



Wake Up Eager Workforce Podcast, Episode 42
How to Debrief a TriMetrix Talent Report
-- Produced By Suzie Price

Transcript

www.pricelessprofessional.com/debrief

Suzie: Well-known consultant educator author Peter Drucker shared this “The ability to make good decisions regarding people represents one of the last reliable resources of competitive advantage, since very few organizations are good at it.” So today that's what we're going to talk about today. How do you make good decisions regarding people and how do you use that as a competitive advantage. Today I'm going to show you how you can put some science into your hiring decisions. I'm specifically going to go spend the bulk of the podcast talking about how to debrief a TriMetrix Talent Report in 3 steps. And I also want to share with you a little bit of information about a conference that I just attended with 400 consultants around the world. It was in beautiful Scottsdale, Arizona. There's some new things coming out for 2018 and I want to share some of that with you. So let's get started. Hit it Michael!

Voice Over: Welcome to the Wake Up Workforce Eager Podcast, a show designed for leaders, trainers and consultants who are responsible for employee selection and professional development. Each episode is packed full with insider tips, best practices, expert interviews and inspiration. Please welcome the host who is helping leaders, trainers and consultants everywhere, Suzie Price.

Suzie: Hi there my name is Suzie Price. I am with Priceless Professional Development.

We just completed our 14th year, this is now going into our 15th year and I am a Professional Facilitator, Consultant and Author, and I started Priceless all those years ago. And the focus for Priceless Professional Development, we help senior leaders build an energetic, committed, drama-free workforce. And that's what you want, right? That's what we're looking for. We want people who are committed to your team, committed to your organization, committed to the mission. We want less drama and more trust, more working together, less pushing against each other, figuring out how to be honest and direct and straightforward in our communications so that we can get more work done, we can enjoy our work. We can meet our mission and that's what our focus is here at Priceless Professional Development. And a lot of the ability to have an energetic, committed, drama-free workforce comes from having the right people in the right seats. And so a lot of the work that we do is in hiring and selection. And I actually even wrote a book “How To Hire Superior Performers,” that outlines the process that we use for hiring and selection and we do put science into the hiring process. Last year here at Priceless we had more than 3,000 assessments run through our assessment center, and those are just tools but they are tools to help you guide your hiring decisions to help with coaching conversations, help me as I'm coaching others, but also help you as you lead your team to better understand how to communicate more effectively with the person that you're working with and how they can communicate more effectively with you. So we use it with leadership development and we use those tools for making teams stronger, and so 3,000 assessments, you know we are proud to have such a good tool to share and that it gets a good amount of usage for being at a boutique type of firm that we are. So today's topic is Episode #42 of the WakeUp Eager Workforce podcast and the official topic we are going to be talking about is “How to debrief a TriMetrix report in 3 steps,” and I'll tell you don't want to tune away if you don't know what the TriMetrix



Talent report is because there'll be information here that you'll get from this, even if you never want to use an assessment!

Actually, I wrote my book in that way as well, my "How to Hire Superior Performers" book so that it outlines what we do when we use the tool, but it's really a process that helps you think more strategically and more in-depth when you're hiring and think more about fit in the role. So what we'll talk about today I think will be interesting to you even if you aren't one of those folks who completed those assessments through our assessment center this year. And even if you don't want to use the assessments, now we do have show notes for today's episode and they can be found at pricelessprofessional.com/debrief and debrief is in lower case. So I encourage you to stay tuned in if you want to learn a little bit more about how to add science to your hiring process. And if you are a client who uses TriMetrix already I would encourage you to get a TriMetrix Talent report out from a candidate and can reference it as we go through this debrief process in 3 steps to let you empower, you to be able to look at the assessment and know what you want to do with it. When you have a candidate to get the most use out of it. This podcast actually came about because I have a particular client who uses the TriMetrix assessment throughout their organization and they do quite a bit of assessing of new hires because they're doing a lot of hiring. And I've trained the Human Resource managers on the tool, but they needed something that was short and sweet, you know not a 2 day workshop but here, how do I do it in 3 steps? And so I've distilled down the specifics of understanding the science and how to use it in this little tutorial, so that's why I'm sharing it with you. In the actual 3 steps will get you so that you can look at an assessment and very quickly figure out what you want to do and ask a little bit of background on the assessment. Sometimes people will ask because they don't know the big picture, you know is this your assessment so mine Suzie Price it's a much bigger tool than just me. I have fully embraced it because of the science and history around it that's been around for many, many years and is based on deep and rich science that we validate on an annual basis and it is basically TriMetrix, what it does is it's going to give you information about how people communicate, what drives them, what puts gas in their tank and then how do they think and process. And from there what we do is we always use it to say "OK this is the person, better understanding the person that you're interviewing."

