Building effective teams

for successful companies

Airida Zavadskė
Riga, 2014-05-08

Profiles International®

Who We Are

Profiles International®

Who We Are

- Founded 1991
- Over 45,000 clients served worldwide
- Offices in over 120 countries
- Available in over 30 languages
- Part of John Wiley&Sons, Inc.

SOC³
SysTrust for Service Organizations

Security

Microsoft Partner
Silver Web Development

Technology

Founding Member
Association of Test Publishers

Who We Are

- **Airida Zavadskė**
  - With Profiles International, Inc. since 2005
  - Building business partners network
  - Consulting
  - Training
  - Implementation

- **7 years in Recruitment Industry**

- **MA in Psychology**

- **Contact Info**
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  - +370 699 44420

National Director Baltics

**Imagine great people**

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We have...

a PROVEN past!

Let's talk about

your FUTURE!

Challenges?

- **Turnover?**
- **Productivity?**
- **Development?**
- **Increased Sales?**
- **Succession Planning?**
- **Leadership Development?**
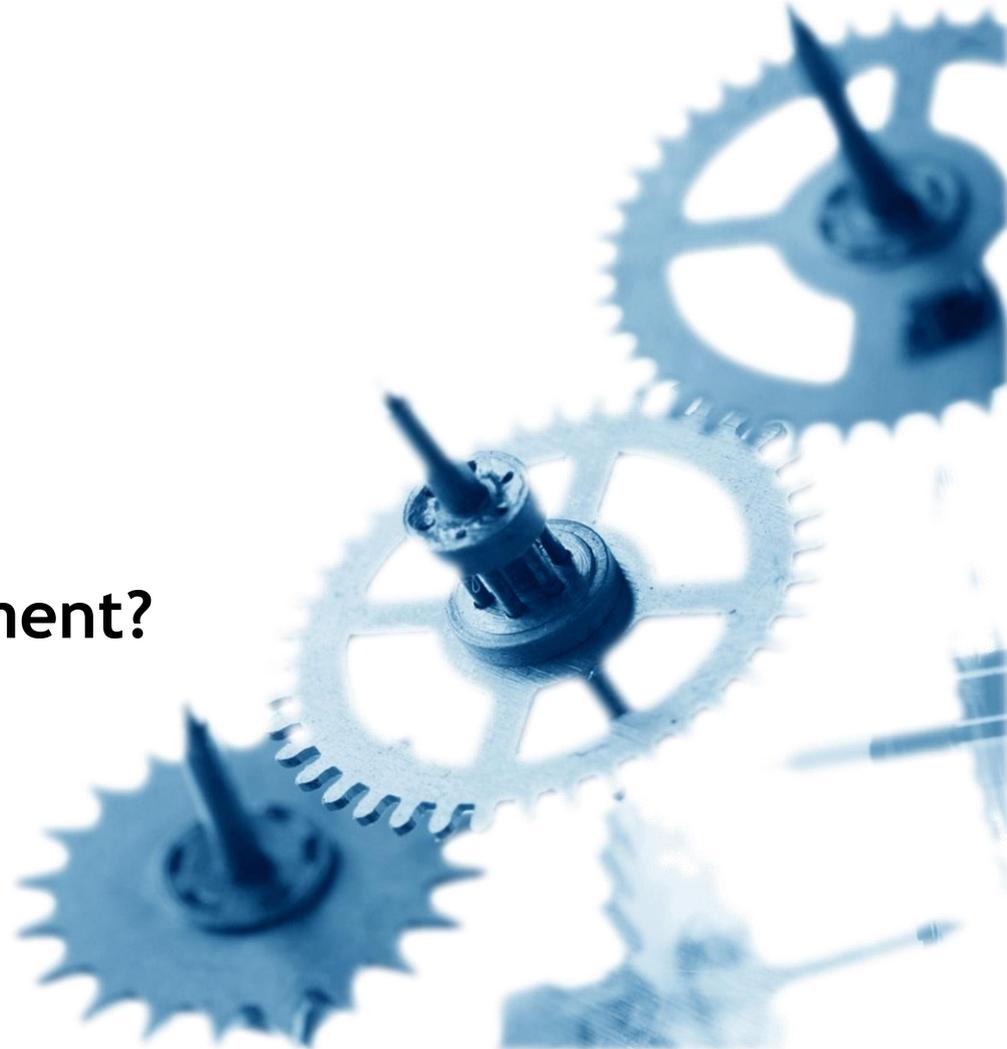
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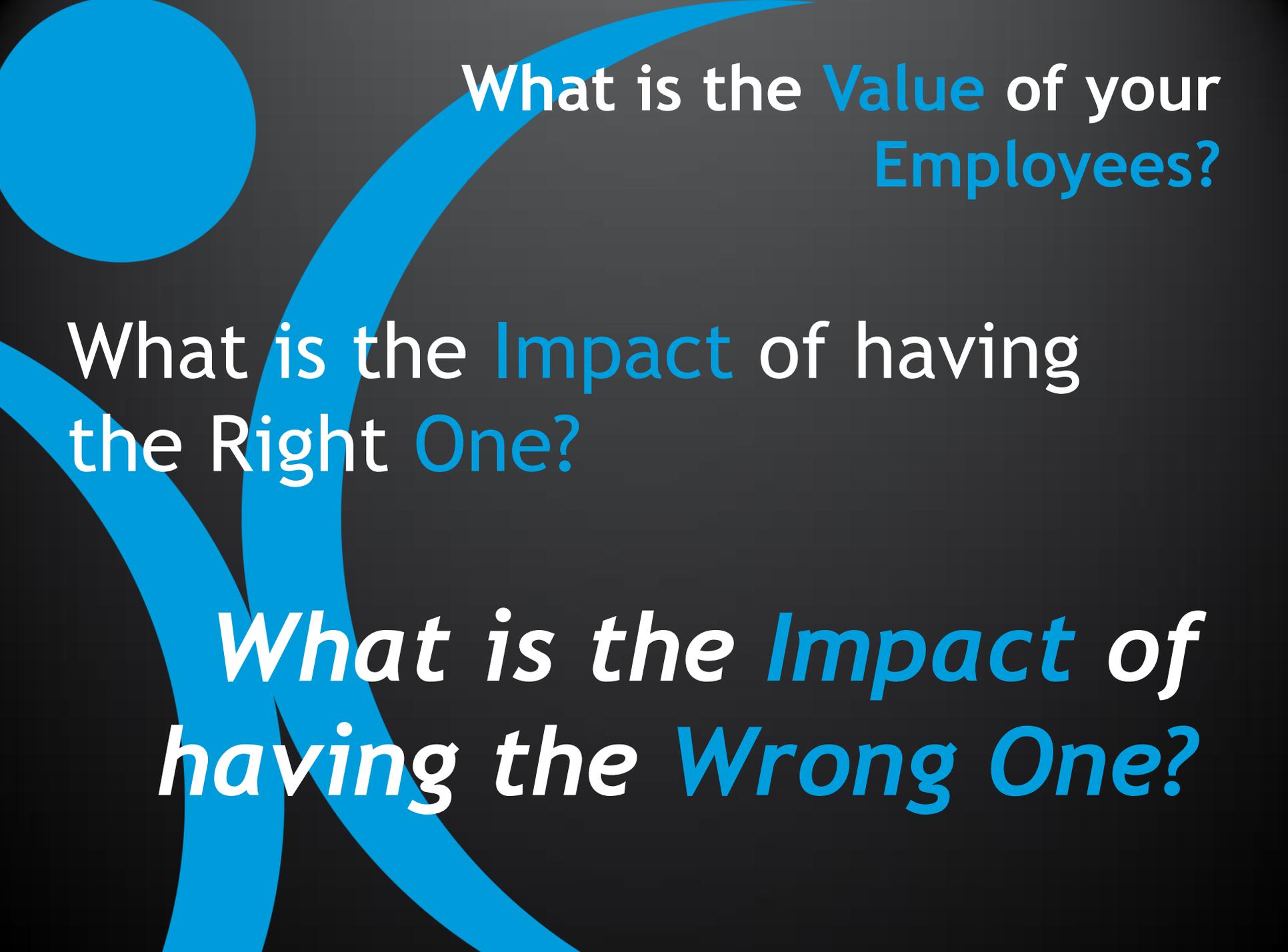
What is the Value of your Employees?

