

Orientation – 5 Levels of Measurement

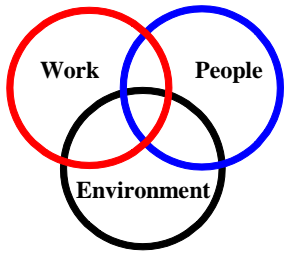
 <p>We design/apply Measures that help Explain, Predict, and Improve Performance</p>		
		
		

Performance Advantage is an applied research and consulting organization founded in Dallas, Texas in 1991. *We specialize in performance measurement.*

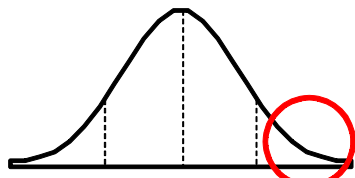
What Are the 5 Levels of Measurement Offered?

<p>Level 1</p> <p>Personality Traits</p> <p>Measures of aptitude, motives, or qualities that shape behavior without conscious awareness. Traits rarely change.</p>	<p>Level 2</p> <p>Style-Preferences</p> <p>Assessment of ‘default’ patterns of thinking and preferences influencing behavior. These are more visible and changeable.</p>	<p>Level 3</p> <p>Belief/Expectation/Vision</p> <p>Diagnosis of perspectives, values, or beliefs about the world and how we fit into it. These factors can be shaped via self-awareness</p>	<p>Level 4</p> <p>Competence</p> <p>Job-related know-how, skills, and experiences that determine what work we can do well. Performance factors at this level are volatile</p>	<p>Level 5</p> <p>Behaviors & Results</p> <p>Top performers choose behaviors that work so they are models of success for anyone who applies these high but achievable standards.</p>
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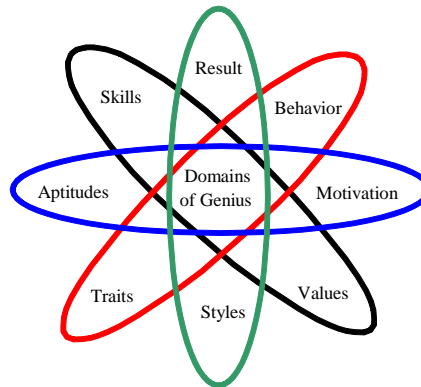
5 Ways the 5 levels of measurement are used to *explain, predict, and improve* performance



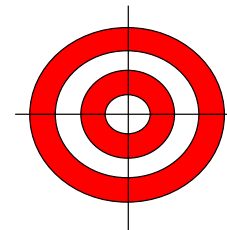
1) Assess candidate talent or compatibility



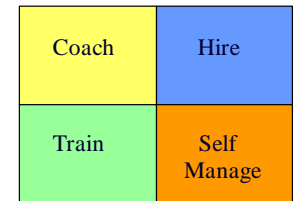
2) Identify what factors set top performers apart



3) Find and apply the Genius in people

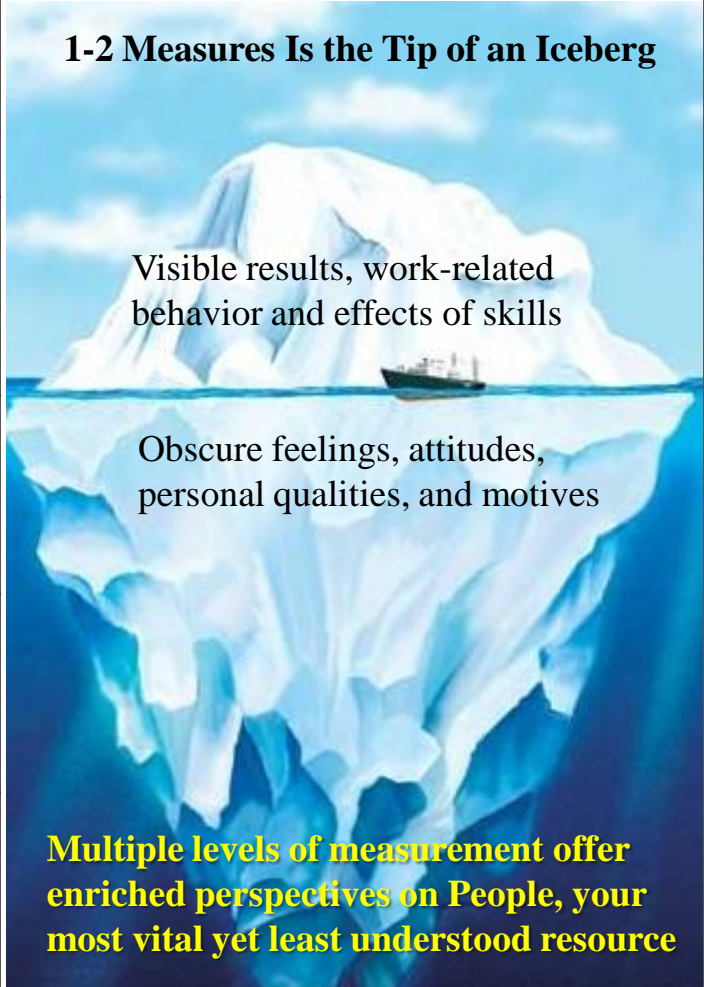


4) Diagnose the root causes of performance



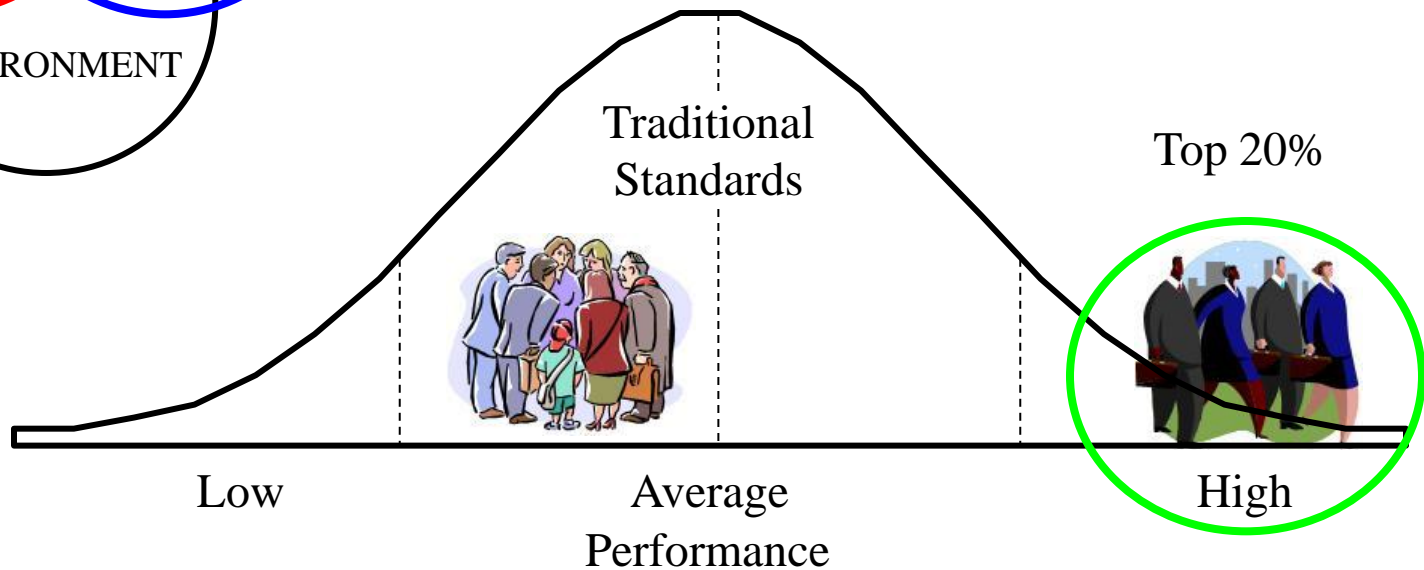
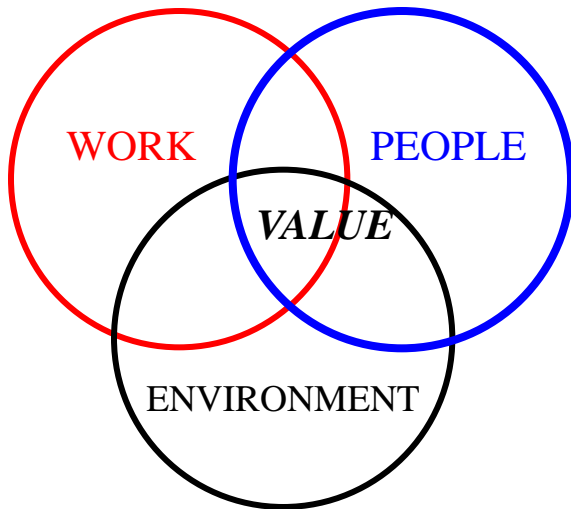
5) Hire-Coach-Train people to self manage

