



PREDICTIVE SEARCH

The art & science of search

Match 3.0 and Predictive Search

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Executive Summary

One of many challenges organizations face is crossing the chasm between the recruiting professional/process and the hiring manager/organization. Integrating a sophisticated assessment battery (Match3.0) in the early stages of the recruiting process allows Predictive Search to present best fit candidates from a foundation of science combined with the craft and skill of our experienced staff. When selecting candidates to interview the decision making process is enhanced by robust assessment outcomes that then produce position specific interview guides and onboarding support.

Match 3.0 combines technology, multiple measures, and the science of job-talent match analytics to deliver deep talent insights in the following areas:

- Background Characteristics
- Preferences/Motivations
- Experiences
- Personality
- Competencies
- Cognitive Abilities

Results are presented through a powerful graphical dashboard display. Measures are integrated scientifically using match analytics to produce two overall summary match results:

- Overall Percentage ***Job Match***
- Overall Percentage ***Culture Match***

Match 3.0 is unique in that it goes beyond the job match and provides a separate measure of culture fit as well. To tailor the job and culture baselines, to accurately reflect client nuances, a facilitated interview (40 minutes) with the hiring manager and key stakeholders is held. The results are entered real-time into Match3.0 and the assessment is then ready for deployment.

The Match3.0 Assessment

The term Job matching has been used widely to describe various approaches for matching candidates to open positions. The most common job matching approaches use a form of semantic matching methodology to analyze the resume content of candidates and identify resumes that contain key words, concepts or elements that are an important job requirements. Other job matching methods identify potential candidates based on a narrow range of key background variables that are desired in a successful candidate.

Match3.0 broadens the range of measures and elements considered in job matching approaches. We utilize a comprehensive talent profile that contains predictive variables that have a meaningful impact on a candidate's willingness or ability to perform in a given job.

The Match3.0 approach consists of a combination of self-report measures and norm based assessments. The profile includes the following information:

- Background Characteristics— examples include Industry/functional experience, work experience, education, etc.
- Preferences/Motivations – examples include compensation expectations, travel preferences, desired roles and work situations, etc.
- Personality – Norm based measure of key characteristics and predispositions that are predictive of job success.
- Experiences – Norm based measure of critical experiences that are relevant for job success.
- Cognitive Abilities – Norm based assessment of mental abilities predictive of job success.

Predictive Search with Match3.0 broadens the discussion between a recruiter and hiring manager concerning job requirements into a more structured and comprehensive process focused on the same elements associated with the position specification and known performance outcomes. Match3.0 quantifies the extent that the talent profile matched the job requirement profile. The Match3.0 job matching approach consists of three steps:

1. Identical elements are used to profile job requirements and build talent profiles
2. Talent profiles are compared to job requirement profiles element by element
3. Business rules are used to determine if each comparison meets the threshold to be considered a full or partial match.

Match3.0 compares the talent profile of an individual to the job requirement profile and computes the percentage match of the individual to a specific role. Business rules are used to

compare and match each element of the talent profile with the job requirement profile. This matching analytic takes into account the relative importance of each measure for job success. More important elements have more demanding business rules to be considered a match.

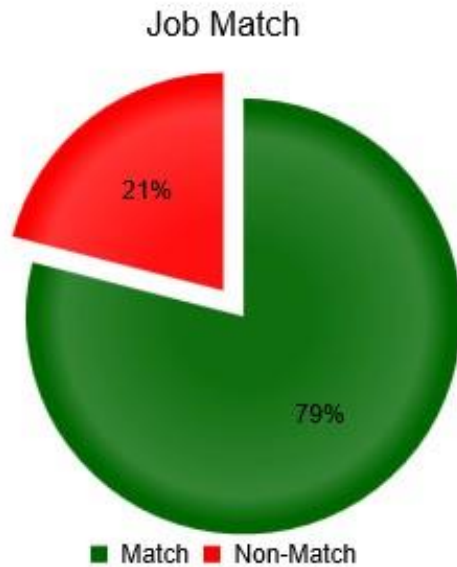
The output not only provides a value of overall “fit” or match to the position, it also provides the granularity to identify specific areas of non-match that need to be addressed to improve overall performance in the role. This information is critical for creating a development plan that would be part of the onboarding process for a successful candidate.

