The successful recruitment formula

Using neuroscience to make the right choices
To be effective, recruitment must comprehensively assess both eligibility and suitability, and provide an overall measurement from that assessment. Experience shows that the traditional HR approach tends to deal with the ‘eligibility’ factor effectively, but little, if any, thought is given to the issue of ‘suitability’. This is a serious weakness.

Don’t gamble with recruitment decisions – use neuroscience to make the right choices!

“It’s not experience that counts – or college degrees or other accepted factors; success hinges on a fit with the job.”
Harvard Business Review

“The chances are good that up to 66% of your company’s hiring decisions will prove, in the first twelve months, to be mistakes.”
Peter Drucker, Management Consultant

A recent study of 20,000 new hires over a three-year period showed that within their first 18 months, 46 per cent of them failed to achieve their expected potential.

What is disturbing, though, is why those people failed.

The top five reasons why the new hires failed were:

1. **Coachability** (26%): The ability to accept and implement feedback from bosses, colleagues, customers, and others.
2. **Emotional Intelligence** (23%): The ability to understand and manage one’s own emotions and accurately assess others’ emotions.
3. **Motivation** (17%): Sufficient drive to achieve one’s full potential and excel in the job.
4. **Temperament** (15%): Attitude and personality suited to the particular job and work environment.
5. **Technical Competence** (11%): Functional or technical skills required to do the job.
The above figures show that a lack of skills or technical competence only accounted for 11 per cent of new-hire failures. When a new hire was wrong for a company it was due to attitude (suitability), not a lack of skills. **Suitability was a much more significant factor than eligibility.**

While the failure rate for new hires is frustrating, it should not be surprising: 82% of managers reported that, in hindsight, their selection process with these employees elicited subtle clues that they would be headed for trouble.

A Harvard Business Review study has concluded that 80% of staff turnover can be attributed to mistakes made during the employee selection and recruitment process. The study also showed that the level of staff turnover almost doubles when no “job suitability match” has been undertaken by the employer.

If you were told your next major investment had a one-in-ten chance of succeeding, you would probably turn it down. If you were offered four-in-ten odds for the success of a significant capital outlay, you would probably say “no”. And yet, a range of academic studies have shown that these are exactly the odds for success you may be playing with when you use the traditional methods of recruiting people.

Many recruiters admit that they base a significant part of their recruitment decisions on interviews, yet in a University of Michigan study titled: **The Validity and Utility of Alternative Predictors of Job Performance**, researchers analysed how well job interviews accurately predict success on the job. They concluded:

> "Most people are still hired on the basis of an interview alone. Statistics prove that decisions based on interviews alone are accurate only 14% of the time. That means we have the chance to be wrong 86% of the time in the hiring of top performing individuals."

In other words the interview process alone only gets the recruitment recommendation right one out of seven times – not a great average!

Moreover, according to ‘Quintessential Careers’, traditional hiring practices are only 10% predictive of a future employee’s job performance.

Data compiled from a variety of academic studies also highlighted the significance of each phase of the recruitment process, in the selection of people who will become successful, competent, productive employees. The studies showed that predictors of on-the-job performance are:

<table>
<thead>
<tr>
<th>Predictor</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interview only</td>
<td>14%</td>
</tr>
<tr>
<td>Background checks, references etc</td>
<td>15%</td>
</tr>
<tr>
<td>Skills and abilities assessments</td>
<td>16%</td>
</tr>
<tr>
<td>Job benchmarking</td>
<td>22%</td>
</tr>
<tr>
<td>Work environment benchmarking</td>
<td>19%</td>
</tr>
<tr>
<td>Work aptitude benchmarking</td>
<td>14%</td>
</tr>
</tbody>
</table>

Research has also shown that individuals with the same education, training and work experience often perform at different levels.

So, what contribution can a recruiter make toward solving the growing problem of employee disengagement? After all, isn’t the recruiter’s role limited to just getting the job filled and then it’s someone else’s job to engage that new person to reach their potential?

Much research has been done in recent years regarding the issue of employee engagement. Because it makes obvious sense to engage employees fully, the natural question that arises is, “What is the most effective way to do so?” Organizations that have understood this challenge and tackled it assertively certainly appear to be achieving better business results.

According to Gallup research, as much as 70% of the working population are not fully engaged at work. Does that cost the company something? Indeed it does.

A report in the Journal of Applied Psychology, supported by on-going studies and polls, illustrates that fully engaged employees are more productive, less likely to leave, more focused on solving problems and develop better customer relationships.

