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Selecting The Best

A Systems Approach to Hiring

The Drake P3 System, is just that, a system. You will statistically improve the odds for selecting the best, not because of any one element in this methodology but because of the overall system. You improve the odds of selecting the best because you will know exactly what you are looking for in hiring a candidate through a job expert, success template process. You improve the odds through Behavior-Based Interviewing. You improve the odds through Behavioral Descriptive Advertising. You improve the odds through an accurate assessment of a potential employee's behavioral characteristics. You improve the odds by knowing if a candidate can and will do a specific job. You improve the odds by making sure a new employee will fit your culture. The synthesis of all the Drake P3 elements will guarantee that you are selecting the best for any given position.

Systems thinking has been around a long time. It was born in studies of communications and cryptography, developed in the demanding and challenging atmosphere of World War II, and grew into a process of thinking about everything from the simple structure of a line of code written for a computer to the complex set of interrelationships that keep our telephone lines up and running. The nature of information, and such cybernetic concepts as feedback, proved to be relevant to far more than computers and phone systems. But it is only just recently that researchers have applied systems thinking to the field of personnel selection and management.

One-third of the Fortune "500" companies listed in 1970 had vanished by 1983. For every successful turnaround there are two ailing companies that fail to recover. What makes the difference? Why are some companies better able to adapt, to learn, to grow and to change? Sociologists and psychologists tell us it is pain that makes people and living systems change. And certainly corporations have their share of painful crises, the recent mergers, downsizing, takeovers conspicuously among them. Each mistake a corporation makes is magnified

because of the competitive nature of today's marketplace and the biggest mistake you can make is bringing on board people that do not fit in your organization. CEO's of various organizations in crisis mode were interviewed and the one thing that they all would have paid more attention to was the hiring process.

Once in a crisis, everyone in the organization feels the pain. The need for change is clear. The problem is that you usually have little time and few options. The deeper into the crisis you are, the fewer options remain. Many companies fail to survive the fear that starts to permeate the corporate culture.

The challenge, therefore, is to recognize and react to environmental change before the pain of a crisis. Not surprisingly, this is what the successful companies in our research were able to do so well and they were able to do it because of the quality of the individuals inside of their organizations. The quality of these individuals, the right people in the right jobs, allows the successful companies to react and learn quicker than their competitors. Over time, this may be the only sustainable competitive advantage that they have.

You are what you hire. Your long-term financial success depends upon the quality of your employees. Finding quality employees requires a quality recruiting and hiring process. Traditional recruitment methods have the predictability and effectiveness of flipping a coin. If you say that your business can't afford to sustain the systematic, recruiting and hiring process needed to find qualified people, then you are not looking at the real dollars of the impact of a bad hire.

If the effects of our bad hires were more obvious, organizations would learn from them. When the effects are obvious we learn immediately and implement changes. When the effects are not obvious it is harder to implement change. When the consequences take effect over time and they occur in other parts of the system it makes it more difficult for the system to learn a better way of doing something.

Very young children, for instance, are incredible learners. They learn to walk and to talk all on their own, all by trial and error. But their learning slows down dramatically when they encounter situations where they don't quickly see the consequences of their actions. The feedback system becomes less obvious.

Large organizations by their very nature have a difficult time getting appropriate feedback. Sometimes they just don't want to know; for example, most organizations do not look at the cost of bringing on board the wrong new hire. They do not want to look at the obvious costs. These costs are to the culture, productivity, wasted time, lost resources and missed opportunities. The costs are astronomical and they are unnecessary. Yet when our consultants offer to do a cost of turnover analysis for corporations, most do not want to look at objective data. These corporations do not want to examine the consequences of their actions and therefore an inefficient system stays in place.

