
Raising Your Hiring IQ Your **HQ**

How to Get the Right People in the Right Jobs



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your vision. realized.

Have you ever made a hiring mistake?

most of us have . . .

“The ability to make good decisions regarding people represents one of the last sources of competitive advantage since very few organizations are very good at it.”

Peter Drucker



WHY?

The normal selection
process is flawed!



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Most Common Selection Process

Resume

Smart
People
Interviewing

Your Name
Street Address • City, State or Province, Zip
Phone Number • email_address@email.com

OBJECTIVE or SUMMARY
A resume Objective or Summary can help describe the value you bring to a prospective employer and entice a hiring manager to read your resume.

SKILLS SUMMARY

- Six years experience as an office assistant supporting two senior managers in Finance and Marketing.
- Exceptional computer knowledge for analyzing reports in Excel and for building PowerPoint presentations.
- Experience with coordinating meetings within various financial departments.

SKILLS AND EXPERIENCE

SKILL GROUP TITLE

- Action words + Keywords + Skills + Knowledge
- Be specific using numbers and percentages.

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EDUCATION AND TRAINING

Example Education
B.Sc., Computer Science (High Honors), University of British Columbia, 2002.
George Brown College, 1996-1998, Liberal Arts.
Continuing Education classes in: Microsoft Office, Accounting 1, Internet Fundamentals.



Consistently
Right Hire

**Why doesn't this
process get
consistently good
results?**





Snap your fingers.

Research show that we form first impressions in the little amount of time it takes to snap our fingers.





**Most Interviewers'
judgment is
clouded by**

*The
Halo Effect*



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The Halo Effect

A classic finding in social psychology first identified by Edward Thorndike in 1920. The *halo effect* happens when one good aspect of a candidate (e.g. likability) makes the candidate look good in other areas as well — we attribute other positive traits even though we have no specific information.

Likability is certainly important.

Likability generally does not equate to
job fit.



Job Fit is a function of:

Eligibility: skill, experience training

+

Suitability: inherent qualities that
help you excel in a job





The missing piece of the job fit puzzle is
suitability

How do you assess suitability?



Advances in assessment technology provide reliable, in-depth data on an individual's basic strengths, weaknesses and motivations as they relate to a specific job.



Criteria for a Good Job-Matching Assessment:

1. Assessment is job-related
2. Based on job performance research (actual performance of broad number of people over multiple years)
3. Does not discriminate based on age, sex, race, natural origin or religion
4. Easy to administer
5. Easy to understand

of traits is important. Some measure 10 to 30. Others over 100.



not







Job Success Analysis

Ellen Reid
For Logan Loomis, LLC
Completed: 08/01/2017
Compared to: Primary School Teacher (Moderate experience) #1A-560-WM
v03/15/2015

Harrison Assessments Suitability

This section includes work preferences and tendencies that you have selected for this job. The score to the right of each factor shows the applicant's score as calculated for each trait.

The green, yellow or red ball in each graph indicates the degree of positive (green) or negative (yellow and red) impact that the factor is predicted to have on job performance. The ball is always inside a bar graph, which indicates the potential range of impact that the factor can have on performance. Note that the bar graph can have a different length for each factor. The lengths and positions of the bars are determined by the weightings you have given to each trait in the Job Success Formula setup.

The questionnaire includes a technological "consistency detector" that indicates the reliability of results by analyzing the consistency of the answers on the questionnaire. Ellen's consistency score is 85 which indicates that Ellen is 85.0% consistent in answering the questionnaire. This indicates a high likelihood that Ellen was truthful, accurately self-aware, and able to concentrate on the questionnaire.

Overall Percentage of Suitability Fit = 86%



Essential traits (in order of importance)

Essential traits are traits in which higher scores generally relate to better performance.

Teaching:

The enjoyment of instructing, training, or educating others.
Narrative: Ellen is extremely interested in teaching or instructing others. Ellen's level of interest in teaching or instructing others will probably have a very positive impact on job satisfaction and/or performance.

