



HUMANOSTICS

CREATE EFFECTIVE JOB ADS WITH PI

Attract the candidates that are a
natural fit with your behavioural job
requirements



Setting Job Targets



Before you start looking at candidates for a certain position, it is crucial to define the requirements of the job so you know what you are looking for. This also allows you to compare candidates directly to the job target you have set to see how good a match they are to the behavioural and cognitive job requirements.

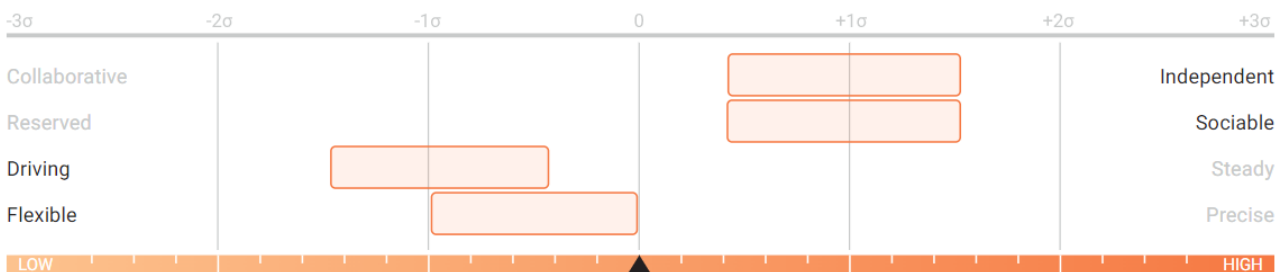
It is highly recommended to enlist the input of stakeholders. A stakeholder is someone that is knowledgeable about the most important and the frequency of activities performed on the job and could be the hiring manager, team members, other senior leaders, or the person in the role. **The PI Job Assessment** allows you to gather objective job input from your stakeholders that is both consistent and comparable. This makes it easier for you to facilitate the discussion about the job requirements and gain agreement. The PI Job Assessment is a survey that guides people to identify what tasks are most important and done most frequently in a position, resulting in a preferred behavioural profile.

Thinking about the Engineering Director position...

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- Checking the details of work for accuracy
- Meeting scheduled deadlines
- Being calm and patient at all times
- Developing friendly personal relations with others
- Collecting and analyzing data
- Working with the same people on a daily basis
- Taking responsibility for change or innovation
- Speaking persuasively about your point of view
- Solving new or unfamiliar problems
- Assuring compliance with laws and company policies and regulations
- Working at a consistent and steady pace
- Making major decisions independently
- Carrying out instructions carefully
- Establishing priorities for the activities of others
- Delegating authority to subordinates
- Working in a neat, organized manner
- Assuring compliance with standards and regulations
- Checking to ensure that work meets quality standards
- Handling repetitive work without becoming impatient
- Cooperating with team or committee decisions


The final job target provides a range of behavioural targets for each factor that will result in the best fit for a particular job. In other words it, can be considered as a standard of excellence for a job.



Example of a behavioural job target

PI Software also provides you with a Job Report that uses words to describe exactly what the target pattern means, enabling you and others to validate that it is correct. The report can be generated in 21 different languages.

Job Target Profile 

 **Engineering Director**

LOOKING FOR

<p><u>Captain</u> A Captain is a problem solver who likes change and innovation while controlling the big picture. Learn More</p>	<p><u>Persuader</u> A Persuader is a risk-taking, socially poised and motivating team builder. Learn More</p>	<p><u>Maverick</u> A Maverick is an innovative, "outside the box" thinker, who is undaunted by failure. Learn More</p>
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THEY

Will be	Will need
Independent	Independence
Assertive	Control of own activities
Self-confident	To be challenged

