Wake Up Eager Workforce Podcast, Episode 81
Hiring with TriMetrix: Why and How It Works
-- Produced By Suzie Price

Transcript
www.pricelessprofessional.com/hiringwithtrimetrix

Intro: [00:00:01] Welcome to the Wake Up Eager Workforce Podcast, a show designed for leaders, trainers and consultants who are responsible for employee selection and professional development. Each episode is packed full with insider tips, best practices, expert interviews and inspiration. Please welcome the host who is helping leaders, trainers and consultants everywhere, Suzie Price.

[00:00:26] Hi there. This is Suzie and you are listening to the Wake Up Eager Workforce Podcast, where we cover everything related to helping you and the employees and the organizations you work in, build a high commitment, low drama, wake up eager workforce.

[00:00:40] More specifically, we provide tools, tips and expert interviews about assessments, certification and expertise. And all of this information can be used throughout the employee lifecycle for hiring, onboarding, team building, leadership development, succession planning and conflict resolution. And I'm super excited to be here today, podcasting again, getting back on a normal schedule. We are in Episode 81 and today's focus is Hiring with TriMetrix, Why and How it Works. I'm excited about this because we're really going to go into detail. We're going to talk about not only the interview process and not only TriMetrix, we're talking about interview mistakes and it's just a very content rich program, so I'm excited to share it with you.

[00:01:24] This information comes directly from the information we use with our clients, but there's some new information in here and some information from my book. So, if you are a client, you will get additional information. And if you want to watch the video, we do have a video of this with the PowerPoint slides. We'll also have the PowerPoint there for you to access. And also, a transcript, you can go to pricelessprofessional.com/hiringwithtrimetrix, hiringwithtrimetrix, is all lowercase and all one word, sp pricelessprofessional.com/hiringwithtrimetrix, for watching the video, getting the PowerPoint slides and getting the transcript.

[00:01:57] So this episode is for people who are curious about TriMetrix. If you've never used TriMetrix, you will learn something here and this will be comfortable for you. If you're new to TriMetrix, it's going to help you go from being brand new to feeling more competent and comfortable. And if you're somebody who's been using TriMetrix, this will be a great refresher and help you move more toward the expert status in regard to using the tools and and help with the interview process.

[00:02:37] Here's what we're going to cover: Why use TriMetrix and why job fit matters? I'm really going to make the case for you today about that. We're going to look at what it measures and how to read a candidate report. So, you're going to see very specific granular information about, "Ok, I've got a report in front of me, what do I do with it?" I'm going to show you a four step process for hiring when you're using TriMetrix and then you're going to have all sorts of

tools and insight, as I alluded to when I started and was excited about improving your interview expertise and helping your interview team do a better job.

[00:03:10] So let's go into why use TriMetrix? This is a great quote that I like, I always use it because it just gets to the point. It's by Peter Drucker and it says, "The ability to make good decisions regarding people represents one of the last reliable sources of competitive advantage." Since very few organizations are very good at it. So, people aren't really good sometimes about making decisions about people because people are so complex and they don't really have a structure. And sometimes, we'll talk about some of the mistakes we make in interviewing, happens all the time when we're making decisions, so we want to get better at making decisions in interviewing and with promotions and with development so we can have that competitive advantage.

[00:03:54] So it's important because turnover is expensive and when we make a hiring mistake, we can call it the silent killer of profitability. And that's because when somebody leaves, you have a great loss and a great impact. And I've got a little formula here, it's from the book *Top Grading* by Bradford Smart. This is the third edition of a best-selling book, *Top Grading*. But what I've got is a little formula that he shares, which is we show a team of 25, and if they had 2 people turnover in the year, 2 people left this year, we would calculate their loss at 1.5 times their average salary. So, we just used $50,000 as an easy number, if 2 people left, each person's leaving, if they made $50,000, and 1.5 times is what Bradford Smart and *Top Grading* tells us is the cost of turnover per person. And so, it would be $75,000 per person, a total of $150,000 for this 25-person team when they have 2 people turnover.

[00:05:02] And so that is what they're talking about and that's what alludes to the silent killer of profitability, because it is somewhat normal to have a 25-person team and have 2 people leave, unfortunately. And we want to make sure we're doing things to help them be a good fit and be successful in the job, so we don't have the unwanted turnover when we're talking about 1.5, and Top Grading talks about 1.5-8 times a person's salary, depending on the impact. So, somebody who's an executive leader or someone who touches a lot of clients and sales could have a higher impact than just 1.5 their average salary. But that's including things like loss, loss during the time the position is open, it's the time it takes to hire, getting somebody up to speed. And of course, all the things you normally think about, recruiting, all the time that the manager had to spend with the person leaving and then all the extra time spent trying to hire new people.

[00:05:59] So it's very expensive to lose people. We don't want to make interview mistakes. And so, I want you to, I've got a list of some of the top interview mistakes, and I want, I'm going to read them out to you. And if you're watching the video, you'll see them on the screen. But out of these mistakes that people make in interviewing, what are the top three? So, one is not being prepared. Two is over focusing on background and resume. Three is not taking notes. Four not asking the right questions. Five personal bias. Six not asking candidates for specific examples of performance. Seven interviewing alone. Eight talking too much. Nine leaning too heavily on gut instinct. So, I just read nine interview mistakes we talk about in our quiz. We have a complimentary quiz that we make available to you. I'll give you access to that in a minute, that we talk about the Top 13. This is nine that I just shared with you.

[00:07:02] What are the top three? Well, I'll tell you what they are. It's over focusing on background and experience is one of the top three mistakes because so many people do it and we need to look beyond what you can see. So, the Department of Labor talks about this, that 70% of the time when people fail in a role, they fail because of personal skills, things like time management or not able to be a team player and not having, being accountable for their actions or they can't manage their emotions. So, if we just look at the resume and the background and we make most of our decisions there, we're not taking into account the things that you can't see that aren't black and white. And so, we have to look at that during an interview. So, we want to avoid these mistakes so we don't have that high costs of loss 1.5-8 times someone's salary. TriMetrix, this is, we're talking still about why use TriMetrix. TriMetrix will help managers look beyond what they can see, help them look at those things like personal skills and motivation and take that into consideration as they're making their decision.

[00:08:09] The second of the top three is personal bias, and this is unconscious bias that we have. Malcolm Gladwell is an author who's written many books and one that was written a while back was called Blink. And he talks about this thing, about we have unconscious bias, that we make a decision in the first 2 seconds of situations, and it can work for us a lot of times. But it is deadly, and the dark side of our intuition when we're interviewing and hiring because we tend to make, if we're making a gut instinct, we like a person, we either don't like them, maybe they went to a college that you don't think is a great college, or maybe they look a certain way or they don't look exactly like you, and you wouldn't consciously do that, but he shares a lot of research on that we do have bias that we're not even aware of. So that's why it's the second biggest interview mistake, because we're not aware of it. We just we like somebody, we like their school because we went to that school, and we have good thoughts about that school and many other things. So, the thing that TriMetrix helps us do is, helps us be more objective about what the job means for success. And I'm going to show you that process today so that our bias does not kick in unconsciously and cause us to make this what Gladwell says, the dark side of her intuition. So, we use our intuition, which often can serve us, but in the interview process it can cause us to make decisions that aren't always fully fleshed out. So TriMetrix is going to help you do that, help you be more objective.