Studies show that as much as 70% of executive failures are related to poor execution of key strategies, including and apparent inability to put the right people in the right jobs and address people problems in a timely manner (Ram Charan, Ending...
the CEO Succession Crisis, Harvard Business Review).

If we are going to work at solving the problems these issues create, we will be faced with some important questions that every recruiter must grapple with. One question relates to whether or not we can really change a person after they are hired. Another question deals with whether we should focus on the fit of a person to the job or the person to the organization.

The first question can be substantially answered based on empirical studies within neuroscience. By our mid-to-late teen years, the human brain’s synaptic connections used most frequently come to dominate our patterns of thought, feeling and behaviour. By the time a person enters the workforce, these recurring preferences are significantly more difficult to change. As a result, they collide with the expectations of the company and the job. If there is an alignment of these preferences with the expectations of the company and job, employee engagement is enhanced. The practical implications of this should be obvious. Since behavioural preferences are not easy to change, we must be careful about whom we select. This brings us to the important second question. Should we focus on matching the attributes of the candidate to the specific position or more broadly to the organization?

The traditional approach to recruiting is typically based on finding candidates with the presumed knowledge, skills and abilities required for the job. The underlying theory is that we know what those are and can differentiate between candidates in terms of who possesses those attributes to the largest degree. The recruiter is primarily concerned with whether the candidate meets the demands of the job. In this model, the demands of the job are viewed as rather rigid and candidates who do not appear to match that standard are regarded as a low fit.

Of equal importance, however, is the question of whether the job meets the behavioural, aptitude and work environment needs of the individual. To ignore this dimension of the selection process is unwise. Recruiters must take the time to understand whether the needs of the candidate can be substantially met within the job context. A high correlation between candidate needs and position requirements almost always results in enhanced performance, job satisfaction and engagement.

The potential fit between the candidate and the company is an important dimension of making a good hire. This fit is not typically related to the specific requirements of a job but rather to a match between company and candidate values.

A candidate with the required skills still has to execute those skills in a unique context to be successful. Contextual performance is therefore distinct from specific job performance. In fact, a candidate who is a good fit to the company could potentially be successful in an array of jobs across the company because of the strong engagement that is fuelled by the values match of the person and the company. The employee’s values guide behaviour and decisions and deepen the commitment and engagement.

Employee engagement is enhanced when there is a balanced focus on matching the requirements of the job to the skills of the candidate while matching the needs of the candidate to the elements of the job that will meet those needs. Recruiters must determine, as part of the sourcing process, how to achieve this balance through careful interviewing and the effective use of selection tools.
The Science of ‘Suitability’

Human beings are perhaps healthiest, happiest, and most successful when they are engaged in ‘suitable’ work i.e. when they can use and be rewarded for using their own natural, behavioural preferences in an environment which both supports and rewards those preferences. In such circumstances the person is more productive and finds the experience more satisfying and enjoyable. This, in turn, helps to achieve employee engagement.

For whatever reason, when this does not occur the brain is forced to spend large amounts of time functioning from areas requiring significantly greater expenditures of energy.

In this context, **PRISM** focuses on a range of neuroscientific research such as that carried out by Professor Richard Haier, Professor of Psychology at the University of California, School of Medicine. Using brain imaging technology studies, Professor Haier demonstrated that the brain needs to work much harder when the individual is not using his or her natural work preferences. In such circumstances, he estimated that the brain may need to work as much as 100 times harder.

Such a demand on the brain requires huge amounts of energy and oxygen. Normally the brain uses approximately 20% of the oxygen taken in through the lungs. This leaves about 80% for the rest of the body where it is utilized in the process of metabolism and in providing energy at the cellular level and overall. As more and more oxygen is demanded by the brain that is not engaged in natural work preferences, less and less is available to keep the rest of the body up to speed. A variety of symptoms can result (e.g., stress, fatigue, reduced performance, low attention to detail, listlessness). Indeed, over time, the oxygen imbalance can contribute to the person's body shifting from anabolic to catabolic functioning.

Significantly, the work of other contemporary neuropsychologists, such as Sapolsky, Justice, Chopra, Csikszentmihalyi, Ornstein and Sobel, also alludes to this high cost. The problem is that those engaged in talent acquisition have, until recently, lacked a comprehensive model and assessment that would allow persons to identify their natural behaviour strengths.

