



# Will we know them when we find them?

**“You can’t change what you don’t acknowledge”**  
 - Dr Phil McGraw

**Of the 25  
 managers/HR  
 present, only  
 one identified  
 the top  
 success factor  
 correctly.**

**Not one  
 of the group  
 correctly  
 identified the  
 top two!**

Do you have a consistent selection/recruitment process?

Are you averaging about a quarter of the successful candidates proving to be top performers, half being adequate to very good and the other quarter turning out to be poor performers?

Why are your current recruitment processes not consistently identifying future top performers?

**What is going on?**

Would you like to increase your success rate selecting future top performers?

Would you like to decrease/eliminate poor performers on your payroll?

Then you need to read about this study proving that most (nearly all) managers do not actually understand what the critical success attributes are for the roles they manage and select candidates for!

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With the current proliferation of books, articles, seminars and studies all confirming the importance of JobFit, or “putting people in the right seats,” it is fairly easy to find managers who endorse the concept.

These managers fervently believe they are hiring according to these principles. Good intentions aside, a real question arises:

**“How do all of these well-meaning business people know what to look for in finding people who will fit their jobs?”**

What are the critical dimensions of JobFit and how do managers and owners recognise them when making placement decisions?

Unfortunately, evidence is clear that most of those responsible for hiring have very little knowledge about the characteristics necessary for “fit” in the jobs they fill. Worse, on

the rare occasions when a manager actually knows the dimensions critical for fit, the same manager is likely to have poor judgment about an applicant’s match on those factors.

Without valid, reliable tools for measuring critical JobFit dimensions of a job, management teams are:

1. unlikely to recognise, or select for critical factors
2. likely to be wrong in their hiring decisions

***If you do not know the success attributes of the role and cannot measure the individual’s characteristics, there is a very high probability that you will make many costly mistakes.***

This case study provides a case in point.

In the study, a differential analysis of the characteristics necessary for success in the sample company’s sales environment produced very clear identification of two absolutely critical (“killer”) characteristics and four other very important success characteristics. The results were presented to a group of 25 executives of the company. The participants ranged from senior executive level to regional sales managers and also included the Director of HR and the entire sales training staff.

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It would be expected that if anyone could, these individuals would know what was required to produce sales success.

Prior to sharing the results of the differential analysis, the group was trained on the theory of JobFit, the practice of assessment and the specific definition of each of the 24 scales used in the measurements provided by the Profile XT and Sales Indicator assessments. The group was asked to individually rate the top two factors, in order, in terms of prediction of success. They were also asked the direction (high or low) producing the indication.

***Of the 25 people present, only one identified the top success factor correctly. No one present correctly identified both of the top two.***

Subsequently, they rated the next four factors (in any order) contributing to prediction of success.

***Only four people correctly identified one and no one had more than one!***

This company employs over 150 professional salespeople and every one of their current employees was hired by some subset of the group involved in our training. The company has been successful over many years, with an enviable growth curve, which indicates that they are far better than most of their competition.

Their top performers, on average, produce over two and a half times as much gross profit as those who just hold on to their jobs!

The point:

Without a valid, reliable instrument to measure what's important (in the job and in the candidate), our good intentions are lost in emotion, first impressions, gut feel, and other enemies of good selection.

The above case study proves yet again that JobFit is critical. The question is:

### Are you hiring for fit?

If not, please let us organise for a Profiles International representative meet with you to discuss your requirements and desired outcomes.

If you are currently using assessments, but not from Profiles International, then ask yourself these questions:

- ✓ **Do they establish JobFit?**  
 (identify and quantify the critical success attributes of a role and compare each candidate to these attributes)
- ✓ **Are they Valid?**  
 (The ProfileXT is based on a study of greater than 200,000 individuals)
- ✓ **Are they Normed to the Australian population?**  
 (The ProfileXT is based on a Norming study of about 10,000 Australians)
- ✓ **What is their Predictive Reliability?**  
 (The ProfileXT has the highest Predictive Reliability known at .82)
- ✓ **Do you receive Placement, Coaching**

### and Individual Reports at no extra charge?

(The ProfileXT provides up to 14 reports at no extra cost)

If your current assessment provider does not meet all of the above requirements, maybe it is time for you to evaluate your options. A Profiles International representative is just a call away.

**Measure to manage!**

For further information or to arrange for a Profiles International representative to contact you:

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