

PeopleBest FAQ

Why Do I Need an Outside Company to Help Me Understand My People?

I bet you understand your people pretty well already! We'd suggest the goal isn't so much to understand that which you already know, it's to give some definition and measurement to your efforts for long term results and return on your investments in all the expense associated with that fantastic and most valuable asset – people. Bet you've heard that before, but truly 'people' are the only difference between you, your competition and achieving the results you expect. Can you think of anything within your company that drives sales quicker, innovates change faster or gives you a bigger competitive advantage that is more valuable....?

So you're an HR Consulting Firm Mixed with Some Sales Training or Motivational Stuff?

Nope. Neither one. Let me give you an analogy to see if it helps frame a bit of what we do and our approach. Say you're standing outside and someone asks you what the EXACT temperature is....can you tell them the EXACT temperature to within a degree? Bet you'll be close but you'll still be off. How about if the question was to predict the EXACT temperature tomorrow and the EXACT temperature for the next seven days...harder if not almost impossible to ever be precise, especially in EXACT degrees. That's why people use any number of resources to help them predict weather – news, radio, the web. Do you really understand how the weather works? Do you care? Probably only when you need to go somewhere and then you refer to some resource 'tool' to give you an answer. We'd like to think of ourselves as that 'tool' you use to leverage information about your people. Pretty simple concept, the trick is in the execution.

That's where we excel. Our approach is to combine all things about your people and your company and give you the 'tools' to predict the future of your people initiatives. Who should I hire AND from where? Do I know who my next superstar's are AND in what regions are they located? What do people think about our company or their boss AND are they top or bottom performers?

This stuff may be rather intuitive, just like if it may rain today or tomorrow, but can you push a button to get ALL this information right now? ...then maybe you may need some help from an outside company to give you some 'tools'.

...So Then How WOULD You Describe Your Company?

We help executives measure and predict people success by providing data which enables them to specifically measure, analyze and predict people performance in any area or initiative. This 'cracks the code' of success to enable executives to know with certainty which people or programs will work and measure specific returns on any investment made.

We accomplish this by combining three buckets of data to give executives the tools to make decisions about people. The first two deal with a company's people and the third looks at a number of its business processes.

Ok, let's take a second to explain what we mean when referring to these buckets. When we talk about people, we're really focused on two parts. We look at the both the 'outside' and the 'inside' of the people within a company. This gives us a unique insight in many ways.

On the 'outside', we simply ask them questions in a survey-type way to measure things like workplace satisfaction, workload, relationships with superiors or co-workers, compensation, skill ranking and the list is endless. Next we look 'inside' the person, what we call "peopleDNA™", which cracks the code of success within jobs, teams or cultures. We precisely measure a person's behaviors as they specifically relate to success within these areas and it sets the pivot point of where we start to gauge improvements in any initiative.

Lastly, we have to include all the things going on in the real-world both with people and the company. We look at personal attributes – things like education, longevity, experience, product knowledge, training, interests and hobbies. Then we combine environmental things like regional info, territory demographics, local or regional economy, culture, supervisor behavior. Lastly we grab data about the business processes itself; things like training and incentive programs, marketing initiatives, promotion policy, pay plan, CRM systems, quotas and sales statistics. All this goes into a thing we call the "DNAwarehouse™".

So what are the Benefits to Me and My Company?

Too many to mention but let me list a few of the BIG ones for you:

1. First, all the data collected is available to you real-time. We enable you to report results immediately with our robust, online diagnostic platform.
2. You get a complete set of data to identify root causes for poor productivity, such as poor communication or poor processes.
3. You know exactly why your 'A' players are different from everyone else and can simply hire more of them.
4. You can measure EXACTLY what your ROI is for such items as training, hiring/recruiting, specific headhunters, sales incentive programs or things like the likely-hood of success moving key people from one job or region to another.
5. Give employees an organized voice to assist leaders in taking actions and enable them to gain a fresh perspective of the organization.
6. Reduce transition time during changes in the organization (such as reorganization, relocation, and change in ownership, new products/services or company information).
7. Facilitate, track and execute action steps in one system.
8. See into the future and predict the outcome of any initiative before it happens.

