



Managerial Hiring in the 21st Century: Using Expert Systems to Optimize Decision Making

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TABLE OF CONTENTS

Executive Summary	3
Section 1: Managerial Performance.....	5
Defining Managerial Job Performance	5
Key Differences Between Managerial and Hourly Job Performance.....	7
Value to the Organization.....	8
Section 2: Understanding Effective Managerial Selection	9
Advantages	10
Addressing Challenges Through Technology	11
Section 3: Implementing Technology-based Managerial Selection Systems.....	13
Inputs	13
Outputs	14
Conclusion.....	18
About the Authors	19



Executive Summary

The cost and complexity of effective managerial assessment has discouraged many organizations from implementing rigorous, validated assessment for managerial staffing. This paper presents the idea that technology, specifically the use of expert systems, provides a new paradigm for managerial assessment because it removes many of the roadblocks that have traditionally prevented organizations from using these techniques.

The following evidence is presented in order to support this point.

Managerial jobs are complex

The responsibilities and requirements for success at managerial-level positions differ significantly from those associated with lower-level positions. These differences are mostly related to the added complexity of managerial positions and the responsibilities they involve. Successful managerial performance is a complex blend of attitudes, values, traits, abilities, and experiences that often differ across job levels, organizations, and situations. These complexities are of critical importance for achieving valued outcomes and thus create the need for organizations to utilize an approach that accounts for these differences when hiring managerial level employees.

Effective managerial hiring requires a different approach

The increased complexity of managerial jobs requires a selection process that can accurately measure and account for a wide variety of interrelated factors. The process must do more than simply measure the critical factors; it must provide an interpretation of the "big picture" of how the individual's background and skills match a specific role. This most typically involves the use of an expert model of selection in which experienced judgment is used to evaluate multiple sources of information about a candidate in order to make assumptions regarding a candidate's suitability for a specific job. While extremely effective because it incorporates multiple data sources, the expert model can be both costly and time consuming to the organization. The result is that many organizations have reserved the use of this highly effective model for the hiring of only the highest-level positions.

Technology can replicate the skill of expert assessors

Technology, specifically the automation of expert knowledge, is the key to streamlining and improving managerial hiring. These systems facilitate the automation of the "whole is greater than the sum of its parts" methodology that is critical to predicting success for positions with complex responsibilities. Because they reduce the investment in time and money required to take advantage of the expert model, technology-based expert systems have lowered the barriers that have previously kept organizations from justifying the use of these techniques for managerial hiring.

Scalability makes in-depth assessment outputs more readily available

Typically, the expert assessor produces a customized report detailing the relative assets and liabilities of the managerial job candidate. Technology enables customized reports to be generated on a mass scale based on a standardized scoring methodology that replicates what the experienced assessor does.



Introduction

The cost and complexity of managerial assessment has discouraged many organizations from implementing rigorous validated assessment for managerial staffing. This paper presents the idea that technology, specifically the use of expert systems, provides a new paradigm for managerial assessment because it removes many of the roadblocks that have prevented organizations from using effective managerial assessment techniques.

The paper is organized into three sections:

Section 1: Managerial Performance – This section provides an overview of the major dimensions of managerial performance and how it contrasts with hourly job performance.

Section 2: Understanding Effective Managerial Selection – This section summarizes the advantages and challenges of managerial assessment and how technology can address those challenges.

Section 3: Implementing Technology-based Managerial Selection Systems – This section provides an overview of the steps required to design a legally-defensible, job-related, technology-based managerial assessment system, and the optimal outputs created by the system.



Section 1: Managerial Performance

This section will discuss the following:

- Key elements that define managerial job performance
- How managerial competencies are different from hourly competencies
- The financial impact of selecting high-quality managers

These points combine to suggest that various differences between hourly/entry-level positions and managerial-level positions are of critical importance and thus create the need for organizations to utilize an approach that accounts for these differences when hiring managerial-level employees.