Will Like Hearing

Manage multiple priorities

Take the Initiative

Lead the conversation

SUMMARY

The focus of this job is on achieving results which are aligned with the larger picture of the organization and its strategic goals. Initiative, coupled with a sense of competitive drive, and the ability to stay focused on results despite changing conditions, is the key to achieving the performance objectives of this job. Because environmental and organizational conditions change rapidly, the work involves innovation and creativity in generating ideas for quick response. Decision-making is focused on implementing practical, timely solutions. The job requires getting things done quickly and handling a variety of activities. Self-assurance, and the confidence to purposely drive toward results while constantly problem-solving and engaging the commitment of others is essential. A leadership style that is firm and goal oriented, and yet motivates, trains, and engages others in an enthusiastic way is important. The emphasis on building rapport and relationships with individuals and groups requires an outgoing, poised and persuasive communication style. Because the pace of the work is faster than average, the ability to learn quickly and thoroughly while continually recognizing and adapting to changing conditions is critical. The scope of the job may require effective delegation to proven people. Especially routine and repetitive details should be delegated but with responsibility for follow up and accountability for timely results. While the job requires the ability to act independently, a sense of urgency and the confidence to handle a variety of challenges, a full commitment to the success of the business and high standards of achievement are expected in this position. The emphasis is on results, and effective systems that achieve results through and with people, rather than on the details of implementation. The job environment is flexible, constantly changing and provides growth opportunity, recognition and reward for the achievement of business results.

JOB CHARACTERISTICS

- Sense of urgency for goal achievement Varied activities Multiple, simultaneous projects Multi-tasking Fast-paced environment
- Results focus Idea generation, innovative and creative problem solving Rapport and relationship building focused on achieving results Engage commitment of others
- Problem solving orientation
- Risk taking
- Action-oriented and somewhat collaborative decision-making
- Quick decision making in response to changing conditions

Creating a Compelling Job Advertisement

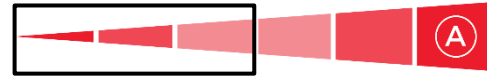
All the work and thinking that went into defining the job requirements will pay off with a more compelling job advertisement than if you had just put a random job description together. A lot of job advertisements contain 'buzz words' that are not necessarily required for every position in your company. Or they contain contradictory needs or behaviours that are difficult if not impossible to find in one individual. If you use the words and phrases that match the behavioural requirements of the actual position, you have a much better chance of attracting candidates who are a natural fit with the position.

The Job Report that is produced in the software after you finalise the job target includes some useful information that can assist you in creating a job advertisement that will attract candidates with the behaviours and motivating needs that you are looking for.

If you are an experienced PI Practitioner who knows exactly which profile you are looking for, you can also choose to set the job target manually instead of using the PI Job Assessment and the Job Report. To create a compelling job advertisement, use the next pages in this guide to find the right words and phrases that will help attract the candidates you are looking for. Pages 4 and 5 focus on the four factors while pages 6-8 focus on the six factor combinations.

SUGGESTED WORDING FOR JOB ADS

LOW A | COLLABORATIVE



JOB AD FOCUS	SUGGESTED PHRASES
Service and support	“Love helping others” “Provide others with assistance” “Being part of a team where we work collaboratively”

HIGH A | INDEPENDENT



JOB AD FOCUS	SUGGESTED PHRASES
Competition and independence	“Highly competitive environment” “Driven by KPI’s” “Freedom to make your own decisions”

LOW B | RESERVED



JOB AD FOCUS	SUGGESTED PHRASES
Facts and figures	“Factual and analytical approach” “Prefer to have time to reflect” “Quiet environment with a strong focus on technical expertise”

HIGH B | SOCIABLE



JOB AD FOCUS	SUGGESTED PHRASES
Communication and enthusiasm	“Lots of interaction with other people on many levels” “Open and sharing environment” “Like talking things through with others”

SUGGESTED WORDING FOR JOB ADS

LOW C | DRIVING



JOB AD FOCUS	SUGGESTED PHRASES
Pace and pressure	“Prefer to handle many things at the same time” “High degree of time pressure” “Thrive in an environment where nothing stays the same”

HIGH C | STEADY



JOB AD FOCUS	SUGGESTED PHRASES
Stability and consistency	“Have a methodical and persistent approach” “Able to focus consistently on processes and procedures” “Would rather check one time too many than one time too little”

LOW D | FLEXIBLE



JOB AD FOCUS	SUGGESTED PHRASES
Flexibility and ambiguity	“Navigate comfortably in environments with very few standards and procedures” “More interested in the general idea than specifics” “The glass is definitely half full, not half empty!”

