

Knowing Your People to Keep Your People

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Knowing Your People to Keep Your People

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Summary

- Turnover
- Setting up new hires for failure?
- Company changes
- Four factors of Predictive Index (PI)
- Understanding employees
- Cognitive assessments

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Annual Total Separation Rates by Industry

U.S. Bureau of Labor Statistics

Industry and region	2014	2015	2016	2017	2018
Total	40.3	42.2	42.6	43.3	44.3
INDUSTRY					
Total private	44.8	46.7	47.0	47.8	48.9
Mining and logging	40.2	55.6	59.1	48.5	55.5
Construction	55.4	56.4	58.3	61.4	58.0
Manufacturing	24.1	25.6	27.2	30.6	32.6
Durable goods	22.0	24.3	25.7	27.4	28.9
Nondurable goods	27.7	27.9	29.9	36.1	38.8
Trade, transportation, and utilities	46.4	47.2	45.9	45.6	49.0
Wholesale trade	28.0	28.1	27.9	27.0	28.0
Retail trade	30.0	37.0	34.5	33.9	34.0
Transportation, warehousing, and utilities	38.0	38.1	40.2	40.7	44.0
Information	36.4	34.9	33.2	33.8	36.0
Financial activities	27.3	27.4	28.8	28.2	28.0
Finance and insurance	25.0	24.5	23.0	23.2	23.0
Real estate and rental and leasing	29.0	30.7	30.0	30.9	30.0
Professional and business services	40.8	40.1	44.7	43.0	41.0
Educational and health services	30.0	31.2	31.4	33.8	32.0
Educational services	28.0	29.3	29.0	29.0	29.0
Health care and social assistance	30.0	31.8	31.8	33.0	33.0
Lodging and food services	48.0	51.0	50.0	49.0	49.0
Arts, entertainment, and recreation	43.0	41.8	41.0	43.8	41.0
Accommodation and food services	46.4	52.2	54.1	53.0	54.0
Other services	38.0	40.6	39.0	40.2	40.0
Government	19.0	17.8	18.2	18.1	18.0
Federal	22.0	23.0	23.0	24.0	24.0
State and local	16.0	16.0	16.0	16.0	16.0
State and local education	14.8	17.2	17.8	17.0	18.0
State and local, nonpublic education	18.0	16.0	16.0	16.0	16.0

<https://www.bls.gov/news.release/jolts.t16.htm>



Annual Total Separation Rates by Industry

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Total	40.3	42.2	42.6	43.3	44.3
Total Private	44.8	46.7	47.0	47.8	48.9
Mining and logging	40.2	55.6	59.1	48.5	55.5
Construction	55.4	56.4	58.3	61.4	58.0
Manufacturing	24.1	25.6	27.2	30.6	32.6
Durable Good	22.0	24.3	25.7	27.4	28.9
Nondurable goods	27.7	27.9	29.9	36.1	38.8
Trade, Transportation, and Utilities	46.4	47.2	45.9	45.6	49.0



Table 16. Annual total separations rates by industry and region, not seasonally adjusted

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[percent]

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Total private	44.8	46.7	47.0	47.8	48.9
Mining and logging	40.2	55.6	59.1	48.5	55.5
Construction	55.4	56.4	58.3	61.4	58.0
Manufacturing	24.1	25.6	27.2	30.6	32.6
Durable goods	22.0	24.3	25.7	27.4	28.9
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Trade, transportation, and utilities	46.4	47.2	45.9	45.6	49.0
Wholesale trade	28.6	28.1	27.9	27.9	28.8
Retail trade	56.0	57.0	54.5	53.9	58.3
Transportation, warehousing, and utilities	38.0	39.1	40.2	40.7	44.2
Information	36.4	34.5	33.2	35.8	38.4
Financial activities	27.5	27.4	26.8	28.2	28.0
Finance and insurance	25.0	24.5	23.9	25.2	25.4
Real estate and rental and leasing	35.1	35.7	35.1	36.9	35.3
Professional and business services	60.6	63.1	64.7	63.5	63.3
Education and health services	30.0	31.2	31.4	32.6	32.5
Educational services	28.8	29.3	29.0	29.0	29.7
Health care and social assistance	30.2	31.6	31.8	33.2	33.0
Leisure and hospitality	69.1	73.5	75.1	74.1	76.7
Arts, entertainment, and recreation	82.0	81.8	81.0	83.8	87.4
Accommodation and food services	66.9	72.2	74.1	72.5	74.9
Other services	38.9	43.8	39.5	45.2	43.6
Government	16.0	17.8	18.3	18.1	18.7
Federal	12.1	13.9	13.3	14.3	14.7
State and local	16.5	18.3	19.0	18.7	19.2
State and local education	14.8	17.2	17.6	17.0	18.5
State and local, excluding education	18.5	19.6	20.7	20.6	20.0

