

HIRING SUCCESS PRINCIPLES!

by

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Welcome to... HIRING SUCCESS PRINCIPLES™!

Thank you for signing up for my “HIRE THE BEST™ Newsletter”

My Newsletter will help you assess applicants + hire highly productive, low-turnover employees.

To get you started right away in your quest to Hire The Best™, here is your Free Report on three of my **Hiring Success Principles™**:

- A. 3 PRE-EMPLOYMENT TESTS TO HELP YOU HIRE THE BEST
- B. 7 STEPS THAT HELP MANAGERS HIRE THE BEST
- C. 7 HORRIBLE HIRING MISTAKES

Thank you - and I look forward to helping you soon

Please contact me if you have any questions.

Dr. Michael Mercer

Michael Mercer, Ph.D., is nationally recognized as ***America's Hire the Best Expert™***. Dr. Mercer created 3 pre-employment tests - **Abilities Forecaster™ Tests, Behavior Forecaster™ Test, + Dependability Forecaster™ Test**. Many companies use these 3 pre-employment tests to objectively and scientifically assess job applicants.

Dr. Mercer authored 6 books, including **“Hire the Best -- & Avoid the Rest™”**... and also **“Turning Your Human Resources Department into a Profit Center™.”**

3 Pre-Employment Tests Help You Hire the Best

by

Michael Mercer, Ph.D.

Question: What's the easiest, cheapest and fastest way to have profitable, productive, and honest employees?

Answer: Hire profitable, productive, honest people!

Unfortunately, managers often hire underachievers or losers. Fortunately, pre-employment tests give managers a simple-to-use, quick, customizable way to hire the best.

Only 1 Reason to Screen Applicants

The sole reason to assess applicants is to *predict – or forecast – how an applicant will behave on-the-job BEFORE you hire the person*. It proves crucial to prediction this *before* hiring an applicant, rather than finding out the expensive way after you put the person on your payroll.

The main methods used to predict if an applicant will succeed on-the-job are

- > Interviews
- > Reference Checks
- > Pre-employment Tests

Alarming Research

Large-scale research discovered most *interviewers* and *reference checks* make *lousy* predictions of actual on-the-job performance. Interviews and reference checks often are about as useful as flipping a coin!

On the bright side, pre-employment *tests* prove to be the best forecasters of actual on-the-job performance. Reason: Tests are developed with scientific research techniques so they *objectively* predict how an applicant will act on-the-job. In contrast, interviews and reference checks typically offer only *subjective* “guesstimates” of an applicant’s work potential.

3 Types of Pre-Employment Tests

Traits required for job success boil down to A + B + D:

A = Abilities – mental abilities – brainpower – to do the job

B = Behavior – interpersonal skills, personality and motivations needed to succeed

D = Dependability – work ethic, impulsiveness, theft/stealing, & substance abuse

As such, **A + B + D** = Success on-the-job. Importantly, you can use tests to predict an applicant’s Abilities, Behavior, and Dependability.

A = Abilities Tests

Did you ever hire someone and, later, horrifyingly discover the person had the IQ of tire pressure? That person did not have brainpower to (a) learn the job or (b) solve problems on-the-job. Abilities tests help you avoid hiring people who lack brainpower to learn and do the job.

Five abilities tests tell you how well the applicant handles

1. Problem-Solving
2. Vocabulary
3. Arithmetic
4. Grammar, Spelling, & Word Use
5. Small Details

B = Behavior Test

Each job requires crucial behaviors. For example, my research shows superstar sales reps often are money motivated, optimistic, and assertive. Many jobs require teamwork, friendliness, and customer service. To help you, behavior tests forecast applicants'

1. Interpersonal Skills
2. Personality
3. Motivations

For instance, a behavior test predicts three *interpersonal skills*: (a) friendliness, (b) assertiveness, and (c) teamwork. Five *personality* traits assessed include (a) energy level (b) optimism, (c) objectivity, (d) procedure-following, and (e) desire to focus on feelings or facts. *Motivations* uncover if an applicant strives to do a good job to (a) make lots of money, (b) provide customer service, (c) do creative work, (d) exert power or control, or (e) increase knowledge.

