

The Science of Human Performance

“The measure of success is not whether you have
a tough problem to deal with, but whether it's
the same problem you had last year..”

J. Dulles

Executive Summary

What is an excellent Executive leader worth to your bottom line?

49% more than what a mediocre one is worth.
One set of expenses and a third more output.

(49% increased profit in general management for high performers. 67% more revenue for sales roles. McKinsey's War for Talent 2000 Survey of 410 Corporate Officers, McKinsey Quarterly, Number 2, 2001)

FACTS about Hiring Executive Leaders:

- Harvard Business Review has reported that over 50% of resumes contain false or beefed up information.
- The interviewee is on his/her best "dating" behavior and only puts their best foot forward.
- Further research indicates that a hire decision is made in the first 1 minute of the interview.
- Typical interviews have a mean validity of 20% in determining the best candidate. Flipping a coin would be only 2% less effective. Univ. of Michigan

Next Level Results has a **predictive performance model** which uses research from other high performers to increase your chances of hiring like high performers to **85% - 97.5% probability**. Individuals are objectively assessed with the most validated instruments in the industry which **REMOVES BIAS**.



BIAS is deadly in the selection process **and** in the coaching process:

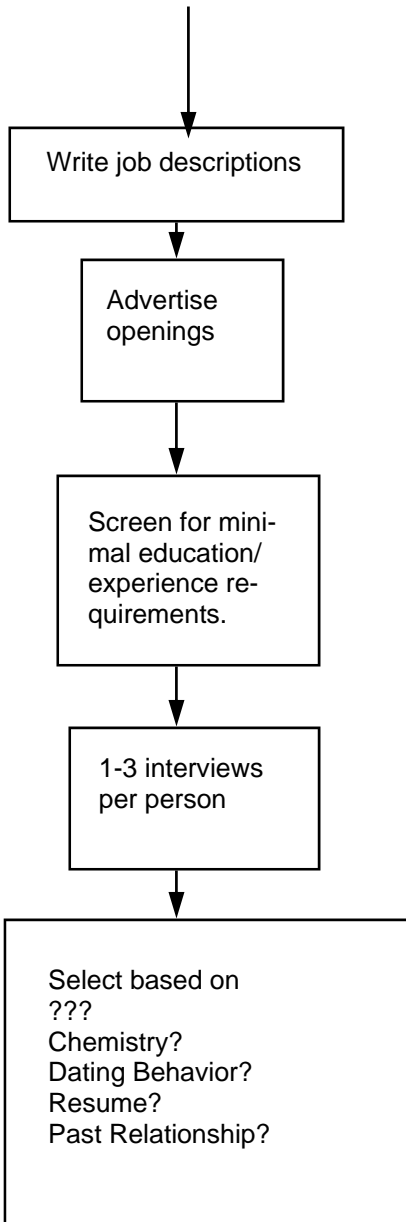
- Mediocre people hire mediocre people: people who won't challenge them. Or worse, they hire people who "need" a lot of help so they can feel needed.
- The "family" culture hires friends and friends of friends. This introduces bias in hiring AND keeps low performers on the payroll due to personal ties that have little to do with performance. Growth is stifled which burns up cash and burns out the high performers who work harder to take up the slack.
- The most expensive selection system is "sink or swim" in Executive Leadership.

Great Organizations (your competitors?) have used this process to:

- Cut resource requirements by 30%.
- Develop and reward top executives for mutual maximum value and retention.
- Risk Assessment for 12-24 months of executive's ability to deliver intended results.