Annual Total Separation Rates by Region

Region	2014	2015	2016	2017	2018
Northeast	34.6	36.1	37.3	38.2	37.0
South	43.2	45.3	44.9	46.9	48.0
Midwest	39.7	42.3	43.2	42.8	44.9
West	40.7	42.3	42.7	42.0	43.8

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Turnover Is at an All-Time High

- 19.3% in 2019
- Increased almost 1% from 2017
- Increased 3.5% since 2014

<https://www2.salary.com/turnover>

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Are We Setting Up New Hires for Failure?

- Southern Components determined that we were
- A change had to be made



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The Four Factors

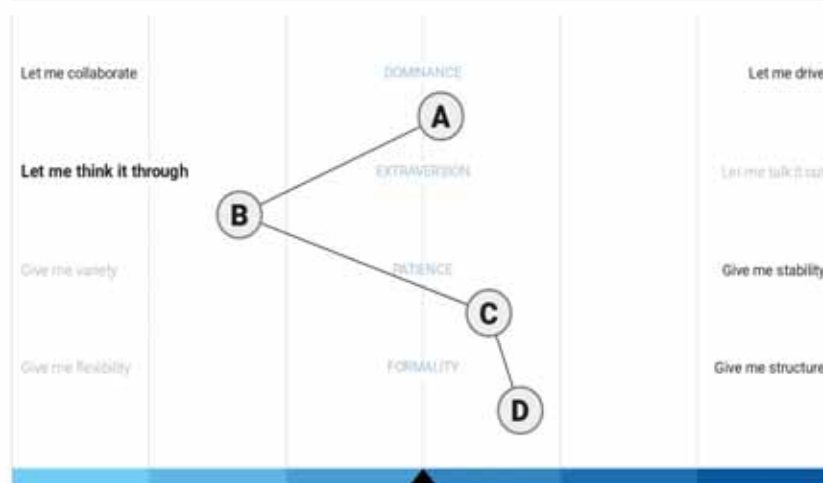
- Dominance: The drive to exert one's influence on people or events
- Extraversion: The drive for social interaction with other people
- Patience: The drive for consistency and stability
- Formality: The drive to conform to rules and structure



How to Interact with



Scholar



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Learn more about The Predictive Index at www.predictiveindex.com.





Reference Profiles

- 17 reference profiles
- Behavioral map for different types of people
- Gain insight into what their defining workplace behaviors are
- How to work with them more effectively
- What kind of traps and pitfalls they have a tendency to fall into

The 17 Reference Profiles



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	Analyzer Intense, high-achievers with a disciplined and rational personality.	
	Controller High quality, detail oriented and conservative with a preference for technical expertise.	
	Specialist Highly focused, makes decisions while respecting authority.	
	Strategist Results oriented, innovative and adaptable with a thirst for change.	
	Venturer Self-reliant and ambitious risk-taker with strong goal orientation.	
	Altruist Compassionate and cooperative with an efficient, positive work ethic.	
	Captain Problem solver who flows change and innovation while controlling the big picture.	
	Collaborator A team player, understanding, willing and patient team player.	
	Maverick Innovative, "outside the box" thinker, unattached by others.	
	Persuader Socially oriented, risk-taker, a motivating team builder.	
	Promoter Cautious, inhibited, a persuasive supporter with a tendency for authority.	
	Adapter Strategic thinker able to adapt to situations easily.	
	Craftsman Accommodating, analytical, prioritizing highly precise and accurate work.	
	Guardian Vigilant and approachable with a preference for detailed and tested work.	
	Operator Efficient, conscientious and focused, a cooperative team member.	
	Individualist Highly independent and persistent, while respecting boundaries.	
	Scholar Resource, research, imaginative and seeks a high level of technical expertise.	

