

Zach Adams

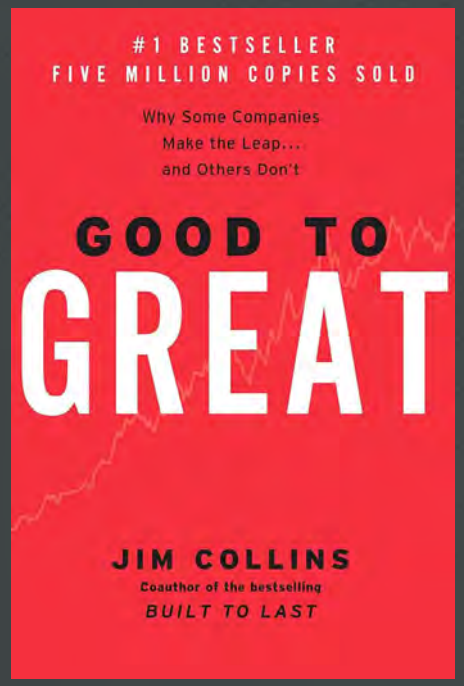
CEO & Chief Problem Solver



GENESIS
CONSULTING GROUP LLC

PI CERTIFIED SELECT Partner


GOALS
1. Challenge our norms
2. Questions
3. Thought provoking
4. Greater Self-awareness
5. Provide you 1-2 takeaways to improve your hiring process tomorrow!



Jim Collins

"People are not your most valuable assets; the right people are."



A frightening 46% of new hires fail within the first 18 months of employment.

Source: Leadership IQ 2023


50% of hourly new hires quit or are fired within their first 6 months
Source: Humetrics


Only 19% of new-hires can be declared as an unequivocal success or homerun
Source: Center for Creative Leadership


The right people live here
Hiring Manager



What Hurdles Are In Our Way

- Attracting the Right People
- Hiring the Right People
- Promoting the Right People


Attracting the Right People

The Challenge: Attracting Talent



Nutrition Facts / Datos de Nutrición

Serving Size / Tamaño de porción 3/4 Cup / 3/4 de taza (29g)
Servings Per Container / Porciones por envase About 32 / 32 aprox.

Amount Per Serving / Cantidad por porción	Cereal / Cereal	with 1/2 cup skim milk / con 1/2 taza de leche descremada
Calories / Calorías	110	150
Calories from Fat / Calorías de grasa	0	0
	% Daily Value / % Valor diario****	
Total Fat / Grasa total 0g*	**0%**	**0%**
Saturated Fat / Grasa saturada 0g	**0%**	**0%**
Trans Fat / Grasa *trans* 0g		
Polyunsaturated Fat / Grasa poliinsaturada 0g		
Monounsaturated Fat / Grasa monoinsaturada 0g		
Cholesterol / Colesterol 0mg	**0%**	**1%**
Sodium / Sodio 150mg	**6%**	**8%**
Potassium / Potasio 35mg	**1%**	**7%**
Total Carbohydrate / Carbohidratos totales 26g	**9%**	**11%**
Dietary Fiber / Fibra dietética <1g	**3%**	**3%**
Sugars / Azúcares 10g		
Protein / Proteínas 1g		
Vitamin A / Vitamina A	10%	15%
Vitamin C / Vitamina C	10%	10%
Calcium / Calcio	0%	15%
Iron / Hierro	25%	25%
Vitamin D / Vitamina D	10%	25%
Thiamin / Tiamina	25%	25%
Riboflavin / Riboflavina	25%	35%
Niacin / Niacina	25%	25%
Vitamin B_6 / Vitamina B_6	25%	25%
Folic Acid / Ácido fólico	25%	25%
Vitamin B_{12} / Vitamina B_{12}	25%	35%

* Amount in cereal; ½ cup skim milk adds 42 calories, 2mg cholesterol, 51mg sodium, 191mg potassium, 6g total carbohydrate (6g sugars), 4g protein. / Cantidad en cereal; ½ taza de leche descremada aporta 42 calorías, 2mg de colesterol, 51mg de sodio, 191mg de potasio, 6g de carbohidratos totales (6g de azúcares), 4g de proteínas.

** Percent Daily Values are based on a 2,000 calorie diet. Your daily values may be higher or lower depending on your calorie needs: / Los porcentajes de valor diario están basados en una dieta de 2,000 calorías. Sus valores diarios pueden ser mayores o menores dependiendo de sus necesidades calóricas:

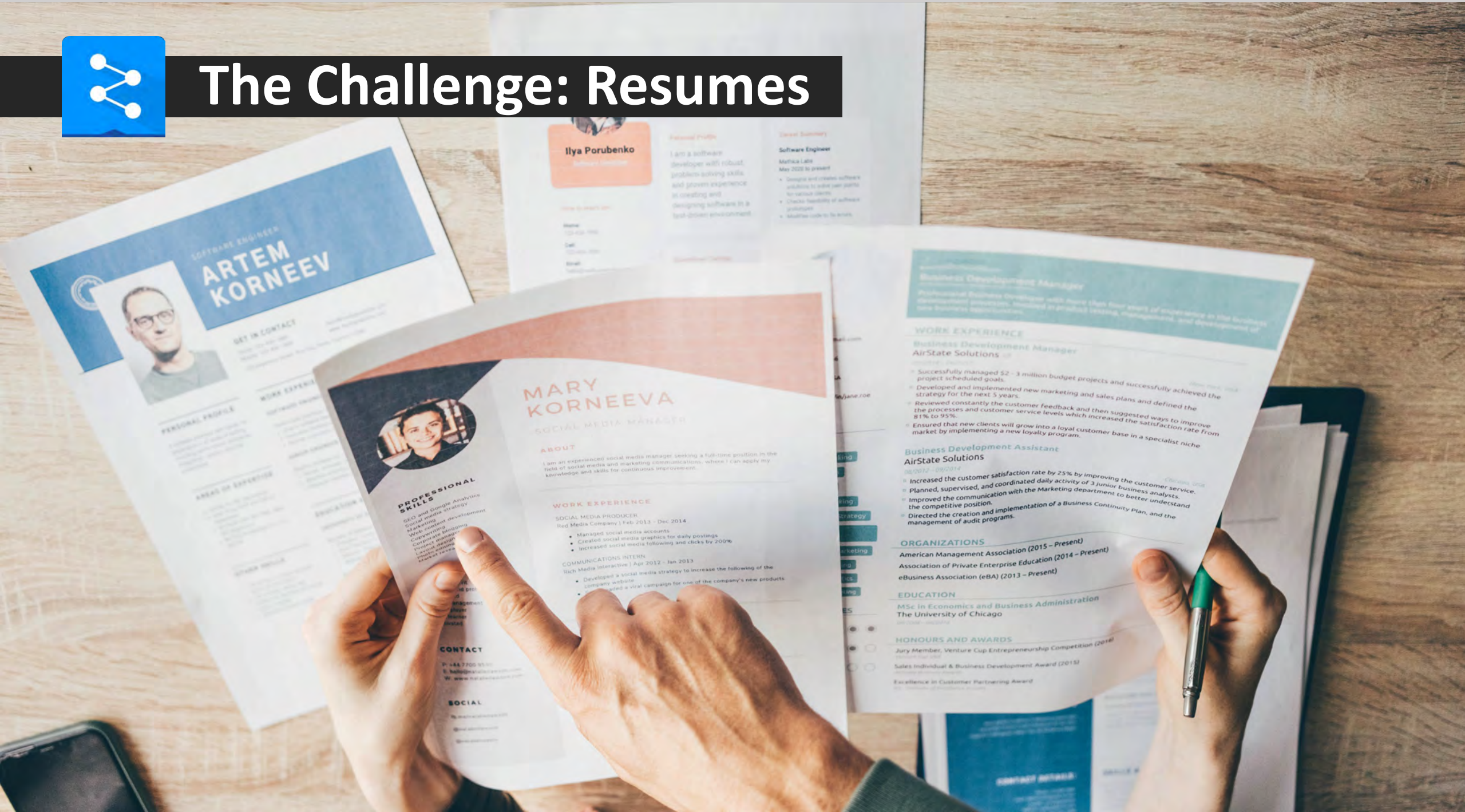
	Calories / Calorías	2,000	2,500
Total Fat / Grasa Total	Less than / Menos de	65g	80g
Saturated Fat / Grasa Saturada	Less than / Menos de	20g	25g
Cholesterol / Colesterol	Less than / Menos de	300mg	300mg
Sodium / Sodio	Less than / Menos de	2,400mg	2,400mg
Potassium / Potasio		3,500mg	3,500mg
Total Carbohydrate / Carbohidratos Totales		300g	375g
Dietary Fiber / Fibra Dietética		25g	30g

Why does our job ads look like an ingredients panel on the side of a cereal box?

