



The Science Behind Advanced Talent Analytics

Talent Analytics for Smarter Hires, More
Talents, and Better Teams

examiz[®]

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“ Talent hits a target no one else can hit. Genius hits a target no

TALENT ANALYTICS FOR NEXT-GENERATION TALENT DEVELOPMENT

People are the organization’s engine, and the right talent is like “super fuel” for your company’s growth trajectory. The consequences of hiring wrong are enormous, but hiring the right people, retaining them, and giving them space to create and innovate is profitable both financially and in company value.

Everyone wants to hire the best, but how do you find them among your candidates and team members? Advanced people analytics helps managers and HR experts make these difficult decisions.

WHY TALENT ANALYTICS AND WHY NOW?

Brian Gregg, principal at McKinsey, recently stated that “It seems like we’ve just hit the precipice of a gigantic shift, where data analytics and how we think about evaluating and managing talent are about to change, or maybe are changing right in front of us.”

You have been managers, business owners, and entrepreneurs for years. You have hired great people but have also taken risks and seen the financial and structural fallout caused by bad-fit employees and incompetent leaders. We have to change the definition of what recruitment is. There is always going to be an art to it. But the science piece is woefully lacking in a lot of organizations. Modern talent acquisition needs to be able to drive more analytical research and understand ROI and the cost of things from a people perspective.

When Steve Jobs died in October 2011, some questioned how Apple would perform without its iconic visionary leader. Others noted the incredible talent the company attracted under his leadership. Jobs himself often urged, “Go after the cream of the cream... A small team of A+ players can run circles around a giant team of B and C players.”

With Apple’s share price having steadily risen since then, it appears that he was right. Successful companies recognize that getting the right talent in the right place can make or break their overall performance.

On the other side, Kim, Han, & Park (2020) in their study explain the consequences of wrong hiring and its impact on an organization. Recruitment and Employment Confederation (REC) claims that a bad hire at a senior level could cost a business more than \$150k not accounting for. 85% of the HR decision makers admit that their organization has misjudged an individual leading to a bad hire. Hence, there is a need of strategic intervention in Human Resource Development perspective to keep an organization from falling apart (Babelova, Starecek, Koltnerova, & Caganova, 2019).

Having the right team is essential to your organization's success and mistakes can be very costly – so, we developed Examiz to add science to the talent selection and to help with cutting-edge analytics to make smart and well-informed decisions.

For most companies, even Apple and Google, attracting and retaining top talent is a constant challenge. Chief executives participating in the Conference Board's 2016 survey of global CEOs cited "failure to attract and retain top talent" as their No. 1 issue – ahead of issues related to economic growth and competitive intensity.

Ultimately, smart adjustments deliver a distinctive and tailored value proposition specific to each of the highest value-creating roles, and building on the general one that applies to all talent in the organization. This is the reason why we spent years researching, developing and optimizing our Examiz tools. These tools allow companies, consultants, HR experts, and recruiters to get all the information they need to make the right staffing choices, hire the best candidates, identify the most promising talents, and build high-performance teams.

Great teams are built by great leaders who also enable others to lead. Great leaders are the ones who have the innate skills and the enthusiasm to develop the other required skills (Kurec, 2016). The innate qualities of a great leader are honesty, thoughtfulness, responsibility, balance, commitment, self-control, loyalty, kindness and empathy. Other than the innate skills, great leaders have the rigor to develop certain required skills like delegation, crisis management, technical competency, negotiation, communication and networking. When the mix of these skills, innate and develop, a great leader at any cost will not let a company down wether with the poor performance of his team or during the time of the crisis.

The opposite is true as well, bad leaders can enable bad teams Businesses that continually underperform often suffer from a toxic culture with narcissistic,, arrogant, or unproductive leaders at the helm (Ahmetolgu, Nefyodova,

Charnorro Premuzic, & Codreanu, 2020). Difficult managers or toxic team member make your talents looking for other job opportunities and let the whole team underperform.

These issues cause substantial financial burdens for the organization, lower morale in the workplace, and can significantly lower performance and work engagement. High levels of stress in the workplace from bullying or harassment leads to serious health problems and extra expenses in health care and social needs for those individuals. Incompetent leaders create anxiety and spread toxicity in the workplace, putting the organization at risk of compliance issues and lawsuits from disgruntled employees (Housman & Minor, 2015).

Examiz has developed a set of data-driven Talent Analytics tools that eliminate the guesswork in detecting outstanding performers, as well as toxic behaviors. Our tools examine a person's character, personality traits, and behavior patterns in relation to job requirements, business culture, and team performance in a totally new and unique way. It uses peer intelligence to deliver deep and unbiased insights into the personality profile of talents and candidates, while also predicting future performance and patterns of unwanted behavior.