D = Dependability Test

Did you ever hire someone who had a lousy *work ethic*? Acted *impulsive* – and had *accidents* or *safety violations* or *acted horribly*? *Stole* from your company? Abused *alcohol* or *drugs*? *Lied* or was *dishonest*? That cost you loads of money and time! Dependability tests help managers avoid hiring problem employees.

A good Dependability test help you predict important work-related dependability factors, including:

1. Honesty
2. Work Ethic
3. Impulsiveness [related to accidents, safety violations, and rudeness]
4. Theft/Stealing concerns
5. Substance Abuse concerns

When you hire a “good apple” -- and avoid hiring a “bad apple” – you make a big difference in your company’s productivity and profits.

Customize Tests You Use

It is highly recommended you customize abilities and behavior tests for each job in your company. Note: You do not need to customize dependability tests.

You customize abilities and behavior pre-employment tests by conducting a benchmarking study.

Example: Let's say you want to hire profitable, productive sales reps. Start by testing some of your current sales reps. Statistically pinpoint your *superstar* sales reps' typical test scores. Then, when you test a sales applicant, you quickly will see if the applicant's test scores were similar to – or different than – your superstar sales reps' test scores.

You, of course, would prefer to hire applicants (1) whose test scores are similar to your superstars' test scores – plus also (2) impress you in interviews and other prediction methods you use. However, you could avoid hiring an applicant whose test scores are much different than your superstars' test scores.

6 Steps for Pre-Employment Testing – to Help You Hire the Best

You can hire the best using pre-employment tests by following these steps:

- Step 1:** Find a skilled Ph.D. – industrial psychologist whose expertise is in pre-employment Testing. You only would allow a skilled M.D. – surgeon to perform surgery on you. Likewise, you only want a Ph.D. – industrial psychologist who specializes in testing to help you find, custom-tailor, and use pre-employment tests.
- Step 2:** List jobs for which your company will profit if you hire highly productive employees.
- Step 3:** With your Ph.D. – industrial psychologist's help, find tests that are (a) job-related, (b) valid, (c) reliable, and (d) customizable for jobs listed in *Step 2*.
- Step 4:** Customize the tests with expert's guidance from the Ph.D. – industrial psychologist. Statistically uncover test scores of your superstar employees in job you listed in *Step 2*.
- Step 5:** Test applicants – and show preference for hiring applicants who score similar to your company's most profitable, productive, superstar employees.
- Step 6:** Benefit from increasing profits and productivity when you hire the best.

7 STEPS THAT HELP MANAGERS HIRE THE BEST

by

Michael Mercer, Ph.D.

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Managers who use my pre-employment tests, interview training, or attend my speeches often ask me, "What is a comprehensive step-by-step method to hire the best?"

Here are seven (7) steps that help managers hire the best. Definitely use the Steps 1 – 3. You get even more in-depth applicant evaluation by adding Steps 4 – 7. Of course, change the order of steps to suit your company.

STEP 1 = BRIEF INITIAL SCREENING INTERVIEW (BISI)

BISI uncovers job-related bio-data or biographical data. This gives you objective data you can uncover in a 15-minute phone or in-person BISI.

How do you start? Make a list of bio-data similarities of your best employees in a job. For example, let's say your best employees (a) held jobs during high school (HS), (b) post-HS worked only 1 or 2 full-time jobs before applying at your company, and (c) held each post-HS job two or more years.

Voila! You quickly screen-in applicants who have those three (a, b, & c) bio-data, and eliminate applicants who do not have those three bio-data.

If the applicant's bio-data is similar to your best employees, then you can continue to Step 2 = Pre-Employment Tests.