5 Levels of Measurement Are Available To You 24/7

<p>Level 5: Behaviors- Results</p>	<p>Analysis of the actions people take in response to a situation and the results-outcomes-effects. High performers' behaviors are models of success.</p>	 <p>1-2 Measures Is the Tip of an Iceberg</p> <p>Visible results, work-related behavior and effects of skills</p>	<p>D I R E C T</p>
<p>Level 4: Skills- Competencies</p>	<p>Evaluation of job-related know-how, skills, and experiences that determine what work we do well. The factors at this level are readily changeable</p>		
<p>Level 3: Expectations- Values</p>	<p>Diagnosis of perspectives, values-beliefs about the world and what is right. These factors can be shaped via self-awareness-training-experience</p>	<p>Obscure feelings, attitudes, personal qualities, and motives</p> <p>Multiple levels of measurement offer enriched perspectives on People, your most vital yet least understood resource</p>	<p>I N D I R E C T</p>
<p>Level 2: Preferences- Styles</p>	<p>Assessment of 'default' patterns of thinking and preferences that influence what skills are acquired and what behaviors are typically used.</p>		
<p>Level 1: Personality Traits</p>	<p>Measures of aptitude, motives, or qualities that shape behavior without conscious awareness. Traits rarely change and are not directly visible.</p>		

Our Measures Are Based on 2 Decades of Scientific Research

Research shows the *Value* employees contribute often varies along a “Distribution Curve” where the top 20% of **People** in most jobs produce far better **Work** than all others in that **Environment**. Using our scientific measures we explain how the *high performers* differ from others in their jobs.



We Don't Guess... We Measure

Our 5 levels of Measurement help Explain-Predict-Control Performance				
Level 1	Level 2	Level 3	Level 4	Level 5
Personal Traits	Style Preferences	Beliefs Expectations	Skills Competence	Behaviors Results
Measures of motives, attitudes, aptitude, and personal traits	Assessment of style, personal thinking patterns -preference	Values, life-scripts, beliefs/perspectives on how life operates	Job-related knowledge, acquired competencies or work experiences	Behaviors/ actions that cause work-related effects
Highly stable human factors that are difficult or impossible to change	Unconscious habits and styles of thinking that resist change and return if not managed	Emotionally anchored assumptions about what is right, normal, fair or likely to occur or be true	Abilities acquired from training or experience. Varies with IQ, recall, and how often applied	Patterns of action that can quickly change if people are presented better alternatives
OPTIMUM ACCURACY AND PREDICTIVE UTILITY COMES FROM COMBINATIONS OF THE 5 LEVELS				

Our unique competency niche in the HR market is our ability to take measurements from any one or all 5 levels. Our clients apply this advanced measurement capability to:

1. Accurately predict how people will perform and if they will stay on the job
2. Diagnose causes of performance (explain why people perform as they do)
3. Develop people on individual learning priorities with precise interventions

10 Practical Applications of Our Measurement Portfolio

<p>1) HIRING AND SELECTION</p> 	<p>2) MANAGE PERFORMANCE</p> 	<p>3) TRAIN-DEVELOP</p> 	<p>4) COACHING</p> 	<p>5) MANAGE TALENT</p> 
<p>6) DIAGNOSE PROBLEMS</p> 	<p>7) DEVELOP LEADERS</p> 	<p>8) TEAMBUILDING</p> 	<p>9) ENGAGEMENT</p> 	<p>10) CAREER PLANNING</p> 

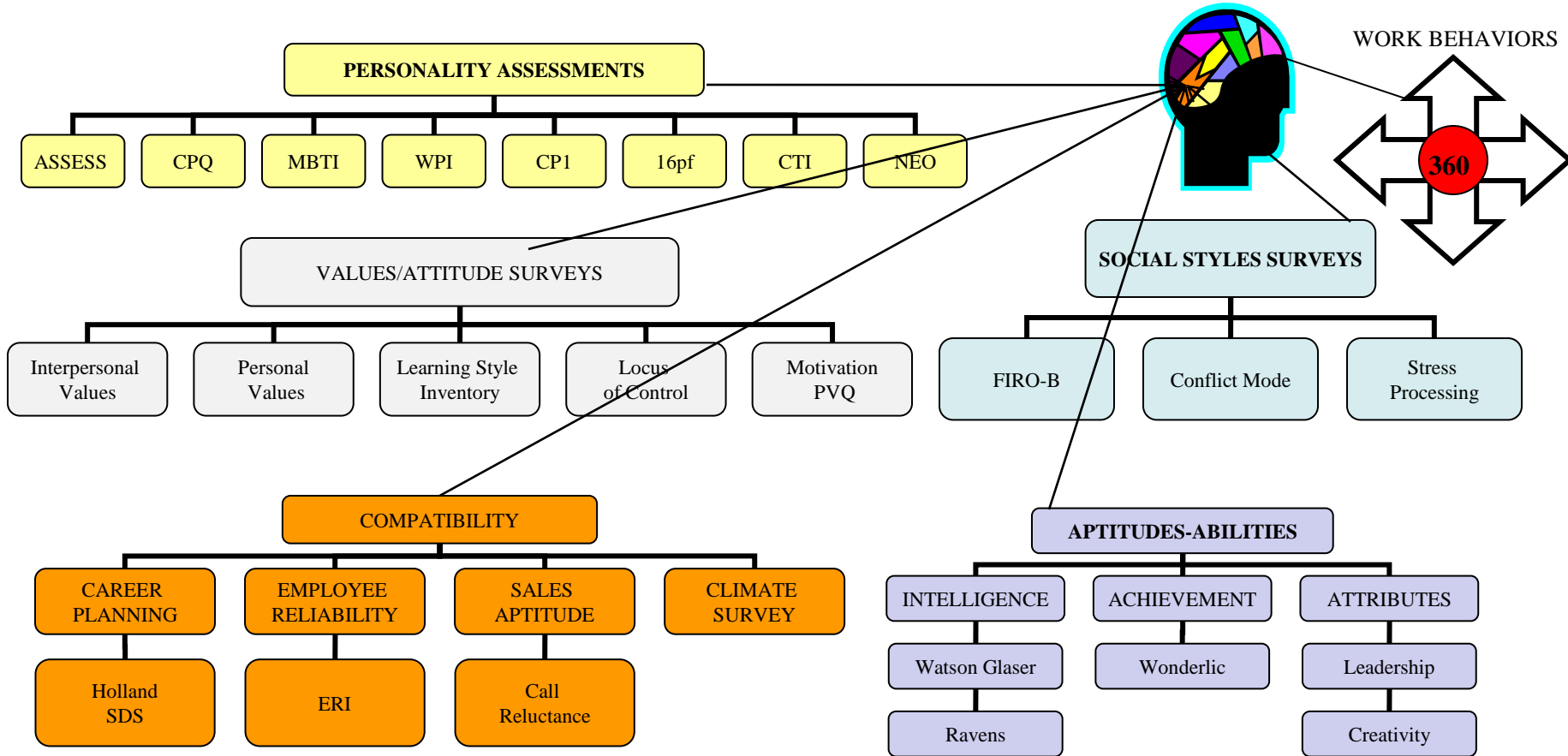
5 levels of measurement helps explain, predict, and improve employee performance, capitalize on talent, retain high performers and engage by people by aligning them with compatible jobs-roles-teams-manager

*Results
Behaviors
Knowledge*

Our measures replace *chance* with *informed choice*. Instead of relying solely on intuition and experience you can easily compliment what you think-believe-hope is true with objective information.