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Hiring the Right People

The Challenge: Resumes



The Challenge: Interviews



The Challenge: Outdated Predictors

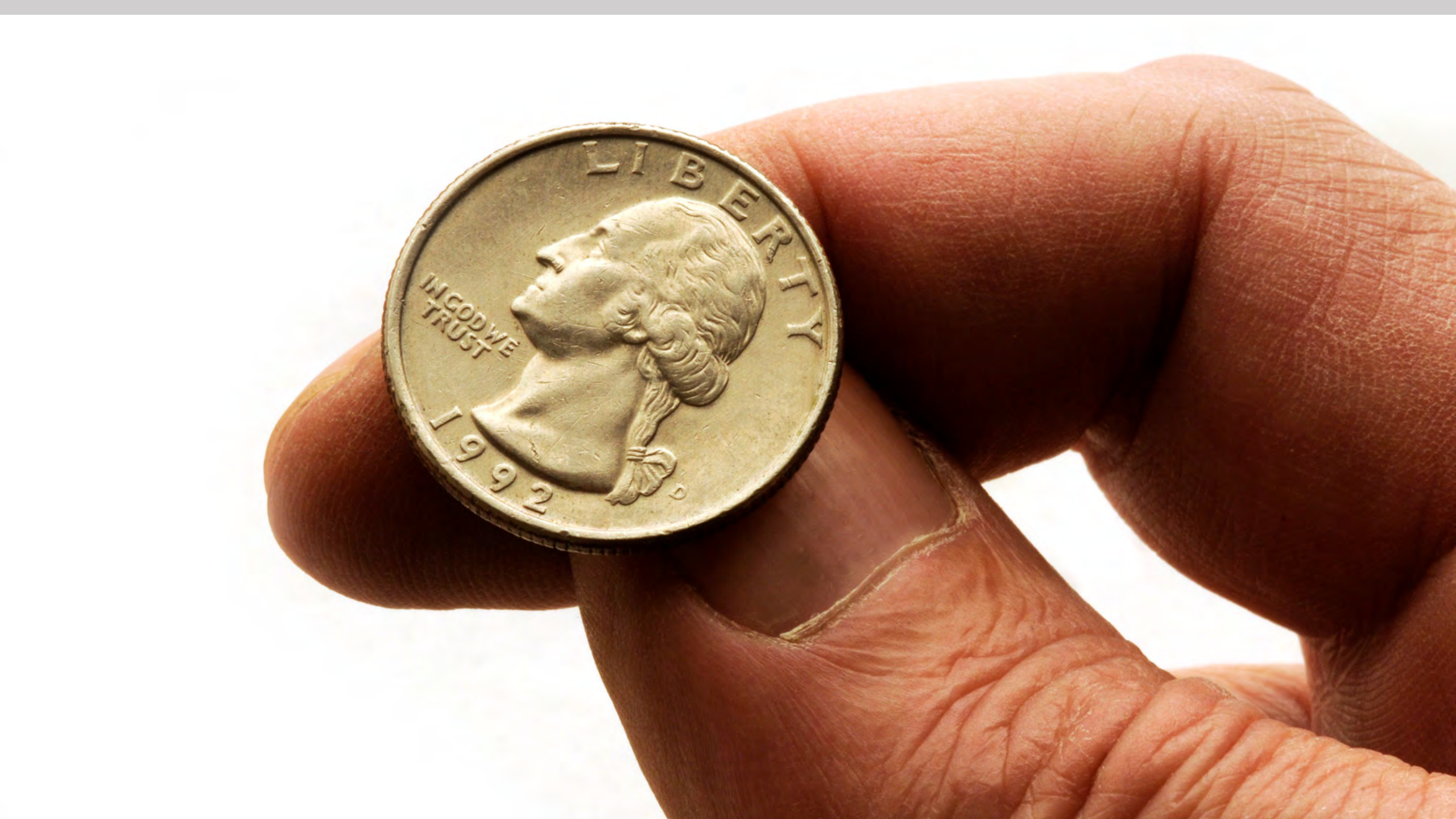
OK Predictors



POOR Predictors



Source: Schmidt, Frank L. and Oh, In-Sue and Shaffer, Jonathan A., The Validity and Utility of Selection Methods in Personnel Psychology: Practical and Theoretical Implications of 100 Years of Research Findings (October 17, 2016). Fox School of Business Research Paper. Available at SSRN: https://ssrn.com/abstract=2853669


LIBERTY
IN GOD WE TRUST
1992
D



Promoting the Right People

The Challenge: Vertical Ascension

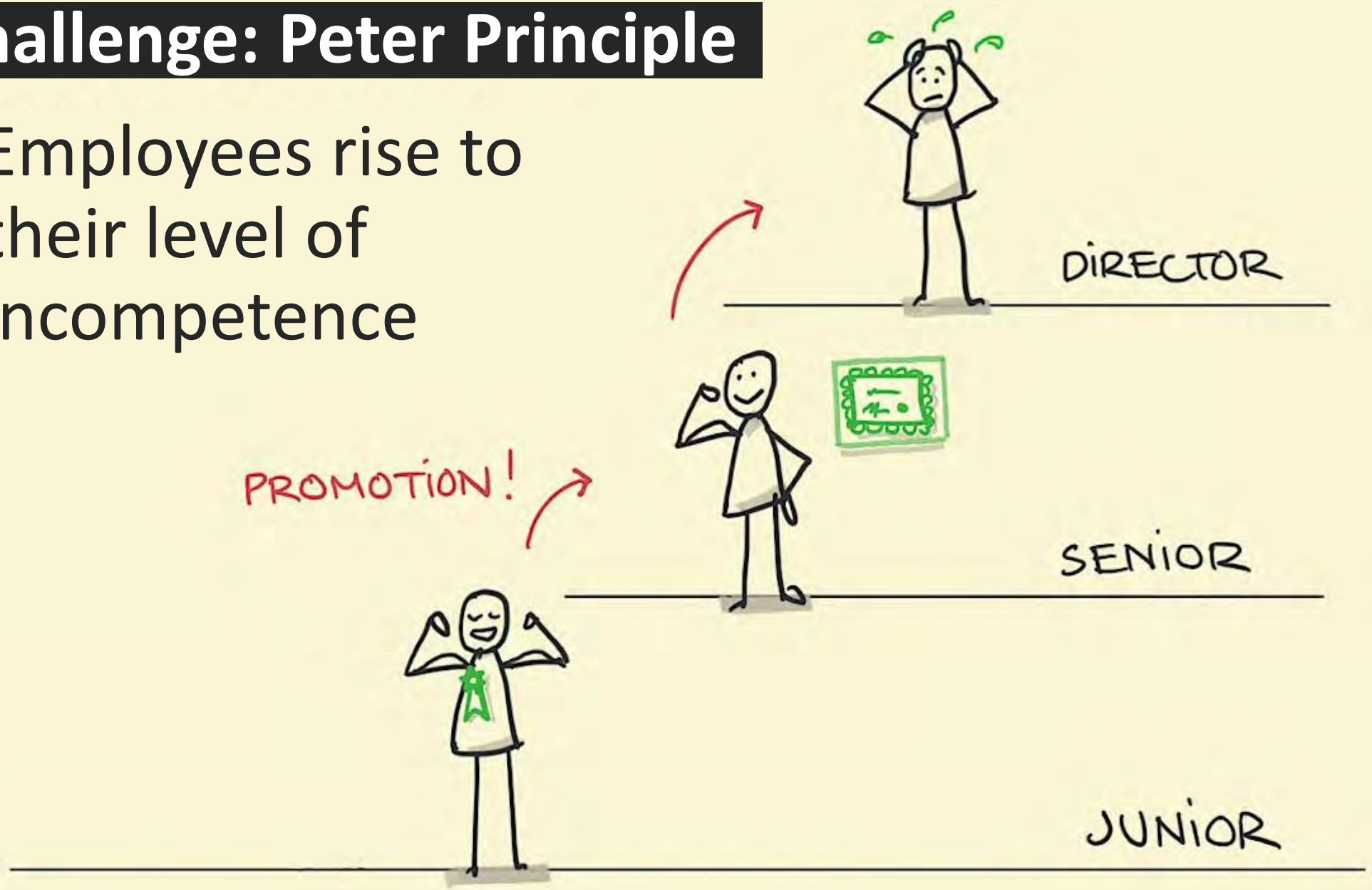


Nearly 40% of all internal promotions end in failure.

Source: Alva

The Challenge: Peter Principle

Employees rise to their level of incompetence





The Challenge: Hire External For Management

40-60% of management new hires fail within 18 months.