You know what they said in the interview. But how do they actually come across in an assessment tool that is highly validated in regard to fit for the job? So what does the job need? I did another episode on the TriMetrix tool. It's Episode #18 and it was about "Demystifying and Understanding TriMetrix" and it goes into the history of the tool, how to use it for hiring and coaching. So I want to mention that here in case you're interested you can go listen to that if you want more information about the tool. It's pricelessprofessional.com/TriMetrix T-R-I-M-E-T-R-I-X, pricelessprofessional.com/TriMetrix. So I wanted a mention it because I was just at a conference in Scottsdale, Arizona with TTI SI, which is one of my partners so I am a value added associate for TTI SI and thank goodness they have a headquarters in Scottsdale, Arizona and we get to go there in January. How cool is that, right? How could you miss that. I like going.

I've been going ever since I started working with the organization, which is essentially since I started my business. So the first conference that I went to was in 2005 and I have continued to stay pretty close to this partner, but I do consider them a partner. What I like about them, and I tell you all this because it relates to the power of the assessment and the background behind



what we do, they have 3 decades of research behind them and they have millions of individuals who complete these assessments, I think assessment an is completed, I don't remember the exact number but every 10 seconds there are numerous assessments completed from all over the world. This organization has patents.

They do a lot of state of the art technology with the brain and how we think and they are in all kinds of publications, Harvard Business Review, Inc. Magazine, in colleges, peer review type articles. So every year when I go it's my chance, you know to fill my tank. I am someone who in the assessment what puts gas in my tank is I love to learn and then I like to take that knowledge and use it for business. And so it's a really good fit for me when I get to the conference because I get to hear what they're doing. What's latest, what's new and some of the things that are relevant to you is we've got a couple of new things coming out. So we've got a onboarding tool for new hires, so if somebody has completed a Talent report we now can easily give a hiring manager an onboarding tool which doesn't have any of the science you know in the graphs and the things like that. But has all the content that a manager could use to do some good onboarding and good discussions about how they work together. So I'm excited about that. It takes the science and for the hiring and makes it available to continue to move forward and use that to onboard successfully so the hiccup's you know people often won't make it the first 90 days if they're not going to make it so you want to do everything you can to understand them and lay out the expectations. And so I'm excited about these new onboarding tools. We've got some enhanced team reports so if someone has taken the assessment and a team has taken them that we've now got more data and information that we can share to help the team better understand the team based on how you interact you know one of our focus at Priceless as I mentioned at the start was that we want to help you create a drama free workforce. A lot of the drama comes from not understanding each other and not seeing the strenghts and not managing our own blind spots, so I'm excited about this enhanced team report because it will be a tool that can really help you accomplish that and help us help you do that. We have tool with emotional intelligence and that is being enhanced and updated. Excited about that.

Then I get to learn at the conference things from colleagues from around the world. So people share different exercises that they do in activity. So I have many new tools in my tool chest I'm excited about, plus many books to read. So many people that go there are writers and authors and have interesting insights so I've got a long list there and I've tapped into a few partnerships and strategy sessions with others, so kind of a good boost for me personally. I also was asked to be on their Visioning Board. They have a Global group, so I am one of the top 1% of distributors in the organization, so I was listed as a Top 10, which I didn't even know that was the case, so that was kind of nice to know and also nice to be there a day early ahead of the conference, and you know out of 2,000 consultants to be the 20 people who are helping the organization vision and I certainly have a lot of opinions, so I love that somebody is asking my opinion. So that's pretty cool. So lots of good things happening. Actually there's a mentor someone who I really value and more information will come out of it. Now actually be having a couple of podcasts interviews from him and probably going to have him start doing a segment here on the podcast. I'm not going to mention his name yet but I have been asked to help contribute on a book that he's doing which I'm excited about.