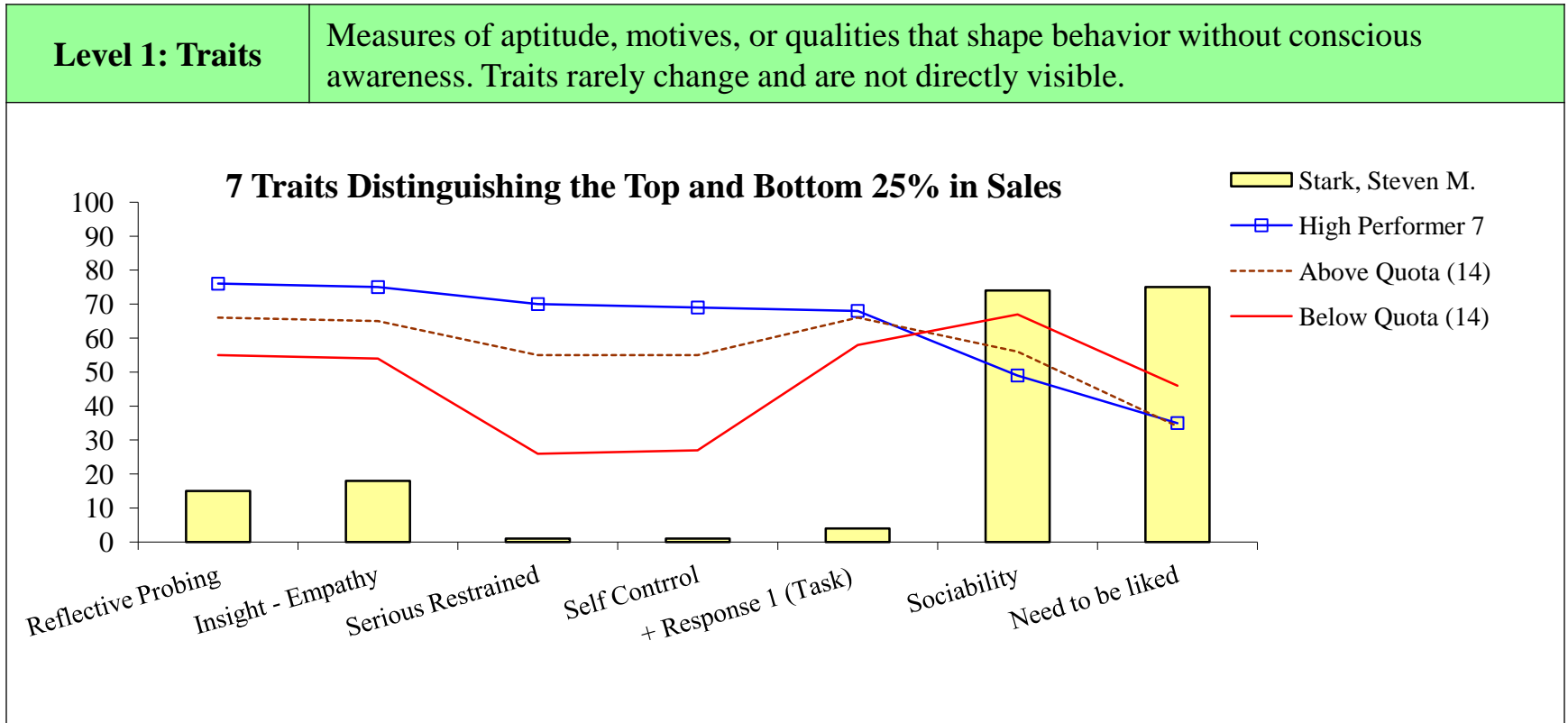
1) *Capabilities-Aptitudes*
2) *Personal qualities*
3) *Motives-Drives*

Examples of Our Extensive Array of Measurement Tools



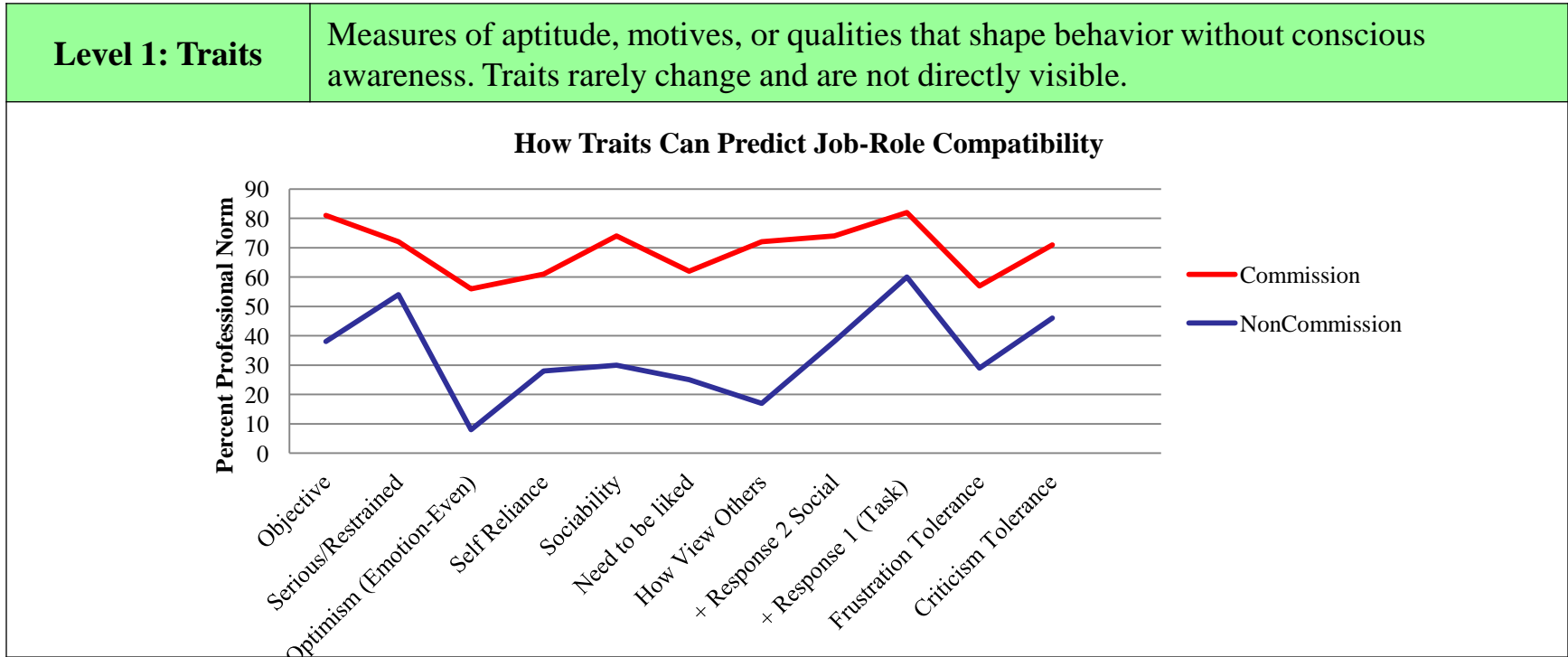
Before you buy a machine or push it to its capacity do you run a few operating tests?
Do you do the same for your human resources?

Measurement Level 1: Work-Relevant Personality Traits



A client was recruiting Sales candidates who displayed high **social interests** and competence, in the logical but incorrect belief that this would ensure good interpersonal relations with customers. Our trait analysis of the top Vs bottom 25 % of Sales Reps showed these 7 qualities, not Sociability, explained differences in performance.

