



BETTER TALENT
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Driving Results with People Data



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The Single Largest P&L Expense

People!

WTH is People Data?



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Resume

References

Interview

Application

**Social Media
Footprint**

Background check



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Behavioral Assessment
Cognitive Assessment

Stable over time



Resume and Interviews

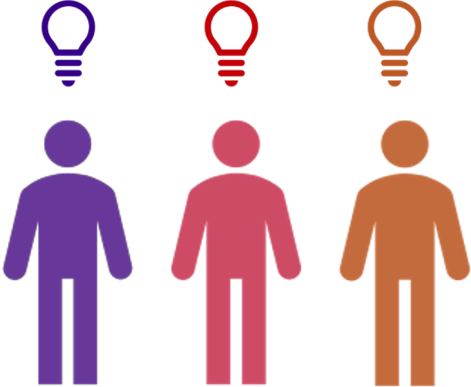
Change over time

*The whole person
shows up at work!*

Applications of Cognitive Assessment



**Cognitive requirements
of a job**

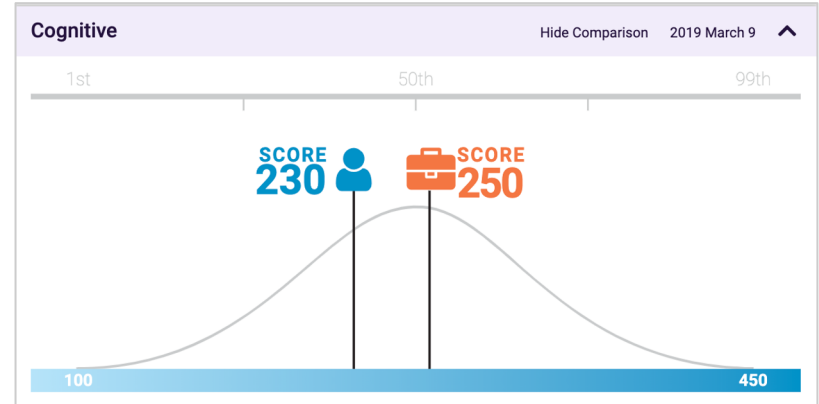


**Cognitive aptitude
of candidates**

Cognitive Assessment

Measures general cognitive ability

- **Verbal, numerical and abstract reasoning**
- **Understand and process complex ideas**



12 minute timed assessment
50 questions

Why do people behave as they do?

Why do people behave as they do?

People have
DRIVES

Drives create
NEEDS

Response to needs
BEHAVIORS

Why do people behave as they do?



Why do people behave as they do?

You are guessing at this...

People have
DRIVES

Drives create
NEEDS

If you only see this...

Response to needs
BEHAVIORS

Why do people behave as they do?

If you measure this...

People have
DRIVES

Drives create
NEEDS

Response to needs
BEHAVIORS

Why do people behave as they do?



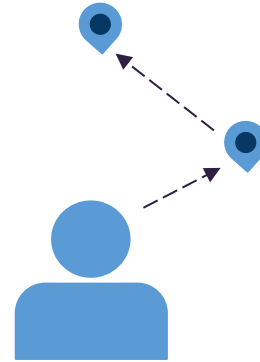
How are behavioral assessments used?

Candidate Fit

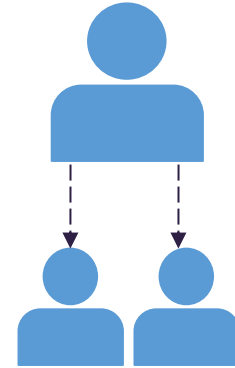


People Development

Career Pathing



Relationships





800+



**What makes a good
psychometric?**

Validity



*More than 500
scientific validity
studies*

*There are over
8000 companies
using PI within
172 countries*

*Over 30,000,000
assessments have
been given*



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Let's find the best idea.

I like my idea best!



Let's think it through.

Let's talk it through!



Let's go FAST!