Enthusiastic:

The tendency to be eager and excited toward one's own goals.
Narrative: Ellen tends to be quite enthusiastic about higher goals. If Ellen's goals are in alignment with the organization's objectives, she/he will probably have a drive to achieve those objectives. Ellen's degree of enthusiasm for higher goals will probably have a slightly positive impact on job satisfaction and/or performance.

Takes Initiative:

The tendency to perceive what is necessary to be accomplished and to proceed on one's own.
Narrative: Ellen will probably tend to take some initiative. If a great deal of initiative is required, it may be necessary to provide a little encouragement and guidelines related to the initiative that can be taken. In that case, Ellen is likely to respond. Ellen's degree of initiative is sufficient for this job.

Children:

The interest in working with children.
Narrative: Ellen is extremely interested in working with children. Ellen's level of interest in working with children will probably have a positive impact on job satisfaction and/or performance.

Helpful:

The tendency to respond to others' needs and assist or support others to achieve their goals.
Narrative: Ellen tends to be fairly helpful and conscious of others' needs. Ellen's degree of helpfulness is sufficient for this job.



Job-Fit Templates

- Elementary School Principal
- Kindergarten Teacher
- Preschool Teacher
- Primary School Teacher
- Secondary School Principal
- Secondary School Teacher
- Secondary School Arts Teacher
- Secondary School English Teacher
- Secondary School Math Teacher
- Secondary School Science Teacher
- Secondary School Phys Ed Teacher



Two Keys Insights for Assessing Performance Potential

1. Link between enjoyment and performance.
2. Too much of a good thing!

you

Think of something you don't like to do.

Question: How do you feel when you have to



you

Think of something you really like to do.

Question: How do you feel when you do it?



JOY PERFORMANCE THEORY



Employees who enjoy at least 75% of their job activities are

3X more likely to succeed

than employees who enjoy less than 75% of their job activities.



Then there are those people
who look like they have good
job fit . . .

A lot of promise early in
career.
Tenacious problem-solvers

Early string of success

BUT . . .

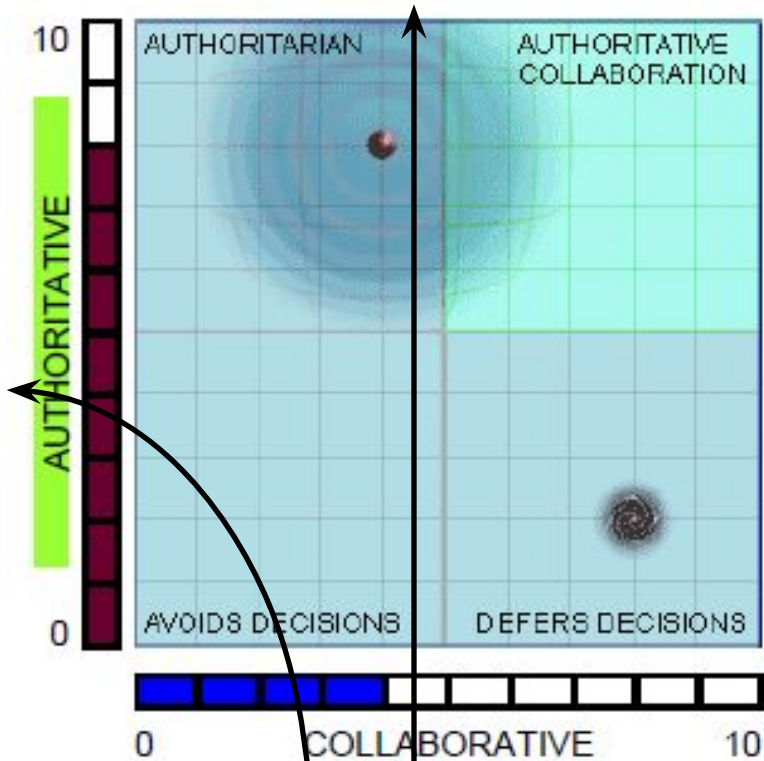




Too much of a good thing!

