



# The Job Fit Journal

How to Select the Right Person for the  
Right Role to Maximize for Success

**PXT SELECT™**  
A Wiley Brand

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# WHAT IS JOB FIT?

*Job Fit is the degree of congruence between an individual's Cognitive Ability, Behavioral Traits, and Interests in a job and work environment in relation to the open position. When a person's characteristics fit those required by the job, the organization benefits from a good Job Fit. Establishing Job Fit helps identify and place individuals in positions where they are likely to perform at their full potential.*

Based on identifying innate personality traits, abilities, and behaviors, assessing for Job Fit determines:

- If a person can do the job
- How they will do the job
- Whether they will enjoy the job

Every human being is motivated and driven by different influences. Job Fit outlines the unique job-related qualities that make a person productive.





# WHY YOU SHOULD CARE ABOUT JOB FIT



[Studies](#) show that proper Job Fit improves engagement and job satisfaction, resulting in increased productivity. Meanwhile, negative factors such as job-related stress, tension, workplace conflict, and costly employee turnover diminish productivity.

Smart organizations succeed with a philosophy that matches people to jobs. Having followed 360,000 people through their careers during a period of 20 years, a major study published by [Harvard Business Review](#) demonstrated that a key ingredient in retaining people is ensuring that they are matched to their jobs in terms of their abilities, interests, and personalities.

The study found that when you put people in jobs where the demands of the job matched their abilities, the stimulation offered by the job matched their interests, and the cultural demands of the position matched their personalities, staff turnover decreased dramatically, and productivity increased drastically.

## Did you know?

Employees who are well matched to their jobs are 2.5 times more productive.

*-Harvard Business Review*



# SEE WHAT'S BELOW THE SURFACE



Only a small percent of a person's capabilities and potential can be observed on the surface. Discovering the rest—such as an individual's Cognitive Ability, Behavioral Traits, and Interests—will take some digging. According to [Harvard Business Review](#), the "Job Fit" approach accurately predicts job success more than any of the commonly accepted factors, such as education, experience, or job training. While an individual might be a high-performing sales person working for Business X in California, that doesn't mean that person will perform at the same level in a new role with Business Y in Texas.

A common misconception about establishing Job Fit and/or assessing employees is that people can answer incorrectly on the assessment. In fact, there are no right or wrong answers or pass/fail results. It is simply about establishing how suitable a person is for a role and predicting their level of performance on the job. Just as no single person is perfect, there is no perfect job match.

## Top reasons employees fail

1. Not a good fit for the job
2. Don't fit the company culture
3. Didn't fit the team



# REPLICATE TOP PERFORMERS IN THREE SIMPLE STEPS

It's easy to recognize top performers when you see them in action or review their numbers. The challenge is in understanding what makes these people successful and in ensuring future candidates share these success factors.

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01

## **Identify and Assess Top Performers**

Find the employees who can outperform their peers. Look at sales performance, output volume, quality metrics, customer satisfaction, and other KPIs.

Use PXT Select™ to outline the behaviors, traits, and attributes most important to you.

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02

## **Create a Performance Model**

Build a performance model to leverage the best attributes that distinguish top performers in your organization.

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03

## **Evaluate Future Candidates Against the Performance Model**

Easily spot future hires who share common traits with the most successful people so you know exactly what to look for.

# THE IMPACT OF IDENTIFYING JOB FIT



A good Job Fit is lucrative. Gallup research has shown that companies with a ratio of 9.3 “engaged” employees (those who are emotionally connected with their jobs) for every “disengaged” employee saw 147 percent higher earnings per share on average when compared with their competitors.

But while good fit can help companies make money, poor Job Fit is costly—so much so that some businesses are now even offering employees cash to quit their jobs if they feel it's not the right fit. Companies like Amazon offer employees thousands of dollars to leave, to weed out those who don't value the organizational

mission. Amazon CEO Jeff Bezos said in his shareholder letter, “The goal is to encourage folks to take a moment and think about what they really want. In the long-run, an employee staying somewhere they don't want to be isn't healthy for the employee or the company.”



## Did you know?

Gallup estimates that “active disengagement” costs the US \$450 to \$550 billion a year.



# IT'S ABOUT MORE THAN MONEY

Establishing and hiring for Job Fit at the start of the employee lifecycle helps organizations ensure they are in the black and not in the red. But turnover affects more than a company's bottom line or stock price; it impacts morale, the company's reputation, and productivity.

Maybe it will help if you look at yourself from an employee's point of view. If every part of you loves to get up for work, thrives in your work environment, and is proud to be associated with your business, you're not only going to be productive but also highly engaged. When Job Fit has been established, you become committed to the organization and its goals. If you fit the job, you're less likely to leave the organization. Instead, you'll grow as a highly-productive and engaged employee. In the end, Job Fit is more than engagement—it's about ownership. When employees take ownership, they're more likely to take initiative without being pushed.



