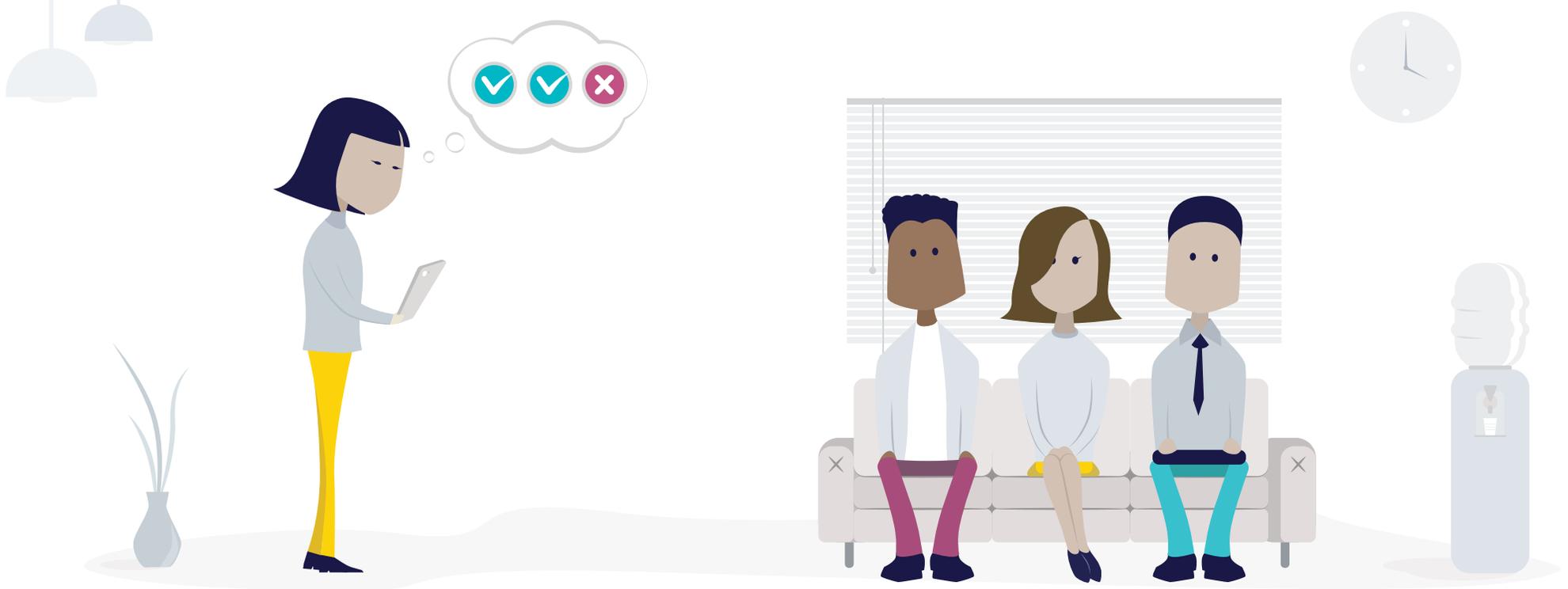




MCQUAIG PRESENTS

THE QUICK GUIDE TO IMPROVING YOUR HIRING PROCESS WITH ASSESSMENTS





Introduction

When you ask a hiring manager what step in the hiring process is most important, they will likely say the interview. After all, it's usually the first time candidates and employers meet in person. This is the golden opportunity to see how someone operates in the real world and you don't want to squander a chance to learn more about what sort of employee they'd be. But how do you really know if a candidate will be the right hire?

One common tactic for hiring and interviewing is to go with your gut instinct. You'll often hear hiring managers say things like "I had a good feeling about her" or "we connected the second he walked through the door." There is certainly something to be said for having a personable interview but when it comes down to deciding who gets the contract, make sure you're weighing all the facts.

90% of all hiring decisions are made as the result of the interview. Interviewing is only 14% accurate.