Another kind of nifty thing out of the conference is I got recognized as brand ambassador of the year. So that's pretty cool for the organization. So their description of that believe is you know embodying the demeanor, appearance, values and ethics of the brain. Putting the brand in a positive light so that feels really good.



And so one of the things that I did want to mention to you at the conference and then this will be the last point, we'll get into how to debrief, is I did a breakout session for my colleagues on podcasting. I am a baby podcaster with just you know these 42 episodes now but I have enjoyed it and I'm having good success that is supporting my business. And so they asked me to do a breakout session on podcasting and so I'm going to share that material with you. I made a website page for the participants and it shows you know everything that I do in my podcast. In regard to the tools that I use I also talked about how to overcome the top 3 obstacles. Top 3 mind traps and all of that all put in the shownotes for today's podcast. In case anyone listening, chances are good if you're listening to pi cash you might be interested in podcasting so I've got a little video of my talk in them. Like I said links and you know all the stuff that I'm using up to this point.

So just F.Y.I. on that pricelessprofessional.com/podcasting2018; pricelessprofessional.com/podcasting2018, so you can go there and learn about podcasting. It's kind of just a recap of my breakout. I'll mention it again. The shownotes for today's episode is pricelessprofessional.com/debrief and I have a PDF there at pricelessprofessional.com/debrief of the PowerPoint that goes with this audio. So if you want to see visuals of some of the things that I'm talking about you don't need to see the visuals. I put the PowerPoint in a PDF but you'll be able to see that pricelessprofessional.com/debrief.

Now let's go forward, there's my little update of my fun, great work time with the wonderful, awesome colleagues and proud of a little bit of the recognition. Since I've been doing this for quite a while it's nice when you have your own business sometimes, you know the best recognition you can get is clients who hire you again and again and again and that's what you mostly want. But when you don't work for a big organization it's kind of feels nice to at least throughout the year to feel like I'm a part of this organization, this TTI SI. Even though we're all independent and then to get some recognition and then to all come together you know gives me the taste of a big corporation that I had you know all those years I worked at NCR, Oracle, State Farm. The parts of that that I really love so very, very, very good and I appreciate you humoring me. Hopefully you might have moved forward on this project but have an opportunity to share with you some of that fun. We'll see that a lot of that comes back to my clients in regard to the new stuff that we're rolling out.

My goal in this episode is to help you confidently know how to debrief a TriMetrix Talent Report. Also in the shownotes I will have a copy of a TriMetrix Talent Report. For those of you who are not familiar with it you want to pull one up you can see what the TriMetrix report looks like. This is for hiring. And then I have other videos for a Coaching report, which is a longer report that helps people understand how to understand their own report. But what I want you to do is to be able to take the TriMetrix Talent Report and use it to reduce hiring risk so that you make the best hiring decision every time. And so the agenda for this is going to be to talk about what's measured in TriMetrix and I'm going to remind you how you should apply the results and then I'll go into the 3 steps for debriefing and I use an acronym, go figure, big surprise right, B.C.R. and I'll explain what that acronym is as we go forward. Now the quote that I read when I started this episode was this, and I want to read it to you again because it's a good reminder of the power of knowing how to hire correctly and it's Peter Drucker said it and he said "the ability to make good decisions regarding people represents one of the last reliable sources of competitive advantage, since very few organizations are good at it." Hire right and you've got a competitive

advantage. And it's true, I see organizations and I'm sure you've been in the middle of it too. We're not very good at this. We do it at the last minute. We cram it in between our schedule sometimes, we don't always have a process. And again that's why I wrote that book. My book “How To Hire Superior Performers,” because I just feel like that's the crux of why there's often drama in workplace, why energy and commitment lacks and it's oftentimes we have the wrong people in the roles. And so it's so important to get this piece right and to not obviously, can't move too slow but you also don't want to move so fast that you're not being very deliberate about who you're bringing in and making sure that they fit the culture, they fit the role and it's costly to make mistakes so it's a silent killer of profitability when you're making a lot of hiring mistakes because it's expensive.

