CASE STUDY:
Personality Assessments &
How They Contribute to a Successful Hire

SELECT
PEOPLE SOLUTIONS

Position:
Accountant

Industry:
Public Accounting

Business Size:
10 – 20 people

Overview
Our client was experiencing a high turnover rate of accountants, which was costing them time, money, and customer satisfaction. The challenge they faced was hiring the right people from the get-go, but experience alone couldn't tell them enough about future performance.

Strategy / Approach
We began by benchmarking the position, which meant bringing all of the hiring managers together to analyze the job and have them articulate their expectations of attitudes and behaviours required to be successful with clients and within their team. Then, we tested potential candidates' aptitude, motivations, and personality traits to see how they would measure against the benchmark.

Desired Information from Reports:
- How quickly a candidate can learn & problem solve
- If a candidate prefers to work with people, data, or things
- If the candidate is a yes person or free spoken
- If a candidate is more task than person focused, and if a candidate is more self than relationship focused
- Suitability score against the benchmark
- How a candidate measures against the general population.
  - Candidate scores are measured against a bell curve, meaning the highest point of the curve represents the most common score candidate achieve. The farther away from the peak or middle, the less common the score is.

Short-Term Goals
- Finding someone who's trainable, motivated, and has key traits that best fit the role
- Utilize targeted questions from reports to guide conversation in interviews
- Save money on advertising, screening, and onboarding

Long-Term Goals
- Lower turnover; hiring people who fit the culture, learning how they will integrate with the team, and seeing higher performance
- Using details from the reports to identify potential growth areas and build career plans

Results

Candidate A:
- Has a high motivation to work with shapes and graphs, which they would not get into this position. Will need to dig in to if that candidate feeds that desire outside of work.
- Assertive and competitive. What does it look like when this person doesn't win? Will they place blame on others to get ahead?

Candidate B:
- Learns best through repetition. How quickly will they catch on to new tasks or assignments, or in a role with consistent change?
- Cooperative and submissive. This person could be easily walked on and doesn't naturally raise flags or stand up for themselves.
- Low motivation to work with people. This person is more driven by data and information. In a position that is very client based, will the constant interaction with people burn them out?

Candidate C:
- Learns quickly. Would this person get bored in a highly repetitive position? This candidate might need to be continuously challenged.
- Reactive and spontaneous. The job calls for a high level of self-discipline, so this would be a risk. How do they keep themselves organized in a very process driven position?
- Very socially desirable, meaning they might be a yes person.

Conclusion

The assessment tool allowed our client to dive deeper into the personal and professional traits of potential candidates with the goal of keeping them on board for the long haul, encouraging career growth and longevity within their company.

The reports included interview questions that targeted areas where candidates weren't fitting into the criteria, allowing our client to probe at how this might affect their performance in the role, whether the candidate is aware of their challenge, and provide an opportunity to describe how they work to overcome it.

Our client has since seen a synergy across the organization that has helped efficiency and brought employees closer together.