WHY YOU WANT TO READ THIS

**The goal of Examiz is simple:
To revolutionize talent analytics; no
more, no less.**

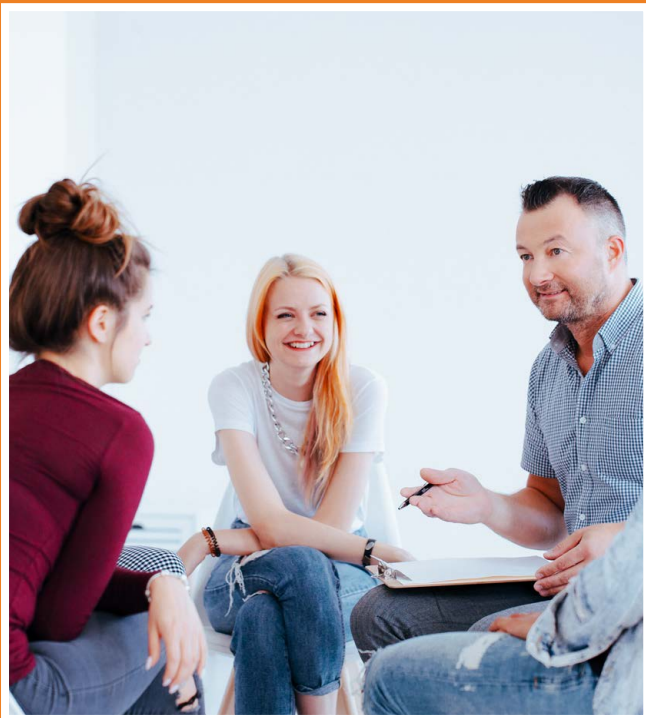
We'll show you why so many organizations and partners choose Examiz to make the toughest decisions, to hire and promote the best people, to form high-performance teams, and to identify legal and compliance risks early. We will explain the underlying science and research behind why Examiz is so powerful in decoding personalities and behavior patterns with deep insights on how teams work and what motivates individual members, as well as why talents consider leaving an organization and if there's a legal risk.

The Challenges in Talent Acquisition & Development

MATCHING TALENT TO VALUE

The roles that create the most value in your organization may not be at the top. Getting the right people in these critical seats can turbocharge performance. One of the most significant challenges in organizations is a chronic mismatch between talent skills and job needs. Leigh Branham, Founder/CEO of Keeping the People, points out that every CEO should know that getting the right people on the bus and into the right seats is a prerequisite for success, yet 60% of U.S. employers don't use their best talents

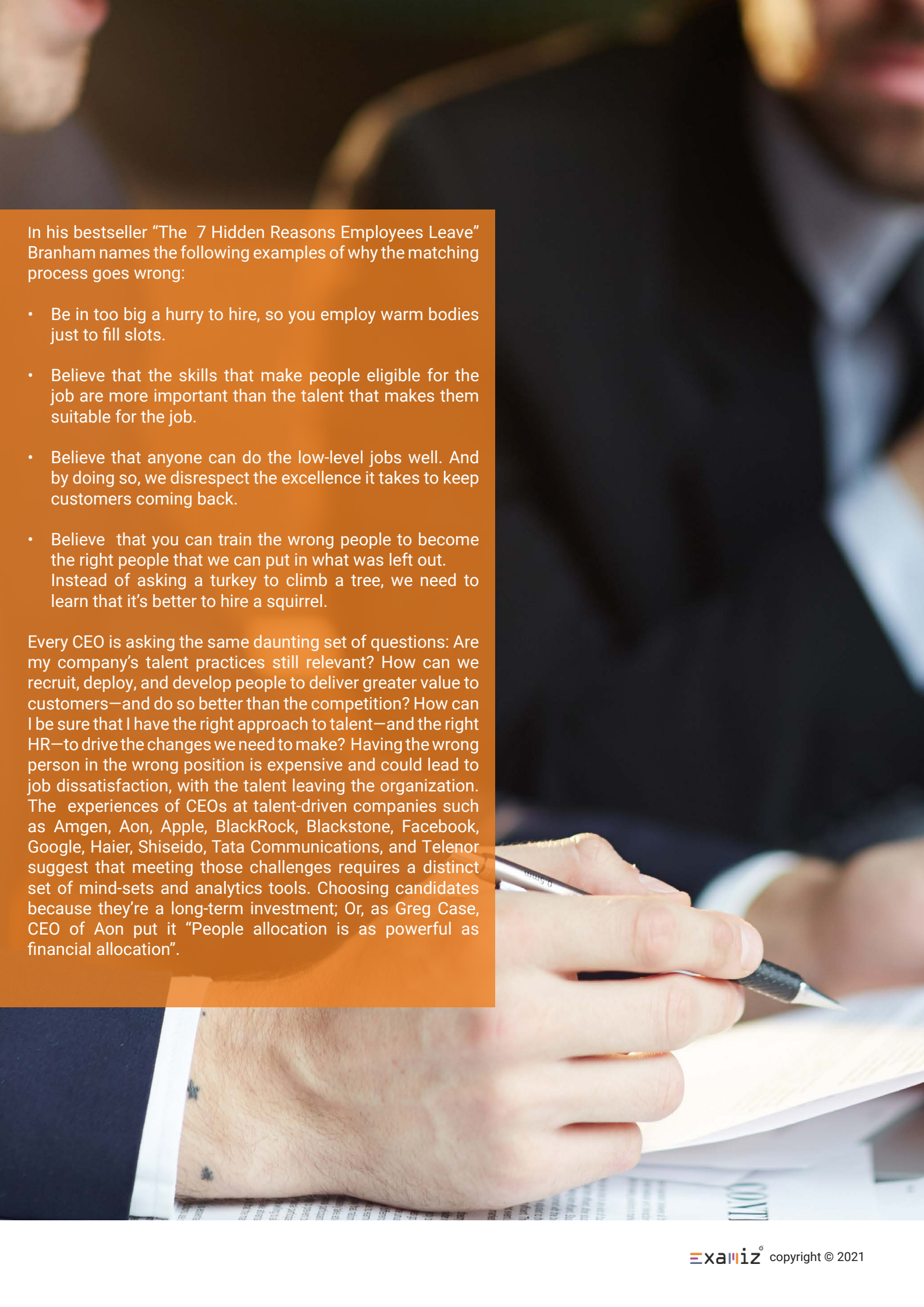
¹Branham, L. (2015). The 7 Hidden Reasons Employees Leave: How to Recognize the Subtle Signs and Act Before It's Too Late. New York, United



