



BUILDING A WINNING TEAM

PREDICTING FUTURE BEHAVIOR AND
AVOIDING COSTLY HIRING MISTAKES



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Building A Winning Team: Predicting Future Behavior And Avoiding Costly Hiring Mistakes

DR. TIM GARDNER, SENIOR VP CONSULTING OF TEAMALYTICS DISCUSSES ACTING PROACTIVELY AND PLANNING EFFECTIVELY FOR THE FUTURE



Dr. Tim Gardner, Senior VP of Consulting at Teamalytics, is passionate about helping people live their best lives in every area. Since the early 1980s, Dr. Gardner has worked extensively as a leader and innovator in the fields of human relationships, organizational culture, and leadership development. At Teamalytics, Dr. Gardner brings his straight-talking, highly interactive and humor-laden style to create lasting personal and team change, blending the latest in scientific research with unique individual data. He is honored to serve Teamalytics clients as an executive coach and team facilitator.

In the following article, Dr. Gardner discusses acting proactively and planning effectively for the future in order to prevent key mistakes. He references the importance of getting this right the first time for PE firms and how Teamalytics impacts building a winning team.

It is one of the biggest challenges in business today: recruiting the right top talent. Regardless of the ups or downs of the economy or changes in the workplace environment due to cultural trends or a worldwide pandemic, finding, hiring, and onboarding the people who will positively contribute to your team for the long haul remains an utmost priority for companies. Needless to say, a miss-hire in this process can not only cost a business a great deal of money but, equally important, it can cost them a great deal of time.

For Private Equity firms, this negative impact is doubled. When the speed of success is of the essence, there is more to pay attention to than simply getting good people in the front door; you must also attempt to ensure they are a good team fit as well as provide a structure that closes the back door and works to keep them from bailing out at the first new opportunity that comes along. These are such critical issues that most business leaders wonder whether or not there is a better way to approach this problem other than the well-worn methods that often leave them regretting the new hire who initially appeared so promising.

We believe there is.

HR professionals and recruiters know that there is an arsenal available to use in the attempt to

win the talent war. Medical benefits, retirement plans, career development pathways, remote work policies, and, of course, compensation, are all important parts of the attraction equation. Additionally, there is the sincere attempt to discern how the candidate is going to perform if they are actually hired. This is where things get tricky. Can they get along well with others? Will they be fun to have on the team? Can they give and receive effective feedback? Are they confident without being cocky? Will they be a leader and a team player? Are they task-driven and will get things done without leaving bodies in their wake? Ultimately, will they behave in the way that we need them in order to contribute to our success?

In reality, this is where the traditional résumé, references and interview process falls short. Résumés provide you with a candidate's personal highlight reel. References are picked by the candidate to knowingly give a positive review. And interviews give every person the chance to be on their best behavior. If you think about it, these are the basis for which we conventionally hire people. Does their résumé look good? Did the hand-picked references give us a thumbs up? And did they pull off a passable interview? If yes, we hire them.

But why do we often terminate people?

Behavior.

And this is where the need for a better approach comes in. What if we could predict that? What if recruiters and HR leaders had the ability to accurately forecast how someone is going to behave before they hire them? What if PE partners could have deeper insight into exactly how a candidate is going to act with the team once they join their portco?

They can.

A NEW WAY TO PREDICT FUTURE CANDIDATE BEHAVIOR

Beyond interviews and résumés, those involved in the hiring process often rely on some type of personal, self-assessment tool to predict performance. The hope in these appraisals is to determine how someone will interact with and perform on a team; they seek to predict behavior based on the understanding that personalities help determine behavior. However, even though an individual's personality helps drive behaviors, they do not guarantee behaviors. They do not identify behaviors that can be leveraged for team acceleration, nor do they highlight behaviors that could be highly detrimental if not modified or eliminated. Furthermore, they are self-assessments and therefore fail to inform you how this particular person has impacted those they've worked with in the past.

In short, these assessments don't fully predict how someone is going to behave in certain critical areas after an offer letter is signed. For any organization, this can be highly detrimental. For PE firms, this can be devastating.

At Teamalytics, we know that the best predictor of someone's future behavior on a team is not someone's personality; rather, the best predictor of future behavior is past behavior.

But how can you measure those behaviors, both productive and counter-productive, in a quick, scientifically validated manner that includes collecting multi-rater 360-degree data?

The Teamalytics Candidate Selection Tool utilizes a statistically validated 360-degree assessment

that pinpoints behavioral characteristics and predicts future behavior and performance. The instrument combines a user's self-assessment with other 360-degree assessments by colleagues, integrating all perspectives into a proprietary report that catalyzes personal growth. The 360 Report was developed from psychological techniques and measures that have been validated and researched. At its core, the profile is based on item-response theory that derives its initial calculations from an extensive checklist of descriptors. For the user, this procedure is completely non-technical and does not require any specialized knowledge, with most people taking 10 minutes to complete the instrument. Some of the advantages of using our proprietary, scientifically validated profile include:

- *Simplicity and Speed:* The assessment is taken through a web-based selection of descriptors that takes less than 10 minutes to complete.
- *Includes 360 Data:* Six to eight describers all complete the same assessment, creating a unified, objective report without interviewer bias.
- *Not a One-Size-Fits-All Approach:* Most mainstream personality assessments categorize people into four (or sometimes 16) general categories. Our lower case Profile has more than 1.2 million possible combinations of leadership behaviors, making it one-size-fits-one!
- *Validity, Reliability, Neutrality, Anonymity:* The process has been repeatedly verified and produces reliable, actionable results while helping eliminate describer bias. Describer results are presented anonymously.
- *Avoids Good or Bad Labels:* Report results are not presented in a "good" or "bad" format, allowing for more candor from describers.
- *Reliable Reference Range:* This tool was created with a combination of art and science, analyzing hundreds of thousands of coaching sessions and millions of data points to help people understand which behaviors they may want to tweak.