STEP 2 = PRE-EMPLOYMENT TESTS

Big research projects prove pre-employment tests are the most accurate method to predict – or forecast -- an applicant's success or failure. Tests are far better at predicting job success than interviews or other prediction methods. So, make sure your applicants take pre-employment tests.

You need to use the correct pre-employment test. You test applicants for skilled, professional or supervisory jobs, using pre-employment tests that predict – or forecast – both (a) intelligence plus (b) job behavior, like interpersonal skills, personality, and motivations. For applicants for lower-level, unskilled and semi-skilled jobs, you give applicants a test to forecast three crucial dependability concerns: (a) work ethic, (b) theft/stealing, and (c) substance abuse.

Importantly, always conduct a "Benchmarking Study" to customize intelligence and behavior tests before you start testing job applicants. That will identify the test scores that indicate an applicant is likely to succeed in your company. Ask an industrial psychologist how you efficiently customize tests via benchmarking.

If the applicant gets good scores on the pre-employment test, then definitely do Step 3 = In-Depth Interview.

STEP 3 = IN-DEPTH INTERVIEWS

Horrible news: Research shows most interviewers are terrible at predicting if an applicant will succeed or fail. So, never use only a job interview to make hiring decisions. Here are tips to help you interview better.

Start by listing 6-9 job-related qualities you absolutely must find in the person you hire. Use your list to create an interview form – to help you ask the applicant about each quality, and have room to take notes.

Beware: Never tell the applicant the qualities you are looking for. For example, if one of the 6-9 key qualities is teamwork, do not ask, "Do you like or do well with teamwork?" Instead, ask an indirect question like "What did you like most in jobs you had? Also, what did you like least?" Listen carefully. An applicant who likes teamwork will ooh-&-ahh about collaborating and working with people. An applicant who dislikes teamwork will not mention such activities.

If the applicant impresses you in the In-Depth Interview, then proceed to Step 4.

STEP 4 = ROLE-PLAY or WORK SIMULATION

Would you buy a used car without first driving it? Of course not!

Well, job applicants are 'used cars.' Every applicant tells you they can do the job. But do not believe it until you make the applicant show you key job skills via role-playing.

For example, with a sales rep applicant, you can act as a prospective customer, while the applicant pretends to be a sales rep. Use a checklist to identify what sales skills the applicant does and does not display. For an admin assistant job, have the applicant do admin work you will require on-the-job, such as typing, computer use, and spreadsheets.

If the applicant does well in this, then move on to Step 5.

STEP 5 = REALISTIC JOB OBSERVATION (RJO)

Although the applicant did well in Steps 1 – 4, you must discover if the applicant truly desires to do required job tasks. How? Have the applicant spend 2-4 hours tagging along with, and observing, one of your employees doing the job. For instance, a sales applicant should spend 4 hours watching one of your sales reps. Or, a laborer applicant could spend half a shift observing one of your company's laborers. After this RJO, find out if the applicant actually would like doing the job duties.

Research revealed giving applicants a RJO results in (a) less applicants accepting a job offer, but (b) applicants who accept a job offer are less likely to turnover. Reason: They saw first-hand what they would do on-the-job and want to do it.

STEP 6 = REFERENCE & BACKGROUND CHECKS

For an applicant still in the running after Steps 1 – 5, do

- a. Reference Checks – calling the applicant's ex-bosses
- b. Background Checks – finding job-related records, e.g., criminal, credit, and driving

STEP 7 = ONE EXECUTIVE APPROVES HIRING DECISIONS

Hiring productive employees is ultra-important to a company's profits and growth. As a safeguard, give a specified executive data you collected in Steps 1 – 6. Then, the executive can (a) approve hiring an applicant rated excellent on Steps 1 – 6, and (b) refuse to hire an applicant who rated only low on Steps 1 – 6.

RECOMMENDATIONS TO HELP YOU HIRE THE BEST

You now have seven great methods to discover if the applicant has qualities you need in the person you hire. Definitely use the first three steps – BISI, pre-employment tests, and in-depth interview. To be even more careful, you also can use the last four steps.