What is the Impact of having the Right One?

What is the Impact of having the Wrong One?

What is the Value of Your Employees?

Frank Schmidt & John Hunter
### "Experts In Personnel Productivity and Psychology"

Based on 85 Years of Research!

Reported in the Harvard Business Review.

What is the Value of Your Employees?

16% Superior

68% Average

16% Marginal

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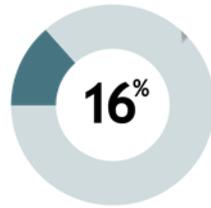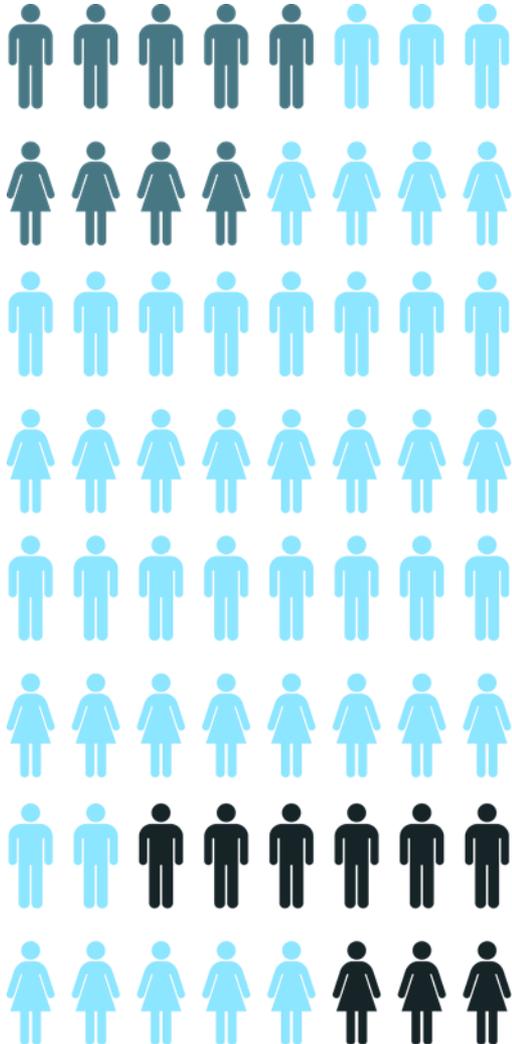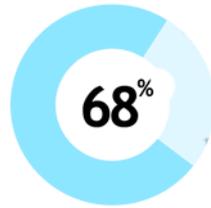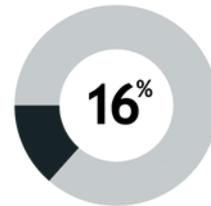
Output as a Percentage of Mean Output

Unskilled/Semi-skilled

'Marginal' Performers are 19% *less* productive that 'Average' Performers

'Superior' Performers are 19% *more* productive than 'Average' Performers

'Superior' Performers are 47% more productive than 'Marginal' Performers

Skilled

'Marginal' 32% less than 'Average'

'Superior' 32% more than 'Average'

'Superior' 94% more than 'Marginal'

Management/Professional/Sales

'Marginal' 48% less than 'Average'

'Superior' 48% more than 'Average'

'Superior' 184% more than 'Marginal'

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Output as a Percentage of Mean Output

Superior vs. Marginal Performers

Unskilled/Semi-skilled

47% more

Skilled

94% more

Management/Professional/Sales

184% more

Source: "The validity and utility of selection methods in personnel psychology: Practical and theoretical implications of 85 years of research findings"   Psychological Bulletin, Sept 1998, Vol. 124, No. 2, pp 262-274.

Output as a Percentage of Mean Output

10

Top Unskilled/Semi-Skilled Performers provide more output than **14** Marginal Performers

Top Skilled Performers provide more output than **19** Marginal Performers

Top Management/Sales/Professional Performers provide more output than **28** Marginal Performers

HOW MANY DO YOU WANT TO HIRE, MANAGE, AND PAY TO GET THE JOB DONE?

