



MHS

Beyond Assessments



Select to Succeed with MHS Solutions

According to a recent SHRM Talent Trends Report, over **75% of organizations face challenges in recruiting full-time employees, and nearly half struggle with retention**¹. This phenomenon is expected to continue with 29% recruiters and HR professionals surveyed noting that the skills gap has increased year over year².



As organizations struggle with filling these gaps with limited resources, room for error emerges. One recent report found that 75% of employers said they've hired the wrong person for some roles³. The United States Department of Labor estimates a bad hire can cost an organization up to 30% of the employee's first-year earnings⁴.

With numbers like these, it's clear employers must find accurate, thoughtful, and consistent ways to identify the best candidates from a limited pool.

Where Does Selection Stumble?

In the competitive talent recruitment and selection landscape, organizations often grapple with **inadequate screening processes** and **fail to leverage technology to enhance their efforts**.

Ineffective screening can result in the **oversight of capable candidates**, as **over-reliance on resumes and unstructured interviews** fail to provide a holistic view of applicants' potential and can introduce **bias**, leading to **selection of less qualified candidates**. Additionally, **neglecting to utilize modern selection strategies** limits an organization's reach and efficiency, making it harder to identify and engage top talent swiftly, internally, and externally.

That's why more than 75% of professionals say that scores on pre-employment assessments are just as important as or more important than traditional criteria like degrees or years of experience when deciding which applicants are the most qualified¹.



Standardized assessments can support this selection process by providing benchmarks that enable comparison between candidates and trustworthy measurements of a candidate's ability or aptitude for job-related skills.



Many MHS assessments are **standardized using a representative normative sample** to provide clear and helpful performance benchmarks. We have evidence of **reliability, validity, and fairness**, so as a practitioner, you can **trust that the scores provided are precise, accurate, and as unbiased** as possible.

You may wish to [consult this guide](#) when incorporating assessments into your selection process to ensure all key considerations are addressed. In particular, the guide:

- Summarizes critical factors, such as decisions related to how an assessment will be used.
- Emphasizes whether an assessment demonstrates sufficiently strong psychometric evidence to be used.
- Highlights the ethical and legal standards related to selection.

Learn more about strategies and best practices to **enhance your selection process** to help foster an efficient, productive, and inclusive workplace. Scenarios inspired by real organizational challenges are described and recommendations are provided to guide users toward solutions for success.

This document is provided for general information only based on common scenarios organizations may face during the talent selection process. It is not intended to be used as advice, recommendation, or replacement of professional judgement, whether expressed or implied. Each organization is solely responsible for understanding and complying with its corresponding legal obligations and abiding by applicable governing laws and regulations. **MHS disclaims any and all liability related to third-party recruitment, fit for purpose, hiring processes, as well as any non-compliance by third parties with legal employment obligations, regulations and guidelines.** Users are encouraged to seek independent professional and/or legal advice regarding their corresponding recruitment practices.

Scenario:

Strategic Leadership Selection

The Chief Human Resources Officer at Tech Corp, an expanding mid-sized technology firm, needs to fill a **leadership position** overseeing a key product development team. As defined by the job analysis and consultation with the search committee and hiring manager, the ideal candidate must have **strong leadership skills**, the ability to **inspire and manage a diverse team**, and a **deep understanding of product development** processes. Given the strategic importance of this position, both internal and external candidates are being considered.

Tech Corp has chosen leadership competencies that are important for someone in this role, **including strategic thinking, decision-making, and communication skills**. They are looking for a leader who is **empathetic, capable of managing their own and others' emotions, and resilient** in the face of challenges.



Between
50% to 70%

of leaders, whether recruited externally or promoted from within, face failure within the initial 18 months of taking on their new roles⁵.

When the wrong candidate is chosen, whether due to insufficient competency evaluation, lack of alignment with organizational culture, or inadequate focus on essential skills like EI, it can lead to poor performance, decreased team morale, and, ultimately, organizational setbacks.

Recommendation:

In this scenario, Tech Corp has identified strategic thinking, decision-making, communication skills, emotional intelligence, and resilience as the key competencies needed for this role.

The effectiveness of a strategic leadership selection process, informed by validated assessments, can be measured by evaluating key performance indicators identified by the organization. These indicators may include the success rate of leaders during their first 18 months, alignment with organizational culture, and improvements in team morale and performance.



SCAN ME



EQ-i 2.0[®]

assess. predict. perform.

The **Emotional Quotient-Inventory 2.0™ (EQ-i 2.0[®])** is a 133-item self-report assessment completed by the candidate that measures many facets of emotional intelligence. It includes scales that measure decision-making in the context of strong emotions, interpersonal skills, and empathy.