78% of top executives are worried about 'unpredictable' turnover rates, and more than 65% are concerned about retention in key roles like upper and executive management.



Approx. 190 million businesses in the world, so we're looking at about 114 million companies that are not using their talents effectively and profitably.

A close-up photograph of a person's hand holding a pen and writing in a notebook. The person is wearing a dark suit jacket and a white shirt. The background is blurred, showing other people in a professional setting. The text is overlaid on an orange semi-transparent box on the left side of the image.

In his bestseller “The 7 Hidden Reasons Employees Leave” Branham names the following examples of why the matching process goes wrong:

- Be in too big a hurry to hire, so you employ warm bodies just to fill slots.
- Believe that the skills that make people eligible for the job are more important than the talent that makes them suitable for the job.
- Believe that anyone can do the low-level jobs well. And by doing so, we disrespect the excellence it takes to keep customers coming back.
- Believe that you can train the wrong people to become the right people that we can put in what was left out. Instead of asking a turkey to climb a tree, we need to learn that it's better to hire a squirrel.

Every CEO is asking the same daunting set of questions: Are my company's talent practices still relevant? How can we recruit, deploy, and develop people to deliver greater value to customers—and do so better than the competition? How can I be sure that I have the right approach to talent—and the right HR—to drive the changes we need to make? Having the wrong person in the wrong position is expensive and could lead to job dissatisfaction, with the talent leaving the organization. The experiences of CEOs at talent-driven companies such as Amgen, Aon, Apple, BlackRock, Blackstone, Facebook, Google, Haier, Shiseido, Tata Communications, and Telenor suggest that meeting those challenges requires a distinct set of mind-sets and analytics tools. Choosing candidates because they're a long-term investment; Or, as Greg Case, CEO of Aon put it “People allocation is as powerful as financial allocation”.

In their book

Talent Wins: The New Playbook for Putting People First

(Barton, Carey, and Charan, 2018)

the authors tell the example of Sandy Ogg, a former operating partner at Blackstone, who often worked with the leadership of the private-equity giant's portfolio companies. One of the company's value agenda was to increase earnings from \$600 million in earnings before interest, taxes, depreciation, and amortization (EBITDA) to \$1 billion, while shifting the multiple from eight to ten. Using an approach that he had developed while working with other companies in the portfolio, Ogg identified the pivotal roles in the 12,000-person organization. He narrowed it down to 37 key roles, one of which could single-handedly generate \$60 million in EBITDA.

In almost every organization, success depends on a small core of people who deliver outside value. The success of the talent-first CEO largely depends on how he or she leverages this critical 2 percent of people².

However, the 2 percent is clearly not limited to the group of employees with the most impressive titles in the company. Instead, this high-impact group can include key designers, scientists, salespeople, up-and-coming leaders, influencers, integrators, and support staff tucked away in unglamorous corners of the company. Therefore, talent-centric HR experts and CEOs need to learn how to utilize the science behind advanced people analytics that will help to make decisions about matching the best people with the right job.

²McKinsey "An agenda for the talent-first CEO" Retrieved from <https://www.mckinsey>.

Studies report it can cost a company up to 200% of a person's annual salary to replace them, and U.S. employers are spending almost \$3 million per day on finding replacements.

The cost of recruits is one of the most prominent challenges organizations face in today's economy. Hiring a new team member is expensive, time-consuming, and risky without the right tools. What is often overseen is that hiring is also an investment choice - often even a multimillion-dollar decision. Consider the salary and benefits of the new employee over a decade, the revenue he or she will help generate (exceeding their salary), and the impact they will have on individual and team performance.



A statistic from craft.co shows³ that motivated employees are the primary source of higher revenue and company success. On average, each employee produces between \$321,000 (industry) and \$889,000 (health care) of annual revenue. In the energy sector, it's up to \$1.78 million per year. Therefore, talent selection is your most important and impactful business and investment decision.



TALENT RETENTION & EMPLOYEE PERFORMANCE

Staff turnover is also an ongoing and expensive challenge for businesses, but why a person leaves a job varies. It is empathy more than money that the employees look for. It is found that 92% of employees would stay with their jobs if their manager showed more empathy (2019 State of workplace empathy, 2019). Also, in a study by Russell (2018) it is reported that 43% of employees look for a new job because they do not like their current company's culture. A healthy leaning culture in a company can increase the retention rate from 30% to 50%.