A bad hire can cost 1.5-8 times a person's salary. That's a big percentage 1.5 is plenty you know. But then 8 times a person's salary and that the higher it goes is you know the more impact or influence the position has the bigger the impact to the cost of making the mistake and the figures for that 1.5-8 times comes from the book “Top Grading,” which is a favorite reference book of mine around hiring. Dr. Bradford Smart wrote the book and he just goes into great detail about where do those numbers come from and if you're interested in that you can check out the book and then I also have other podcasts that I'll put in the shownotes at pricelessprofessional.com/debrief that talk about some of the hiring statistics in more detail. We know that hiring is costly and in addition to that if you hire the wrong person you can have an effective team that now gets brought down by the bad egg in the group. We've all seen it.

What we want to focus on and keep top of mind is that fit matters and the PowerPoint you'll see I've got a little child sitting at the wheel of a car not able to see out the window. And I also have another picture of a guy who is too big for the car so his head is sticking out the top of the vehicle, so you can have somebody who's not big enough for the roll or somebody who's too big for the role so they can do the roll but they kind of don't want to because they want to be doing something else. Either way you end up with less than what you want. Poor performance and probably turnover so fit matters, so finding fit and making sure that they match in 5 key areas are the areas that I most talk about and I use a car analogy is important so that you can have a productive employee who's willing to stay and give his or her all to the job. With the car analogy what I want to talk about is what TriMetrix measures. So TriMetrix measures several sciences tri means tri-model so there's 3 sciences so there's more depending on what you choose. If you're hiring a salesperson we can add some more science in there, but let's talk about the basics 3 sciences the first science is the DISC assessment and then the car analogy it's how this person tends to drive. Do they drive like a bulldozer or are they like a train, very logical point A to B.

So it's what you see and in the car analogy is how a person tends to drive. The next science that we measure is something that's not very visible and it is a workplace motivator, so it's in the car analogy what puts gas in my tank. So how do I drive? So how do I communicate, behave? What do other people see? How do I interact? What puts gas in my tank? Something I can't see, but it's something I'm personally interested in and that I value. And we want to measure that because we want to say “OK if this is what Suzie is personally interested in and she's in this job and then getting ready to hire her for she will want to do the job well. Will what she's interested in be rewarded by the job, because here's what happens? We're motivated by whatever we're most interested in. It actually drives our behavior and it is why we take action. So motivators really matter and that is a very important science while with the risk assessment.



We see that we sometimes apply a lot to that because it's very visible, you know what people's communication style is once you learn the DISC language. The drawback is just because they have the right style for the job, they communicated effectively in the interview. I mean how often have we seen that they seemed like they were fit. And then once they came onboard they weren't a fit. What happened? Well part of it, they weren't afraid because they didn't want to do the job or they couldn't do the job. Some of it has to do with workplace motivators, what puts gas in their tank. They could do the job but they're not motivated to do it. The third science that we measure is what's under the hood and that is think about it in a vehicle you can't see that it's something you see 6 months down the road or over time it's competency and personal skills.

And so what we measure here, it's under the hood, it's not visible but we figure out for the job what's most needed in the job. And then we look at the personal skills and see how this person scored and can they actually do the job that you need to do. And then last but not least we tie all that together, those 3 sciences, how you drive, DISC, what puts gas in your tank, motivators and what's under the hood, personal skills competency, another word we use is Accumin, and we put all that together and then we assess the level of fit or risk for them matching the job. Is there a fit? And there's always a level of risk when we are hiring so you can have the perfect candidate and there still is some risk you have not worked with them. They have not worked with you, they have not been in your organization. So our goal is to reduce the risk and using science in your hiring process gives you some look into under the covers, under the hood, and helps you be more accurate, helps you bring science to the process.

