Is Your Hiring Old School?
Who’s better suited for the job?
Sign Your Name
Objective
A challenging and rewarding position in a public accounting firm.

Summary of Accomplishments
- Fundamental accounting knowledge
- Efficient, detail-oriented, highly organized
- Strong analytical and problem-solving skills
- Proficient in computer accounting program

Experience
Accountant
2007 - Present

Responsible for monthly billing totaling $2M. Preparing and maintaining revenue recognition reports. Responsible for preparing and maintaining sales and revenue recognition reports. Collaborated with the Accounts Payable department to improve efficiency and accuracy in the process.
April 8-New York Times article by Jason Dana, Assistant Prof of Management at Yale School of Management
What does PI measure?
If your mission is to climb a tree...

Are you better off?

Hiring a squirrel?  Training a horse?
- Add Objectivity
- Improve Probability of Success
The Process

• Solid Job Description
• Skills, Knowledge and Ability
• Create Job Assessment-Performance Requirement Options-PRO
• Ask Finalists to complete self Assessment-PI
The Process

- Compare the PRO and the applicants PI
- Pattern Combinations
- Establish Fits and Gaps
- Generate interview questions
• Steady, even pace of activity, Large degree of predictability
• Well-defined processes and procedures exist to perform activities
• Helpful, "service" orientation
• Strong focus on repeatable, very high-quality results
• Cautious, by the book, decision-making is required
• Communication is factual, polite, and professional in nature
• Little delegation of details is required
Identify Fits and Gaps

Candidate

PRO (target)

PRO for: SCH - Human Resources Assistant Date: 7/30/2012

Features of Predictive Index
Behavioral Interview Questions

The PRO describes a person who possesses a calm, relaxed, deliberate personality.

Describe a time when you had to handle an angry (or distraught) customer, co-worker, or boss.

What was your initial reaction?
What approach did you take?
What technique(s) did you use to interact successfully with them?

Did your approach/techniques work?
If not, what would you have done differently?
The Four Drives (Factors)

- **A**: Dominant
  - low (relative to norm)
  - norm (average)
  - high (relative to norm)

- **B**: Extroverted
  - low (relative to norm)
  - norm (average)
  - high (relative to norm)

- **C**: Patient
  - low (relative to norm)
  - norm (average)
  - high (relative to norm)

- **D**: Formal
  - low (relative to norm)
  - norm (average)
  - high (relative to norm)

for control
to connect
for stability
to be correct
High versus Low?

Farther from Norm = behaviors are more intense / consistent
The A Factor measures the drive to exert one’s influence on people and events.

LOW A BEHAVIORS
- Cooperative, agreeable, unassuming, unselfish, service-orientation, modest, seeks harmony, risk averse, prefers stable or familiar environment

HIGH A BEHAVIORS
- Confident, independent, competitive, self-starter, “take-charge”, creates change, resourceful problem-solver, ego driven, result-oriented, venturesome
Drive to exert influence on people and events
The B Factor measures the drive for social interaction with other people.

LOW B BEHAVIORS
Introspective, serious, reserved, needs some privacy, analytical, imaginative, reflective, skeptical, task oriented, matter of fact, cautious around new people.

HIGH B BEHAVIORS
Outgoing, a good mixer, optimistic, enthusiastic, persuasive, empathetic, gets things done working with and through others, needs to be liked, sociable, delegator.
Drive for social interaction with other people
The C Factor measures the intensity of a person’s tension and pace

LOW C BEHAVIORS
Sense of urgency, tense, intolerant of delays, impatient for results and with routines, able to adjust quickly to change, communicates pressure, fast paced

HIGH C BEHAVIORS
Patient, stable, consistent, steady, deliberate, patient listener, calm, unhurried, comfortable with the familiar, inclined to accept things the way they are (slower to change)
The intensity of a person’s tension & pace

PI for: Frank Aloise Date: 5/27/2010

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The D Factor measures the drive to conform to formal rules and structures.

**LOW D BEHAVIORS**
Informal, more concerned with results than the how, delegates detail, casual, open to new ideas, non-conforming/independent, tolerant of risk or uncertainty

**HIGH D BEHAVIORS**
Conscientious, careful, detailed, “by the book”, respectful of and confident in the established or proven way, a worrier, tight control, cautious, specialist, self-disciplined
The drive to conform to rules & structure
Team Effectiveness

• Understanding the differences
• Adapting styles
• Growing the team with a plan
Managing the Team

• Communication Styles
• Employee Engagement
• Improve Retention
Considerations for Assessments

- Validity
- Report Only
- Job Analysis Component
- Consultant Support
- Online Access
- Ease of Use
- Professional Interpretation
- Leadership Development
- Succession Planning
- Begin with the end in mind
- It’s expensive to replace people
- Have a plan/process
- Promote based on fit for next position
- Create the right environment
Questions, Comments, Complements

Springside Chestnut Hill Academy
Frank V Aloise, Jr, CFO
Liane Faermann, Director of Human Resources