Employees want leaders who inspire them to work to their highest potential. Incompetent or arrogant leaders can and often do suffocate this asset's abilities, so our tools help you detect and manage those toxic behaviors while identifying who is responsible for the problems on a low-performing or high-turnover team.

Thus, the qualities like empathy and company's culture should be regularly analyzed and this will keep a check on the employees' as well as on the company's performance. This is the reason why we developed our analysis tool Examiz TEAMS that allows you to assess

³Craft.co (n.d). S&P 500- Revenue Per Employee perspective <https://craft.co/reports/s-p-500-revenue-per-employee-perspective>.



your organization, identifies what makes a high-performance team in your specific environment and what are the reasons for underperformance. TEAMS also reveal why talents leave or consider leaving your organization and if you have risks in the area of compliance.

Toxic people defy logic. Some are blissfully unaware of the negative impact that they have on those around them, and others seem to derive satisfaction from creating chaos and pushing other people's buttons.

- Travis Bradberry

Avoiding a costly hiring mistake is at the top of every HR expert's priority list. Consider the cost of hiring the wrong person. According to Pearson & Porath (2009) book, "The Cost of Bad Behavior" incivility in the workplace can significantly damage the company's bottom line. Incivility is described in both passive and aggressive behaviors, like taking credit for someone else's work or spreading rumors about a colleague. They highlighted that it would cost Cisco Systems up to \$12 million a year, if 1% of employees experience any form of incivility in the workplace.

According to Hoel, Sparks, & Cooper (2001), 30% of the workforce in developed countries experience high levels of work-related stress because of sub-par leadership, internal team conflicts, and bullying. Increased stress levels lead to physical and mental health problems, increased absenteeism, reduced productivity, and high turnover rates that hike up business expenses and losses.

As stated before, bullying and harassment are not just bad for morale. They kill team performance and cause talents to consider other career opportunities.

Further, leaders with these negative traits are substantial legal risks that could cost the organization sizable amounts of legal fees, settlement payments, and compensations. Identifying these behaviors

early in the talent selection process can save the company's time, energy, and money.

Researchers from the University of Manchester Institute of Science and Technology reported in "The Cost of Violence/Stress at Work" (Hoel, Sparks, & Cooper, 2001) that stress and violence account for 1 to 3.5% of the national gross domestic product (GDP).

If the GDP is \$10 trillion that means \$100 billion to \$350 billion goes into medical and other benefits, as well as welfare costs to cover early retirements and the need to leave the workforce for ill health.

Many of the organization's losses can also be intangible, such as losing the public's respect and the loss of a star employee who likely went to work for the competition. Harvard Business Review recently pointed out that consumers are taking more into account when determining which brands should earn their business; company reputation has become as much a leading factor as price and quality. This includes the politics and policies it supports, how involved leaders are in spurring cultural change, and how it cares for and protects its workforce (Groysberg, Lee, & Cheng, 2018).

A single sexual harassment claim can tank your brand's public image (Carufel, 2018). Failing to ensure an equitable, diverse, and safe workplace for employees could land the organization in a costly reputational crisis.

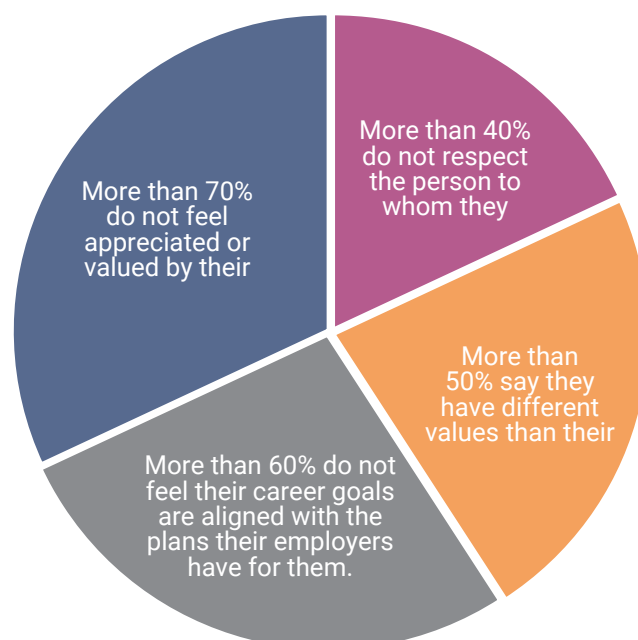
LOW EMPLOYEE ENGAGEMENT

A Gallup study showed that a disengaged employee costs a company 34% of that employee's salary or \$3,400 out of every \$10,000 they make.¹²

"Your talent determines what you can do. Your motivation determines how much you are willing to do. Your attitude determines how well you do it."

- Lou Holtz

An article at Forbes.com⁴ discussed how company culture and leadership impact employee performance and retention. The interviews with employees revealed that:



⁴<https://www.forbes.com/sites/mikemyatt/2012/12/13/10-reasons->

A disengaged employee is more likely to spread the misery to other team members, especially if it goes unchecked. Human resource managers need to be able to identify these unhappy individuals and work with them to determine how they can solve the problem before they damage the team's spirit or consider collecting evidence to support a legal claim.

