



Predictive Index: Learn How to Make Better Hiring Decisions and Develop High-Performance Sales Teams

Management Update 2011 Speaker Profile: Jay Hawreluk, Senior Consultant, ADVISA

In November, PMPA began partnering with PI Worldwide to help solve the problem of finding and retaining skilled machinists. The partnership with the Boston-based company provides PMPA members with a specialized tool for recruiting, hiring, promoting and team building. Benefits include reducing costly personnel turnover, solving people problems, improving employee job satisfaction and increasing productivity.

PI Worldwide uses the Predictive Index (PI), a system that combines behavioral assessment with training and consulting. Since the PI was first introduced in 1955, more than 7,500 companies in over 140 countries have used it to strengthen their organizations.

The PI is a scientifically based, personality assessment tool that offers insights into the behavior of employees and job candidates. By identifying people's strengths compared to job requirements, the PI enables business owners and managers to make better-informed human resource decisions.

The Predictive Index will be one of the topics at next month's PMPA Management Update Conference in Lake Buena Vista, Fla. Jay Hawreluk, a senior consultant with PI licensee ADVISA, will present three Saturday sessions. Based in Dearborn, Michigan, Mr. Hawreluk spoke about the PI at the 2005 Management Update. His presentation was the highest-rated session at that year's conference.

"The Predictive Index is not a test," Mr. Hawreluk explains. "It's a

survey that uses a series of descriptive words to assess personalities. It takes approximately five minutes to complete and it's incredibly accurate. Because the PI is a survey, you can't study for it. There are no right or wrong answers.

"It's a statistically driven tool that tells us how people are hard-wired and then helps match the right person with the right job," he continues. "A lot of my clients say, 'We fixed our processes; now how do we fix the people?' Well, you don't fix people. The PI is the answer to the people issue. Not only is it useful in hiring new employees, it also helps in promoting deserving employees to new positions and in building team morale."

The first of Mr. Hawreluk's PI sessions at Management Update will be a basic overview of the system for those who have not been exposed to it. "It will be a PI introduction or refresher course," he says.

The next session will cover sales and how to assess the competencies of salespeople. "There are sales hunters and sales farmers," Mr. Hawreluk points out. "A sales hunter goes out and gets new business. A sales farmer does well with established accounts. I'll be talking about the differences and how to match salespeople to the right roles."

The third Management Update session will discuss hiring for drive and teaching skills. "As everyone knows, there is a lack of skilled machinists throughout the



Jay Hawreluk is a former CEO with years of hands-on experience in dealing with issues that business owners face every day. He was a Lean manufacturing consultant prior to joining PI Worldwide ten years ago. A member of the National Speakers Bureau, Mr. Hawreluk can be reached at JayHawreluk@comcast.net. Phone: 313-563-9343. Fax: 928-563-9343.

industry," Mr. Hawreluk says. "With the PI, precision machining companies can hire people based on their mechanical aptitude. Those new hires can then be taught machining skills and the right way of doing things."

"Hire for Drive, Train for Skills" is also the theme of a webinar being presented January 18th at 10:00 am EST. The half-hour webinar is followed by a 15-minute Q&A session. To register for the webinar, contact Renee Merker at rmerker@mpa.org.

Mr. Hawreluk points to changes in the industry as a key reason for using the PI. "Twenty years ago, many machine shops had one

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Choose to be the Most Customer-Intimate Company You Can Be.

This, of all the possible choices you can make, will pay the greatest dividends. By increasing your customer intimacy, you increase your knowledge of not only the customer's stated needs, but also of its people, systems, culture and ways of thinking (knowledge of its unstated needs). This means you will understand the "Why?" and not just the "What?"

What does it mean to be customer-intimate? For starters, it means that you know the 5W-2H of that company and its business. (5W-2H is Who, What, When, Where, Why, How and How Many.)

How many ways do you have to connect with this company? Is it just your sales department talking to — or receiving faxes or emails from — a buyer? Are your engineers talking with the company's engineers? Have your production and shipping people visited the customer to see how your products are received? If your shop supervisor had to call the customer, does he or she know whom to ask for

and at what phone number?

Some of the top PMPA shops I support have so many connections into their customers it would almost take a neurosurgeon to find them all. That assures continuing, ongoing, value-added business.

As 2011 begins, I am asking you to be mindful of what you hope to accomplish this year with the resources that have been entrusted to you. Do you choose to just react as opportunities or challenges arise? Or, do you choose to consciously create the conditions you and your team need for success?

Will you and your team be the best darn firefighters in the industry, reacting to every urgent need and turning the shop around on a dime? Or, will you choose to set a deliberate course that sees its goal as achieving those things that are of lasting importance rather than obeying those

of momentary importance?

During the recession, reacting to the tyranny of the urgent kept us alive; in 2011, focusing on things of lasting importance will help us thrive.

This year could be the year we choose to put the "tyranny of the urgent" in its place. At the beginning of the new year, everyone talks about resolutions. By February or March, it is usually proved that those resolutions were just talk.

The 2008-2009 recession taught us that without demand, we have no business. Our customers represent demand for our shops. Our customers are truly the most important focus for our success in the year ahead.

What three choices will you deliberately make to assure that your customers know your business exists to help them remain Number 1?

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major customer, but outsourcing has changed that. Today, you have to have a better customer mix and you have to hire the right people.

"For companies with fewer than 50 employees, hiring the wrong people can be a major drawback," he continues. "Many business owners say their number one problem is employee turnover. The key to hiring and retaining good employees is understanding what motivates them.

"The Predictive Index identifies a potential hire's strengths and motivations and then matches

those qualities to specific jobs. When employees like their jobs, they are more committed and the company is more productive.

"The PI shows in what environments employees will thrive," Mr. Hawreluk says. "It also tells us how people are best motivated, how they handle pressure, how they make decisions and how much risk they are comfortable with. When you align the environment of the job with the environment that somebody best thrives in, success skyrockets. The PI takes away

some of the mystery in hiring and managing people.

"My goals are to help educate PMPA members and give them information," Mr. Hawreluk sums up. "A better understanding of employee personalities can help companies invest in the right people. Owners and managers will learn a lot by attending the Management Update sessions. They will gain new insights into the role that personality assessment can play in successful hiring, retention and leadership development."