Corporations will implement training programs to get new hires up to speed, invest manager time in coaching, run team building programs and yet there's an almost universal principle that plays out in individuals, in organizations, and in societies as well. The principle is: When you treat the obvious symptoms, the underlying problem is likely to get worse. It's an insidious, ironic principle: To the extent that you're effective in treating the

symptoms, the symptoms go away, at least for a time. And that actually relieves any pressure you might feel, or any sense there's something wrong that would have caused you to look deeper. Effective treatment of the symptoms might actually be the worst thing that could happen. If you couldn't treat the symptom, at least you would keep inquiring into what's going on.

We are all inclined, as individuals and as organizations, to see our situation as if there is someone or something outside of ourselves that's creating our problems. The purpose of systems thinking is to understand better how our own actions shape our world. Principle number one of a systems approach to hiring is: It's a company's knowledge base, which rests in its employees, that will dictate its success or failure.

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Consider the cost of a "mis-hire": salary, fringe benefits, recruitment and training expenses--all for naught. A financial services salesperson who lasts just six months will cost the company \$45,000. This is an estimate based on the calculations of our "cost of turnover" analysis.

True, that's not a catastrophic number. But the loss is compounded by intangible expenses—time you invested in the employee, lost sales opportunities, and degraded team morale. Such intangible costs can amount to four times your

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tangible losses. Our calculations have produced this estimate. Tangible and intangible costs of this particular bad hire amount to about \$140,000. Surprised? What looks like a \$1,500-a-month hiring mistake becomes a lot more expensive when you multiply that amount times your annual turnover and the number of customers that are let down.

Imagine a large organization that annually mis-hires 1,000 account executives: the annual cost of turnover is \$140,000,000. The cruelest cost, however, is the most subtle: the loss of what might have been. That mis-hired salesperson cost you all the positive things that might have occurred had you hired the perfect candidate: a re-energized sales team, a fresh flow of new product ideas, maybe even your next vice-president of sales and marketing.

To hire well, you must begin with the premise that hiring is an ongoing process, a constant investment of your company's time and energy, whether or not you have a specific position to fill. The rewards are handsome, and, in most cases, far greater than what you expected.

The later you activate the recruiting process, the more rushed the process becomes. This inevitably leads to lower hiring standards, exaggerating a candidate's positive attributes, and overlooking negative ones. Employers must spend more time on the recruiting process so they can be confident of hiring the right individuals and building the right kinds of teams.

Every so often we hear of a team of people who routinely produce miraculous results. They talk about being on a high performance team and the experience of doing the job well, doing it with others who are doing it well. This experience creates a spirit that can permeate an organization. Organizations that can cultivate this kind of performance will transform their organization's ability to create success.

Today's organizations are investing heavily in the creation of high performance teams and high performance cultures. Today's organizations are actively interested in developing their cultures. They are looking at defining the culture by bringing on board the right kinds of people as an intense part of their cultural strategy. When you hire well and select the best, you create an immediate, positive impact on your entire organizational system.

The quality movement is a direct descendant of taking a systems approach to high performance in all aspects of business. Systems thinking is the study of complex relationships that make up the structure of any system. A system may be defined by the web of inter-relationships between elements that work together for a purpose. The structure of a system will influence the results that it produces.

System theorists have discovered a number of common properties across a range of social and biological systems, two of which have an importance to managers. The first has to do with the tendency of a system to resist attempts to change its performance even when those changes would be for the better. This characteristic is at the root of many failures of our well-intentioned efforts to upgrade organizational performance. It also explains why so many of these efforts produce a short-term improvement, only to be met by a redoubling of effort, in other parts of the system, to thwart the initial reform and bring system performance back to the initial, undesirable condition. Managers are all too aware of this quality: the harder you push, the harder the system pushes back.

At the root of this phenomenon is a quality called *compensating feedback*. Efforts to increase performance are fully compensated for by the system as a whole, so that although there is short-term improvement, the long-term qualitative behavior of

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the system remains unchanged. Unfortunately, the short-term improvement will probably have convinced everyone that the intervention was successful, so that in the ensuing decline there will be strong pressure to locate blame anywhere but in the proven program, thus encouraging the organization to repeat the pattern.