Let's be METHODICAL



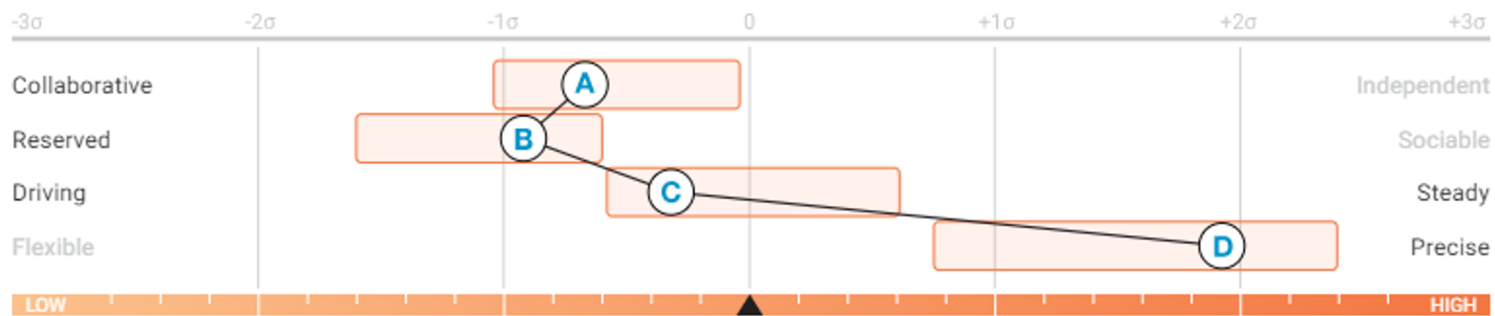
Let's be Flexible!

Let's do it by the RULES!



Behavioral Target

Modify Target



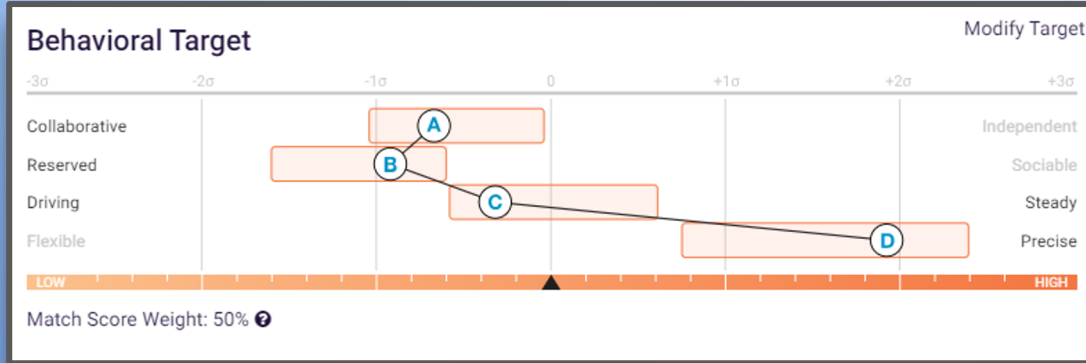
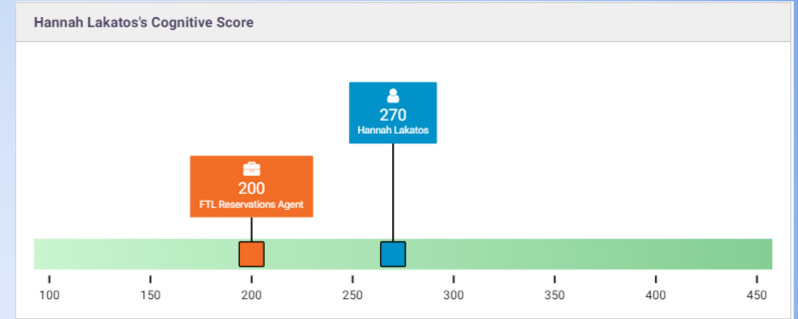
Match Score Weight: 50% ⓘ

Application

Resume

Interview

Cognitive



Behavioral Drives



Hired! Now what?

Driving Results with People Data



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The Golden Rule?