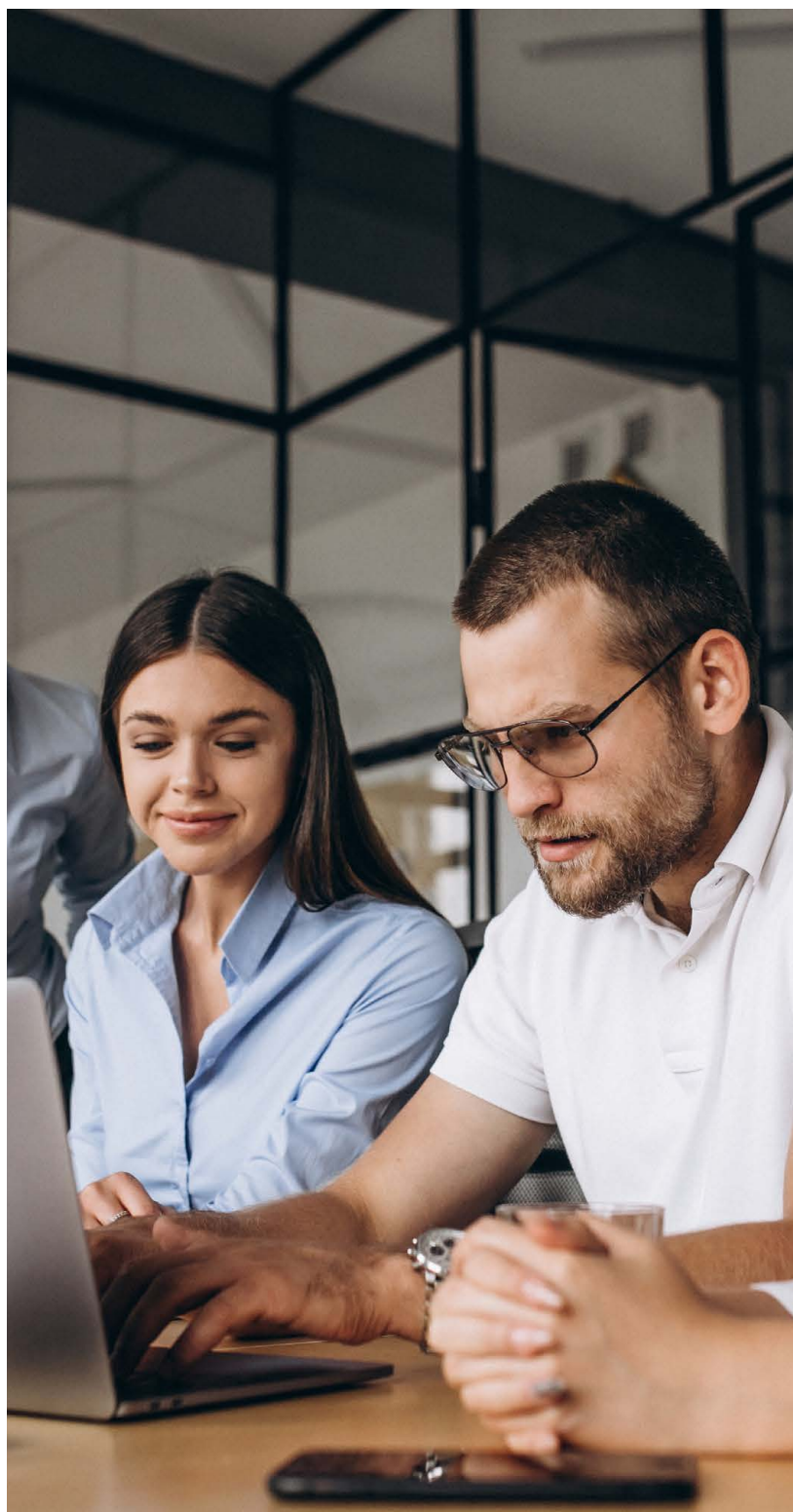
All businesses are looking to hire talents and leaders who are engaged and inspire people to be the best version of themselves. An engaged employee is excited and passionate about their work; they're dedicated to their role and bursting with energy to do well in their position.

Witters & Agrawal (2020) point out in their study "Well-Being Enhances Benefits of Employee Engagement", that engaged employees are about 60% less likely to go looking for another job. Identifying disengaged employees and leveraging the rock stars' natural ability to inject positivity and inspire people to work harder is a crucial component in improving retention rates.



FOR ABOUT **60%** LESS LIKELY TO GO
LOOKING FOR ANOTHER JOB

One bad apple, the saying goes, can ruin the bunch. So, too, with employees, found a recent research by Dimmock and Gerken (2018). The research on the contagiousness of employee fraud tells us that even your most honest employees become more likely to commit misconduct if they work alongside a dishonest individual. And while it would be nice to think that the honest employees would prompt the dishonest employees to better choices, that's rarely the case. They found that financial advisors are 37% more likely to commit misconduct if they encounter a new co-worker with a history of misconduct. This result implies that misconduct has a social multiplier of 1.59 – meaning that, on average, each case of misconduct results in an additional 0.59 cases of misconduct through peer effects (Dimmock, Gerken, & Graham, 2017).