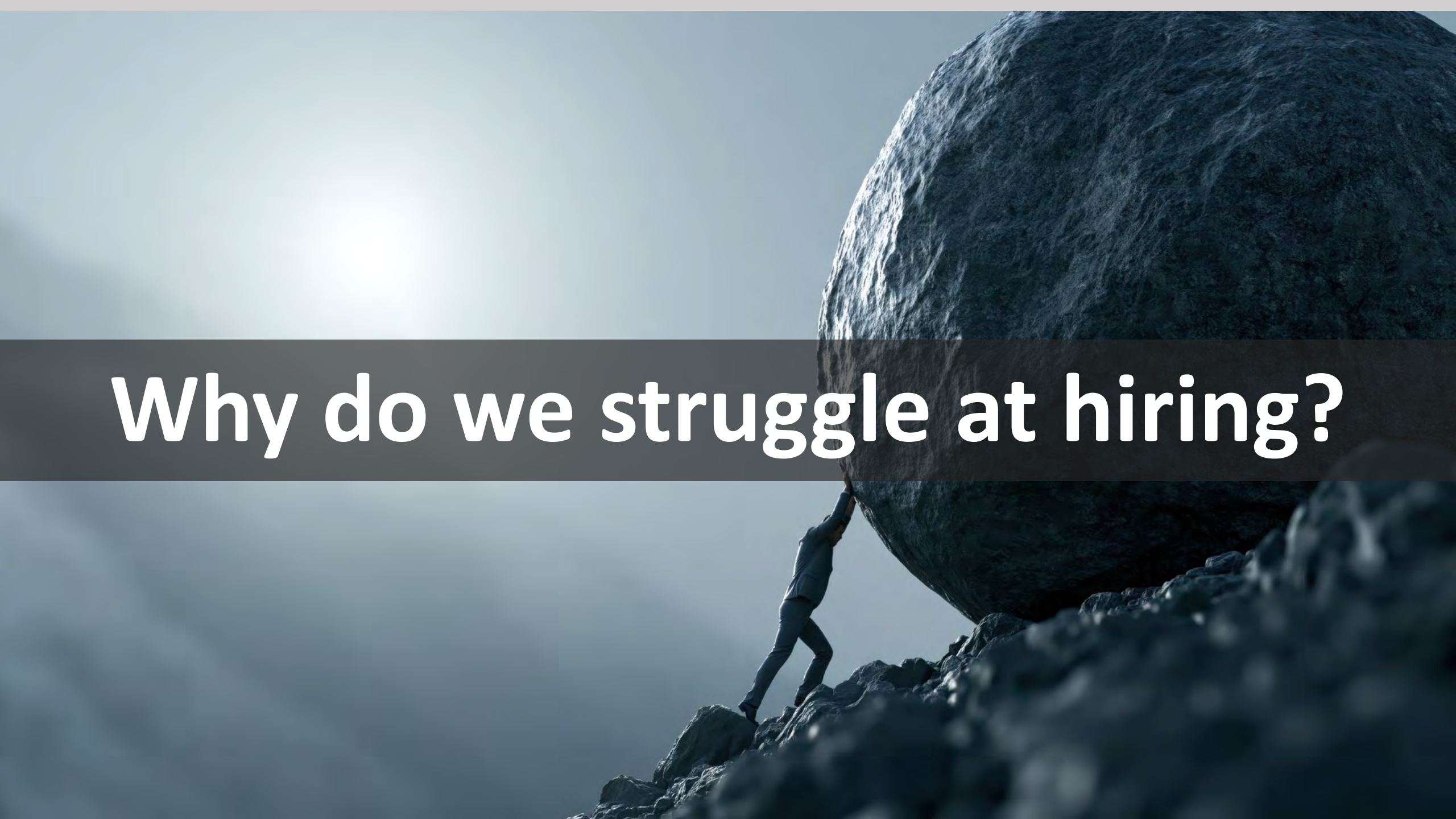
Source: Harvard Business Review

The Cost of Turnover

Research from organizations like the U.S. Department of Labor and Society for Human Resource Management (SHRM) shows that a single bad hire can cost 30%–200%+ of the employee's annual salary, depending on role seniority and impact.

Employee Level	Typical Salary Range	Cost of Bad Hire
Entry-level / Junior	$35k–$60k	$10k–$40k
Individual Contributor / Mid-level	$60k–$100k	$60k–$150k
Senior / Specialist	$90k–$150k	$150k–$400k
Manager	$110k–$180k	$300k–$800k
Director / Head	$150k–$250k	$500k–$2M
Executive (VP, C-suite)	$250k–$500k+	$1M–$10M+

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Why do we struggle at hiring?

Typical Hiring Process



Candidates



Screened Candidates



Hiring Manager



New Hire

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Interview Process Traps



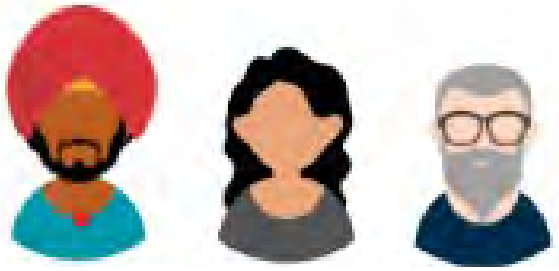
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#5: Unconscious Bias



Affinity Bias

Feeling a connection to those similar to us



Perception Bias

Stereotypes and assumptions about different groups



Halo Effect

Projecting positive qualities onto people without actually knowing them



Confirmation Bias

Looking to confirm our own opinions and pre-existing ideas

#4: Unprepared Hiring Managers



#3: Desperation Hiring



#3: Desperation Hiring



#2: Insecure Hiring Managers



#2: Insecure Hiring Managers



Hiring Manager	Candidates "A"	"B"	"C"	"D"
"A" Player	✓	✓	✗	✗
"B" Player	✗	✓	✓	✗
"C" Player	✗	✗	✓	✓
"D" Player	✗	✗	✗	✓

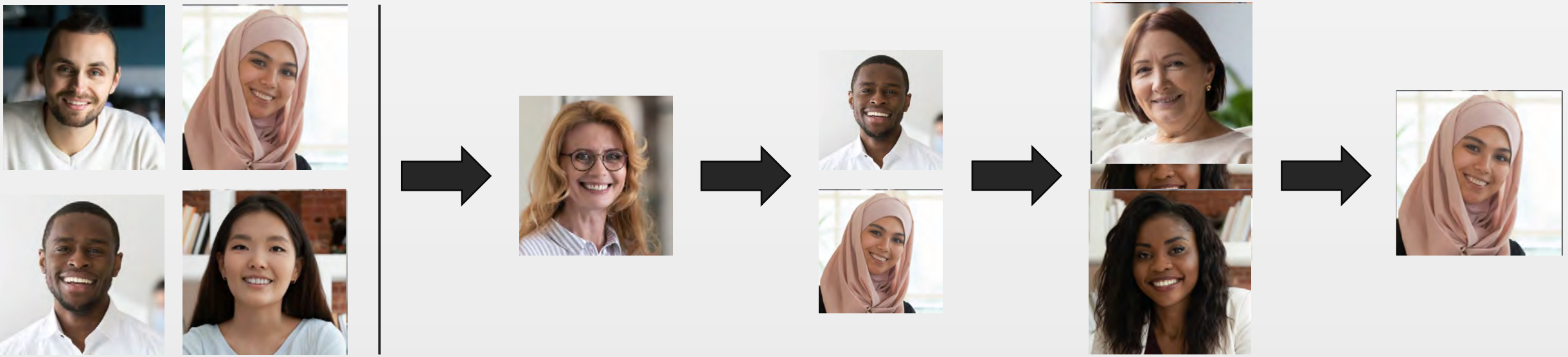
#2: Insecure Hiring Managers




It’s Time For an Upgrade

The Manager Once Removed Model

HR Personnel



Screened Candidates

Director / Gate Keeper

Approved Candidates

Hiring Manager

New Hire

THE PREDICTIVE INDEX

#1: Job Fit Misalignment



JOB FIT MISALIGNMENT: Misalignment between a person's **natural tendencies** and the key responsibilities of the job

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Job Fit Misalignment

66% of workers have accepted a job only to discover they were not a good fit. Half of those who resigned did so within six months!

Source: Career Builder 2017 survey

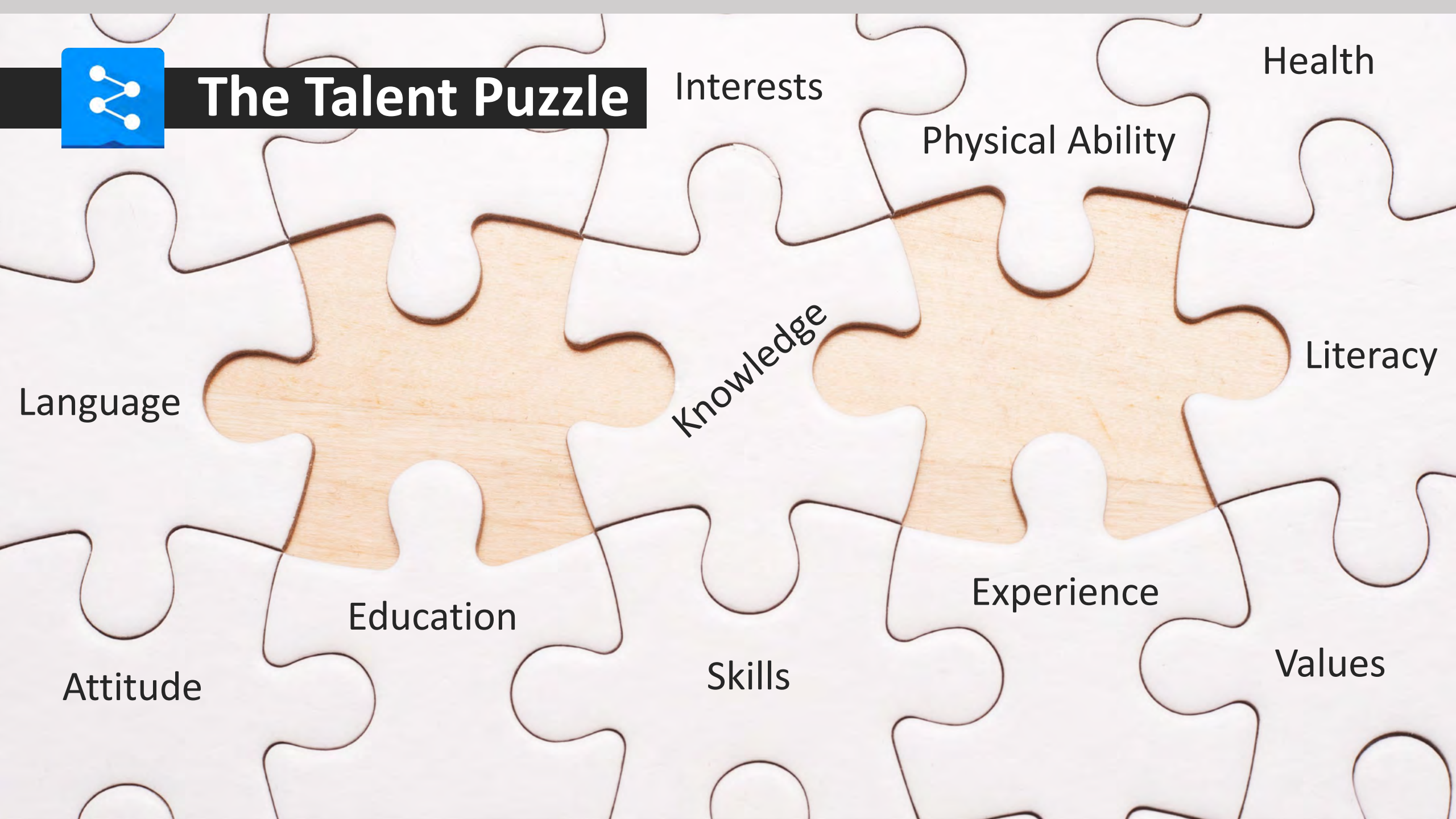
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Job Fit Misalignment



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The Talent Puzzle



The Talent Puzzle








why?