Defining Managerial Job Performance

The term “Manager” is widely used within the workplace and is attached to a broad range of positions. This term is often used to describe a continuum of jobs that range from first-level supervision to entry-level corporate leadership roles. While the specific tasks and outcomes associated with individual managerial roles differ between organizations, all managerial-level positions share some common responsibilities, including accountability for:

- the performance of others
- support of strategic business initiatives
- decision making
- increased levels of technical or job-specific knowledge
- developing one’s own and others’ career paths within the company
- alignment with, and championing of, corporate culture or values



Successfully performing a managerial job requires a complex blend of attitudes, values, traits, abilities, and experiences that often differ across job levels, organizations, and situations. Various models have been proposed to define managerial job performance. This paper presents a general model of the elements that should be accounted for when defining what it takes to be a successful manager. This model consists of the following five general areas:

I. Achieving results – This category involves the following:

- **Leadership/management skills** – These involve the ability to foster teamwork, manage the performance of others, empower others towards a common goal, have courage to make leadership decisions, and to develop leadership skills in others.

II. Dealing with people – This category involves the following:

- **Communication skills** – These involve the ability to effectively communicate with others in the workplace. This involves both oral and written communication as well as the ability to listen effectively and present information in a clear and persuasive manner.
- **Interpersonal skills** – These involve the ability to build relationships with others, to have political savvy, to be able to negotiate with and influence others in order to achieve key business outcomes.

III. Solving problems – This category involves the following:

- **Cognitive Skills** – These involve the ability to understand and interpret key pieces of information and to use this information to solve problems and make effective decisions. This involves the ability to understand and analyze the elements of a situation, to envision the required outcome, and make decisions that will ensure the successful achievement of this outcome.

IV. Managing self – This category involves the following:

- **Self Management** – This involves the ability to manage one's self and to strive for continual improvement. This requires one to remain adaptable and flexible, to understand personal weaknesses, and to seek out opportunities to develop weaknesses.

V. Other underlying factors – This category involves the following:

- **Job-specific technical competencies** – These involve the knowledge required to perform the technical responsibilities associated with a job or role.
- **Congruent values** – These involve sharing the core values of the organization and helping promote and cultivate these values amongst subordinates.

Successful managerial job performance often requires a complex blend of these factors. In contrast, the success factors for hourly jobs are often much more straightforward.



Key Differences Between Managerial and Hourly Job Performance

In contrast to managerial job performance, the responsibilities required of entry-level positions are less demanding and include:

- Responsibility to show up for work when required
- Responsibility for fulfillment of a specific set of duties/responsibilities outlined in a job description
- Responsibility for a specific body of job-related technical knowledge

Because hourly jobs are less complex than managerial jobs, the factors required for success can be described using a more basic model covering three key areas:

I. Work habits – This area is a primary determinant of entry-level or hourly job success. It most often involves basic work behaviors such as punctual work attendance, showing up for work, following rules, etc. Typically, there are fewer performance-related problems in this area for the managerial workforce.

II. Dealing with people – This involves the use of communication and interpersonal skills. These skills differ from those used for managerial performance in that they are often more focused on dealing with customers as opposed to leading subordinates.

III. Job-specific technical competency – Involves the ability to perform technical aspects of the job. Typically, possessing and applying technical knowledge is a more significant part of entry-level jobs than managerial jobs. Managerial jobs require technical knowledge, but often managers are more responsible for leading the technical experts rather than applying the same level of technical mastery.

A comparison of managerial-level versus entry-level job performance demonstrates several key differences:

Managerial	Hourly
Multiple, complex, interrelated work tasks	Fewer, less complicated, discrete work tasks
Responsible for the work of others	Responsible for the work of self
Leads projects	Participates in projects
Accountability linked to financial goals of company	Accountability linked to performing specific tasks
Work styles are more complex	Work styles are less complex

These differences are important because they suggest major differences in the value these two types of jobs have to the organization.