Organizations who hire individuals who cannot do the job, will not do the job or do not fit are constantly having to over-compensate in other areas. The fundamental tenant of W. Edwards Demings, a world leader in the quality movement, is "the earlier you can have a positive intervention in your system, the more systemic the positive change will be for the organization." It is also plain common sense if you hire the best you will reap the rewards.

Microsoft constantly reiterates its goal to "invest in the best." Asked to review events of a given year, Chairman Bill Gates returns again and again to his success in helping managers hire "smart people." He makes himself available to interview prospective candidates and even at times puts on the recruiter's hat himself, ready to drop other matters and call a potential star when the company is in a "sell situation." He will weigh in when a group's own evaluations of a particular candidate's strengths and weaknesses are inconsistent, or when a candidate has passed muster but needs the nudge of flattering attention from the chairman himself.

No rival of Microsoft would dispute the basic premise of cultivating the most able software developers. The difference is in the degree to which Microsoft has so deliberately and successfully pursued it. Who else would maintain in 1995 its own internal "Strike Team in Recruiting," with a staff that phoned potential leads around the country from six in the morning until

eight at night? Microsoft recognizes that their organization is a complex system in which new hires will influence everything else. Gates was serious when he said in 1992: "Take our 20 best people away, and I will tell you that Microsoft would become an unimportant company." We need to look hard at the importance that Microsoft places on recruiting.

Leverage points are the next, vital characteristics common to many social systems. Organizations are hopelessly complex. There are many thousands of interconnected compensating relationships that, over time, tie the organization into a stabilizing equilibrium, a homeostasis analogous to that of the human body. Because each of these compensating relationships is connected to others, most of our organizational problems are manifested as multiple symptoms of dysfunction. For example, we experience falling sales effectiveness, but this decline is often accompanied by such things as falling morale, increased turnover, reduced market share, etc. When taken all together, people feel overwhelmed and powerless in the face of these challenging complexities.

Generally the problem, or, if you wish, the symptom, first comes to our awareness in one part of the system. The cause of the problem, however, is often in an entirely different part. And it is here that the leverage to produce qualitative shifts in performance will be found. Leverage points are thus generally found in a part of the system distant from the first. Systems thinking also shows that small, well-focused actions can produce significant, enduring improvements, if they are in the right place.

Systems thinkers refer to this idea as the principle of "Leverage." Tackling a difficult problem is often a matter of seeing where the high leverage lies, where a change, with a minimum of effort, would lead to lasting, significant improvement. Principle

Two of selecting the best states: "Hiring effectively is the highest leverage you can manifest in the system."

If you have the right people you will have success. It really does come down to people. The people that you hire will be the single most important determining factor to your organization's success. With so much riding on the success of bringing on board the right people it becomes imperative that organizations do not leave this process to chance.

Merrill Lynch did a study of their sales force and the results showed a startling pattern. A sales person's rank in their first year of sales was shown to be the same rank five years and ten years down the road. Where you were ranked, after one year, would be where you were ranked for your entire career. In other words, a top performer in their first year will be your top performer five years and ten years later. This result was predictive 95% of the time. It is next to impossible for an average performer to move into the higher category. It was obvious to Merrill Lynch that to accomplish a turnaround in any sales district, you had to impact who you brought in at the beginning. You had to select the best.

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We propose designing a systemic approach to attracting, screening, interviewing, assessing and developing the personnel that will create a high performance culture. Few decisions are more important than who you hire and promote. Imagine creating a selection and management process where success is not only likely but inevitable. A system where you can avoid hiring candidates who have the necessary skills on paper but do not have what it takes to be a true member of the team. Organizations hire their own problems. When you bring in people ill-suited to their work, then you are building a culture of low performance and you are creating stress in your organization. Leaders need to have the answers to

three fundamental questions before they hire or promote someone: "Can they do the job?"; "Will they do the job?"; and, "Do they fit?"