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The 17 Reference Profiles



Adapter



Altruist



Analyzer



Captain



Collaborator



Controller



Craftsman



Guardian



Individualist



Maverick



Operator



Persuader



Promoter



Scholar



Specialist



Strategist



Venturer

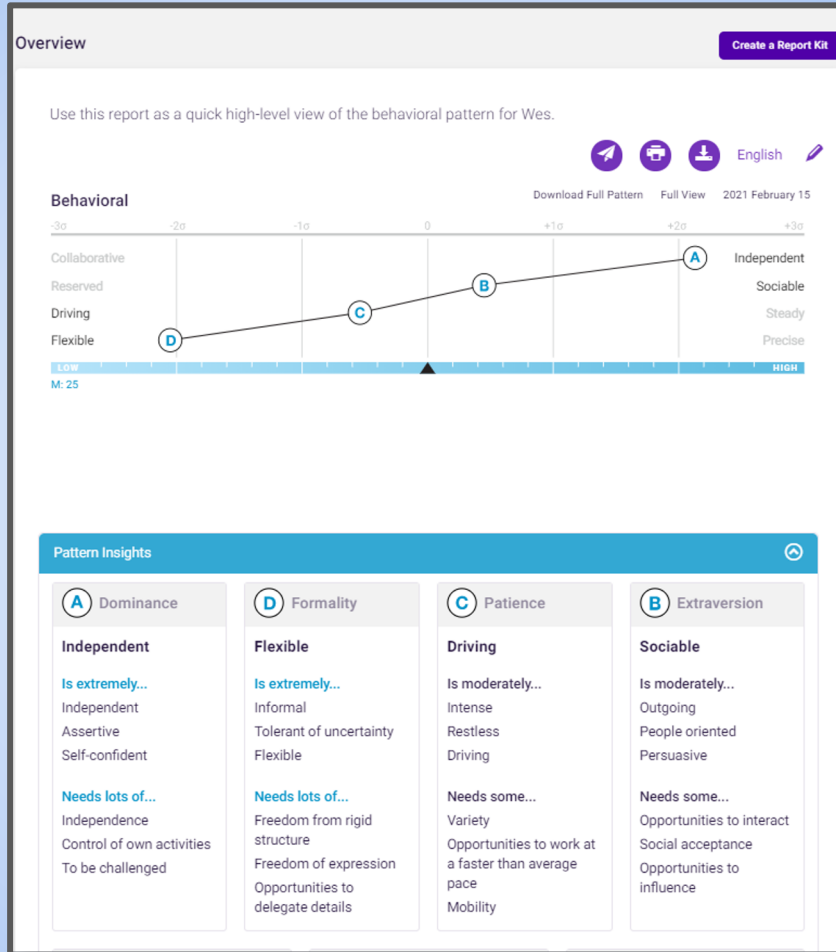
The Platinum Rule

Treat others how THEY need to be treated



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Behavioral Drive Create Needs



Behavioral Assessment
Cognitive Assessment

Stable over time



Resume and Interviews

Change over time

*The whole person
shows up at work!*

Q&A

Steve Trover
steve@bettertalent.com
<https://calendly.com/bettertalent>



WES BORGMAN

This Personal Development Chart provides you with actionable insights based on your behavioral drives as measured by The Predictive Index. The Chart includes a description of your natural Strengths and respective Caution areas to consider. The Self-Coaching Tips provided can help you balance your most naturally occurring behavioral style in a variety of situations.

DOMINANCE (A) - The need to control

EXTREMELY	VERY	MODERATELY	MODERATELY	VERY	EXTREMELY		
<p>STRENGTHS</p> <ul style="list-style-type: none"> Understanding and collaborative Accepting of others' decisions Supportive management style Interested in team welfare and development 		<p>CAUTIONS</p> <ul style="list-style-type: none"> May shy away from tough conversations May have difficulty making unpopular decisions May be seen as too cautious or not strategic enough 		<p>STRENGTHS</p> <ul style="list-style-type: none"> Drives change and challenges status quo Seeks to lead and have an impact Innovative, self-motivated Able to think "big picture" 		<p>CAUTIONS</p> <ul style="list-style-type: none"> May be seen as overly aggressive May intimidate rather than motivate May have difficulty delegating authority May appear to be tough-minded and directive 	
<p>SELF-COACHING TIPS</p> <ul style="list-style-type: none"> Shift your mindset from "I want to go along" to "I want to be fair" Stand your ground when you know you're correct Come to situations and meetings prepared to contribute 		<p>SELF-COACHING TIPS</p> <ul style="list-style-type: none"> Actively seek input from multiple sources Practice active listening and allow people to express their opinions or ideas Think before you speak; think of how your message will be received 					

EXTRAVERSION (B) - The need for social interaction

EXTREMELY	VERY	MODERATELY	MODERATELY	VERY	EXTREMELY		
<p>STRENGTHS</p> <ul style="list-style-type: none"> Creative, problem solver Data driven, analytical Thoughtful approach to communicating information Reflective and introspective 		<p>CAUTIONS</p> <ul style="list-style-type: none"> May be slow to trust and reluctant to share until comfortable Communication may be pointed or minimalist 		<p>STRENGTHS</p> <ul style="list-style-type: none"> Motivating, stimulating communicator People-oriented, sociable Builds team cohesion and collaboration 		<p>CAUTIONS</p> <ul style="list-style-type: none"> May be too optimistic or overly trusting May prioritize being liked or being the focus of attention May appear overly talkative 	





WES BORGMAN

People are complex. You should motivate and direct others based on their behavioral preferences. The following tips outline how your employee likes to be managed. **How are you doing?**

Wes is a Maverick.

A Maverick is an innovative, "outside the box" thinker, who is undaunted by failure.