BARRIERS TO GOOD TALENT SELECTION

Many issues can lead to a bad hire, the chief of which is in the talent selection process.

Talent selection should not be a complicated process, but it's one of the biggest hurdles facing HR experts, recruiters, and hiring managers. Current methods and tools are mostly unobjective, relying on outdated research and heavily biased reporting. Using the wrong tools slows down the selection process, increases the cost of recruiting, and confuses candidates or other team members. Most notably, other tools do not give you reliable data to make a smart selection decision, identify true talents, and avoid bad hires.

Biased reports and statistics look polished, detailed, and suggest a "perfect fit." However, HR experts should only use tools that base on solid science and that offer an unbiased method to reflect the genuine personality and behavior of a candidate, along with predictions about future performance.

As Rogers, Kuiper, & Kirker (1977) pointed out in their study "Self-Reference and the Encoding of Personal Information": results based on self-reports are particularly tricky because they focus on one's self-image – generally of a kind that is resistant to change and depicts data open to objective investigation by others. Self-assessments are often open to manipulation, allowing a person to anticipate the best answer to help them get the job. They will answer questions about themselves based on the job, and then their responses are tweaked in favor of the goal. Even under laboratory conditions, personality self-assessments differ up to 54% from external views (Schulz, Rebekka, 1993).



Even under laboratory conditions, personality self-assessments differ up to **54%...**

FINDING THE RIGHT TOOL

The proper analytics tools must have excellent scientific and statistical indicators for their reliability. For instance, when comparing tools, asking for the Cronbach's Alpha value of the respective psychometric test should be mandatory, because it is a world-wide used standard that measures the reliability of assessment tools and the internal consistency of those tests. A good Cronbach-Alpha for any psychological test is 0.7, indicating that the questionnaire is reliable (Cortina, 1993).

Too often, talent selection processes are set up like a machine that's trained to evaluate other machines. But people aren't machines, so assessment tools need to be designed to learn from humans. They should be linked to real-world KPIs to validate if the suggested talents will perform, and they must be EEOC and GDPR compliant. Examiz is all of these. Also, beware of declared "proprietary" methods that don't answer your questions about the underlying science.



WHY 'UNBIASED' MATTERS SO MUCH AND IS SO HARD TO ACHIEVE

In Donald Rumsfeld's "Leadership Lessons in Business, Politics, War, and Life," he notes that "A's hire A's, B's hire C's," with A's being the Rock Star employees and leaders who are both high performers and high potentials. Not everyone is a Rock Star; however, A's tend to hire other A's, while average managers tend to prefer below-average candidates because they feel less challenged by them. Companies with too many "B" and "C" managers don't employ enough "A's" and are even scared of "A's," who often come with unique personalities. However, you need "A's" to lead your company into high productivity and growth. Examiz will help you to identify high-performers and high-potentials among your candidates or staff – independently of personal opinions, bias, or prejudice.



Interviews are notoriously unreliable methods for determining if a candidate is a good fit. People tend to search for a copy of themselves in candidates, and when they "fall in love", there is no longer any objectivity in the interviewer's voting. There are many ways to train and be coached to ace an interview, to have a perfect answer to all kinds of tricky questions, and even guidelines on how one can fake or game an assessment to "pass" a personality test (Fortin, 2017).

**Usually, we are saying
only part of the truth.**

- Lou Holtz

Examiz was designed to provide a reliable and data-driven assessment of how well a candidate will fit the job and the new team. Our suite of tools removes the natural bias in traditional selection criteria that relies on paper, opinion-based reference feedback, and gut-feeling decisions.

Whether the organization needs to find new talent, promote from within, improve retention, or assess how the teams are performing, Examiz offers infinite possibilities with real intelligence.

Gino, professor at Harvard Business School (Kight, 2017) suggests that biases has a critical and detrimental effect on our judgment which and this should be removed if we want to make good decisions instead of choices which will have a negative effect on the performance of the team and the company. Thus, Examiz has been uniquely designed to withstands all attempts to fake or "game" the tools.

PREDICTING FUTURE PERFORMANCE

HR experts, managers, and executives sometimes struggle with identifying top performers in their organization. Every business needs to be able to find those star employees and those with the potential to become future cornerstones of their organization. They are the enablers and problem-solvers, injecting positivity and creativity into the workforce to help everyone succeed. Forbes (Thomas Retuers) recently revealed some very specific qualities of top performers out of which a few are being reliable, result driven, team-oriented, accountable, good listener, detail oriented and persistent. Examiz helps you find the right fit for well-established and new teams by figuring out how that talent is likely to perform in the future. You'll know if this candidate will adapt quickly and connect with the whole team to lessen the chance of conflict and increase team performance (Veldstra, 2014).

A new hire who feels comfortable and welcome on a team will increase both individual and group performance, as well as retention rates. Examiz allows you to augment your team with complementary personality traits, making them higher performers, more collaborative, and resilient through difficult times and projects (Burke, Stagl, Salas, Pierce, & Dana, 2006).



I'd rather have a lot of talent and a little experience than a lot of experience and a little talent.