"Can they do the job" is illustrated by a classic story from World War II. The US Armed Forces did not have an Air Force as we know it. The Army had a small group of infantrymen that were trained in air combat and thought that this group would be enough for any type of air warfare. During the war, Winston Churchill informed President Roosevelt that the Allies were in desperate need of pilots. Congress quickly passed the Civilian Air Act which allowed civilians to enter the Armed Forces through an intense training program rather than through the traditional "boot camp". This civilian group of pilots soon became the U.S. Air Force.

Imagine for a moment that you are the Air Commander and in front of you stands the elite from this group. All of these pilots have been through the same courses and training. These are the best of the best. Behind you to your left is a row of fighter planes and behind you to your right are the bomber planes. How would you go about determining which pilot should be assigned to which plane? What would happen if you put a fighter pilot in a bomber plane?

Well, they selected half of the pilots to be fighter pilots and the other half to be bomber pilots. It is no surprise that this selection method did not work; in fact, it failed miserably. The question then became, what attributes made for excellent fighter pilots and, what attributes made for excellent bomber pilots? Research showed that fighter pilots were high in Dominance, high in Extroversion, low in Patience and low in Conformity; they could make snap decisions and think "outside the box" at any moment in time. Meanwhile, bomber pilots were high in

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Dominance, low in Extroversion, high in Patience and high in Conformity; these traits allowed them to make the long, precise bombing runs necessary for success.

Selecting the planes for these pilots now became simply a matter of behavioral analysis. If a pilot had the behavioral traits of a fighter pilot, it only made sense for him to fly a fighter plane.

The same dilemma occurs within contemporary organizations. People are often in positions where they don't belong or don't fit. By using a systems approach built around the methodology of the Drake P3 technology, we can determine what behavioral traits are needed to be successful in a position and discover if a candidate can demonstrate those same behaviors... before we put a fighter pilot in a bomber plane.

This systems approach, based on the Drake P3 technology, is being utilized by large corporations such as A.T.&T. and Guardian Industries. It is being used by organizations with as few as 5 employees and by organizations with as many as 100,000 employees. The Drake P3 is also the standard hiring process for the world's largest recruiting corporation. All of these organizations are reducing turnover and increasing performance by building their organizations with the right people.

This Drake P3 system will assure that you get answers to the three most important questions that guarantee a good hire:

1. Can they do the job?: Often the hiring decision is made on ability alone. While important, it is merely the first step in ensuring consistently successful hires.

2. Will they do the job?: There can be a distinct gap between ability and willingness to do the job. Take salespeople as an example: The high turnover in this field has been linked by some to a lack of

professionalism. This attitude attacks what is merely a symptom of the hiring problem. Many salespeople are hired because they appear to have the ability to do the job; all too frequently this can mean hiring a superficial, "fast-talker." A fast talker, however, does not always possess the enormous self-confidence and determination necessary for success in this field. How many of us could take the knocks that are part of sales and still keep our self-esteem intact? Here lies the problem: A certain salesman wants the opportunity and seems to be a good bet, but how do you find out whether he has the willingness to take the rough with the smooth that his job demands? Determining willingness is the second evaluative approach the Drake P3 system will provide you.

3. Do they fit?: The third level of a candidate's evaluation, of paramount importance to a successful hire, is will they fit into your culture. A person who is able and willing, but nonetheless does not fit with the rest of the team, is not for you. The Drake P3 systems approach will let you discover how this person will fit with the rest of your team *before* you hire them.

By having the answer to these questions; can they?, will they? and do they fit?, you will go beyond the tired excuses of the unconsciously incompetent interviewer who claims, "I'll know him when I see him."

Step One of the Drake P3 systems approach to hiring is to create the job expert template. Most job failures are due to problems with behavior, yet few job descriptions include behavioral parameters. Our Drake P3 system will allow you to develop a "success template" for each job quickly and accurately.