Case Study: How We Aligned Personalities With Job Roles

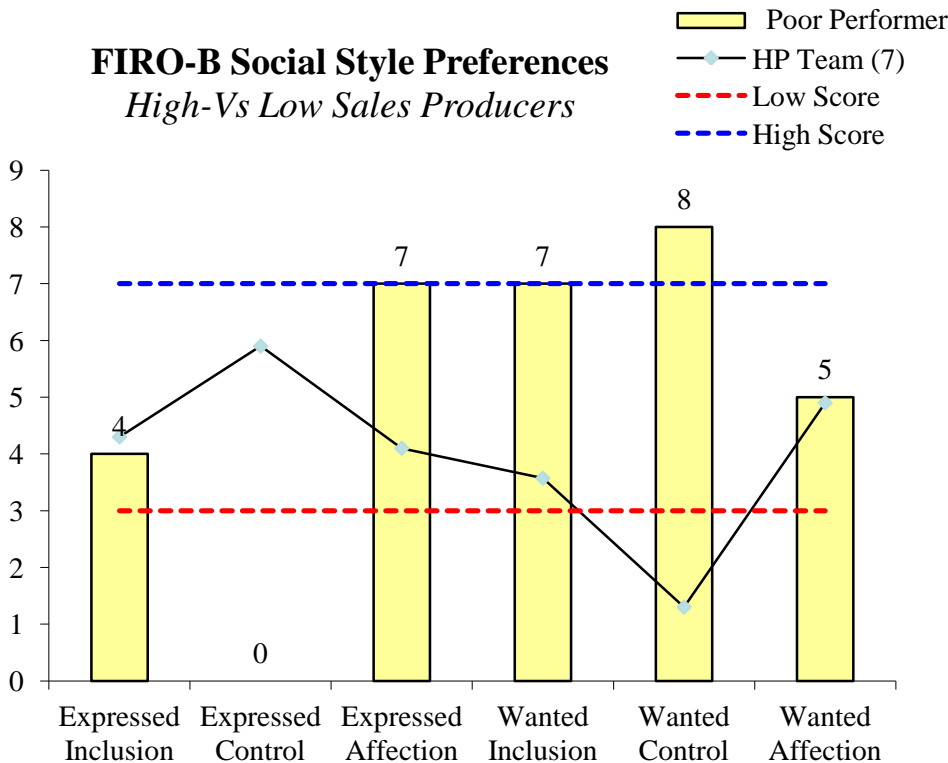


A client was drawing candidates for Commissioned and Non-Commissioned **Sales positions** from the same pool of internal and external applicants, using *Assertiveness* and *Personal Presence* as indicators of job-person fit.

Failure rates were close to 40% until top performers from both positions were compared on their personal traits. The data showed that the traditional selection criteria had nothing to do with actual job performance and at the same time identified **11 significant trait differences between high performers in each job.**

Measurement Level 2: Manageable Preferences

<p>Level 2: Preferences-Styles</p>	<p>Assessment of ‘default’ patterns of thinking and preferences that influence what skills are acquired and what behaviors are typically used.</p>
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SOCIAL STYLE COMPARISONS

Top performing Sales Pros in this organization were similar most sales professionals in their ‘social style’ *except in one critical factor: **Wanted Control*** which means they rebelled against any form of supervision and prided themselves on being ‘self-managed’.

In contrast, the poorest sales performers in the job welcomed (and needed) controls by their Sales Mgr. or any other direction/controls the organization could provide. In effect, they could not operate autonomously so they failed to take independent action, avoided all risks, and could not make timely decisions.

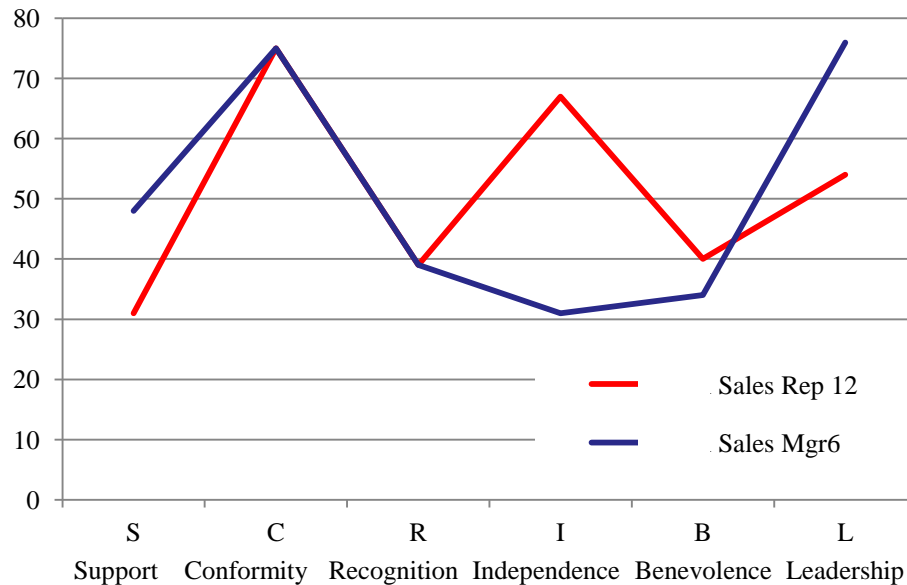
Result: self-reliance became one of the hiring standards and an encouraged work behavior.

Measurement Level 3: Values-Expectations

Level 3: Values - Expectations

Diagnosis of perspectives, values-beliefs about the world and what is right. These factors can be shaped via self-awareness-training-experience

Sales Pros Vs Sales Mgrs Values



The **Values** of high-performing Sales Pros in this company contrasted widely with Sales Mgrs in their need for **Support, Independence**, and desire to be **Leaders**. The organization learned from this study that success in Sales does not reliably predict success in management roles. Result: they stopped losing good sales pros by promoting them into poor managers

We found similar contrasting values in other clients' Sales Vs Manager comparisons and also in job compatibility analyses of high performing Engineers Vs Engineering Mgrs. Simply put, strong values *causing* success in one job can contribute to failure in another.

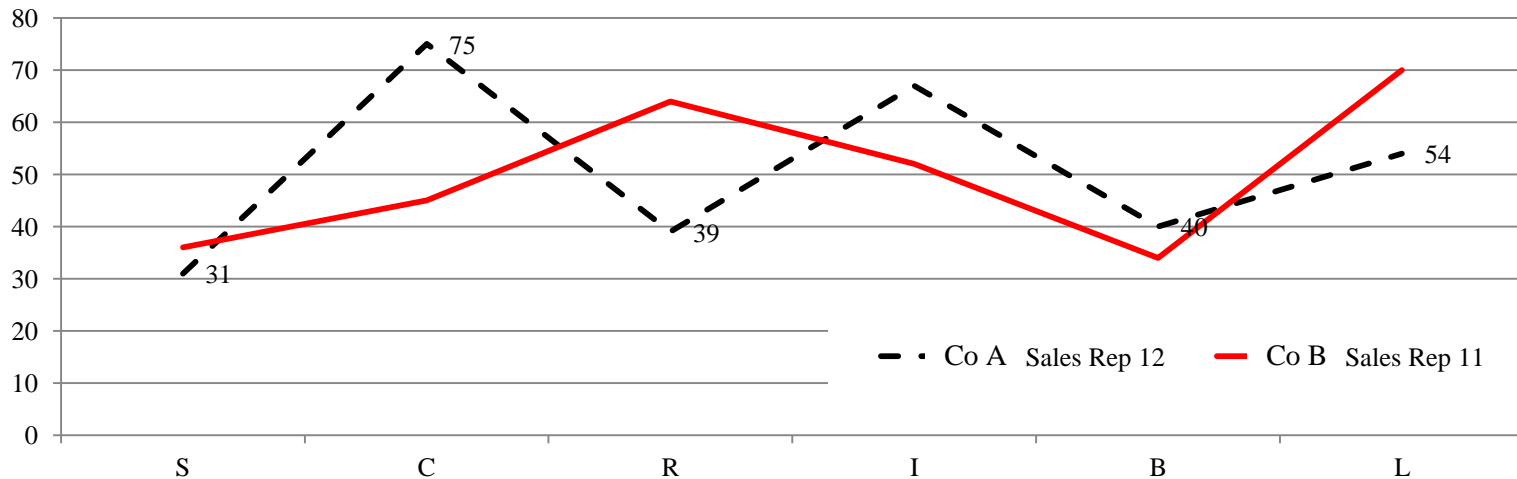
Do you know what values contribute most to success in your high-leverage positions?
Are you promoting people who would be happier and more productive by *staying* in their jobs?

