



# **SIMPLY THE BEST**

*A Strategic View of Hiring*

*Partnering With You To Drive Organizational Effectiveness*

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# Hello,

Thank you for taking a moment to evaluate the approach we use for targeted selection. Our strategic focus is to ensure the very best fit between the candidate and your business needs. Having owned three companies in the '70s, having held senior positions in corporate America in the '80s and having started The Executive Group in the '90s, I understand the importance of the "people process." No business can fulfill its potential unless it gets the people process right.

There are three essential questions that must be asked:

1. What skills, behaviors and core values does your company want to use as selection parameters?
2. Can the competency profile you seek be trained? Or must certain characteristics be intrinsic?
3. What will the job be tomorrow and will the person be able to handle it, and if not, what do they need to do differently?

We will help you answer these questions and we will help you put the right people into the right positions. The sections that follow describe our philosophy, our process and our instruments. By building a strong bench, we can help you link your human capital with your strategic intent; it is simply the best approach to selection available. Our goal is to partner with you to drive organizational effectiveness.

Thank you for taking the time to evaluate how we can support your organizational needs. We look forward to creating a new partnership with you.

**Rick Tiemann**  
President

# SIMPLY THE BEST

<p><b>Our Philosophy</b></p>	<p>We provide an objective assessment of the capabilities and competencies of potential candidates to gauge their performance potential for their new role in your company. From the Executive suite to the shop floor, our goal is to help you make sound hiring and promotion decisions.</p>
<p><b>One Assessment/ Multiple Applications</b></p>	<p>You don't have to use different assessments for different positions. Utilizing a behavioral approach for job selection rather than a skills-based approach helps create a better predictor of performance.</p>
<p><b>The Process</b></p>	<p>Our selection process focuses on using the 16PF Personality Questionnaire. The 16PF is one of the most widely used, statistically validated psychological assessments on the market today. The 16PF online is available 24 hours a day or can be administered at your facility by paper and pencil. Depending on which application you chose, it will take from 30-50 minutes to complete. For higher level positions we blend in other assessments for greater depth of information. See Appendix B, Page 7 for Additional Assessments</p>
<p><b>The 16PF Instrument</b></p>	<p>The 16PF measures 32 different dimensions of personality, five global factors and reasoning skills. The five global factors that have a significant impact on predicting job performance are:</p> <ul style="list-style-type: none"> <li>• drive and influence</li> <li>• social and interpersonal skills</li> <li>• work habits and work ethics</li> <li>• practicality or thinking style</li> <li>• emotional resilience</li> </ul> <p>For more detailed information on the 16PF see Appendix C, page 8-9</p>
<p><b>Types of Selection Reports</b></p>	<p>We help you select which report will do the best job to link the data to the role and aid your decision-makers in making sound hiring decisions. All reports provide information about strengths, weaknesses and areas of development in a language relevant to the position.</p> <p>Personnel Report Sales Personnel Report 2.0 Management Interview Guide Management Overview Executive Summary Report</p>

## Reporting Back to You

<b>Interpretation</b>	You don't have to be an expert to interpret the 16PF. The various reports take the burden out of interpretation. Reports come with easy to follow Tips and Templates guides to interpretation and User's Manuals. Basic training and advanced training are available to help you get the most benefit from the report.
<b>Consultation</b>	The Executive Group consultants are available by appointment to discuss the reports, provide insight in the analysis of the assessment and discuss our hiring recommendations.
<b>Training</b>	<p><b>Basic Interpretation</b> Learn the 5-Step process to interpret the 16PF in our Boot Camp one-hour Webinar. You can train your whole staff on the basic use and interpretation of the 16PF.</p> <p><b>Advanced Interpretation</b> Chalk Talk is offered in white paper format. Each article focuses on one specific factor and how it affects performance along with case studies.</p>
<b>Job Profiling</b>	The 16PF enables us to use job profiling to design a job specific selection process to help you define hiring parameters and create a customized report.
<b>Customer Support</b>	Our staff is ready to help you design and administer a process that fits your needs. We provide guides and manuals to aid both the administration and interpretation of the assessment.
<b>Additional Information</b>	Visit our website at <a href="http://www.theeg.com">www.theeg.com</a> to view sample reports and get additional information about selection and other services we offer.