[00:09:49] The third biggest interview mistake is another thing we're not conscious about, and that is talking too much. So, we get excited about the fact that we're interviewing, we are usually the people, if you're interviewing, you're the people who represent the company really well and you have a favorable impression of the company and you're excited about it. You're wanting to be a great host. And when we do that, we might miss candidate insights because we are very friendly, and we talk too much. Sometimes people talk too much because they're nervous and they're not sure what to do in any interview. And what we guide interviewers to do is to speak 25% of the time during the interview and have the candidate speak the rest of the time. So, think about the last interview you had, how much did you speak and how much did they speak? The more they're speaking, the more you're going to learn about them. And that is likely to happen if you have a plan and you know what you're looking for for the job, you're clear not just on background and experience, but what are the personal skills that matter? What are the attributes that we have to have? And I'm going to show you how to do that today. But TriMetrix is going to help hiring managers create a plan to help them be more focused, help them listen

more and talk less. And they're going to be focused during the interview, especially if you have an interview team, which we recommend. We want the interview team to be very clear about the job and in some agreement about what is required for success in the job. And our process helps you do that, which you will see today. But they will be, everybody will be focused on the job, not how much they like the candidate so that you're getting a better fit. So, we want to make sure that we're digging below the surface and that we are letting the candidates talk and that we know what the job needs and we're not over focusing on background and resume.

[00:11:45] We do have, as I mentioned at the start of this section, is an interview quiz that talks about the 13 mistakes, hiring mistakes that interviewers make. And you can check that out for free. It'd be a great training, something you could do as a part of a just testing your expertise, go to pricelessprofessional.com/13mistakes, one three mistakes, pricelessprofessional.com/13mistakes, all one word and you can take that quiz. So, we have an understanding of why do use TriMetrix. My point here was to show you how you could use TriMetrix to avoid some of these interview mistakes because in hiring there's always a risk. So, we want to do everything we can to avoid that risk. And so that's why we're thinking about the hiring process. We're wanting to be thorough. We don't want to hire for background and then fire for attitude. We want to take it all into consideration. Somebody who, that could have been a high performer in another organization in the same role may or may not be successful in your organization because it's a different dynamic and you want to just be able to hire smart and hire thoroughly. And this is a message from a user. This is why they use TriMetrix and they're a top TriMetrix user. And they said as a pre-employment tool, "It is amazingly effective for putting the right person in the right seat. It helps us dig deeper in the second interview. It helps us figure out where good candidates may be a better fit in a role different from what they interviewed for." I particularly liked this quote and feedback from this hiring manager, because not only are they using it as they're interviewing candidates to dig deeper and do the things that we want them to do and that they want to do, make sure they make a great, great hiring decision, but they're using it when they have a good candidate that comes in. And that candidate scores really well in the assessments, is really great in the interview, has a great background, but maybe they're not the best fit for the role. And because they can they have the assessment; they can figure out where they might be a better fit. They have a better understanding of who this candidate is, what they're motivated by what their strengths are. And so that, in this day and age, when you've got a good candidate, you want to hire them. And so, this is a way they actually know the assessment well enough, and they are able to help candidates figure out where they're a better fit and get a different position maybe than what they interviewed for. So, I enjoyed that. That's another reason why to use TriMetrix.

[00:14:23] So TriMetrix, what is it? It helps you avoid this. And the picture that I have on the screen now is two people in vehicles. We've got a little boy in a car where you can't see over the dashboard in one picture. And then we've got a gentleman whose head is sticking out of the car while he's trying to drive. He's, you know, there's a hole in the roof and his head is sticking out. These people are good people that are trying to do a good job, but they're not a good fit. And so basically what TriMetrix does is it helps you unmask strengths and talents and helps reveal who someone is. And you avoid this, good people in the job that can't do the job. And so, what TriMetrix does is it helps you focus on fit. So that literally, in these pictures you see, they don't fit

in the car, they cannot drive. And literally sometimes we have that in a job, they're a good person and they had lots of great attributes, but they don't fit what matches for the job. And we want to avoid that. And the interesting thing is, this is some research from the Gallup organization, and they figured out that three out of four adults don't really know what their strengths are and they're not using them on the job every day. And so, people interview with you oftentimes because they need a job. They may have a background and experience in some of the work, but they might not be a great fit or they just think the job is interesting or you're with a great company. So, it ties to that feedback from the client about being able to help people find jobs that are a good fit within the company when they're great candidates. So, it's interesting. So, line four people up and three of them will not be able to successfully talk about their strengths and their talents and what's a good fit for them in a job. And so, when, and this is why fit matters, fit is about strengths, someone's strengths matching what the job needs. And if we just know what our strengths are, the next day, we're 8% more productive. So, when people get a report, so when you're doing a team building or development, and they begin to understand what their strengths are, and maybe they've done some coaching and they start to understand what their strengths are, they're 8% more productive. So, it makes sense, you know what your strengths are, so you're not foggy about it. You can list them and then you can take action based upon them. If they get to use their strengths on the job every day, they're six times, six times more likely to be engaged.

[00:17:01] So our focus here at Wake Up Your Workforce is to create this wake up eager, literally wake up eager, "I want to go to work because I get to do what I do best every day and I'm going to get to do it today." So, it makes sense. It's common sense. Sometimes we miss it a little bit or forget it. And so, what we want to do is make sure that we have a fit. That's why we keep talking about focusing on fit and strengths and why that matters. You're three times more likely to say you have a high-quality life, so you get to go to work every day, you're waking up eager, you're part of a team where everybody else is well placed. They're waking up eager. I think you would call that a more high-quality life when you're driving in and you're spending all your time with, in an environment that is a good fit. Now, teams 25 person teams, where all every team member says, "Hey, I get to do what I do best every day." There are 44% higher customer service scores and 38% higher productivity scores. Excellent research by the Gallup Organization. They have done meta-analysis, which is taking numerous studies. They've interviewed millions of people through all kinds of industries, across all kinds of people. And this is great information.

[00:18:18] So your strengths matter, fit matters. And if you don't have, if you have a great fit, it will impact their attitude, how someone works. We call it attitude. How do they show up? How do you describe them? And I've got an example of three new hire attitudes. So, say you've interviewed people, you've thought that you've done a good job, they seemed capable or you certainly wouldn't have hired them, they said all the right things. They looked good in the interview. You were thorough, as you knew how to be. And I've done this because I was in Human Resources and I used to do hiring, and I've made mistakes and I've done them, made good hires as well. But you have three what we categorize as new hire attitudes after six months. So, you know, first six months, it's often a honeymoon period. And then how are they performing? The first attitude, because I said there are three, is one, that is like a car that looks

good, but it's on blocks. You ever see that in neighborhoods where all the wheels are off so they can't run and we call this I look good, but I don't work attitude. So that can be a type of new hire that we don't want, they are on the blocks, it's a good-looking car, but it doesn't run and so that doesn't help you get the job done and it's pulling down the team.

[00:19:39] Another attitude is someone who is unreliable and inconsistent. And so, we've got a guy pushing a car, car sometimes works and oftentimes doesn't, so he's pushing it. S,o we've got the unreliable and inconsistent attitude.

[00:19:54] And then the last is the champion attitude, which is what we see here is a gentleman on the top of a race car with his race suit on. It looks like it's an Oracle Formula One race car. He's standing on it and he looks like he just wants.

[00:20:11] So we've got, I look good, but I don't work attitude. We've got unreliable and inconsistent attitude. And then we've got the champion attitude. And so, we of course, we want the champion attitude. We want that, somebody who's going to come in and they're going to have high personal accountability and self-management and they're going to be motivated. They want to do the work that needs to be done. And so how do you get this champion attitude? So, we want to look at that. And basically, what determines someone that has champion attitude or has one of the other attitudes.

[00:20:47] And what we say is there's three things that determine whether they're going, what attitude they're going to have or how they're going to show up on the job. And what, the very first thing is, the thing I've been talking about, fit for the job. Is this work something they can do; they can do and they want to do? So, a lot of times people want to be in the job, but are they going to show up six months, two years down the road and still be energized and motivated to do the work? The second reason that you'll have a different attitude is how they're managed. We aren't talking about that today, but if someone isn't managed well, they can go from a champion attitude at the start and turn into unreliable and inconsistent or I look good and I don't work. And sometimes that's about the culture. Does this company care about me, and do I care about this company? It can be how their manager is working with them. And the third thing that can show up is past habits that have formed over the years. And so, somebody, and we measure some of that in the assessment, for TriMetrix with the personal skills, and we can look at how they're thinking and feeling and making decisions. And so, if someone has habits that they formed over the years of being resistant to getting things done, being really frustrated or easily stressed out, or they have low resiliency or they blame people, a lot of that is measured in TriMetrix and somebody can change that, but it requires a lot of effort and focus by the person to change.

