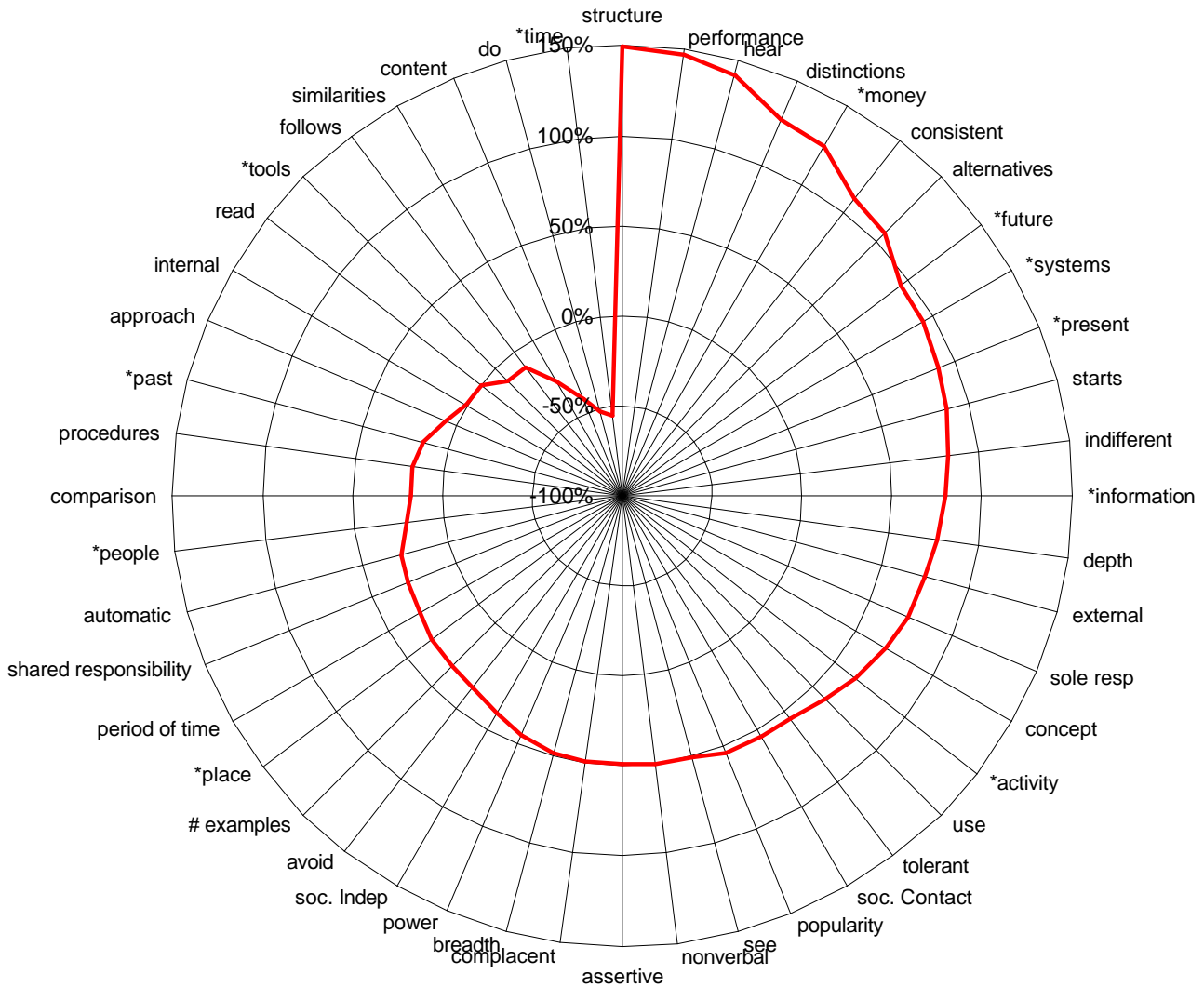




# Bringing Metaprograms to Human Resources

Recruiting – Coaching – Teambuilding – Managing – Outplacing



The Attitude Sorter Wheel : one of our graphical representations of 48 Metaprogram Preferences

**iWAM:** Measuring Work Attitude and Motivation through the internet

Brought to you by Rodger Bailey, MSc – developer of the LAB Profile® and Patrick E.C. Merlevede, MSc – co-author of “7 Steps to Emotional Intelligence”



## iWAM: finding out about motivation and work-organisation

Results at work are the product of having the right competencies and having the right attitude.

