

Finding the Right Fit: Using Data and Analytics to Staff Your School



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Today's Journey

- Overview of Empower's hiring process
- Overview of Predictive Index and how it is used to solve business problems, including in the hiring process
- A deep dive into the dynamics of Empower's Leadership Team
- A look at how we use the data to prepare the teachers to work together
- An overview of lessons learned
- Q and A

Empower's Employee Experience

Screen

Application Completion
Resume Submission

Assess

Sample Teaching Lesson
Feedback Session
General and Applicant Specific Q & A

Integrate

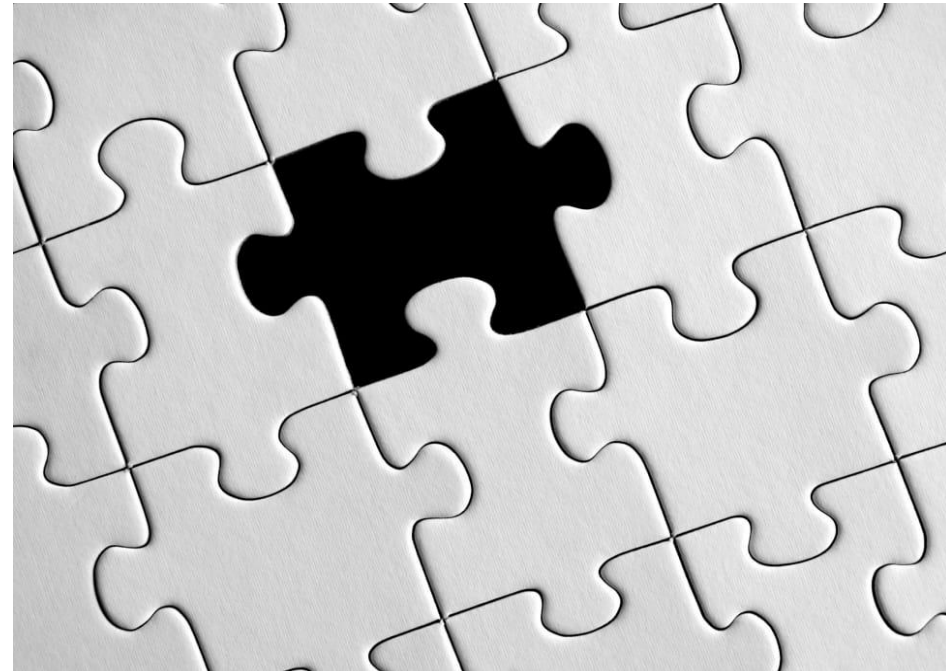
Team Awareness Training

Collaborate

Coaching
Continuation

The Importance of Talent Optimization

- A People Strategy that brings a strategic plan to results
- Engagement
 - Fit to Role
 - Fit to Manager
 - Fit to Team
 - Fit to Culture



Goals & Strategy



The work to be done

Are we **aligned** on the strategy?

Y

Clarity of purpose

N

Tax: conflicting goals

Execution



The right people for the job

Do we have the **right people** for their **job** AND for the **strategy**?

High performance

Tax: missed goals, high hiring costs



The right execution environment

Are **jobs**, **managers**, **teams**, and **organization** set up for execution?