Value Differences Based on Selling Conditions

Level 3: Values - Expectations

Diagnosis of perspectives, values-beliefs about the world and what is right. These factors can be shaped via self-awareness-training-experience

Top Performing Sales Pros – Different Industries and Products

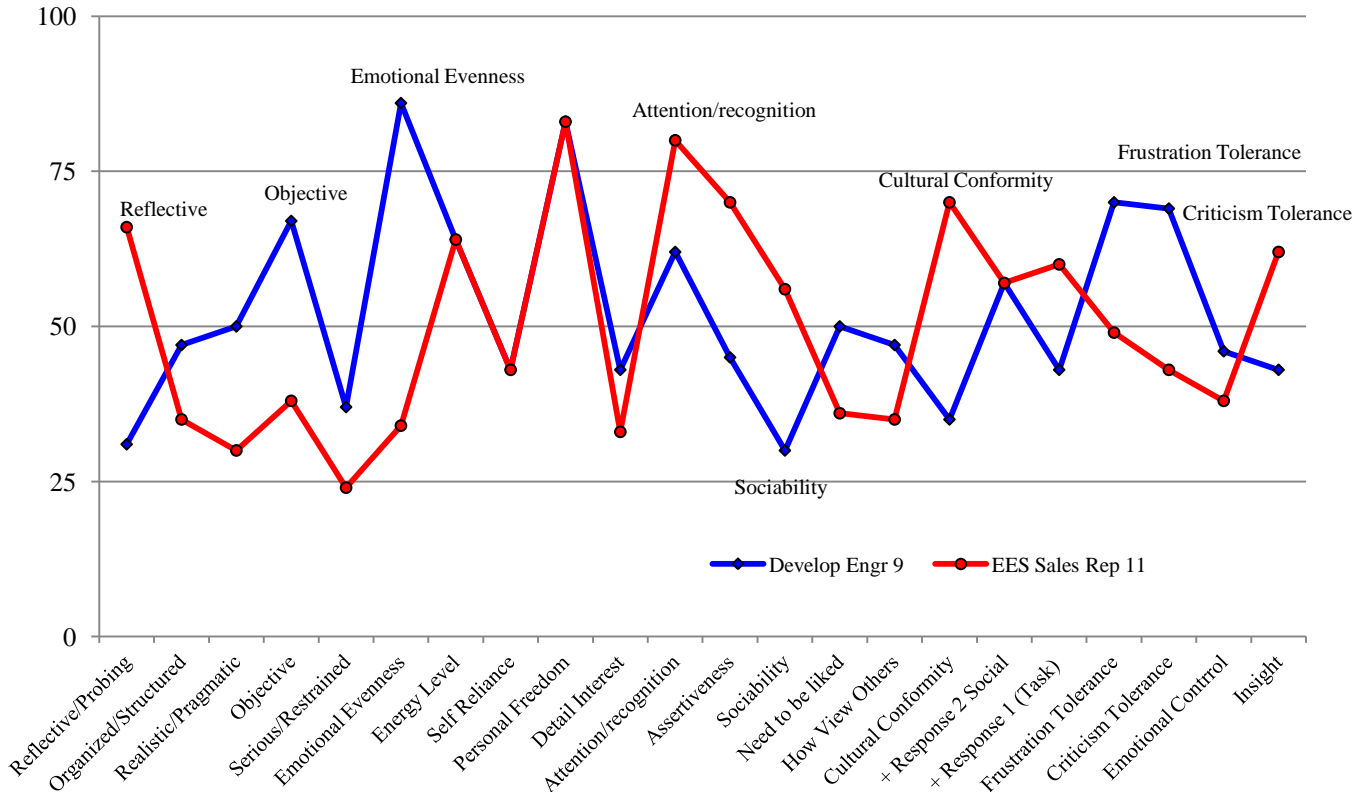


In this case study one of our clients wanted to know how their top sales pros' **Values** compared to successful pros in other industries. This chart illustrates how the best performers in their company's selling conditions:

- 1) more strongly believed in **Conforming** to the organizations' culture, values and practices and
- 2) needed significantly less personal **Recognition** (attention, accolades, public award ceremonies).

Conflict Vs Compatibility - Sales Vs Engineering Example

Occupation-Specific Personality - High Performing Sales Pros Vs Engineers



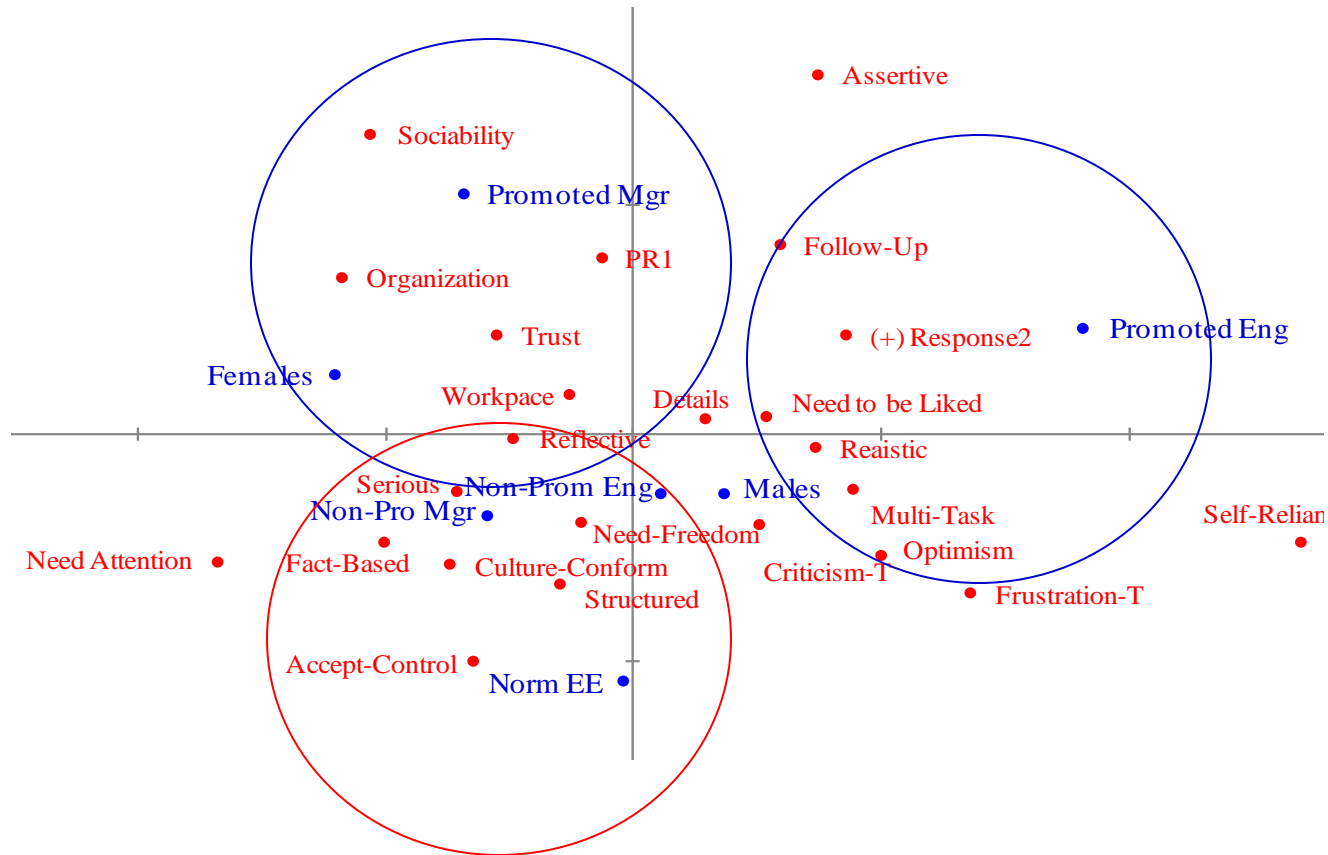
Level 1
Personality Traits
 Measures of aptitude, motives, or qualities that shape behavior without conscious awareness. Traits rarely change.

Most engineers are not built for selling but some exceptions excel at it.

There are also some natural causes of conflict seen between sales and engineering pros that dissolve with awareness

You don't need to guess whether an Engineer can sell if you know what factors predict job-person compatibility. And isn't it better to know why these two groups disagree so much and have a solution instead of tolerating it?