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PI Southern Components, Inc.
Search
Scott Ward

Browse
Help
Import
Feedback
Send Assessments
Create a New Job

Truss Designer EMP

Folder: Truss Designer
 Southern Components, Inc. <https://www.pfeiffertruss.com/442/>

Overview
Job Report
Actions

Behavioral Target

Match Score Weight: 50%

Cognitive Target

Match Score Weight: 50%

Learn more with PI

View article

- Match Score Overview
- Facilitate the Job Target Conversation
- Reason #1 why good employees quit job



Guardian

A Guardian is unselfish and approachable with a preference for detailed, skill-based work.

NEEDS:

- Reassurance
- Time to trust others
- Freedom from changing priorities
- Freedom from risk of error

BEHAVIORS:

- Helpful
- Penalizing
- Steady
- Diligent

Average Behavioral Pattern

Signature work styles:

- Communication**
 - Reserved, formal
 - Detailed communication style
- Delegation**
 - Tight with delegation
 - Likes to hold onto his/her work
- Decision making**
 - Looks for consensus
 - Follows "the book"
- Action & risk**
 - Conservative, cautious
 - Avoids risk

Strengths:

- Thoughtful approach when communicating
- Close attention to detail
- Strong discipline and execution

Common traps:

- May be sensitive to criticism
- May avoid conflict
- May struggle in ambiguous situations

How to work well with them:

- Train them: Guardians do best with thorough, step-by-step training "to the book"
- Be supportive of Guardians; they don't like conflict
- Keep it steady because Guardians like a stable work environment.

20



Craftsman

A Craftsman is accommodating and analytical, while producing highly precise and accurate work.

NEEDS:

Understanding

Room for introspection

Stable work environment

Specific knowledge of the job

BEHAVIORS:

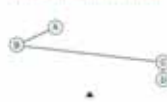
Accommodating

Analytical

Deliberate

Precise

Average Behavioral Pattern



Signature work styles:

Communication

- Reserved, quiet
- Listens thoroughly

Delegation

- Will delegate, but with careful follow up

Decision making

- Seeks direction
- Can demonstrate ingenuity when solving problems

Action & risk

- Cautious
- Careful, responsive

Strengths:

- Anticipates problems
- Thoughtful approach to communicating information
- Builds structure and has respect for the plan

Common traps:

- Sometimes overly sensitive to criticism
- May have difficulty under time pressure
- Can be uncomfortable in ambiguous situations

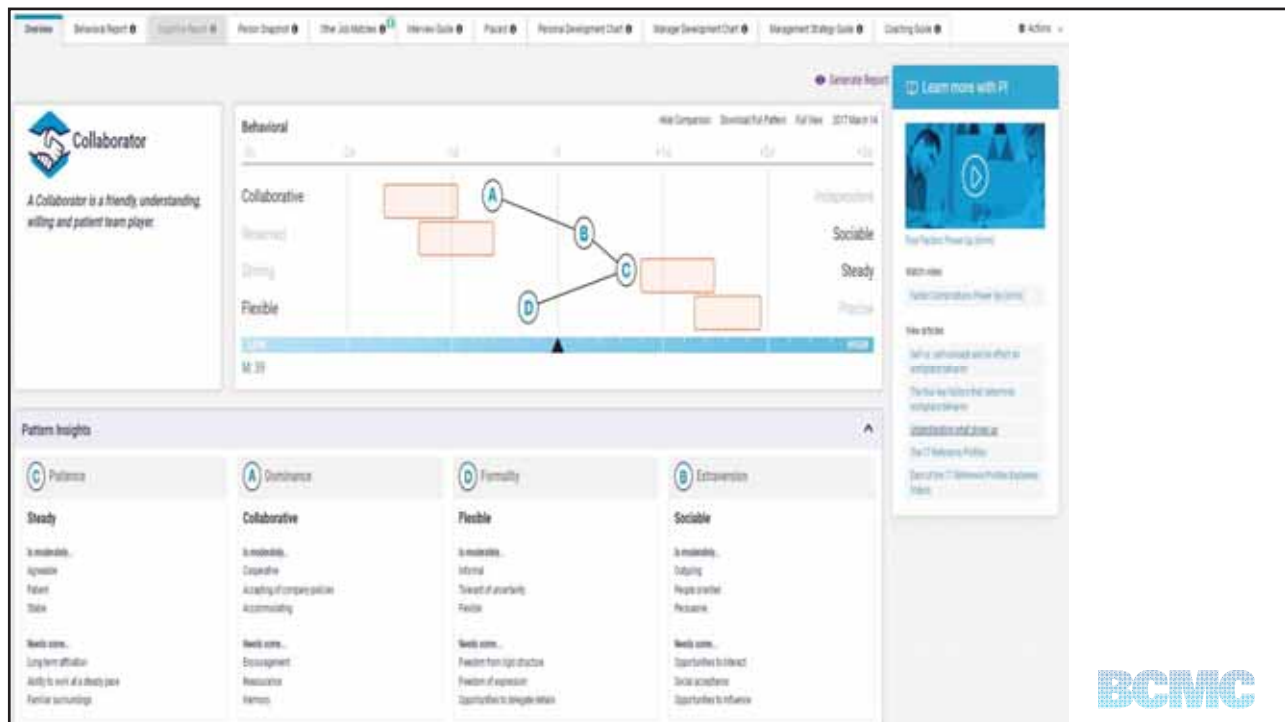
How to work well with them:

- If you have feedback, make it positive and constructive.
- Recognize them; Craftsmen enjoy being recognized for their technical work.
- Provide Craftsmen the details; they like to think about the technical aspects of the work.

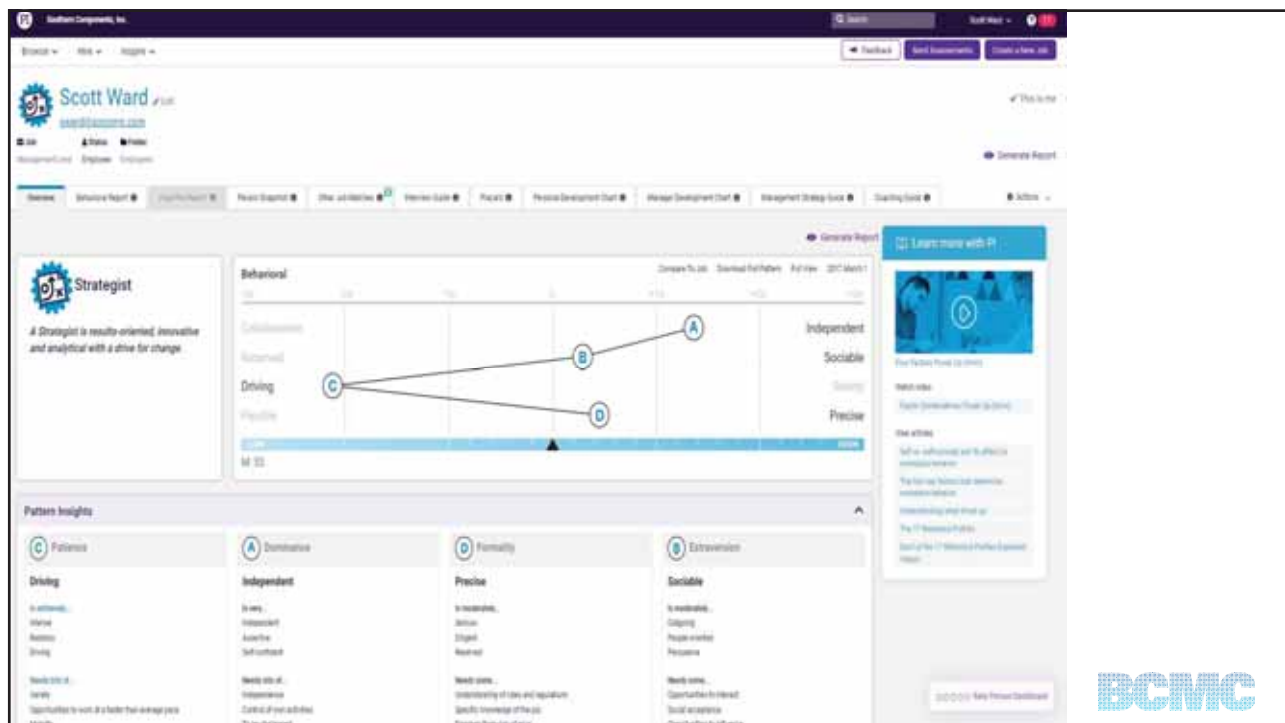
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The screenshot displays the Collaborator software interface. At the top, there is a navigation bar with various report types. The main content area shows a behavioral pattern report for a 'Collaborator'. The report includes a title 'Collaborator' with a subtitle 'A Collaborator is a friendly, understanding, willing and patient team player'. Below this, there is a 'Behavioral' section with a grid of four quadrants: Collaborative, Reserved, Steady, and Flexible. A diagram shows a path from A to B to C to D. The 'Collaborative' quadrant is highlighted. To the right, there are labels for 'Independent', 'Sociable', 'Steady', and 'Precise'. Below the main report, there is a 'Pattern Insights' section with four columns: Patience (C), Dominance (A), Formality (D), and Extroversion (B). Each column lists associated traits and needs. On the right side, there is a 'Learn more with RI' section with a video player and a list of related articles.