Some managers worry about how much time this will take. Answer: Anywhere from five minutes for a lousy applicant who bombs Step 1 (the BISI) to a few hours for an applicant who does all seven (7) steps.

Ask yourself: (A) How much time, energy and money do you waste when you hire the wrong applicant? (B) And how much is it worth to you and your company when you hire the best?

7 HORRIBLE HIRING MISTAKES

by

Michael Mercer, Ph.D.

You need to hire the best employees.

You undoubtedly hired some employees who were losers.

Oops! Well, let's be more diplomatic. Let's just say you hired some "underachievers" you would have been better without.

Or maybe you have the curse of hiring only "average" employees – people who are average in productivity and average in producing profits.

Question: Who wants to hire "average" (or "below average") employees?

Answer: No one!

To hire the best, you need to avoid the problems that plagued your previous hiring decisions. So, let me reveal seven horrible hiring blunders or mistakes you may have made.

1st Horrible Mistake: = Interviewers typically do a lousy job at predicting job success.

This is a proven fact, verified by a lot of research. Statistically, most interviewers do about as well as flipping a coin!

2nd Horrible Mistake = Reference checks fail to tell you what you really need to know.

Most employers are so freaked out about giving reference checks that they tell you nothing or barely anything useful about how an applicant performed on-the-job. Another way to put that is most reference checks are about as non-useful as simultaneously (a) flipping a coin while (b) rubbing a rabbit's foot!!

3rd Horrible Mistake: You relied on your "gut feel" or "intuition" & you were W-R-O-N-G.

Later, as you moaned about the mistake you made by hiring the wrong person, you asked yourself, "I knew what I was feeling. But, what was I thinking?"

4th Horrible Mistake: You used subjective prediction methods to make hiring decisions.

For example, you relied on subjective interviews, subjective reference checks, or subjective "impressions" of the applicant. Wow! Were you ever off-base!! And then you and your company needed to pay for your incorrect hiring decisions. That is expensive, time-consuming, and frustrating.

5th Horrible Mistake: You used NO objective AND customized pre-employment tests.

Important: Research shows pre-employment tests are the most scientific, objective method to make predictions. But, make sure you use tests benchmarked and customized for specific jobs in your company!

If you have not used tests customized for specific jobs in your company, then you really have missed out on the most objective, scientific and customized prediction method you could use.

6th Horrible Mistake: You [stupidly] told the applicant what you were looking for!!

Then, lo-&-behold, the applicant spent your entire interview telling you s/he just happens to possess all the skills, talents and qualities you – stupidly – told the applicant you want in an employee.

For example, let's say you – stupidly – told the applicant you need to hire an employee who excels at teamwork, customer-service, and correctly handling small details. I bet I can predict what that applicant told you in the interview: The applicant told you – with a serious yet pleasant expression – that s/he excels at teamwork, customer-service, and correctly handling small details.

And then, when you hired the person who gave you all the answers you – stupidly – told the applicant you want, you pay the price of having an employee who may not REALLY be talented at teamwork, customer-service, or handling small details. You got fooled – and you have only yourself to blame.

7th Horrible Mistake: You terribly harm any person you should not have hired.

Let's be humanistic about it. If you hire the wrong person, the applicant also loses. People crave to work in a job where they will do well and enjoy it. People hate a job where they will perform only average or below-average, and not enjoy the work. So, you actually benefit the applicant you carefully assessed using customized, benchmarked, objective hiring methods.

Summary: When you hire . . .

1. high-achieving "superstar" employees, both you and your company win.
2. underachieving employees, (a) you lose and (b) your company loses.

So, make sure you use customized and objective prediction methods – especially, pre-employment tests and biodata – to make sure you hire employees who are (a) productive, (b) profitable, and (c) low turnover.

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You can find more information on this at www.Pre-EmploymentTests.com

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