Analysis of High Potential Engineer's Traits Vs Promotion

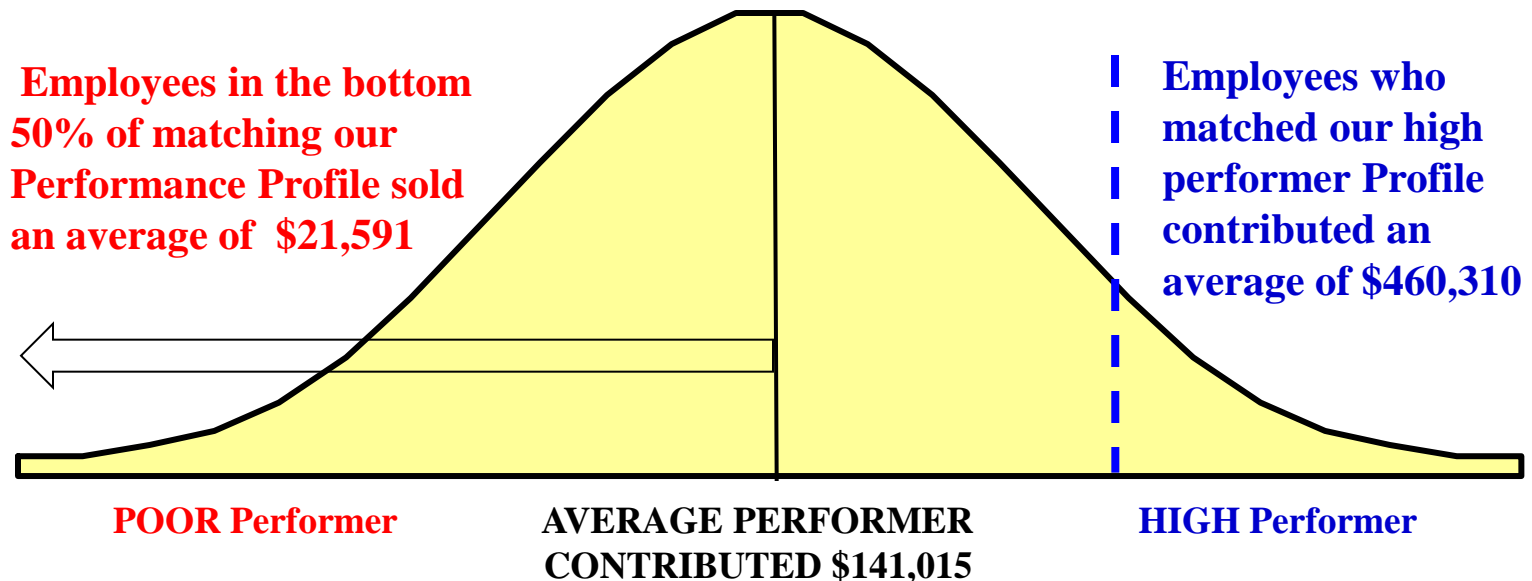


This analysis revealed a **clear causal connection** between specific trait patterns distinguishing promoted engineers from those who did not move to higher job levels. Could you use the data?

Profiling Technology: Analytic Tool With Exceptional ROI

A client with high sales turnover and 9-month new hire learning curve asked us to solve the problem. We developed a **High Performance Profile** of factors that distinguished the top 20% of Sales Reps New hires matching the Profile significantly outperformed those hired using traditional methods

Sales Performance Curve (741 Sales Reps in an Employment Services company)



One year later turnover dropped by 19%, time to self-reliant productivity decreased, and sales increased significantly. The CFO calculated our value contribution at **\$14Million**.

Using Our Measures to Properly Align People-Jobs-Careers

Applied Research Project on Successful Medical Sales Pros Vs Sales Mgrs

<u>Personal Characteristic</u>	<u>Percentile for</u>		<u>Conclusions and Actions Taken from the Measures</u>
	<u>Mgr</u>	<u>Reps</u>	
Trusts Others	72	35	Traits of top sales Reps varied widely from successful Sales managers.
Benevolence	70	35	
Needs recognition	62	80	Some traits contributing to technical competence have low or negative correlation with proven characteristics of good Sales Managers.
Assertiveness	56	70	
Serious/Restrained	54	24	
Detail Interest	45	33	
Energy Level	37	64	
Sociability	22	56	<u>Action Strategy:</u> Stop promoting sales pros to management based on past sales performance.



Discussion: our research revealed that, like many organizations, our client was mistakenly appointing successful sales pros to manager positions with the false assumption that their field sales know-how would transfer to the people they hired and managed. *The table above shows why this thinking simply does not work.*

Different Sales Situations Need Different Selling Behaviors

Effective Sales Behaviors in a Health Care Company (n = 13 Reps)

1. conveys a feeling of genuine, special concern to customers more often
2. convincing in efforts to persuade others
3. demonstrates a willingness to self-manage, work without supervision
4. recognizes and takes more complete advantage of selling opportunities
5. listens more attentively, empathetically when others are talking

Level 5

Behaviors & Results

Top performers choose behaviors that work so they are models of success for anyone who applies these high but achievable standards.

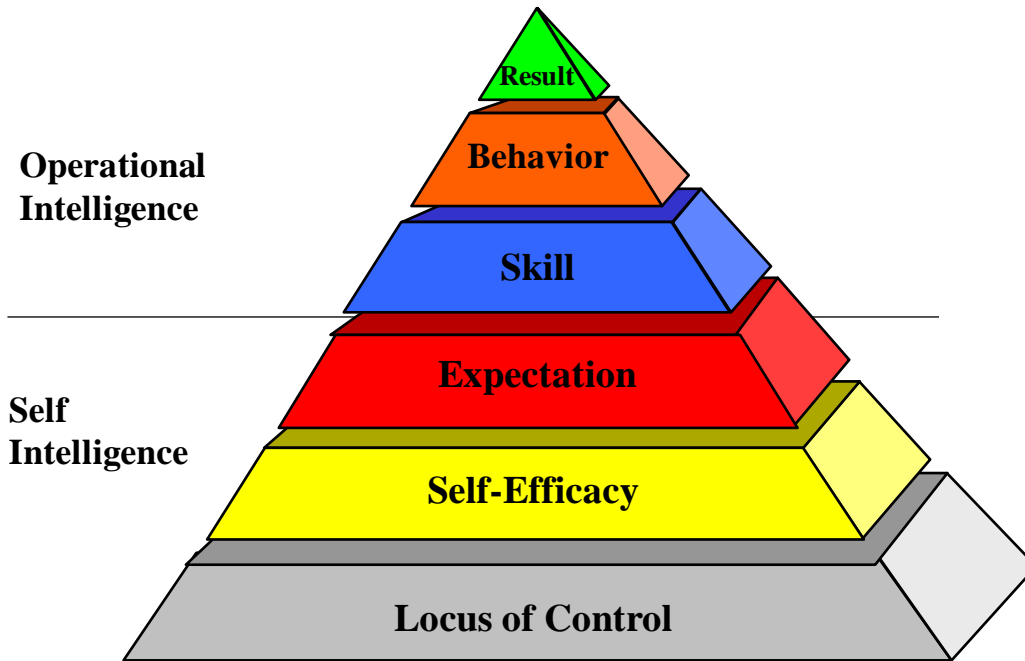
Top Sales Pros Behaviors in an Employment Services Company (n = 20 Reps)



1. focuses on priorities; acts more on what is important and urgent to do
2. demonstrates a willingness to self-manage; works without supervision
3. puts in a greater effort and all the necessary hours to get things done well
4. assumes responsibility for measuring personal productivity/performance
5. convincing in efforts to persuade others

Each sales job requires a **unique behavior pattern**. High performers have or find and consistently apply them.

Our Performance Pyramid Model Explains Causes of Results



HR Generalists, Talent Specialists, OD pros, Coaches, Leadership Development and Training pros use the **Performance Pyramid Model** to compliment their insights about people with a structured method of diagnosing ‘**root causes**’ of employees’ performance.