## Appendix A

# TYPES OF REPORTS

<p><b>The Personnel Report</b></p> <ul style="list-style-type: none"> <li>- Easy to interpret</li> <li>- Available online</li> <li>- Cost effective</li> <li>- All job classes</li> <li>- Results in 24 hours</li> </ul>	<p>The Personnel Report helps match people with suitable jobs by providing a concise description of a candidate's work-related personality characteristics and scores on various scales associated with job performance. It also provides an objective way to promote qualified employees.</p> <p>It has the following sections to help you make sound hiring decisions based on objective data:</p> <ul style="list-style-type: none"> <li>• <b>Areas of Potential Concern</b>-helps spot potential risk factors that could derail an individual's ability to perform any job.</li> <li>• <b>Performance Factors</b>-rates 4 critical characteristics as they relate to job performance and relevance to long-term success and commitment.</li> <li>• <b>Work-Related Personality Description</b>-discusses in detail the performance factors citing both gifts and limitations of your potential candidate.</li> <li>• <b>Primary Personality Factors</b>- shows an easy to read graph of a candidate's scores on the 16 major work-related personality factors.</li> </ul>
<p><b>The Sales Personnel Report 2.0</b></p> <ul style="list-style-type: none"> <li>- Geared toward sales</li> <li>- Available online</li> <li>- Easy to read graphs</li> <li>- Selection and coaching tool all in one</li> <li>- Results in 24 hours</li> </ul>	<p>The Sales Personnel Report has all the benefits of the Personnel Report with added information targeted specifically for sales in the following areas.</p> <ul style="list-style-type: none"> <li>• <b>Primary Personality Factors</b> – compares at a glance your candidate's scores on the 16 PF graph to the generally most desirable range for sales positions.</li> <li>• <b>Performance Factors</b> –rates 6 critical sales characteristics and shows how your candidate's performance potential compares to desirable ranges for successful salespeople. It also pinpoints areas where development will prove beneficial for sales success.</li> <li>• <b>Areas of Potential Concern</b>-helps spot potential risk factors that could derail an individual's ability to perform any job.</li> <li>• <b>Work-Related Personality Description</b>-discusses in detail the performance factors citing both gifts and limitations of your potential candidate.</li> </ul>
<p><b>Manager Personnel Report</b></p> <ul style="list-style-type: none"> <li>- Geared toward supervisory/entry management</li> <li>- Available online</li> <li>- East to read graphs</li> <li>- 2<sup>nd</sup> interview questions</li> <li>- Quick turnaround</li> </ul>	<ul style="list-style-type: none"> <li>• The Manager Personnel Report helps you analyze your candidate's potential essential for effective management. You will be able to compare your candidate's scores on the 16 PF graph to the generally most desirable ranges for a Management position.</li> <li>• See how your candidate's characteristics may play out in a supervisory/ or entry level management role by going beyond the standard inquires. Find out how your candidate's personality and ability scores compare to other successful managers in the following areas:             <ul style="list-style-type: none"> <li>- Problem-solving ability</li> <li>- Self-Control</li> <li>- Workplace Coping Skills</li> <li>- Interpersonal Skills</li> <li>- Drive/Influence</li> <li>- Practicality</li> </ul> </li> </ul>



## Appendix A

# TYPES OF REPORTS (Cont')

<p><b>Management Interview Guide</b></p> <ul style="list-style-type: none"> <li>- 2<sup>nd</sup> interview questions</li> <li>- Available online</li> <li>- Quick turnaround</li> </ul>	<p>The Management Interview Guide helps you analyze your candidate's potential in 6 important dimensions essential for effective management. Each dimension has Overall statements about how the behavior affects performance, It also tells you how your candidate's characteristics may play out in a management role by going beyond the standard inquires. Find out how your candidate's personality and ability scores compare to other successful managers in the following areas:</p> <ul style="list-style-type: none"> <li>- Problem-solving ability</li> <li>- Interpersonal style</li> <li>- Emotional Resilience</li> <li>- Drive/Influence</li> <li>- Practicality</li> <li>- Self-Control</li> </ul>
<p><b>Management Overview</b></p> <ul style="list-style-type: none"> <li>- Customized</li> <li>- Succinct overview</li> <li>- Cost effective</li> </ul>	<p>Use the Management Overview to evaluate your manager's strengths and areas of development. This compact report describes in succinct language how a manager reports himself/herself on the 16PF and how these personality characteristics are likely to play out in the role he/she is being considered for.</p>
<p><b>Executive Summary Report</b></p> <ul style="list-style-type: none"> <li>- Customized</li> <li>- Detailed overview</li> <li>- Recommendation</li> <li>- Reading List</li> </ul>	<p>Higher level positions within your organization require higher level skills and abilities. Evaluate a Senior level candidate's ability to operate at the level of leadership competency key positions require. Get an in-depth look at critical thinking skills, and both natural and general mental ability to meet the challenges associated with strategic engagement required from Executive level hires. Includes recommendation for hiring and suggested reading for development.</p>