- John Wooden

By using cutting-edge organizational psychology and behavioral science, combined with smart algorithms and pattern recognition, we've developed a straightforward people analytics tool that comes wrapped in a seamless and intuitive user experience with fast-track automation options. Examiz identifies the specific needs of employees so managers can adopt practices to improve satisfaction, engagement, and productivity. This regular analysis of employee data sharpens a company's competitive edge and makes them a contender for recruiting and retaining top talent (Davenport, Harris, & Shapiro, 2010)

THE 10 BEHAVIORS OF

What makes a good manager? Google set out to discover these traits with Project Oxygen (starting in 2008), and they've shared their insight with the world. From re:Work, here are the behaviors Google looks for in their managers:

1. Excellent coaching skills
2. Doesn't micromanage, and they empower employees
3. Creates an inclusive team environment, showing concern for success and well-being
4. Is productive and results-oriented
5. Is a good communicator – listens and shares information
6. Supports career development and discusses performance
7. Has a clear vision/strategy for the team
8. Has key technical skills to help advise the team
9. Collaborates across Google

What Matters Most in Leadership?

Talent is the multiplier. The more energy and attention you invest in it, the greater the yield. The time you spend with your best is, quite simply, your most productive time."

- Marcus Buckingham

Every successful organization needs great leaders. Even if you're hiring someone to fill an entry-level position that person may have what it takes to do something extraordinary for the organization (Marks, Zaccaro, & Mathieu, 2000). They may end up finding new ways of initiating a sustainability program for your business, for instance, or become a forceful enabler for new services or programs. Successful leaders are appreciative of the team they work with and also make the best utilization of resources that they have in hand. They are very conscious of their shadow which they cast on other employees, as it will model the behavior and attitude in the whole team.

Great talents aren't hard to find and retain when you have the right tools. These are highly efficient, results-driven, goal-setting motivators; they're counselors who solve complex problems and mediate for team members who aren't on the same page (Andriopoulos & Dawson, 2009).

HOW EXAMIZ

FILLING GAPS IN TALENT MANAGEMENT

Examiz is designed to reveal the traits and skills of job applicants and existing talent within an organization. It provides an objective comparison of candidates, saves time and effort, assesses risks, and provides recruiters and managers access to a robust talent database.

Examiz has pattern-detection algorithms that interconnect related traits and skills indicative of the behavior patterns found in high-performers, leaders, and enablers. It identifies skills and attributes that are common in toxic leadership, bullying, or unloyalty.

Examiz combines Yukl's behavioral multi-linkage models (Yukl, 1981) and the PESI peer-estimated social intelligence concepts (Frankovsky & Birknerova, Measuring Social Intelligence- The MESI Methodology, 2014) to define and detect complex behavior patterns (Yucedag, 2018) that are needed to select the best talents, as well as manage teams and organizations (Frankovsky, Stefko, & Baumgartner, 2006).

Our next-generation, self-calibrating algorithms analyze the data to identify the most common character traits of your best talent and help predict future performance for individuals looking to work with the team.



THE BASICS

Recruiters or HR managers choose from up to 40 essential qualities and traits that would fit the job role and culture. By assigning a level of importance or a “best-fit score” to each attribute, companies can define the personality profile of the job and future team.

Each personality attribute is translated into psychological decision simulation, that we call “Decision Challenges”. Our algorithms later re-correlate the results of the multi-peer assessments back to the attributes and job requirements.

In this process, Examiz analyzes a combination of past performance along of up to 83 competencies such as adaptability, goal orientation, communication, social skills, or inner drive as well as individual and team performance to help predict future performance, along with any positive or negative behavior traits.

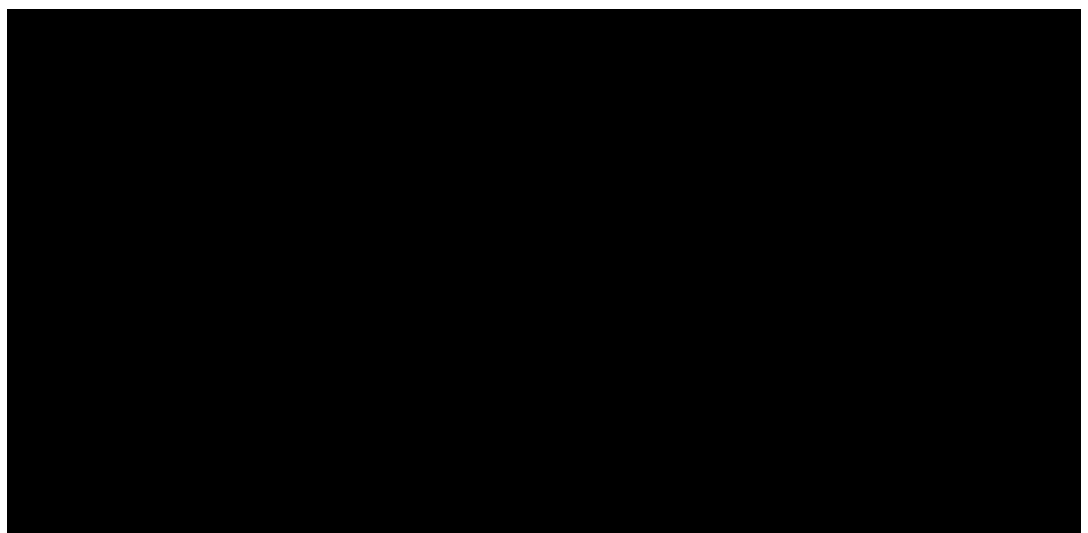
Examiz’s test methods are founded on the Competency Framework of the United Nations (United Nations, Office of Human Resources Management, 2010) and BIP-6F, which is a German-born test and assessment method.