Value to the Organization

The assessment and development of managers is of critical importance to organizations because hiring and retaining high-performing managers can have a financial impact on the organization much greater than the assessment and development of hourly employees. The reasons for the criticality of management positions include:

- Organizations have fewer managerial-level positions, the responsibilities of these positions are more complex, and incumbent tenure at these positions tends to be much longer than it is for hourly workers. Thus, organizations make many fewer managerial-level hiring decisions and the stakes are higher for each decision that is made.
- Managerial-level hires form the “talent bench strength” of the organization. Today’s managers are the next generation of a company’s executive team.
- A common cause of employee turnover is dissatisfaction with supervisors – people often “quit their bosses” rather than “quit their jobs.” Thus, managerial-level hiring decisions can have a direct impact on other persons within an organization’s workforce, which increases the ramifications for bad managerial hiring decisions.
- Congruence between an individual’s work-related values and those of the organization becomes more important because leaders need to promote these values to their subordinates.
- Failure to account for certain specific characteristics can present serious roadblocks to the long term success of those hired for managerial roles. Research has demonstrated that managers who do not possess strong interpersonal skills and are unable to form relationships above, below, and across the organization are more likely to become derailed in their careers.

The above information suggests that the effectiveness of managerial-level hiring decisions is of great importance and value to organizations. The increased complexity of these jobs requires a selection process that can measure and account for a wide variety of interrelated factors. The next section reviews the steps used to create a job-related, legally-defensible managerial assessment process.



Section 2: Understanding Effective Managerial Selection

Although many of the steps to creating valid, legally-defensible hourly and managerial assessments are similar, the resulting processes used for managerial-level selection typically differ considerably from the processes used for hourly positions. Key differences between managerial and entry-level selection systems include:

- **More information is required to make accurate decisions** – Managerial-level jobs are inherently more complex than entry-level jobs. The more complex the requirements of a job become and the more interrelated the various traits required to perform the job well, the more difficult it becomes to accurately predict performance for the job. Accurately measuring what it takes to perform a job requires the use of a variety of predictive information.
- **Making accurate decisions is more difficult** – As job complexity increases, additional predictors are required. The interrelationship between each of the many predictors does not allow for a simple interpretation of the data collected during the selection process.
- **An expert model leveraging experienced judgment is required** – The complexity of predicting success in managerial jobs often requires more expert interpretation of assessment data than required in hourly jobs. In hourly jobs, a simple index combining two or three of applicants' competency scores is often sufficient for predicting whether the applicants will be successful job performers. In contrast, the requirements to be successful in a managerial job may vary based on the role of the new manager; specifically, to whom he/she will report; the type of staff he/she will supervise; and the current organizational and industry challenges faced by the manager.
- **Additional time and expense is required** – The need to use a variety of predictors and to use an expert approach to interpret results has traditionally made managerial-level selection an expensive and time consuming proposition.



Advantages

It is important to understand the benefits and challenges involved when considering the use of the more complex selection processes required for effective managerial selection.

The managerial selection model discussed in this paper can have tremendous value to organizations. This value is based on the following:

- **It provides a link to employee development and coaching** - The in-depth data gathered during managerial assessment provides valuable developmental information about an employee's strengths and weaknesses. The data can be used immediately to implement a targeted development plan for the employee and help the employee's manager coach the employee to maximum performance. This is difficult to do with systems using fewer, less in-depth predictors.
- **It is thorough** – Good managerial selection processes are extremely thorough and allow for the collection of a wide range of relevant information. This is a critical part of the expert model as it provides a very complete picture of the candidate relative to the requirements of the job and the culture of the organization.
- **It leverages expert judgment** – The in-depth model leverages the skill, experience, and expertise of a seasoned assessor who can collate and translate multiple pieces of information about an individual into a cohesive summary of the person's ability to succeed in a given job.
- **It is accurate** – The process includes multiple, valid, reliable predictors of job performance. The systematic application of experts' decision rules results in an in-depth, accurate picture of the person's capabilities.



Addressing Challenges Through Technology

Creating successful employee selection systems requires balancing the time and effort required to gather the information needed for effective decision making with the value of this information for making accurate hiring decisions. The higher the stakes associated with the responsibilities for a particular job, the more value is gained by using a more in-depth model. However, there are many challenges associated with implementing an expert model of managerial assessment.

These challenges have placed the use of an expert model out of reach for many organizations interested in creating effective managerial-level selection systems. These same limitations lead other organizations to forgo the benefits of an expert system for lower levels of management, instead using it only for executive-level positions. This is unfortunate because the use of a careful, intensive, selection model that makes use of expert judgment to help organizations make important managerial-level hiring decisions can make a significant difference in an organization's ability to systematically select leaders who have the characteristics required to ensure the company can fulfill its strategic objectives.

