

Hire, Manage and Promote with Confidence

Muno, Summers & Associates Can Help

You promoted your best performer to a management position only to encounter problems. A new hire seemed right for the job, but isn't living up to your expectations. Your employees are strong performers who seem to like their jobs, but they continue to quit. You spend money on training with little or no results. You're not always sure that you're hiring honest, dependable, hard working, drug-free employees.

Do these problems sound familiar? If so, Muno, Summers & Associates can help.

Muno, Summers & Associates, an I-NEDA associate member, is a strategic business partner of Profiles International, the world's innovator and leader in employee evaluation, with a specialty in dealing with ag/heavy equipment dealerships. "Whether you are hiring, making a change in management, conducting training, or even restructuring, assessments will give you the answers you need to make the right decisions," said Jeff Summers of Muno, Summers & Associates. "Our company gathers the learning style, personality and interest "hard-wiring" of employees and candidates in one assessment, which means you get all of the available, legal information that can be gathered about



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an employee or candidate...in other words, all of the critical puzzle pieces at one time."

Hiring & Promoting

According to Summers, all employees fall into one of three areas: 1) high performers, 2) strugglers or 3) those who meet expectations. "The high performers are the super-talented people on the job, while strugglers are the bottom performers who were more than likely miscast for the job," explained Summers. "The remaining employees tend to be those who meet the expectations of the job."

Regardless of the position, once an organization identifies its employees at these three levels, it is ready to begin the assessment process. First, Muno, Summers & Associates suggest that all employees complete the online assessment. The assessment results of the high performers are then analyzed and the areas of commonality among the high performers create a Job Match Pattern, or success pattern.

"Based on these results, we are able to demonstrate what makes these employees top performers, and that information becomes the benchmark that candidates are compared to in hiring situations and promotional considerations," said Summers. "Once this Job Match Pattern is built, a business can use it in the selection process as a way to gather more insight into their candidates before

they put them on their payroll."

"The ProfileXT Placement Report enables me to consider several qualified candidates and helps me select those with the strongest probabilities of success in the area where I'm hiring," said Jim Jones of Barker Implement. "It helps me identify traits in otherwise great people who might not be a good fit for the position in which they are applying. It is by far the single best hiring tool I have ever used."

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The reports also include actionable steps, which make them a useful tool for hiring and promoting employees. "Our reports provide a variety of interview and coaching actions so businesses not only have the necessary information, but know where to go with it as well," stressed Summers.

"I would guess that most store managers have promoted their best service technician to service manager at some point in time," he added. "While this occasionally works, more often than not, the job change is so dramatic from technician to manager that the employee struggles in the new position. While they are fully capable of learning the skills required in the new job, a person cannot change their "hard-wired" personality to fit a new position. Just like a great athlete who often cannot transition to become a great coach, technicians often



Jeff Summers, of Muno, Summers & Associates, chats with Jim Jones, of Barker Implement, at the I-NEDA Annual Conference.

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realize that their “hard-wiring” is much more suited to turning a wrench than managing people.”

This can lead to what Summers refers to as a “triple whammy.”

Whammy #1 – The dealership loses its best technician.

Whammy #2 – The owner encounters challenges with the new service manager since they are not hardwired to manage others.

Whammy #3 – The employee realizes this and instead of going back to his previous position, he leaves the dealership to work as a technician for a competitor across town.

“Our assessments can help alleviate this problem since they are designed to identify employee talents and match them to positions that are a good fit,” said Summers.

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Coaching

Once a business has a Job Match Pattern based upon the top performers, every employee’s assessment results can be placed over the appropriate Job Match Pattern (their position), providing the manager with very customized coaching information.

“Sometimes managers get busy and do the one-size-fits-all type of management, treating all employees the same way,” explained Summers, who compared this management style to a doctor walking into a waiting room and giving everyone two aspirin to treat their symptoms. “While the aspirin might cure a headache, it won’t fix a broken leg. The one-size-fits-all management style just doesn’t work.”

The ProfileXT Coaching Report showcases how employees differ from one another, and how to manage each employee to their maximum potential. As a result, the report provides very customized coaching recommendations for the managers to implement, alleviating

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the one-size-fits-all management style.

“Once the hiring process is done, the coaching report highlights areas where the new employee will need attention and coaching, since it identifies characteristics that weren’t a match for the position,” added Jones. “This report lets us know what assistance we will need to provide the employee in order to help them maximize their career. I contribute the success of the people I have hired to the ProfileXT process because it not only told me their strengths, but areas where they needed coaching as well.”

Jones fondly remembers one time when he had trouble deciding whether or not to hire a candidate. “The candidate’s profile was a lower match than I would typically use, but I found myself coming back to his application. The individual had low verbal reasoning skills and his decisiveness score was also very low,” explained Jones. “However, after discussing it with Jeff and identifying the goals and characteristics of this individual, I decided to hire him as a technician.”

Instead of allowing the new employee to jump into the role of a typical outside technician (where people call in a problem, the technician loads up the tools and goes out in the country for a service call), Jones kept him in the dealership for six months – a direct result of the information included on his profile. “That way, if he encountered situations where a lot of stuff came at him quickly and he had to make a decision, he would have immediate assistance available to him,” explained Jones.

After six months, Jones sent him out on calls where the challenges wouldn’t be too great. “Today, he is a popular, successful technician, with a high rate of return,” said Jones proudly. “We just made sure that we didn’t allow him to

get bombarded in the early days, which could have sent him into overload and destroyed his self-confidence, as well as the customer’s confidence in his ability.”

Jones encourages fellow I-NEDA members to enlist the help of Muno, Summers & Associates. “From day one, Jeff Summers has provided me with invaluable assistance,” exclaimed Jones. “Whenever I have two candidates who are extremely close and I have a question about the profile, Jeff is always there to help me sort out the differences.”

Assessments by Muno, Summers & Associates are provided in a secure, legal manner. They are ADA, Civil Rights and EEOC compliant and meet all Department of Labor criteria and have documentation regarding their reliability and validity. All assessments are online, with 24/7 access and immediate results. In addition, they are very user friendly. “The reports are at a seventh-grade reading level and require no training or interpretation,” explained Summers. “You don’t have to sit through three days of training to use our assessments.”

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Summers has also worked closely with the agricultural industry since 1998. “I’ve spent the last 10-plus years working with dealerships throughout North America. Our clients have trained me well...I have a solid understanding of the industry,” said Summers.

“The profiles provided by Muno, Summers & Associates have never failed me,” concluded Jones. “As a matter of fact, the one time I did take a risk, the profile was right. I shouldn’t have taken that risk.”

For more information on assessment technology, contact Muno, Summers & Associates at jeff@munosummers.com (www.munosummers.com) or 1-866-JOB-FITS (1-866-562-3487). ■