High productivity

Tax: execution breakdown, poor employee experience

The right Results

Deliver the promise of talent optimization

- PI products solve the problems behind the pain



ALIGNMENT

Design people strategy to support business strategy



GREAT HIRES

Hire top talent to drive business results



GREAT MANAGEMENT

Inspire people development to maximize productivity

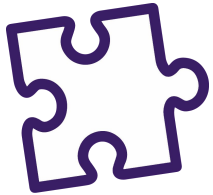


ENGAGEMENT

Understand and resolve people problems

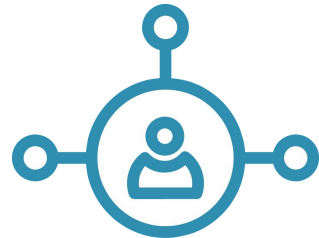
Four Forces of Disengagement

Optimizing means always considering these four factors



JOB

Misalignment
with the job



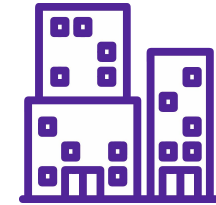
MANAGER

Misalignment
with the manager



TEAM

Misalignment
with the team

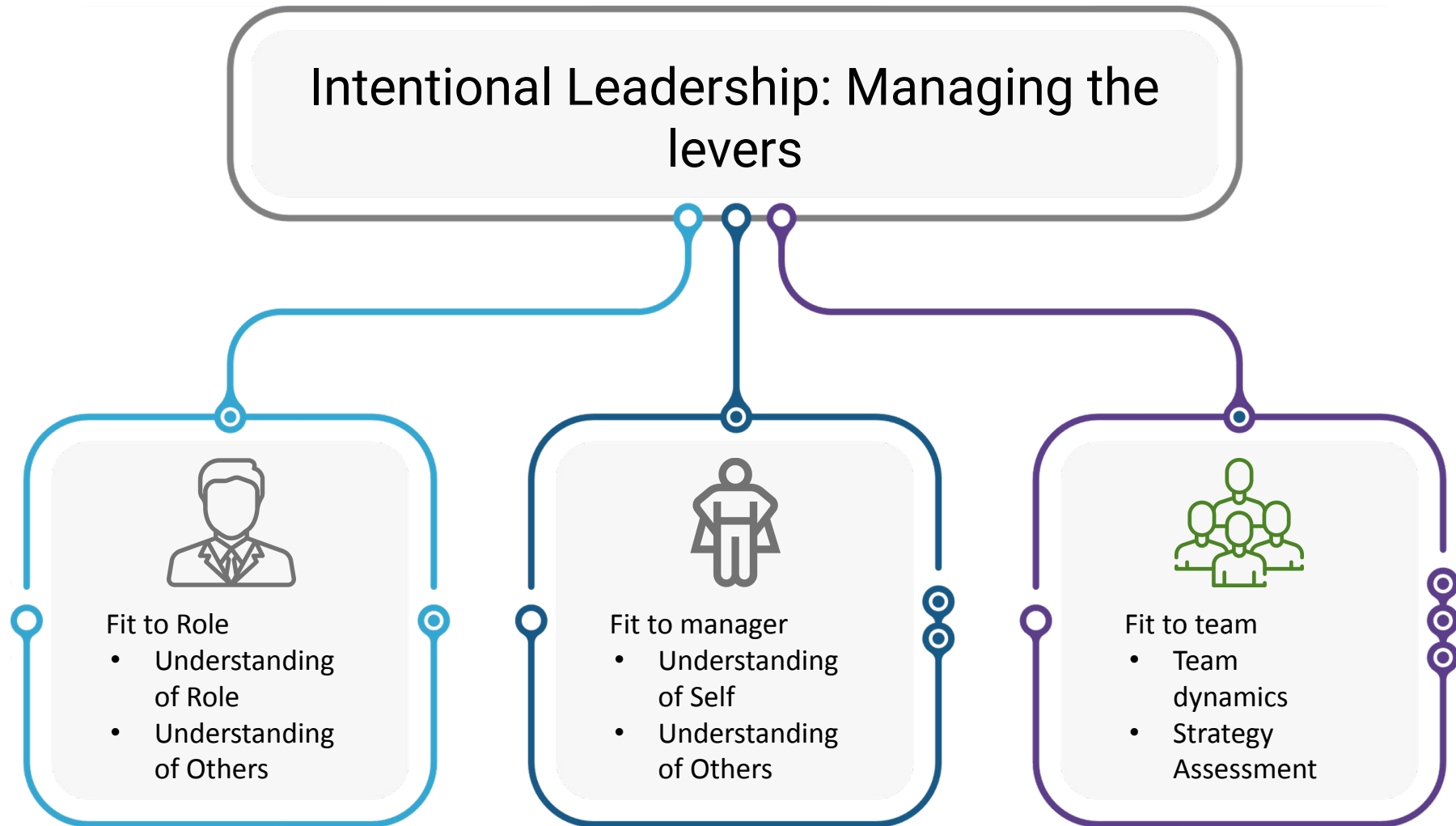


CULTURE

Misalignment
with the culture

Data-based leadership:

Leading others using people analytics





Self Awareness ... through data

Self-awareness study

Tasha Eurich (HBR) conducted a 5 year research study with 5,000 participants.

Her study found: _____% of people thought they were self-aware but in fact
_____% were

Self-awareness study

Tasha Eurich (HBR) conducted a 5 year research study with 5,000 participants.