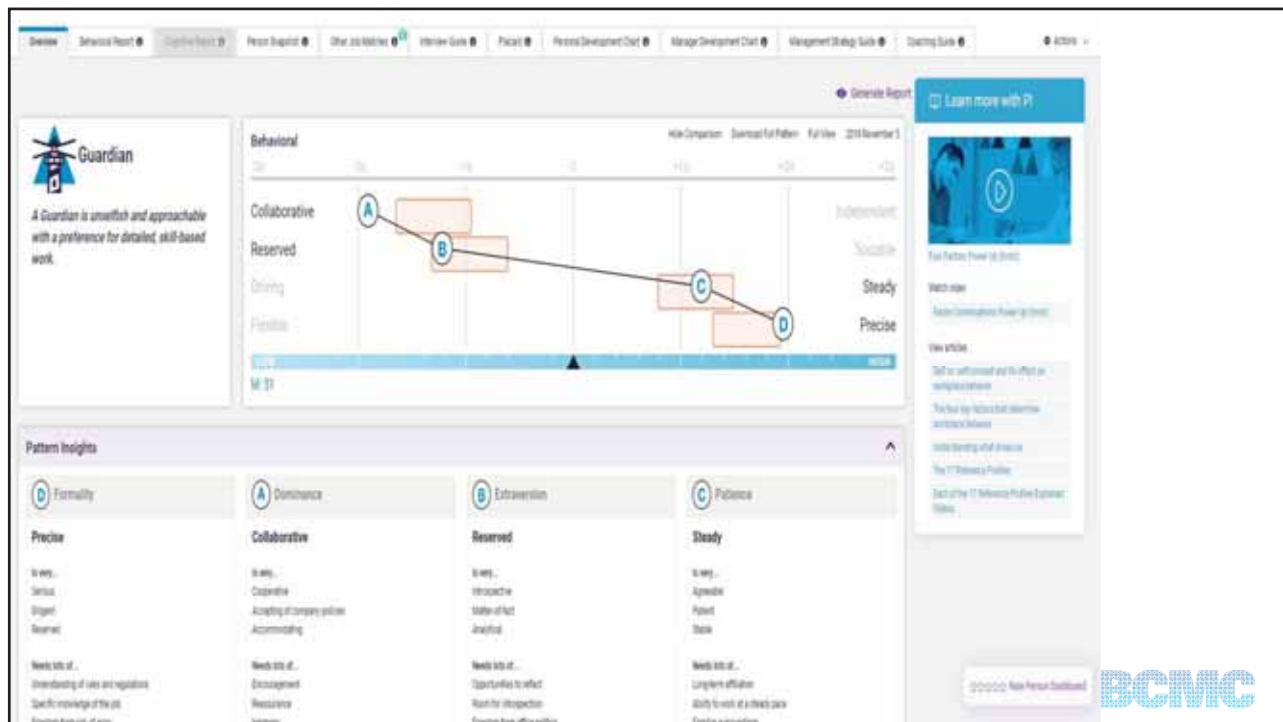
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Two “Secondary” Personality Constructs

- Decision-making: How an individual processes information and makes decisions
 - High scores: Objective, logical, influenced by facts and data
 - Low scores: Subjective, intuitive and influenced by feelings and emotions

Two “Secondary” Personality Constructs

- Response-level: An individual’s overall responsiveness to the environment, which is reflected in their energy, activity level and stamina
 - High score: Enhanced capacity to sustain activity and tolerate stress for longer periods of time
 - Low score: Less of this capacity

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Cognitive Tests

- Are you kidding me?
- Why do I have to take this?
- I’m not good at test taking!