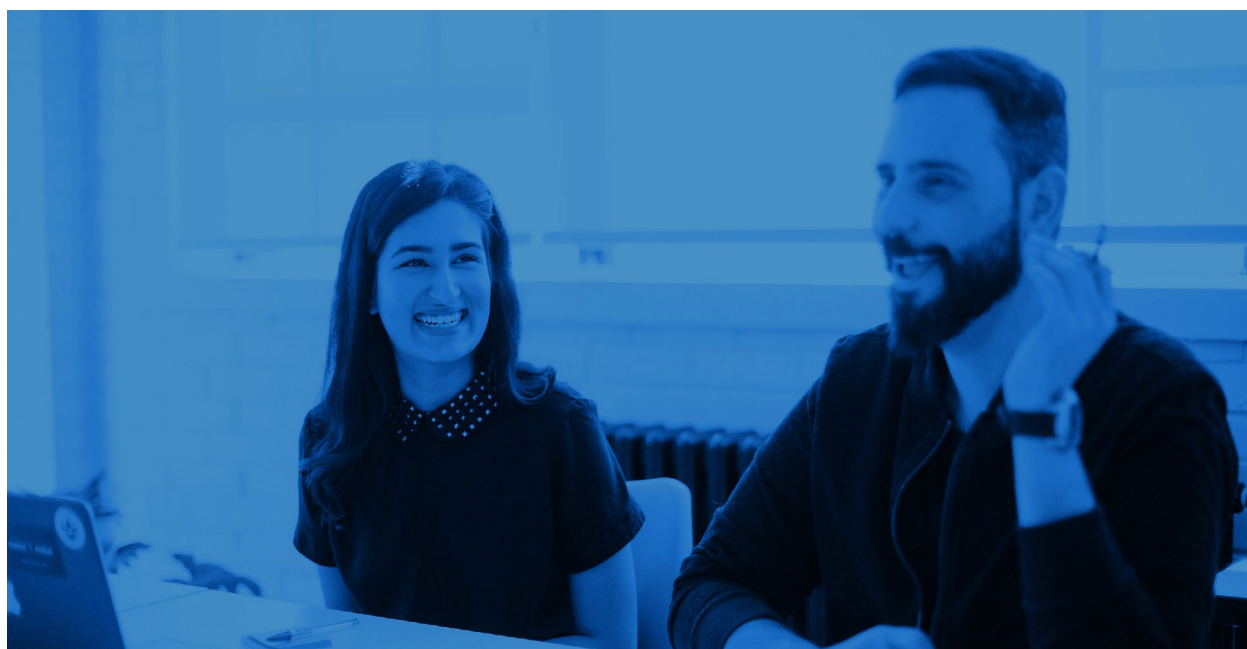
- *Actionable Results:* Behaviors are not only observable and measurable (which gives us the profile data) but they are also choosable and changeable.
- *Highlights Strengths and Constraints:* Results not only provide insights into behavioral constraints that may be holding individuals and teams back, but they also emphasize behavioral strengths to be leveraged to move forward faster.
- *Provides Concrete Plans, Not Criticism:* At times, assessment data can be disappointing; for example, the data may show someone as lower on task-driven than they thought they were. However, since the goal of the process is to identify actionable steps individuals can take, the data is used as a helpful guide rather than being a criticism.
- *Candid and Productive Conversations:* In total, using the Teamalytics assessment leads to more candid and productive conversations as defensiveness is reduced and a clear path for achievable growth is discovered.

All-in-all, the Teamalytics Candidate Selection Tool applies a unique, proven approach for discovering exactly where a potential hire has had a positive

impact on teams in the past... and where they may have held themselves and the teams they've been on back!

It provides a quick, yet comprehensive view of how each candidate scored on each behavior, giving you the opportunity to identify the strengths and risks of each candidate as well as dissimilarities, trends, and potential areas of conflict with the existing team.

In the end, finding the right top talent is still a major challenge for businesses today. Whether the economy is up or down, or if things are changing in the workplace due to cultural shifts or unexpected events like a pandemic, companies are always focused on bringing in people who will truly make a positive impact on their team for the long haul. It's not just about the money lost from a bad hire, but also the broader impact across the organization and the valuable time that goes down the drain. That's why it's crucial for companies to have strong recruitment strategies in place, with thorough screening and effective onboarding processes, to minimize the risks of hiring the wrong person. By using smart methods to assess the right fit, businesses can set themselves up for success in a competitive world and create a thriving and productive workforce.



Teamalytics has uniquely qualified coaches, breadth of experience, and proprietary analytics to help clients build and sustain strong teams within an increasingly complex workplace.

For three decades we've worked with leading organizations across industries to tackle team dissonance so that they can face complex challenges like corporate changes, mergers, transformation, and performance gaps.

Schedule a consult with one of our experts to explore how Teamalytics can help you predict future behavior and avoid hiring mistakes.

[Schedule A Consult](#)



INFO@TEAMALYTICS.COM

+ 936 218 1053