**It's a
PARADOX**

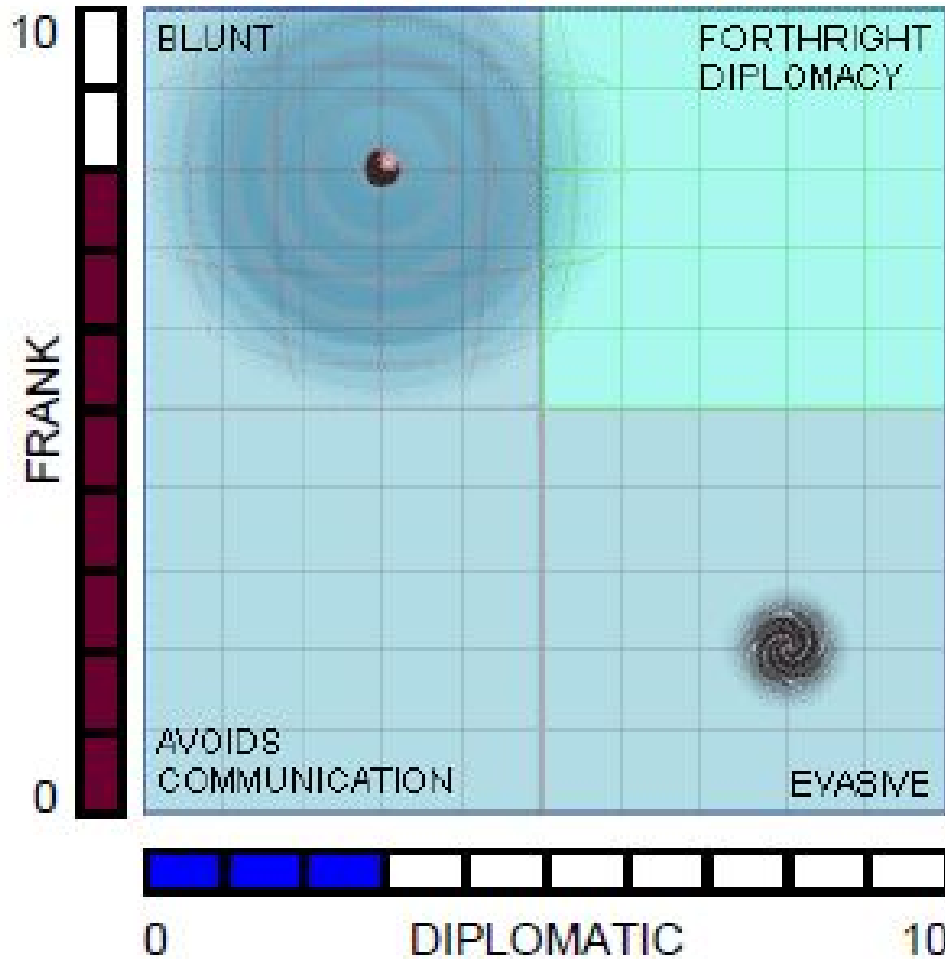
Executive Derailment Study
Center for Creative Leadership