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Cognitive Test Scores

- Low cognitive test scores result in underperforming employees
- Ends in failure



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Cognitive Assessment Basics

- 12-minute timed assessment
- 50 questions
- 3 categories
 - Verbal
 - Numeric
 - Abstract
- Scaled score
 - Number of correct responses
 - Ability to quickly learn and grasp new information

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General Cognitive Ability

- Also called “g”
- Individuals ability to learn, adapt, problem-solve, and process complex information
- Best predictor of general job performance

PERFORMANCE



- EXCELLENT
- GOOD
- AVERAGE
- POOR

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PI Cognitive Assessment
Administrator's Guide

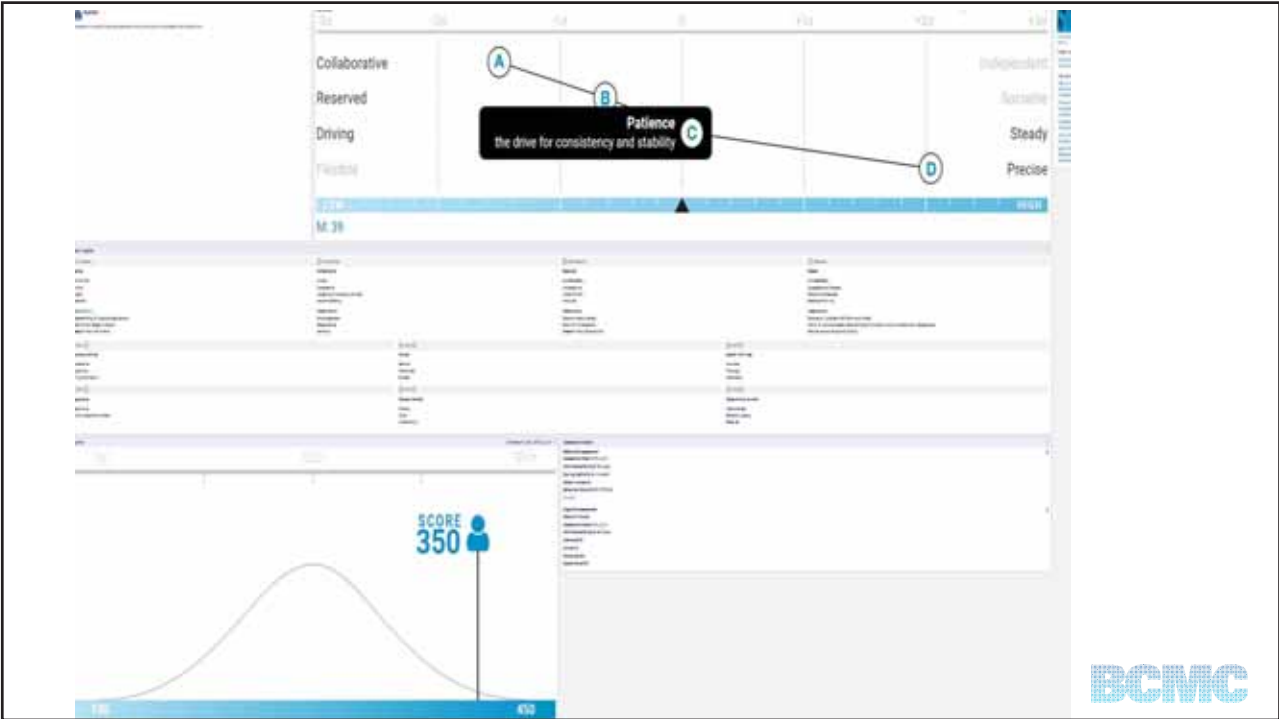
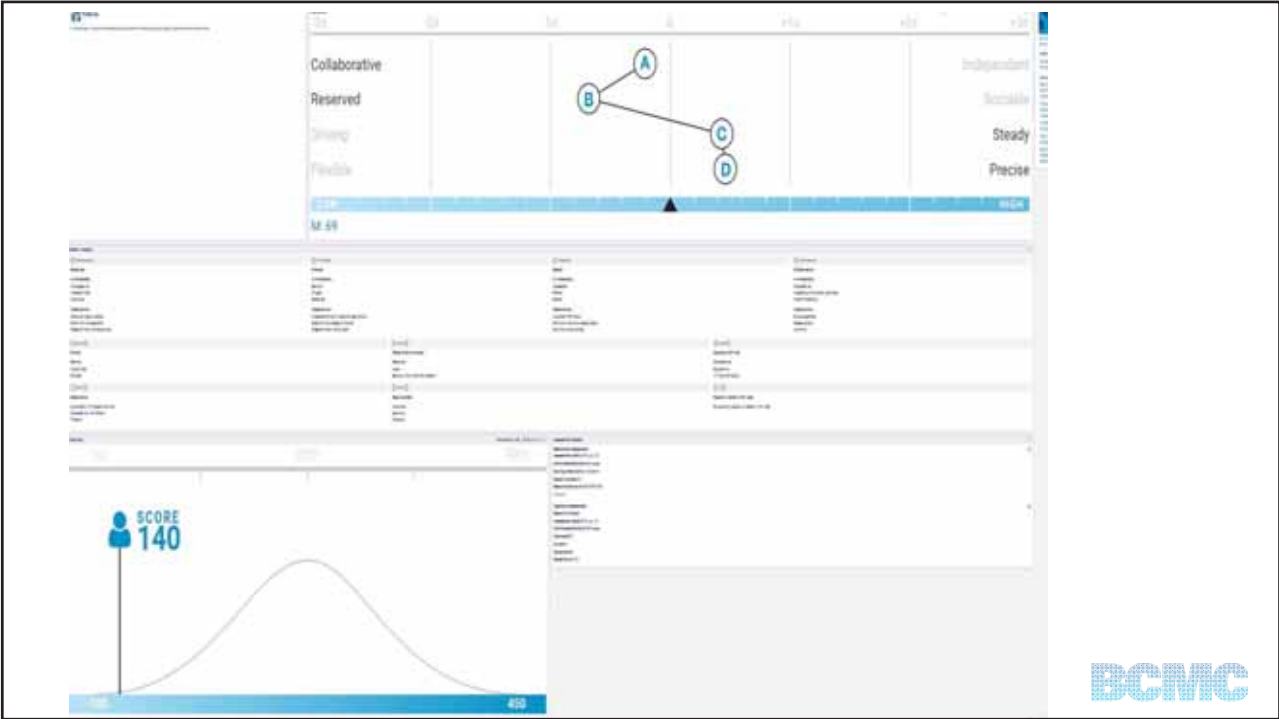
Score Interpretation Guidance

