



# See your future in your talent acquisition process

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For some organizations, hiring is an experimental process. Even with a well-structured application and interview protocol, results around talent acquisition can yield a mixed bag when judging long-term success. How can organizations improve on the traditional mix of personal interviews and resume evaluations to determine an individual's fit for a particular role? By digging deeper into a candidate's behavioral attributes as they relate to the target position, hiring managers can take these evaluations to the next level and identify employees who will stay with the organization for the long haul.

The prevailing rationale in many companies is that the new employee will be tested on the job and replaced if necessary—it's just the cost of doing business.

Unfortunately, the price paid for that kind of talent acquisition process can be a hefty one. The National Business Research Institute found that one bad hiring decision could have a financial impact of between \$25,000 and \$300,000, depending on the industry and the position of the employee.<sup>1</sup> Imagine the impact of multiple bad hiring decisions.

Those bad decisions have an associated cost. Organizations that miss-fire when hiring may do it repeatedly because established habits and patterns are hard to break. And, unfortunately, they can have a costly impact that can limit future growth potential and foster an internal culture where frequent turnover is the norm.

How can an organization ensure it hires the right people? It starts by adding an additional dimension of insight to the hiring process.

## The cure for a hiring process gone awry

### Behavioral analysis adds accuracy to talent acquisition

When you consider the talent requirements of today's rapidly changing business environment, you can see how HR professionals can feel stymied by change. Skills become outdated more quickly than ever before, as competitive pressures and evolving marketplace demands drive an immediate need for best-fit talent. The question is, how do you balance this with the needs of the future? Is it possible to hire for today and for tomorrow?

It is.

By incorporating a behavioral analysis tool into the talent acquisition process, organizations can secure talent that meets both short-term and long-term needs, while becoming agile enough to respond to change and new opportunities. Skills can be measured and enhanced, but stable behavioral traits, motivators, priorities, and core values are intrinsic to each individual and do not change over time. For that reason, these attributes are the most reliable predictors of success within an organization.

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Behavioral analysis complements skills testing by creating a clear picture of the individual, offering insight into behaviors such as leadership impact, stress tolerance, competitiveness, and change orientation that can more clearly predict future adaptability to shifting organizational needs.

The ability to measure behavioral traits is gaining importance as businesses experience a new “talent gap,” based not on a lack of technical or tactical skills, but on the talent pool’s lack of the desired behavioral attributes that help drive success in the role.<sup>2</sup>

The lack of these behavioral characteristics is often hard to discover during the interview process and may not be exhibited until an individual is fully on the job, working with clients, customers, and team members. This is why the ability to measure and analyze critical traits may very well be the key benefit of behavioral assessment tools. They lead to much-needed accuracy at the point of hire, which can have long-term positive benefits for an organization.

## Better hiring requires better tools

### **The case for putting behavioral analysis tools to work in the modern enterprise**

When the correct behavioral assessment tools are incorporated into the talent acquisition process, the impact can be wide-ranging and immediate. For example, potential employees can be evaluated based on the known qualities of existing employees who have exhibited success in a specific role within a company. Analysis points can be used for comparison, so the entire talent acquisition process becomes more analytical, repeatable, and less prone to trial-and-error decisions based on incomplete information and gut instinct.

Behavioral tools have been around for decades, but the latest generation of tools is particularly effective at leveraging predictive analytics to establish benchmarks against which potential employees can be compared to predict workplace success.

Another benefit is that HR can develop customized onboarding processes, based on an individual’s preferred method of learning and accessing information, which can lead to more rapid acclimation and more immediate and effective immersion into a company’s daily business activities. Behavioral testing can also identify disconnects and development needs so new hires can be effectively coached to achieve performance goals.

The bottom line: Through a more fully realized talent acquisition process, the right people can be put in the right seats, even if it’s not the position for which a prospect originally interviewed. Over time, a more science-based approach can help minimize incorrect hiring decisions, which leads to a deeper bench of talent working in positions they are deeply suited for.

## Multiple methods, multiple choices

### **How to select the right behavioral assessment tool for the job**

The behavioral assessment industry has grown significantly since the end of the recession, driven by a more competitive demand for the right talent and a lower tolerance for costly hiring mistakes. As organizational effectiveness consultant Suzanne Miklos said recently in the Huffington Post, “Organizations that use assessment in part to impact turnover, level of engagement and culture fit, rely on the financial value these assessments deliver in the form of a high performance workforce ... nothing is more important to a successful business than hiring the right team.”<sup>3</sup>

Demand drives growth. There are now more behavioral analysis tools to choose from than ever before. As a result, businesses should consider some specific issues when upgrading to new tools or when incorporating behavioral assessments into existing processes for the first time. There are multiple methods and approaches, including paper-based, online, proctored exams, or a combination of these. To have your “Careers” portal actively processing potential candidates day and night, an online behavioral assessment proven to be effective (regardless of industry vertical) is HR’s most valuable asset.

**Consider these questions:**

- Does your organization hire enough people in a given year to create an economy of scale? And, will the entire company embrace the tools and methodology?
- How robust does the system need to be to handle existing needs, as well as growth goals?
- If there are legacy tools in place, are they online? With the transfer of many legacy systems to the cloud, this is a particularly timely consideration. In general, online behavioral assessment tools are the fastest to implement and the simplest to use—and, they are available 24x7.
- Is your company using the right tools for the job? There is a difference between talent management tools used strictly to develop existing teams and behavioral analysis tools designed for the talent acquisition process. Organizations that deploy a single solution that delivers good hiring insight, as well as career-long employee development, get the best of both worlds.

## Competitive advantage starts early

### **How knowing an employee’s potential at the point of hire can change the trajectory of a business**

When a business already knows an employee is a good fit for the role, and knows where they could go within the organization, it can better shift its workforce in response to change. That’s the true mark of agility, and it can change the trajectory of a business. Accurate hiring practices lead to an engaged and able workforce that is correctly positioned for growth. Adding behavioral insight into the talent acquisition equation actually gives an organization insight into its own future, by showing the path to success through the core attributes of its talent. Competitive advantage starts early.

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For more information on using  
behavioral analytics in HCM processes



1. "Talent assessments are crucial to smart hiring processes," GlobalHR Research, December 29, 2014.
2. Ashoka, "Two Sides of the Same Coin: The Employment Crisis and the Education Crisis," Forbes ([www.forbes.com](http://www.forbes.com)), March 4, 2014.
3. Suzanne Miklos, Misperceptions in Using Personality Assessments for Hiring, Huffington Post ([www.huffingtonpost.com](http://www.huffingtonpost.com)), January 7, 2015.

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