Match3.0 Results

The results are organized as follows:

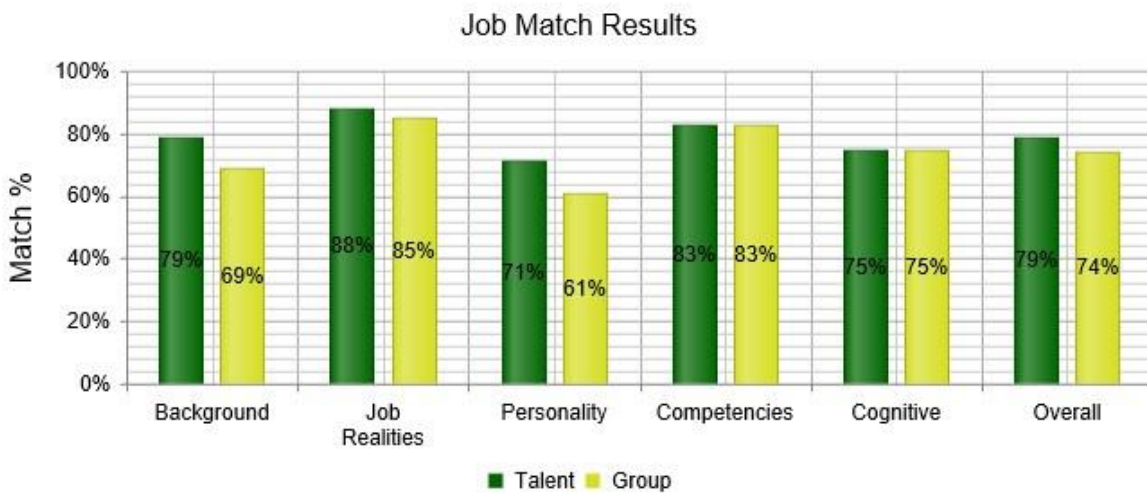
- A. Overall job match percentage – the percentage of talent profile elements that match job requirements
- B. Overall culture match percentage – the percentage of talent profile elements that match the culture profile for the position
- C. Match Summary Report – A PDF report that contains the job matching details for all profile sections
- D. Hiring Recommendation Report – A PDF report that summarizes interview performance and match results along with alerts to any key non-matching background elements.

Job Match Summary



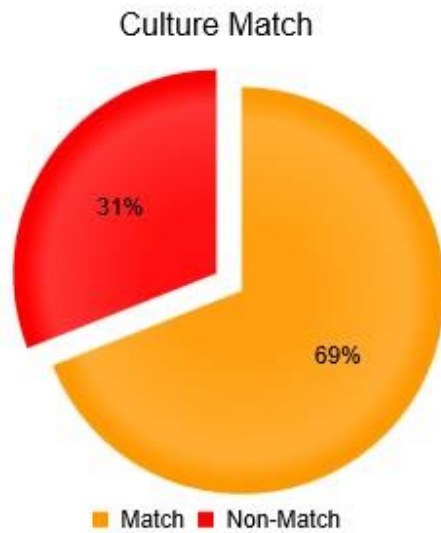
This summary provides a visual indication of the percentage of talent elements that matched the requirements for a position.

Job Match Section Results



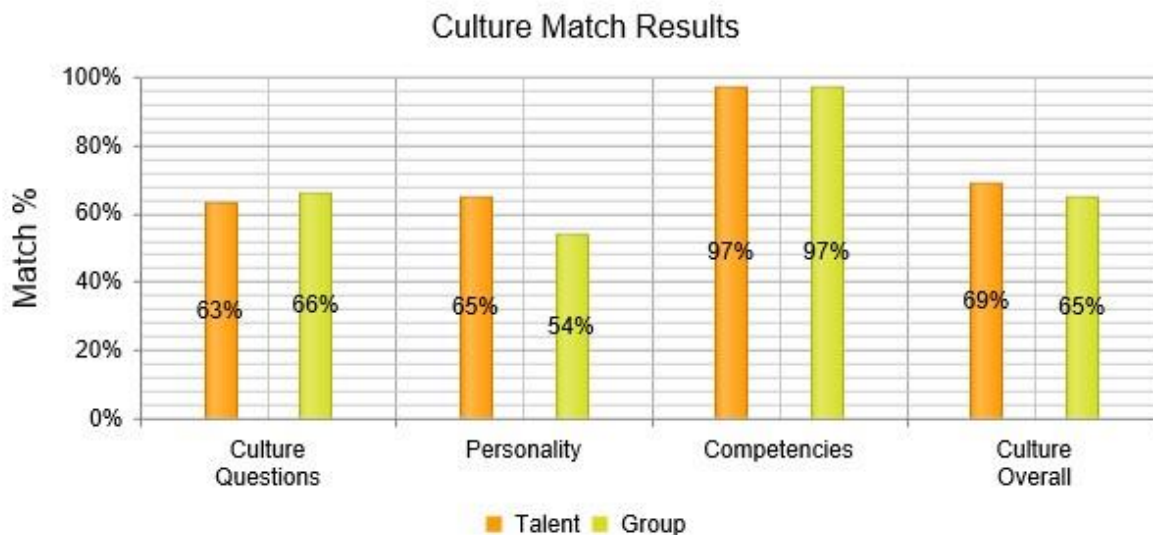
This provides a visual indication of the percentage of talent elements that matched the job requirements for each major section of the talent profile. A comparison bar is displayed for each section that shows the average percentage of match across all individuals that were selected to be matched to the position.