Internal Battery




Time To Leverage Psychometrics

Flavors of Psychometrics



BIRKMAN

The Myers-Briggs Company

PI

MY PERSONALITY TEST

HIGH 5 TEST

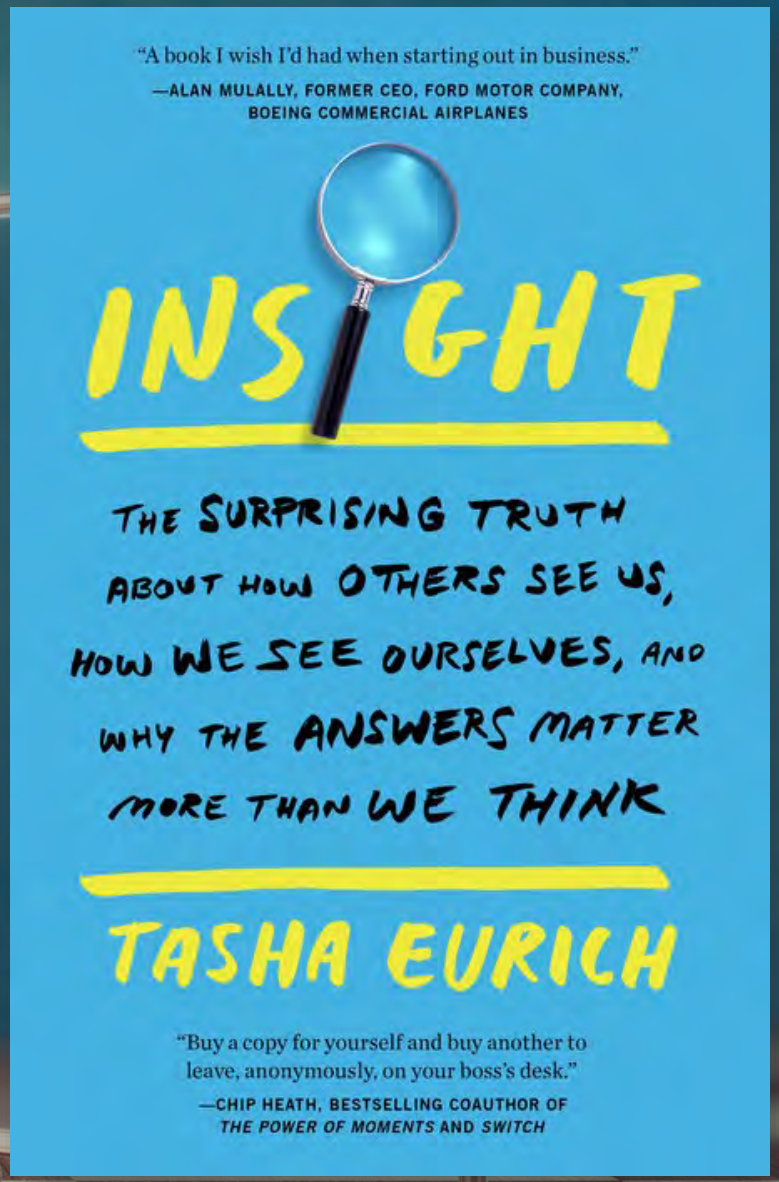
CLIFTON strengths finder 2.0

HOGAN

PERSONALYSIS® Wired to THRIVE

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Tasha found that 95% of people thought they were self-aware but in fact, only 10-15 % are.

80-85% of humans are not self-aware




How do we Leverage
Psychometrics in the Workplace

Car Buying



Car Buying



Objectively Identify the Behavioral Target

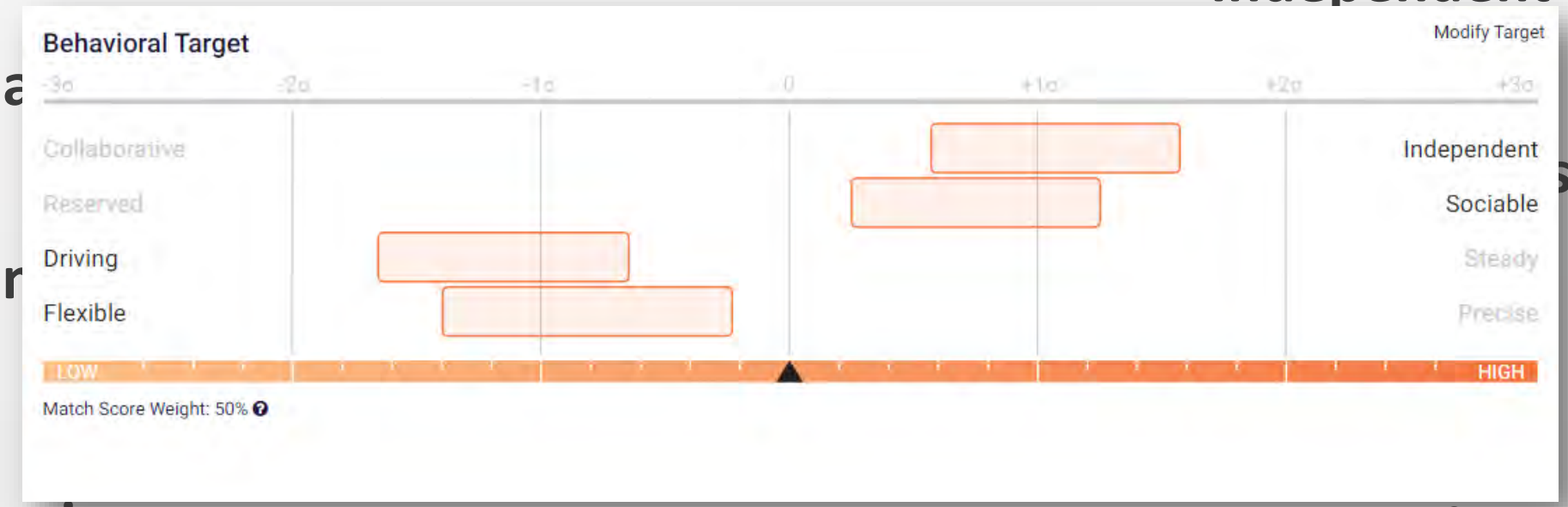
ROLE: Sales Manager

Independent

Ada

stic

Ir



Challenging

Assertive

Task oriented

Multi-tasker

Driving

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Assess Candidates

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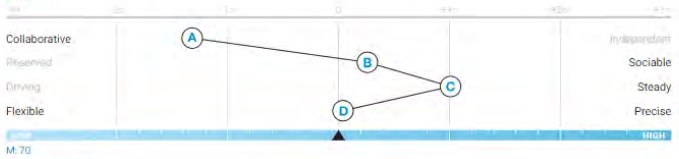
Candidate A

Assessment Date 04/16/2019
Report Date 7/31/2024

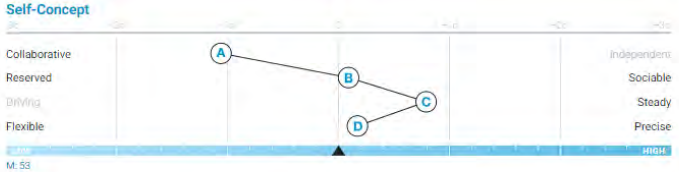
Operator

An Operator is a patient, conscientious, relaxed and cooperative team worker.

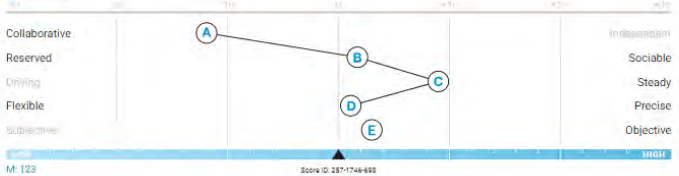
Self



Self-Concept



Synthesis



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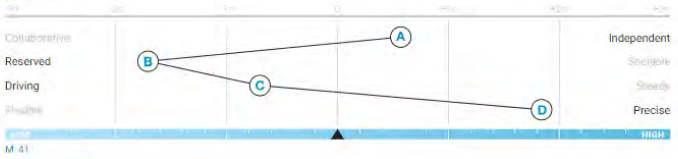
Candidate B

Assessment Date 05/07/2019
Report Date 7/31/2024

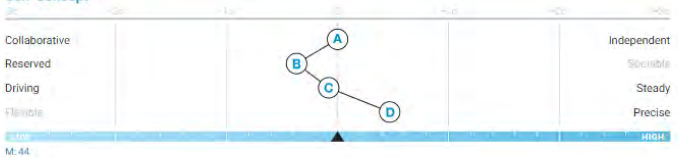
Analyzer

An Analyzer is intense, with high standards and a disciplined and reserved personality.

Self



Self-Concept



Synthesis



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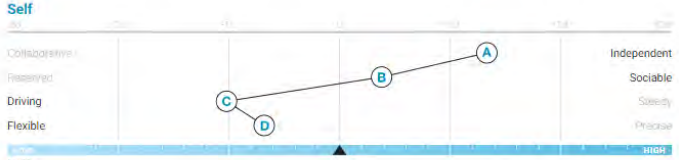
Candidate C

Assessment Date 12/23/2020
Report Date 7/31/2024

Captain

A Captain is a problem solver who likes change and innovation while controlling the big picture.

