

# CI PROFILES



## PRODUCTS:

C-INDEX  
 C-FILTER  
 C-HIRE  
 C-IQ

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## BUFFALO HUNTERS VS. SKINNERS

How often have you taken an outstanding *inside* sales person and promoted them to *outside* sales only to find them failing within a month's time? It happens much too often.

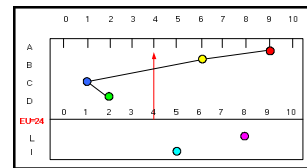
In many companies, employees may start in customer service, tech support or in inventory and warehousing and be promoted through the ranks. The employer eventually discovers the employee is unhappy, unproductive and unemployed. Hit and miss hiring and promotion is costly when the employee is pulling in a five or six digit salary, bonus, etc. and hasn't made a sale in months.

This happens because the employer assumes anyone who knows the product can sell it and that's not true.

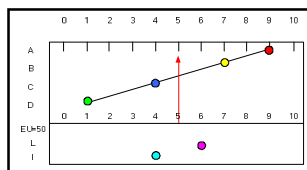
A field sales person doesn't need to be a product expert. Sales are made by meeting with the right person and knowing how to get them to buy—with or without the details. This forceful sales style is found in

four Culture Index Profiles we'll collectively call **THE BUFFALO HUNTERS:**

### THE TRAILBLAZER

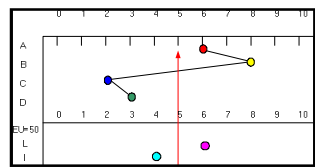


### THE DAREDEVIL

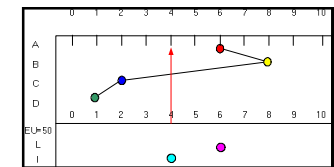


Fearless, persuasive, and focused on finding a buyer for their product or service, these people have no problem with hunting down their target market and bringing it to a decision on a product or service. That closure, consequent commission and earned high salary is what matters to the Hunters. They

### THE PERSUADER



### THE RAINMAKER



do not want to be bothered with the paperwork of how many arrows were shot and how many found targets. When contracts are signed, and your new client is hopefully purchasing a host of new product, the hunt is finished and the Buffalo Hunter's job is done. Now it's time for the Skinners.

(Continued on page 2)

## Mix It Up

In the above article we discuss the most appropriate profiles for outside sales and support positions. We say it so often, but it's worth repeating, "There is no perfect profile".

What profile you want depends on what position you have. It also depends on the makeup of your current department. If your Outside Sales department has four Daredevils,

two Rainmakers and one Scholar as support, you should consider adding more support.

Does your Scholar excel at Tech Support, but dislikes dealing with people on face-to-face issues? Add a Higher B profile who prefers the Customer Service Support.

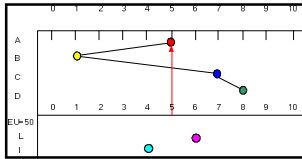
This allows your sales staff to be in front, bringing in new clients to be serviced by people

well equipped to handle the behind the scenes work.

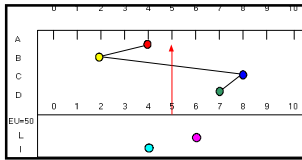
Don't believe asking your Daredevil to handle "a few follow up issues" is going to fly. You'll lose satisfied customers he/she forgot to contact and he/she won't be getting in the new sales, either.

By maintaining a mix, you'll maintain your profits, too. ☑

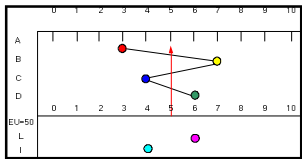
**THE SCHOLAR**



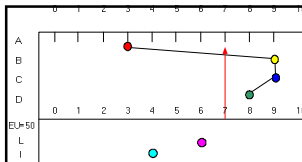
**THE CRAFTSMAN**



**THE COORDINATOR**



**THE FACILITATOR**



**Buffalo Skinners ...cont'd**

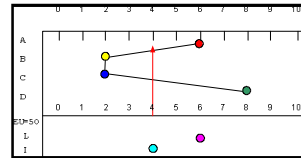
**THE SKINNERS:**

This is where your product experts shine and will maintain your client base better than the Hunter. Skinners are detailed, methodical individuals who thrive on insuring the client is satisfied, and well educated on your product or service. In short, Skinners make sure your clients will most likely purchase more. Skinners can serve in a variety of departments. In Technical Support, Accounting, and Receptionist/ Clerical positions, consider putting a Scholar or Technical Specialist profile in place.

These personality types excel at dealing with facts.