Because Tech Corp recognized many of these scales as core competencies required for success in the leadership role, the EQ-i 2.0 would help inform the selection process by identifying individuals with these particular strengths relative to the general population and to the other candidates.



SCAN ME



The **Hardiness Resilience Gauge[®] (HRG™)** is a brief 28-item self-report assessment that provides insight to an individual's overall hardiness level, along with scores for key components of Control, Challenge, and Commitment. The ability to **persist through difficulty** and find meaning and opportunities in tough situations is a hallmark of a hardy individual, setting the stage for excellent resilience.

The ability to be resilient directly connects to the competencies stated for this leadership role, especially for someone at a high organizational level who will both initiate and lead change.



SCAN ME



DLP

Discovery Leadership Profile™
DISCOVER YOUR MANAGEMENT STYLE

The **Discovery Leadership Profile™ (DLP)** is a 40-item leadership performance assessment that captures ratings from the leader and from others who work closely with them. It can **identify strengths and developmental needs** across 10 different domains, and it highlights areas in which self-perception doesn't align with the perception of others.

In this scenario, the DLP measures specific leadership skills, such as **decision-making, strategic thinking, and accountability**, which are key competencies identified for the role. Getting input from individuals who have worked with and worked for the candidate in previous leadership roles would provide an extra layer of insight into an individual's capacity to perform well in the role.

By following these recommendations, Tech Corp can enhance the selection process to identify and hire a candidate who not only meets the technical and strategic requirements of the role but also possesses the emotional intelligence and resilience necessary to succeed and thrive as a leader within the organization.

Scenario:

Empowering the Next Generation of Leaders

The Director of HR for a small governmental organization delivering essential public services has been tasked with filling a **leadership position** overseeing a key department responsible for **community engagement and public outreach**. This role is critical for driving civic participation and enhancing **public trust** in the organization.

The organization is developing a program to **identify high-potential employees** and establish a more structured **succession planning** approach. This program will include tools to assess skills, identify gaps, and determine suitability for leadership roles. The goal is to create a clear pathway for promoting from within, ensuring that the right individuals are selected for the executive suite. Identifying the next leader for this critical role is a key step in this process.



Companies implementing best practices to develop their leaders are

3.4x

more likely to be rated a best place to work[®].

The absence of defined leadership competencies and a structured leadership development program can impede an organization's ability to identify, develop, and retain effective leaders, ultimately impacting its long-term success.

Recommendation:

Building a leadership development program, informed by insights from validated assessments, can be evaluated for effectiveness through studying key performance indicators identified by the organization, such as promotion rates, time to hire, and employee engagement.



SCAN ME



ELP Emerging Leader Profile™
GET HIGH-POTENTIAL LEADER FEEDBACK

The **Emerging Leader Profile™ (ELP)** is a 60-item assessment that captures 12 leadership skills and traits that influence a new leader's effectiveness. This assessment captures ratings from emerging leaders and others who work closely with them. It can identify strengths and developmental needs across 12 leadership skills (e.g., learning agility and communication skills) and highlights areas in which self-perception doesn't align with the perception of others.

In this scenario, the ELP can help identify the strengths and weaknesses of **high-potential employees** who are on a leadership path within the organization. By gathering insights from people who have worked with the emerging leaders, the Director of HR can **identify gaps in potential leaders** and target these gaps as an area of focus for the individual in the high-potential program.



SCAN ME



EQ-i 2.0
assess. predict. perform.

The **Emotional Quotient-Inventory 2.0™ (EQ-i 2.0®)** is a 133-item self-report assessment completed by the candidate that has a leadership lens linking the various components of emotional intelligence to four key competencies for leaders: authenticity, coaching, insights, and innovation. The tool can help assess how well an individual is doing on each of **these foundational leadership competencies** and flag if the individual is at risk of derailment and at risk of taking on a less effective leadership style.

Because the governmental organization wishes to understand their pipeline and individuals' suitability for leadership roles through the high-potential program, the EQ-i 2.0 Leadership lens can give the Director of HR insight into how **emerging leaders** within the organization are performing on **foundational leadership competencies**. In addition, the EQ-i 2.0 can help the Director identify the degree to which individuals in the program are displaying these core competencies relative to other leaders in general and other emerging leaders within the organization.

Tech Corp could consider gathering additional insights into a candidate's emotional intelligence by utilizing the **Emotional Quotient 360™ (EQ 360®)**, a 360 degree assessment that combines an individual's self-perceptions of their emotional intelligence with the perceptions of others (e.g., direct reports, colleagues, etc.) to highlight strengths and areas for development that could be considered in the succession planning process.