Fortunately, technology has provided a way to help organizations overcome many of the limitations associated with the expert model while taking advantage of the benefits it can provide. Technological advances have allowed the development of "expert systems." Whatis.com defines an expert system as:

A computer program that simulates the judgment and behavior of a human or an organization that has expert knowledge and experience in a particular field. Typically, such a system contains a knowledge base containing accumulated experience and a set of rules for applying the knowledge base to each particular situation that is described to the program. Sophisticated expert systems can be enhanced with additions to the knowledge base or to the set of rules.

Expert systems are the key to using technology to create value for managerial hiring because they facilitate the automation of the "whole is greater than the sum of its parts" methodology that is critical to predicting success for positions with complex responsibilities. Typically this methodology involves using algorithms that have been created by experts to understand complex meaning associated with a set of data. These systems use knowledge to interpret higher-level meaning from this data and provide feedback that allows users to benefit from experts' knowledge.

Table 1 summarizes the challenges associated with implementing an expert model and how they can be addressed using technologically driven expert systems.



TABLE 1

Expert Model Challenge	Technology Solution
<p>It is time consuming – In-depth managerial selection systems often require multiple hours of interview and testing time for the assessor, and additional time for data analysis, integration, and report writing.</p>	<p>It is time consuming – Technology-based expert systems greatly reduce the amount of time required to learn about a candidate’s suitability for a specific position. Assessments are delivered via the web and highly detailed reports are generated automatically.</p>
<p>It is costly – The expert model is traditionally very expensive. Individual assessments can easily cost between \$3,000 and \$5,000 per candidate. When multiple candidates are considered for a given position, the total costs can be substantial.</p>	<p>It is costly – Automated report writing results in a significant reduction in the costs associated with managerial assessment.</p>
<p>It is limited by the quality of the expert providing interpretation – The outcome of a managerial selection process is only as good as the information collected and the expert who interprets the data. Care must be taken to ensure that assessors are competent. Many of these assessors are experienced, Ph.D.-level psychologists.</p>	<p>It is limited by the quality of the expert providing interpretation – Expert systems are programmed to develop reports using logic drawn from seasoned, experienced assessors. The intelligence is transferred from the person to the online system, resulting in infinite scalability.</p>
<p>It is not perfect – Predicting human performance is very difficult, especially as the complexity of the job increases. Despite the investment made in expert judgment, it cannot be expected to be effective 100% of the time.</p>	<p>It is not perfect – Expert systems systematically apply validated decision rules to assessment data to minimize bias and maximize prediction of job performance. The systems can also integrate multiple data streams efficiently and effectively.</p>
<p>It does not scale easily – It is very difficult to use an expert model for job openings with a high volume of job applicants because of the costs and difficulties associated with finding a sufficient number of expert assessors.</p>	<p>It does not scale easily – Technology-based delivery, scoring, and reporting allows for great strides in the scalability of managerial assessment initiatives.</p>
<p>It is hard to validate empirically – As the complexity of job performance increases, it becomes more difficult to gather direct, empirical evidence demonstrating the relationship between selection measures and the job performance of those hired using the system.</p>	<p>It is hard to validate empirically – Technology enables organizations to systematically capture and link managerial assessment and job performance data.</p>
<p>It is labor intensive – The expert model of assessment requires many hours of work for the assessor to interview candidates and integrate interview notes with test results to produce a report.</p>	<p>It is labor intensive – Technology provides a way to help manage assessment data in a manner that requires much less effort on the part of the organization.</p>
<p>It has limited scope – The outputs, such as customized reports, of an in-depth managerial assessment are typically for a specific purpose: selecting the best candidate for a job vacancy, grooming a high-potential employee for a future promotion as part of organizational succession planning, or coaching a derailed employee.</p>	<p>It has limited scope – Technology helps to remove the barriers between employee selection and other key organizational functions. By leveraging the same data for different purposes, a greater understanding of the linkages between characteristics measured during selection and those required for ongoing employee development and feedback can be established.</p>



Section 3: Implementing Technology-based Managerial Selection Systems

This section provides a discussion of the specific inputs and outputs associated with technology-based expert systems designed for use in managerial selection.