- Michigan State University



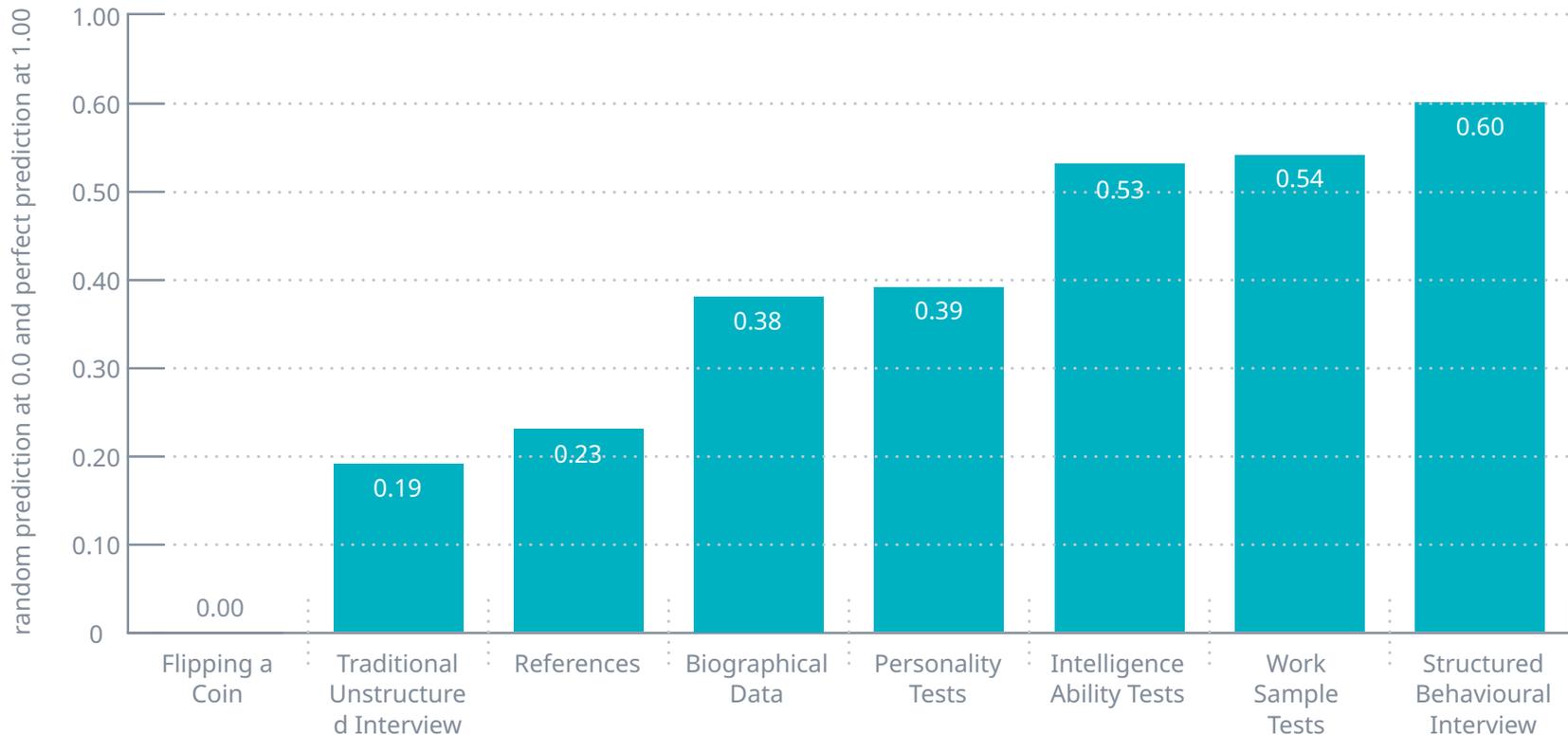
The power of prediction

There are many ways to gather information that will predict a candidate's performance. Some of the most common strategies include methods such as asking for references, looking at work samples, giving in-person tasks to complete, or going with the "gut" method and

conducting an unstructured interview.

But are some options better than others? Below you'll see some of the more popular information gathering tactics along with their predictive power.

Strategies





The power of prediction

Hopefully no one is flipping a coin to choose between two good candidates but as you can see, not all approaches are created equal. When it comes to predicting success, a good place to start is by tossing out spontaneity and relying on a structured interview model instead. To better increase your odds of making the right

hire, add in a few of the other activities as well such as intelligence or personality testing and work samples to see how past behaviour can predict future performance.





Levels of assessment

But even with the best predictive tools in your hiring toolbox, are you getting at the right sort of information you need to make your decision? There are three levels of assessment that happen during an interview and each provides a different type of information. The best interviews leverage all three areas but

unfortunately, most interviews focus on the first or second levels only. Below we'll explore all three areas of insight and why each one matters to your final hiring decision.



Level 1: Appearance

It only takes 100 milliseconds for people to make judgements about you based on your appearance.¹ **This is the highest level of assessment that happens automatically during an interview and as such, doesn't provide a lot of depth into who a candidate is or what they're capabilities are.** Judgements at this level are unconscious reactions based on:

- Attractiveness
- Likeability
- Competence
- Trustworthiness
- Aggressiveness

While everyone makes these sorts of assessments of others on a daily basis, during an interview you probably want to dive a little deeper.





Level 2: Knowledge

The second level of assessment goes a step farther and focuses on a person's knowledge base. This level requires more probing and questioning to uncover information than level 1 does and because of that, it's often a less of a reactionary assessment. **Most interviews draw heavily from this level, using questions designed to highlight a candidate's past work experience and skill set.** Level 2 judgements are more focused on:

- Acquired skills
- Training
- Experience
- Education
- Credentials

If your interview is driven primarily by a candidate's resume, you'll probably be gathering a lot of information from this level of assessment.





