

CI PROFILES



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Enterpriser/Craftsman Synergy

By Victoria Dixon

As part of an ongoing series comparing the traits and behaviors of various profiles, we'll discuss the Enterpriser pattern and the Craftmaster pattern.

The Enterpriser, has vision, but not much follow through. For instance, some introverted Enterpriser back in the 60's was communing with nature so thoroughly that they looked down and felt friendship with a rock. The light bulb went off and this person thought, "Ha! I could make a fortune selling rocks with glue-on eyes and painted faces!" And he was right. They were called "Pet Rocks".

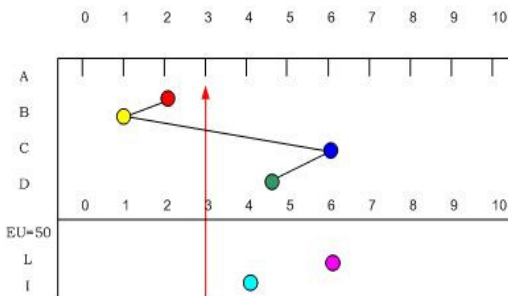
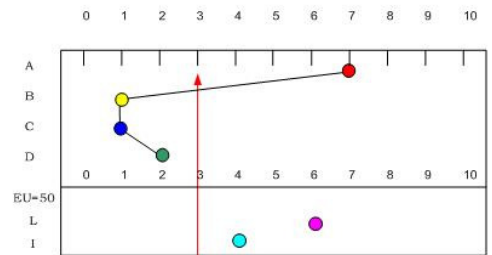
In our scenario, the Enterpriser then sought out some highly detailed Craftsman because the Enterpriser didn't want to glue on the eyes. In fact, in the Enterpriser's thoughts, he's created a finished product and it's already on the shelves.

There is therefore nothing more the Enterpriser needs to do because the Enterpriser wants to start on the next project.

Now the Craftsman is out there working his/her fanny off creating Pet Rocks. While seeking guidance, the Craftsman realizes the Enterpriser has forgotten about rocks and is now engrossed in trees. Does this horrify our Craftsman? You bet. They feel betrayed and left literally holding a bag of rocks. Our Enterpriser might think the Craftsman can just keep making rocks and running the business, but that's not true. The Craftsman can't keep the business going because they need too much direction. What sort of packing, what sort of glue, etc.

What happens if the roles are reversed? What if the Craftsman is the Manager? 1. the Craftsman has little vision. They are all about rules. A Craftsman manager will sap all the vitality out of a department in no time. 2. The High D will micro-manage the Enterpriser employee to the point where the Enterpriser will walk rather than be told: "this is the glue, these are the packages, and this is how you paint your pet rock."

It's far better to have that High A out in front, just make sure that your support staff know who to turn to for help when the Low Detail Enterpriser falls in love with the next great outdoors concept.



Ten Questions to Maximize Your Onboarding Efforts: Common-sense steps you can't afford to ignore

taken from an article by David Lee in ERE articles.

If you are trying to upgrade your onboarding process, here are 13 questions you need to ask yourself, your management team, HR department, frontline supervisors, and most importantly, your new employees.

1. Did we attempt to hire from within first? What does it say to a new hire when they find out their new company didn't interview qualified employees first? It says: "No upward mobility here. You'll want to do that somewhere else."
2. Do we make our new hires feel welcome? Analyze step by step the first few days on the job that your new employees experience. Do you do things that communicate "We're glad you're here" or is it more "All right, get to work, we've got things to do here. . . ."
3. Do we inspire pride? How efficient are your orientation and onboarding programs? Be honest. Are they organized and interesting or a boring mess? Don't leave your new hires with buyer's remorse! Make sure they know they've joined a great company by doing the following:
 - A. Emphasize the big picture. If you're all about rules and minutiae, you'll rob your new hires of their enthusiasm before they perform their first function.
 - B. Communicate to new hires that their work is part of what makes this a great company. For greater sincerity, have examples of how this is true.
 - C. Collect stories that embody the personality of your company from your employees. Better yet, let the employees tell their own stories to the new hires. This illustrates to the newbies what it's like to work with you and demonstrates to your employees that they matter and can inspire others.
3. Do we make our orientation program interesting and interactive? There's too much information available on how to make learning fun to excuse boring data dumps.
4. Is our process employee-centric or employer-centric? Analyze your onboarding process from the new hire's perspective. When you've worked at one place awhile, it's easy to forget what it's like to be the new guy and an outsider. New employees won't know who to go to for help, but they won't want to be seen as high maintenance, either. Don't let them sit there, not asking questions! If you need help, go to your newest employees and ask them how to make the process more user friendly for the next new hire.
5. Have we broken our orientation into bite-sized chunks? By doing this, you communicate that:
 1. "We're a company that does things right," and
 2. "We respect you and care about your comfort" .
6. Have we offloaded as much information as possible onto our intranet or data storage unit? Make sure information is available on an as-needed basis. More is not always better.
7. Do we make it easy for new hires to get the information they need? By having a culture that makes it ok to ask for help, you reduce anxiety and the new, unguided hire's tendency to waste time fretting about how to find out what you should have told them. Don't assume they'll ask questions. Many employees have absorbed the unspoken expectation that if they ask questions, it means they don't know how to do their job.
8. Do we make it easy for new hires to tell us how they (and we) are doing? At Northeast Delta Dental, new hires have their "20 Questions with Connie" meeting after 90 days. At this meeting, new hires sit down with Connie, the VP of HR, and give her feedback on every aspect of the onboarding process and

their work experience.