I've Used Profiling Tools and Assessments in The Past – What Makes You Different?

Great question! This will require a bit longer and equally GREAT answer, so let's see if we can give you some things to think about. First, let us be clear on our process. Profiling or using assessments is ONLY 1/3rd of our approach. That's where we have a competitive advantage on any other profiling company or tool in the marketplace today; unfortunately no one else looks at multiple pieces of information. It would be reckless to only look at a person's profile when evaluating their potential, which you'll read in the section below. We have developed a complete approach both to understanding a company's people and blending it with information to make decisions.

What Types of Profiling Tools and Assessments Are Out There?

Ok, let's look at some facts when it comes to what types of tools are out there:

First, you have "personality" oriented tools. These are the Myers-Briggs, DISC, 5 P's, Personal Profile System®, Hartman Value Profile™, Big 5, etc. The single most difficult issue with these types of approaches is two-fold; they do not even begin to account for all the factors that go into making up that we are and second, they look at the natural gifts or abilities of a person without considering other crucial elements that make a successful businessperson. Let's list them for you:

1. **Desires** – One of the key elements that are formed by the time we are six years old is our desires. Countless people who take personality-based tests have been told to follow a certain career path, yet they have no desire to do so. If an individual heeded the test results they would be a lot less productive than they could have been if they followed their dreams. One person, as an example, was classified as a “people person” and who should follow a path into sales. This person’s desire was to be a “numbers and analytical guy” and if he were to take the test again, would do a 180 degree turnaround from the initial test.
2. **Character Development** – Personality tests do not take into account personal development. For example, a person who is labeled as a specific personality because they are a ‘driver’ or ‘impulsive’, may fully develop their character to be more in self-control or less concerned about stepping over someone to get ahead. Our natural reaction is to hire the best person whose personality fits an ideal, when the best person for the job is not the one defined as such by personality analysis. Another problem with personality profiling is that moral deficiencies may appear as virtues. For example, if you don’t love or respect people, many of these tests legitimize such moral problems as, at best, personality traits. Such categorization begins to excuse grave moral problems as differences in personality.
3. **Capabilities** – Personality tests also fail to assess the capabilities of people. Using the sales example, we have seen salespeople who do not fit the typical sales profile, but have great sales aptitude and skills. Over and over, we see them bringing in higher sales results than those with the so-called sales personality profile. Some of these overlooked salespeople have progressed much further in their intellectual comprehension, skills and discipline development, yet are often restricted to less lucrative sales work due to being ‘labeled’ by personality.
4. **Experience** – Past events in our lives cause us to act a certain way in the present. For example, someone who abused personally or professionally may tend to be less trusting of others or less of an outgoing or frustrated person not because they are truly this type of person but because of their experience, either in recent or distant past. Psychological tests assume a person is ‘hard-coded’ this way, when in fact, we find a careful and helpful on-boarding process when a person is hired or working with an existing employee fixes the immediate issue and they turn a simple corner and this resolves itself.
5. **Gifts** – Businesspeople and psychologists often confuse personalities with gifts and there is a huge competitive disadvantage when this occurs. Generally, we have two types of gifts: natural and spiritual. The natural gifts are things that we are born with and are not developed like our capabilities and character. Examples of natural gifts are physical strength and mental ability. On the other hand, faith, as a person is directed, gives a person a spiritual gift which is not self-produced, but leads a person in very profound ways to shed existing roles and transform themselves to be lead in new ways and as different people.

The next type of tests are “hiring” oriented in their approach, often with zero use past the hiring process. These include Caliper, Omnia, DDI, Profiles International and others. These types of tools all take the immediate goal of hiring as the lone application and all say little about developing a person, team or company to excel in measurable and define-able terms. Let’s look at the main differences in their approaches compared to us:

1. **Self Directed Responses** – As any good test taker will be motivated to do in a hiring situation, a candidate will want to appear to be the ‘best’ person, above all others, with the greatest capabilities for success. While this is commendable from a personal perspective, using a tool which allows a person to rate themselves or comment on their own perceptions of where THEY think their strengths are (everywhere) and what their weaknesses are (none) leave much ambiguity to chance. These tools questions allow for them to be very unreliable and easily manipulated by self ranking and assessments and should be avoided.
2. **Narrow Focus** – As mentioned, most if not all of the emphasis is on hiring and once the person is selected and walks in the door, the value of the tool is completely lost to the company for any future applications. It is commendable to improve the hiring process and most any tool will improve the odds of securing a better person over simple interviewing alone. Our focus is to ensure, at every step, that both our tools and approach continue to add data and value so the investment in people and time increase future success.