Strategies based on how Wes interacts in the workplace:

- Encourage both independent and collaborative opportunities for goal achievement
- Give them challenges and solicit input
- Give them opportunities to identify solutions, collaboratively or independently, as they so choose
- Allow independence and control over their own activities

Strategies based on how Wes takes action:

- Give them frequent challenges and varied tasks
- Provide them with challenging assignments that require a quick turnaround
- Allow them to voice their opinions and act on their own ideas and initiatives
- Keep them free from routines and repetition

Strategies based on how Wes deals with the risk and decision making:

- Give them opportunities to make decisions and influence the big picture
- Provide them with high-level goals but let them achieve them in their own way
- Give them authority to make decisions and solve problems their way
- Stay receptive to new ideas and change with minimal oversight of their activities

Full Pattern

Self
Self-Concept
Synthesis

2021 February 25



Use responsibly. People are complex. This PI Insight is a helpful starting point, but there's more to this person and pattern than what's presented here. Contact a PI expert for additional insight.



PI Insights are great, but they're no substitute for the knowledge and hands-on experience gained by attending a PI workshop. Contact your PI Consultant or visit www.predictiveindex.com to learn more.



Relationship Guide

Compare two people to discover how they work together.



For PI Masters

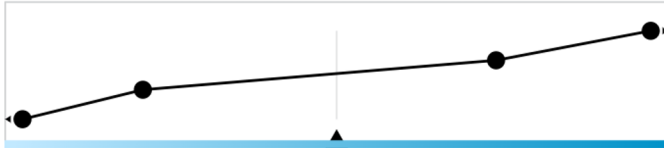
[Become a PI Master](#)



