

New Personality Assessments and Team Building Enhance Recruitments and Selection “Integrated Performance Management-IPM”

By Rebecca Boartfield and Tim Twigg

Success in business is driven by people, and the degree of success achieved will ultimately depend on the people doing the driving.

One of the most challenging aspects of managing any business or practice is hiring the right people. When an employee is unsuccessful, low productivity and/or turnover is the result. Conservative estimates are that the financial impact of turnover is between \$10,000 and \$20,000 each time a turnover occurs, however this will vary from position to position and may be as much as two to three times the annual salary of the departing employee. This cost is a combination of both indirect and direct expenses such as: advertising, time for interviewing and checking references, training, agency fees, overtime, lost productivity and additional staff salaries.

In addition to the financial impact, there is emotional stress that is associated with turnover. While the employer has the burden of finding a replacement, staff members have to adjust to the effects of a missing team member. Some adjustments include: working longer hours, assuming additional duties and increased responsibilities. A recent survey of 444 companies revealed that the biggest consequence of making a bad hiring decision is a serious decline in employee morale.

Traditional methods of recruiting, which rely heavily on résumés and interviews to make hiring decisions, often do not provide enough information to effectively evaluate a candidate. The probability of selecting the right individual the first time increases as layers of multiple modes of evaluation are added.

Statistically, using a job interview as the principal recruiting strategy has a success rate of only about 14 percent. This increases to 26 percent when coupled with reference checking and to 54 percent when personality and abilities testing is added. When you add the factor of job-matching assessments, the hiring success rate increases to 75 percent. In addition, traditional methods of recruiting tend to focus too heavily on skills and experience, rather than the candidate's “fit” with the organization. This may be a mistake considering that skills can be taught and experience, unfortunately, does not always equate to proficiency or competency.

Given this information, you can see why personality and job-matching assessments are becoming more and more prevalent in the workplace. Forty percent of employers are estimated to be currently using some form of assessment, and the number is continually rising.

An important aspect to selecting and using any assessment tool is to ensure its validity. There are three different validity measurements: content, construct, and criterion-related. In order for an assessment to have content validity the test must measure the skills necessary to the job. For construct validity, it must accurately assess if the candidate has the traits needed for job performance success, and criterion-related validity is demonstrated if there are statistics that support the relationship between the test scores and the anticipated job performance.

IPM from Bent Ericksen & Associates

The Integrated Performance Management (IPM) System now available from Bent Ericksen & Associates is a personality assessment system for employers who desire to improve their recruiting methods and increase their odds of hiring the right person the first time. IPM uses personality assessment and behavioral management principles to provide you with state-of-the-art tools for recruiting, screening, interviewing, performance appraisal, coaching, communication and team building.

IPM Overview

The IPM system is highly accurate and has been statistically validated. Recent field studies reveal that 96% of respondents rate their IPM profiles 90% accurate or higher. Convenient & easy-to-use IPM technology measures work-relevant traits and generates powerful, in-depth reports presented in plain English—all from a simple online survey. The technology is web-based, so that it is immediately accessible for candidate evaluation.

Targeted Interview Questions

The IPM System provides structured and targeted interview questions that are designed to elicit meaningful and job-relevant responses from candidates. Research has shown that behavioral based questions dramatically increases the predictive value of any candidate interview.

As a web-based program the IPM system is easy to use. It takes an individual approximately 10-15 minutes to answer the questionnaire which produces a brief summary of his/her personality profile. The full profile report is also available, but it is only viewable to authorized persons.

- IPM is flexible and comprehensive. Once the candidate or employee has taken the assessment, it can be used for a variety of individual and group reports such as: candidate ranking, manager-to-staff/candidate profile comparison, peer-to-peer profile comparison and team communication styles. All of the reports generated are set in a positive tone and are informative without being overly complex or difficult to understand.
- An employee/candidate's assessment will contain detailed information on the following personality characteristics:
- High and Low personality traits: how the different traits (Dominance, Extroversion, Patience, Conformity) influence behavior
- Motivational needs: primary motivators and de-motivators that impact productivity
- Decision-making style
- Leadership style
- Emotional intelligence
- Conscientiousness
- Environmental/role adjustments: details how much the candidate is reducing or increasing certain traits in order to adjust to pressures in their current job
- Current stress level
- Current energy level
- Proactivity: measures how likely an individual will intentionally and actively create change in the work environment

- Self-monitoring: measures two dimensions of personality; behavioral flexibility (ability to “flex” their workplace behaviors) and career mobility (degree to which they are comfortable performing a wide variety of roles)

Ideal Profiles

Bent Ericksen & Associates has compiled composite profiles for hygienist, assistant, and administrative positions specifically for the dental profession. The profiles were created by enlisting high achievers in each position nationally to complete the personality assessment. The data collected was then used to create a profile of ideal personality traits needed to be successful in the varying positions.

As a recruiting technique, this assessment empowers employers to be able to effectively match the behavioral tendencies of candidates with the behavioral requirements of specific dental positions. Using the candidate-to-job matching module, the candidate’s profile is paired against the appropriate composite profile. This enables the employer to visually see how the candidate’s personality traits match the ideal personality traits needed.

In addition to having in-depth insight to the candidate’s personality and an understanding of how the candidate matches to the composite profile, a set of specific behavioral-based questions, are provided and can be used for greater interviewing success. The questions are designed to further reveal potential behavioral challenges of individual candidates based on what is known from the composite profile and how that individual’s traits match that profile. The result is a comprehensive analysis of factors leading to compatibility, performance, ability to adapt/flex, and likelihood of job success. When these are coupled with other components of the hiring process, the employer is able to make the best hiring decision possible.

In addition to its “Selection Expert” component, IPM comprises two augmenting systems, the “Management Expert” and the “Team Expert” which are designed to address specific organizational needs. The “Management Expert” component provides comparison reports between an employer/manager and staff members that assist in understanding the strengths and challenges in relationships with each other. This helps build a more effective workforce by opening and enhancing lines of communication, resolving conflict more effectively, creating more productive and cooperative teams and motivating people to achieve their potential.

The “Management Expert” also enables the doctor to more effectively manage staff by:

- Learning how his/her staff are adjusting their behavioral tendencies and personalities to meet the demands of the job, and
- Discovering whether his/her staff has their most important needs met.
- The “Team Expert” component provides suggestions for interacting most effectively with other team members. This enhances cooperation and understanding among team members and dramatically improves the team’s overall effectiveness.

Bent Ericksen & Associates has IPM certified consultants on staff and throughout the country to assist you. With each assessment, a certified consultant will work closely with you and guide you throughout the entire process.

In summary, bad hiring decisions can and should be minimized. The financial and emotional impacts are too great to continue down the same, tired path. The best way to improve hiring success is to utilize advanced recruiting methods that incorporate candidate, job-match assessments like IPM.