## Appendix B

# ADDITIONAL ASSESSMENTS

<b>Defining the Assessment Methodology</b>	<p>Our objective is to tailor the assessment to the complexity and significance of the position. We incorporate a variety of additional methods and instruments for an Executive level position. The Executive Summary Report includes an evaluation of the candidate's performance potential for a leadership role, possible development opportunities and our recommendations for hiring.</p>		
<b>16PF</b>  185-item multiple choice Available online Onsite paper and pencil  Untimed setting	16 Specific Personality Traits 5 Global Factors 3 Validity Scales	Untimed application Approximate 30-45 minutes online  Approximate 45-60 minutes onsite paper and pencil	Proven
<b>DISC</b>  28 forced choice Untimed setting	4 Dimensions of Behavior response under pressure	Untimed application  Approximate 15-20 minutes	Not valid as a predictor, but gives meaningful insight and supports 16PF
<b>Thurstone Test of Mental Alertness</b>  126 multiple choice questions  Proctored Timed setting	General Mental Ability Assesses 4 job-related tasks <ul style="list-style-type: none"> <li>• Adjusting to new situations</li> <li>• Learning new skills quickly</li> <li>• Understanding complex or subtle relationships</li> <li>• Thinking flexibly</li> </ul>	20 minutes timed	Proven
<b>Culture Fair</b>  4 Sub-tests involving different spatial relationships  Proctored / Timed setting	Fluid Intelligence (with educational and social/cultural bias removed)  Assesses an individual's potential to perform job-relevant tasks that involve cognitive ability	<b>Test 1</b> 3 minutes timed <b>Test 2</b> 4 minutes timed <b>Test 3</b> 3 minutes timed <b>Test 4</b> 2 ½ minutes timed	Proven
<b>Watson-Glaser Critical Thinking Appraisal Short-Form</b>  5 Sub-tests involving different aspects of critical thinking Proctored / Untimed setting	Critical Thinking Skills Assesses 5 areas <ul style="list-style-type: none"> <li>• Inference</li> <li>• Recognition of assumptions</li> <li>• Deduction</li> <li>• Interpretation</li> <li>• Evaluation of arguments</li> </ul>	Untimed application  Approximate 1 hour	Proven

## Appendix C

# UNDERSTANDING ASSESSMENTS

<p><b>Why our process carries a high validity</b></p>	<p>The 16PF is one of the most widely used personality assessments throughout the world and is supported by extensive research and literature in scientific journals. Developed in the 1940s, it continues to be the “gold” standard against which most other assessments are measured and validated.</p> <p>The 16PF helps identify broader, more complex areas of personality, with deeper insight into performance potential. The extent of information generated from the 16PF regarding personality, the research and validity behind it, and its many applications make it a unique instrument to aid not only in selection, but also executive development, organizational development, leadership development and executive coaching.</p>
<p><b>Benefits of the 16PF</b></p>	<p>The 16PF provides a two-tiered system of personality measurement that goes well beyond the scope of basic behavioral assessments. Five global scales and sixteen primary scales make up this two-tiered system. While basic behavioral assessments only look at four areas of personality, the 16PF measures five areas – commonly referred to as the Big 5 Theory – and goes deeper to examine a total of 32 different dimensions of personality.</p> <p>The five global factors measure drive and influence, social and interpersonal skills, self-control or a person’s work habits and work ethics, practicality or thinking style, and emotional resilience. The last two areas, practicality and emotional resilience are unique to the 16PF and not found on any of the other basic behavior assessments.</p> <p>Also, unique to the 16PF is a section that helps identify a person’s level of reasoning and problem-solving skills. Therefore, in one self-contained assessment you have very specific measures of personality traits and intellectual ability.</p>
<p><b>Format and Layout</b></p>	<p>The 16PF consists of 185-multiple choice questions and is written at an 8<sup>th</sup> grade reading level. The questionnaire is available in 40 different languages.</p> <p>The first 170 questions ask how a candidate feels or what he / she thinks about things. Encouraging the candidate to relax and respond with candor and spontaneity helps to get the most beneficial results.</p> <p>The last 15 questions are more of a reasoning type nature. These items contain analogies, patterns and simple mathematics.</p>
<p><b>Three Validity Scales</b></p>	<p>The 16PF has three validity scales which include Impression Management, Infrequency, and Acquiescence. These three scales measure and help determine whether an individual is faking good (FG) or faking bad (FB). The reasons for trying to assess test-taking mentality are, first, to decide whether the person’s approach to the situation is consistent with the test-taking circumstance, and second, to decide whether the person’s approach to the situation is such that the ordinary rules can be used in interpreting the person’s scores.</p>