Other things that TriMetrix doesn't measure, and it's something you're looking for in the job, if we stick with the car analogy, you know you're always looking at roads travelled and you know where their future destination. So what's their background? Where have they been and where do they want to go, that needs to fit into match the job. And then also, where's the car going to be parked? What garage are they going to be in? Which is of course the culture and the team, is this person going to be a fit on the team? TriMetrix gives you a couple of areas there that we can measure that keeps you from over-focusing on background because that is something that happens. So the resume says there from this school and they have this education and this amount of experience, they must be a good fit. And sometimes that works and a lot of times it doesn't because we don't know these other pieces. People bring who they are to the job, they bring their style, they bring what puts gas in their tank, they bring what's under the hood, you know so their capability, their horsepower. So they bring not only their background and experience, but their future ambitions and all of those things are impacted by the environment that they're going to be in. So we've got to be looking at fit and the science is one way to do that. We've got to get away from "anybody could do any job if like them enough and they're willing to try hard enough they can excel." And while some of that is true, some of the time, it definitely is not true all the time. And so we want to use the TriMetrix talent tool to make sure that we're putting the right people in the right seats. And it's all about fit and matching. So I want to quickly touch on other assessments, many of you are aware of other assessments and things like Myers Briggs, Caliper, Predictive Index, Phiro B, HBDI. Those are all great tools, I have used them over time and in different situations. And so kudos to those tools.

But I want to just mention that, and there's a graph that you'll be able to see about what makes TriMetrix unique, as opposed to some of the tools that I just mentioned, TriMetrix is measuring 3 sciences. And what our data shows is if you use one assessment or one science, example DISC, how they drive and you compare that to what the job needs, you're going to have a 60



percent accurate prediction in successful hiring. So it's better, the job needs this type of communications style.

I've used one tool, with one science and I'm going to predict accurately that there a fit 50-60 percent of the time. If I used two assessments, I'm going to predict accurately 80 percent of the time. So two assessments, maybe use the DISC communication style and the Workplace Motivators, and I figure out what the job needs. And I make sure they match, 80 percent of the time, I'm going to be accurate and then according to our research three assessments or sciences, you're 93 percent predicting accurately who's going to be successful in the position. So you have these three sciences. You know what the job needs for success 93 percent of the time you're going to make some good predictions on how successful they are going to be. In addition to that, The Department of Labor recommends that if you're going to use assessments, you should use at least three views or three sciences and that's what with the car analogy, how they drive, what puts gas in their tank, and what's under the hood gives you, three different views of a person and you put all those together and you get a picture. And then you compare them to the job and then you're getting that competitive advantage that Peter Drucker talked about in the interview.

I also want to mention how you should use the assessment results. I say this in every email when I'm sending over assessment results with a report, every conversation, as often as I can, that assessment results should be used in less than 30 percent of decision making, so it's not the candidate takes this assessment and then I make that decision. You should use it less than 30 percent. It's a key 30 percent that you probably did not have before, but the rest of it will be your intuition, your knowledge about your business, references, background, what you know about the team and the culture, how they showed up on the interview. Just keep that in mind as we're thinking about assessments. They are wonderful powerful tools, but they are not replacing the human element in your judgment, in your decision making. The other thing I want to mention and we'll come back to this, but I want to talk a little bit about assigning a level of fit and risk. I'm talking about fit and how much it matters. And I talked about risk that there's always a risk for hiring someone. So what I do, and it's subjective when I'm passing along to use it, that you can be using this, is I think about on a scale of 1 to 5, when I'm looking just at the assessment and I'm thinking about how well they fit. So if they match every area in the assessment that is required for success in the job then the level of risk when you're thinking about just the assessment is minimal. And so on my skill I wonder if I might give them a 5 or maybe they just missed a couple of small areas, so maybe they get a 4.5 on a scale of 1 to 5. In regard to level of risk so a 5 is "wow, there's less risk with this candidate." So it's just a framework or a mind map that you can use to guide your thinking around hiring, it is not something you have to do or it's just something that I do, and I do find that candidates or clients who asked me to debrief, or provide for them a debrief on their candidates results often want that score and I'm always reminding them "OK, this is less than 30 percent," but they want to know how this person ranked on the assessment. So I think it's a good tool. And you'll see this in the PowerPoint that you can go to at pricelessprofessional.com/debrief, to see how I rank them. But it's a scale of 1 to 5; 5 is an excellent fit, so that means there's minimal risk based on the fact that they are a really great fit, 4 is a good fit, less risk. 3 is a satisfactory fit, so there's some risk. 2 is a fair fit, so there are a lot of areas that did not match, they are high risk, and the 1 is a poor fit, higher risk. So just throwing that out to you. I'll come back to it as part of our 3 steps on how to debrief a Talent report, you can come back and I'll talk a little bit more about that.