Too much of a good thing

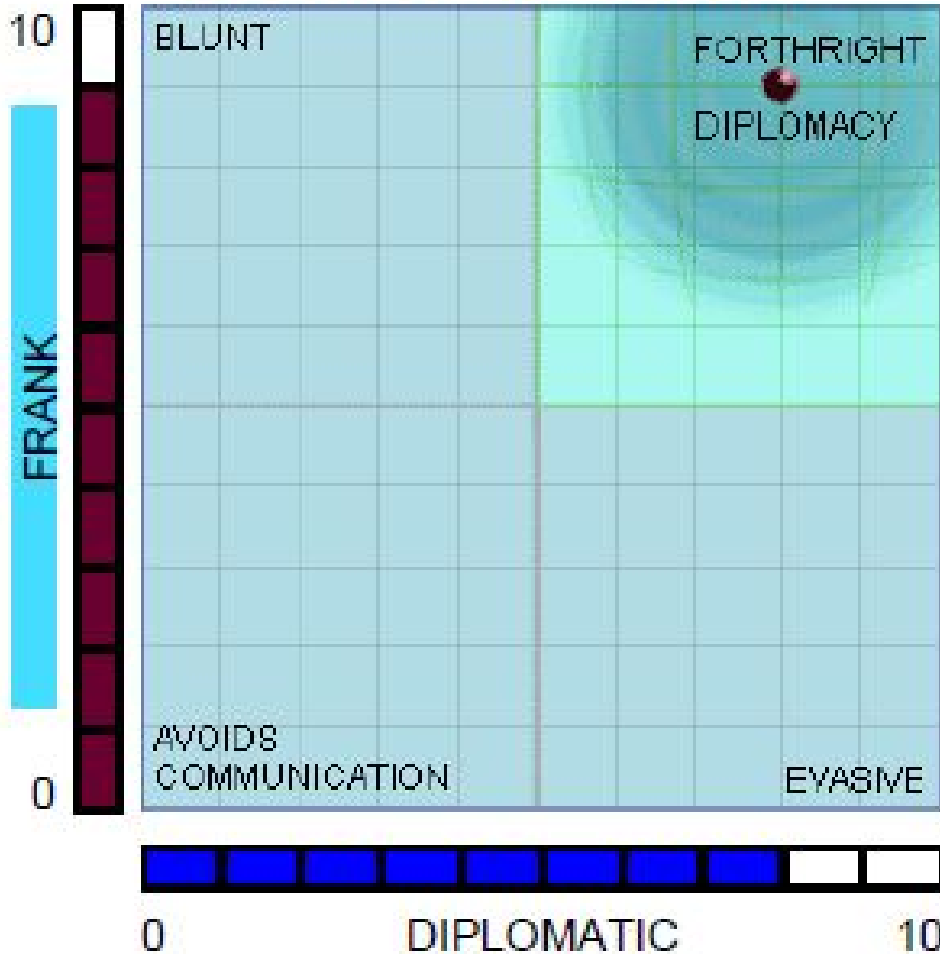
lack situational awareness

COMMUNICATION



Poor situational awareness

COMMUNICATION



Good situational awareness
Can be **frank** or **diplomatic** as the situation requires





Paradox Graph

Right, Mary
 For Harrison Assessments Int'l Limited
 Compared to: Human Resources Manager - All Functions #HA01-002 v05/21/2008

