

## **Models of Excellence – Q&A #1 (Search vs. Model)**

### **Question: What is the difference between an iWAM Search Utility and a Model of Excellence?**

The jobEQ “Search” feature makes the Model of Excellence ranking technology available to all jobEQ HR Users, the difference is that your ranking report is based on your designated search criteria instead of on a validated Model of Excellence. In the case of a “Search,” the ranking system is based on input from a Logical Model of patterns for a role or on the analysis of a few high performers in a role.

A “Model of Excellence” is created through a formal analysis of the work attitude and motivational patterns of top performers, often in contrast to the patterns of lower-performing individuals in the same job class. The model is usually based on a full statistical analysis in combination with the experience of a certified iWAM trainer/consultant and often with direct access to modeling experts at jobEQ. Generally, the model is validated by comparing performance ratings of individuals with the ranking score generated on basis of the iWAM Model of Excellence. As such, jobEQ can guarantee the level at which a Model of Excellence helps to predict on-the-job results.

**Warning:** While jobEQ developed the Search Utility to allow certified users to explore the advanced technology available in the system, experience indicates that it can take two to three hours to fine-tune a search, and even then, there is no guarantee that the search model will be a good predictor for on-the-job performance.

## Models of Excellence – Q&A #2 (Selecting Participants)

**Question: How do you select participants for a modeling project?**

### **1. Build a Performance Ranking**

- a. Ask the manager(s) to rank the persons working for them from “best” to “least” satisfactory in terms of results obtained.
- b. Ask the managers what criteria were used to determine this order – identify all criteria while going over the list of people whom were ranked.
- c. Check whether the criteria were applied objectively; that is, were all criteria applied in the same way for all people? If necessary, have the managers adapt the performance ranking based on the findings in Steps 2 & 3
- d. Note: some organizations may already have performance data from an evaluation system. If so, use those data as a first step (to determine the initial performance ranking). Even in this case, always perform Steps 2-4 to check the objectivity of the performance data.

### **2. Test people from the participating group**

**3. Select the top performers and the weakest performers as examples for a contrast analysis (which is the first step of making a model).**

**4. Once a model is created, the entire sample can be used to validate the model. For that purpose, the ranking obtained for the model should be correlated statistically to the performance ranking data. Where the two rankings yield different results (i.e. people are in a different order than the model predicts), work with the client organization to determine the possible causes. If some are identified, modify the model accordingly.**

Note: Given the formula – Performance = Attitude x Culture x Competencies – it is clear that the iWAM, by itself, will not explain the performance data fully (part of the ranking will be explained by the competencies and the cultural fit). The goal is to determine whether it predicts a sufficient portion of the total (100%) to be useful in the selection process. The average criterion for a viable model is a minimum  $r^2$  value of 40%.

## **Models of Excellence – Q&A #3 (Statistical Validity)**

### **Question: How do you show the statistical validity of a model of excellence?**

The modeling approach developed by jobEQ for use with the iWAM test is a heuristic approach that does not provide any classical statistical validation. The validation of the model is done by calculating the correlation between the model and the actual performance data for the group or role for which the model is being developed.

jobEQ's heuristic approach does not guarantee that the researcher/consultant will find the best possible model. Our analysis indicates the iWAM model of excellence will be better than a model based on either random choice or regression analysis.

When it comes to finding the best model, one moves between the "science" of modeling and the "art" of modeling. We build a model in several steps:

1. Make the initial model using the heuristic described in the modeling literature described by jobEQ;
2. See how people rank against the model using a calculation of correlation and a visual scan of the results;
3. Then, iteratively adjust the model by looking at anomalies among the participants until you find the best model for this role and group.

jobEQ recommends that the organization check a model's validity after using it for six months to a year by calculating the correlation again and examining the results for the people who have been hired using the model. Adjust the model adjusting the hiring process when the results indicate a need to do so.

## **Models of Excellence – Q&A #4 (No High Performers)**

**Question: What do we do when we don't have or cannot identify "high performers" in our organization?**

When you want to help a client, but do not have the people or information to create a full Model of Excellence either because it is not clear who are the top performers or there are not any at this point in time as in the case of a new business, there is an option available.

If there are people in the role, but there are no (or you cannot identify) high performers, you can generate a "team report" for everyone current in the position (e.g., outside sales representatives). The compressed report will be shorter than the standard report and will still provide distribution data by individual. Based on that report, it is easy to compare individuals and to see "patterns" that might exist.

Note: If you want something shorter than a team report, you can generate a one-page team graph as "quick overview."

## **Models of Excellence – Q&A #5 (Not enough people)**

**Question: How do you create a model when there are no people in a role (e.g., a new position or a new business) or only a few people—not enough for a full model?**

There are several kinds of reference models, each with a different approach and varying "power." By power we mean that the predictive value of the model increases as you move from a Logical Model to a full Model of Excellence.

If there is no one in the position, the best approach is the creation of a "Logical Model." In this case, people in the organization (managers, human resources) who are familiar with the role and what it takes to perform well can work with the iWAM consultant to identify the patterns and ranges that appear to be linked to the behaviors of high performers.

These informed estimates can be coded into the jobEQ iWAM system and used to screen individuals for the role.

A second option is the Reference Model based on a small number of high performers. In this case, you can use the iWAM profiles of the high performers to create a model that has some basis in fact.

## Models of Excellence – Q&A #6 (Templates for hiring?)

**Question: Do you have some “function templates” for use in hiring (e.g., a generic model for salespeople or managers)?**

jobEQ doesn't provide function-specific "templates" because we have seen too many variations in the motivational and attitudinal patterns that are related to high performance based on the role in different situations or organizations. [Note: The *iWAM Reference Manual and Resource Guide* as well as the book *Words that Change Minds* give some tips on which patterns or metaprograms might be important in a given role.]

To use an example from sales, the type of selling the person is doing will have implications for the type of motivational and attitudinal patterns a high-performing salesperson needs. For "call center sales" where the salesperson is basically working the phones, a person who is rather low on "Initiation" and "External Reference" might be OK, while for another type of selling such as automobiles in a showroom, one might need a person who scores high on "Initiation" and also has some "External Reference." And, while salespeople often are high on "Procedures" because of the method of selling the company uses for a product or products, we have come across a case for medical representatives where the best sales reps were more option-oriented (high on "Alternatives").

For that reason, one either needs to work with a trained consultant who knows enough about motivational and attitudinal patterns to sort this out or a better alternative and the one that we recommend is creating a Model of Excellence, comparing all salespeople in the organization with the motivational and attitudinal patterns of the best salespersons in the organization. Once you have a Model of Excellence for the role in a specific organization, you can generate a ranking for candidate who apply for the role in the future as well as train managers to coach lower performers.

## **Models of Excellence – Q&A #7 (Updating a Model)**

**Questions: Is there a way to update a Model of Excellence? What about converting a Search to a Model?**

Here are some hints that might be helpful in dealing with models and searches.

1. On the second page of the search feature setup, one of the options is "save the model as search or save as model". You can choose what you want to do with the respective tool there.
2. Remember that to be able to save a "search" as a "model," you need to set the "Create Model" radio button on the first page of the search feature to "Yes." When you set the "Create Model" radio button to "Yes," you will be able to save it as a model.
3. At the same time, when the "Create Model" is set to "Yes," you also need to select the right option from the "Save these Search Settings" option on the second page. It has to be set to "save as model."
4. So, to save a search as a model, do all the above and, on the first page of the search feature, choose to re-use the search you want to convert into a model