Take the Guesswork out of Hiring DSCs!

John Caspole  
Assessment Specialists  
877-855-1179  
www.AssessmentSpecialists.com  
Johncaspole@aol.com
Our Experience –
The 2 to 1 Rule

Top performing people outproduce other people in the same job by a ratio of at least 2-to-1.
Typical Sales Team

- Tom $1,000,000
- Mike $1,000,000
- Tony $700,000
- Dave $700,000
- Sue $600,000
- Amy $500,000
- Jill $500,000
- John $400,000
- Nik $300,000
- Joe $300,000

- TOTAL $6,000,000

Stars
So So
Passangers
Typical Sales Team

- Tom $1,000,000
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- Dave $700,000
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- Nik $300,000
- Joe $300,000

- TOTAL $6,000,000
- Stars $2,000,000
- So So $2,000,000
- Passengers $2,000,000
Where do Managers Spent most of their time?

- 50% of manager time spent on under achievers!

- How much more effective would managers be if they cut that time in half and focused on middle and top performers?
“63% of all hiring decisions are made during the first 4.3 minutes of an interview.”

SHRM Study, reported in USA Today
Common Mistakes

- Hiring within the industry
- Warm Body Syndrome
- Hiring in your own image
- Lack of prep for the interview
- Too much talking by hiring manager
- Giving away too much information
- No analysis of under performers
Critical DSC Competencies!

- Strong Verbal Skills
- Energetic and Enthusiastic
- Closing and Listening
- Little Call Reluctance
- High Sociability
- Optimistic and Risk Takers
- Able to work in chaos and emotion of salon
- Reliable - Consistent
Critical Competencies Managers

- Similar to DSC with the following
- Ability to work and reason with numbers
- More Team oriented
- Balanced in attitude
- Balanced in risk taking
- More logical than emotional
- Strong multi taskers
The Top Three Reasons People Fail

- Incompent for the job
- Incompatibility with job & company
- Integrity

**Peter Drucker**, Famous Management Consultant states:

“Chances are good that up to 66% of your company’s hiring decisions will prove to be mistakes in the first twelve months.”
Measures Attitudes Towards:

- Integrity
- Substance Abuse
- Reliability
- Work Ethic

Time To Take: 20 minutes

Used For: Selecting employees, Reducing cost of drug testing, Reducing absenteeism and tardiness

Two Part Report: The results of direct admission questions (structured interview) and the results of inferential questioning - attitudes

Administration: Internet, and Paper-pencil

Permitted as a pre employment tool only in 49 out of 50 US States!

Cost between $25 and $15 per usage

Integrity Surveys are not permitted in Massachusetts
In Canada all Substance Abuse questions are removed to comply with Canadian Law
STEP ONE SURVEY II -- QUICK CHECK REPORT

THOMAS TROUBLE

1. Mr. TROUBLE is not currently employed.
2. Mr. TROUBLE is not sure when he is able to begin employment.
3. Mr. TROUBLE is available to work either full-time or part-time.
4. His most recent monthly salary was $3,500 - $5,000.
5. He supervised others at work only one time.

<table>
<thead>
<tr>
<th>Integrity</th>
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THOMAS expresses less concern than most regarding the right of a company to claim its property. He tends to rationalize excuses for stealing.

<table>
<thead>
<tr>
<th>Substance Abuse</th>
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He states often that self-control is necessary concerning drugs in the workplace, but his attitude is also somewhat tolerant at other times.

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<th>Reliability</th>
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Mr. TROUBLE does not typically express a willingness to trust the intentions of others or conform to the authority of his supervisors. Further questions in person may be necessary to find out why.

<table>
<thead>
<tr>
<th>Work Ethic</th>
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While it is possible that the nature of his previous work environments may have accepted a lax attitude concerning his work ethic, it is nonetheless evident that THOMAS is quite laidback about the details of getting work accomplished.