So now let's go into debriefing the TriMetrix assessment and use this acronym B.C.R., those are our 3 steps and here are the 3 steps. Step 1 is B - benchmark. Step 2 is compare to the benchmark. And Step 3 is level of risk and decide upon follow up. So Step 1, B benchmark step 2 C - compare to the benchmark, that's the candidate's results. Step 3 R - determine the level of risk and decide on how you're going to follow up. Benchmark. Let's go into Step 1, assessments help us understand the person and a benchmark helps us understand what the job needs. So just like you test a car, to test a candidate and you test a car to see how it's running, you know they have machinery that they hook the car up to to read it or I just had my eyes, had a little thing going on my eyes, they did a bunch of tests on my eyes. Well this is our version of that for the candidates. You've got the candidate sitting there and you've got their results but you need to compare or test their results against a benchmark for the job. And we have an online tool that we use for that. It's an official benchmark so that we automate that process and I facilitate you through that. It's a patented process. It compiles results and it gives a more official benchmark for a position, so I can walk you through that if you have any interest in that. If you don't have interest in that, but you do want to use the power of the benchmark that's what I talked about in my book "How To Hire Superior Performers," I actually breaks it down into how do you actually do this process without having to actually buy a benchmark from me because I just think the process is so powerful because it gives you an opportunity to get very clear about what the job needs and so that you're always comparing the candidate to what the job needs. Not getting caught up in how cool the candidate is, which is good to really like your candidates as a part of it, you need to like your colleagues and the people you're going to work with many, many hours a day. But when interviewing it can be a real problem when they're very likable and you get caught up in how likable they are and get a little less focused on do they actually fit the role. And so that's what I like about the benchmark and that's why in my book, "How To Hire Superior Performers," which I'll have a link to pricelessprofessional.com/hirebook; H-I-R-E book, all one word lowercase. That's why in that book I just dismantled the process, or revealed the process that we use so that you could do it on your own. And so I'm going to show you how to do that here.

But the reason the benchmark official one that we do is so powerful is because it the results and how it's created is one patented and it can take a group of subject matter experts on a role you know in a position and compile the results, you really get the best of your minds together thinking about what does it require for success in the job and we compare that with our data pool of millions of individuals that have been collected over 3 decades. So the power of the benchmark regardless of whether you do an "official" one through me or you do it on your own. I have many clients who do that. I invite you to do that, in fact I even show you how to do it in my book pricelessprofessional.com/hirebook. Here is the benchmark process, so that's our first step. We want to create a benchmark. You are going to create one with me and we'll have a benchmark and your candidates will get compared to the benchmark, or you're going to do your own ad hoc version. And the way you do that is you go to the 3 sciences, the under the hood part, which is our personal skills and you start there and you look at all the personal skills. And this tool is based on the science of axiology and it measures how people think and process and it tells you a little bit about their horsepower and stuff you can't see as I mentioned. Every job requires the mastery of seven. And then in the assessment tool we measure 23 to 25 personal skills. All the personal skills are like good skills when you read them, you'll go "ok yeah I really like those things," like customer focus, interpersonal skills, diplomacy, all of those things you will be seeing in your personal skills list. It's usually on the Talent report on pages 2 through 4. So if you're looking at a Talent report you'll see the list of personal skills there. They're all good things

that you want from people; empathy, personal accountability, self management. You want all of those things. But what you want to figure out is what does the job require mastery of and usually 7 require mastery. So you figure those out and what we do is in the benchmark patented process, we help that come to light. What are the top 7 that you would pick, your top 7 personal skills and then you would be clear on those for the job. Does the job require these for mastery for personal skills? And then you would do the same thing for motivators, there's 6 motivators. What's the job most going to reward? And those are going to be on your Talent report on page 7. So you're going to look at the different descriptors of the motivators and you're going to determine what the job is going to most reward, or is it going to reward knowledge, is it going to reward return on investment, is it going to reward leadership, is it going to reward being altruistic, all the list there and you're going to pick the top 3 and then the 3rd science is the DISC, which is how they drive, and you'll see in the assessment on page 8 on the Talent report. You'll see a list of behaviors and you get to look through those and say "OK, what are the top 3 that the job needs for communication style 5 days a week?" So what does this person get the most spend their time doing, communication wise? So you're picking personal skills top 7, you're picking the motivators top 3, and what's the number one and two you know what the job is going to reward, and you're picking the style and you are using the verbiage in the Talent report to do that or you're doing the official benchmark.