Self



Self-Concept



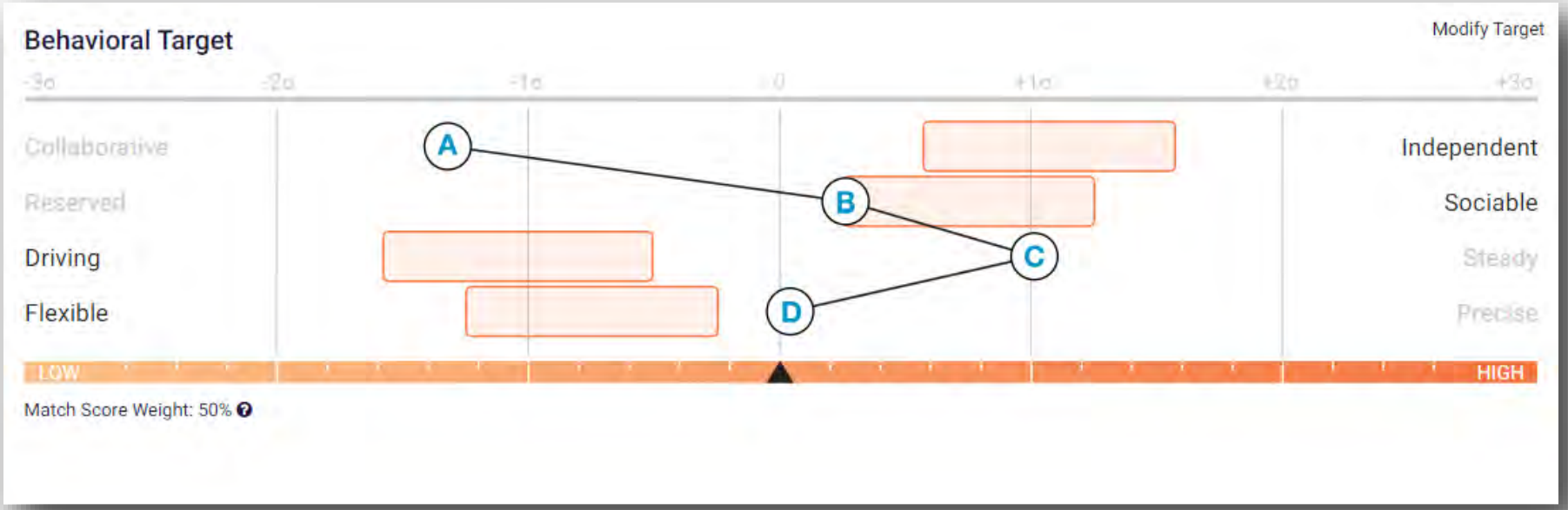
Synthesis



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Evaluate Behavioral Fit

ROLE: Sales Manager



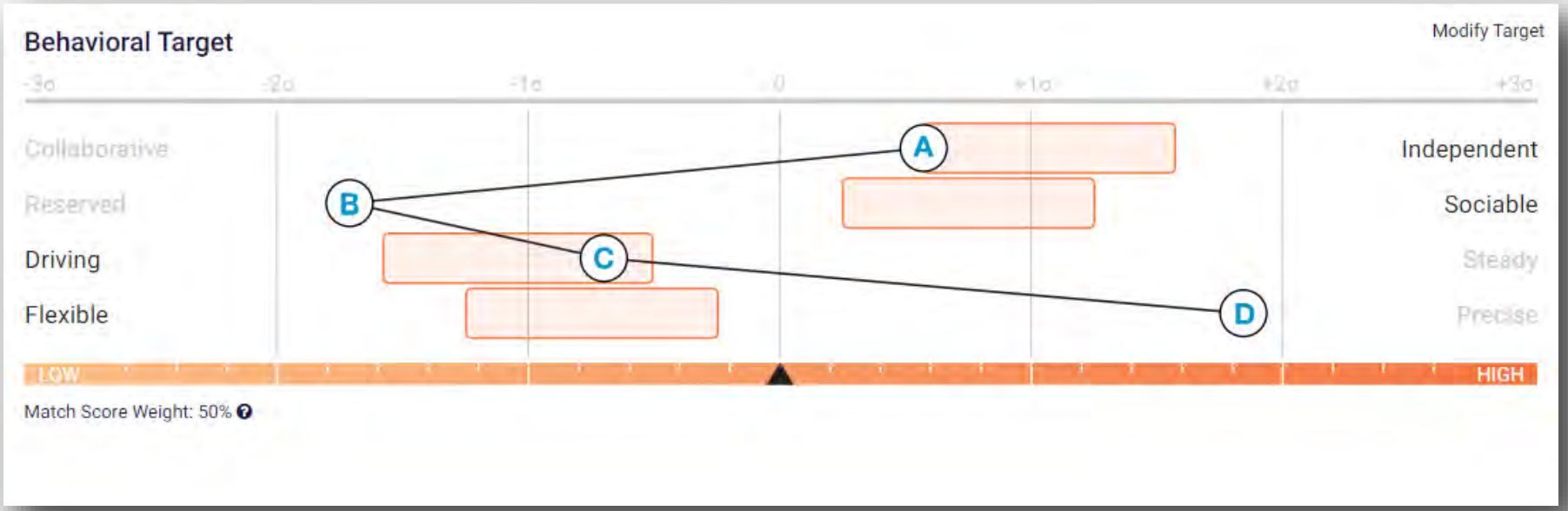
Candidate A



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Evaluate Behavioral Fit

ROLE: Sales Manager



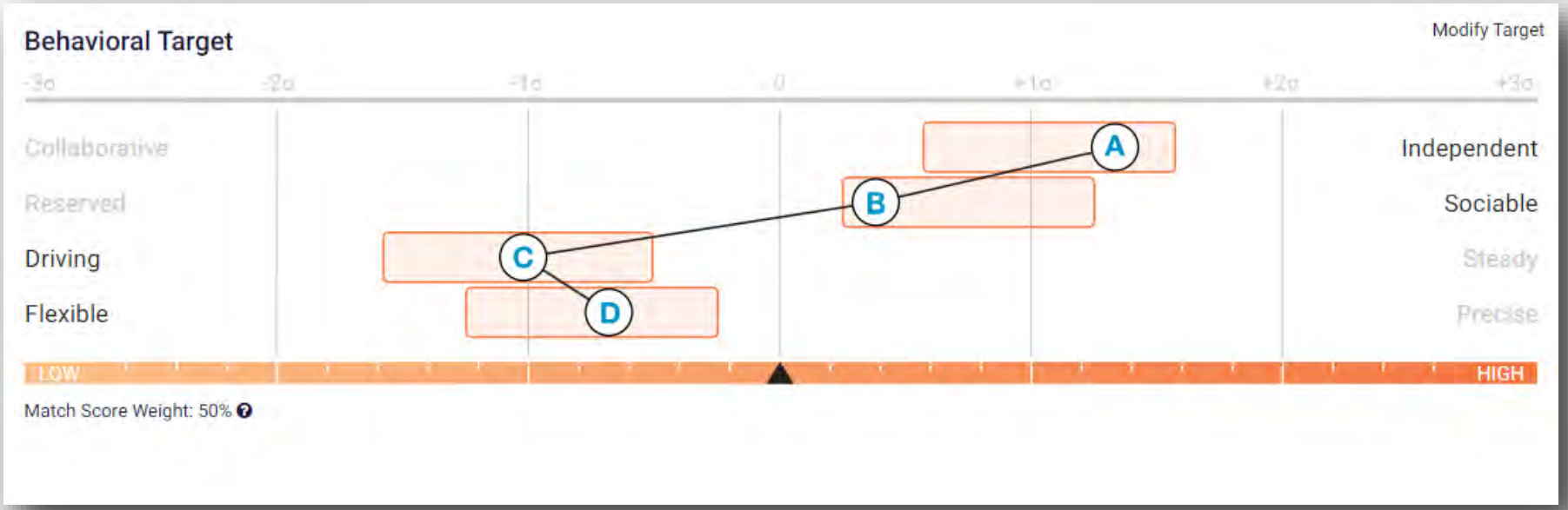
Candidate B



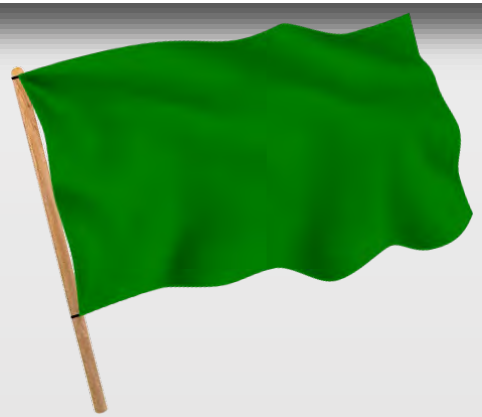
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Evaluate Behavioral Fit