Bad hires affect the company, the individual, and you, though not necessarily in that order. The wrong person doing the wrong job is harmful to overall

Learning is not a luxury. It is how companies will create their future.

corporate health. Having many wrong people multiplies this malady, and then you have a debilitating disease that becomes a systemic problem.

We have all made bad hires and worse excuses: "He seemed great in the interview." Yet in all cases, the cause of the bad hire can be traced to one of the following reasons:

- Inadequate attraction of qualified candidates.
- Poor analysis of job functions.
- Poor analysis of necessary behavior/skill profile.
- Inadequate initial screening.
- Inadequate interview system.
- Inadequate interviewing training.
- Inadequate questioning techniques.
- Company and career/money expectations were over, or inappropriately, sold.
- References were not checked.

The starting place is modeling your top performers. Replicating the success of your top performers will have a significant, positive impact on your organization. After selecting the top performers, our behavioral job analysts, armed with the Drake P3 technology, will start to identify the behaviors necessary for optimal performance. We will collect and analyze information from the existing job experts about what makes the difference between effective and ineffective performance in a specific job. Many companies do not have a team of experts for a given position so we go outside the organization to develop the success template with industry job experts. The system is effective because it is built on a solid understanding of what successful people do while on the job.

The process of gathering information about what successful people do while on the job is called "job analysis." We utilize proprietary booklets and questionnaires, which are completed by the "job experts." Working from the Job Analysis Questionnaires received earlier from the job experts, we analyze the behaviors necessary for the job's most important basic skills. After analyzing the data, we interview the job experts. They will share recent stories of effective and ineffective performance, illustrating what successful people do, and how they do it in their position. These stories confirm the behavioral template. They also provide a rich source of "Best Practices" information for any new hire.

From the analysis of data and the responses from your Job Experts we can develop a highly accurate "Success Template," identifying the personality patterns which most naturally support the behaviors known to be most effective on the job. The "Success Template" gives your managers a baseline for effectively looking at candidates so they can hire the best individual for the job. By knowing what you want and by being able to measure it, you can engage in an effective, precise, candidate search.

A systems approach for hiring must be based on employee competence described in terms of objective, observable behavior. It is also based on how these objective, observable behaviors differ in "favorableness" and are measurable. We provide a statistical process for identifying the behaviors necessary for performing optimally in a specific job. We identify behaviors required to do the job, behaviors that lead to success, and behavioral areas that serve as indicators of excellence. The fundamental question that gets answered by our process is: *"What is the nature of the behaviors called for by the job or employment situation."*

The average Sunday newspaper carries more than a dozen pages of employment-oriented advertising; each of those pages is likely to feature more than a hundred advertisements. Your needs are going to be in competition with the needs of many hundreds of other firms. Your behavioral descriptive advertising will help you stand out in a crowd.

This job analysis template not only allows us to appraise candidates; it can also serve as the legal foundation required for performance appraisals. The 1978 Uniform Guidelines makes this explicit: "There shall be a job analysis which indicates an analysis of the important work behaviors required for successful performance....Any job analysis should focus on work behavior(s) and tasks associated with them." Before doing a performance appraisal, the job analysis is a legal requirement. Corporations that have performance appraisals without creating a behavioral, descriptive Success Template run the risk of not having a legally defensible system for hiring employees and for employee evaluation.

Any system needs to keep learning or the statistical accuracy of the Success Template will not improve over time. Ongoing reviews of what it takes to be successful in a job are an inherent part of the systems approach to selecting the best.

Step Two of the process involves creating behavioral descriptive advertising that attracts the right candidates and saves time. Advertising is simply a way to reach out and make contact with potential employees. For your advertising to be effective, you will have to ensure that your message reaches and has an impact on the right audience from a behavioral standpoint. The Communication Profile is generated from the respondent's relationship to the 60 adjectives that are in used in the Drake P3 Communication Survey. People who take the survey have a specific relationship with individual adjectives that is predictive of behavioral characteristics. Statistics show that 90% of respondents feel that their Drake P3 Communication Profile is more than 90% accurate. You can have the same statistical advantage by using behavioral descriptive language in your advertising. Certain words and phrases are going to resonate with your target audience.