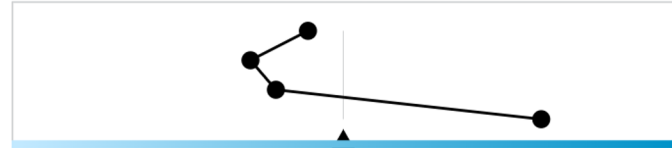
English



Steve Trover



Courtney Joy



The Four Factors

Dominance



Dominance: The drive to exert one's influence on people or events

Extraversion



Extraversion: The drive for social interaction with other people

Patience



Patience: The drive for consistency and stability

Formality

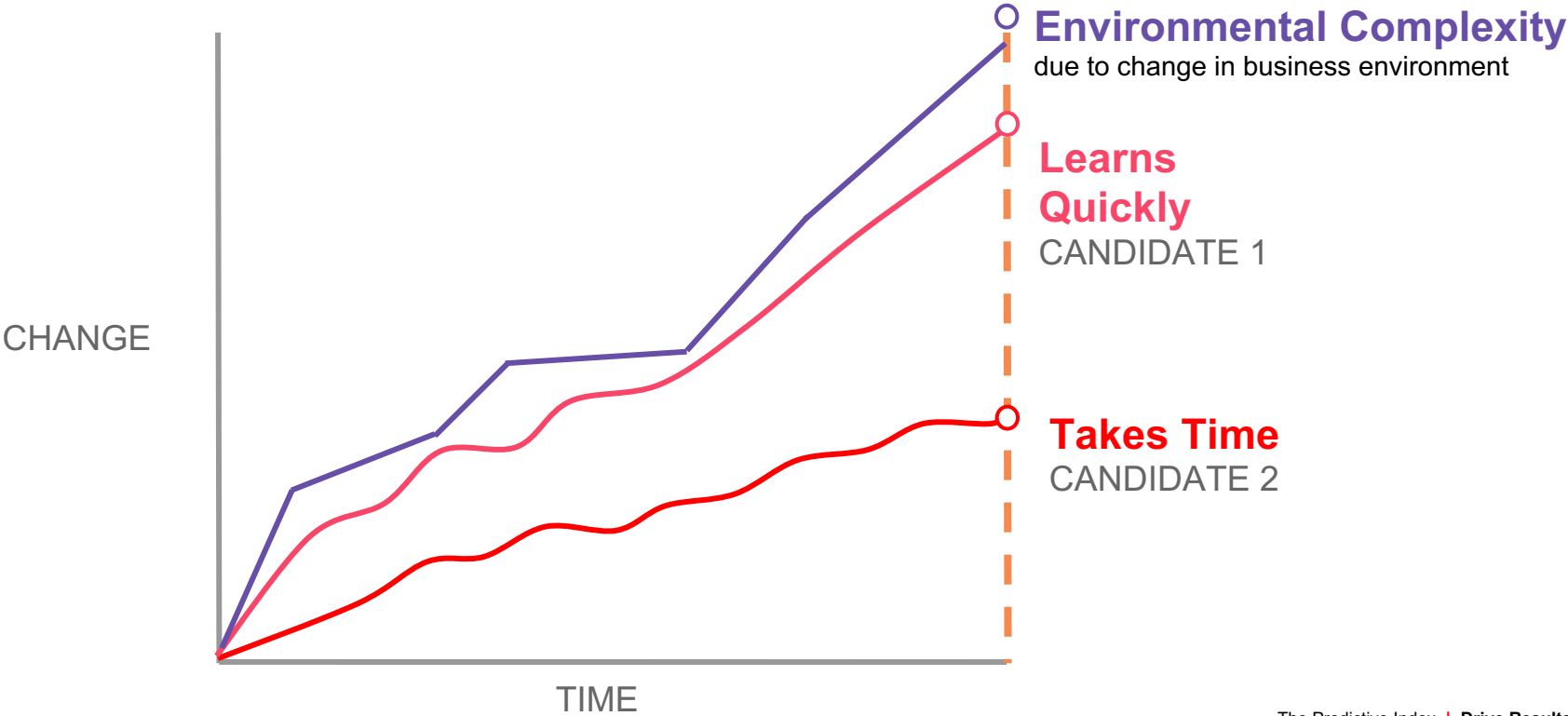


Formality: The drive to conform to rules and structure

Addressing complexity and change



What are some jobs in your organization that require a lot of complexity, speed, or change?



Cognitive as predictor

- **100** years of research – irrefutable evidence
- **8** meta-analytic studies, **49k** people, **562** studies, **12,000** jobs

Predicts 42% of job performance

Behavioral Drives

“Everything that we see is a shadow cast by that which we do not see.”