Example:

Customer Service Department

10 People

Driving €4 Million in Sales

Average Rep drives €400,000/year
Best Reps drive 32% more = €528,000
Least productive Reps drive 32% less = €272,000

Productivity Disparity of *€256,000*

Implications

Unless all your people are 'superior' performers, you are losing money unnecessarily.

Every time you move performance of an employee from 'average' to 'superior' you have a dramatic and measurable financial impact that *falls to the bottom line.*
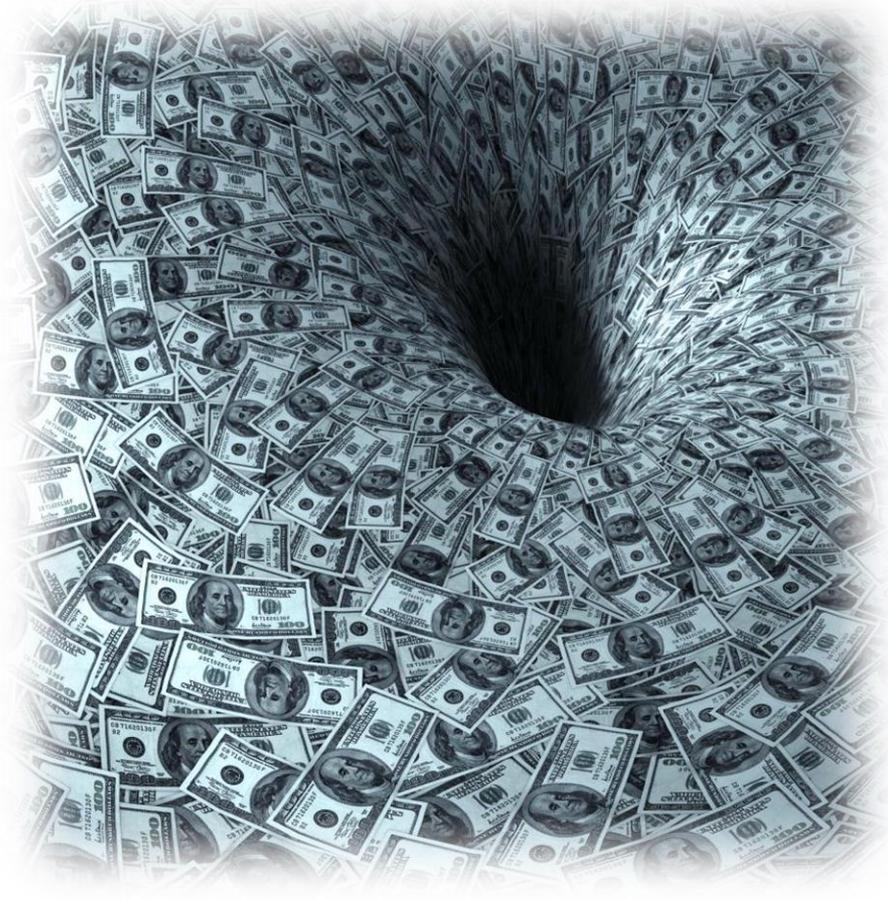
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Have you ever hired or promoted someone who did not live up to your expectations?

Have you ever hired or promoted someone who greatly exceeded your expectations?

How different were the processes used in these two cases?

The Performance Puzzle

Job-Fit:
The Missing Third in Identifying Superior Performance

Résumé, Application, References **Job Match Assessment** **Interview, Integrity Assessment**

Skill Fit
Education
Training
Experience
Skills

Job Fit
Thinking Style,
Behavioral Traits,
Occupational
Interests

Company Fit
Attitudes
Values
Demeanor
Appearance
Integrity

Manager Fit

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ProfileXT Measures

Thinking Style

1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10	Learning Index
1	2	3	4	5	6	7	8	9	10	Verbal Skill
1	2	3	4	5	6	7	8	9	10	Verbal Reasoning
1	2	3	4	5	6	7	8	9	10	Numerical Ability
1	2	3	4	5	6	7	8	9	10	Numeric Reasoning