[00:22:23] So those are three things that determine attitude and what's most applicable to our conversation today is fit for the job. If they're a fit, you're going to continue to reduce the risk of having anything like I look good, but I don't work, or the unreliable and inconsistent person, and you're going to lean towards the champion attitude.

[00:22:44] So we're always talking about reducing risk and we want TriMetrix to help you do that because TriMetrix helps you focus on fit. And I've got a picture here of a nice gentleman with a beautiful smile. He fits the vehicle completely. And that's what we're going for when we're using the assessment and just throughout our entire hiring process. Another reason to use TriMetrix is you can use it throughout the employee lifecycle, you can use it in hiring, which is what we're talking about today, but you can also use it in onboarding.

[00:23:16] So once they come onboard, there's a coaching report that you can use and I have some sample content up here that you can see about Communication Do's and Don'ts for new hire. Here you can use it in team building so you can help a team begin to understand their strengths and how they interact together. Leadership development, you can use it for that help people grow and have them make sure that their personal skills match the future roles that they're going into, which ties to succession planning and conflict resolution is amazing with this. I've done this often where I facilitate conversations between folks who might be feuding, and the process really works. The assessment really helps kind of highlight differences and similarities and helps people come together.

[00:24:01] So the beauty of using TriMetrx is not only can you use it to hire, but you can use it throughout the employee lifecycle. So that's a lot of my job of sharing why use TriMetrx, how does it fit. Why even think about using it with hiring, with TriMetrx, why even think about that?

[00:24:19] Now I want to tell you what it is, and we're going to actually look at sample assessments. So TriMetrx is a trimodal tool. And so, when you think TriMetrx, think about trimodal, meaning it measures three sciences, three views of a candidate, which is something that the Department of Labor recommends. So, it measures communication and interaction style. It measures motivation, values and interest in the work, and it measures personal skills and Acumen. As you can see previous to this slide or this conversation in the podcast, we use a lot of car analogy, so we're carrying it through again, we use a car analogy to talk about TriMetrix. So, let's look at that and talk a little bit more about that.

[00:25:04] The communication and interaction style is in the car analogy, how we drive, DISC. It's the DISC assessment if you're familiar with, that's a pretty popular tool. It just measures one aspect of us. It gets over applied oftentimes, but in this tool, we want to make sure you just apply it for how you drive, which is interaction and communication style five days a week. So, what does the job need five days a week? And does this person's communication style match that and we'll show you how to do that.

[00:25:34] The second thing in our car analogy and in the TriMetrix, trimodal tool, is gas in tank. You know, it's hard to get a car with no gas to go anywhere, right? The gas tank is empty, you're not going anywhere. And that's what this part of the assessment measures. Each one of these are different sciences. There's different developers, different reliability and adverse impact studies that confirm that these can be used in the marketplace and are EEOC compliant. But they're each measuring something different. But it gives you a fuller picture of a candidate. If you just did how we drive, you're only seeing one aspect. So, gas in tank is not visible in the interview. A lot of times people, once they read their gas in tank results, if they're somebody going through a development program, it makes sense to them. But they weren't, it's an unconscious thing, so it's not always conscious. That's that thing that Gallup is reminding us of

that three out of four adults can't name what their strengths are, because part of our strengths is what we're motivated by. So, this is a very powerful tool and it's a very great insight for you as a hiring manager to understand what causes this person to want to take action.

[00:26:49] So gas and tank is the second science in this trimodal tool. And the third science is horsepower or Axiology. And that's the personal skills and Acumen. This is not visible on the job. This is what you're going to see six months down the road. So, when I was talking to you a little bit about the different attitudes, the stronger someone scores here in the horsepower Axiology area, the more you're going to have a capable candidate, it is not the only thing because you got to look at everything, but it's not visible from the side of the road and you have to get under the hood. That's what we call it, horsepower. You have to get under under the hood in advance because you can't see it until they're on the job for a period of time. It's not IQ, it's not personality, it's not psychology, but it's telling you something very practical. And that is how this person thinks, feels and makes decisions. So, we measure personal skills. There's 25 personal skills, and you'll see those here in a moment. Things like self-management, planning and organization, leadership, resiliency, so many things. Personal accountability, did I say that already? So, there's a lot of important skills in this area. You want to know about that. All right? So, and what the Department of Labor says, not only do they say measure three views of an individual, but before making any hiring decisions, when you're using assessment, but use it for less than 30% of any decision.

[00:28:16] So we don't want to over apply, as great as this tool is, we want to make sure we're interviewing. We don't want to just take an assessment and say, okay, that's how I'm going to hire people, because that's not going to work. It's not enough information. You need to see their background and experience. You need to interview them, talk to their references. The assessment does give you a 30% that you're not aware of, and 30% is a big deal in making a complete and full decision when you're hiring.

[00:28:44] So what makes TriMetrix unique? I've got a graph here where you're looking at the different assessments across top, and I've got my Myers-Briggs, Caliper, Predictive Index, DISC, Firo B, HBDI, Herman Brain Dominance Instrument and TriMetrix is the last assessment on the far right. On the left-hand side, I've got the areas that I just talked about with TriMetrix being how we drive, which is the DISC assessment, gas in tank, motivators under the hood personal skills. We also, which I'm not talking about here, but I highly recommend this other assessment tool which measures Sales Acumen, which is knowledge of the sales process, because that can with salespeople, you know, they're good salespeople, so they may or may not be really good at the entire sales process. So, it's good to know that up front. And the last thing that I've got on the left-hand side, is measuring fit, matching the candidate to the job. That's the sweet spot right there. And what you'll see with all of these assessments, most of them and many of them I've taught or used over the years, in my years in performance development and organizational development. But most of them do measure behaviorally. So how we drive what you can see, Myers-Briggs does, Caliper or Firo B, Predictive Index, is mostly measuring behaviors, but there's only one tool that measures everything. It measures how we drive, gas in tank, under the hood. You can it could be Sales Acumen, can be added to it and it tells you fit. So TriMetrix is the king in my opinion, because it gives you so much that

you want to know about a candidate, and particularly not only knowing information, having an assessment on a candidate, but then how you can easily compare the candidate to the job.

[00:30:37] So that is very important. So, I want to show you an example of this. One side we're talking about background, goals, culture, interview, and that stuff. You can see, right? That's what you typically have. If you don't have an assessment, you're looking at the resume, you're thinking about the interview, you're thinking about, they're talking about what they said they wanted to do. You took into account the things about culture, how they all of that, what you can see.

[00:31:02] And then on the right-hand side of the slide is what TriMetrix measures, gas in tank, personal skills and Acumen, which is horsepower and then how they drive. And you've got two candidates. We've got Sandra and Sam. They're both interviewing for an Account Manager role. When you look at Sandra, I'm going to give each one of them a fit or risk scale for each area. So, we're going to give them a score for background goals and culture. On a scale of 1 to 5, one is they are a poor fit and there's the greatest risk in that in these areas. Three is this a fair fit? So, there's some risk. And five, is this an excellent fit? So, 1 to 5, one is poor, five is excellent. And we're thinking about risk and we're thinking about these two areas. So, we've got Sandra, she got a 4.5 out of five, she has is an excellent fit. She was great in the interview. She had the right background. She seemed to be a fit. She said all the right things around what the future goals are. But when she took the TriMetrix assessment and they matched her scores to what the job needed, that she only got a 2, which is getting close to the poor fit. So, remember, 1 to 5, one is poor fit, five is excellent fit, one is greatest risk, five is less risk because there's always risk, right? So, Sandra, four and a half on the background and everything you could see, two on the TriMetrix. So, they got additional information from the TriMetrix assessment. And so, her total score, if you multiply four and a half times two, it equals nine.