ROLE: Sales Manager



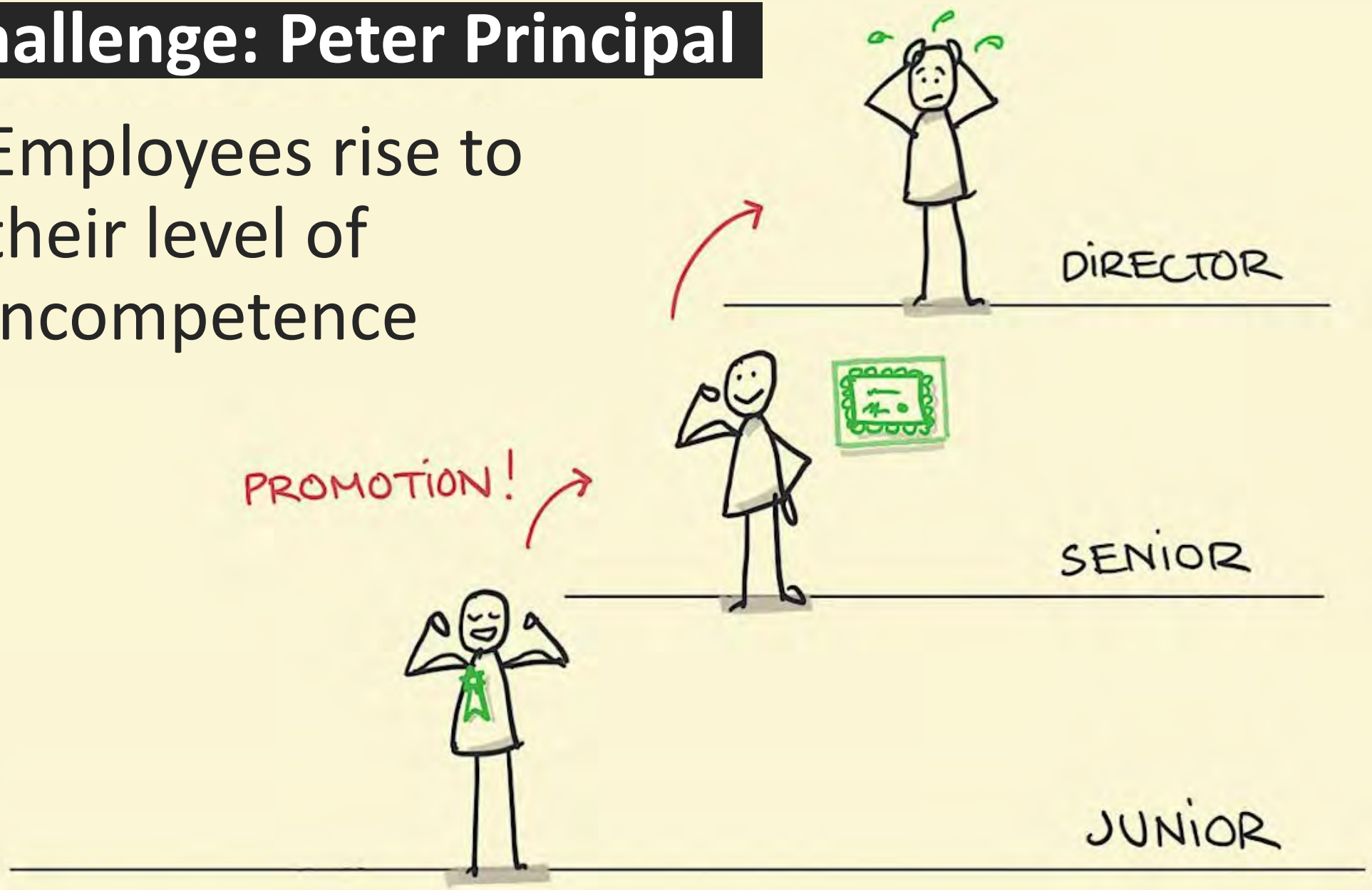
Candidate C



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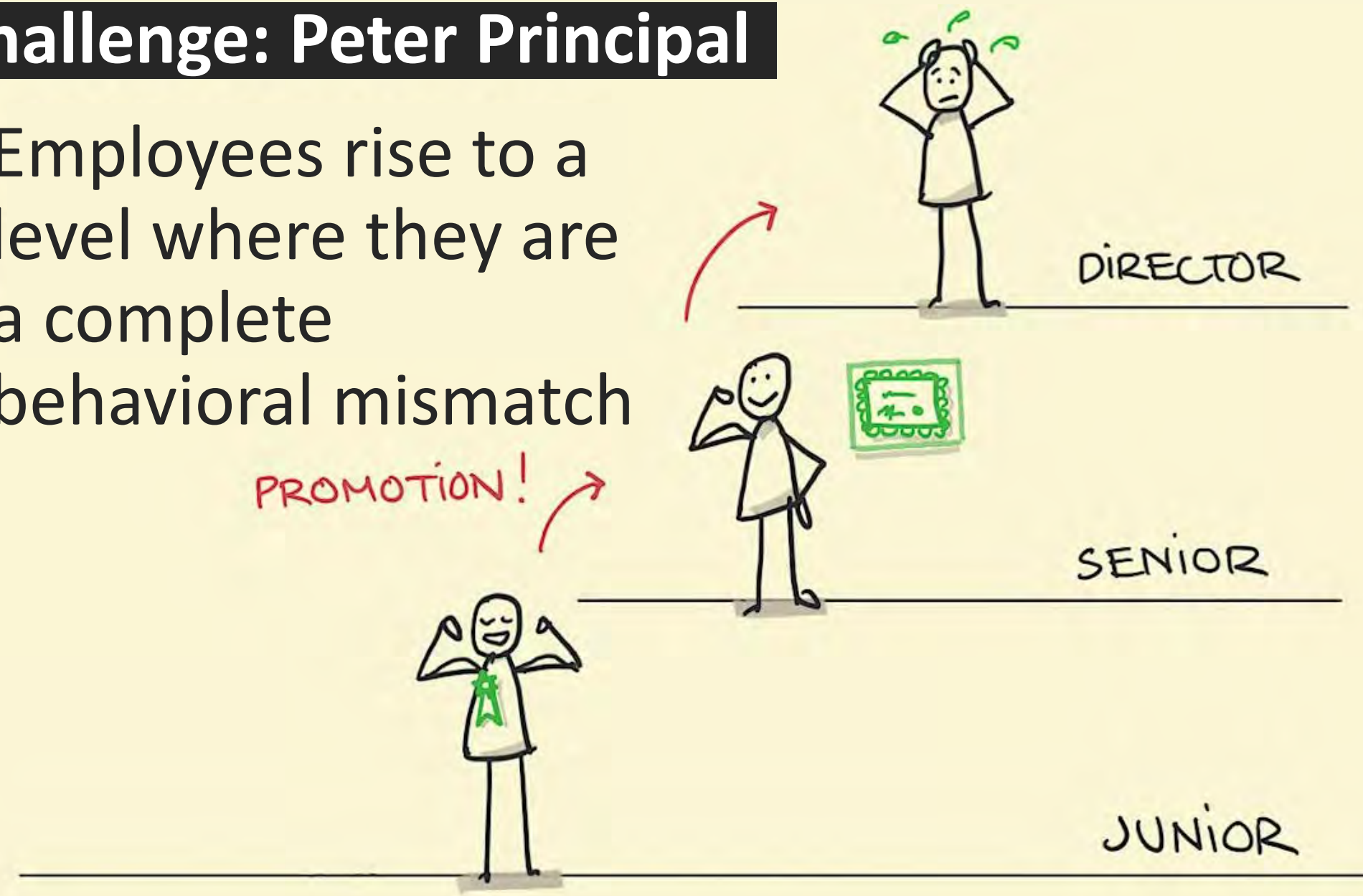
The Challenge: Peter Principal

Employees rise to their level of incompetence



The Challenge: Peter Principal

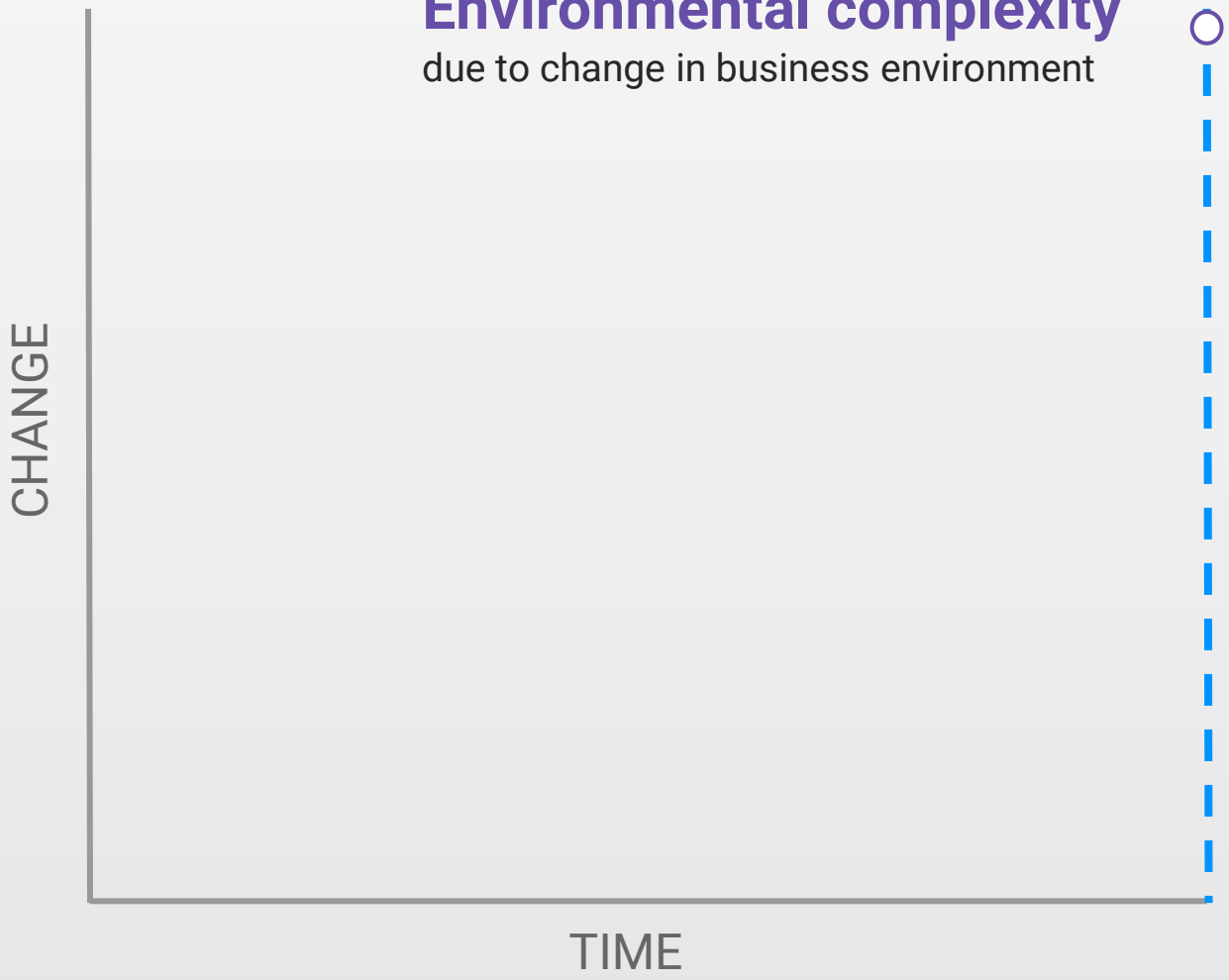
Employees rise to a level where they are a complete behavioral mismatch



