

MaxImizing Insights

Workforce Trends, Forecasts and Solutions from MaxImizing Insights

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Selecting the Right IQ for your Employee Queue

The Survey Says

The Workforce Climate and Supervisors Survey results are in and there is some refreshingly good news.

Over eighty-three percent of the respondents in the survey (n=79) felt that their front-line managers' attitudes were good or very positive toward their work.

Seventy-six percent also felt that these managers were usually or very respectful of others.

They were less optimistic however about their employees' attitudes toward work.

Only fifty-six percent of the respondents rated employees attitudes as good or very positive.

Despite a good attitude, their confidence in the effectiveness of these front-line managers' was less than encouraging.

For more results, turn to page 3 of Maximizing Insights.

The survey was sponsored by Success Performance Solutions.

Maximizing Insights is written, edited and published monthly by Ira S. Wolfe for:

MaxImize

(512) 278-1200

(512) 278-0058 fax

Barbara@maxproductivity.com

www.maxproductivity.com

Have you ever had to explain to an employee how to do something and the look you got back was that of a deer caught in your headlights?

On the other hand, you've likely been thrilled to hire that special employee who just seemed to "get it" with little or no training only to be disappointed terribly when they left your employment for a new challenge.

Many organizations are learning through job analysis that a significant source of high turnover in some positions is due to hiring individuals with too high general abilities when average or even low is enough. (For more about general abilities see page 2.)

One advantage to hiring fast learners is that you can cut down training time. These high ability individuals absorb new information quickly but also get bored and lose concentration easily when the job is no longer challenging. By hiring a fast learner for a moderately challenging job, you bore the high abilities individual to tears as soon as they learn the job.

This leads to higher rates of turnover in that position which means more training more often.

One client recently discovered that an employee was calling off work more and more often. She applied for a promotion and after receiving her job match testing, her employer was shocked to learn that her abilities placed her in the top 30 percentile of the population. During her interview, she admitted being able to do the five day job in only two days. So she just stayed home rather than be bored at work.

When Speed Matters

If you hire, train, manage, or coach employees, this story about Jack and Jill mimics what you must assess when it comes to qualifying how "smart" an individual must be to function effectively in a job.

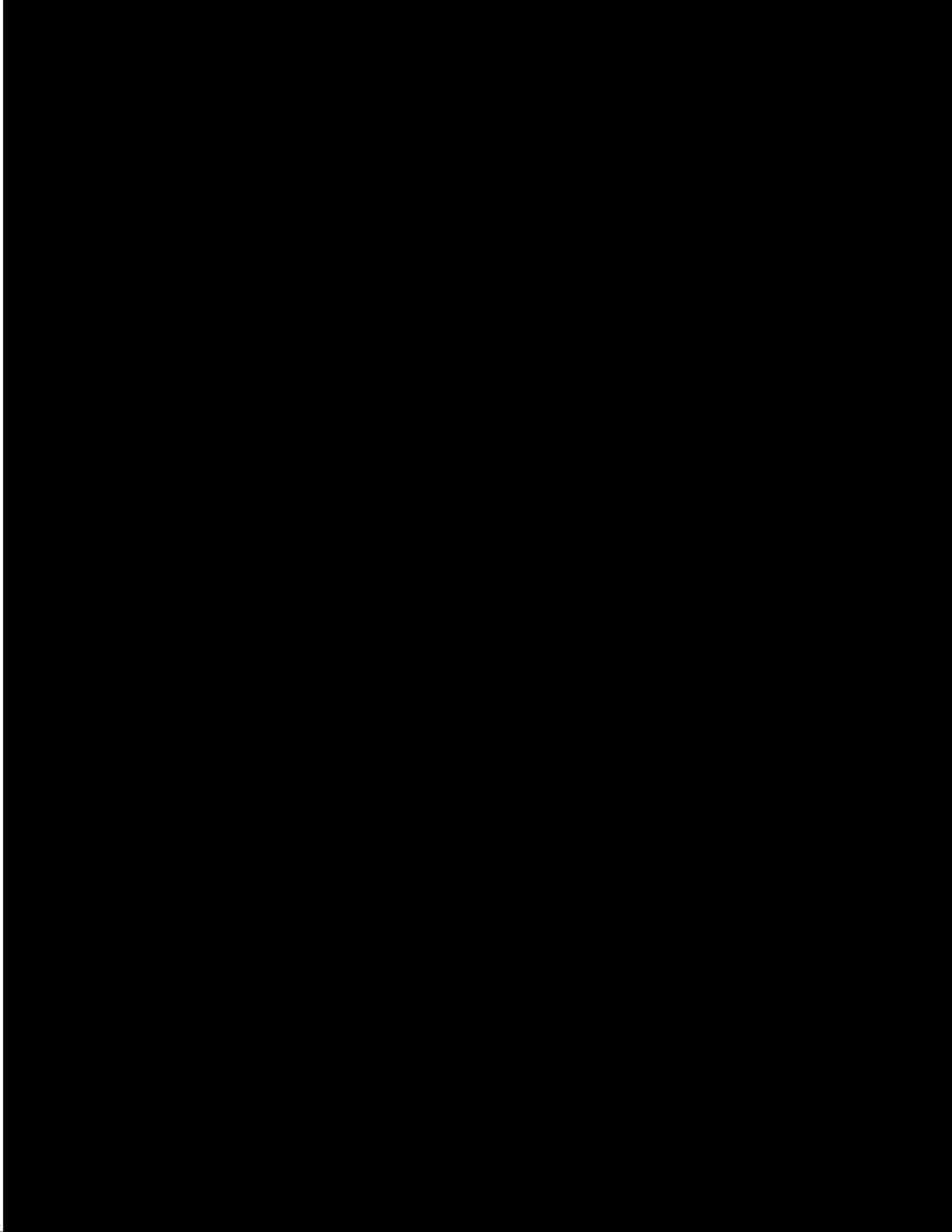
Jack and Jill went up the hill to fetch some water. Jack and Jill each had a 5 gallon container. Jack's container was a jug. Jill's container was a pail.

Both Jack and Jill ran up to the top of the hill. Because Jill's wide-mouthed pail was easier to fill than Jack's jug, Jill filled her container quickly. Jack barely had his jug half-filled when she finished.

Eventually Jack's container was full and now both Jack and Jill had 5-gallons of water.

General abilities are like these 5-gallon containers. Some jobs require the ability to learn and access information quickly. Other jobs require individuals to know the same information but success on the job does not require them to refill their "containers" often nor does it put them in situations that requires them to pour out the information quickly.

For instance an architect and an air traffic controller both may benefit by having the ability to work with shapes. The traffic controller must have the ability to make on-the-fly decisions. The architect will rarely find himself in situations that require split second responses. The architect could be a top performer with lower abilities than the controller.





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