Critics of advertising claim that only the unemployed and employed but terminally dissatisfied read the help wanted pages, and that all the advertiser can expect to hear from are the dregs of the workforce. This is not true. Research has proven that while advertising will draw some undesirable elements, it is the single most effective way to reach people who are actively engaged in a job search. With Behavioral Descriptive Advertising you start to target your audience, reducing any undesirable elements. In a typical week you can expect to reach over 55% of these people through advertising.

You can also expect to reach around 60% of the hidden labor pool through advertising. The hidden labor pool is made up of those people who are actually fairly happy where they are, but would change jobs for the right opportunity and thus will keep their eyes open. The hidden labor market also includes people who claim absolutely no interest in changing jobs, yet still read the want ads regularly, for reasons that may have to do with long-term survival. Raise your odds of attracting the right candidates by writing your advertising in a way that will attract those individuals who will be most successful in your available position. You grab the reader's attention by using behavioral descriptive advertising that goes directly to the unconscious language associations of your target "job expert" audience.

Look at the copy of the two advertisements that are on the following page. These advertisements are written for a 100% commission sales position. As you read them, ask yourself which one is likely to get the best responses and why.

Example #1

Professional, goal-oriented salesperson needed for central California recruiting company. Prefer candidates with proven

Research-based behavioral interviews, however, achieved an accuracy of over 80%, a four times improvement.

sales ability, excellent verbal and written communication skills. We are fast growing company and are looking for hard working people with good references. This is a great opportunity. Fax your resume to: General Manager 209 123.4567

Example #2

If you would like to find an aggressive, hard hitting group of "driven" professionals who could challenge and bring out your best, we will interest you. As the #1 executive search firm in the world our mission is help our clients hire the best. If you make it on to our team an individualized long term growth plan will be designed to fit your unique strengths. We are seeking a highly competitive team player who absolutely thrives on winning. If this opportunity is for you, take action now: Fax your resume 209 123-4567 Attn: The Executive Committee.

There's no contest. The second ad is much more behaviorally descriptive of the attributes needed to survive in a 100% commission environment of recruiting. What this type of ad does is remove from the candidate pool the individuals who may be qualified credentially but are not behaviorally qualified. You may have fewer responses but you will have higher quality applicants.

In this example, the success template called for a candidate that the Drake P3 measured as high in Dominance, high in Extroversion, low in Patience and low in Conformity. The adjectives: "aggressive," "hard hitting," "driven," "challenge," "competitive," and "winning" are all attributes of higher Dominance. The adjectives: "team player," "hire the best," "make it on

to our team," "#1," and "help" are all traits of higher Extroversion. The sentence, "Take action now" is used to attract people that are low in Patience. The terms: "Designed to fit your needs," "individualized," and "unique" are all attributes of low Conformity. By utilizing behavior expansive descriptors you begin to attract a specific type of individual and repel those without the desired behavioral traits. The words "Executive Committee" are included to emphasize the care and attention that the applicant would receive. It creates the image of a systematic selection process that will choose only the best.

Admittedly, what we are proposing here entails taking a different approach to advertising, and indeed to recruitment as a whole. But the benefits to this method are well worth the effort and adjustment. Since the Drake P3 will take your Job Expert Success Template and generate the advertising language to be utilized in your classified ads or on-line postings, you will start to attract, statistically, a more behaviorally qualified candidate pool. You start to raise your average in bringing on board the right kind of employees.

Step Three is the actual interview system. This step involves working from the examples of effective and ineffective performance gathered from the Job Experts. From these examples, we develop performance-relevant, job-specific, behavior-descriptive interviewing questions. These interview questions are programmed into to the Drake P3 software, and are custom generated for the specific candidates.