[00:32:38] Sam, Sam had a three on background, goals and culture for this role. He didn't have quite the background that Sandra had. So, he's a fair fit. That's what three is. If you can look at this slide, you'll see it fair fit. There's some risk because he doesn't have the exact background that Sandra had. But then when he took the assessment, he matched every area that was important to the job. He had really strong scores on how he thinks and feels. That area about under the hood was really, really strong. So, it showed you a lot of capacity. So, if you multiply his background three times TriMetrix of five, you got a score of 15. So, he's a higher match. It's not exact. You could say, well, okay, is that really a right formula? It's just another objective way to kind of look at, we could go back and talk to Sandra and Sam now. And with Sandra, the fact that she scored a two on the TriMetrix score is what we'd be able to do is give you interview questions where she wasn't a match for the role and you can dig deeper in very specific areas and dig deeper in those areas with your reference, with her references, and with Sam, you could just take and now you might not discount Sam now you might say, "Okay, wait a minute, let's talk to him a little bit more because we were discounting him because of his background. But boy, he's got a lot of talent here that really matches what we're looking for." So, it's not to make the final decision. Just because Sam's scored higher than Sandra, it's to inform what your next steps are. And you'll see that when we talk about the interview process, it always is, "What do I do next?"

[00:34:17] I've got a slide here telling you a little bit about TriMetrix so you understand we're talking about what TriMetrix is. It's EEOC and OSECP compliant. We have up to date adverse impact studies, technical and reliability studies, peer reviewed papers, white papers, case studies. You can check any of that out if you go to research.ttisi.com, research.ttisi.com. That is my business partner for this tool. They have a great brain research organization. They have decades, decades, 30 years in business, and we have this huge nondiscriminatory pool of millions of individuals because we're all over the world. We're in 65 countries and 48 languages. So, we have great, a rich foundation of information to pull from, to continually refine and make sure the material and what you're getting measures, what it says it does.

[00:35:17] So, now let's look at the four steps of hiring with TriMetrix. First, we're going to have a candidate complete an assessment. Then we're going to, second is we're going to select the top TriMetrix attributes for the position. Third, we're going to compare the candidate to the top job attributes. And fourth, we're going to use TriMetrix interview questions to consider match and figure out the next steps. So, I'll walk through all of this with you.

[00:35:42] We do have a hiring with TriMetrix process documents. So, if you are a client, this document will be helpful to you because it summarizes these four steps and gives you everything you need. So, let's first look at the candidate and the candidate completing instructions. If you're a new client with us, what we do is give you a sample email to have, to send to candidates and you kind of make it your own. It gives instructions and gives an assessment link. And one of the things we talk about in there is make sure you take the assessment when you're in your normal state of mind. We ask them to allow for about 30 minutes. It usually takes 20 minutes, but some people take longer, so allow for 30 minutes with no interruptions. We encourage people while our assessments are mobile, if they can take them on a larger mobile device, not their phone or use their computer, it's a little easier. There's a couple of things where they need to drag items from one side to the other and they'll just have a better time of that. So, we have that in the instructions. We also have an option for them to take it in their native language. And so, if they take it in their native language, they'll be, they could be completely proficient in English, but if your native language is something different, it might be helpful to them to take it in that because it, there, it's measuring how you're thinking and making decisions and then the report will come back in English. So that is a thing to offer to people to get the best results.

[00:37:06] So when you get a candidate's assessment back, you'll see you'll see some graphs in the assessment. You don't have to know the graphs that we do certifications for people. And we have many clients who are proficient in graph reading. But the process we offer does not require that. But I want you to know if you're looking at this and then looking at a candidate assessment and you see some of these graphs, I want you to know what they are. The first graph is the DISC assessment, and it's that image, I've got the image above it showing you that that's how we drive. The second graph is measuring motivators. There are six motivators, and this is what puts gas in their tank. And the third graph is showing six bars, that's the science of Axiology. That's the horsepower of measuring how we think, feel and make decisions. It's a very practical, but the graphs are additional information, and if you ever have questions on those, you can

always call me, and I can give you some more insight on where this is. It gives you more insight than the personal skills. So again, you do not need to know how to read the graphs, I just want you to know what they are and that you can learn about that is if it's of interest.

[00:38:16] The next thing you'll see in the assessment for a candidate is the 25 personal skills. They're ranked from highest to lowest. This is the horsepower part of the assessment. And if you're looking at this video and if you're in audio, I'll read you what some of the things are. The top seven for this candidate is diplomacy and tact, employee development and coaching, goal achievement, interpersonal skills, leadership, persuasion and presenting. And what we have is a graph, how they scored in each one and the definition for each attribute. This employee's greatest personal skill strengths are. And when you look to the right of each statement, like for diplomacy and tact, this candidate scored a 100. It's very well developed. You'll see a red bar underneath everything. So, this is the great thing about our organization, the fact that we've been in business for so long, we're able to inform how someone's scored against what the population scores were. So that red bar always represents, it's under the graph there and it represents how 68% of the population score. So, you can see an on this particular attribute diplomacy and tact, we had people in our database, the millions and millions that are in our database scored anywhere from probably a 37 to an 82 or 3, and the mean is 59, this person scored 100. So, what that, not only do you see this person's score now, you can say, "Wow, they're far above population scores in this area." They did the same thing for employee development and goal achievement. They scored really strong. These are strong attributes for this particular candidate. So, we're going to make sure that we understand that and that, that they're able to use that on the job. So that's how you read the actual scores.

[00:39:58] And you want to look at the top seven personal skills for the position. And so, I'm going to show you how to do that with this worksheet that we use. But is this a candidate a match to what is required for success in the role? And now we're looking at some more competencies and there's 25 personal skills, and these are the lowest scoring competencies. And what you want to look at is, are these important for success? And this particular graph we're seeing, accountability for others is the lowest, and it's the population scored anywhere from 65 to 85 and this person, the mean is 75, this person scored 57. So, it's below what the population scored and it is how 60, low below 68% of the population. So, if accountability for others, the ability to take responsibility for others' actions, is an important attribute in the job, this is where you would do some follow up.

[00:40:59] Now we're looking at the now we're looking at another science, another science, which is gas in tank, which is the motivators. And you'll see six items here. It's a motivator hierarchy. The top two are what someone is most interested in. And so, what you see in this page is, this person is most interested in theoretical and social/ altruistic. So, they want to theoretical as they want to always be learning. They want to gain knowledge. They like continuing education; they want intellectual growth. And then their number two is social/altruistic. So, they want to be of service to others. And so, there are six motivators. We all score somewhere on these. When we take the assessment, we're answering what we value over the other items. You don't know how you're placing them at the time, but this is how it shows up. But this person, they need a job where they're going to be able to learn. They're going to be able to be a product expert and they're going to be able to help people mentor,

coach, serve others. And so, what you'd also look at with this one is this person scored 68%, far above population scores. If you see this person's social/altruistic is a 73, the mean is 43, 68% of the population score 22 to 62 and this person scores 73. So, they are passionate about being of service. So, if they're in some role where they don't, they don't obviously get to spend every day counseling, coaching and serving, you're not going to get the best fit. You're not going to get those scores around six times more likely to be committed and engaged in the work, if it's not a service oriented, spend every day, five days a week being of service. The other thing you can look at is how somebody scored as a number six. So, this person scored as number six, individualistic/political. So, this means that they're least interested in this area. And you can see the score because it's far below the rest of the population. This person scored a 23 and the mean is 55. This person does not want to do this. They don't want to get personal recognition and have to work by themselves and lead others to new decisions. They don't want to be in the spotlight. So,, if this was a position that required them to be in the spotlight and remember I told you, a lot of times people don't really know what their strengths and talents are, three out of four adults. So they may not realize that according to the assessment, they scored very low interest in that, they don't want to work alone. I don't want the spotlight on me. I'd rather collaborate than be out front and command an audience. So, we would want to be aware of that and aware of that as their manager, too, is a great management tool to understand what really serves someone, what puts gas in their tank and to help them get it.