How do you know whether the attitude of the candidate fits with the one required by the job-opening?

Suppose: you have 2 successful salespeople that are candidate for the same job opening. You know that if you make a hiring mistake, the consequences for the team-spirit and the sales figures might be dramatic. Also, after a wrong hiring decision, you know you can start all the work again within a few months. So make sure that the salesperson you are going to recruit not only has the right set of competencies, (which the person may already have proven in the past), but also has the right attitude for the job and fits into the company culture. Of course, this kind of story is also valid for other professions. Most IT managers know that the best computer programmers may be 10 times as efficient and productive as less suited persons.

How can you objectively and consistently measure whether a person will be motivated? How do you know how the person would like to organise their work? How do you know what the person's "natural response" is in various situations? Trying to collect this kind of information during an interview does require highly trained recruiters, and may be too time-consuming as well.

iWAM brings the solution. This test is the result of recent evolutions in cognitive science research, yet builds on years of proven research in the area, by scientists such as McClelland, Trompenaars and Stenberg.

Hire for Attitude  
Train for Competence  
Coach to Evolve  
Manage to Retain

## iWAM helps you look

**Efficient** : it happens from time to time that the moment a candidate walks into the door you get this feeling that the interview might be a waste of time both for you and the candidate, because clearly the person's attitude doesn't fit with your company's culture. Given that iWAM is available on the Internet, with a matching pricing structure, it becomes feasible to test people before even inviting them for an interview.

**Reliable** : the iWAM test questions all relate to the work environment. iWAM has been built to prevent easy test-falsification. We have additional training programs where you can learn how to check the answers during an interview. Several universities have been working with us on the validation of the tool.

**Comprehensible** : the management reports (about 12 pages) consists of 4 sections. The first section describes the behavioural and motivational patterns of the person, where we group the 48 measured parameters in 16 categories. For each category a definition is provided as well as a description of that person's patterns.

**Effective** : the statistical results (section 4 of the management report) + the objectivity of the tool allow for easy comparison between the candidates.

**Flexible** : the test can be taken in your office, through the internet, and (if needed) even on paper.

**Fast & Easy** : you get access to a protected HR environment on the jobEQ website, in which it is possible to invite persons, print individual's reports immediately after the test was taken, and follow-up the candidates by e-mail.

Moreover, the iWAM management report can be used as a management and teambuilding tool. The report indicates how persons will react as manager, in an administrative function or in a customer-oriented function. It also indicates what kind of language will motivate the person.

## iWAM - the ideal complement to the CV

# iWAM tests for 16 cognitive patterns<sup>1</sup> - An Overview:

**iWAM builds upon a questionnaire developed by Rodger Bailey as new version of the LAB Profile®**

## 1. Action Level

Is the person pro-active or reactive? How quickly does the person start taking action? How much patience does this person have?

## 2. Action Direction

How well can this person maintain focus on the goals? Are they able to recognize the problems which would interfere with obtaining those goals?

## 3. Evaluation Reference

What are the sources of motivation for this person? Do they decide for themselves or do they need others to giving advice or even take the decision?

## 4. Task Attitude

Does this person follow procedures or do they generate alternatives?

## 5. Task Orientation

When working with information, what is the size of the pieces of information this person naturally thinks about? Do they tend to work with large, medium sized or small pieces of information?

## 6. Communication Sort

How are this person's nonverbal communications organized? Do they communicate using nonverbals or not?

## 7. Work Environment Type

Does this person want to work around other people or not? Do they want social contact or not?

## 8. Work Assignment Type

Does this person want sole responsibility for the work results or do they want to share that responsibility?

## 9. Relationship Sorting

What is this person's cycle time for projects, tasks, and jobs? Does this person want to move from one thing to another quickly or do they

like things to remain stable for a long period of time?