Level 3: Attitudes and beliefs

The deepest level of assessment happens here. This is the stage where you can get a real sense of someone's attitudes, sensibilities, and beliefs. Nearly 50% of new hires will fail within their first 18 months of work and 89% of that can be attributed to something involving either attitude or personality fit.² Questions in this area strike more at the heart of who someone is, rather than what they are capable of accomplishing. Years ago, the personal element of hiring was less important than the knowledge and resume a person came with. Today, personality and temperament are key to aligning the right people with the right roles.

Level 3 assessments includes:

- Internal motivation
- Persistence and determination
- Mature character
- Aptitude and intelligence
- Temperament

To make the best hires, you need to collect at least some level 3 information. But while this is the best information to analyze, it's also the most difficult to collect.

Nearly 50% of new hires will fail within their first 18 months of work and 89% of that can be attributed to something involving either attitude or personality fit.





Wrong hires

So what's the danger of relying only on the first two levels of assessment? After all, you want someone who knows how to do the job, don't you? But the cost of a bad hire isn't insignificant. CareerBuilder estimates poor hires cost companies around \$15,000 for entry level roles.³ With that price tag, isn't it easier to probe deeper during the candidate stage to ensure you are choosing someone who will be successful long term?

Bad hires have more than just a monetary impact as well. A poor job fit can cause stress on the team a candidate is placed with and decrease morale when the person leaves. It can also reflect poorly on the hiring manager and decrease team confidence in their ability to lead and make the right decisions.⁴ With all of this riding on finding the right hire, is there any way to improve the interview process and get that level 3 information you need?

Poor hires cost companies \$15,000 on average for entry level roles.



Hiring with assessments

There are different ways to improve the predictive power of your interview. One is to use a structure interview approach which will help ensure all 3 levels of assessment are touched upon but as you can see in the chart above, even that isn't a predictive guarantee. Even with the best questions, there are areas that might be hard to probe or delve into. That's where assessments come in.

By adding a formal assessment component to your hiring process, employers can get a better sense of a candidate's temperament and decision making process. Personality, intelligence, or behaviour assessments can be leveraged to fill in some of the gaps a traditional interview will leave.





Adding formal assessments to your hiring process can help:

- Provide a deeper understanding of an individual's personality and temperament
- Give the hiring manager a better sense of future performance levels and ability
- Ensure a better job fit with the open position being filled
- Inform interview questions by highlighting areas of strength or weakness to explore
- Start the interview off at a deeper level without needing to rely so heavily on levels 1 and 2
- Provide a fairer way of comparing candidates
- Create a more comprehensive and in-depth profile of a candidate than an interview alone can accomplish





Summary

Every new hire matters. Bringing people into a team or company has an impact on the existing culture and employee experience of current staff. With so much riding on finding the right person to fill a role, hiring managers need to use tactics that will improve their ability to predict success.

When it comes to assessing candidates, there are three levels to be aware of. Level 1 provides feedback based on appearance. Level 2 delves deeper into a person's knowledge and skills. But level 3 is the heart of the matter and reveals more about temperament and attitude. While all three levels should be used to some extent, level 3 is where the most useful information

about future performance exists. One strategy to unlock that deeper level of insight is to use formal assessments to provide information on a candidate's personality, intelligence, and behaviour.

Using assessments can help uncover the best candidate for a role, even when you might have a handful of strong possibilities. With the cost of a bad hire on the rise, taking the time during the interview process to ensure you are collecting the best type of information to base your decision on is crucial. The candidate of your dreams is out there and with the right tools, you'll be able to find them.



Notes

- 1 Wargo, E. (2006). How Many Seconds to a First Impression?. Retrieved from <https://www.psychologicalscience.org/observer/how-many-seconds-to-a-first-impession>
- 2 Toren, A. (2017). Hiring for Attitude Over Experience. Retrieved from <https://www.business.com/articles/hiring-for-attitude-over-experience-what-the-numbers-show/>
- 3 Nikravan Hayes, L. (2018). Nearly Three in Four Employers Affected by a Bad Hire, According to a Recent CareerBuilder Survey. Retrieved from <http://press.careerbuilder.com/2017-12-07-Nearly-Three-in-Four-Employers-Affected-by-a-Bad-Hire-According-to-a-Recent-CareerBuilder-Survey>
- 4 Bringelson, D. (2017). The Real Cost Of Bad Hires Isn't What You Think. Retrieved from <https://www.forbes.com/sites/forbescoachescouncil/2017/11/03/the-real-cost-of-bad-hires-isnt-what-you-think/#3887e6042b83>