Her study found: 95% of people thought they were self-aware but in fact

15% were

According to the American Management Association:

A survey conducted of 75 members of the Stanford Graduate School of Business Advisory Council rated self-awareness as the *most* important competency for leaders to develop.

- AMA
2013 Critical Skills Survey

Drives, Needs, and Behaviors



Why do people behave as they do?



Why do people behave as they do?



Why do people behave as they do?

You are guessing at this...

People have
DRIVES

Drives create
NEEDS

If you only see this...

Response to needs
BEHAVIORS

Why do people behave as they do?

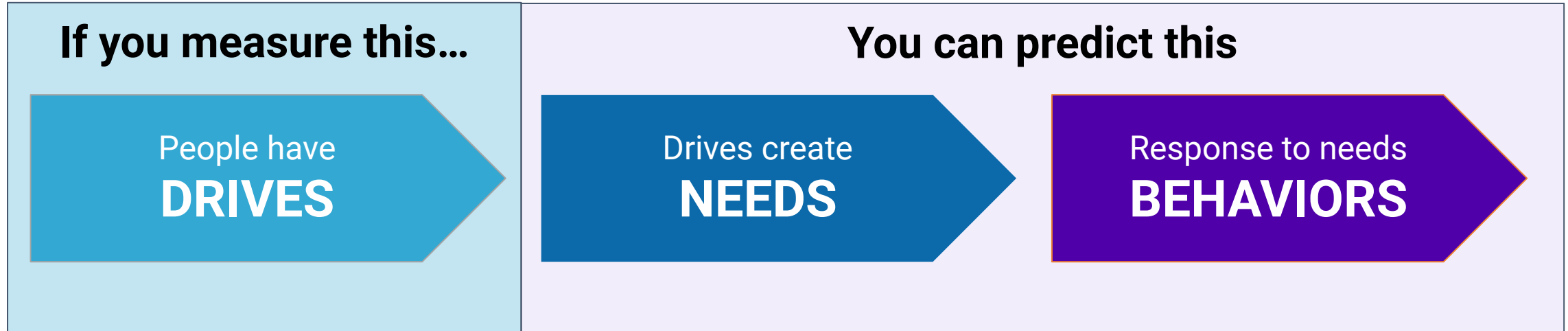
If you measure this...

People have
DRIVES

Drives create
NEEDS

Response to needs
BEHAVIORS

Why do people behave as they do?





Example: Natural risk takers facing uncertainty

Normal Behaviors

- Rapid exchange of ideas
- Think boldly and out loud
- Solve problems through innovation
- Relish change and risk-taking
- Make decisions fast and decisively

Behaviors in Uncertainty/Crisis

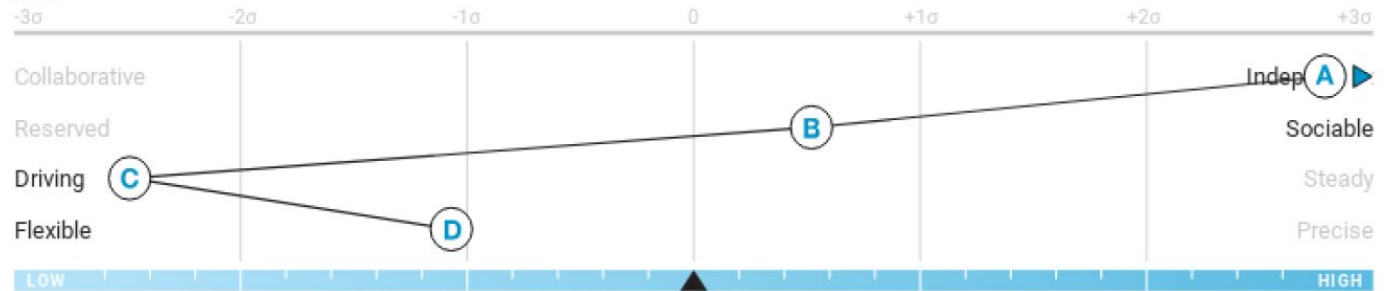
- Exhaust others with more new ideas
- Expend energy on activity not productivity
- Create additional complexity through impulsive decision-making



Captain

A Captain is a problem solver who likes change and innovation while controlling the big picture.