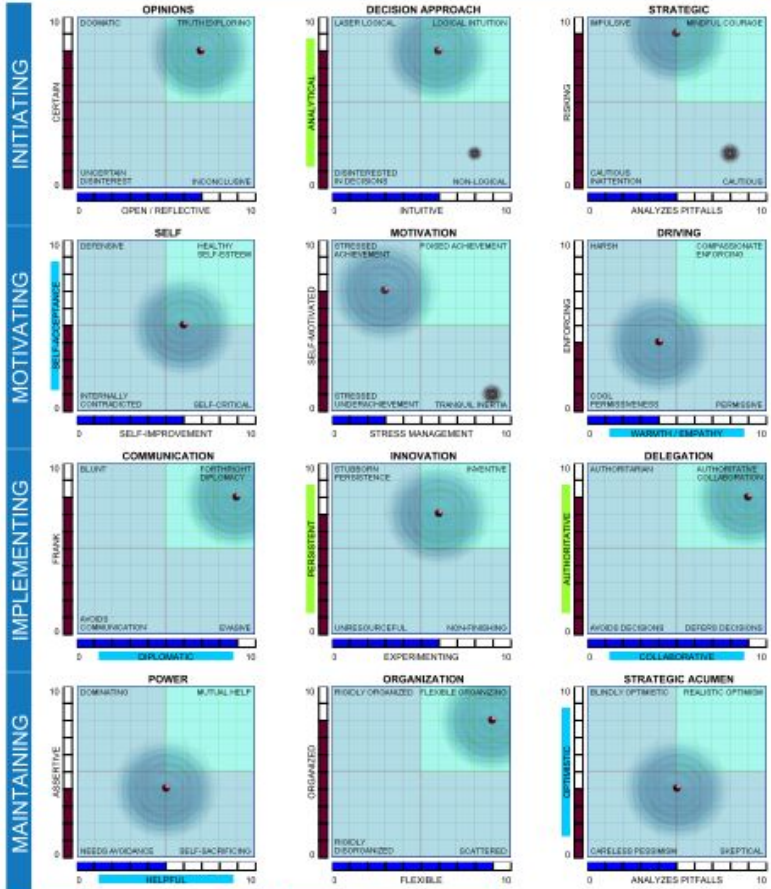
Assessment Taken: 06/10/2008

ASSESSMENTS

INTERPERSONAL

ACHIEVEMENT

LEADERSHIP

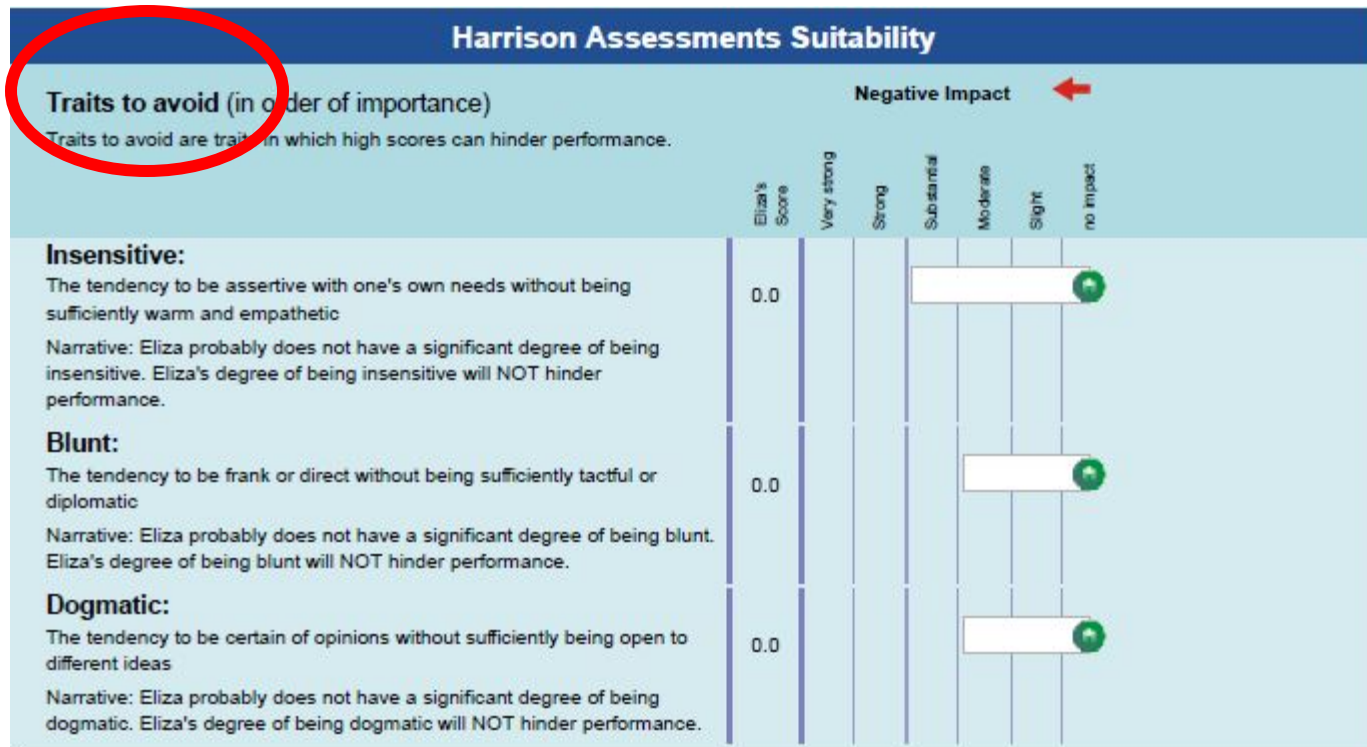


Essential Trait on this template

Desirable Trait on this template



Too much of a good thing!



Successful Selection Process

Resume

Job Fit Assessment

Smart People Interviewing

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Phone Number • email_address@email.com

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Consistently Right Hire

Eligibility

Suitability



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I wish you great success in
your future talent decisions!



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your vision. realized.