Inputs

The following inputs represent critical areas for reaping the benefits of a technology-based expert system for managerial selection.

Identification of key success factors – All effective hiring begins with a complete understanding of the requirements associated with success in the position to be filled. No matter what level of technology is used, all managerial selection systems should begin with a clear definition of success based on the identification of traits, responsibilities, behaviors, attitudes, knowledge, and experience required for short and long-term success.

Consider the following examples of managerial work styles:

- **Supportive:** Interacting with others in a friendly and comfortable manner, demonstrating concern for their needs, and assisting them whenever possible.
- **Collaborative:** Approaching relationships with a strong emphasis upon cooperative partnering and team-oriented interactions.
- **Sociable:** Relating to others in a highly engaging, expressive, and lively style.
- **Persuasive:** Promoting and advocating ideas in a convincing fashion.

Organizations must first define which work styles are most important for their managerial jobs. The most critical work styles represent the success profile of successful managerial job performance.

Development of a selection process designed to measure success factors – The success profile is a blueprint that guides the organization to determine what should be measured during the assessment process. The assessment typically includes personality/work style inventories, measures of individual work styles, cognitive tests, situational judgment exercises, biographical history questionnaires, and job-related simulations. Technology-based systems provide increased flexibility in terms of the delivery of these assessments while also providing the ability to use data from one assessment to trigger the deployment of other components of the system.



For example, there are several ways to collect information about a candidate's competence in the areas listed above. While the most common and cost-effective way to collect this information is via a personality/work style inventory, more in-depth information regarding a candidate's ability to deal with others in the workplace can be collected via interviews, simulations, and/or role plays. Technology-based systems can prompt the hiring organization to ask specific interview questions to follow-up on high or low assessment scores to identify potential problem areas or areas of strength.

Outputs

The outputs of a managerial assessment process should include the following:

Candidate report – The key deliverable of the managerial assessment process is a report that provides a complete picture of the candidate relative to a specific organizational environment or the requirements of a specific job that were identified as part of the input process. The value of using expert technology to support this process is that the system is able to rapidly translate input data into a very specific report that is unique to the individuals and the positions for which they are applying. While there are many different styles of candidate reports, most reports designed for use in the managerial hiring process contain the following elements:

- **Degree of fit** – A high-level graphic representation of the match between the candidate's levels of fit with key attributes required by the organization.
- **Detailed narrative information** – Detailed information regarding the candidate's ability to demonstrate specific behaviors that determine success for a specific position. This often involves a graphic representation of the candidate's assessment results that demonstrates his/her suitability relative to each key area of the success definition. This information also includes narratives regarding the positive and negative behavioral tendencies that can be expected given the candidate's score on a specific success factor.



For example, a report for the factor of “Collaborative” may contain the following narrative¹:

A person with a low score on this factor is likely to have these positive behaviors:

- Stays focused on own needs
- Maintains independence and resists accommodation
- Supports unpopular, but important causes

and these negative behaviors:

- Self-absorbed and self-centered
- Fails to accommodate for the common good
- Creates and encounters excessive resistance

A person with a high score on this factor is likely to have these positive behaviors:

- Builds win/win interactions
- Creates a non-defensive and non-competitive environment
- Establishes a strong sense of team, partnership, and synergy

and these negative behaviors:

- Gives in too easily
- Gets taken advantage of; is naive
- Hesitates to lead or take an authoritative stance

Interview questions – One of the benefits of a technology-based system is that it can automatically identify potential weaknesses that a candidate may have relative to job performance requirements and provide a way for hiring personnel to gather more detailed information related to this area of job performance. In many systems this takes the form of customized structured interview guides that focus on potential weakness. For instance, a low score on the work style “Influential” may result in the generation of the following interview questions¹.

- Describe a time when you needed to energize and motivate a group of individuals. How did you accomplish this? Please be specific in describing your interactions with these individuals as well as the outcome of your efforts.
- Describe a boss for whom you have worked who had charisma and a social presence. Compare this individual’s approach to your own work style. Be specific in detailing the similarities and differences.

