAL ACCOUNTABILITY - A measure of the capacity to be answerable for personal actions.
2. SELF MANAGEMENT - The ability to prioritize and complete tasks in order to deliver desired outcomes within allotted time frames.
3. CUSTOMER FOCUS - A commitment to customer satisfaction.
Job
Steve Sinclair
Kevin Miller
Sally Johnson
Jamie Clark
Sarah Jones
Job Report
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Our Process

- Discuss your needs
- Online assessment accounts
- Customized individual selection
- Workshops/Certification training

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Additional Information

- Take a complimentary assessment
- http://www.chartcourse.com/free_assessment.html
- DISC certification training
- http://www.chartcourse.com/disc_certification_training.html

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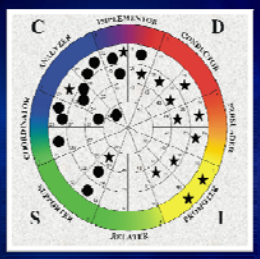
Top Versus Low Performers



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Top Performers = ★
Low Performers = ●

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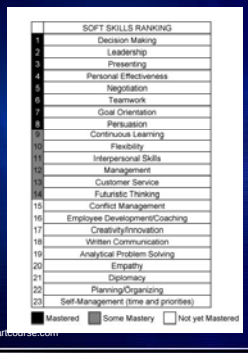
TTI DNA™ Sample Report



	SOFT SKILLS RANKING
1	Decision Making
2	Leadership
3	Presenting
4	Personal Effectiveness
5	Negotiation
6	Teamwork
7	Goal Orientation
8	Persuasion
9	Continuous Learning
10	Flexibility
11	Interpersonal Skills
12	Management
13	Customer Service
14	Futuristic Thinking
15	Conflict Management
16	Employee Development/Coaching
17	Creativity/Innovation
18	Written Communication
19	Analytical Problem Solving
20	Empathy
21	Diplomacy
22	Planning/Organizing
23	Self-Management (time and priorities)

Mastered | Some Mastery | Not yet Mastered

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What Do the "Right" People Look Like?

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