Culture Match Summary



This Summary provides a visual indication of the percentage of talent elements that matched the culture profile for a position.

Culture Match Section Results



This provides a visual indication of the percentage of talent elements that matched the culture profile for each major section of the culture composite. A comparison bar is displayed for each section that shows the average percentage of match across all individuals that were selected to be matched to the culture profile.

Culture Fit Results

The foundation for quantifying Culture Fit is the establishment of a culture profile. Subject matter experts, familiar with the work environment, respond to 27 behavioral descriptors to indicate the extent each descriptor is true in their culture. These responses collectively establish the relative presence of seven different aspects of culture. These types or aspects of culture include:

- Agile
- Collaborative
- Conservative
- Customer Centric
- Development Centric
- Hard Driving
- Sales Centric

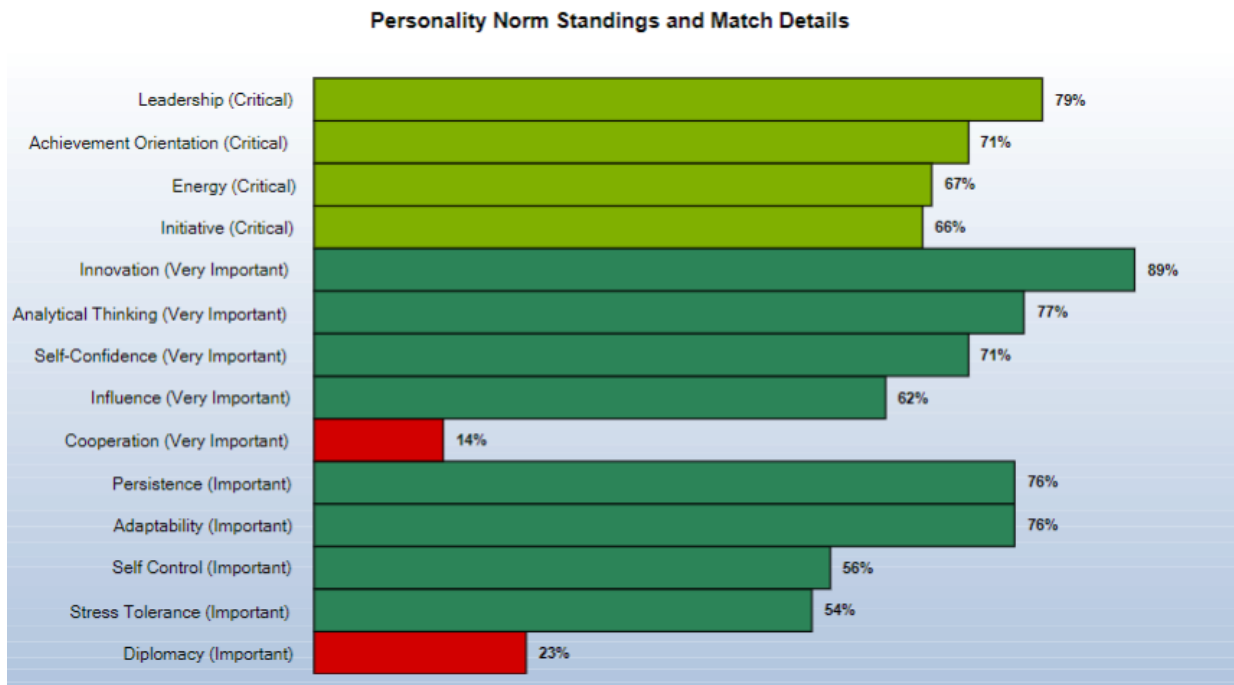
The talent indicates how desirable these different facets are in their ideal work culture.