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Development and Coaching – One of the most important and often overlooked outputs of technology-based expert systems is their ability to provide direct links to employee development and coaching initiatives. The outputs of the selection process provide organizations with the opportunity to begin creating developmental opportunities for newly hired employees. Expert systems can be used to create targeted development objectives and tactics for achieving them. For example, a development report² for someone who scored low on the work style “Supportive” may contain the following narrative:

Suggestions For Developing Your “Supportive” Work Style:

Offer to help.

- When you identify an individual at work who needs assistance with some aspect of his/her job, offer to lend a hand. Check in with coworkers to see how they are doing and encourage them. By doing these things, you are demonstrating friendliness and a desire to help others.

Identify similarities.

- Friendships are easier to form when individuals identify similarities. Engage in small talk with coworkers at appropriate times. Listen for points of similarity between yourself and others. Nurture the social side of work relationships by demonstrating an interest in appropriate nonprofessional aspects of people’s lives such as hobbies. Share your interests too.

Praise and appreciate colleagues.

- Thank others and compliment them. Tell people that you value their efforts and are grateful for their hard work. This sends the message that you see their contributions and care about them. If needed, schedule the task of recognizing coworkers on your calendar to make it a regular activity.

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The managers and mentors of employees who complete an expert systems assessment can receive a targeted coaching plan outlining the steps they can take to aid employees in their development. For example, a coaching report generated for the boss of a person who scored low on the work style “Supportive” may contain the following narrative³:

Suggestions For Coaching Your Employee on The “Supportive” work style:

Help someone.

- Identify an individual who needs help with some important aspect of his/her job. Work with your employee to come up with a strategy to tactfully offer colleagues help so that your employee does not appear to be interfering or questioning their competence. Coach your employee to create an open dialogue with colleagues to find out how your employee can be most helpful.

Create common bonds.

- Your employee will work more effectively with others if he/she finds a common professional or personal bond with them. Coach your employee to look for the bond by nurturing the social side of work relationships. Encourage your employee to demonstrate an interest in the nonprofessional aspects of people’s lives by asking appropriate questions about topics such as interests or family.

Model the behavior you want.

- Your job as coach is to support your employee. Model supportive behavior—thank your employee for his/her efforts, be available, and provide help even when it is inconvenient for you to do so. With your employee nearby, tell other colleagues that you value their efforts and are grateful for their hard work.

Using assessment data to create targeted, integrated development and coaching plans is one more example of the in-depth information that can be extracted from expert systems.

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Conclusion

This paper has presented the idea that the complexity associated with managerial jobs requires a specific approach to hiring. Unfortunately, ensuring the accuracy and cost effectiveness of this approach can often present a variety of challenges for organizations. Helping to eliminate these challenges is one of the many ways in which technology has helped to forward the evolution of the traditional hiring process. Technology-based systems are not designed to replace the final judgment of qualified hiring personnel. Rather they are intended to help these persons make informed, accurate decisions by helping to organize and interpret information collected during the hiring process.

In the case of managerial positions, technology has provided a way to automate the interpretation of complex assessment data. This has allowed organizations to quickly and easily leverage knowledge that was once extremely expensive and time-consuming to collect. When embedded into the context of a well-planned managerial selection system, the output provided by technology-based expert systems can greatly facilitate effective decision-making and help organizations to manage employees' performance throughout their tenure at the organization.



About the Authors

Dr. Charles Handler (chandler@rocket-hire.com) is an expert in online screening and assessment technology systems and has helped to provide his clients with straight talk about issues related to this topic for almost 5 years. Dr. Handler is the president and founder of Rocket-Hire (www.rocket-hire.com), a consultancy dedicated to helping organizations combine technology and best practices to build effective, legally sound employee selection systems.

Before founding Rocket-Hire, Dr. Handler spent almost a decade developing and validating employee selection systems for a wide variety of jobs in a number of settings including, retail, manufacturing, telecommunications, high-tech, and public safety.

Since starting Rocket-Hire, he has specialized in partnering with customers to develop legally defensible strategies that utilize technology to help increase the efficiency and effectiveness of the employee selection process.