And what I'll show you in the PowerPoint in the shownotes, you'll be able to see what a Gap report looks like, where it shows the benchmark and then it shows where the candidate matches. So we are talking about Step 1 of the process of how to read a talent report, is you going to look at those 3 areas; personal skills, workplace motivators and style. And that's what's under the hood, what puts gas in the tank and how someone drives, you are going to benchmark first. So you definitely need to know that and then you're going to go to Step 2, which is compare the candidate to the benchmark. So Step 1 we're going to create the benchmark, and the benchmark is what's most important for success in the role, then the next thing you're going to do is compare the candidate to the benchmark. So you're either going to do that mentally. Oftentimes I will be on the phone with someone whose hiring managers completed an assessment. They did not have time to do a benchmark so we talk through this process. They tell me the top 7 motivators. You know we just talk it through or I share some examples that I have.

And then we talk through where they matched and where they didn't match. In my sample PowerPoint that I have for you pricelessprofessional.com/debrief. I've got pictures of a Gap report which is something if you do have an official benchmark that we're able to pull together and it gives you this image and it shows you know basically do they closely match or didn't match and you can look at it at a glance and figure out you know if they scored yellow, yellow means they're fair compatibility, red means poor compatibility or match. And so we make it easy for you that way if you actually have a benchmark. But the key is you got to have some type of measurement that you're thinking about for the job. Then you go look at the candidate's scores and see how closely they match. The other thing we can do if we have a benchmark is we can compare up to 5 candidates to each other and the benchmark.

So if your number 1 personal skill was customer focus and that's what you figured out as you ranked your top 7 personal skills as to "OK they have to have this or they're going to fail in the job, they've got to have strong customer focus skills." Then we can show you how the candidates scored and then we can also show you how the candidates scored against each other in the area of customer focus. The other thing that an official benchmark gives you, it



gives you those easy Gap reports but it also gives you interview questions for each of the areas that you selected for personal skills, motivator so you can start interviewing based upon the template that the benchmark for the job.

So that gives you a little bit about a benchmark. So Step 1 B - benchmark and it gives you a little bit about Step 2 on how to debrief a report, you're going to compare the candidate to the benchmark. Step 3 is now about determining the level of risk in deciding how you're going to follow up. We're back to our scale of 1 to 5 that I talked about, my level of fit and risk scores and the 3 questions that I think about when I'm assessing this for someone that you can use. And again it's in the PowerPoint at pricelessprofessional.com/debrief. The 3 questions when you're thinking about "OK I've created mentally my benchmark or maybe I actually have a benchmark one that we've helped to create. I have looked at the candidates results and I see where they match and don't match here's how I'm going to determine level of fit and risk." You know how many TriMetrix areas did not match the benchmark. So you think about that if there are 2 areas, 3 areas, and particularly if there's areas under the hood and the motivators thing you can't see those sometimes carry more weight. The next question you are going to ask yourself is let me think about their background and their future goals. So roads traveled and trips they want to take in the car analogy. How closely did they match the job? I mean think about that as I'm thinking about risk and then I'm going to think about the last where's the car going to be parked. So how will this person fit in our culture and how are they going to fit on the team. Do I have concerns there? It's so cool to be able to add some science and objectivity to the hiring process. So if you're always comparing to a benchmark and then you're always assessing risk, it helps you take someone say they don't have much background in the job but they hit TriMetrix assessment part out of the park, they match perfectly. You know in the assessment parts and they did great in the interview and they fit our culture, the team really worked with them. They're less of a risk than I initially thought. I'm not over emphasizing the background so maybe they're just a 4 on a scale of 1 to 5. They're a good fit. There's less risk. There's some things missing because of the background and vice versa. So maybe they have a stellar background I mean they worked and I see this a lot, this is usually when I end up getting called in to see if we can help somebody perform a little better, but they have this awesome background that speaks so much to you know their experience and so they get hired but then we do TriMetrix after the fact, so a Talent report and coaching report and there's so many things that do not match the job. Their style doesn't match the job, they're motivators don't match the job, they're not a fit in the culture, so they turn out you know, after the fact, you now know "OK they were a fair fit, a 2 on a scale of 1 to 5." Even though their background was stellar. So it really helps you balance out your decision making it can help your team make a better decision. I'm a fan even though it's subjective, there is a lot of thought to our mind mapping to it, how many areas did or did not match on the assessment compared to the benchmark. How about their background of future goals and how do they fit in our culture and measuring them on a scale of 1 to 5. The next step is actually we are in Step 3, so Step 1 is benchmark, Step 2 is compare the candidates, Step 3 is determine the level of risk, which I just talked about. And then figure out how you're going to follow up and what I often will do is if you don't have a benchmark I'll send you some interview questions that match the areas that they didn't match on the TriMetrix assessment. So for example, when I talked about customer focus, the under the hood part personal skills, stuff you can't see but is crucial for success in the job. You need mastery in say customer focus while they score just a little below the mean. So they are fair. They're not like a good or great match to them, while we give you interview questions, specific behavioral based interview questions, that can help you to go back and talk to the candidate. That's one of the areas you could follow up.