Research on cortical neurotransmitters has revealed that individuals possess differing levels of electrical resistance within their brain. Such that one region appears to enjoy a natural preference as a result of its naturally lower level of electrical resistance. When engaged in an activity managed predominantly by the area in which there is a lower level of electrical resistance, the individual processes information more easily. By contrast, higher levels of metabolic activity are required when the individual performs a task that derives from a region in which there is a higher level of electrical resistance.

Electrical efficiency is enhanced by competency development (e.g. practice towards mastery). Nevertheless, powerful, innate differences - that cannot easily be explained or overcome by mere competency development - in efficiency exist. Professor Haier’s research suggests that the naturally dominant mode is one hundred times more efficient in the ratio of energy consumption than the person's non-dominant modes. Conversely, when one is working from a non-preferred mode, the effort can consume one hundred times more metabolic energy. These findings pave the way to a deeper understanding of the costs incurred by the individual who regularly, daily is engaged in work for which he or she is not a good match in terms of suitability.

Excellent performers in all jobs think, talk
and act differently to average and poor performers. Studying and understanding the talents that contribute to outstanding performance is critical to developing a highly effective talent-acquisition strategy. So, how do companies identify talented individuals?

Within the graduate recruitment context, companies have identified what a ‘talented’ graduate looks like and they go out to market knowing exactly what they’re looking for. These companies use sophisticated pre-screening and benchmarking tools, such as PRISM ‘Select Online’, backed up by comprehensive study of their top-performing employees who were recruited as graduates. The goal is to replicate the ‘best-in-class’ graduates: the future leaders.

Placing talent at the heart of the recruitment process is based on the principle that an individual’s suitability is strongly predictive of future performance. The best companies know that hiring people who possess the innate qualities to deliver consistent high-level performance is critical to their business success. To put it simply, suitability has a huge impact on performance.

Today’s job seekers are switched on to using the Internet as a potential route to a great career. However, are companies switched on to candidates’ needs and are both parties getting the best out of web-based recruitment?

For example, it is an accepted fact that almost every graduate in search of a career will now use the Internet as a means to research areas of employment and to find out about specific companies, before they start the job application process.

What is really interesting is that although candidates have done their research, there is still a known ‘mismatch’ between them and the organisations that they approach.

Is this ‘mismatch’ because those who apply for jobs do so despite their own unsuitability or is it that company websites are failing to give them the information and insight that they need in their search for a career?

This is an increasingly important question when today it is estimated that, in the United Kingdom, the cost of recruiting a graduate is in the order of £10,000 and a further £70,000 is spent on them before they begin to contribute to a company’s bottom line. Get it wrong and it’s costly, as many organisations are beginning to discover.

Businesses need to see the Internet as the first port of call for graduate job seekers and to use their websites efficiently so that when they reach the later stages of recruitment they have already weeded out the graduates who will not be suitable. Plainly, this saves the company from the costs of carrying the recruitment process further to the interview and assessment centre stage and before both sides discover that they are mismatched.
The Benefits of PRISM ‘Select Online’

PRISM ‘Select Online’ is an inexpensive, online recruitment system designed to help recruiters, HR departments, and employers in general, to assess, measure and hire the most suitable candidates.

It provides businesses with a coherent, reliable and consistent tool for helping them to make good recruitment decisions. However, it is not only for new employees, it is also ideal for promotions and any occasion when an organisation considers moving a person from one job to another - or maybe just changing someone’s duties or tasks. It is about placing a person in the right job and even identifying when that has not occurred.

PRISM ‘Select Online’ is designed to help employers and recruitment consultants solve the problem of identifying candidates with high performance potential, so that they can avoid the consequences of a bad recruitment or promotion decision.

PRISM ‘Select Online’ draws attention to differences between what a person is comfortable doing and what the job actually requires if performance excellence is to be achieved that role.

Placing the ‘right’ person in the job is more than just matching skills, knowledge, qualifications and experience. It is also about matching a candidate’s work aptitudes, behavioural preferences and work environment preferences with those deemed essential for the job. Satisfied employees who are suitable for the job are more productive, add profits, stay longer and cost less to train.

PRISM ‘Select Online’ pre-employment screening capability is designed to help recruiters better to understand any individual’s suitability for a specific role. The stark facts are that most managers lack both the training accurately to read and assess candidates, and the confidence to act even when their assessments are correct.

So, where do skill, knowledge and experience fit into the recruitment process? Do you totally ignore them? No, of course, not!

