



### Case Study – Retail Supercenter Chain’s Best Performers

A leading grocery, discount, and variety retailer investigated the continuing effectiveness of PsyMax Solutions’<sup>SM</sup> Work Style Assessment<sup>SM</sup> (WSA) inventory in the identification of its best Store Directors. The retailer developed job performance measures which measured the Directors’ contributions to the company’s bottom line: results, leadership, and promotion readiness and potential. Store Directors who were the **best** performers – those **better than average on all of these mission-critical measures** – confirmed the effectiveness of the WSA.

The results of the study indicated that nine key work styles were related to job performance. Some examples of these behaviors were:

- Leads others, takes charge, and exercises authority.
- Shows resilience in the face of criticism and does not take negative feedback personally.
- Projects self-confidence and optimism for the future.
- Confronts difficult situations in a candid manner and communicates directly.

The correlation between the WSA inventory and the job performance measures was  $r_{xy} \approx .53$ . This value compares very favorably with those normally found, as this high a correlation is usually reserved for only cognitive ability and job sample tests.

Next, the practical impact of the WSA in identifying higher-performing Managers (“hit rates”) was measured. The results of this analysis using the same Work Styles showed that the WSA inventory classified better-than-average performers (those Managers whose job performance scores were above-average) correctly 72% of the time.

<b>Predicting the Best Directors</b>			
	# Low Performers	# High Performers	% Correctly Classified
Low WSA	33	7	82.5%
High WSA	13	19	59.4%
<i>Overall "Hit Rate"</i>			72.2%

This means that when the retailer selects only managerial candidates who are Above Average or higher on the WSA, then the odds are that about 72% of these hires will perform above average on the job. The retailer continues to obtain excellent results in using PsyMax Solutions assessments to aid in the selection and development of its Store Directors.

PsyMax Solutions is a Cleveland-based human resource assessment and development company that helps organizations with the selection, performance development, leadership development, and career enrichment of employees. The PsyMax Solutions online product suite offers reports and programs based on its proprietary Work Style Assessment inventory to help employers identify, develop, and retain talented employees.