How does cognitive ability impact job performance?
WELCOME!

Mike Zani
CEO
The Predictive Index

Matt Poepsel, PhD
VP, Product
The Predictive Index

Drew Fortin
VP, Marketing
The Predictive Index

FORMAT
- 30 Minute Presentation
- Q&A Session at the end
- Offer to follow

Q&A
In a recent survey (n>200) only 21% CEOs felt they got their money’s worth from who they hired.

A survey of top HR executives at 25 of the global 50 found that:

80% of external hires were disappointments.

Promotions 75% of the time.
SO WHAT DO MOST PEOPLE DO ABOUT IT?
6 sec. screening... then we interview with less than 10 min. of prep
JESSICA C. RAMOS
55 Main St. | Newton Highlands | MA

Professional Experience

MILLER Inc, Boston, MA
2013 – 2015
Retained executive search firm ranked #13 in U.S. by revenue, focused on recruiting exceptional leadership for institutions of higher education, health care, advancement organizations, and foundations.

President
Managed the firm’s $25M P&L, leading a team of 10 direct reports and over 25 VP/Principals across offices in Boston, Washington, D.C., and San Francisco. Developed strategic plan and investment priorities in collaboration with Executive Committee, drove execution of strategic and operating imperatives. Key accomplishments include:
- Achieved 20 percent annual revenue growth 2013 to 2014; volume increases in targeted growth areas resulted from 47 percent to over 100 percent revenue

Good fit?

Marketing Manager – Job Description

LEDCO is a growing, profitable company that specializes in the designing and stocking of equipment for rugged mobile computing (tough laptop, police cars, utility trucks and military vehicles). We are seeking a dynamic, energetic and intelligent candidate who will serve as a marketing manager and report directly to the president.

Job Description Details:
- Responsible for strategic direction of the marketing department.
- Develop and implement multi-channel marketing campaigns to create demand and drive sales pipeline growth and revenue.
- Develop sales tools that help Arms Sales Managers and Partners communicate the value of our solutions.
- Establish close working relationship with Product Management to align marketing materials with product development.
- Coordinate with Product Marketing to gather input for sales and marketing materials.
- Directs all aspects of the marketing strategy and execution.
- Design, develop, implement, and manage all marketing campaigns, including e-mail, social media, and direct mail campaigns.
- Identify, create, and manage LEDCO’s social media presence in industry trade shows, ensure trade show and events are

7
WORK PERFORMANCE

LEARNED

EDUCATION
KNOWLEDGE
SKILLS
EXPERIENCE

KINDA FIXED

BEHAVIOR
COGNITIVE
TOOLS NEEDED

THE FOCUS OF RESUMES & INTERVIEWS

BEHAVIOR
COGNITIVE

EDUCATION
KNOWLEDGE
SKILLS
EXPERIENCE
UNSTRUCTURED INTERVIEW

6%
REFERENCES

Harris, T., Tracy, A., & Fisher G. (2011). Predictive Index® Technical Overview. © 2011, Praendex, Incorporated, d.b.a. PI Worldwide. All rights reserved.


See the entire person.
PI Behavioral Assessment™

BEHAVIOR

COGNITIVE

PI Learning Indicator™
General Cognitive Ability (GCA)

Simply put:
The ability to learn

g
refers to developed General Cognitive Ability
An Indisputable Link

- Overwhelming evidence that $g$ predicts job performance (e.g., Schmidt, 2002)
  - Onboarding and job training
  - On-the-job learning
  - Solving problems
  - Dealing with complexity
  - Making important decisions
  - Adapting to changes
  - Executive and leadership functions
Learning in the Modern Work Environment

- Three forces are placing a premium on the ability to learn quickly.
  - Increasing complexity (e.g., Technology)
  - Hyperconnectedness
  - Accelerated rate of change
Environmental Complexity
due to change in business environment

- Learns Quickly
  - CANDIDATE 1
- Takes Time
  - CANDIDATE 2

CHANGE

TIME
Environmental Complexity
due to change in business environment

CANDIDATE 1
Learns Quickly

CANDIDATE 2
Takes Time
Design Criteria: PI Learning Indicator

- BRIEF ASSESSMENT
- EASY TO ADMINISTER
- EASY TO COMPLETE
- EASY TO INTERPRET
- AVAILABLE TO OUR GLOBAL CLIENT BASE
- MEETS OUR SCIENCE STANDARDS
The Predictive Index Learning Indicator™ is a cognitive ability assessment that measures an individual’s capacity to learn, adapt, and grasp new concepts in the workplace.
The PI Learning Indicator is a cognitive ability assessment that measures an individual's learning velocity, or their capacity to learn, adapt, and grasp new concepts in the workplace.

Predict learning velocity.