## Appendix C

# UNDERSTANDING ASSESSMENTS (cont')

<p><b>Assessments Are Not all the Same</b></p>	<p>Assessments are not all the same. Assessments, like the employees they measure, are diverse and possess their own unique strengths and weaknesses. Most are classified as behavioral assessments and measure four dimensions of personality. These types of assessments work well for team building and conflict resolution.</p>
<p><b>Behavioral Assessments</b></p>	<p>There are numerous behavioral assessments on the market today. Assessments of this nature include the DISC, Extended DISC, Predictive Index (PI), Caliper, Myers-Briggs, Profiles International, Target International, and the Birkman. There are a host of others, mostly knock offs so be careful which ones you chose. These typically measure four dimensions of personality: dominance, influencing, steadiness and compliance. These four areas are specifically related to the DISC and the PI, but all the other basic behavioral assessments follow a similar format, including the Myers-Briggs.</p>
<p><b>Drawbacks to Behavioral Assessments</b></p>	<p>It is common for companies to use these types of behavioral assessments because they are simplistic, short and easy to administer. The down side is that these assessments provide a limited measure of the intrinsic capabilities a candidate brings to a job. Overall they are fairly reliable in their application but fall short as a true measure of behavior and potential job performance because of their limited coverage and limited depth of information. Most of these behavioral assessments position themselves as a selection tool. But, because of their design these types of assessments are better used in team building and conflict resolution. For making selection decisions regarding promotion and staffing, assessing internal individuals or succession planning they fall short</p>
<p><b>Benefits of Psychological Assessments</b></p>	<p>More sophisticated in nature than behavioral assessments are psychological assessments. These capture a broader, more in-depth look at personality. These types of assessments are more commonly used for selection, succession planning, leadership development, coaching, counseling and organizational development. There are numerous psychological assessments, but the four that you will typically find are the most prominent are the 16 Personality Factors (16PF), The Hogan, The California Psychological Inventory (CPI) and the Occupational Personality Questionnaire (OPQ). The Executive Group has chosen the 16PF as its preferred assessment instrument.</p>

## Appendix D

# TOOLS FOR DEVELOPMENT

<b>Training and Coaching Needs</b>	<p>Because very few people enter a new job with all of the skills and abilities required to be successful you automatically have information from the 16PF to assist you to determine training and coaching needs. The 16PF generates reports which give managers and their personnel a collaborative way to drive the development process.</p>
<b>Manager Development Report</b>	<p>Often those that excel on the job are promoted to management positions. Unfortunately being good at a job doesn't automatically guarantee success as a manager. The Manager Development Report will show how key characteristics align with other successful managers. Exercises and activities round out this "how to" development tool. First time Managers or those wanting to get to the next level can use this report as a valuable guide for self evaluation and self improvement.</p> <p>Focus on how personality traits influence management style in these key areas:</p> <ul style="list-style-type: none"> <li>• Problem-solving ability</li> <li>• Drive/influence</li> <li>• Emotional resilience</li> <li>• Interpersonal style</li> <li>• Practicality</li> <li>• Self-control</li> </ul>
<b>Salesperson Development Report</b>	<p>A good gift of gab will get you in the door but skills like building relationships and overcoming objections are critical skill sets for top sales performers. Exercises and activities help build new skills essential for sales success.</p> <p>Use the Salesperson Development Report to compare key characteristics with those of other successful salespeople.</p> <ul style="list-style-type: none"> <li>• Problem-solving ability</li> <li>• Social skills &amp; friendliness</li> <li>• Follow-through</li> <li>• Durability &amp; resilience</li> <li>• Drive</li> <li>• Intuition</li> </ul>
<b>Executive Development Report</b>	<p>Hypotential assessment or succession planning initiatives require more extensive evaluation of competencies and skill levels for high level Executive positions.</p> <p>Designed for senior level positions, the Executive Development Report is a comprehensive customized report that analyzes leadership competencies and explores areas for potential development through a personal interview and an Executive Battery of assessments. The resulting report targets potential impact areas and provides action items to implement a self directed process to achieve measurable sustainable results.</p>

## Appendix D

# TOOLS FOR DEVELOPMENT

<b>Hogan Development Survey</b>	(HDS) assesses behavioral tendencies that can impede work relationships and derail career success.
<b>Hogan Challenge Report</b>	This report is generated from the HDS and explores behaviors that can inhibit leadership effectiveness in time of stress, novel or ambiguous situations, or heavy workloads. This report includes an introduction, background, and scale by scale description as well as a full page graph. In addition, there are graphs provided for each scale with narrative description of behavioral implications and leadership implications, as well as a competency analysis.

## Appendix E

# TRAINING

<b>Simply the Best Hiring Workshop</b>	<p>This workshop teaches you basic skills that use a behavioral approach to hiring and interviewing. It stresses components that give you greater insight and keep you within legal guidelines.</p>
	<p>The workshop can be adapted to a full day or half day session or delivered in a webinar format to your group.</p>
	<p>Topics covered include:</p> <ul style="list-style-type: none"><li>• Personality/Performance /Job Fit</li><li>• The Resume-an unaudited balance sheet</li><li>• The Phone Screen</li><li>• The Interview/Using the STAR Approach</li><li>• Using Assessments/Coloring Outside the Lines</li><li>• Validating References</li></ul>