[00:43:46] This is the last little part of the assessment you'll see is a behavioral hierarchy. Again, that's ranked highest to lowest, and it's measuring interaction and communication tendencies and strengths. This is how we drive. Does the candidate strength match what is needed on the job five days a week? So, there are 12 attributes. It's all part of the DISC assessment. So, this person's highest is consistent, persistent, following policy, people-oriented. And so, you can kind of see and it goes from highest to lowest there. Another bit of the assessment, there's some behavioral feedback that comes up, and it's from the DISC assessment. Remember, the DISC is just how you drive. It's not everything about someone, but it does tell you five days a week what they all want to do. When you look at the attributes for the behavioral competencies, you'll see that all of those competencies are things that I have, I do every day. And you'll look at them and you say, "Well, I do some of that every day," but your DISC style is what you prefer to do, what you're most oriented towards, what your natural communication and interaction strengths are. And so, you kind of, you want to look at that for the job and make sure they match. So that's how we drive.

[00:44:57] So the candidates completed the assessment. You now have a very quick review on how to read the assessment. One of the things you can do while the candidate is completing the assessment or even before the candidate completes the assessment is complete this Superior Performance Attributes worksheet. We have a checklist and a worksheet that will help you walk through figuring out what the job needs so the candidates completing the assessment. Now you need to get very clear on what the job needs. And here's an example of one that was completed. This is a Superior Performance Attributes worksheet that was completed. It's for an executive leader. It's a hiring, what it ends up giving you is a hiring template or a benchmark. And what you'll see here is the top priorities in the role. You'll see the attributes that were selected. You see horsepower, gas in tank and how we drive is showing up. And you're going to

see this is the template for hiring. These are the things we want to focus on so we can be better interviewers, that we can talk to candidates and ask these types of questions that will tell us whether they're good at this and we're going to match their assessment to this type of template. This was for a nonprofit leadership benchmark. We had the board complete the worksheet and then compile this template, and that's what they interviewed for when they had their candidates. And that's what we looked at and compared their assessment to.

[00:46:16] So let's break it down and go through the process of the Superior Performance Attributes worksheet. The very first thing you do is you select the superior performance attributes. So, we call it a SPA, Superior Performance Attributes worksheet. So, you select the attributes. I'm going to show you what the worksheet looks like and then I'm going to give you some examples. So, the first thing you do is you think about the top 3 to 5 priorities in the job and you've got to list those. So, these are priorities, what is required for success in the job. So if you think about, here's another car analogy, when you're in your car, you've got a complete car driving manual in the glove box. But do you pull that out very often? No. And that would be comparable to a job description. A lot of times you see three- and four-page job descriptions with a lot of information of everything that's involved in the job. That's a good thing to have. You want to have that to refer to. But when you're interviewing and when you're new on the job, you need to know what the dashboard is. So, the dashboard when you're driving is how fast are you going? Do you have gas in your car? What's the water and heat index and the oil? This is what we're thinking about with priorities. We've got to think about what's the dashboard? What are the 3 to 5 things that have to happen in the job, or the job will fail or the candidate in the job will fail? What are the three things that have to happen? And so, I'm giving you a couple of examples here. This was for a Human Resource Advisor. I was training with a group of Human Resource leaders, and we very quickly did this on the fly. But this is what they came up with as the top 3 to 5 priorities in the job. First responding to employee and manage your questions in a timely manner. Building relationships with leaders, effective recruiting, ability to execute, creative ways to engage employees and knowledge of all the processes and procedures. So those are the top 3 to 5 priorities. So, this is a great exercise you could use to help get clarity about the job. Every time I've done it, I've done it with large groups where you have all the site managers from across the country who do this same kind of instructional, it was an instructional flight instructor. They all were hiring the same, so they were all together to come up with a template that was the same. It clarified them having the conversation of just picking these priorities. It can clarify the thinking of the group. It can clarify the thinking of a hiring manager, as to what is it that's most important. And it's very important that your interview team understand what these are, because when if they're interviewing individually, they all need to be singing from the same song sheet. They need to have the same dashboard that they're talking about. So, they're giving the right information to candidates.

[00:48:58] And we also use these priorities to then make decisions because the attributes in the worksheet are all really great attributes. So, what I've done now is gone to the first part of the Superior Performance Attribute worksheet, where it's talking about personal skills. You see over to the left, I put the priorities that were created by this group for a Human Resource Advisor, and so as they were selecting items, they needed to continually go back to what they said was most important because these skills, there's 25 of them, they're all things that you would want in a

candidate, but all people are not strong at all 25 of these. So, you want to know what are the top seven? And so, they selected things like interpersonal skills, customer focus. And you can kind of just see the list here if you're looking at it. The third one was persuasion. Number four was diplomacy and tact. Number five was employee development coaching. Number six was goal achievement and number seven was personal accountability. And then I had them add self-management. Self-management and personal accountability are two skills that we see in all top performers, in all positions. And so, what personal accountability is this ability to not blame others take responsibility for mistakes. Self-management is this ability to manage your time and priorities. And so, if people fail in those areas in any job, think about it, any job from CEO to person in the front desk and everything in between, those are top performing attributes. So, you'll see those start on the worksheet. But this worksheet guidance is to pick the top seven needed for mastery in the job. So, what is needed for mastery? You pick the items, continually reference your priorities that were first selected so that you can select the things that truly help you make sure those priorities are met. And when you're looking at the personal skills or anything you select, the litmus test is if this doesn't happen in the job, will the job fail? So, if somebody doesn't have interpersonal skills, will they be able to meet these priorities? And that was the number one they selected. So, it's very important, it's a good place to start, to create a template now by using this worksheet.

[00:51:14] The next part of the worksheet is the gas in tank part, and it's what the job rewards, most rewards. And you'll see a list of six items, and you can read those items. What this group selected, and I know this culture of this organization, the number one thing was individualistic/political, thus rewards those who value recognition, freedom and control over their own destiny and others. And so it is that kind of organization, so they would need that if they're a Human Resource Advisor to other leaders. Again, you can see the priorities on this page, I placed them there as a reminder they have to love to be of service, which is the social/altruistic, and then they need to have a drive or an interest in social structure, rules and regulations, helping people follow and enforce the rules.

[00:51:57] The next thing is the behavioral traits. So, there's 12 behavioral traits, and what the worksheet is reminding you to do is to pick the three behaviors most needed throughout the day, every day. And remember, these are behavioral traits that we all move in and out of, but we also all have things that we prefer to do or communication interaction style that's natural to us. And so, it's hard sometimes to pick these. So, you have to pick out just three most needed throughout the day, every day. So that's the thing that will help you make a good decision every day they're going to have to do this. And so, they put people-oriented, versatile and consistent. So that gives you an idea. And so, when they're looking at candidates, they're going to look for those things.

[00:52:42] This is the Human Resource Advisor benchmark and this is the recap of how the sample position was created. And it just kind of shows you top priorities. Here's the seven attributes that were selected, here's the motivators and here's the behavior. So, you have a template now that you can use to guide all of your interviewing.