The Talent Puzzle

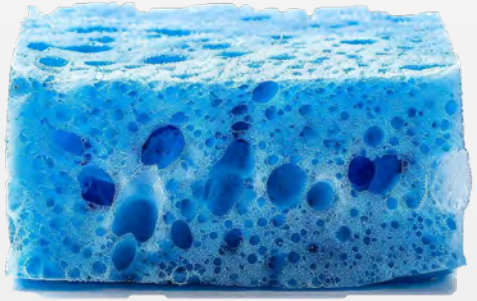


Cognitive Ability



Cognitive is NOT IQ

IQ =



Cognitive =



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Cognitive Ability



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Cognitive Load



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Cognitive Load **ROLE:** Diagnostician at Hospital



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Cognitive Load **ROLE:** Regional Manager



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Cognitive Load **ROLE:** Cardiac Surgeon



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Cognitive Load ROLE: Barista



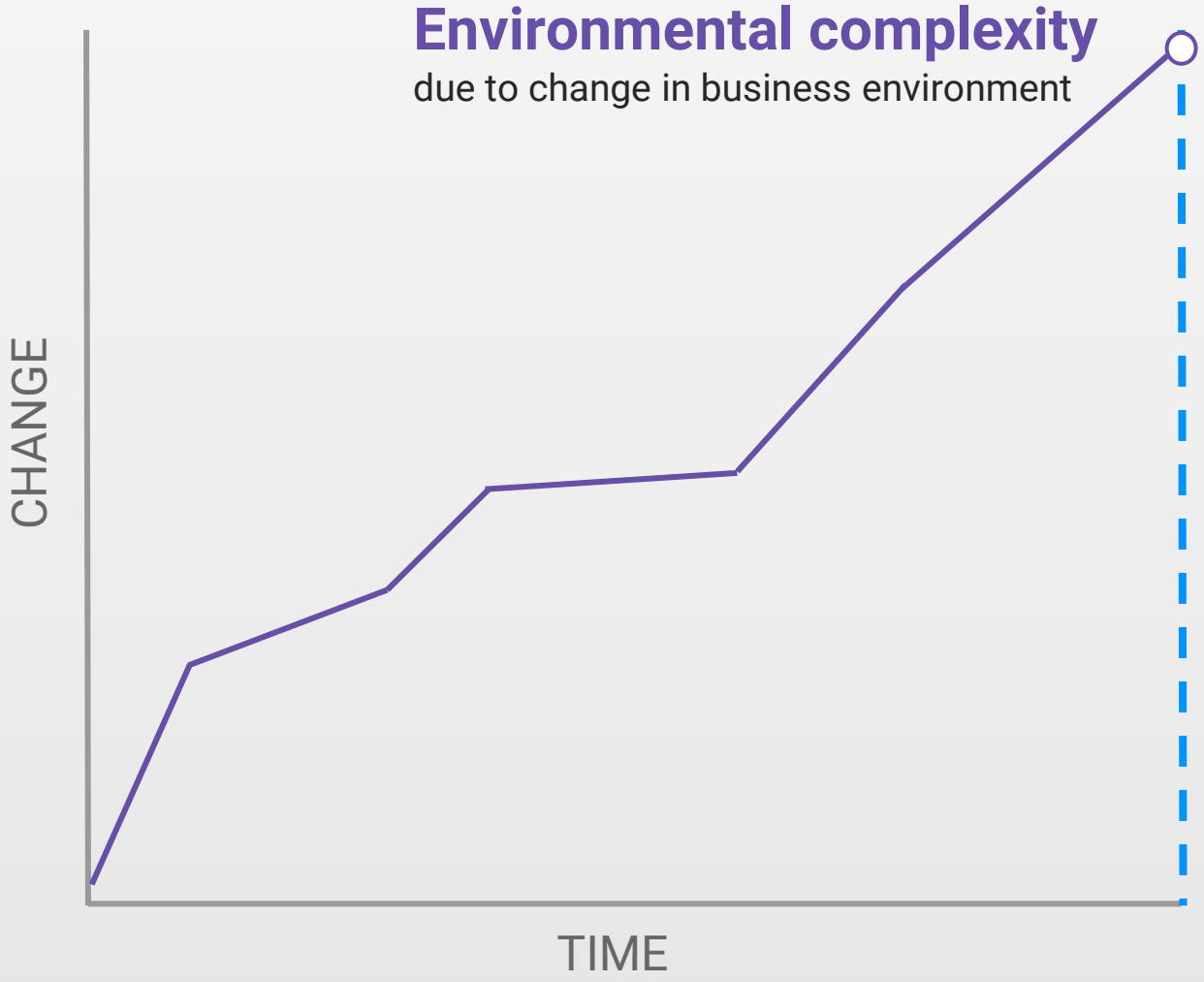
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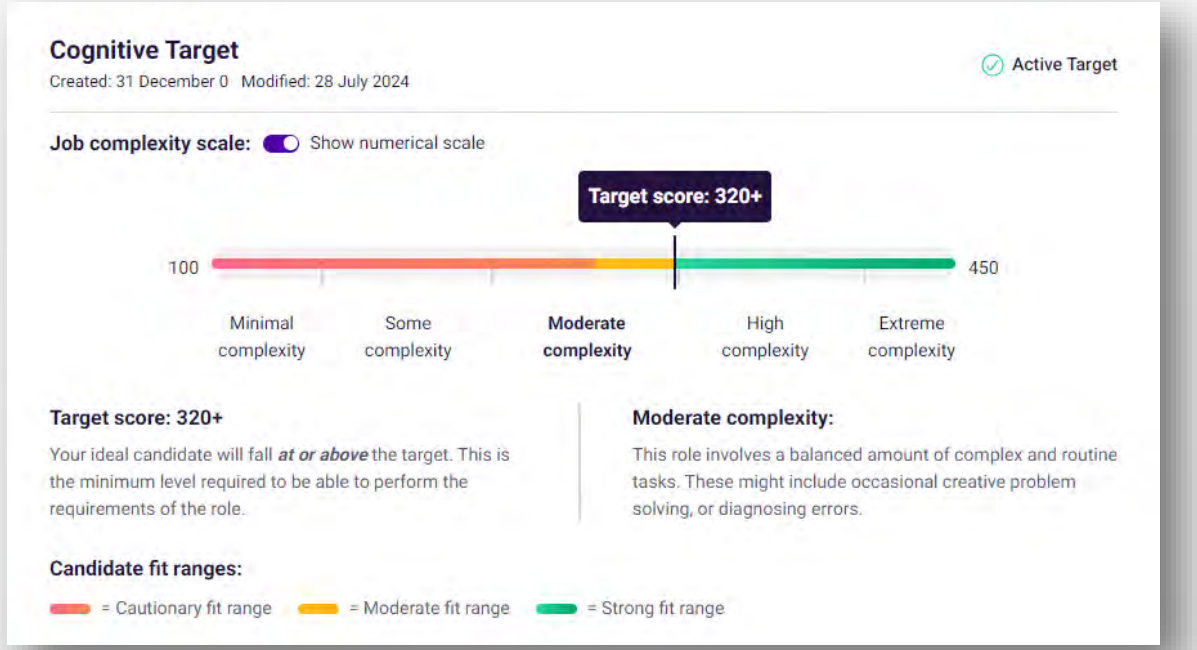
Cognitive Load **ROLE:** Police Officer