Next Level Results Predictive Process

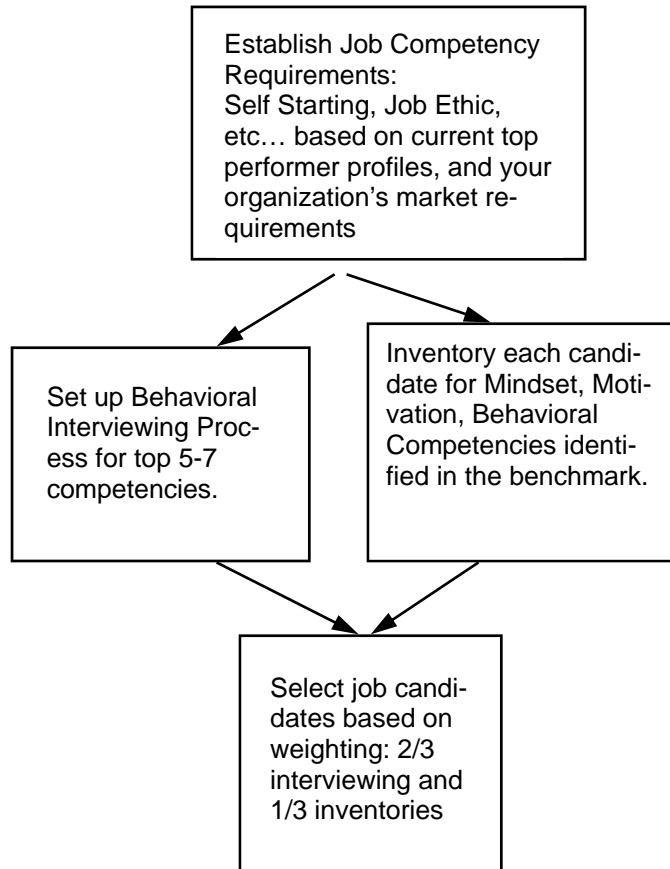
Traditional Selection Process



Pros: Fast

Cons: Warning: people who interview well are on their BEST behavior!

-No objective process to track hiring and common factors for those who leave or stay.



Pros:

- Objective and scientific matching candidates to the job based on competencies and needs of the job.
- Speeds up performance due to clarity of job expectations for exemplary performance.
- Reduces bias based on the personality of the interviewer.
- You will know UPFRONT strengths and weaknesses in skills and what motivates the candidates.

Cons:

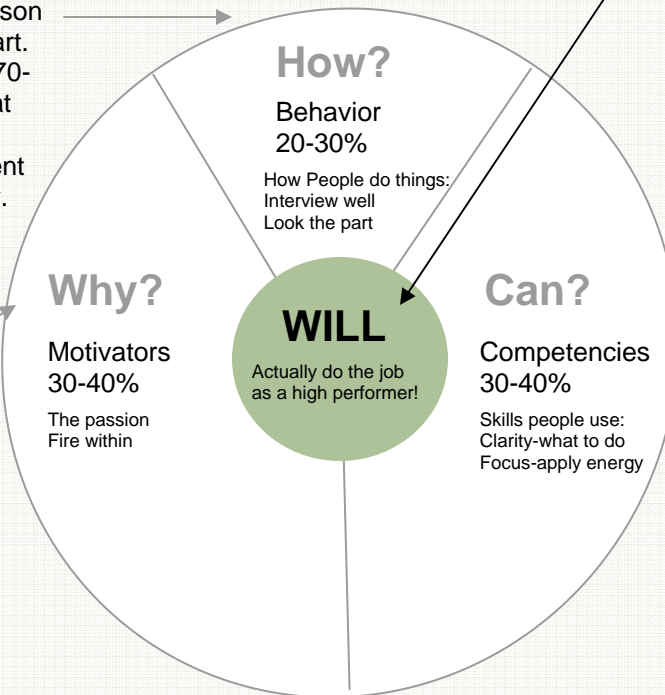
- Takes a little more time for agreement on the competencies. However, this is more than offset by the benefit of having the right people in the right jobs.

The Science behind the Science

Next Level Results measures three powerful perspectives to determine a high performance job fit.

- Most assessment vendors **ONLY** measure temperament!
- This is dating behavior in an interview . The person will look and act the part. What about the other 70-80% of that person that you can't see?
- Accuracy of assessment is 80-95% face validity.