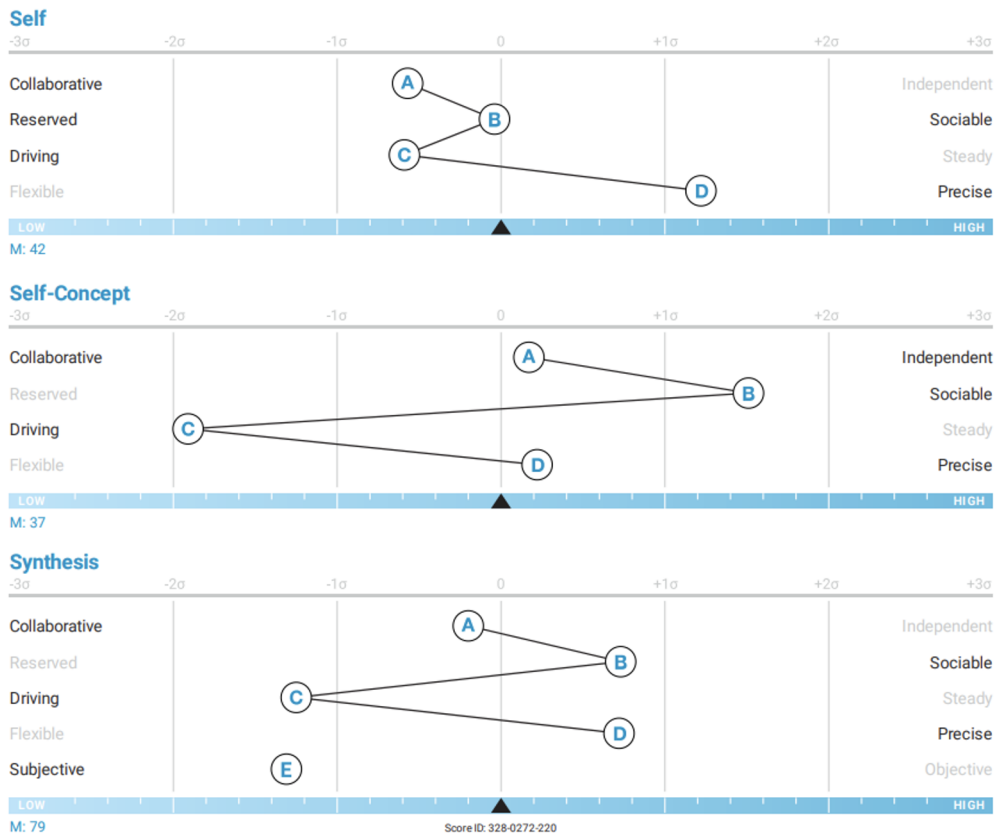
- Martin Luther King

The whole pattern: Three graphs

Self: Basic motivations and needs

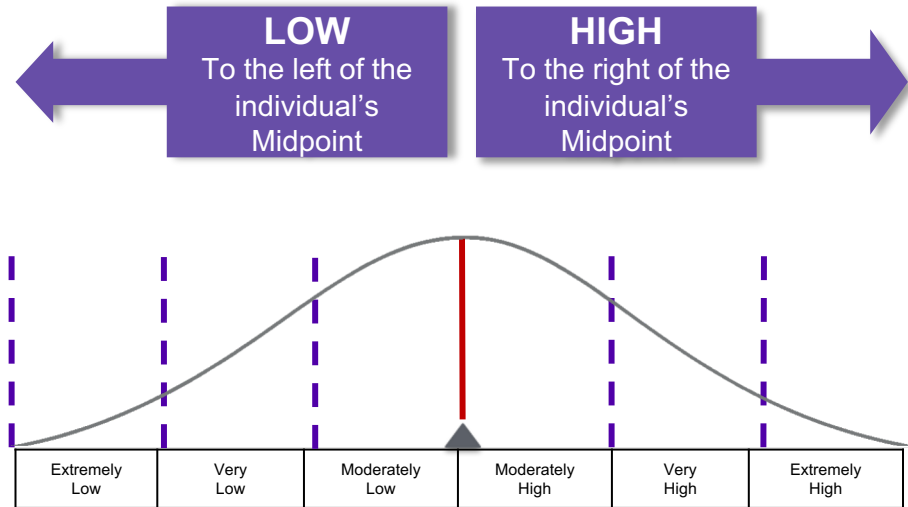
Self-Concept: How you think you need to adapt in response to the current environment

Synthesis: Combination of Self and Self-Concept



The Self Pattern

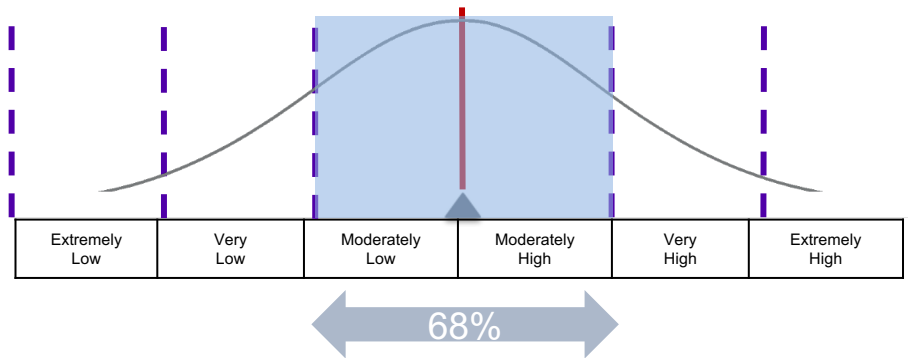
Most natural workplace behavior.



The Midpoint: The average expression of the four drives.

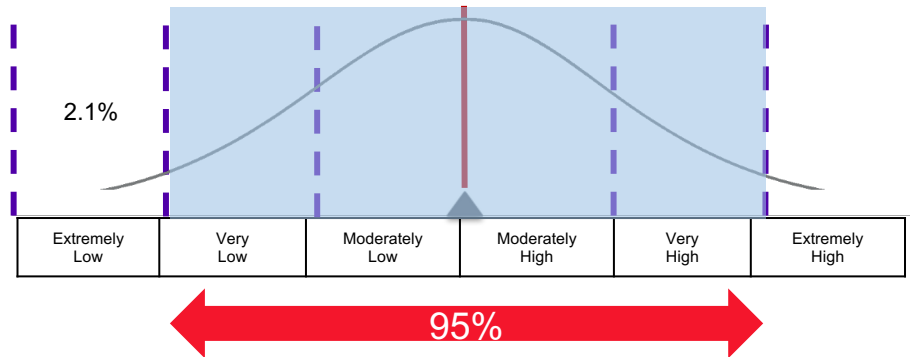
The Self Pattern

Most natural workplace behavior.



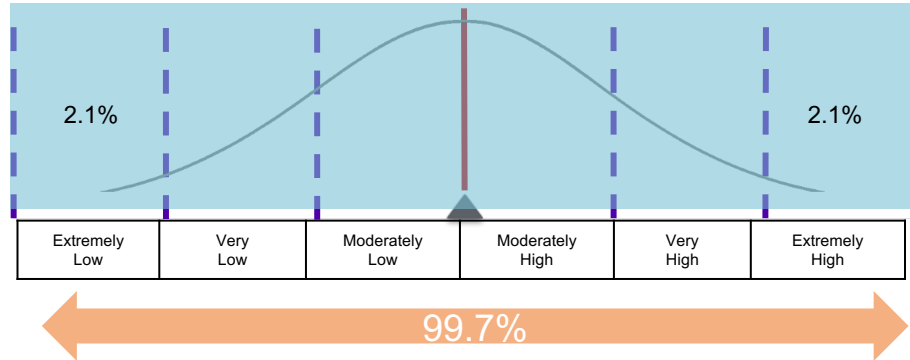
The Self Pattern

Most natural workplace behavior.