Behavioral Traits

1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10	Energy Level
1	2	3	4	5	6	7	8	9	10	Assertiveness
1	2	3	4	5	6	7	8	9	10	Sociability
1	2	3	4	5	6	7	8	9	10	Manageability
1	2	3	4	5	6	7	8	9	10	Attitude
1	2	3	4	5	6	7	8	9	10	Decisiveness
1	2	3	4	5	6	7	8	9	10	Accommodating
1	2	3	4	5	6	7	8	9	10	Independence
1	2	3	4	5	6	7	8	9	10	Objective Judgment

Occupational Interests

1	2	3	4	5	6	7	8	9	10	
1	2	3	4	5	6	7	8	9	10	Enterprising
1	2	3	4	5	6	7	8	9	10	Financial/Admin
1	2	3	4	5	6	7	8	9	10	People Service
1	2	3	4	5	6	7	8	9	10	Technical
1	2	3	4	5	6	7	8	9	10	Mechanical
1	2	3	4	5	6	7	8	9	10	Creative

Approach to Learning

- Speed of a training program
- Communication Style & Preference
- How analytical are they?

Performance

- How will they fit into the position?
- How will they make decisions?
- Where might they struggle?

Motivation

- Will they stay engaged long term?

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ProfileXT Measures

Thinking Style

1	2	3	4	5	6	7	8	9	10	**Learning Index**
1	2	3	4	5	6	7	8	9	10	**Verbal Skill**
1	2	3	4	5	6	7	8	9	10	**Verbal Reasoning**
1	2	3	4	5	6	7	8	9	10	**Numerical Ability**
1	2	3	4	5	6	7	8	9	10	**Numeric Reasoning**

Behavioral Traits

1	2	3	4	5	6	7	8	9	10	**Energy Level**
1	2	3	4	5	6	7	8	9	10	**Assertiveness**
1	2	3	4	5	6	7	8	9	10	**Sociability**
1	2	3	4	5	6	7	8	9	10	**Manageability**
1	2	3	4	5	6	7	8	9	10	**Attitude**
1	2	3	4	5	6	7	8	9	10	**Decisiveness**
1	2	3	4	5	6	7	8	9	10	**Accommodating**
1	2	3	4	5	6	7	8	9	10	**Independence**
1	2	3	4	5	6	7	8	9	10	**Objective Judgment**

Occupational Interests

1	2	3	4	5	6	7	8	9	10	**Enterprising**
1	2	3	4	5	6	7	8	9	10	**Financial/Admin**
1	2	3	4	5	6	7	8	9	10	**People Service**
1	2	3	4	5	6	7	8	9	10	**Technical**
1	2	3	4	5	6	7	8	9	10	**Mechanical**
1	2	3	4	5	6	7	8	9	10	**Creative**

Can Do the Job?

- Speed of a training program
- Communication Style & Preference
- How analytical are they?

How Do the Job?

- How will they fit into the position?
- How will they make decisions?
- Where might they struggle?

## Want to Do the Job?

- Will they stay engaged long term?

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What We Measure
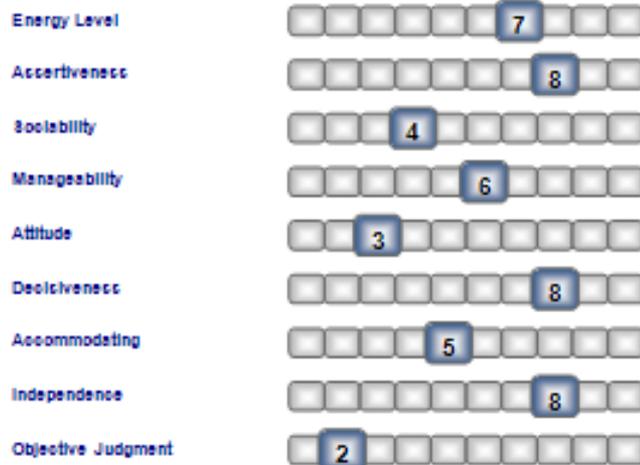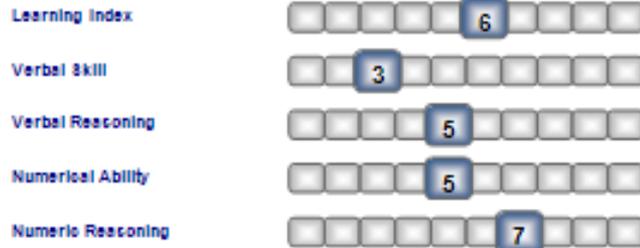
To What Degree Might This Person Exhibit the Competencies You are After?