The Distortion Factor for this assessment is 8
Direct Admission Statements

(1) Mr. Alberts applied for the same position about a month ago.
(3) Mr. Alberts has been working in his present position (or worked at his last position) for between three and five months.
(4) Andy states it's "easy" to steal merchandise/goods at his present (or last) job.
(6) Mr. Alberts states he is ready to go to work today.
(7) Mr. Alberts states he has observed customers shoplifting at his present (or a previous) employment.
(8) Mr. Alberts STATES HE CAN'T REMEMBER WHETHER HE HAS BEEN CONVICTED OF A CRIME.
(9) Andy states he has observed other workers using illegal drugs in the workplace.
(10) Andy STATES HIS RELATIONSHIP WITH HIS PRESENT (OR LAST) SUPERVISOR IS ONLY "FAIR".
(11) Mr. Alberts ADMITS HE HAS BEEN FIRED DUE TO CONFLICTS WITH OTHER WORKERS AND/OR SUPERVISORS.
(12) Andy states he could go back to work for his previous employer if a position was open.
(23) Mr. Alberts STATES HE IS CURRENTLY ON PAROLE OR UNDER COURT-MANDATED PROBATION.
Structured Interview Questions

1. What position did you apply for with our company the previous time? Were you offered the job? If not, do you have an idea as to why you were NOT offered the position?

2. What is it about your position that has forced you to look for employment elsewhere?

3. You haven't worked at your present position very long. Do you usually start looking for other work after only such a short time on the job?

4. You stated it was "easy" to steal merchandise/goods at your present (or last) job. Explain.

5. When you saw someone shoplifting, what did you do about it?

6. When you observed other workers using illegal drugs on the job, what did you do?

7. You stated you had a fair relationship with your supervisor. Explain.

8. You stated you were fired due to conflict(s) with workers/supervisors. Tell me about the circumstances leading up to this situation.

9. When you knew a fellow worker was taking unauthorized sick leave because of using illegal drugs, what did you do?

10. Tell about how you found out your supervisor was stealing from the company. How did you handle it?

11. Explain in detail the reason you are on parole (or probation).
People can be like icebergs...
Look Below the Surface
See the Whole Person
Profile = 1/3 of your info!

**History**
- Résumé,
- Past Employment,
- Education,
- Background Check

**Interview**
- Gut Feeling,
- Appearance,
- Personality,
- Interview,

**Testing & Job Match:**
ProfileXT

**PAST**

**PRESENT**

**FUTURE**
The Profile STEN Scores & the General Distribution Curve of the Working Population

Percentages indicate the portion of the working population represented in each of the STEN groups.
What The we Measure?

- Can the person do the job?
- How will the person do the job?
- Will the person want to do the job?
The Learning Index

ONE GALLON

ONE GALLON
The JobMatch™ Pattern

Shaded areas indicate the JobMatch pattern

The JobMatch patterns show requirements for the jobs in your company

Use these patterns for:

- Retention
- Training
- Promoting
- Managing
- Planning

Job Profile Summary
Job Pattern: Sales Representative

Overall Job Match

Thinking Style

Learning Index
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10

Verbal Skill

Verbal Reasoning

Numerical Ability

Numeric Reasoning

Behavioral Traits

Energy Level

Assertiveness

Sociability

Manageability

Attitude

Decisiveness

Accommodating

Independence

Objective Judgment

Occupational Interests

Enterprising

People Service

Creative

Financial/Administrative

Technical

Mechanical

Top three interests for this position

Lowest three interests for this position
**Job Pattern: Program Manager, ABC Company**

**Overall Job Match**

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**Note:** The bolder scores indicate the three highest interests of this individual.

The **Job Matching process** for **Interests** is concerned with the top three interests of a Job Match Pattern and how a candidate’s top three interests match. The three top interests for this Pattern are indicated and ranked from top to bottom.
### Job Pattern: Program Manager, ABC Company

#### Overall Job Match

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**Least Interests**

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<th>Enterprising</th>
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**Note:** The bolder scores indicate the three highest interests of this individual.

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**Job Match Percentage**

- Thinking Style: **74%**
- Behavioral Traits: **59%**
- Occupational Interests: **38%**

**Distortion:** -10
ProfileSA

Measures the Seven Critical Sales Behaviors of Successful Salespeople

- Prospecting
- Closing Sales
- Call Reluctance
- Self-Starting
- Teamwork
- Building & Maintaining Relationships
- Compensation Preferences
Critical Interview Questions!

