

# Labor Storm Alert

Workforce Trends, Forecasts and Solutions from Success Performance Solutions

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## Fifth Generation Assessment Tools Re-Tool Team Building

Personality tests have been used for team building since World War I. Now with the advent of fifth generation assessment tools, cognitive abilities, interests *and* personality are incorporated into an evaluation that evaluates the whole person, not just their type or style.

What is the difference between cognitive abilities, interests and personality?

- *Cognitive*—Can the person do the job?
- *Interests*—Is the person interested in doing the job and why will he/she do the job?
- *Personality*—How will the person do the job and does he/she have what it takes to do the job and fit the culture?

Fifth generation assessment tools put specific information about individuals and how well they fit the team into the hands of a manager with considerably more accuracy and reliability than ever before. This level of specificity has elevated team building to team engineering.

### 10 Reasons Why Successful Businesses Use Behavioral Interviewing

1. More accurate (see page 2)
2. Reduces cost-to-hire (see page 2)
3. Acquires relevant information to make a hiring decision
4. Ensures a fair selection process
5. Ensures a good match between candidate and job
6. Ensures that interviewers ask job-related questions
7. Ensures the interview complies with the law
8. Provides a systematic approach
9. Provides objective data
10. Results in shorter training and lower turnover

No assessment tool or process is 100% reliable or valid. All are subject to errors, both in terms of measuring job-relevant characteristics and in predicting job performance.

Experts agree, however, that the whole person approach has a much better chance of accurately predicting job performance.

Using a variety of tools—resume evaluation, behavioral interview, employment tests—to measure skills, abilities and other job-relevant characteristics provides you with a solid basis upon which to make important career and hiring decisions and minimize adverse impact liability.



### Case Study: How One Organization Saved \$300,000

A health care system had to face two major problems—an extremely high turnover rate and the toll that high turnover rate was taking on productivity and quality of care.

The HR staff decided to reexamine its employee selection process because employee tenure was low and those who did stay were not performing well.

The HR staff selected a battery of tests to measure the following dimensions of applicants:

- Reliability and responsibility
- Administrative skills
- Cognitive Skills
- Interpersonal Skills
- Motivation

The result:  
\$300,000 Annual Cost Saving from reduced turnover and increased productivity.

Employees leaving or not meeting expectations? Call us today.

### LIAR, LIAR.....

Job applicants in 2001:

- 57% lie about their duration of previous employment.
- 35% lie about having higher education.
- 23% have used other names.
- 9% lie about criminal convictions.
- 6% supply false Social Security numbers.

Source: Don't Hire a Crook

The odds of an employee winning a discrimination suit were recently as high as 65%, with an average award of \$204,310.



136 W. Main St.  
Leola, Pa. 17540

(717) 656-4632 ■ 1-800-803-4303  
(717) 656-7816 FAX  
email: [iwolfe@super-solutions.com](mailto:iwolfe@super-solutions.com)  
<http://www.super-solutions.com>

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**Are You Ready to Be The Digital Manager?**

A recent study by Accenture identified these six managerial capabilities crucial for success and the skills required to do the job well.

**Partner successfully.** Important skills are:

- Identifying and evaluating partners
- Building long-term relationships
- Negotiating

**Make decisions faster.** Important skills are:

- Willingness to make difficult decision
- Willingness to admit mistakes and make corrections quickly
- Ability to balance the need for speed against the need to be right

**Learn voraciously.** Important skills are:

- Thinking in non-traditional ways
- Analytical thinking
- Constantly looking for options and opportunities and weighing risk

**High technology IQs.** Important skills are:

- Recognizing technology strategies that are vital to meeting corporate objectives
- Keeping abreast of emerging technologies
- Developing a network of technology experts

**Anticipate market changes.** Important skills are:

- High degree of curiosity—continually asking: what if?
- Making sense of uncertainties
- Willing to take calculated risks

**Be a talent manager.** Important skills are:

- Keen ability to attract and retain talent
- Aligning people with organizational objectives
- Managing emotions in high-pressure and high-stress situations
- Managing career expectations for self and employees

Source: TD, December 2001

**Solutions for Challenging Problems**

Employers who view assessments as only hiring tools are missing the tremendous opportunity to solve many of their most frustrating and complex problems.