3. **Old Information** – Think of how fast things change. Demands are constant and most all of the companies mentioned do not have the ability to change as your company may require. For instance, say you introduce a *new* product. Congratulations! Now you have to go after a completely new market, going from farming existing clients to prospecting for new ones. Think this changes what you need from your people? You bet. Can your system for finding and tracking their success change as quickly?
4. **Hard to Customize** – Most all of the tests mentioned rely on their own 'developed' methodology, usually tested over 20-40 years. Unfortunately, they can't adapt to very specific nuances of YOUR business e.g. do you sell tangible v. intangible products? Size and length of sales cycle? Etc. You're simply pegged to use their old systems that they're actually proud of, which are outdated, antiquated and have no room for customizing EXACT competencies based on EXACT requirement YOU decide are important.
5. **Teams and Cultures** – When it comes to going beyond just looking at a single person, that's where most every one of our competitors falls down. Why would you just look at a person before hiring them and not evaluate their performance within a team or fit with the culture of a company? What do we do when we need to train a team or change a company's culture in a specific area? Can we measure it? Yes, WE can....unfortunately no one else can.

What Makes Your Tools Different?

Maybe another question should be - what type of approach or tools do we use?

Again, we provide many tools to our clients so this is a tricky question. When we started looking for something to give us an x-ray inside someone to see specific behaviors, so to speak, we carefully evaluated each assessment tool and analyzed each product in the market. We mapped criteria which included accuracy, behavioral based to enable people to both be measured and enabled for personal growth as THEY decided best. Next we looked to see if the tool could also take individuals data and roll it up into a team or company profile. Most tools fell down at this point; good at looking at individuals and nothing when it came time to look at a bigger population. Finally we needed something we could customize and expand as our client's needs changed. Again, most all failed in enabling simple changes to be made and almost no one allowed for customization for specific client environments. Amazing.

We chose one tool which fit these requirements, was easy to use, web-based, affordable and very specific to our needs. We measure behaviors across a broad range of areas and competencies can be customized to the tasks at hand.

When it comes to our use of other tools to compile data outside of a person or across a company, the same rigors of evaluation were made. Each time, we looked to provide information to our clients who incorporated individual, team and overall company sources to make intelligent decisions across the entire landscape available to us.

We feel we've accomplished this in giving our clients the 'tools' they need to hire, manage and improve people, and measure effectiveness and ROI at any stage.

What if I Don't Want to Switch From Using the Assessment Tool we've always used?

We don't blame you. Switching 'tools' is a major hassle and needs to be carefully evaluated. We actually have a perfect solution. Don't switch – compare. Ever do this when you evaluate something new? At a time, typewriters were the best tool available to produce documents. In the early 90's computers came out and created a disruptive wave and people began to adopt a 'tool' that would do more for them. Sound familiar? Now we can't imagine life without computers.

Business evolves – people change. Looking at the world through old lenses doesn't make much sense. Rather the key is to really look at what YOU need and find 'tools' to help YOU get there

rather than conforming to how a 'tool' dictates it should be used just because "that's the way we've always done it".

What Are Your Fees?

Our business proposition is simple. We look at how many people you have in a role or throughout the company, along with any anticipated hiring or cultural identification needs then multiply that number by about \$25/mo per person for one year. That's it! This works out to .002 of a person's annual salary! Not a bad return to guarantee you hire your next winner or increase your sales and productivity of your team.

Who Are Some of Your Other Clients?

- Sawyer Realty Holdings
- Convergys
- Marriott
- Vantage Partners
- BMW
- DuPont
- Merck
- Transamerica

How Do I Start Doing Business With PeopleBest?