Shaded areas and stack-ranking indicate the Performance Model.

The Performance Models show requirements for the jobs in your company.

Summary Graph

The shaded boxes represent the **Vadovas/General Manager** Performance Model.

Learning Index							6	7	8	9	
Verbal Skill							6	7	8	9	
Verbal Reasoning							6	7	8	9		**Thinking Style**
Numerical Ability							6	7	8	9	
Numeric Reasoning							6	7	8	9	

Energy Level							6	7	8	9	
Assertiveness					5	6	7	8		
Sociability			3	4	5	6				
Manageability			3	4	5	6				
Attitude				4	5	6					**Behavioral Traits**
Decisiveness							6	7	8	9	
Accommodating		2	3	4	5					
Independence							6	7	8	9	
Objective Judgment			3	4	5	6				

The matching process for Interests is concerned with the top three interests of a Performance Model and how closely a candidate's top three interests match. The three top interests for this model are indicated and ranked from top to bottom below.

- Enterprising
- Creative   **Interests**
- Financial/Administrative

Case Study: Profile of Project Manager

Summary Graph

The shaded boxes represent the **Projekto vadovas** Performance Model.
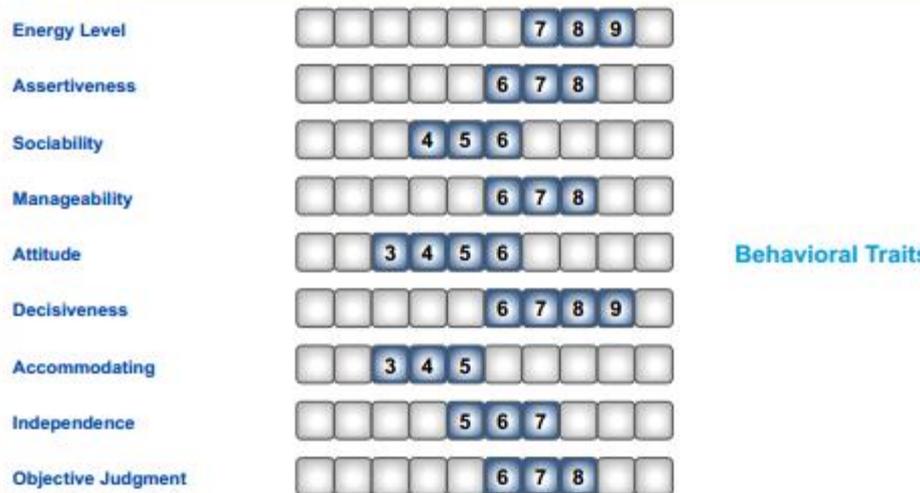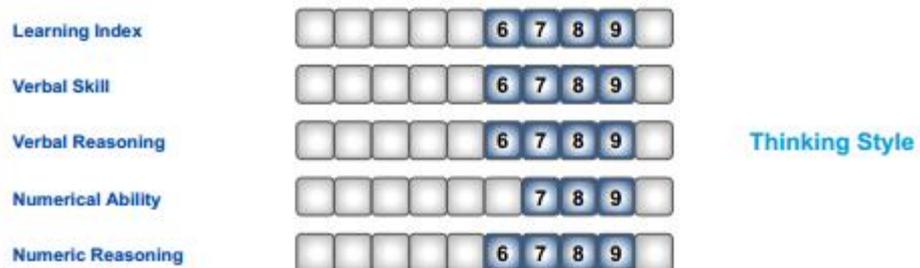
Learning Index	6 7 8 9	
Verbal Skill	6 7 8 9	
Verbal Reasoning	6 7 8 9	**Thinking Style**
Numerical Ability	7 8 9	
Numeric Reasoning	6 7 8 9	