- Focus on the Gaps!
- Good for use in interview!
- Good for use in discussion with references!
Mary Applicant scored outside the position match pattern in the following areas. When interviewing Mary Applicant, you should consider the following information:

**THINKING**

On the Verbal Reasoning scale Ms. Applicant is above the designated Profile for this Job Match Pattern. This suggests that her ability to process verbal information is greater than the position typically requires and that she may experience frustration over the lack of challenge. Discussions with her should explore the possibility the position may not maintain her interest and/or level of performance.

- When discussing topics with people, how often do they have difficulty understanding your train of thought? How do you know they lost track of your meaning? How do you get them to understand?

- When you write instructions, ideas or memos, do people ever suggest that you should "say it in plain English" or make your meaning more clear? Give an example.

- How often do you become frustrated because other people don't understand the words you use to explain a task, idea or project?

- Do you ever notice you need to "talk down" to people in order for them to understand you?
While Ms. Applicant achieved a Manageability score comparable to most people, it is below the designated job profile for this position. This suggests that her ability to accept external control is moderately less than the position typically requires but that she may have no problem with the responsibility to comply with authority. Discussions with her should explore her willingness to adapt to the needs of this position and her potential for frustration.

- Give me an example of a time at work when you had to deal with unreasonable expectations. What parts of your behavior were mature or immature?

- What keeps you going when company regulations begin to cut into your personal freedom on the job?

- Why do some people act defensively when management regulates our actions?

- When is it appropriate to confront a supervisor about when he or she is wrong?
Available Reports

- Job Summary Graph – Quick Overview!
- Placement report – Gap Analysis and Interview questions!
- Coaching and Development Report!
- Individual report for the employee!
Mary Applicant scored outside the position match pattern in the following areas. When working with Mary Applicant, you might consider the following:

**THINKING**

On the Verbal Reasoning scale Ms. Applicant is above the designated Profile for this Job Match Pattern. This suggests that her ability to process verbal information is greater than the position typically requires and that she may experience frustration over the lack of challenge. Discussions with her should explore the possibility the position may not maintain her interest and/or level of performance.

- Quite proficient in verbal reasoning, Ms. Applicant may require training on communicating her ideas to others of varying ability levels.
- If she experiences frustration in expressing her complex ideas to others, suggest that she should "say it in plain English" or make her meaning more clear. Provide training as needed in adaptive communication.
- Ms. Applicant may become frustrated by the attempts of others to understand her complex verbal information. Provide your advice in how to communicate ideas in a manner consistent with the verbal level of others with whom she deals.
- While very capable of processing verbal information and making decisions based on that information, be aware of any frustration Mary may experience when communicating with others of lesser ability. Coach her on appropriate interpersonal techniques that facilitate good rapport between peers.
BEHAVIORAL TRAITS

Manageability – Tendency to follow policies, accept external controls and supervision and work within the rules.

Job Pattern 7-9 Score 6

While Ms. Applicant achieved a Manageability score comparable to most people, it is below the designated job profile for this position. This suggests that her ability to accept external control is moderately less than the position typically requires but that she may have no problem with the responsibility to comply with authority. Discussions with her should explore her willingness to adapt to the needs of this position and her potential for frustration.

- On occasion, Ms. Applicant may be more willing than others to voice dissatisfaction with procedures. Encourage her to speak to you, but guide her to be more selective about her complaints. Focus on her intentions to bring problems to you, facilitating productive communication.

- If the procedure of everyday tasks appear mildly frustrating to Mary, encourage her to "take five", but do not overuse this method; do not consistently reinforce complaints with break-time.

- Redirecting Ms. Applicant when she occasionally appears frustrated with the procedures of the workplace may help her to focus and avoid the distraction of complaining.

- You may observe Mary may engage in mild complaining about procedure. If this occurs, it is sometimes best to ignore these comments, redirecting her to focus on the task at hand.
“It’s not experience – or college degrees or other accepted factors; success hinges on a fit with the job.”
JOB MATCH MATTERS!

Start with good people who are right for the job; train and motivate them; give them opportunity for advancement; and your organization will succeed.”

“J.W. Marriott

“If a person is not performing as expected, it is probably because they are miscast for the job.”

W. Edwards Deming
Take the Guesswork out of Hiring!

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