Step 1 - Create Your Own Top Performer Ideal Profile

the first step in duplicating your top performers is to have PeopleBest create your own Top Performer Profile. PeopleBest's proven process, PeopleDNA™ software engine assesses your existing top performers and automatically extract their unique DNA. It then compares the DNA of all your top performers and creates a composite Top Performer DNA, with all the behavioral characteristics that make your top performers successful.

Step 2 - Leverage Your Ideal Profile

With your new Top Performer Profile on hand, you can leverage the power of the PeopleDNA software to quickly assess hundreds of candidates, looking for those that share the same DNA as your existing top performers. Applicants can be directed to a web site where they apply for the job and answer a few simple questions that you have created to determine if they have the minimum qualifications for the job. Those that do are invited by the system to take the full PeopleDNA assessment.

PeopleBest then extracts the DNA of those qualified applicants and compares it with your own Top Performer Ideal Profile. Those that make it over a certain pre-defined threshold that you set are sorted into a special category for immediate follow-up.

This automated process allows your organization to automatically evaluate hundreds of applicants and focus only on those that share the same behavioral characteristics as your existing top performers. Experts agree that top performers all share a certain set of behavioral characteristics that make them successful. PeopleBest "cracks the code" of your top performers and then lets you leverage it to identify additional resources.

Can You Provide Me With a Summary of Differences Between You and Others?

Sure! Let's try these for some quick examples:

peopleDNA Inventory:



- We define 33 behaviors on a 10 point scale for each behavior v. putting people in a '4' box quadrants or use other harmful labels.
- We 'crack the code' of what makes people unique but unlike other tools, can also do the same for teams and for the overall company culture (big point here!).
- Our reports are extensive in their review of the individual and offer not only a summary of behaviors but also provide growth choices and insightful information on how to improve a particular behavior.
- We believe 'behaviors' can change and people can improve themselves and should not be 'labeled' a particular color, code or personality type.
- Our inventory can be used for more than just hiring – i.e. coaching individuals, interviewing questions for the hiring manager, and simple pre-check to define whether or not the person is a relevant fit quickly.
- Our inventory can be customized for every client and doesn't require using the same 184 questions each time but can be reduced to define EXACT requirements (and I say requirements b/c it may be hiring, coaching, looking at who is the best candidate for our succession planning, etc.)
- Our inventory can be used for career counseling too, but is not limited to only one function.
- Our inventory is scientifically valid – through construct, content, factor analysis, predictive and concurrent validity, gender, ethnic and age.

peoplePredict:

- WE ARE THE ONLY ONES WHO CAN TAKE BEHAVIOR RESULTS AND MATHEMATICALLY MATCH THEM UP WITH OTHER DATA TO PREDICT FUTURE OUTCOMES.
- We are the only ones who can customize data specific to a companies need i.e. hire a person who will produce \$X revenues or a person who will stay with the company for 5+ years.
- Our consultants are experts in the field of psychology and statistics.
- We are the only company who builds a DNAwarehouse for each of its clients and the information is never lost but always relevant and useful for future applications.
- We are neutral, unbiased consultants who use both companies provided information and the behavior information from the participants in defining the cause or action required helping our client companies.
- Our engagement model is based on an unlimited, uncapped agreement of volume and we blend the costs and work over a monthly basis to avoid unneeded, one-time project costs.
- We use a combination of statistical and regressive analysis in defining company solutions, unlike any other provider.
- We are not limited to only our inventory or a test but are able to apply outside data to define answers.

MISCELLANEOUS

Advantages:

Why PeopleBest?

- Turn-key automated online assessments – our fully automated assessments are generated within seconds of the candidate completing the test. No waiting to receive your candidate's evaluation. Candidates can take the online assessment anywhere, reducing the time it takes to gather results. The assessments are immediately available to all hiring managers.
- Annual software license with unlimited number of assessments – the flexibility of our pricing model allows you to economically use our solution much earlier in the hiring process and for a broader number of positions.