Score	Suggested Interpretive Language	Cognitive Tasks
Very far below Target	"Will likely have difficulties..."	Learning quickly and getting up to speed
Far below Target	"May have challenges..."	Making decisions Solving problems
Slightly below Target	"Should succeed at..."	Creating plans and evaluating alternative actions
At or exceeds Target	"Is expected to excel at..."	Adapting to change

Evaluating respondents who are a low match to the Target Score can be difficult, but there are ways to positively phrase these descriptions so that they are not offensive to others. For example, respondents who are not a match to the score may:

- Learn at an even and consistent pace or rely on past experience and knowledge to succeed.
- Excel when making decisions collaboratively.
- Take a slower, more methodical approach to problem-solving.
- Be better suited for well-defined, short-term decisions and actions.
- Take time to thoughtfully incorporate change into their view of the world.

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Final Thoughts

- We all need help
- Using tools to better assess applicants on their suitability and temperament for a job can dramatically increase retention and overall productivity

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Questions?

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 - Email: sward@socomp.com
- Mike Kozlowski, P.E.
 - Email: mike.kozlowski@apextechnology.com

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SBCA Resources

➤ For more resources on this topic, visit www.sbcindustry.com and search for the below titles:

- [Hiring & Assessing](#)
- [Improving Productivity by Building Teams](#)

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Learning Labs

Wednesday

- 1 pm – Partnering with a National Builder
- 2:30 pm – Best Practices for Developing a Local Workforce
- 4:00 pm – Designing for the Code

Thursday

- 12 pm – Knowing Your People to Keep Your People
- 1:30 pm – Safety
- 3 pm – Cybersecurity


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Please Fill Out Your Session Evaluation

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Notes:

How **BCMC** Contributes to Your Business Success



Best practices are shared by industry experts in every educational session.

Conversations with peers lead to ideas that transform individual businesses.

Meetings with suppliers give insight into opportunities for further innovation.

Coming together for one week every October generates ideas and energy that drive the industry forward throughout the year.

2020

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- Utilize software and machinery relationship to stabilize the manufacturing schedule – thus allowing for better planning and less variability
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- Designed to address labor shortages, complex truss designs, material handling issues, and productivity demands

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