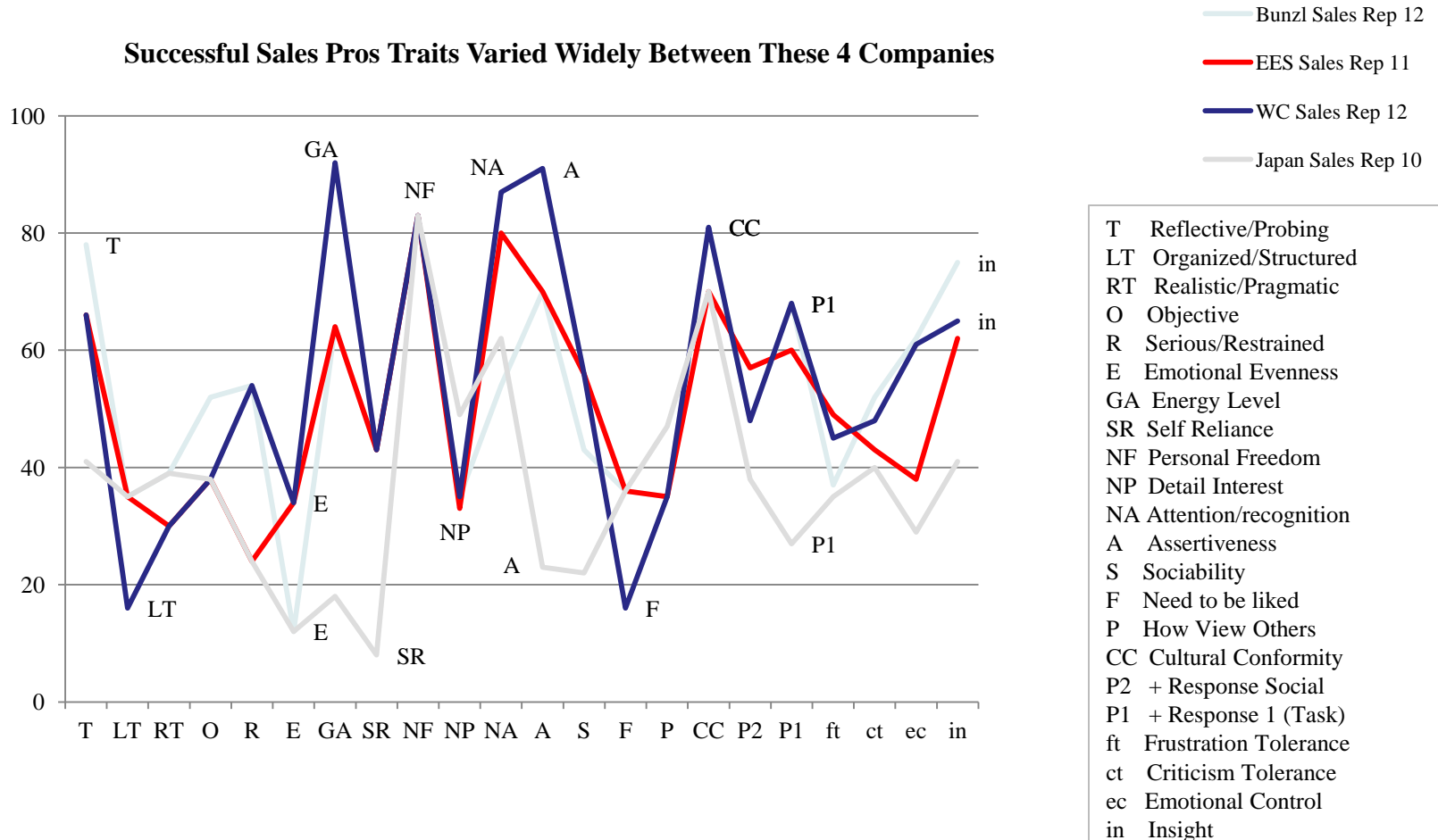
There are no quantitative data to collect or analytics to perform so it is easy to learn and can be conducted individually or by a team in less than 20 minutes.

Want to do it in Word, Excel, PDF or on line? No problem, we have it in all these formats.

If you need deeper or more quantitative analytics to understand performance results our extensive inventory of measurement tools will compliment the ‘intuitive diagnostics’ provided by the *Performance Pyramid Model*.

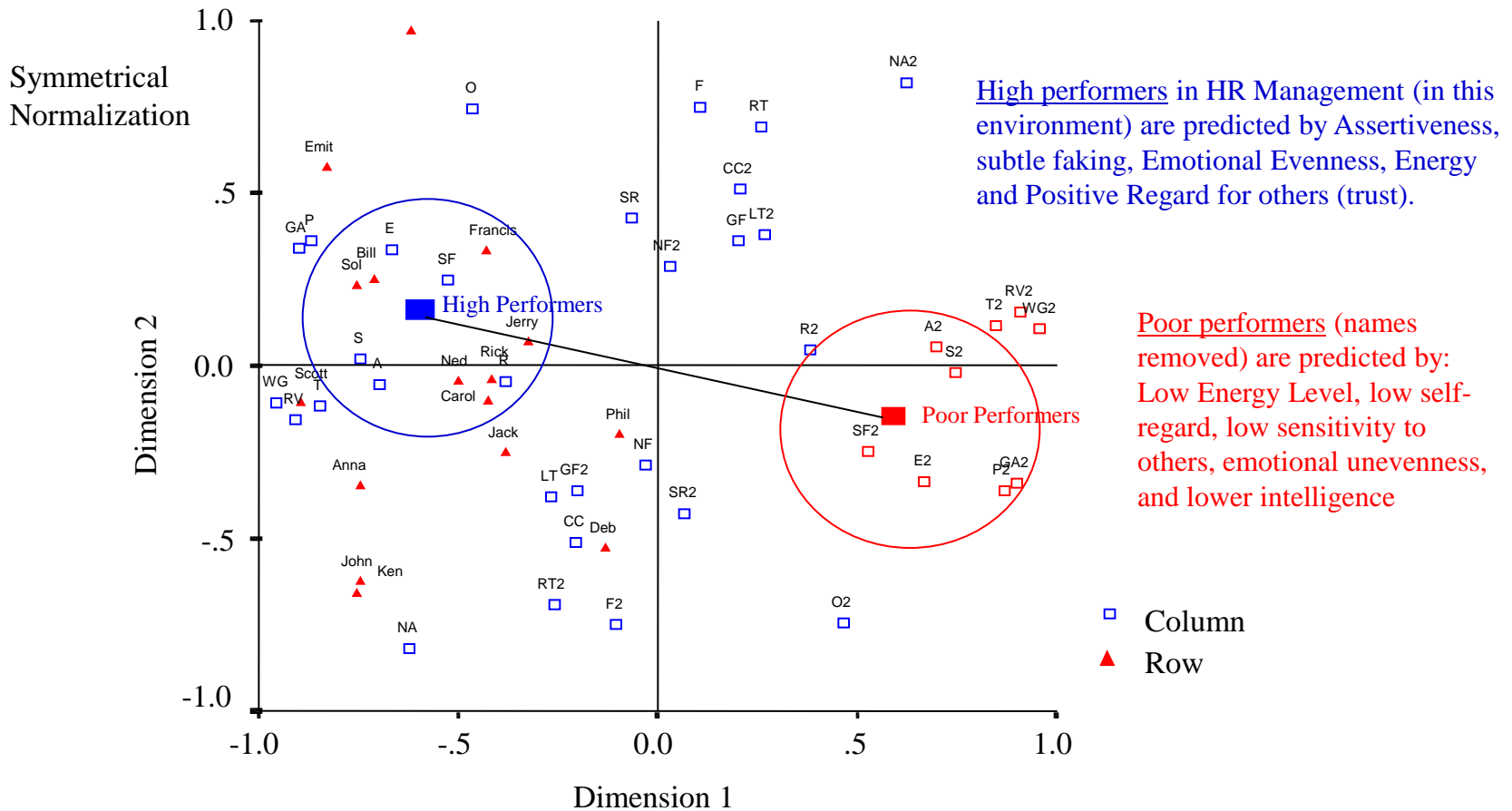
Traits that Predict Success Vary With Selling Conditions