In your Customer Service Department, consider the Administrator, Operator, Coordinator or Facilitator patterns

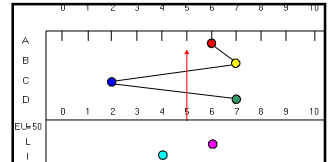
**TECHNICAL SPECIALIST**



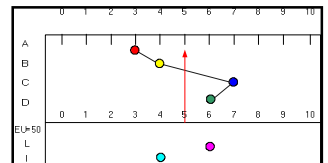
because of their highly social, congenial nature. People with these patterns prefer to deal with other people and will put your clients at ease. Be sure

to have textual and managerial support on hand and enjoy the

**THE ADMINISTRATOR**



**THE OPERATOR**



fruits of the hunt. It will be a good haul.☑

**CULTURE INDEX'S ACCURACY AND RANGE**

Culture Index was created out of a desire to bring an up-to-date personality assessment tool onto the market.

The Culture Index Survey attained outstanding ratings as recently as June of 2004.

While other products on the market were satisfied with .75 or less as an accuracy score for word meanings, CI's scores are no lower than .82 and as high as .94.

We're rightfully proud of our instrument, but we're not sitting on our laurels. CI also launched four new products onto the market.

C-JOB is our Job Assessment tool. It is used to examine the needs of the job and custom-fit those requirements to a specific personality type.

C-HIRE is a workshop designed to train interviewers in the most efficient hiring practices possible. Learn how to develop sophisticated, pertinent interviewing questions and avoid costly hiring mistakes.

Check out C-FILTER, our online tool for sorting applicants. It allows you to select what pre-interview questions

to ask candidates and will filter based on your desired answers.

You've asked for it in the past and now we have C-IQ. It's an intelligence assessment survey and one more tool in our arsenal for improving your bottom line. C-IQ was developed by Dr. Louis Janda, co-creator of the Culture Index survey and one of the nation's leading psychometricians. For more information on C-IQ, see page four.

Most importantly, we bring over 75 Years of combined knowledge of Assessment tools in the form of our consultants.

Our Technical Support staff is available to assist you in the form of Victoria Dixon at vdixon@cindexinc.com, or Terri Beckman at tbeckman@cindexinc.com.

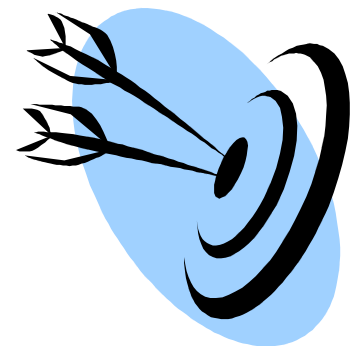
In addition to all the organizational assistance Culture Index brings, The Walstrom Group adds a new element to our company.

The Walstrom Group is available exclusively to aid in the writing and placement of ads and the processing, screen-

ing and interviewing of applicants. If you have a sensitive hiring issue you'd prefer to have handled outside the company, or if you don't have the Human Resources staff necessary to run the needed search, contact Gary Walstrom at gwalstrom@cindexinc.com or Cecilia Bruening at cbruening@cindexinc.com and they will be happy to answer your questions.☑

**ANOTHER NEW SERVICE!**

*The Walstrom Group is available exclusively to aid in the writing and placement of ads and the processing, screening and interviewing of applicants.*



## YOUR ENERGY UNITS

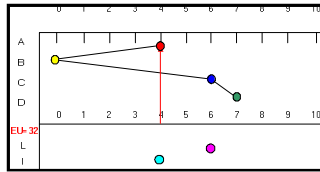


The Energy Unit (EU) score on the Culture Index Survey is meant to show the approximate level of energy an individual naturally possesses.

The score is the combination of the Autonomy, Social Ability, Pace and Conformity scores, and is therefore a measure of the energy level to which an individual has those traits in comparison to others.

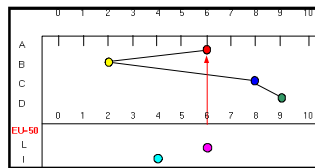
For example, say you have two scholars in your Technical Support staff. Their profiles are identical as far as the relationships between the four score points (A,B,C,D), but Scholar "One" has an EU score of 32 and Scholar "Two" has a score of 50. "One's" score should not be considered "better" than "Two's". The same behavior will be observed in both individuals.

Scholar One



However, given enough time an observer might notice Scholar "Two" was capable of exhibiting more stamina of any given trait for a longer period of time. Each employee pos-

Scholar Two



sesses the same traits, but Scholar "Two" will have

greater behavioral flexibility than Scholar "One". Scholar "One" will tire a little faster than Scholar "Two" if both individuals performed the same tasks.

That said, we can't say that Scholar "One" has 10% less Energy than Scholar "Two" or that the difference is going to be readily visible. A difference of one centile will take time to perceive.