Self



Tips to Increase Resilience

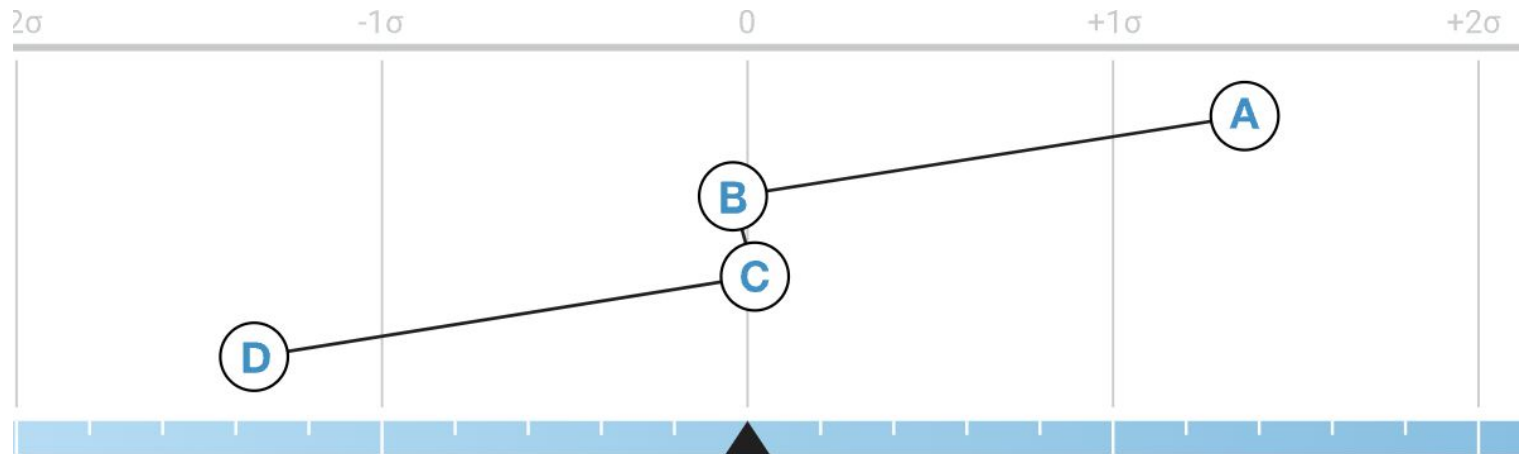
- Avoid make decisions in the heat of the moment. Build in time to think.
- Stop trying to do everything at once. Prioritize fewer things for execution and focus
- Don't let problem solving be based on the loudest voice in the room