[00:53:02] Now let's go back and look for the Sales Insurance person. So, we've got insurance sales. This is another one just kind of going through this. This is with a Chief Sales Officer and they, the goals that they had was sales was the number one goal for the job. They had a certain amount of revenue they had, need to have by a certain date. They had to hold a certain number of prospecting. That was the second goal. They had to be able to handle paperwork and then they had to have the knowledge. And so that's the dashboard. If those things don't happen, the person is going to fail in the job. And then he selected it was just now, this wasn't a group, this was just one leader that was doing a lot of the hiring and made the decisions. So, the number one attribute that this person selected was goal achievement. Second was personal accountability. Third was persuasion. Fourth was resiliency. Resiliency popped up because you got to, there's a lot of stress and adversity in this role. And so that was important to select, self-management. Number six, customer focus.

[00:54:07] Next were the motivators that were selected high utilitarian/economic. We see that in a lot of top sales positions. And so, this leader immediately selected that individualistic/political, they were, they're going to work on their own and need to be visible to others. And then behavioral traits he picked the competitive D, which is the will to win. That's a high D style. Urgency is also high D and then versatile, the job requires adapting to various situations with ease. So now we got to pick those needed most throughout the day.

[00:54:40] And then we have another template that you can see very easily a recap of everything that we just created using the Superior Performance Attributes worksheet that you see the top priorities in the role. It's a one pager that summarizes the top priorities in the role for this particular region and this organization for insurance sales. And then you see the top seven personal skills, the top three motivators or drivers, gas in tank, and the top three behaviors. So now this is what they'll use to compare candidates to and to drive their interview process. And it was created by completing the first step in the Superior Performance Attribute worksheet.

[00:55:20] So what are some of the benefits of having a template like this? Think about the clarity of that. So, you don't have anything like this and you're going to interview a candidate, think about how you would approach the interview and then think about how you would approach the interview if you had a template like this that you had created. This process is taken me a little while to describe it to you, you do it once and you'll be going through it very quickly in 20 minutes, creating something like this and the value of now I'm having an interview and I know what I'm looking for and I've got interview questions that I can grab to match it, and it's going to help you avoid all of those interview mistakes, help your interview team do the same thing and just help you reduce risk. So, some of the key benefits of taking the time to create this, and it's not a lot of time, but to create select the Superior Performance Attributes using our worksheet and then having this template or this benchmark is it reduces bias, remember, that was one of the top interview mistakes and it increases focus on fit. It helps you also look at intangible things. You can overcome some of the "I look good, but I don't work, and the inconsistent and unreliable attitudes," that you end up with because you'll be looking for the attributes needed for success in the job you won't be just looking at the resume and how they seemed in the interview. You have more meat to go on, which will help reduce the bias. It'll help you focus on what matters most. You think about what your focus is without some type of template, and then you think about what your focus is when you have a template that you

created that you know represents what's needed for success in the job, it creates all kinds of clarity and ease. It will then allow you, when you do use the assessment, to reveal matches, you can see where there's a gap, where there's follow ups and you're able to assess the level of risk and really go into a higher, very objective, as opposed to crossing your fingers and your toes and hoping it'll work out. And then everybody can debrief a report, you don't have to have expertise on understanding the graphs and having this technical knowledge or have me involved or one of our people on our team involved in debriefing reports for you. Once you're ready, you can just go off and run and go quick and not wait around on us.

[00:57:40] So we have this checklist that we include with this worksheet, but you selected the Superior Performance Attributes, the second thing we ask you to do is check reliability. And these are for people who work independently. And we want a reliability score on this one part of the assessment of 0.7 or higher. This reliability score is pretty unique and interesting, and it's a good thing to have. It's with one of the graphs and I'm showing it here, it's the dimensional balance page graph. It's a part of the assessment that measures how we think and make decisions. And it's very, it's a great attribute of this assessment because if I started to take this part of the assessment and you finished it, the assessment would pick up the difference. Like, "Okay, they're thinking very differently, and something is off here." Sometimes people are interrupted, or they are stressed out and they don't read the instructions very well. And so, you might have an unreliable report. So, what we want to do is assess whether it's 0.70 or higher. And you see this in this image. We always check it. But if you're working independently, like you're running with the assessments, it's the last graph on the candidate reports, page 17. And if it's not reliable, if it's 0.70, then you let us know. Somehow, we didn't tell you, you get a retake link. But it's a great thing to know about whether they said, "Okay, we'll say we'll take it, but we're going to get my friend who's really smart to take it." And so, it will alert us of some inconsistencies, and that's a good thing.

[00:59:12] So we're going through with our steps hire with TriMetrix we've gone so far, step one, the candidate completed the assessment. Step two, we selected the TriMetrix attributes for the position. Now we're going to compare candidates to the top job, five areas and areas of fit. So, we're going to compare the candidates. So as a reminder, we've got these three areas that I showed you with a car analogy, how we drive, gas in tank and horsepower. And I referenced these earlier, but I want to flesh it out a little bit more here. Something we don't measure but that you're doing is roads to travel and future plans. That's the car analogy, that's talking about their background, their experience and their knowledge. Figuring that out during the interview, asking those types of questions, TriMetrix is not measuring that, and it's also not measuring future goals. I've seen people who are a good fit, they're a good fit in the assessment, they have a good background, they're a good fit in the culture, but they don't really want to do the work, or they turn out to be one of those attitudes where they're inconsistent and unreliable. Sometimes that's related to their goals weren't fleshed out where they really want to go. The truth about that was not fleshed out. And the job is impeding some of that. So that's something to figure out while you're interviewing. But roads traveled in future plans is a part of this.

[01:00:30] And then the other part that we don't measure that you're assessing as you're meeting candidates especially if have you if you have a group and you make sure the group tells you, covers this, it talks about do they where are they going to be parked? So, we talk about it being a garage where they're parked, culture of the organization and of the team and with the leadership team that they're going to work with and the peers and colleagues, do they fit that? I mean, sometimes people can be a fit in every other area, but they don't work well within the culture, which I have seen and often get called into to say, "Can you help us help this person work because they're not fitting in." And so that's something to take into account.

[01:01:09] So these are five areas that impact performance. It is a model that you can put in your back pocket as a leader and as a hiring interview manager, and for development, just understand where is the match and where could there be potential gaps and are there questions, we want to do in the interview process for follow up? And then for course coaching that gives you an idea of where to follow. These are two Insurance Sales candidates and what we've got on the page is we've got candidate A, which is Sally and Candidate B is Jane. And on the left-hand side of this little graph is five areas of fit, roads traveled, gas in tank, how they drive, under the hood, personal skills and then where they're parked and overall fit.

[01:01:54] So I've got colors here to represent the different aspects Sally had, I'll just go ahead and click through on Sally and Sally, I'll go ahead and do Jane too. Sally, matched green light on roads traveled and green light on style. So, they interviewed her, they had all their input and then they also had, as they went into the interview, the candidate match. So, they had their benchmark and their template. Where did she match? Where did she not match? She didn't match in what they said was needed for success in the role, the gas in tank. And if we use that Insurance Sales template that we talked about, she did, and it was yellow because she wasn't, so she was somewhat close, but not high utilitarian/economic and not individualistic/political. Those were some of the rewards or motivators that were selected by that one Chief Sales officer. And then there's a red light under some of the personal skills. So, there's some follow up areas for Sally if she's still a candidate. But those are some risk areas that we want to follow up on.