You could also talk to references. And so this third step is about determining a level of risk and then figuring out how you're going to follow up and one way we help you do that is give you some interview questions that match every area of TriMetrix and when you do an official benchmark you get that entire list of interview questions.

That's how to debrief in 3 steps, benchmark what the job needs. What does the job need? You can do that officially or unofficially, Step 2 compare the candidate and Step 3 determine the level of risk and decide how are you going to follow up. I want you to have the competitive advantage, you know so the ability to make good decisions regarding people represents one of the last reliable sources of competitive advantage since very few organizations are very good at it. Take your organization up a level, get this competitive advantage, get better at hiring, add a little science to what you do and you'll be off and running in regard to building this high performing, energetic, committed, drama-free workforce.

So, thank you I hope this is helpful and I hope you'll reach out to me if I can be of help in any way. The shownotes again, you'll see some PowerPoint slides, you'll see references related to podcasts around hiring and around TriMetrix. If you go to pricelessprofessional.com/debrief. You can also reach out to me, pricelessprofessional.com/contact, all my contact information is there.

I've enjoyed talking to you today. It's a Saturday, it's very cold here in Atlanta and I have been standing at my standup desk the whole time we've been talking and I'm actually standing on this little surfboard thing. It's not a surfboard, but it looks like a mini one, one of those three or four feet long and it helps you kind of go back and forth. And I'm standing on a little mat from the Bulletproof Executive, which is the guy I follow for health information, Bulletproof Executive, and it's a little mat that has like little pressure points for your feet, anyway. So hopefully I sounded really energetic because I feel really great. And I think standing up is a cool way to work, so if you haven't tried the Veridesk or a standup desk. I encourage it. I don't standup all day but I do for meetings often and recording the podcast. Just clarity, focus, energy, it's all good. I look forward to our next conversation if I can help you in any way please give me a shout. Don't forget about our book that lines all this out, it's pricelessprofessional.com/hirebook, H-I-R-E book and I also wish that you can get optional e-mail tips so you can get tips, you can get a tip a day via e-mail, so you actually get the whole book. You know everyday you get a tip, which outlines the book. So if you don't have time to read those tips could be helpful.

And many blessings to you. Thank you for being in this world with me. We're seeing you have a wake up bigger workforce every day and Wake up eager days and being Wakeup a bigger leader which is bringing the best of who you are to what you do so that you can help others bring the best of who they are to what they do. All the best. Look forward to our next time connecting.

Voice Over: This episode of the Wakeup Eager Workforce Podcast was brought to you by Priceless Professional Development. Thank you for tuning in. If you enjoyed today's show, head over to pricelessprofessional.com to gain access to more professional development resources.