These factors remain the most popular subjects of interviews because they are relatively easy to assess. But while they are easy to assess by themselves, they are very poor predictors of whether a newly hired employee will succeed or fail. Hiring failures can be prevented. If managers focus more of their interviewing energy on candidates’ suitability, behavioural preferences, work aptitude and work environment fit, they will see vast improvements in their hiring success. PRISM Brain Mapping, the world’s most comprehensive behaviour mapping instrument based on neuroscience, can help enable you to make the right decision first time when employing new staff. It can also assist with on-going training, staff development, performance management and business coaching. You can pre-screen applicants to see how suitable they will be for a vacancy, even before you have met them in person. The process means that all participants are treated equally and you can generate a wide range of detailed reports from which you can make your interviews more meaningful.

Behavioural instruments on their own only provide basic information about people – you need an anchor
to measure them against. The traits for success exist inside your organization. It is about identifying and quantifying what sets your top people apart. A good job suitability benchmark will steer you to high performance candidates and make the selection process easier and more accurate.

To leverage fully the power of any profiling tool, managers must measure candidate’s results against a profile of an ideal applicant. **PRISM ‘Select Online’** pre-employment screening is designed to help you better to understand any individual’s suitability for a specific role. The stark facts are that the majority of managers lack both the training accurately to read and assess candidates, and the confidence to act even when their assessments are correct.

People who are well-suited for a job enjoy the activities required by the job. Research shows that employees who enjoy at least 75 percent of their job activities are three times more likely to succeed than employees who enjoy less than 75 percent of their job.

Superior business performance and employee retention depends on recruiting the right employees. It is often stated that employees are hired on the grounds of job eligibility and fired for a lack of job suitability. Research shows that companies that assess and measure candidate suitability during the recruitment process can reap greatly enhanced benefits in terms of employee productivity and commitment.

Wouldn’t it be invaluable to know much more about applicants other than what is written in their CV and what they say during the interview? Well, now you can.

You can pre-screen applicants to identify and measure how suitable they will be for a vacancy, in terms of their behavioural strengths, work aptitude and work environment compatibility, even before you meet them in person. The process means that all participants are treated equally and you can generate a wide range of detailed reports from which you can make your interviews more focussed and meaningful.

This can enable you can save over 70% of the work involved in the recruitment process while at the same time obtaining a much more accurate picture of how well each applicant matches a measurable, tailor-made job suitability benchmark. As a result, your recruitment process can be significantly enhanced by using a job success formula that measures different levels of work aptitudes, behaviours, and work environment preferences.

**PRISM ‘Select Online’** enables your organisation to understand and predict human performance and potential, thus helping you to select the right person for the right job. It can improve the quality and efficiency of your recruitment, interviewing and selection processes, allowing you to make better hiring and promotion decisions and ensuring your employees will be a suitable fit in your company culture. Here is how it works:

Each employer is provided with their own web interface that takes the user, step-by-step, through the job benchmark suitability setup process. The employer can then invite job applicants to participate in the online assessment, either individually or collectively, by including an applicant access code on the company website. The **PRISM ‘Select Online’** system scans the database of applicants to identify those who ‘best fit’ the benchmark criteria and instantly generates a detailed report on each applicant’s suitability. This enables the employer to select only the most suitable candidates to interview, thus eliminating the need to review the résumés or interview the lesser qualified individuals.
**Additional Benefits of ‘Select Online’:**

Job benchmarks are tailored-made by the organisation for each specific position to assess the ‘critical for excellence’ factors of the job in question. This helps to ensure that recruiters are receiving the most accurate assessment available in terms of behaviour, aptitude and work environment compatibility.

Inexpensive, fully automated test administration with instant scoring and reporting.

Enhance performance by setting your own benchmark scores according to job-related demands. These can be developed specifically by you for your organization and not adapted from frequently unrelated jobs and industries.

Recruiters and hiring managers obtain the “big picture” through the system's unique report facility that compares the candidate with the job benchmark and with all other candidates.

Managers and recruiters sometimes claim that they have a great “gut instinct” for hiring people. Perhaps, but their “instinct” is likely to lead them astray more often than not. It is important, therefore, to make the selection process more susceptible to information-based analysis and thus minimize:

- The natural bias an interviewer has when evaluating a candidate.
- The risk of selecting a person who interviews well, but does not really have the qualities to be a top performer.
- The risk of rejecting a person who does not interview particularly well, but has the qualities to be outstanding in the job.

Most recruiters will admit they base much of a hiring decision on the job interview. Yet a Michigan State University study showed the job interview is only 14% accurate.