The UN Competency Framework is an inventory of well-defined behaviours, skills and knowledge that lead to excellence on the job. It sets standards for professional performance at every level and describes values and guiding principles, managerial and leadership priorities, as well as functional requirements of a modern organization. The framework defines clear behavioral indicators that define a set of personality attributes and traits.

The BIP-6F is used by people in a professional environment to capture the external image of a person in the areas of Commitment, Diligence, Determination, Stability, Collaboration, and Social Intelligence. The underlying testing method is proven to be powerful in terms of objectivity, reliability, and validity (Frieg, Pohlmann, & Hossiep, 2014).

Examiz extends BIP-6F by introducing scenario-based decision challenges, behavior simulations, and strong correlation matrixes to eliminate any unconscious bias, making the test resistant to manipulation and allowing for better survey questions and more substantial pattern recognition (Miguel, Olea, & Abad, 2016; Greenwald, McGhee, & Schwartz, 1998).

Furthermore, we use the MESI methodology (Frankovsky & Birknerova, Measuring Social Intelligence, The MESI Methodology, 2014) in the scenario design, which enables Examiz to address one’s tendency to inflate their social intelligence, skills, and competency.



THE POWER OF STORYTELLING

Examiz uses storytelling techniques in assessment tools. With the increasing sophistication and capabilities of modern technology, devices are becoming more accessible and user-friendly. Despite all the excitement, however, the human brain has been on a slower evolutionary trajectory than the technology.

Our minds still respond to content by looking for the story to make sense out of an experience. The search for meaning always starts in the brain. The transmedia producer may get the credit line, but the success of the effort rests on the resonance, authenticity, and richness created by the storyteller.

“The best way to detoxify is to stop putting toxic things into the body and depend upon its own mechanisms.”

- Andrew Weil

Stories are the pathway to engaging our right brain and triggering the imagination. By engaging our imagination, we become participants in the narrative. We can step out of our shoes, see things differently, and increase our empathy for others. Through imagination, we tap into self-discovery, predict other people's behaviors, and apply preferred problem-solving strategies.

Stories are how we think. They are how we find meaning in life. Call them schemas, scripts, cognitive maps, mental models, metaphors, or narratives – stories explain how things work, how we make decisions, how we justify decisions, how we resolve challenges, reflect our personalities, and define social values (Rutledge, 2011).

Therefore, Examiz engages candidates and employees in a natural, storytelling, and modern way that takes them outside a work mindset and into a more creative one (Taylor, 2013). Scenario simulations and decision challenges (Courtney, 2003) reveal an individual's personality, competencies, values, and performance, all of which are based on input from people with whom they've worked in the past.

Examiz' algorithms are designed to detect behavioral patterns that are typical in high-performers and high-potentials, but also to identify the underlying structures of unwanted behavior found in toxic leadership like bullying and unloyalty. Using both qualitative and quantitative state-of-the-art methodologies across military and civilian sectors (Schmidt, 2008), Examiz performs complex analytics on several typical behavior patterns, including abusive supervision, authoritarian leadership, narcissism, backstabbing, aggressiveness, retaliation, and unpredictability.

In this way, Examiz helps to detoxify an organization, keeping problematic or disloyal people away (Edward & McGrath, 2009) and impacting outcomes like employee retention, job satisfaction, and team performance.

The Examiz Suite

TALENT MATCH

Examiz TALENT MATCH are a family of next-generation talent assessment and reference checking tools. MATCH gives HR experts and recruiters everything they need to make the right staffing choice. Examiz MATCH includes 360-degree people analytics to identify high potentials, high performers, and rock star employees, while also identifying patterns of behavior that would signal a bad match.

The Examiz Match Score™ lets you directly compare candidates based on job requirements while eliminating human bias.

TEAM RADAR

Examiz TEAM RADAR evaluates the skills and competencies of teams. Our algorithms unveil why some teams are more successful and if the organization is at risk of a lawsuit. RADAR can pick up early warning signs of compliance issues and legal risks, as well as identify the reasons talents leave an organization, what motivates and concerns employees, and even the status of critical projects. This isn't done by magic, but by smart science and hard-core psychology.

TALENT SCORE

Examiz TALENT SCORE is a personality test that allows candidates and job seekers to perform their own personality and competency assessment. The candidate can use the score certificate for job applications, and the results are added to a jobseeker's profile in the Examiz TALENTS database.

Job seekers sign up for free at the MyTALENT online portal, which employers can use to verify the candidate's score and offer jobs.

TALENT SCOUT

Examiz TALENT SCOUT builds a bridge between candidates and recruiters or potential employers. Recruiters can register for free and search the TALENTS database for suitable candidates.



Scheduling a Demonstration

Don't waste any more money on bad hires – let the "other guys" have them.

Schedule a demonstration of the Examiz Suite by contacting EuroPro at demo@examiz.com

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