- Scalable, reliable, consistent solutions – corporate HR controls the process, but hiring managers all over the country can quickly and efficiently take advantage of our solution. No bottlenecks. Our software does not take sick days and does not leave on vacation and is backed by the leading Industrial Psychologists in the country.
- Comprehensive assessments – PeopleBest assessments not only provide you with all the analysis pertaining to your candidate’s fit to the position, but also includes interview questions, management insights, development roadmap and resources, and relative ranking to other candidates. We generate a very rich, in-depth, high-value assessment.
- Easy to understand feedback – PeopleBest was built from the ground up for the rest of us. You do not need to have a Ph.D. in industrial psychology to understand the evaluation. The feedback is graphical and uses language that any manager can understand. It is presented in a simple, intuitive format so that everyone can benefit from its insights.
- Top Performer ideal profile – PeopleBest’s solution allows you to use your existing top performers to automatically create your own ideal profile. This feature allows you to replicate your existing top-performers by making sure that your new employees share the same DNA.
- More uses beyond just hiring - With basic information recorded and calculated for a group of participants, our system provides cultural analysis, team analysis, organizational development, and succession planning applications, all of which lead to reduced turnover and candidate selection costs, and an increased number of good people placed in their ideal roles within an organization.
- No software to install and maintain – our solution is deployed via a secured Internet web site. Because we host and maintain the software for you, there is no software to install on your servers, no patches to implement, and no IT overhead.
- Security and access control – we employ the same security measures that banks use to protect online credit card transactions. You can rest assured that your data is well guarded and accessible by only authorized users.
- Ability to predict your people’s future - PeopleBest is the first company to go beyond basic hiring profiles by being able to combine your companies PeopleDNA and integrate key background and performance data to ‘see into the future’ of your corporate initiatives.

Our Scientific Advantage

- **Tested Foundation** – Our state-of-the-art behavioral assessment tools were developed leveraging 30 years of scientific experience.
- **Scientifically Proven** – PeopleBest’s inventory and approach have been scientifically validated – including its construct, content, factor analysis, predictive and concurrent validity, gender, ethnic and age.
- **More Comprehensive Than Competitors** – PeopleBest assessments not only provide you with a complete analysis of every candidate’s fit for a given position, but also include interview questions, management insights a development roadmap and resources. Assessments are rich, in-depth and high-value.
- **Ability to Predict the Future** – We are the first company to go beyond basic employment profiling to provide predictive information about the success or failure of future corporate initiatives. We are the only program able to take behavior results and mathematically match them up with other data to predict future outcomes.

- **Customized to Your Needs** – Our inventory can be tailored for every client and each unique circumstance. We do not pigeon hole our clients into using a standardized set of questions.
- **Feedback That is Easy to Understand and Apply** - You do not need a Ph.D. in industrial psychology to understand our process or interpret the data we provide. Our feedback is presented in a simple, intuitive format and we help you put the information we collect to work immediately to your company's advantage.
- **Data Warehousing** - We are the only company who builds a DNAwarehouse for each of our clients, ensuring that the information gathered as part of this process is never lost, continuously relevant and always available to you for future applications.

Our Leadership Advantage

- **Interdisciplinary Industry Leaders** - Our management team, consultants and advisory board are leaders in their respective fields. All our consultants have worked in Fortune 1000 companies and are subject matter experts in human resources, information systems, sales and marketing, business consulting and outsourcing.
- **Seeing the Complete Picture** - Unlike traditional recruiting firms, integrators or outsourcers who have a narrow focus, we developed PeopleBest by combining the expertise and perspectives gained through 25 years of success in corporate management, resource consulting and integration together with the best in behavioral psychology and research.
- **A Trusted Perspective** - We are neutral, unbiased consultants who base our recommendations on behavioral information collected from participants and company research as we define any cause or action required to help our client companies.

Our Technology Advantage

- **Faster, More Effective and Less Expensive** - Our tools are completely Web-based, providing a tool that is readily available cross time zones and borders.
- **Turn-key Automated Online Assessments** – Results from our fully-automated assessments are generated within seconds after a candidate has answered the last question, available immediately to all hiring managers. You will never have to wait for a candidate's evaluation.
- **No Cumbersome Installation** - Our software is delivered as a service (ASP) and does not require the purchase of hardware or the installation of software or ongoing upgrades. Using PeopleBest therefore in no way burdens your IT department with installation or ongoing maintenance. Our clients simply sign up and start using the system.
- **Security and Access Control** – We employ the same security measures that banks use to protect online card transactions. Your data will be maintained in a tightly secured environment and accessible only by authorized users.