Typical situations where assessments play a key role in improving profitability, controlling costs, and increasing productivity are:

- Poor profitability
- High turnover
- Low retention rate
- Low morale
- Conflicts among team members
- High number of customer complaints (internal and external)
- Low productivity
- Ineffective management or leadership
- High rates of accidents, mistakes, errors
- Mergers and acquisitions
- Career and succession planning

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**To Match or Not to Match—There Really Is NO Question!**

**High Turnover Industry**                      % who quit or were fired

People with job match after 6 months	24 %
People without job match after 6 months	46 %
People with job match after 14 months	28 %
People without job match after 14 months	57 %

**Low Turnover Industry**

People with job match after 6 months	5 %
People without job match after 6 months	25 %
People with job match after 14 months	8 %
People without job match after 14 months	34 %

Source: Harvard Business Review

**How to Hire with More Accuracy for Less Cost**

Type of Interview	Cost per Hire	Right hire % per 100	Real cost for right hire
Traditional Interview	\$7,500	14%	\$53,571
Team Interview	\$7,500	35%	\$21,429
Behavior Interview	\$7,500	55%	\$13,636

Source: The Tax Advisor, September 1996

**Then and Now**

	1961-65	1991-95
1. Percentage of women who worked during pregnancy.	44.4	66.8
2. Percentage of women who returned to job within six months after first child	13.7	52.3
3. Percentage of women who worked during pregnancy and then quit job	62.8	26.9

Source: Census Bureau

**The Cyber Water Cooler**

Several new studies point to the misuse of email as a source of lost work hours. Email misuses include:

- Flirting with colleagues
- Gossiping
- Planning one’s social life
- Forwarding jokes
- Seeking new employment
- Visiting inappropriate Internet sites

Source: TD, December 2001

**Balancing Act: Family and Career**

Percent of women who worked while pregnant between 1991-95:  
 Bachelor’s degree or more: 87.1  
 High school graduate: 60.2  
 Less than high school graduate: 28.6

White: 70.3  
 Asian/Pacific 58.4  
 Black: 50.4  
 Hispanic: 44.0

Source: Census Bureau

**No Peekie, No Touchie**



31% of female workers and 7% of male workers claimed to have been harassed at work.

Source: Louis Harris and Associates

Legal fees for defending a sexual harassment case in court average about \$250,000 and judgments routinely exceed \$1 million.

Source: Capstone Communications

**Are Olympic Athletes One Talent Wonders?**

Discipline and the ability to work under intense pressure are often considered competency requirements to succeed in management today.

A recent survey may indicate there is more to it. The majority of retired Olympic athletes in their prime earning years (ages 45 to 54) have yet to fulfill their aspirations according to a Harris Poll commissioned by Monster.com.

It seems that the discipline of training for the Olympics and the ability to perform under intense pressure may be important competencies for athletic competition but not enough to win in the workforce.

One skill not taught is contingency planning. You train, you compete, you are done. For many there is no life after the Olympics. Dedication and hard work may have been enough in the old workforce but additional and new talents are required to ignite the flame of life’s passion in today’s workforce.

Career and skills development just don’t happen. If you’re thinking about a career switch or looking for the career path that really excites you, call us about **Success Discovery**.

**You CAN fool all the people some of the time**

At least half of all new hires in US businesses don’t work out.

Source: Fortune Magazine, February 7, 2000.

30% of business failures are due to poor hiring practices.

Source: Department of Commerce

**Why Traditional Interviews Are Unreliable**

Why do people hired by the same methods, doing the same job, and managed by the same person perform so differently? Dependency on the traditional interview is a prime reason. Traditional interviews are historically and scientifically poor predictors of success on the job. Why?

1. Bias of the interviewer(s). No two interviewers assess the candidate’s responses the same way.
2. Candidate’s responses are affected by the environment in which they are interviewed and by the rapport established with the interviewer.
3. Many questions don’t accurately measure what you want them to measure.
4. The responses sound and feel good but they aren’t predictive of job success.