Successful Sales Pros Traits Varied Widely Between These 4 Companies



We Simplify Complex Analytics Into Simple Charts or Graphs

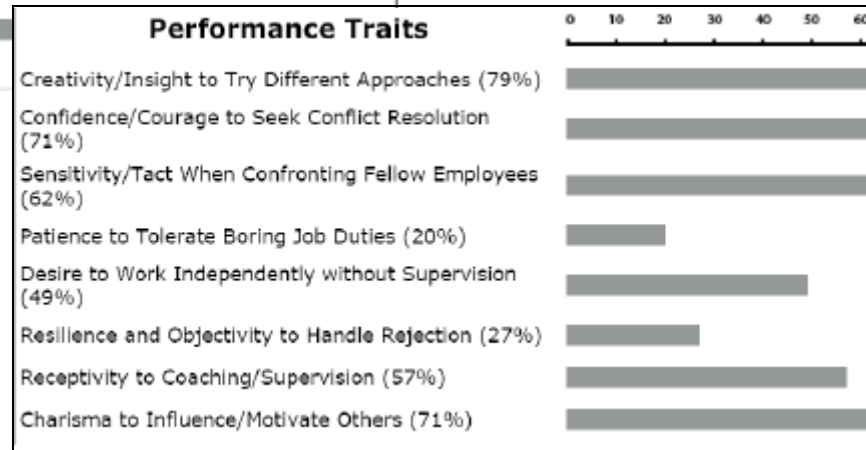
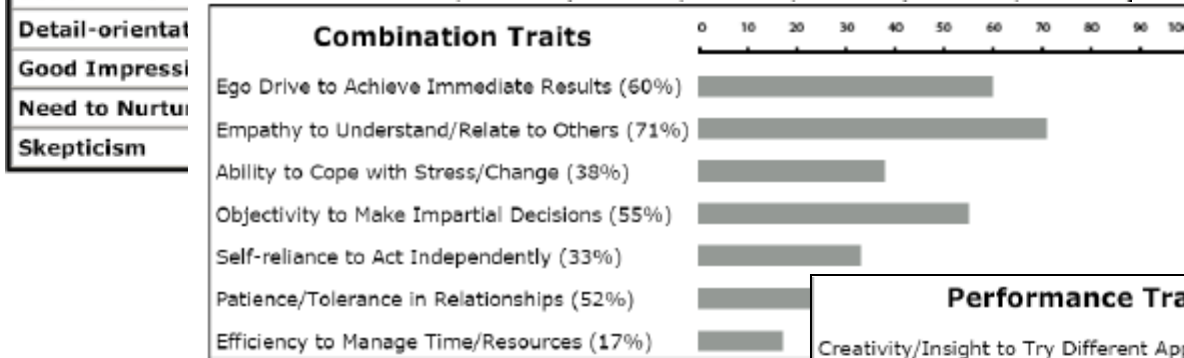
Correspondence Analysis was 87% accurate in predicting year end performance ratings



We Keep Measurement Simple

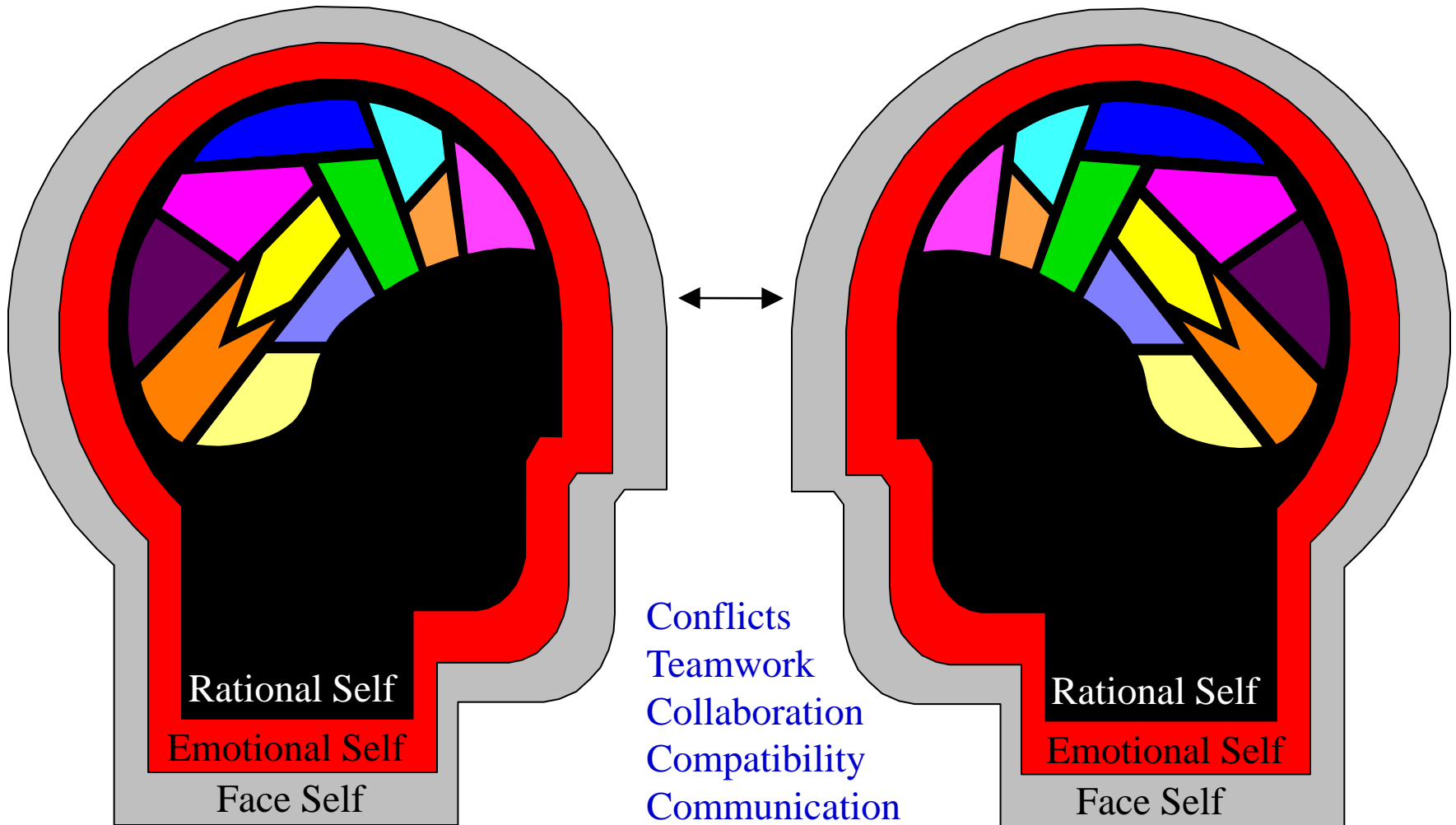
Basic Eight Traits	VERY LOW	LOW	MOD LOW	MOD HIGH	HIGH	VERY HIGH
Goal-orientation						88
Need for Control	16					
Social Confidence					63	
Social Drive					72	

We are sophisticated enough to make all our work look simple, be easy to use, and allow HR pros to use our technology independently.



If you have a 6th grade level reading ability these tables and charts tell the same story and lead you to the same conclusions as a PhD in Statistics. Elegant analytics for us is explaining it with in black-and-white facts.

Our Interpersonal Measures Explain Team Dynamics



Bio on Jeffrey Lyons – Principal, Performance Advantage

Background

Jeff Lyons is a cognitive scientist and principal of *Performance Advantage*. His research area and consulting practice focuses on Performance Measurement, the use of scientific methods to explain-predict-improve how people perform their work in different environments. Since 1991 he has been collecting data and analyzing relationships among the traits, skills, and behaviors demonstrated by high performing employees rated in the top 20% of their job. Global corporations contract with him to provide leadership assessment and coaching, plus develop high-performance Profiles and certify internal consultants. Jeff is the principal designer-developer for *Performance Advantage* measurement systems and software.

Earlier in his career, Jeff worked in industry as a VP Human Resources, in charge of executive selection and development, plus strategic planning, and HR operations for a world-wide business group. Before that he was an Organization Development consultant specializing in change management, team and leadership development, plus new business start ups and venture/acquisition integration.

Educational Qualifications and Professional Associations

Ph.D. work in Cognition and Neuroscience at the University of Texas at Dallas (all but dissertation)

M.S. Applied Cognition and Neuroscience at UTD

B.S. Psychology, Purdue University

American Psychological Association - Associate

Texas Psychological Association – Associate

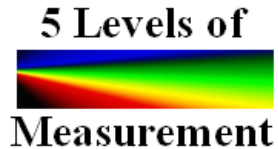
Society for Human Resource Management (past President of national award-winning chapter)

Job Service Employers Committee (past Chairman)

Instrument designer with certifications in dozens of ability tests, personality and interpersonal style surveys

We Specialize in Performance Analytics

If you have a high impact performance problem or opportunity that is difficult to solve then you likely have a *measurement issue* and a good reason to call us.



Hitachi, Texas Instruments, Alcatel, Johnson & Johnson, and Nokia are examples of leading companies who became contract clients, use our measures, and participate in the development of our technology.

Contact Information



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