[01:02:53] Jane had a green light on all of these. So, when they checked all five areas and they had the interview team, they were able to say, "Well, she matched in all areas." So, they just kind of want to review interview feedback because the next step is, "Okay, what do we do next? Do we interview more? What do we do?" And then with Sally, there were three, there were three attributes that did not match, one in the motivators and then a couple in the personal skills. So, a follow up, if they're going to have follow up or talk to references, they want to follow up on these attributes that were very important, that were the top seven that required for mastery in the job was Sally didn't match a couple of those. So that's what you have, and we have a, this is a sample debrief worksheet. It doesn't have to be this fancy, and sometimes it is depending on like sometimes we create these, we can give you a template so you can create it. Sometimes I have it on a piece of paper and I'm just like, "This is what's needed and here's how the person score." But it just shows you the top seven personal skills for this role and you'll see the coloring of green and yellow, green and blue says, "Okay, great match." Yellow is a fair match and red is a poor match. And so, we often talk about level of risk. You saw that earlier when I was talking to about the two candidates that were interviewing for a role. Level of risk is important, and I use

that a lot, 1 to 5, one is not a match in many areas, they have the highest level of risk. Three is not a match in some areas there's a fair amount of risk. And then five is the greatest level of match and there's less risk. Notice I say less risk on five. They could match the assessment perfectly, but we're complex beings so doesn't mean they're assured there's no risk. There's less risk because they're matching things that you said was important.

[01:04:38] So this is the mind map for comparing this candidate to your template, because this is the template, and this is the candidate scores. And then here's notes. So, it didn't have to be anything formal like that. But it can be if you have notes like that or have to have a group that's interviewing. I want to quickly show you how do you know whether someone is a very strong or good match, a fair match or poor match? And here's some examples here. This is how somebody scored on social/altruistic and theoretical in the motivators. They scored above 68% of the population. That red bar that you see under people, people's scores if they're above the mean on the high end or above all 68, there are very strong match which gives you the blue. If they are above the mean. So, this is one where they have flexibility, this person scored 81. The mean is 76. So, they're just barely above the mean, but they are above the mean. That's also a good match. Where you get the fair match is when they're below population scores. Again, there's always that red bar that's our norming that we address and look at on a regular basis, 68% of the population, how do they score? The mean for this particular attribute is 58. This person scored a 50. So, they're below the mean, but they're within 68% of the population that scored. So, there's people score anywhere from 35 to 82 on this attribute and this person still within the frame of the population. So, they're a fair match. Where we say they're a poor match or they get the red light is, and this red light does not mean stop, it's just telling you, stop and look at this, doesn't it mean you won't hire somebody who doesn't match an attribute given the market today? But it does tell you what you're looking at and it does give you some idea of where they might need some development or things that you're going to be working with that you could help them, but it's also allowing you to assess risk. But this is one accountability for others where the person scored 57 and the population, 68% of the population, scores 65 to 87 and they scored 57. So, they are below the population scores, which means, "Okay, that means a lot more when they're below the rest of the population." They're really not strong in this and a lot more of the population scores higher than that. So that's where you just kind of say, "Okay, a little bit more risk here. If this is our number one attribute and this person scored this, we definitely want to follow up on it."

[01:07:10] Again, we're always keeping in mind that the assessment is less than 30%, but it can guide decisions and behaviors, our next actions. So, what you'd want to do is use the TriMetrix interview questions. This is step four of the process to consider match and next steps. So, candidates completed it. You have your attributes; you've compared it to it. Now we're going into some follow up and here are sample interview questions. This is one from the attribute under the hood customer focus. Customer Focus, our definition is a commitment to customer satisfaction. And here are two competency behavioral based interview questions. Tell me what you think of them. I'll read it to you. "Give me an example of a time when you knew the customer was wrong, but you had to accommodate their wishes. How did you handle it? What did you say? What did you do? How did you feel about it?" And if you're an interviewer, you would ask that, so say somebody scored low in customer focus and or you're just asking these

questions in the first interview because it's your number one personal skill, under the hood horsepower skill, that you need in the job to ask that question and then you be silent and you let them answer it and you prompt them if they don't give you very specific examples, then you prompt them to tell you more. If someone is good at this skill, they will have examples no matter how hard the question is, they'll be able to come up with something.

[01:08:39] Here's a second question under customer focus, "Tell me about a situation where you were able to anticipate a customer's needs before the customer even mentioned what they wanted." So, these are competency behavioral based interview questions. They are basically competency related. So, they're measuring customer focus and their behavioral based competency behavioral based meaning they're going to give you you're asking them to give you examples and situations. They're not open ended. You're asking about something specific. Lip service lies, past behaviors don't, let me say that again, lip service lies, but past behaviors don't. So, if someone has good customer, as I said just a moment ago, has good customer focused skills, they're going to be able to come up with past times and past examples. If they have a weak example, let it go, press for specifics and let them give you what they can. But if they scored low on it and then they have a hard time giving you good examples, it gives you some insight and you can factor that into the equation of what's the level of risk, what's our capability of helping train this person on being more customer focused.

[01:09:50] It's just basically these interview questions are tools in your tool chest to help you sort out who's going to give you that champion attitude. So, you're going to listen for solid on target examples. You're going to probe for specifics and you're going to do the thing where we talked about earlier about, when we're talking about interview mistakes, letting the candidate talk 75% of the time, if you change that piece, you have these good interview questions, and you change that piece where you let them talk and you ask for specifics, it gives you a big, big benefit and makes a big, big difference.

[01:10:25] So there's a couple more. Here's another example of the under the hood, remember, under the hood is not visible until they're on the job. They're six months down the road. They're on the job, and then you realize, "Oh, they're not really good at planning an organization. They don't have the ability." This is our definition; they don't have the ability to implement processes and procedures very effectively. So, the way we're going to ask a question about that using these competency behavioral based interview questions is, "Have you ever faced the day in which you couldn't get everything done that you had planned? How did you handle it?" And then here's the second question. We have like five or six that we can share with you for each one of these. But, "Do you consider yourself to be a good time manager? Share with me the planning system you use and show me how you use it." Again, it's that lip service. "Oh, yes, I'm really good at planning and organization." To everybody can say that, but can they give you past behaviors? And past behaviors don't lie because if they can't give you past behaviors, "Oh, this is what I do. This is how I do it. And it's very detailed." They've got planning and organization down.

[01:11:29] And then here's another example. If if one of the motivators, put gas in tank, was traditional/regulatory, which is a drive or interest in following processes, procedures and rules, that could be a position like the Human Resource Advisor role, they have a lot of processes and

procedures the organization needs people to follow. So that was part of their benchmark or template and say this person scored low on it. You would want to see if they have any tendencies toward traditional/regulatory, "Is their absolute right and absolute wrong? How do you decide what's right and what is wrong?" This is you're testing out how they what they think about following processes, procedures. "Do you sometimes feels that things would be easier if there were fewer rules and procedures? How do you deal with it?" And so, you're testing out something that you know is important rules to processes of procedures, and you're seeing how this person's approach is to that.

[01:12:18] So those are sample interview questions. What I want to go through real quick is the hiring manager debrief and conversation process. So, as you follow these four steps, you've got your benchmark, you've got your candidate assessment, here's how you step back and think about the processes. "What did I like about this candidate?" Irregardless of the assessment, just think about the whole package, the background, all those five aspects, culture fit, the assessment, the interview, everything, think about everything. What did you really like and ask the flipside, what concerns do you have? And I promise you, whatever concerns you have, you need to verbalize them. Bad part of instinct. When we make a split decision and say, "Well, I like you, there's also some good instinct where you hear things and you say, Well, I'm too busy. I don't have time to think about it." I want you to write those down too. And I often, if I'm debriefing an assessment, I want to know these things from the hiring manager. I want them to recap it for themselves, and I want them to tell me that so that I can look through that lens when I'm looking at the assessment. There was a research study done where there was 100,000 new hires and a large, and they tracked who didn't make it, and then they went back to the hiring managers. And most of the time the hiring managers said, "You know, I thought something wasn't quite right, but I was in a hurry. I didn't have time. I just thought it was just my thought. I didn't trust my instincts." So, while we want to be objective, we also want to make sure that we're paying attention to something that sticks in your mind, that says something about that doesn't seem right, and verbalize it and follow up on it because it's expensive. It's time up front, saved time down the road. You know, it's a little time upfront, saved costs down the road and headaches.