The reason we integrate Behavior-Based interview questions is again one of measuring the effectiveness of various types of interviews. A study conducted by Dr. W. Weisner recently examined the accuracy of the following hiring interview questions. You will likely recognize these questions. They are typical of those asked by many interviewers.

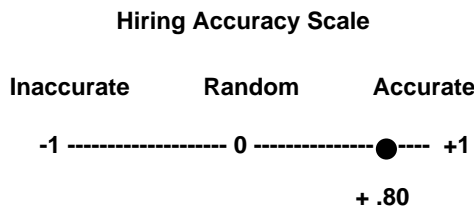
Behavior-Based Interviewing is founded on the principle that in order to predict how a candidate is going to perform, you must determine how well the individual has performed in a similar series of tasks (or jobs) in the past.

Examples of Behavior-Based Interview Questions:

- Please give me your best example of a time you held up well under job related stress for an extended period of time.
- On your last job, please tell me about a frustrating time when you had to make constant adjustments to your plans because of changing circumstances.

Selecting the best requires you to screen for candidates who can do the job, and then select those who will also be specifically motivated by the day-to-day activities and challenges of the position. The idea is to statistically interview more accurately. When you use Behavior-Based Interview questions you have the answer to the question about their past behavior and past behavior is the most accurate measure of future success.

Hiring Accuracy Scale with Behavior-Based Interview Questions:



This represents the highest hiring accuracy found in the science of interviewing and the best chance organizations have to select the right person for the job.

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The most accurate way for you to examine a candidate's past performance is to ask questions that require the candidate to

describe: his or her actions in specific situations, and the outcomes of those actions. The questions must directly relate to the behaviors required to be top performers in the position they are being interviewed for.

An essential element of the Behavior-Based hiring process is the behavioral job analysis (Drake P3 Job Personality Profile and subsequent Success Template). This analysis provides a description of the behaviors that a successful person in the position uses. This information is then formulated into Behavior-Based Interview questions.

The advantage of this process is that the interviewer can objectively assess past job performance. The traditional and the Behavior-Based Interviews have a different mix of types of questions asked and responses given. To achieve the researched accuracy of the Behavior-Based Interviews, significant changes must occur.

TYPE OF QUESTION

	<u>TRADITIONAL</u>	<u>BEHAVIOR-BASED</u>
CREDENTIAL & TECHNICAL	Q=17% A=15%	Q=5% A=04%
EXPERIENCE	Q=28% A=32%	Q=20% A=40%
OPINION	Q=54% A=48%	Q=15% A=23%
BEHAVIOR-BASED	Q=01% A=05%	Q=60% A=33 %

Q= Question Asked A=Answer Given

We increase the accuracy of the interview with a Behavior-Based approach. The second component of the interview is to be able to accurately assess the candidates behaviorally. Managers rely on the accuracy of Drake P3 profiles. 90% of persons profiled by Drake P3 report

If you are not using a Behavioral-Based approach you are better off not even interviewing. Protect your company from the hard to spot individuals that will never fit in. Behavioral Based interviewing is the most effective interviewing technique currently available, so that you will never get fooled again by the apparently perfect applicant.

accuracy levels exceeding 90% . And attempts by job candidates to manipulate Drake P3 are detected, by state-of-the-art faking detection mechanisms, developed by Richard I. Lanyon, Ph.D., Psychology Department Chairperson, Arizona State University.

Managers utilize the Drake P3 "Success Template" as a starting point for impartially comparing job candidates. Managers quickly see the behavioral strengths and challenges of individual candidates. Managers will benefit from the performance-relevant, individual candidate-specific, behavior descriptive interview questions generated by Drake P3, and be able to effectively probe candidates for personality trait flexibility as necessary. Behavior-Based Interviewing is the most effective interviewing technique currently available, so that you will never get fooled again by the apparently perfect applicant.