HIGH D | PRECISE



JOB AD FOCUS	SUGGESTED PHRASES
Rules and structure	“Prefer clarity and to know what the rules are” “Rules are here to be followed” “Strive to deliver quality and thorough work”

SUGGESTED WORDING FOR JOB ADS

PHRASES FOR BEHAVIOURAL CHARACTERISTICS

A > B | TASK-ORIENTED



JOB AD FOCUS	SUGGESTED PHRASES
Task-oriented Problem-solving Technical	“Opportunities for advancement in a growing firm” “Have significant impact on the organisation” “Manage your own priorities” “Contribute to an innovative company” “Large degree of independence in a highly skilled environment” “Strong focus on efficiency and technical expertise”

B > A | PEOPLE-ORIENTED



JOB AD FOCUS	SUGGESTED PHRASES
Social Service Camaraderie Team work	“Be a valued member of our team” “Our people are our business” “Build positive and collaborative relationships” “Interface with senior management” “Interact with others in a friendly and diplomatic manner”

A > C | PROACTIVE



JOB AD FOCUS	SUGGESTED PHRASES
Change agent To the point Action	“Manage multiple priorities” “Fast-paced environment” “Opportunities for mobility” “Show initiative and creativity in solving problems” “Key role in developing and driving strategy” “Resilience and adaptability to change”

C > A | RESPONSIVE



JOB AD FOCUS	SUGGESTED PHRASES
Secure Stable Steady	“Established, stable firm with a history of success” “Family-like culture that values loyalty” “Consistent workload” “Maintain processes and procedures” “Clearly defined work, responsibilities, and reporting relationships”

SUGGESTED WORDING FOR JOB ADS

PHRASES FOR BEHAVIOURAL CHARACTERISTICS

A>D | COMFORTABLE WITH RISK



JOB AD FOCUS	SUGGESTED PHRASES
Independent Challenging Venturesome	“Be your own boss” “Grow a department” “Take on the challenge of...” “Rewards for performance results” “Ability to manage in a fluid and interactive environment” “Ability to make decisions in the absence of management”

D>A | CAUTIOUS WITH RISK



JOB AD FOCUS	SUGGESTED PHRASES
Specific Conservative Team Focus	“Quality is our trademark” “Rewards for loyalty and quality work” “Extensive training opportunities” “Opportunity to develop skills / expertise” “Perform duties as required and assigned” “Provide consistent high-quality service to clients / coworkers”

B>C | QUICK TO CONNECT



JOB AD FOCUS	SUGGESTED PHRASES
Networker Persuasive Socially poised	“Stakeholder Management” “Developing people and organisations” “Possess excellent communication and interpersonal skills” “Open and sharing environment” “Work with others to achieve goals” “Stimulates and engages others”

C>B | TAKES TIME TO CONNECT



JOB AD FOCUS	SUGGESTED PHRASES
Careful Disciplined Avoids Risk Introspective	“Handle incoming customer services queries, issues” “Monitor processes and procedures” “Ensure quality and errorfree work” “Rewards for loyalty and quality work”

SUGGESTED WORDING FOR JOB ADS

PHRASES FOR BEHAVIOURAL CHARACTERISTICS

B>D INFORMAL



JOB AD FOCUS	SUGGESTED PHRASES
Communicative Flexible approach Generalist	"Enjoy working with wide range of people" "Driven by team interaction and involvement" "Positive and engaged" "Accountable for developing customer relationships" "Participate extensively in change and training activities"

D>B FORMAL



JOB AD FOCUS	SUGGESTED PHRASES
Analytical Organised Disciplined Authoritative	"Responsible for quality and operational efficiency" "Expert in your field" "Constantly review standard working procedures" "Manages specialized work efficiently, with confidence and competence" "Opportunity to plan for, focus on and complete tasks on hand"

C>D CASUAL WITH RULES



JOB AD FOCUS	SUGGESTED PHRASES
Visionary Flexible Independent	"Ability to work independently & remotely with little supervision" "Independent, creative and resourceful" "High-level product understanding" "Comfortable in unique and new situations"

D>C CAREFUL WITH RULES



JOB AD FOCUS	SUGGESTED PHRASES
Factual Builds structure Follows the book	"Acquire new skills and learn new things" "Plan, multi-task and manage time effectively" "Detail-oriented with great organizational skills" "Recognition for quality work" "Ensuring stable and resilient processes or procedures"