What can be determined is that a position that requires a great deal of behavioral flexibility, (e.g. for someone to have the ability to work on a variety of tasks at one time, but to also work in a predictable environment) requires a higher EU Score.

That does not mean you should run out and hire only people with high EU scores.

Someone who naturally has a higher EU score is not necessary in a position that has little or no variety. In such situations, someone with a high EU may become bored quicker because there isn't enough stimulation.

This score requires the CI user to examine the position and the employee to see if there's a potential for a fit, or a problem.

Asking your staff to recharge their energy by taking a walk around the block on their lunch breaks, or expecting them to fidget in their chairs through methodical tasks is counter-productive. The Energy Unit score will help you identify and avoid such problems.



## TURNOVER COSTS

Did you know unscheduled absenteeism may cost you as much as \$755 per year per employee? How about this for a depressing thought: 85% of applicants are insufficiently skilled to fill their positions and 50% of the working population will reach the minimum level of proficiency and basic job skills necessary to succeed in their careers.

You know what happens when those people become aware they're not succeeding, of course. They leave.

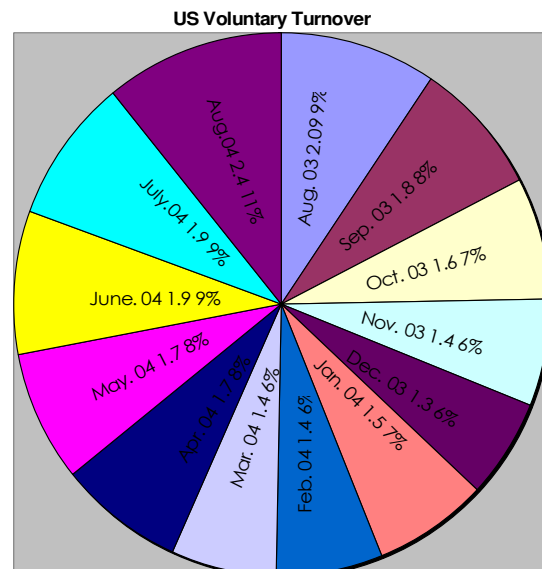
When that happens, their departure costs an average of 150% of their salary in covering their position, time lost in hiring, training time spent, etc.

Some estimates speculate that by 2006, 20% of the work force will have the skills necessary to do 60% of the jobs.

Now, when 42% of turnover could be eliminated with effective hiring and interviewing practices, that seems to be the next logical step in curbing these statistical effects upon your company. Culture Index's list of programs includes C-Hire, a workshop designed to aid you in a variety of hiring practices including:

- ✓ Ad Writing
- ✓ Screening
- ✓ Reference Contacting
- ✓ Interviewing
- ✓ Management

For help with improving recruitment practices, contact Gary Walstrom at 816-361-7575 or [gwalstrom@cindexinc.com](mailto:gwalstrom@cindexinc.com).



## PRODUCTS:

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[www.culture-index.com](http://www.culture-index.com)



## MEET OUR SPECIALIST:

**Louis H. Janda** received his B.S. degree from Colorado State University and his M.S. and Ph.D. degrees (clinical psychology) from Arizona State University. He has spent his entire career as a member of the psychology department at Old Dominion University in Norfolk, Virginia and has taught undergraduate courses in statistics and psychological testing and graduate courses in research design, intellectual assessment and personality assessment. He has served as ODU's director of the doctoral program in clinical psychology.

Dr. Janda is licensed as a clinical psychologist by the Commonwealth of Virginia and over the years he has engaged in private practice for the delivery of psychological services. He has worked with several local companies to perform psychological assessments of potential employees and employees under consideration for promotion.

Dr. Janda has published extensively, including more than 30 articles in professional journals, eight college textbooks, and nine books intended for the general public. *Psychological Testing: Theory and Applications* is a textbook that has been used at numerous universities throughout the country. He has also written five books for the general public dealing with psychological tests. His books have been translated into seven languages. He also has developed software that facilitates the administration, scoring, and statistical analysis of psychological tests via computer telephony. ☑



## Our Fourth Product: C-IQ

Over the years, many of our clients have asked us if personality profiling is an intelligence test. It is not. While education can effect the outcome of certain portions of the test (Ingenuity), neither intelligence, nor education takes a primary role in the outcome of the Culture Index Personality Profile. However, it was obvious you wanted a measuring stick for intelligence.

Thanks to Dr. Louis Janda, we now have what you've wanted. C-IQ is a four part survey designed to rate general abilities, measure your Vocabulary, and Mathematical skills, and define your ability to see patterns. The test is timed to be completed in 18 minutes. There are 16 multiple choice questions and although each section is timed separately, you are provided with more time on the Mathematical section in order to allow for problem solving.

The test is most reliable on the first assessment. ☑

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