- Numerical
- Abstract
- Verbal

12-minute Timed Assessment

- The assessment measures 3 factors of cognition

Available in 80+ languages

Across any industry
Getting to \( g \)

- Timed Assessment – “processing speed” matters
- Verbal, Numeric, and Abstract questions
- Items have 3 different difficulty levels
- Dynamic assessment engine
  - Different items
  - Different order of answers
  - Unique first & second assessments
**PI SCIENCE TEAM**

**Greg Barnett, Ph.D.**
VP OF RESEARCH & DEVELOPMENT

**Austin Fossey, MA**
DIRECTOR OF ASSESSMENT RESEARCH

**Phil Drazewski, MS**
SENIOR RESEARCH CONSULTANT

**Sarah Mulvey**
RESEARCH CONSULTANT

**Matt Poepsel, Ph.D.**
VP OF PRODUCT DEVELOPMENT

**Science Advisory Board**

- **Dev Dalal, Ph.D.**
  UNIVERSITY OF CONNECTICUT

- **Jason Huang, Ph.D.**
  MICHIGAN STATE UNIVERSITY

- **Jay Magidson, Ph.D.**
  FOUNDER OF STATISTICAL INNOVATIONS

- **Caveon Test Security**
  ADVANCED PSYCHOMETRIC EXPERTISE

- **Fritz Drasgow, Ph.D.**
  UNIVERSITY OF ILLINOIS
  SPECIAL ADVISOR

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**Establish and Ensure Validity, Reliability, and Fairness**

**Conduct PI Validity Studies**

**Advance the Science of the PI portfolio**
To succeed in today’s hiring environment, employers must:

1. Define the cognitive requirements of the job
2. Prioritize candidates based (in part) on their cognitive abilities
Step 1. Define the Cognitive Requirements

- **Target Scoring Guide**
  - Start with percentile-based recommendations
  - Make adjustments based on YOUR JOB's learning needs, complexity of job, and work environment stability
  - Add points for manager or VP level roles

- **Gain agreement from key stakeholders**

This is your starting point. Other data (e.g., average score of applicants) may influence the Target score.
USING RAW SCORES: Learning Fit to Role

- Think about “Learning Fit”
  - Go down 10% Fit for each score below Target
  - Don’t give extra points for scores higher than Target
- Constructive way to use Learning Indicator
- Modify when you have enough real applicant data

Using FIT language reduces sharing confidential and sensitive scores

Find a 100% cognitive fit for the position.

Target the right cognitive threshold for any job or industry.

Using FIT language reduces sharing confidential and sensitive scores
Step 2: Prioritize Candidates

- **Behavioral Fit**
  - High
  - Low

- **Learning Fit**
  - High
  - Low

**BENEFITS**
- Consistent, fair selection process
- Multivariate selection decision
- Highest probability of success
- Optimal investment of time

Start Here
You have a plan. It’s time to launch.

WHO WILL TAKE YOU THERE?
Understand your people.

Ensure alignment.

Move confidently forward.
SCIENCE + TECHNOLOGY + KNOWLEDGE TRANSFER
SCIENTIFICALLY VALIDATED ASSESSMENTS

PI Job Assessment™
PI Behavioral Assessment™
PI Learning Indicator™
PI Selling Skills Assessment™
# INTELLIGENT SOFTWARE

![Image of a laptop displaying a software interface](image_url)

## Recently Completed Assessments

<table>
<thead>
<tr>
<th>Person</th>
<th>Result</th>
<th>Date</th>
<th>Department</th>
</tr>
</thead>
<tbody>
<tr>
<td>John Doe</td>
<td>Passed</td>
<td>12/2/2016</td>
<td>Operations</td>
</tr>
<tr>
<td>Sally jones</td>
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<td>12/3/2016</td>
<td>Marketing</td>
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<tr>
<td>Alex</td>
<td>Passed</td>
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<td>Marketing</td>
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</table>

## Pending Assessments

<table>
<thead>
<tr>
<th>Name</th>
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</tr>
</thead>
<tbody>
<tr>
<td>Daniel Arnold</td>
<td><a href="mailto:darnold@piworldwide.com">darnold@piworldwide.com</a></td>
<td>11/28</td>
<td>Reset</td>
</tr>
<tr>
<td>Jerry James</td>
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<td>10/30</td>
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<td>10/30</td>
<td>Delete</td>
</tr>
<tr>
<td>Jackson Samuels</td>
<td><a href="mailto:Jackson@yahoo.com">Jackson@yahoo.com</a></td>
<td>11/20</td>
<td>Delete</td>
</tr>
</tbody>
</table>

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*Image credits: [Image URL]*
PLAN  
What you want.

RESULTS
What you get.
PLAN

REQUIRE

HIRE

INSPIRE

RESULTS
THANK YOU!

Mike Zani
CEO
The Predictive Index

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NEXT STEPS
1. Receive email with slides and recording
2. Reach out to your PI Partner
3. Contact PI directly

Q&A