[01:14:05] So once you've done that, think about what you like about the candidate, what concerns you have. You want to review the benchmark. You've seen samples of that now with the Human Resource Advisor and the Insurance Sales position where we have that summary sheet. You want to make sure the candidate matches and you're looking for potential gaps and oftentimes we're helping you with that or you may be doing that on your own. Think about the level of risk. Remember, we have that scale 1 to 5. One is there's a lot of risk and mismatches based on the assessment piece. And five is there's a lot of match and appears to be less risk. So, you look at that. And then lastly, use those sample interview questions for a second or third interview.

[01:14:46] So that's the process. And a couple of Human Resource leaders that use the interview questions have said this a little bit of feedback, "The TriMetrix interview questions are beneficial. They help me be a better business partner."

[01:14:57] So they are often trying to support the hiring managers and working to do that. So having these there for you to use, whether you're supporting other people who are finishing up the interview process or you are the hiring manager, they are great tools.

[01:15:14] We have another great tool for you, which I will put in the show notes is how to conduct reference checks. This is again, from that book Top Grading. I call it revealing reference checks, because a lot of times you have those concerns. We don't want you to ignore them. And if you have those concerns that I just talked about, pay attention to your gut instinct in that area where your concerns are. I want you to plan another interview. I want you to use the assessment and I want you to use this tool when you're checking with references to follow up on that area. It's a process that gives you step by step and it'll be in the show notes. You can access it, but it basically is asking you to get some written permission from the candidate to allow you to do a more detailed reference check and then having the candidate reach out to their references to, say, call in advance, give them a heads up, and then it just gives you a strategy on how to do it and a sample script and sample questions. And it works every time. And I wanted to just assure you a lot of people get a little nervous about revealing reference checks or they think, "Well, they're useless." This tool will help you make them more useful if you use it, it will make a difference. And I'm going to give you a little feedback from an employment lawyer who is also an author, Donald Weiss, talked about this and he says, "Asking for reference information is perfectly legal. So those of us who get nervous about reference checks, it's perfectly legal. Giving out false and malicious information is illegal." So, if they are sharing something about how a candidate or employee performed and it's false or malicious, then that would be illegal. But you're asking for true feedback, right? And then he also says, "Also withholding certain negative information can be illegal." So that's also something to think about.

[01:17:06] So this process works. It's worth a little bit extra effort. You can see it in the show notes at pricelessprofessional.com/hiringwithtrimetrix. I'd love for you to try it and give me some feedback and the other thing it talks about in here is if say the candidate is currently working in an organization and you're not able to ask them for a reference check, you can make their hiring contingent upon any negative surprises because you can't, if they've not left yet, you haven't made the offer yet, you can't do the reference check on their current employer. So, a little bit different way to approach reference checks, but I guarantee you it will make a difference and I encourage you to use it and then let me know what happens.

[01:17:50] So we're wrapping up here. We're getting close to wrapping up. This is, what I've gone through, the four steps of the hiring process. We do have a document that we give to clients, and we have some additional training that we give to clients. So, this document summarizes everything. Another client said that this document is real helpful, contains everything you need, it has links. It has links to that Attributes worksheet, has links to our interview questions. So, it gives you everything you need to do to go through those four steps, the candidate email and everything.

[01:18:20] So we try to make it easy for you. We also try to share with you additional information, so some of the tools that we have for hiring, one, you can reach out to me if you'd like to know more about that, hiring with TriMetrix process document. If you're a client and you don't have that, if you're somebody is just curious about TriMetrix we can have a conversation,

some hiring manager tools that are complimentary go to pricelessprofessional.com/13 mistakes, for that top 13 mistakes interview quiz that we have it's online it's pricelessprofessional.com, forward slash one three mistakes. And then what we also have are a short ebook and my book that I wrote years ago but is very relevant 70 Best Practices How to hire Superior Performers. 70 best practices.

[01:19:12] I can provide any of that to you if any of that would be helpful. The PDF book that I have is an optional email training program that goes to sends a tip a day, and it's really a best practice every day for 70 days. So, it adds, helps people get through the book. And the short ebook, The Three Biggest Interview Mistakes goes into more detail. But we talked about today about the three biggest interview mistakes and then this podcast wakeupeagerworkforce.com. We've got many hiring tools and resources on different podcast episodes.

[01:19:41] So as we get to close here today, you've got to know this, are they going to be happy? Are they going to be productive? Will they want to stay? Will they own their job? Will they contribute their talent generously? This is a statement that represents the bottom line of what we cover today from everything that we started out with, which is what TriMetrix measures to looking at attitude, looking at strengths, helping people know their talents, having this fit that matters. We want to focus on fit. Are they going to be happy, is the first line, research tells us through the Gallup organization and common sense tells us, think about yourself when you've been happy at work, haven't you been more productive? When your talent is lined up with what was needed for success on the job, you wanted to stay and own your job. So all of these statements represent somebody who's a good fit for the job, and they have all five areas needed for superior performance that we've talked about today.

[01:20:43] This quote was written or said by Robert Hartman. He is the founder of the tool that measures how we think and make decisions. There's 25 personal skill attributes. He said this in the 1960s. So, we always think that everything is so different today, but it was important back then and it's been important all along and it's important today and will be important in the future. So, we need happy, productive, stay on their job to contribute their talent generously. People on our teams and we want TriMetrix to help you do that and hopefully outline how that will help you. You have the right tools if you're using TriMetrix and a lot of the information to put people in the right seats. And if you use these tools and you think about these five areas of performance, how we drive, gas in tank, roads traveled, future plans and culture and team, you think about fit in these, you will create a champion team. You'll have people that have that champion attitude.

[01:21:43] So we've got to get away from the idea that anybody can be trained to do any job. A lot of old timers and new timers think that, "Oh, if I like them enough, they can do it." It's good to like them and maybe they could do it, but there's more to the puzzle and not, that is not reducing the risk if we have that mindset. We've got to stop thinking that with an, "I'll just train them up and, you know, they just need to try hard enough, you know, if he did, you could excel. Anybody can excel at any job." But the thing is, is people bring who they are to work, to your job, to your company. And who they are is not just their background and their experience and how they look when you're talking to them during the interview. It's their natural communication style, it's their motivators, what puts gas in their tank, and it's their, what their strengths are personal skill wise. They bring all of that to the job and to your work. And so, we want to

recognize all five areas, we want to use TriMetrix to help you focus on fit. And we're back to a picture. If you're looking at the video or PowerPoint slides, we're back to the picture of the happy guy in the car, he's a fit for the job and he's doing a good job driving. And that's what we want is, we want TriMetrix to help be the tool that helps you, helps you get the fit.

[01:23:05] So to get the show notes again is to go and try, and the video and the transcript go to pricelessprofessional.com/hiringwithtrimetrix, pricelessprofessional.com/hiringwithtrimetrix. Look at our wakeupeagerworkforce.com, wakeupeagerworkforce.com, all one word for additional episodes on hiring and communication and leadership. You will see a directory there and you'll see this is our 81st episode so there's plenty to go look at there we can also we're very active on LinkedIn. I am Suzie Price and so is Priceless Professional Development to connect with this on LinkedIn and if you want to reach out to me, you can reach out to me there or on our website at pricelessprofessional.com/suzie.

[01:23:57] Thank you for tuning in. I can't wait to connect with you again. Love all this information. I want it to help you. I want to be a wake up eager world. I want there to be a wake up eager workforce. I want people to use their talents and strengths. I want them to be placed in the right places and for you to have the people in the right seats so that everybody can thrive as much as possible. So, thank you for tuning in and look forward to next time we connect.

Outro: [01:24:24] This episode of the Wakeup Eager Workforce Podcast was brought to you by Priceless Professional Development. Thank you for tuning in. If you enjoyed today's show, head over to pricelessprofessional.com to gain access to more professional development resources.