

## Employer's Advantage

### **From Jim Sirbasku:**

*Measuring Your Compatibility Quotient*

**Case Study:** *PXT™ Quiets Squeaky Wheel in Oilfield Service Company*

**Product Focus:** *Profiles WorkForce Compatibility™: A Smooth Path between Manager, Worker*

### **From Jim Sirbasku's Desk**

*Measuring Your Compatibility Quotient*

Here's a word of advice for managers who have ever had an unpleasant meeting with a key employee and cannot fathom why Give-and-Take turned into Tug-of-War.

Get out your employee manual and look under troubleshooting for Failure to Communicate.

Oh, wait. The human resources department is still working on that part of the employee manual.

All right, that's a fantasy. No instructions exist for this problem because people are not machines. They are a complex recipe of nature and nurture, past experience, current needs and desires, and a number of other foreign ingredients that a manager might not even recognize. To complicate matters more, you as the manager need to know how you are alike and how you differ in ways small or large from those you supervise.

Being alike or different from those who work for you is neither good nor bad. It's just life. But unrecognized or ignored, differences and even similarities can create serious problems for the company, for supervisors, and for those they direct. The results can be disastrous: too little change, too much conflict, reduced productivity, high turnover.

The conundrum is how to manage smoothly no matter how different or similar you are to your employees – effecting the changes the organization needs without clenched teeth, raised voices, sharply closed doors and the echo of stomping footsteps. Must we deal with daily frustration and communicate through formal memos or tense face-to-face meetings?

No. Other ways exist to deal with the problem. Unique new assessments that reveal the characteristics of managers and people who work for them can give us

personalized answers about where the problems are likely to be in each relationship, and what we can do to work around them.

Here are some areas to explore:

**1. Know Thyself.** For example, what do you do to begin your workday? If you need quiet time before 8 a.m. and your employee habitually greets you at your door when you arrive, how will you react? Or if you expect to hear a high-level overview in an 8:30 meeting and your second-in-command wants to go over every detail, how do you handle it?

**2. Know Thy Employee and Do Not Assume.** A positive and inviting attitude is a great management tool, but don't plaster on a smile, open the door and decree that all will be well. You need to know the facts, and none of your experience, confidence, enthusiasm and good habits will help you manage successfully unless you understand each of your employees and how best to work with them. Is this one self-assured and quick, that one thoughtful and slow to speak up? Is conformity equally important to you and to your workers? Or do you need someone who thrives on the new and the different? Knowing these things, not assuming them, will help you make necessary changes, avoid obstacles and prevent conflicts with people who operate differently from you.

(continued)

**No employer today is independent of those about him. He cannot succeed alone, no matter how great his ability or capital. Business today is more than ever a question of cooperation.**

– Orison Swett Marden, motivational author

**3. Be Flexible in Your Management Style.** You have probably studied dozens of management gurus and know their styles well. You have leadership qualities that got you here. But do you know how to adapt your own style to create the chemistry you need to work well with those who work for you? Can you summon this chemistry around different people, so that you know how best to direct them and they understand precisely what you mean – despite the differences between you?

How do managers find the time to understand themselves AND each worker AND how to interact? A better question might be how do we NOT find the time? People issues will always take the greatest chunk of the day, but successful solutions to the inevitable conflicts that arise touch every other

aspect of the business world. The trial-and-error method is slow, even counterproductive, in resolving compatibility issues. Unique new assessments, as mentioned above, can predict work relationships by looking at you and your employees and telling you what is going to happen when you get together.

Think of these assessments as radar that can give you advance knowledge about what could cause a destructive collision and show you how to avoid it. It's not exactly a troubleshooting manual for each employee. But it's the next best thing.



*Jim Sirbasku, CEO  
Profiles International*

**I suppose leadership at one time meant muscles; but today it means getting along with people.**  
– Mohandas Gandhi, Indian statesman

### **CASE STUDY: PXT™ Quiets Squeaky Wheel in Oilfield Service Company**

Employment is robust in the oilfield industry and the plants of today require many hands. Workers generally command good rates of pay, but the work can be physically and emotionally difficult. Oilfield work depends on a sense of teamwork and commitment.