*A manager who hires a person without a natural match and thinks he can overcome the new hire’s shortcomings with training might as well be trying to train a rabbit to swim or a fish to fly rather than hire a fish and a bird in the first place.*

**What do leaders REALLY do?**

*They don't make plans; they don't even organize people. What leaders really do is prepare organizations for change and help them cope as they struggle through it.*

Leaders lead by:

- Setting a direction
- Aligning people
- Motivating and inspiring

**What do managers REALLY do?**

*Managers bring a degree of order to the complexity and consistency to key dimensions like quality and productivity.*

Managers manage complexity by:

- Planning and budgeting
- Organizing and staffing
- Controlling and problem solving

Source: HBR, December 2001

**Speaking and Training Schedule**

**December 19, 2001**

**Success Discovery**—career development and transition workshop for individuals out of work, burned out, re-balancing work and home life, or just trying to re-energize.

**6:30 PM to 8:00 PM**

Call 717.431.2027 to reserve a seat

**First Quarter 2002**

January 6—11, 2002 (Re-scheduled)

**Hong Kong (China) Productivity Council**

How to Match, Manage and Motivate Employees  
 Attacking the Attitude Virus  
 Successful Career Planning  
 Appraising People and Performance  
 Coaching, Training and Delegating  
 Thinking Clearly & Analytically  
 Making Decisions, Weighing Risk

February 8, 2002

**International Home Builders Show, Atlanta**

February 12, 2002

**Traverse Area SHRM, Traverse City, MI**

February 20 and 27, 2002

**Using the Internet to Match, Manage and Motivate Employees**

**HACC Campus, Lancaster**

March 21, 2002

**MD ASTD—Columbia, MD**

See Managing to Excel Workshops (next column for additional programs and workshops)

**Getting A Fresh Perspective on Effective Management**

Most leaders have one thing in common—an unending desire to improve, grow and learn. Soliciting feedback to know where you have been in order for you to move forward is an essential ingredient in career and personal development. For leaders, managers, and supervisors *Perspectives* may be just the answer.

*Perspectives* measures management skills based on well-researched competencies. The Perspectives competency model defines 17 competencies that describe both what successful managers do (e.g., plan and execute, solve problems, make decision) and the characteristics that enable them to do it—that is, how they do it (e.g., through the use of flexibility and communication skills).

The 17 competencies are clustered around five key areas of leadership: Administrative, Communication, Supervisory, Cognitive and Leadership Focus.

Wanting to improve your managerial effectiveness? Start with a fresh *Perspectives*.

**Managing to Excel Supervisory and Managerial Workshops**

Program Title	LCCI	BT	MJ
Time Management and Prioritizing	1/30	3/11	3/27
Setting Goals and Standards	2/26	3/18	4/3
Planning and Scheduling Work	3/27	3/25	4/10
Listening and Organizing	4/23	3/4	3/20
Giving Clear Information	5/21	2/25	3/13
Getting Unbiased Information	6/25	2/18	3/6
Identifying and Solving Problems	7/24	4/1	4/17
Making Decisions, Weighing Risks	8/21	4/8	4/24
Thinking Analytically	9/18	4/15	5/1
Training, Coaching and Delegating	10/23	4/22	5/8
Appraising People and Performance	11/13	4/29	5/15
Disciplining and Counseling	12/11	5/6	5/22

LCCI—Lancaster Chamber of Commerce—8 AM to Noon

BT—Brownstown Campus of Career and Technology Center—6 PM to 10 PM

MJ—Mount Joy of Career and Technology Center—8 AM to Noon

**What's included:**

Each participant will receive a workbook and copies of slides utilized during each workshop. Each workbook provides learners with additional lesson content, as well as experiential activities, handouts and action-planning forms required to complete the course.

Each workshop participant will be responsible to create an individual action plan, to be shared with their managers, work team and stakeholders.

For more information, visit [www.super-solutions.com/excel.html](http://www.super-solutions.com/excel.html) and 717.656.4632 or call The Lancaster Chamber, 717.397.3531 or Career and Technology Center at 717.859-5102.