## 10. McClelland's Motivational Types

What are the basic motivation factors for this person? Is it Power, Affiliation, or Achievement?

## 11. Work Approach

What is the internal process this person uses when approaching or working on a task or project? The three parts of this internal process are: Use, Concept, and Structure.

## 12. Temporal Processing

When working on a project or task, or when thinking about or organizing something, how do they relate and refer to time? Are they remembering the past, are they thinking about the present, or are they planning or projecting the future?

## 13. Norming - Rule Structure

How does this person deal with the unwritten rules or the social contract in the work place? Do they feel the need to tell others how they should act?

## 14. Convincer Patterns Input Representation

How is this person convinced about something or someone new? How do they gather the data to be convinced?

## 15. Convincer Patterns Interpretation Process

What do they do with that data to be convinced?

## 16. Interest Filters

What does this person pay attention to in the environment? What does this person have to be working with to feel successful?

jobEQ iWAM applications are based on statistically validated data.

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(1) These 16 cognitive pattern categories are decomposed in 48 Metaprogram preferences.

# jobEQ Basic Services\* - features.



## Trilingual environment for the end user

The iWAM test can be filled out in 3 languages by the end user (French, English and Dutch). The end-user feedback is available in the language of the end user.

## Feedback End user

JobEQ wants to offer the end user more, thus contributing to the positive image of your company. You decide whether jobEQ gives the end-user a feedback after filling out the test, or whether jobEQ even discusses the feedback with the candidate.

## iWAM Management Report

The iWAM management report consists of 4 sections:

1. The first section explains each of the 16 categories first in general and then in detail for this person.
2. The second section lists the patterns that typify the person the most and discusses some combinations of patterns.
3. The third section describes how the person would perform at various job types, linked to administration, management and customer oriented functions.
4. The final section explains how to manage this person.

*Optional:* when you also use the jobEQ feedback service, we keep you informed about questions, remarks and further test discussion between jobEQ and the individual.

## Attitude Sorter

The Attitude Sorter ranks the 48 iWAM patterns from “high” to “low”. The report displays the 8 highest patterns and the 4 lowest and explains the consequences in terms of personal strengths and development areas. This report is an ideal tool for coaching purposes.

## Validation of Answers

The fact that a person needs to order 5 sentences, which are often grouped in a different way, makes it difficult to falsify the iWAM test. When you are in doubt, our interviewing techniques can help you to re-validate the answers: we have prepared question you can use during a face-to-face conversation as well as over the phone.

(\*) Our **full services** allow you to create reference models for specific functions, automatically compare candidates to this reference, and rank them in matching order.

## Customisation of iWAM<sup>1</sup>

Your logo as well as a short title can be added to each page of your closed user group (the test as well as the reports).

## Closed User Group

The iWAM system has been built with the necessary attention for European privacy laws. Apart from the end-users who have the right to ask to access their personal data, only authorised staff can consult test filled out in your closed user group.

## Software HR

After logging in into the HR environment on the jobEQ website, you get access to several functions that support you in general recruiting tasks:

- Invite candidates to take the test (jobEQ generate an email containing the necessary test instructions and sends it to the end-user), or ask person that took the test before to transfer their data to your closed user group.
- Consult the list of end-users that filled out the test for your closed user group.
- Send e-mails to groups of tested persons.
- Request management reports, eventually sending the candidate a copy.
- Customer accounting: creating new logins to the closed user group, buying credits, etc.

*Optional off-line component:* Download the iWAM data into the off-line software. Generate your own statistics, print out graphical representations of data, both for an individual as for a group of persons.

## Standard Groups

The iWAM test allows you to compare candidates with a standard population of a country, but once a standard group gets built for your company, you will be able to compare persons with to your company's culture.

## Pen & Paper Test

In some occasions you might not have PC's available for testing the end-user. The pen-and-paper version of the test will help you out. A data-entry form is available from the jobEQ website to enter this test data and have it processed in the same way as on-line tests.

<sup>1</sup> jobEQ allows the creation of a header-file in html-format, as well as storage of a gif file for the logo