# What you don't see in the interview . . .

## Why use testing?

**Can you really see these things in an interview?**

Motivation?
Meet deadlines?
Emotionally mature?
Leader?
Creative?
Slow learner?
Follow rules?
Competitiveness?
Team oriented?
Argumentative?
Sensitive?
Will to win?
Handle stress?
Alertness?
Communication?
Sense of urgency?
Work habits?
Handle many things at once?
Need to be in control?
Talk too much?
Interaction with others?
See the consequences of their actions?
React to customers?

Each person in your company determines your potential successes. The best companies are those with the best people.

### Humans don't come with a set of instructions

When companies prepare to purchase an expensive piece of equipment, much effort is used figuring asset value, cost, budgeting, expected life, etc. A person expected to spend years in a company has a million dollar cost, yet the company is not prepared to analyze that decision with the same precision. When we purchase a television set or software, it comes with instructions. How nice it would be if we had those instructions to guide us in making that important people decision.

Do you know who your best people are? Do you know who the minimum producers are? Of course you do. But did you know this at the time they were hired?

Testing identifies those drastically important qualities you wish you knew about the person upon whom you are preparing to spend up to a million dollars. You may have state-of-the-art procedures for reviewing resumes, checking references and interviewing, but if you are not using state-of-the-art testing, you *can't see what you can't see*.

In the old days, there were personality tests. These tests compared a person against themselves and, if the person was labeled an extrovert, then they went right into sales. The tests couldn't compare two people, and they had no affinity for a specific job. If you're not using testing because of a previous experience with a non-predictive test, you may not be aware of recent developments in the field.

As long as a test is job specific, meets all legal guidelines, is quantitative, has no bias or invasion of privacy, and meets rigid reliability and validity standards, you can and should try it. With the proper test you can clone your top performers, manage to your people's strengths and most important—keep from making that bad hiring decision.

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