The culture profile may also include personality and competency components. Based on the subject matter experts' responses to the 27 behavioral culture descriptors, specific personality traits and competencies are assigned to the culture profile as critical, very important, or important. These are the traits and skills that are most likely to be highly valued in the culture as defined by the subject matter experts. The *Culture Competency View* and *Culture Personality View* shows the extent that these traits and skills match the strengths of the individual. Together, the culture facet preferences, competency strengths, and behavioral predispositions of the talent will help determine how well they are likely to fit into the culture of the organization or work environment. Culture fit insights help to reduce unwanted turnover and foster employee engagement

Match Detail Views



Match detail views display the detailed matching data for each major section of both job and culture match. The displays include group, individual, and highlight results for the individual elements of each section. The user can see the degree of match for each element in the section. Here is the Personality View detail:



Personality Results

Personality data provides deeper insights into the predispositions of the individual.

- Personality Scale Low and High Score Descriptors

Scale	Low Scores	High Scores
Leadership	Tends to be a follower rather than a leader; avoids managing others or does not impose direction on others.	Asserts oneself over others, seeks opportunities to lead, direct, and inspire others.
Influence	Avoids debating issues and tends not to negotiate with people; refrains from changing the opinions of others.	Persuades others with convincing arguments; sells and influences others on one's recommendations.
Energy	Tends to work at a moderate pace; prefers not to work in a fast-paced work environment; dislikes pressure to work quickly.	Works quickly; prefers working in a fast-paced environment; enjoys juggling several tasks with constant interruptions.
Cooperation	Prefers working alone rather than in groups; not very concerned with team collaboration and morale.	Likes to work with others in completing work; supports coworkers; helps build group morale and reduce team conflict.
Diplomacy	Is direct and to the point in communicating with others; values directness over personal diplomacy and tact.	Makes sure to be polite and respectful with difficult people; makes others feel understood; respects others' opinions.
Adaptability	Prefers structure and a set routine; enjoys doing things in fixed ways; avoids ambiguity and constant change.	Seeks out and adjusts quickly to variety and change; readily adapts to ambiguous and changing situations.
Innovation	Tends to identify conventional ways of doing things; identifies a relatively modest number of new ideas.	Has a vivid imagination and a fresh perspective; combines unrelated things in unusual ways.
Analytical Thinking	Prefers concrete thinking to abstractions; likes problems to be clear-cut, where a detailed analysis is not required.	Identifies patterns and solutions that may not be obvious; uses systematic logic to solve problems.
Achievement Orientation	Tends not to be motivated by difficult goals; does not enjoy	Sets challenging goals and strives to achieve superior

	competing against standards; modest investment in career advancement.	results; invests effort in career advancement.
Initiative	Does not rush into new projects; avoids taking on new work or volunteering when not necessary.	Takes action without being asked; volunteers to take on new assignments; readily accepts new responsibilities.
Persistence	Tends to get discouraged and give up when things get difficult; tends not to go beyond normal work hours to complete things.	Makes personal sacrifices for task completion; persists despite obstacles and does not leave tasks unfinished.
Self-Control	Openly expresses emotion such as frustration or anger with others; let's co-workers know what he/she is feeling.	Maintains composure despite others anger; responds calmly and avoids emotional outbursts.
Stress Tolerance	Tends to worry and becomes stressed; takes time to rebound from set-backs or can feel crushed by disappointments.	Works effectively in stressful situations; does not take set-backs personally; quickly recovers from set-backs.
Self Confidence	Tends not to be confident on ones chances for success; tends not to be optimistic and has doubts about ones future.	Is confident about own capabilities and of the future; is optimistic about chances for success.

Additional Test Results

Assigned Test	Score
Mechanical Reasoning	73
Numerical Reasoning	52

Cognitive test results (normative percentile standing scores) are displayed as well as normative results for special personality tests and/or ability tests that may have been included as additional tests to be completed for certain positions.

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