In 2002, looking at turnover costs of almost two million dollars, leaders at an oilfield service company knew they had to do something to reverse the trend. They turned to Profiles, specifically ProfileXT™ and its job-matching pattern, to assess where they were and where they needed to be in the specific high-turnover positions of helper and operator.

#### **Participants**

Before using the ProfileXT™, the company tallied a whopping 34.5 percent rate of turnover. The high rate of departure cost the company about \$1,910,000. Managers calculated the price of replacing each helper or operator at approximately \$18,900. The average tenure of terminated employees was one year.

During a 12-month test period, leaders used the PXT™ with 245 workers at various plants in two states. They hired 90 job applicants.

#### **Job Match Pattern**

Since they wanted to spotlight helpers and operators, leaders build a success pattern for these positions using results from PXT. Their models were 13 top-performing helpers and 15 operators. Hiring managers gave greater consideration to the job applicants whose overall percentage match to the appropriate ProfileXT Job Match Pattern was 75 percent or greater.

#### **Results**

During the course of the yearlong test period, the company used the ProfileXT results to help make decisions about potential employees in its applicant pool, new hires, employees they hired before implementation of the assessment, and workers who had both separated from the company and that the company had terminated.

#### **Summary**

After using the ProfileXT for one year, managers reduced helper and operator turnover from 34.5 percent to 25.3 percent. The resultant money savings totaled about \$550,000.

Company leaders further calculated that with a cost of \$24,550 to implement the ProfileXT, their return on investment was more than 22 to 1.

## PRODUCT FOCUS:

# Profiles WorkForce Compatibility™ : A Smooth Path between Manager, Worker

How many times have you longed for a way to get inside an employee's head to find out what he or she was *really* thinking? Often this desire occurs after an unpleasant encounter or a meeting that was off-balance. You would pay to know why a key worker suddenly clammed up and another started babbling nervously. More importantly, you need to know what to do differently the next time.

But how do you do this without more information? Some workers might tell their managers what's on their mind, but often employees view speaking frankly as a risk. So we slog along, trying to do the best we can with our assumptions.

That's no longer necessary. Now managers have an assessment that reveals exactly what we need to know about working with different kinds of people. Profiles WorkForce Compatibility™ can show us how both manager and employee score on the seven key characteristics of:

- Self-assurance
- Conformity
- Decisiveness
- Approach to Learning
- Self-reliance
- Optimism
- Objectivity

The assessment takes less than an hour to complete, and the resulting report offers a wealth of relevant information for both employees and managers. The Employee Report details the

similarities and differences between the key players and offers the employee specific guidance on the best way to communicate and work with their managers.

For managers, the report provides what we need to know to grow in our jobs, from a high-level overview to specific ideas on management methods based on the similarities and differences of how people work.

For example, how do you deal with a decisive employee if you, the manager, are also decisive? And what do you do with a more methodical worker whose style differs from yours but whose work is stellar? No guesswork here, as the assessment provides the heavy lifting of showing managers how to implement the new information.

Noted stateswoman Indira Gandhi spoke of the present and the future when she said, "I suppose that leadership at one time meant muscle; but today it means getting along with people." Profiles WorkForce Compatibility™ is all about getting along with employees effectively. Call us today at (800) 406-0087.

### ***Profile Strategies***

800-406-0087

jobfitnow@tcsn.net

www.personnelinsights.com

**Leadership is based on inspiration, not domination; on cooperation, not intimidation."**

William Arthur Ward, scholar, author, pastor

### **It All Adds Up to a Humming Workplace**

1. Fewer boss-employee conflicts = better work atmosphere for all
2. Better work atmosphere = more productivity and less stress
3. More productivity = teams meshing well
4. More teamwork = goals met
5. Less work stress = more satisfied employees
6. Happy employees = higher retention rates
7. Keeping key employees = less time and money spent on recruiting and hiring
8. Lowered recruiting/hiring needs = more time and money for growth elsewhere
9. Growth + productive workplace = company stability