Empower's Leadership Team

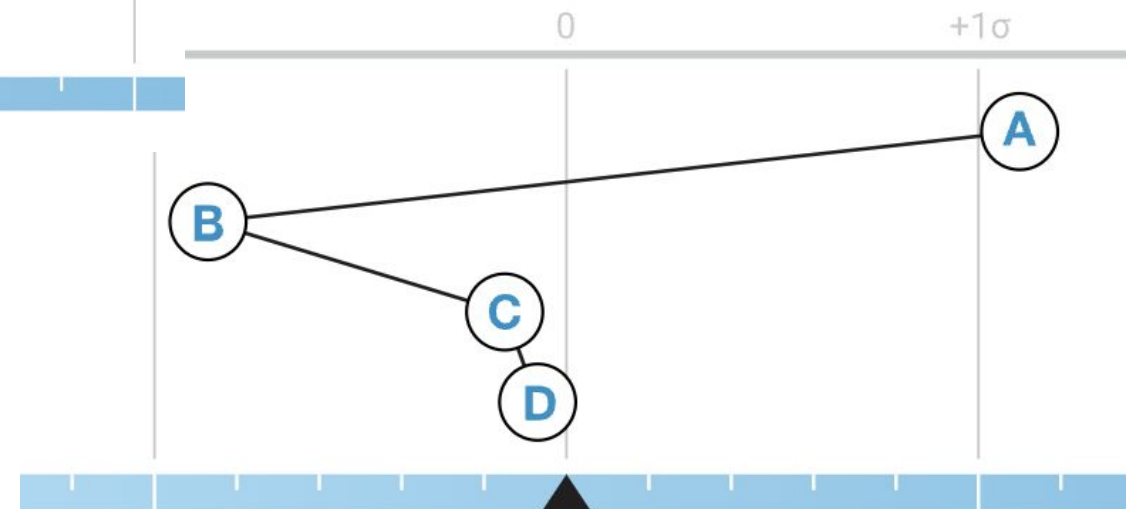


Empower's Leadership Team

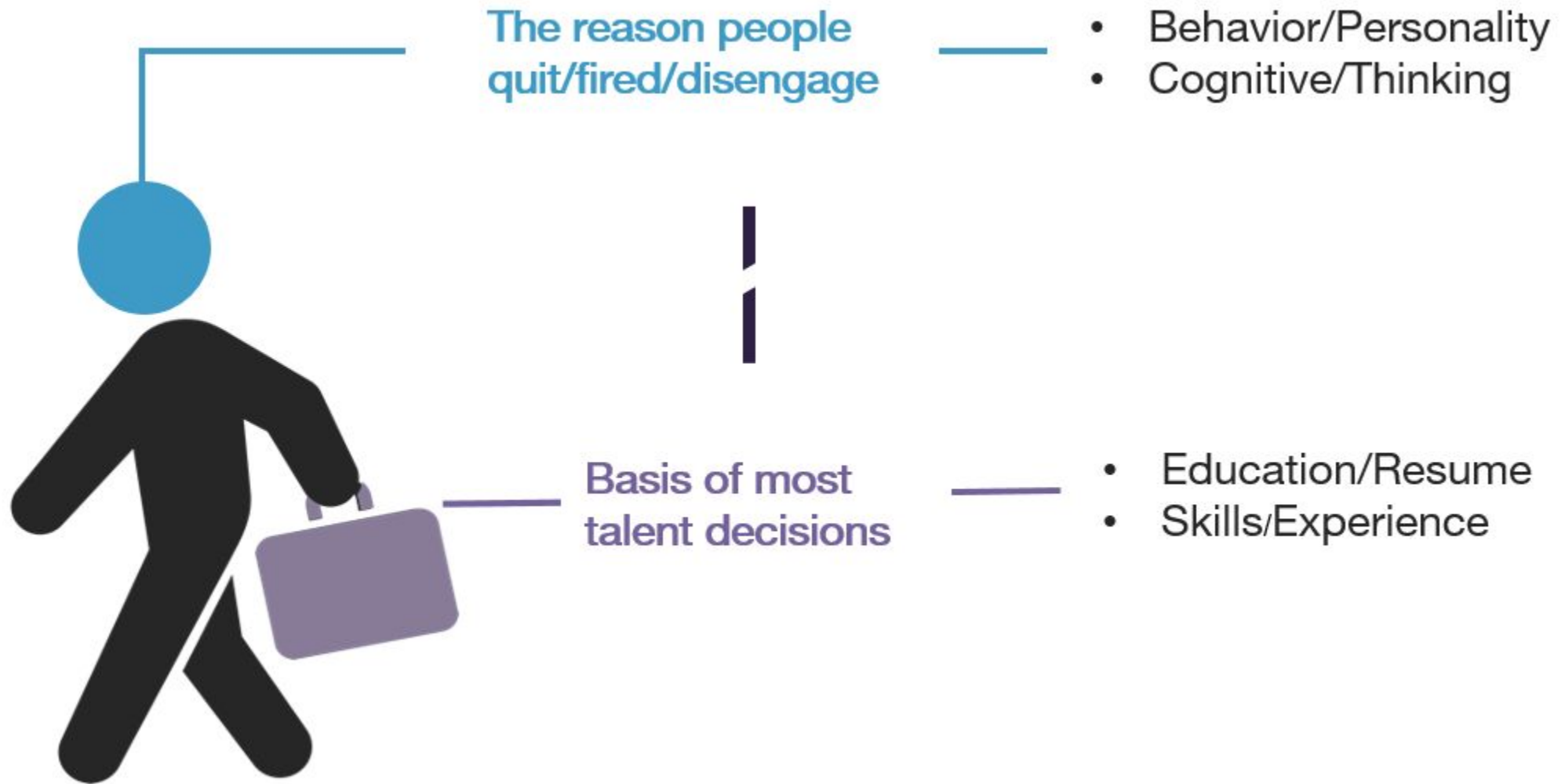
Anthony



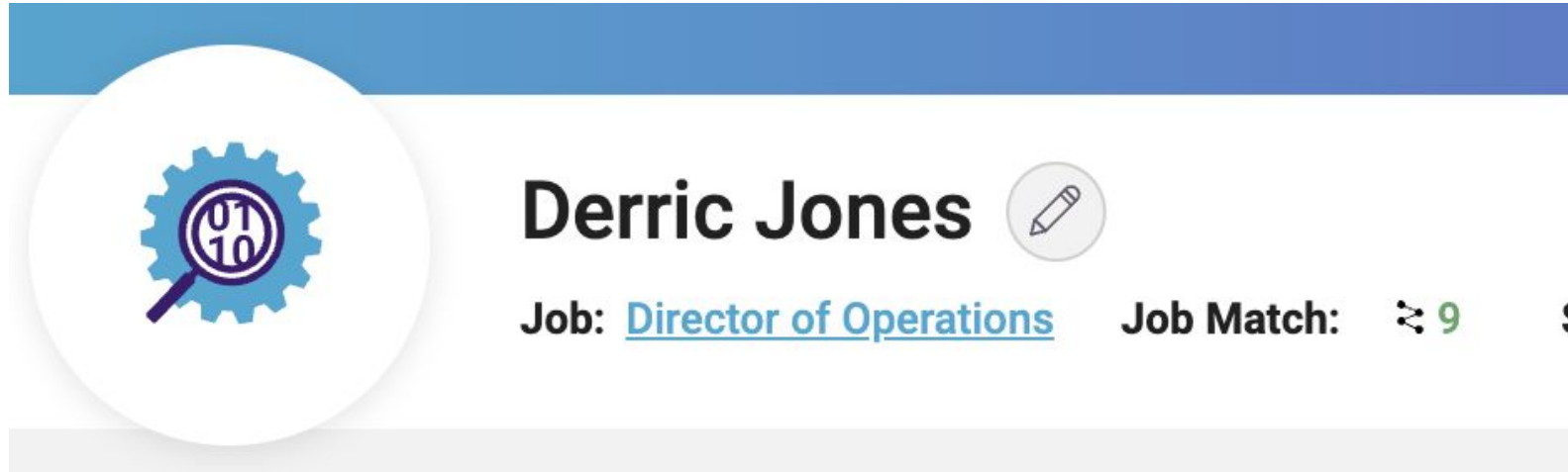
Meredith




The Disconnect



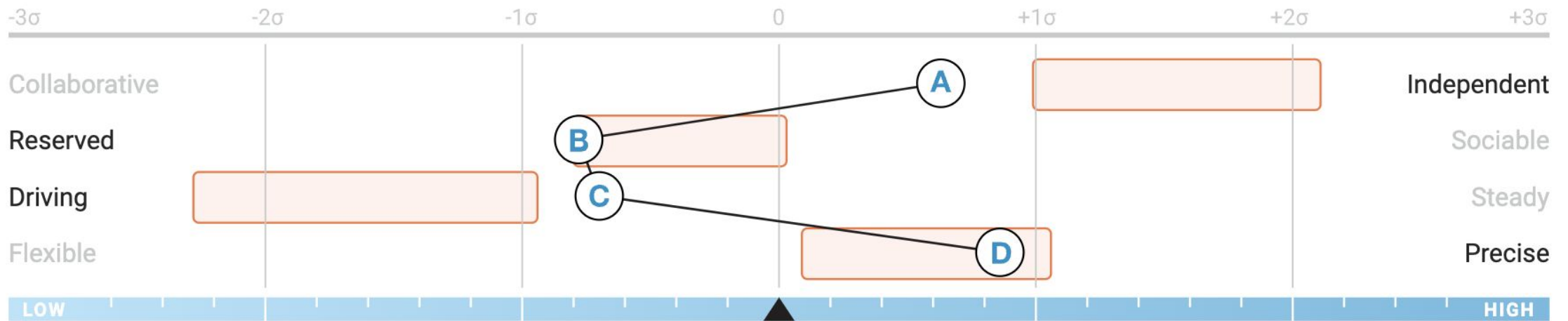
Derric as a Role Match



Derric Jones 

Job: [Director of Operations](#) Job Match: **9**

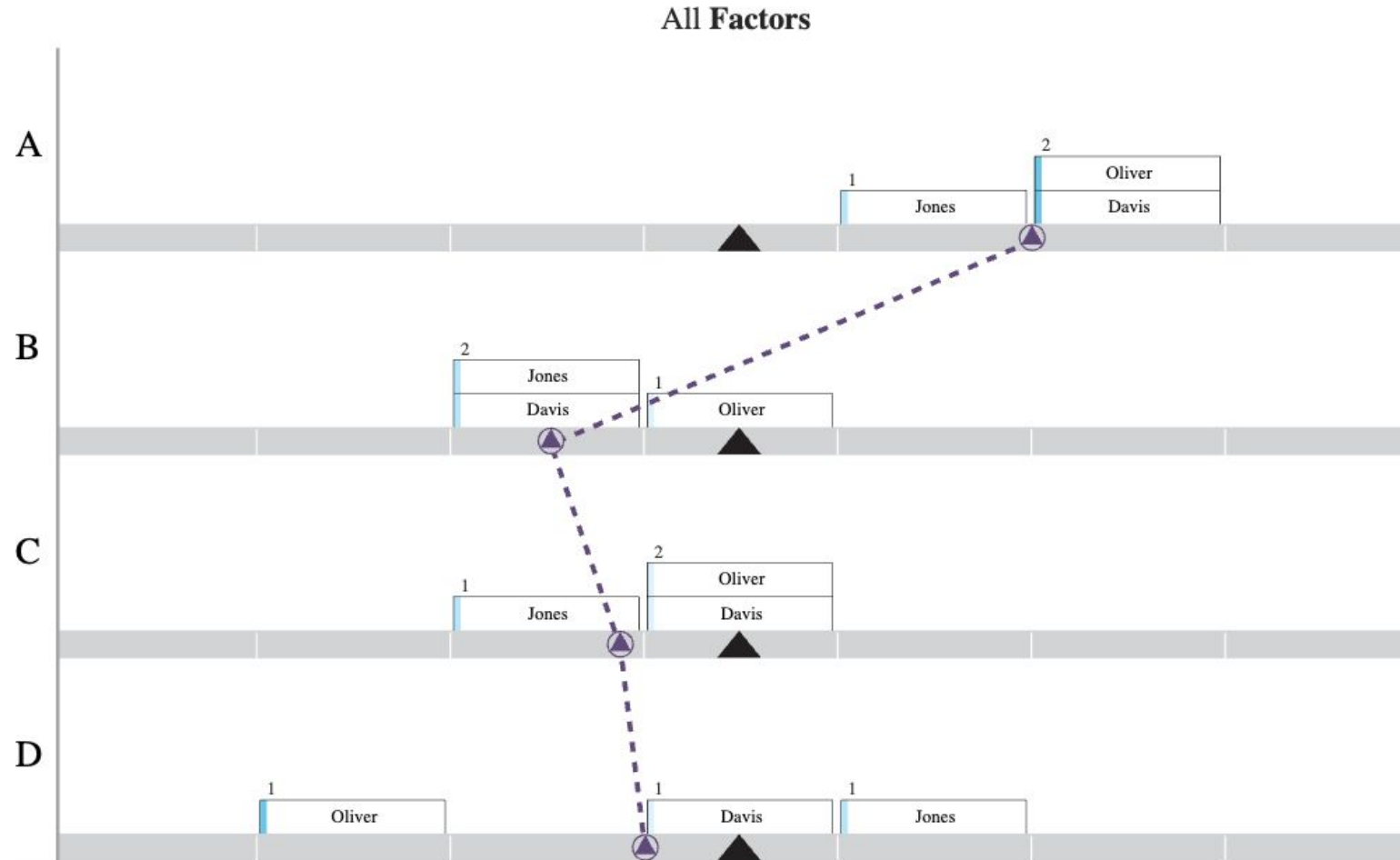
The profile card features a blue header bar, a circular icon with a gear and a magnifying glass over the number '10', and a pencil icon next to the name. The job title and match score are displayed below the name.



It is about more than one person: TEAM

- Great leaders are self-aware enough to lead effectively in an uncertain world
- Yet success depends on more than one person
- The collective organization must be resilient too
- Great leaders are great team leads too
- “Team awareness” is as critical as “self awareness”

Leadership Team Profile



Opening of School: Team awareness

- Understanding Self
- Understanding Others
- Building teams
- Creating teacher awareness of self
- Prepping for behaviorally diverse teams
- Honoring differences

How This Framework Works

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Design

Execution

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Hire

Execution Environment

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Tax: execution breakdown, poor employee experience



Inspire & Teams

The Right Results

High Productivity



Employee Experience

What?



The
Initiative

So What?



Its
Significance

Now What?



Next
Steps