Energy Level	7 8 9	
Assertiveness	6 7 8	
Sociability	4 5 6	
Manageability	6 7 8	
Attitude	3 4 5 6	**Behavioral Traits**
Decisiveness	6 7 8 9	
Accommodating	3 4 5	
Independence	5 6 7	
Objective Judgment	6 7 8	

The matching process for Interests is concerned with the top three interests of a Performance Model and how closely a candidate's top three interests match. The three top interests for this model are indicated and ranked from top to bottom below.

- Financial/Administrative
- Enterprising   **Interests**
- Technical

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Case Study: Profile of Project Manager

Overall Job Match - 93%

	1	2	3	4	5	6	7	8	9	10
Learning Index						6	7	**8**	9	10
Verbal Skill						**6**	7	8	9	10
Verbal Reasoning						6	7	8	**9**	10
Numerical Ability							7	8	**9**	10
Numeric Reasoning						6	7	8	9	**10**

Thinking Style 94% Match

	1	2	3	4	5	6	7	8	9	10
Energy Level							7	8	9	**10**
Assertiveness						6	**7**	8	9	10
Sociability				**4**	5	6	7	8	9	10
Manageability						6	7	**8**	9	10
Attitude			3	4	**5**	6	7	8	9	10
Decisiveness						6	7	8	**9**	10
Accommodating			**3**	4	5	6	7	8	9	10
Independence					**5**	6	7	8	9	10
Objective Judgment						6	**7**	8	9	10

Behavioral Traits 95% Match

Distortion for this assessment is within the acceptable range.

Top Interests for _	Top Interests for this Performance Model
Financial/Administrative	Financial/Administrative
Technical	Enterprising
Mechanical	Technical

○ = Match

Interests 86% Match

Drives a single job-match number

A Great Match!

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Case Study: Profile of Project Manager

Overall Job Match - 75%

Learning Index	1 2 3 4 5 **6** 7 **8** 9 10
Verbal Skill	1 2 3 4 5 **6** 7 8 9 **10**
Verbal Reasoning	1 2 3 4 5 **6** 7 8 **9** 10
Numerical Ability	1 2 3 4 5 6 **7** 8 **9** 10
Numeric Reasoning	1 2 3 4 **5** **6** 7 8 9 10

**Thinking Style
87% Match**

Energy Level	1 2 3 4 **5** 6 **7** 8 **9** 10
Assertiveness	1 2 3 4 **5** **6** 7 **8** 9 10
Sociability	1 2 3 **4** **5** **6** 7 **8** 9 10
Manageability	1 2 3 4 **5** **6** 7 **8** 9 10
Attitude	1 **2** **3** **4** **5** **6** 7 8 9 10
Decisiveness	1 2 3 4 5 **6** **7** **8** **9** 10
Accommodating	1 2 **3** **4** **5** 6 **7** 8 9 10
Independence	1 2 3 4 **5** **6** **7** 8 **9** 10
Objective Judgment	1 2 3 4 5 **6** **7** **8** 9 10

**Behavioral Traits
64% Match**

Distortion for this
assessment is within
the acceptable range.

Questionable Match

Top Interests for

- Creative
- Technical
- Financial/Administrative

Top Interests for this Performance Model

- Financial/Administrative
- Enterprising
- Technical

**Interests
73% Match**

○ = Match

Call to Action

- **Begin with the Basics.**

  - You get whom you hire. Hire who fits your company.
  - Better sourcing, screening, initial placement.
  - Improve hiring management and onboarding processes.
  - Provide mentor programs for new hires.

- **Measure performance. Retaining people that are not A and B players is not a goal. Keep the team together that will win.**

- **Look at your plans for retaining the talent that you have. Ask yourself, "Why are our top players here today?"**

Thank you!

Building effective teams

a presentation brought to you by:

Airida Zavadske