In addition to his work creating selection systems for client organizations, Dr. Handler is also an internationally known thought leader in the development of online screening and assessment technology and has been a pioneer in the creation of online employee selection systems. He writes extensively about the impact of technology on best practices for employee selection and has recently published a book on this topic. A regular contributor to many online HR publications, Dr. Handler's work in building new models for selection using technology has appeared in online publications and journals worldwide. He is a regular columnist for The Electronic Recruiting Exchange, Workforce Management Magazine (formerly Workforce Magazine), and Society for Human Resource Management's Employment Management Today Magazine. Dr. Handler has also played an active role in education, serving as a member of Tulane University's Business Studies faculty, where he currently teaches students about Recruitment and Selection and other HR-related topics.

Dr. Handler is also an active speaker giving workshops about best practices for employee selection and speaking at events such as the Society for Industrial/Organizational Psychology's annual conference, the Electronic Recruiting Exchange Annual Expo, and a variety of user conferences and workshops. Dr. Handler is a member of the American Psychology Association, The Society for Human Resource Management, and The Society for Industrial/Organizational Psychology.



Dr. William Shepherd (wshepherd@psymaxsolutions.com), president and COO of PsyMax Solutions, has extensive assessment experience. He is responsible for the company's general management with a focus on business and product development.

Dr. Shepherd received his Ph.D. in Industrial and Organizational Psychology from Bowling Green State University with a minor in Quantitative Psychology. He is a licensed psychologist. He received B.A. degrees in Finance and Psychology from the University of Northern Iowa.

Dr. Shepherd's previous posts include work in the Employee Capability & Competency Design group at GTE, and in the Global Selection Solutions Practice area of Personnel Decisions International. Most recently, Dr. Shepherd was the director of solution design for ePredix, providing human capital measurement tools that drive organizational profitability. During this time he was involved in the development and roll-out of a product suite of Web-based training and performance development systems for use by retail, restaurant management, financial services, insurance, and healthcare clients. His work also involved the development and research of employee assessment tools that can be linked to business metrics (e.g., sales, profits, and turnover).

Shepherd's applied work has included developing competency models, assessments, interview systems, and development tools for organizations to use in sourcing, hiring, developing, and promoting workers. He has led strategic staffing audits of organizations to evaluate and benchmark their staffing and retention methods against best practices. His work also has included the development, administration, interpretation, and action planning of organizational culture surveys. The emphasis of Dr. Shepherd's applied work has been linking human capital management tools to bottom-line financial results.

Dr. Shepherd has presented his research at academic conferences of the American Psychological Association and the Society for Industrial/Organizational Psychology. In addition, he is a contributing author of the Successful Manager's Handbook. His recent presentations have focused on the emerging trends and implications of Internet-based assessment.



Dr. Wayne Nemeroff (wnemeroff@psymaxsolutions.com), CEO and co-founder of PsyMax Solutions, is the architect of the company's proprietary assessment tools, including the PsyMax Work Style AssessmentSM inventory. With more than 25 years of coaching, assessment, and development experience, he is committed to helping employers and individuals match work styles to job requirements.

He received his Ph.D. in Industrial and Organizational Psychology in 1975 from the University of Akron. After graduating, he accepted an Assistant Professor position at the State University of New York at Albany's School of Business. In 1979, he joined a consulting firm in Cleveland, Ohio where he was a principal until 1995. In 1996, Dr. Nemeroff established his own consulting firm and in 2002 he co-founded PsiBase, Inc., an assessment and development company which has been renamed PsyMax Solutions.

Dr. Nemeroff has extensive experience in performance review systems, team building, management and leadership development, executive coaching, assessment and selection systems, and individual development programs. He has facilitated many workshops and seminars and has given speeches and presentations to a variety of organizations across the United States, Canada and Europe. Dr. Nemeroff has published articles in the Journal of Applied Psychology and the Academy of Management Journal.

Dr. Nemeroff has conducted thousands of assessments, individual feedbacks, and executive coaching sessions on individuals from the lower levels of an organization (store clerks, hourly production workers) to the executive levels (general managers, vice presidents, presidents, CEOs). He has worked with organizations in the industries of accounting, entertainment, manufacturing, health care, insurance, real estate and land development, retail and utilities. A major area of Dr. Nemeroff's focus has been the retail sector where he identified high turnover as a result of inadequate selection processes.