

# Superior Employee Performance



***How to Hire, Develop, and  
Retain the RIGHT People***

Annette Estes, CPBA, CPVA

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## ***How to Hire, Develop, and Retain the RIGHT People***

**Dedicated to companies committed to excellence**

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# About the Author



**Annette Estes** is a Certified Professional Behavioral and Values Analyst, Coach, and Managing Director of The Estes Group, located in Taylors, a suburb of Greenville, South Carolina. The company is celebrating its 19<sup>th</sup> anniversary this year.

The Estes Group is an employee performance management firm, specializing in helping companies improve profitability by hiring, developing and retaining the right people.

Annette is a graduate of the University of the Ozarks, Coach U and a founding member of CoachVille and the International Association of Coaches. She is an award-winning author and columnist and a professional speaker.

In addition to coaching, her company offers professional development programs for businesses and individuals in the areas of presentation skills training, team-building, and leadership development.

For more information on The Estes Group, visit <http://www.coachannette.com>

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# Introduction

***"If you think hiring professionals is expensive, try hiring amateurs."***

**Author Unknown**

Have you ever been in a job you didn't like? Have you ever hired people who didn't perform and ended up firing them? Have you ever tried to manage people who were demotivated?

Every business expert worth his or her MBA tells us the secret to business success is hiring and retaining the right people...

*"Get the right people on the bus"*

Jim Collins

*"I am convinced that nothing we do is more important than hiring and developing people."*

Larry Bossidy

*"If you pick the right people ...you almost don't have to manage them."*

Jack Welch

*"If we weren't still hiring great people...it would be easy to fall behind and become a mediocre company."*

Bill Gates

*"Time spent on hiring is time well spent."*

Robert Half

And what may be my favorite:

*"Never try to teach a pig to sing; it wastes your time and it annoys the pig."*

Paul Dickson

Putting the wrong person in a job is not good for the company or the person.

Superior employee performance begins during the hiring process – actually, before then, as you will see.

More and more companies are realizing the value of behavioral based interviewing. But there are right and wrong ways to conduct a behavioral interview.

This book will help you not only understand the importance of matching the person to the job, it gives you a step-by-step process that shows you how to do it.

If your goal is to hire and retain superior performers, read on....

# Chapter 1



## **Behavioral Based Interviewing**

All of us have abilities, aptitudes, and attitudes that make us right for some jobs and wrong for others. You know that hiring the wrong people can be disastrous. Hiring the right ones – and keeping them – is the key to having a successful business.

Your company has procedures in place to hire, train, and retain the best employees. There are steps you could add that would complement and improve those procedures dramatically. You look at what people do – or have done in the past – to determine if you want to hire them.

The process I want to tell you about looks deeper – not just into what employees *do*, but who they *are*, what motivates them to be the best (or worst) employees for your company.

### **International Studies on Sales Performance**

Research shows that job performance depends more upon what's on the inside, not the outside, of an employee. If you have knowledge of people's behavioral styles and values, not only will that help

you hire the right people, you'll also increase the odds of retaining them by managing them according to their wants and needs.

International studies of top sales people in the US and Germany confirmed two things:

1. Top performing salespeople around the world are similar, and
2. Attitudes or values are more important than behavior in sales performance.

Separate studies were conducted by two men, each with more than 20 years of developing tools that measure performance: Frank Scheelen of the Scheelen Institute, Waldshut-Tiengen, Germany and Bill J. Bonnstetter of Target Training, International, Ltd. in Scottsdale, Arizona.

Bonnstetter says their groundbreaking research studies in the US and Europe now "confirm that top sales performance can be predicted...and that attitudes far outweigh looking good, sounding good or behavior in distinguishing top salespeople."

In both studies, only top performing salespeople responded by completing two assessments – one measuring their DISC behavioral styles and the other looking at their attitudes and values.

The top sales performers in both cases tended to be spread across three behavioral dimensions, so there was no definite behavioral factor that indicated a superior salesperson.

However, both studies revealed the superior salespeople's values. Bonnstetter says the two studies confirm that "what is on the inside of top



performing salespeople...is hands-down, a Utilitarian Attitude.”

In Germany, 71% and in the US 72% of the top sales performers were high in the Utilitarian value.

That means if you want to have a superior sales staff, make sure *your* salespeople have a high Utilitarian attitude. I explain attitudes in Chapter 10. In the meantime, a little background.

In 1928, Harvard psychologist William Moulton Marston defined the four behavioral styles (DISC) we all have in varying degrees. Around the same time, psychologist Eduard Spranger published his studies of six values or attitudes that determine how we view the world and what’s important to us.

Target Training International continued Marston and Spranger's research and produced the first computer-generated behavior and values assessments that companies use today to hire and manage the best employees. These are two of the assessments used in the international sales research.

The four behavioral styles defined by Marston are:

**D- Dominance**

**I - Influencing**

**S- Steadiness**

**C- Cautious, Compliance**

Spranger's six values are:

- **Theoretical**
- **Utilitarian**
- **Aesthetic**
- **Social**
- **Individualistic**
- **Traditional**

In the next chapters, we'll look at each of these behaviors and values in detail and show you how understanding and applying them can help you get the *right* people on the bus at your company.