- You cannot interview for a person's true passions. Passion may not be passion for the outcomes that this job requires.
- It is innate in the individual. It is felt and experienced. Very difficult to talk about.
- This assessment is an X-Ray of what motivates this person as they make decisions.
- Accuracy of assessment error rate of 8 in 10,000



The Percentages indicate our findings on the impact of that measurement on the job fit for a high performer.

High Performance SWEET SPOT

- **Motivated**
- **Competent**
- **Communicating appropriately**

The job gets done.

- You cannot see if a person can actually do the job now or interview for it.
- It is innate in the individual.
- They know what they know and don't know what they don't know.
- People can't see their blindspots!
- Accuracy of assessment error rate of 3 in 10,000

How We Differ...

Personal Assessment

- **How we differ from “assessment” vendors**

Other assessment vendors will tell you what they think will be successful in the job, we use hard science to tell you who will be successful.

Next Level Results uses a scientific approach with your data and guarantees your successful end result.

- We customize the job benchmark for your company's culture, your competitive challenges, your needs to make the right things happen now.
 - We use a statistical process to find the true difference in the competencies of high performers and low performers in your company. No trust required. It's your data from your shop that creates your company's benchmark. Your new hires matched against the customized benchmark will be a direct reflection of those skills, attitudes and values that match your high performers.
 - We guarantee results. If a person who matches the job benchmark is fired *due to nonperformance to the company standard* in the first year we will refund DOUBLE your money back on their assessment.
- **Measurable Results you can expect to receive using the Next Level Results Performance Process**
 - Increased Sales (for sales positions)
 - Increased Productivity and Retention
 - Increased Cohesion and Trust
 - Reduced Supervisor/Manager costs

Increases EEO Compliance

A scientific hiring process that bases hiring decisions on your company's benchmark rather than personal bias which safeguards your firm against lawsuits and claims for improper hiring.

- Structured behavioral interview with questions that are structured to the job competencies identified in the benchmark insure that candidates are equally evaluated regardless of age, race, or sexual orientation.
- The Assessment is administered online in a neutral environment and objectively scored without knowledge of a candidate's age, race, or sexual orientation.
- The Internal Consistency statistic insures that the data which is generated from the assessment is an accurate reflection of that individual's capacities. This is a level of accuracy that is unparalleled in the industry.
- A Customized Next Level Results Benchmark that is consistent for all candidates removes the personal bias of managers who unconsciously hire clones of themselves discriminating against others based on sex, race, age, or religion.

Questions and Answers

Questions from **HR Magazine** 11/05– How to evaluate an assessment vendor?

1. What is the assessment designed to measure and accomplish, and how will that benefit the organization?

Next Level Results assessments measure: how a person thinks, communicates, and is motivated for high performance. Job fit benefits the organization by maximizing the productivity of every person: for the job you need done, for your strategy and your culture. Payroll is often the largest line item expense for an organization and insuring that you hire, train, retain, and develop top producers is critical to your long term success.

2. Does the assessment come with an accompanying job analysis tool that allows for the thorough identification of the job's requirements?

Yes. Next Level Process has an online analysis tool that identifies the top 5-7 Competencies, the top 2 Motivators, and the top 2 Behaviors for High Performance in a position based on your answers to 96 questions.

3. Is the assessment free of bias with respect to the respondent's age, gender, or ethnic group?

Yes. The assessment is geared to the eighth grade reading level. It is available in English, Spanish, and French. It is age, gender, and ethnically neutral.

4. Is the assessment reliable? That is, are people's scores on it relatively consistent over time (repeatable)?

Yes. The measurement of communication and motivation is consistent over time. People don't change these aspects over a lifetime unless there is a significant emotional event. The measurement of how a person thinks (focus and clarity which is a measurement of competencies such as self starting, personal accountability, etc...) is stable over a six month period without intervention (such as coaching). Individuals vary their focus on the job based on their internal self concept and external demands. Life happens: being intelligent beings we make adjustments for better or worse. With those adjustments our competency on the job varies over a six month period. Next Level Results measures focus and clarity at this point in time.