Leaders are often unable to interview effectively. The importance of interviewing as a management practice is often overlooked, and potential leaders are often not taught this key managerial art. Organizations feel that it is something managers are expected to know, or that only comes with experience. Couple that feeling with the average ego and you get, "It's easy enough to interview; I know a good one when I see one; it's sort of a gut feeling." Today, many leaders are struggling to come to terms with the final costs of self-deception, before it is too late.

A company's personnel is its heart, though traditional accounting methodologies have consistently denied the workforce an assessable value. A company may have the best plant and equipment available, but how much knowledge and dedication, how many skills and personalities does a company need to survive and prosper? It is the people who make or break an organization, who produce and ship the

product, who perform the service. To talk of the body corporate is to talk of its lifeblood, the workers, those who are managed, is the heart of any business. Your workforce is priceless.

Yet the leader's life is a running battle, frequently fought with inherited troops and their marginal competency and/or bad attitudes. Few ever ask or are given the opportunity to clean house, and less than two in ten are ever encouraged to attend a seminar or read a book about prudent hiring practices. The end result? We staff and maintain our companies as amateurs. When you do get the opportunity to bring someone on board, it is worth the investment to do it right.

A labor department study shows that 50% of new hires last only six months in their new jobs. Common sense tells you that some of these hires were superstars and were rapidly promoted; a good portion of the others either quit or were fired. That's the good news: at least decisions were made in all these instances. What about the rest, the great mass of people who just scrape by over the years, being reassigned, missing deadlines, spreading discontent, and impacting your culture in a negative way?

The Drake P3 system allows you to discover where the problems are before you hire them into your company. It also gives you a legally defensible methodology for your hiring process. Managers feel safe knowing Drake P3 meets federal guidelines for equal employment opportunity and adverse impact. They can also feel safe in the knowledge that this process is a legally defensible methodology for selecting employees. Each of our installations comes with a legal opinion letter from Dr. James Gladden in which it states: *"In over 2,000 installations worldwide there has never be a case against the Drake P3 showing adverse impact"*.

You can also feel safe because built into the system is a faking scale which will measure if a candidate is trying to fool the communication survey.

You can also feel safe because built into the system is a faking scale which will measure if a candidate is trying to fool the Communication Survey. The system is smart enough to know if someone is trying to mark only the socially desirable traits for a given position. A manager can feel confident that they are getting an accurate insight into who the person really is.

Step Four is designed to make sure the system you put in place continues to learn. We have built into the Success Template a validity process that checks out the results of the job experts. When you bring on new hires that turn into superstars you can add their data straight into the Success Template so the system can keep on refining itself. Another validity process is that with each Communication Profile the candidates rate the accuracy of the Communication Report so that the Drake P3 system is constantly receiving feedback as to its accuracy. We are also involved in ongoing research to improve the accuracy of the Communication Profile. Each interviewer can evaluate the effectiveness of the interview and we offer a variety of on-going validity processes custom-designed for each organization.

The Drake P3 System is just that, a system. We statistically raise the odds on hiring the best, not because of any one element in our methodology but because of the overall system. We raise the odds of selecting the best because you know exactly what you are looking for each position through our success template process. You raise the odds because you will attract the best candidate through behavioral descriptive advertising. Behavioral descriptive advertisements will resonate at the unconscious level with those candidates who will excel in this position. You raise the odds through Behavioral Descriptive Interviewing shown to be over 400% percent more effective than traditional interviewing. You raise the odds with understanding behaviorally who a candidate is, with 90% of the people ranking their profile 90% or above

accurate. You raise the odds on the overall system because it has its own built-in feedback system, so your process is always growing and learning. With the Drake P3, you can expect productivity of new hires to rise. Because Drake P3 reliably identifies job candidates with the greatest potential for success your managers will spend less time replacing, and more time producing. Employee turnover resulting from personality conflicts and behavioral shortcomings will be less frequent amongst people hired after implementation of the Drake P3 process. It is not any one process that makes the Drake P3 a systems approach to hiring, yet it is the combination of all the elements that will allow you to select the best.

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