9. Do we have an effective mentoring program? Mentoring gives current employees an excellent opportunity to learn leadership skills while engaging them in your company’s forward momentum. It also shows the new hire just how important your employees are.

10. Do we help our managers do their part well? HR must do more than ask supervisors to make sure the new hires get started. The supervisors must be held accountable for helping the new hire to get started right. Make sure your supervisors receive training, support, checklists and so on so that they cover all bases. Make sure the checklists cover the first day, the first week, etc.

11. Were the interviewers prepared? Too often a supervisor or line manager is hauled in to interview a candidate without being informed of what’s already been done. If the candidate has to answer the same questions in 3 out of 4 interviews, they won’t be impressed by you and are less likely to even accept a position.

This list is pretty much common sense, but rarely used. Ask yourself, your management team, HR department, frontline supervisors, and most importantly, your new employees if you’re using these techniques. If the answer is no, involve everyone to make sure, the next time you ask, the answer will be a confident “absolutely”.

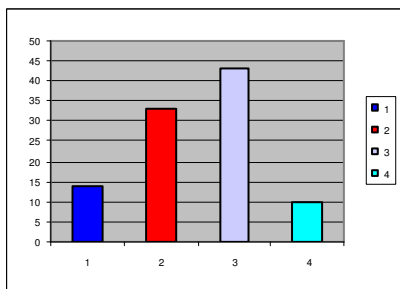
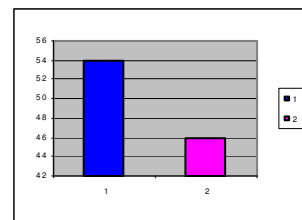
David Lee is an internationally recognized authority on organizational and managerial practices that optimize employee performance, morale, and engagement. Mr. Lee is the author of *Managing Employee Stress and Safety*, as well as several dozen articles on organizational and individual performance that have been published in a number of trade journals and books in North America, Europe, Australia, and Asia.

FACTS AND FIGURES

Which one are you?

When asked how likely it was they would advance at their current company, 1,003 full-time U.S. workers said:

Advances were Very or somewhat possible: 54%
 Unlikely or impossible: 46%



In a survey of 2,00 Senior Executives and Managers, respondents said when it comes to balancing work with personal/home/family life, they feel they are:

Extremely balanced: 14%
 Somewhat balanced: 43%
 Somewhat unbalanced: 33%
 Extremely unbalanced: 10%



PRODUCTS:

**C-INDEX
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www.culture-index.com



Test-Retest Validation

Whether you exclusively use Culture Index to hire, or a combination of pre-screening calls, interviews, C-Job, CI results and IQ scores, we all test applicants in some way before hiring. It's a pity so many tests are unvalidated and/or unreliable.

To prove reliability, the same test scores, or a similar range of scores should be reproducible regardless of when the test is taken. It's called "test-retest reliability". Culture Index has gone through considerable scrutiny on this subject and the test results are available either in your workbooks or by contacting our corporate office. But how do your other testing processes stand up to review?

Consider: You're interviewing an applicant after you've rushed to work without your morning latte and your briefcase. You're in a bad mood, and without your interview questions, you're unprepared as well. (That scenario may seem extreme, but it's within the realm of plausibility.) The applicant seems to reflect your mood and you label him a disappointment, especially so since his experience or CI results were promising. The next day you're prepared to see a less promising candidate who nonetheless responds to your good mood and questions well. Unfortunately, they're not the questions you used the day before, so none of the applicants' responses are comparable and your reaction to their responses is skewed as well.

Different circumstances can have a drastic effect on your interviewing when there isn't a reliable process in place. Before using any standardized test, check the vendor's manual and look for issues of reliability. Make sure the vendor knew to study:

1. All test items as a whole (inter-item reliability)

2. Test-retest reliability (testing the same person at two different times.)

3. Each test item for proof that it does test what it's supposed to test.

If all you're interested in is finding warm bodies for your next opening, maybe it's not that relevant to you. However, most employers are interested in cutting turnover in half, increasing productivity and reducing training expenditures. To do that you must have a reliable testing procedure in place.

When you apply those three tests to your own interviewing process, you will see just how difficult and important it is to have a set procedure in place. We do have a training course available called CHire. It will help you in creating as subjective a hiring process as possible by using qualitative and quantitative questions. That is, you'll be trained to provide a series of ratings to the same questions throughout the interviewing process. The ratings are then averaged and assessed to determine why the scores were given and who responded in the most acceptable manner.

The course itself is currently available in workshop formats, but will soon go online as well. C-Hire is designed to help the user know what the legal and justifiable questions are in an interviewing situation and teaches the user how to grade interview responses on an equitable basis.

In addition, we have C-Job, which allows the Culture Index user to assess the job's needs and requirements. This enables the manager to interview only those applicants who fit the job and the corporation's culture, making hiring a much more subjective experience. If you ensure before the interviews are even scheduled that those people you're talking with are a fit, you're already well ahead of the game.

Most of us won't buy jeans without seeing if they fit and it's much more important to invest the time and see if the new hire fits within your organization.



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