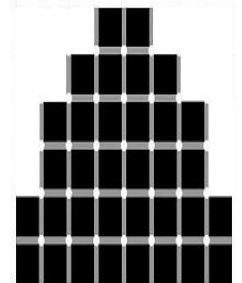


A monthly newsletter for our assessment product clients designed to assist and educate on key subjects related to human capital assessment technology and methodologies, and their effects on your organization.

The Value And Simplicity Of Staff Planning

Many organizations undertake staff planning in a manner depicted by this image, whereby the black dots represent the individuals who are ready for changed or greater responsibility. For those companies, the requirements of future positions and the assumptions about and evaluations of staff members are perpetually changing. When there are no valid measures of organizational needs and human capital qualifications, there is no predictive accuracy as to who should go where or when. Staff planning does not occur, wrong people are added and many wrong people depart, all at great expense to the organization's financial and competitive performance.



During the last five years many organizations have experienced a roller coaster ride of aggressive staff increases followed just as quickly by aggressive staff decreases, with many of those increases and decreases having little or no positive outcome. The **Profile** and the **ProfileXT** actually provide organizations with the essential information needed to make beneficial human capital decisions related to staff levels while also planning for positional succession, in good times and bad.

Staff Increases

The **Profile** and the **ProfileXT** provide you, as the interviewer or hiring manager, with what is called **Job Fit DNA**. This **DNA** clearly indicates how the candidate matches the specific **DNA** requirements of the position for which they are being considered. The **Profile** and the **ProfileXT** measure the candidate's **Thinking Style**, **Behavioral Traits** and **Occupational Interests** against a valid **Job Match Pattern** for the available position. These tools take the guesswork out of hiring candidates with the best **Job Fit**, while increasing objectivity within hiring decisions.

Staff Decreases

Another reality of staff planning is the need to eliminate positions based on the organization's market and financial performance. The **Profile** and the **ProfileXT** provide you with a **Multi-Job** and **Multi-Candidate** reporting system that has one purpose of assisting you while effectively evaluating how potentially affected individuals match the **DNA** requirements of other positions within the organization. These reports greatly assist you by indicating other jobs that individuals may very effectively perform rather than being outplaced. They will also assist you by telling you clearly who does not have necessary **Job Fit DNA** within given positions. This will reduce or eliminate the fruitless downsizing and upsizing death spiral that some companies have mistakenly become accustomed to. Instead of simply *laying people off*, the **right people will be laid off**, and objective information is the key.

Succession Planning

The **Profile** and the **ProfileXT Multi-Job**, **Multi-Candidate** and **Coaching Reports** are remarkable effective tools used to evaluate and develop your organization's bench

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strength. These reports accurately and validly identify internal successors for available positions and assist you in determining when your organization must recruit externally. The *Coaching Report* can be used with individuals who are identified as potential successors in order to build specific development plans that will either increase that individual's match for their next opportunity within the organization or improve their performance in their current position.

Distortion Scale Score And Its Impact

On Candidate Evaluation

The Distortion Score is a very valuable piece of information provided within our **ProfileXT**, **Profile**, **Sales Indicator** and **Step One Survey** assessments. It provides you with a clear indication of how useful the assessment results are in terms of those assessment results being a dependable indicator of candidate attributes. The Distortion Scale indicates how candid and frank the respondent was while taking the assessment. The lower the Distortion Scale score, the greater the level of concern that the candidate may have distorted the assessment results.

The Distortion Scale score refers to the reliability of the assessment results, and not necessarily the honesty of the assessment taker. A low score suggests that the individual might have distorted their responses, perhaps because of an attempt to portray a picture of how they would like to be seen rather than an accurate picture of who they are.

One of the significant values of **Profiles International** assessments is that, where possible, a valid Distortion Scale is utilized. Many assessments have not perfected this methodology and many other assessments have never attempted it. With our assessments, a Distortion Score of 7 or above indicates that no obvious distortion was detected through the assessment. Scores of 4 through 6 indicate that the assessment report may have a polished view of reality. Scores of 1 through 3 indicate that the assessment results specifically should not be utilized as part of your candidate evaluation process.

The majority of our clients have a clear preference for a Distortion Score of 7 or above. If you receive assessment results at that level, the results are a very accurate predictor of behavior and job performance by the candidate.

A Thought For Your Consideration

Trying to **control results** instead of **influencing the way people think** is one of the most fatal flaws of management and leadership. When people report to controlling managers, those people are as good as they are going to be. The best ones leave. How is it possible to grow a business or succeed competitively with this leadership flaw? Our research indicates clearly that those organizations that survive with command-control types in key positions survive only because of the extra work done by others to offset the trail of destruction laid by the command-control individuals, all at great expense to the organization and the better results that would otherwise occur.

For Further Information...

Visit us on-line at <http://www.hrihouston.com>, email us at haljay@hrihouston.com, or call us at 281-275-4180. We look forward to assisting you, and do not hesitate to forward this newsletter to other interested team members in your organization or elsewhere!