



# Knowing your people is a deal maker

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## Showcasing how knowing what to look for and ascertaining it's there helped an organization hit the required retention and saving

Human Resources can make great things happen. We help people find a perfect job fit. We help them thrive in organisations by providing opportunities to grow both professionally and personally. But how do we know we have recognized a perfect job fit? How do we get familiar with the strengths and attention points of the individuals, in order to provide a development programme with the highest impact?

There is a common belief that being a psychologist in the business world or being an experienced assessor, having the eye for assessment, and trusting your gut feeling will help you make the right choice. Is that enough? Fifteen years ago, the first mentor in my assessment practice used to say: "The gut feeling you have is only a hypothesis that you have to check by doing an assessment". Each time we fail to check our hypothesis and jump to a conclusion, we are at great risk of deciding based on our personal bias or assessment tendencies. There are diverse assessment tools we can use

in the HR practice. What if the assessment tool we chose is as good at predicting the behaviour as flipping a coin? Based on a study presented in the Consulting Psychology Journal 2005, it's important to check at least the reliability and validity of the psychometric tools we choose to rely on in our decisions related to people. The best choice is to rely on those assessment tools that are scientifically proven.

Let's explore the difference an assessment can make for a business. I have invited Sonia Cardoso, Executive Director of SLOT, to share their recent business case in Portugal.

*Assessments should be an important tool to make the right decisions, as technology is ready to collect and process the data about people more efficiently and scientifically.*

*Our clients, a German Aviation Company – Line Maintenance Training Center and Sata Azores Airlines reached out to SLOT Portugal in 2018 and 2019. They were struggling*

*to recruit and keep qualified licensed maintenance engineers. In the airlines, the maintenance engineer is a critical position. Actually, the maintenance technicians are like the Holy Grail.*

*Both airlines needed help and expertise to reduce the costs and to recruit the right people, highly motivated for learning. Both Training Directors showed us some important figures (Table 1).*

Line Maintenance - Training	Facts
Training costs per trainee	12 000 €
Total cost per Class (16 students)	192 000 €
Training duration	2 years
Turnover during class	30%
Turnover after class	30%
TOTAL TO	60%
Total cost	230,400 €

*It takes two years to train a maintenance engineer. The cost per trainee was EUR 12,000. Each class has 16 people. The cost of the training was fully supported by the airlines, which already was a significant investment. On the other hand, the turnover in this position was 60%. Trainees were leaving in the middle of the training, or right afterwards. Most of them left to another airline with training and certification paid by our clients. The purpose of the project was to keep the best students at the end. When exploring their approach to recruitment, we realised that they used technical tests, knowledge tests and traditional interviews.*

*So, we asked them: "How could you assess the behaviours, potential, and motivation of the people?" They realised that it was impossible to use only traditional recruitment methodologies, especially due to the high requirements of this training and job.*

*As I believe that each person is unique, the best way to understand them, to keep them engaged and motivated, is to look deeply into people. We had to choose the assessment that will help us understand people's personality traits and motivational drivers.*

*Facing this scenario, we proposed to apply Talento e-assessments (Picture 1, the Assessment), to make sure they choose the right people. We found this step crucial as it was supposed to bring quality to the recruitment process. We wanted a tool that can predict behaviour and performance in a business setting by assessing personality characteristics and motivational drivers. This way we wanted to reduce turnover and make the costs more efficient (Picture 2, the Need)*

*We started the project, assessing and predicting behaviours, we evaluated each person*

*according to 30 Performance Indicators, and last but not least, their drivers and their motivation. In total, 130 people were evaluated, 70 for A German Aviation Company – Line Maintenance Training Center and 60 for SATA.*

*We had a gold mine of information. I shall give some examples. For instance, for this industry and job requirements, we decided to look for people with low scores on impulsiveness and high scores on composure, beyond other relevant indicators which would never come up in a traditional interview the way they were doing it.*

*We started a pilot project in both airlines, where we used Talento assessments, which allowed us to choose the right talents, with the required soft skills and motivation. All the phases of the project were concluded in 3-6 months, consisting of the same phases:*

Picture 1 | The Assessment

### TH-PQ CLUSTER MODEL & FACTORS

- Thinking
- Impulsiveness
- Risk averse - Cautiousness
- Failure & Criticism avoidance
- Decisiveness
- Efficiency Orientation
- Need for change
- Social Need
- Social Ability
- Distrust - Scepticism
- Trust
- Altruism
- Status & respect
- Composure
- Self-Confidence
- Openness



- Routine
- Persistency
- Need for challenge
- Structure Orientation
- Goal Orientation
- Energy and effectiveness
- Need for Appreciation & entation Support
- Influence
- Dominance
- Need for Autonomy
- Competitiveness
- Resilience
- Empathic Ability
- Self Awareness

# KAFA ZA MEDALJU

Miriše na pobjedu.



Picture 2 | The Need



1. *Diagnosis of the job descriptions, vision and mission of the airlines. We evaluated the critical aspects for the roles and identified the errors when they recruited without consultancy and assessment tools.*
2. *Validation of the project dashboard.*
3. *Advertisements and OPEN recruitment – implementation of an OPEN DAY with a representative of the airlines.*
4. *Candidates pre-selection.*
5. *First Interviews, shortlist of 30 people out of 60.*
6. *E-assessments.*
7. *Interviews according to e-assessments results matching with technical tests. Structured interviews were used – specific and tailor-made questions based on the results of the assessments.*
8. *Final analysis and selection of 16 candidates for each airline.*

The accuracy of Thalento assessments allowed us to choose the best candidates according to their learning motivation and several critical indicators for the role. Knowing that, after two years of training, all our selected candidates completed it with success and have signed a contract directly with the airlines is the greatest achievement of the projects.

*The only disturbance in the project happened due to COVID-19. The project in A German Aviation Company – Line Maintenance Training Center is still ongoing because the training is on standby, regarding the pandemic situation.*

*Our pilot project ended successfully. We are proud that the whole group of trainees finished the two-year training successfully, and are still working for the airlines, our clients.*

*In order to make the right decision in hiring or designing L&D projects, we need to know people. And we need to know the business environment and grasp it through assessment, whether by using the job requirements, the industry-based reports, or benchmarks based on the results of top performers. By knowing the personality tendencies and job requirements we can predict the behaviour of people in the business context. And that can generate results as visible as the ones presented in the case study above.*

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