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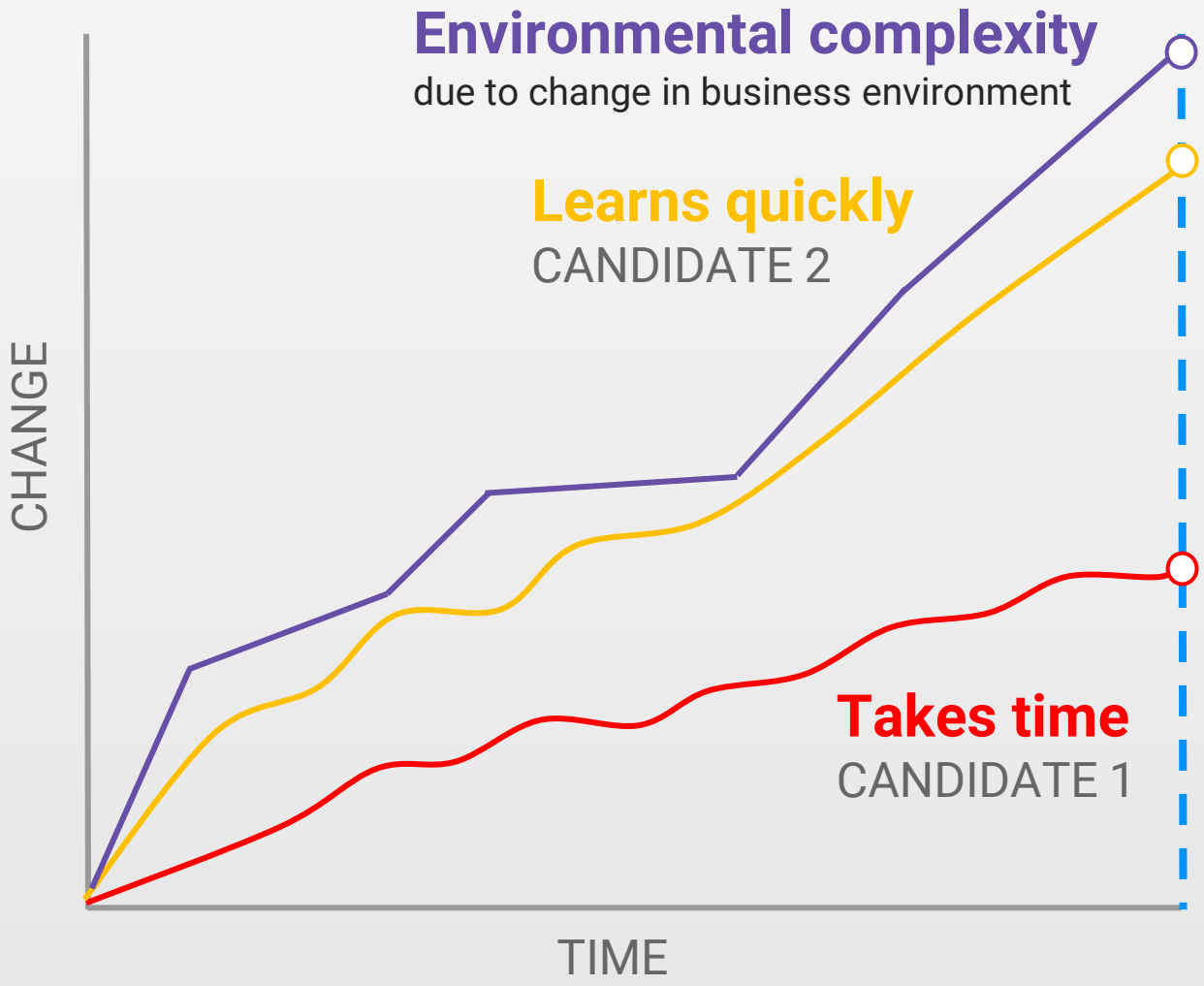
Identify Cognitive Target by Role

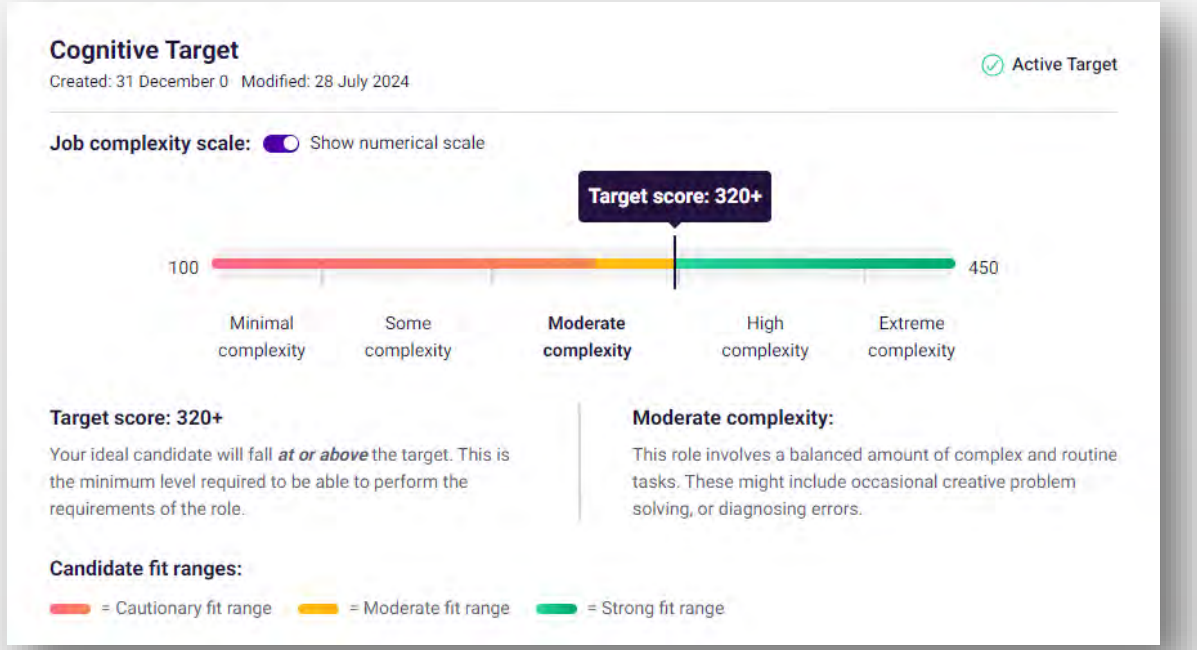




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Evaluate Cognitive Fit



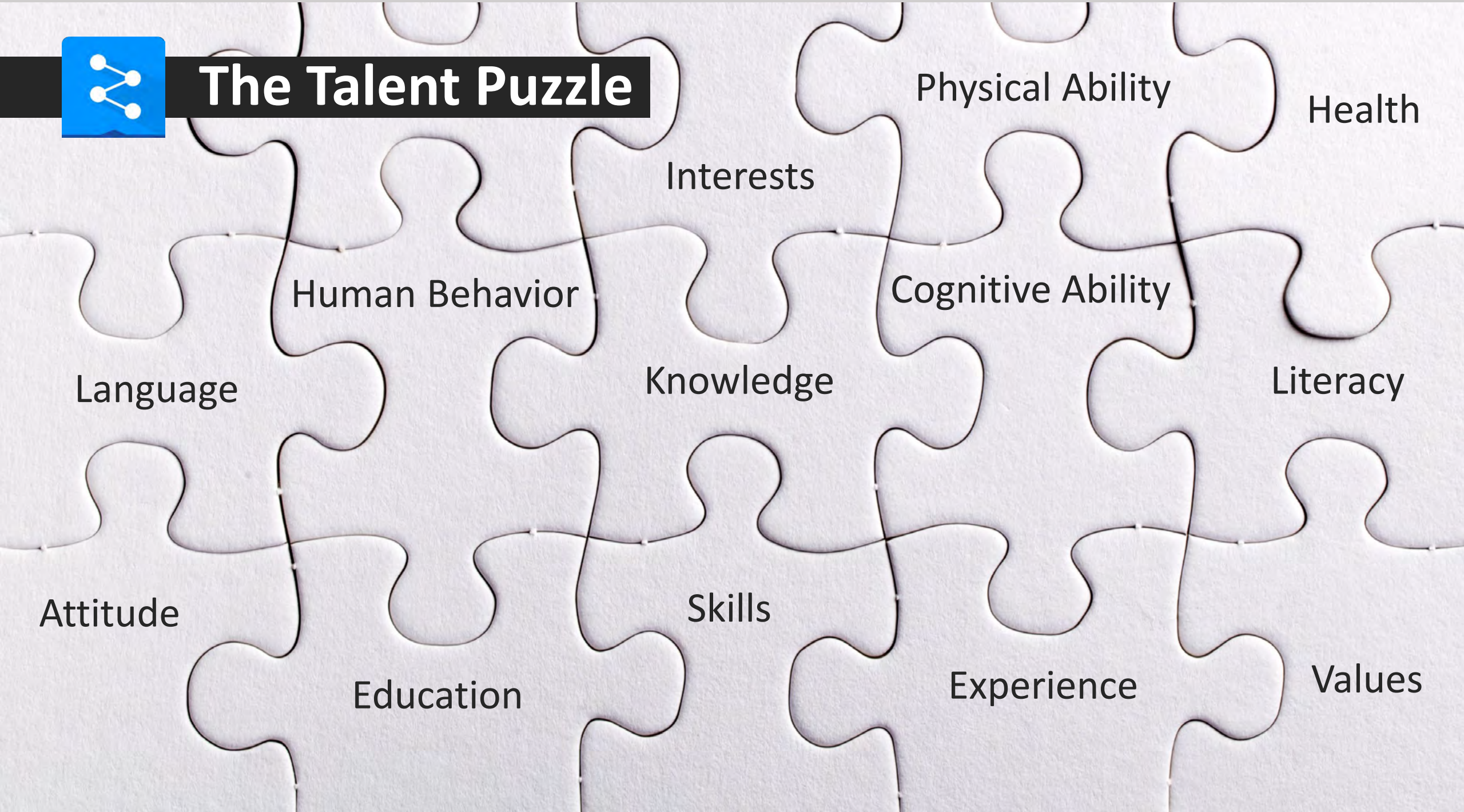


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The Talent Puzzle



The Talent Puzzle



The Opportunity

OK Predictors



The BEST Predictor

Behavioral and Cognitive Assessments Combined with a structured interview process allows for 58%+ predictability!



POOR Predictors



Source: Schmidt, Frank L. and Oh, In-Sue and Shaffer, Jonathan A., The Validity and Utility of Selection Methods in Personnel Psychology: Practical and Theoretical Implications of 100 Years of Research Findings (October 17, 2016). Fox School of Business Research Paper. Available at SSRN: https://ssrn.com/abstract=2853669





Questions

ANY QUESTION



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