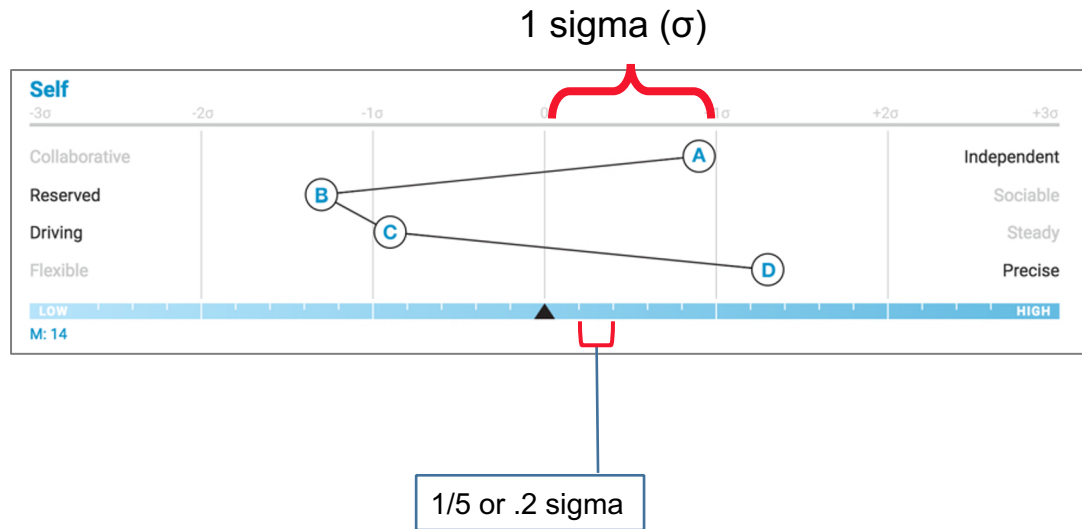


The Self Pattern

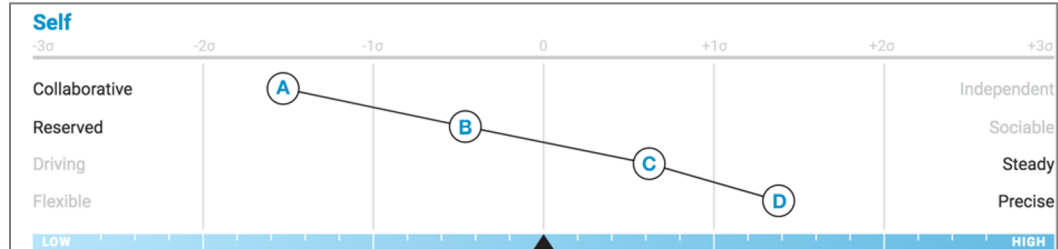
Most natural workplace behavior.