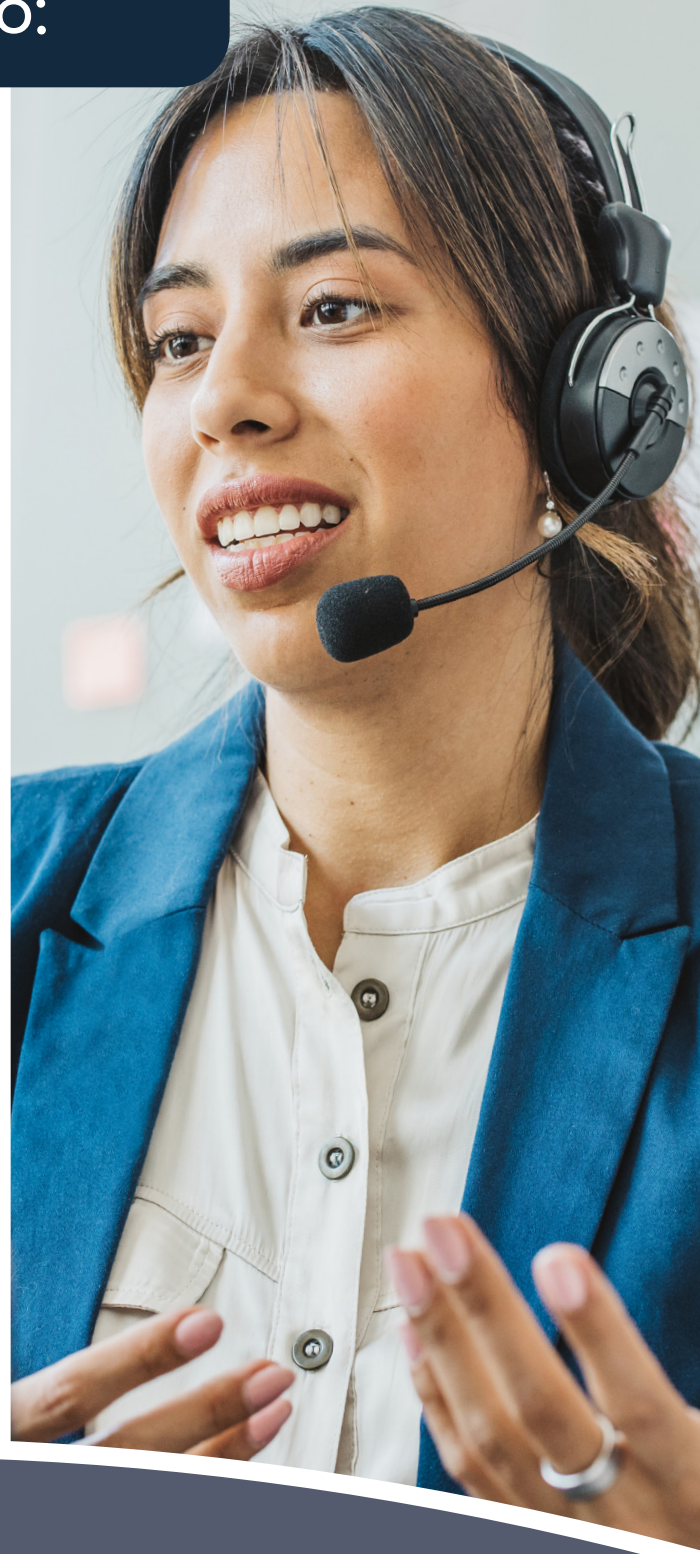
This structured approach to succession planning will not only prepare individuals for immediate leadership challenges but also contribute to the **long-term success** and resilience of the organization.

Scenario:

Building a Resilient Team for Superior Service

The leadership team at a telecommunications company managing recruitment for the call center division is grappling with **significant turnover rates**, resulting in increased costs, and **declining customer satisfaction levels**.

The company aims to improve call center performance, **enhance customer satisfaction** levels, and ultimately drive business success by aligning the selection process for **customer service representatives** with the organization's goals of increasing profitability through effective hiring and retention strategies.



The call center industry in the United States faces an overall average turnover rate of

30-45%⁷

The general turnover rate goal for most organizations is around 5-10%⁸.

When organizations invest in hiring and retaining top-tier customer service representatives who excel at delivering exceptional service and effectively resolving customer issues, they not only enhance customer satisfaction but also foster customer loyalty and repeat business.

Recommendation:

Relying [on publicly available databases](#) for common tasks and competencies expected of customer service representatives, the hiring manager at this telecommunications company chose to focus on finding candidates who exhibit the following traits: (a) **ability to resolve conflict**, diffuse a situation, and cope with stressful experiences from dissatisfied customers; (b) **effective communication** with the public and within the organization; and (c) **promote products and services** that meet a customer's needs.