In contrast, an automated assessment process takes a highly systematic, thorough and objective approach to collecting and interpreting candidate information. This doesn’t mean people’s evaluations of candidates are not important. They are the heart of the process. But people’s hiring decisions can be much more accurate if they use assessment information as part of the decision-making process.

Recruitment remains one of the most direct ways to transform an organisation’s culture and its responsiveness to the marketplace. Yet strategic, successful recruitment remains the exception in corporate life. Finding the ‘right’ people is now one of the biggest and most important business challenges. It’s a challenge that all business organisations, large or small, need to get to grips with.
The PRISM Successful Recruitment Formula

Just as a mathematical equation is designed to help you solve a maths problem, the PRISM Successful Recruitment Formula is designed to help you solve the problem of identifying high performance potential candidates so you can avoid the consequences of a bad recruitment or promotion decision. “High performance potential” is the quotient of the Successful Recruitment Formula.

The PRISM Successful Recruitment Formula provides businesses with a coherent, reliable and consistent analytical framework for making good recruitment decisions. However, it is not only for new employees, it is also ideal for promotions and anytime a business considers moving a person from one job to another – or maybe just changing someone’s duties or tasks. It is about getting a person in the right job and even identifying when that has not occurred.

To be effective, recruitment must comprehensively assess both eligibility and suitability and provide an overall measurement. Experience shows that the traditional HR approach tends to deal with the ‘eligibility’ factor effectively, but little, if any, thought is given to the issue of ‘suitability’. This is a serious weakness. Most people get a job on the basis of their skill, knowledge or experience, but most people leave their job, willingly or unwillingly, for behavioural reasons. To get The Successful Recruitment Formula right, it is important to factor in other considerations that are equally – perhaps more – important in making a talent decision.

The Successful Recruitment Formula has been framed into the following mathematical equation to provide structure and logic:

\[
\text{Critical Job Performance Activities} = \text{High Performance Potential}
\]

As you can see from the equation, the ability to make a distinction between job eligibility and job suitability is important for identifying high performance potential. “Eligibility” is a person’s education, training, skill and job experience. “Suitability,” by contrast, is the degree to which a person’s natural behaviour preferences and work aptitudes are aligned with requirements for success in the job and the working environment.

“Eligibility” means that you have the skill and experience needed to do a job;

“Suitability” means that you have natural behavioural strengths that help you excel in a job;

Eligibility and suitability are key concepts in finding a good fit for a job – getting the right person in the right job.
Enjoyment is a fundamental behavioural principle in understanding suitability: we tend to do the things we like to do and avoid – as much as possible – the things we don't like to do. People who are well-suited for a job enjoy the activities required by the job. Research shows that employees who enjoy at least 75 percent of their job activities are three times more likely to succeed than employees who enjoy less than 75 percent of their job. You may, however, enjoy the activities in a job but not have the situational awareness to do the job well. Let's take a look in more detail at how enjoyment and situational awareness fuse to make someone well-suited for a job.

Both eligibility and suitability are important considerations in evaluating potential job performance. Certainly a person cannot be competent in a job without good eligibility. Eligibility means you can do a job. To move beyond mere competence to high performance you also have to factor in suitability. Suitability means you will perform the job because you enjoy the activities required by the job - you want to do it – and that you have the situational awareness to be effective in the job. Some jobs such as accountancy and computer programming require a stronger emphasis on eligibility, while other jobs such as sales and customer service usually require a stronger emphasis on suitability. However, regardless of the emphasis, it is essential to assess both eligibility and suitability in order to obtain an accurate overall assessment.

**The Successful Recruitment Formula** is based on the principle that you will perform more effectively in a job if you:
1. Enjoy the tasks required by that job.
2. Have interests and aptitudes that relate to the job.
3. Like the work environment and the type of interpersonal interactions involved in and required by the job.

**The Successful Recruitment Formula** creates a clear-cut framework for assessing a person's ability, attitude and natural aptitude for a particular job. We should look for people who “want” to engage in the activities that we need done. Enjoying the activities in a job naturally promotes a good attitude. This is an important concept in **The Successful Recruitment Formula**.

There is another dimension of job suitability that impacts success: **Situational Awareness**.

Although “situational awareness” – how an individual manages his or her relationships with others. It is important to bear in mind, however, that organizations can approach employees in ways that de-motivate. To ensure long-term success organisations also need to consider the relationship between a person and his or her manager or the company’s culture. When this type of motivation is added to the quotient of **The Successful Recruitment Formula**, the rationale for success can be presented as follows: If you can do a job, want to do a job and can respond appropriately to the situations presented by the job, you are creating a formula for success.