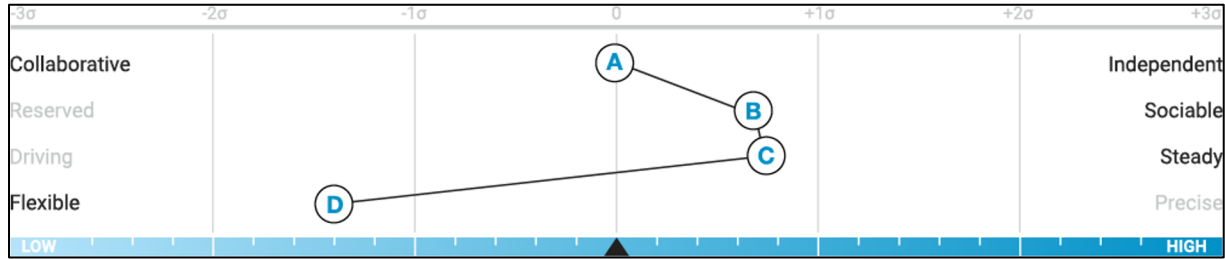
Reading Patterns



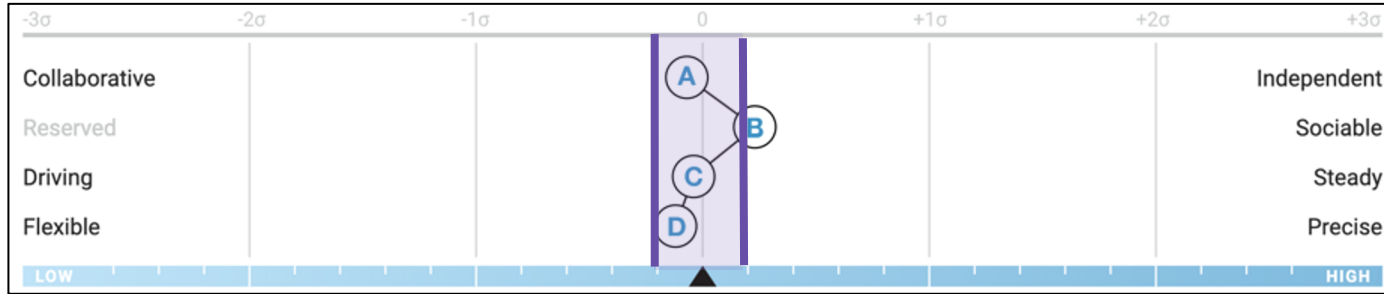
Reading Patterns



Factors on the Midpoint



Situational Patterns



Review Question 3 (1 point)

People have **DRIVES** which create **NEEDS** and the response to those **NEEDS** results in what?

Answer: Behaviors



Review Question 4 (1 point)

The cognitive assessment should always be used to measure one's cognitive ability in relation to one's _____.

Answer: Job



**Cognitive requirements
of a job**



Questions?



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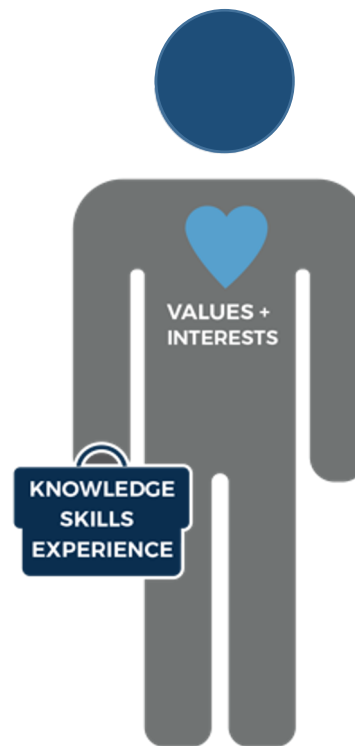
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Who shows up at work?

Answer: The whole person

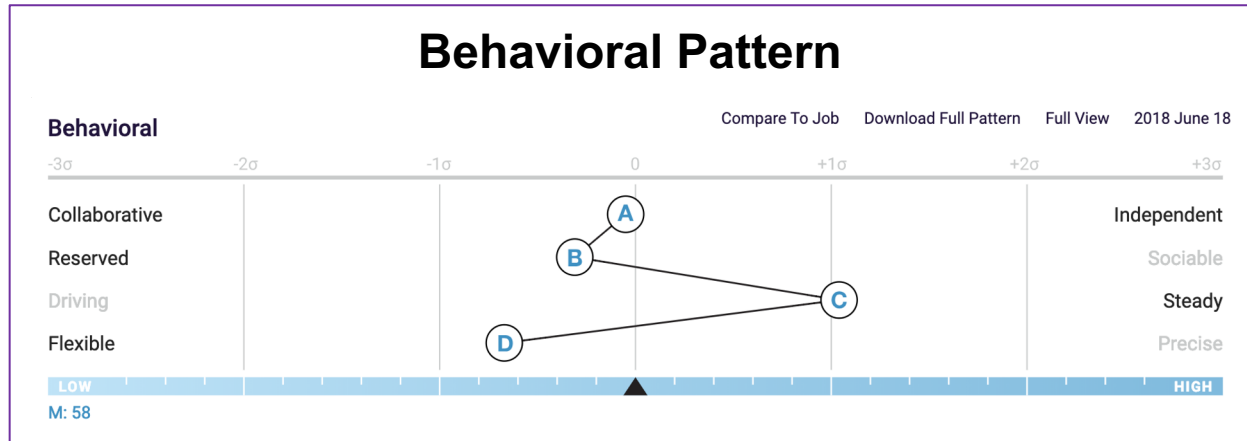
What is in the HEAD area of this graphic?

Answer: Drives and cognitive ability



Behavioral Assessment

- Provides a simple framework for understanding people's workplace behaviors.
- The assessment measures 4 primary drives



Free-choice survey

Takes < 6 mins

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