Establishing a hiring and retention strategy for customer service representatives, informed by insights from validated assessments, can be evaluated by monitoring key performance indicators identified by the organization, such as turnover rates, customer satisfaction levels, and profitability.



SCAN ME



The **Customer Service Aptitude Profile™ (CS AP™)** is a convenient tool for identifying skilled candidates for customer service roles. It provides a comprehensive picture of an individual's aptitude for the role by measuring seven critical skills or relevant skills.

This telecommunications company could rely on scores from the CS AP in the areas of **Cooperativeness, Customer Orientation, Sociability, and Upselling** to assess the desired competencies related to conflict resolution, working with people within and outside the organization, and promoting products.

CS AP reports provide insights into an individual's aptitude on these competencies, along with guidance for interview questions to complement the assessment and further investigate the candidate pool.



SCAN ME



The **Pearman Personality Integrator®** measures personality type and the agility needed to **flex between various mental functions**. A section of this measure, called the **Pearman™ FlexIndex**, is a brief 39-item assessment of resilience, flexibility, and adaptability.

In particular, the Pearman FlexIndex provides insight into an individual's **Composure** (capacity to remain calm under pressure), which is relevant to effective communication and conflict resolution required by this role.

Additionally, the Pearman FlexIndex measures **Rejuvenation** and provides an overall look into someone's ability to cope with stressful events; this skill is related to resilience and is critical to recovering from challenging customer interactions, ensuring a strong employee will be less likely to leave and remain engaged.

By focusing on the key traits outlined above and utilizing the recommended assessments, this organization will be able to build a **resilient, skilled, and customer-oriented** customer service team, poised to deliver exceptional service and drive the organization's growth.

Scenario:

Influence and Impact: Building a Winning Sales Team

The Head of Recruitment at FinServe, a financial services company, is facing challenges in **hiring the right talent, particularly when it comes to sales roles**. The organization is struggling, and there is a critical need to increase sales by hiring individuals with the right skills and attributes.

FinServe aims to hire individuals who are not only good at presenting themselves but who also have the proven skills and qualities necessary to **build relationships, influence clients**, and contribute to the organization's **sales growth** and overall success.



In 2023, sales role vacancies were ranked in the

Top Three

hardest roles to fill globally – the first time it's ranked this highly since 2011⁹.

By focusing on verifiable skills such as relationship building, influence, composure, and continuous learning, a skills analysis mitigates the risk of hiring individuals who may not perform as expected, thereby improving the chances of finding and retaining the right talent for these critical positions.

This targeted approach can ultimately reduce turnover, enhance sales performance, and contribute to the organization's success.

Recommendation:

Developing a recruitment strategy for sales roles, informed by insights from validated assessments, can be evaluated for its effectiveness by tracking key performance indicators identified by the organization, such as the number of vacancies filled, sales performance, and turnover rates.



SCAN ME



The **Sales Aptitude Profile™ (Sales AP™)** is a tool that provides sales-specific insights to help organizations make **informed hiring decisions**. It provides information about how candidates might behave on the job and interview questions to assess key competencies needed to be successful in a sales role.

In this scenario, the head of recruitment can use the Sales AP to gain insights into candidates' **Selling-related Knowledge, Persuasion Skills, and Sociability**, among other competencies. Having candidates' scores on these competencies and access to interview questions to dig deeper into these critical areas for sales roles can help ensure that the right talent is hired.



SCAN ME



The **Influence Style Indicator™ (ISI)** is a tool designed to understand an individual's preferred style of influencing. There are **five unique styles of influencing**, and the assessment can be used to assess a person's preferred, secondary, and underutilized influencing styles.

Because the ability to **influence clients** is important for sales roles within FinServe, the ISI could be used to assess candidates' preferred influence styles. Results from the assessment could subsequently help frame interview questions for the candidates around their ability to use their preferred influence style effectively and their understanding of when they need to modify their preferred style to meet the needs of the situation and customer they are working with.

By following these recommendations, FinServe can refine its recruitment strategy to select candidates demonstrating essential sales competencies and exhibiting the influencing styles necessary to excel in client interactions. This approach ensures that new hires are adept at sales tactics and equipped with the interpersonal skills required to foster lasting client relationships and drive the company's growth in the competitive financial sector.



Have questions?

Get in touch with a member of our team to learn how MHS' talent solutions can help with your selection scenarios



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USA 1.800.456.3003
CAN 1.800.268.6011
INTL 1.416.492.2627