In order to translate high performance “potential” into job success; there is another part to the success formula. The other part of the formula is work aptitude or the affinity with the job. The Successful Recruitment Formula will tell you whether a candidate can and wants to do a job - has a natural affinity to do the work and is motivated by it. It addresses the relationship between a person and his or her job.
In a study on executive derailment, The Center for Creative Leadership looked at why executives who had been identified as having high potential early in their careers, had, nonetheless, derailed as they moved up in the organization. The two most common reasons cited were:

- “Poor working relationships” – alienating those they worked with by being too harsh, critical, demanding or insensitive.

- “Inability to develop and adapt” - not open to feedback, being “pig-headed,” not learning from mistakes and not pursuing self-development.

In short, this is a lack of situational awareness.

As the study says:

“Problems with Interpersonal Relationships is the theme that more than any other, reveals the negative aspects of character that derail managers… In the research, managers who are seen as having problems with interpersonal relationships are described as insensitive, manipulative, critical, demanding, authoritarian, self-isolating, or aloof.”

The interesting thing is that the problem with interpersonal relationships is often the result of too much of a good thing. The executive derailment study found that while “ambition or being ambitious” is viewed as a success factor, that being “too ambitious” can be a derailment factor.

### Job Descriptions or Specifications

Management expert Peter Drucker reminds us that it is the same in business: “The effective executive therefore first makes sure that the job is well-designed.”

Unfortunately, many managers don’t follow Drucker’s advice and talk in much detail about designing the job itself. Even the seemingly mundane job description - usually one of the activities a manager most eagerly delegates – is, when properly done, a very potent driver of business success. It is essential for developing clear performance expectations.

Take a look at most job descriptions. They are often nothing more than a laundry list of activities with no clear priority. They don’t create clear performance expectations. One way to create clear performance expectations is to define jobs in terms of the key “critical, non-negotiable criteria” or things a “person must be able to do in order to achieve excellence in the role”.

A recruitment decision is fundamentally an exercise in alignment. You have to get the right person aligned with the right job. If you don’t have a clear view of what the job is and what it must achieve, it is difficult to know who the right person for the job is – it is difficult consistently to achieve alignment.

One of the keys to strategic success is the ability to align a strategy to the actions that will drive success. Once a strategic plan is put in place, it is important to ask what activities are required to drive the strategic results for which we are looking. What do we need people to do if the strategy is going to succeed?

Job activities are the most elemental building blocks of business performance and, in the final analysis, drive strategic success. ‘Critical for Excellence’ activities need to be captured in a job description in order to ensure that people are clear about what needs to be done.
Summary

Ten steps for using PRISM Select Online to place the right person in the right job

**Step 1:** Identify the ‘Critical for Excellence’ activities - what the job must deliver.

**Step 2:** Identify and define measurements for those activities.

**Step 3:** Establish key eligibility requirements.

**Step 4:** Define and assess critical suitability and work aptitude requirements

**Step 5:** Strike the right balance between eligibility and suitability.

**Step 6:** Identify the key characteristics of the work environment

**Step 7:** Create a PRISM Job Benchmark using the above information.

**Step 8:** Ask the candidate to complete the PRISM ‘Select Online’ inventory

**Step 9:** Match the candidate’s PRISM Map with the Job benchmark

**Step 10:** Conduct a structured behavioural interview using the PRISM ‘Select Online’ report information and carry out the relevant background checks and skills assessments where necessary.

What is very clear from the academic studies referred to above is that businesses cannot rely on current conventional selection methods and channels to screen out unsuitable candidates. More and more organizations are now turning to pre-employment ‘screening’ instruments to ensure they are hiring the best candidates possible during their employee selection and hiring process and to reduce wastage arising from poor hiring decisions. In particular, aptitude, behaviour profiling and work environment benchmarking tools are increasingly used by both employers and career advisers because they provide valuable insights into a candidate’s potential and likely performance in a career.

**Sources:**

Professor Mike Smith, University of Manchester;

John E. Hunter, Industrial Psychologist, Michigan State University, *Testing as a Predictor of Training Success and Job Performance*;


If you would like to know more about how PRISM ‘Select Online’ can enhance your recruitment process, please contact us at:

info@prismbrainmapping.com
Telephone: +44 (0) 8452 417 552