*“Hiring the right people takes time, the right questions, and a healthy dose of curiosity.”*

*-Richard Branson*



# HOW JOB FIT ASSESSMENTS HELP YOU HIRE, DEVELOP, AND RETAIN YOUR PEOPLE



Job Fit assessments help you make better hiring decisions by helping you understand the core characteristics needed to perform successfully in a given role. Hiring solutions such as PXT Select measure the essential characteristics an employer needs to understand to make intelligent hiring and selection decisions. Job Fit assessments help talent acquisition professionals and hiring managers predict job suitability and accurately match people with the type of work they'll perform while on the job.

There are many kinds of employee assessments available, but the most successful hiring assessments use Job Fit as a tool to increase consistency and success in the hiring process. Job Fit solutions combine tested and reliable data derived from employee assessments with customized data to create a benchmark, which will match candidates to a specific job.

**Employees are assessed on the following 20 core characteristics:**

**Thinking Style**

- Composite Score
- Verbal Skill
- Verbal Reasoning
- Numerical Ability
- Numerical Reasoning

**Behavioral Traits**

- Pace
- Assertiveness
- Sociability
- Conformity
- Outlook
- Decisiveness
- Accommodation
- Independence
- Judgment

**Interests**

- Technical
- Creative
- Financial/Admin
- Enterprising
- People Service
- Mechanical

# CREATING A JOB FIT PROFILE

The data collected from the assessment is used to create a unique Job Fit profile, which becomes the foundation for the skills and characteristics required by the company for selecting and hiring talented people.

With the job profile analysis, multiple managers can weigh their opinions and express views regarding a specific position. Once the job analysis has been completed, managers' responses are entered in the assessment center for processing. The result is a unique Job Fit profile, which is called a "performance model."



## The Job Fit lifecycle

Organizations that utilize Job Fit data know it's a key part of talent development at all stages of the employee lifecycle. Instead of focusing on a good or bad fit, companies use the report data as a tool to identify areas where employees need training and development.

Candidates applying or under consideration for a job take the assessment to produce their Cognitive Ability, Behavioral Traits, and Interests profile. Then, their profile is compared to the performance model for the job. This helps determine where the candidate shares common characteristics to those required to be successful in the job.

In addition to providing information about a candidate's personal characteristics, the Job Fit assessment will provide personalized interview questions that are prepared specifically for a candidate based on their assessment results. These specific interview questions, which follow Department of Labor guidelines for fairness in hiring, can be used by hiring managers during the interviewing process to dig deeper and understand a candidate's potential areas of strength and opportunity.

# SPOTTING A JOB FIT CHALLENGE

Even when you identify an employee that may seem suitable for a job, their performance or motivations may change over time. This means another available job at your company could be the right move for an employee who no longer fits his or her current position—or who could be ready for another challenge. It's not easy to identify employees who are up for a job change. Managers oversee numerous employees and are often consumed by making sure everything gets done. Employees themselves often do not realize the problem is related to Job Fit.

## The Job Fit lifecycle

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**Problem:** Performance has decreased.

**Solution:** If it's clear that the employee can be a star performer, identify a job that will challenge them. Hopefully, the change of pace will be exactly what the employee needs to return to their previous level of engagement.

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**Problem:** Skill set has increased.

**Solution:** Instead of losing your employees to other companies once they receive more education, identify open positions you have that will match their new skill sets.

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**Problem:** Boredom has set in.

**Solution:** Organizations need to be flexible and nimble to meet the needs of the market. They need to be in a continuous, proactive talent selection mindset so they can constantly match the right people to the right job.





# OPTIMIZE YOUR TALENT FOR FIT



## Did you know?

According to Glassdoor, attracting high quality candidates is the top challenge for 76% of hiring managers.

When you think about your employees, you might subconsciously categorize them into performance groups of go-getters, passive contributors, and those in the middle. While some are outgoing and aggressive, others go quietly about their day in workmanlike fashion. The important thing to remember is that in an organization or team, it takes all types. If everyone was a go-getter, there might be confrontation or a battle for time and resources. You need the quiet, behind-the-scenes players to keep an equilibrium.

Optimizing talent in your organization is an important goal that is always changing. The types of people you hire, develop, and promote should represent different skill sets, backgrounds, and levels of expertise to fulfill the various roles that make up your company. If you've hired someone you thought was a good candidate only to find they're not as qualified as the interview process led you to believe, then you have a good case to begin using assessments to improve the likelihood of success with your new hires.

*“Competency is not enough.  
Job fit is the key to better  
hiring decisions.”*

*-Lou Adler*

# HIRING DOWN TO ITS CORE

Job Fit is one of the most important elements that affect how an employee performs at their job and how engaged they are while doing it.



Job Fit is more important than experience, education, or training. It gets to the core of who a person really is. There is no “perfect job.” Every person is unique with their own strengths, weaknesses, cultures, and characteristics. When identified, combined, and utilized, these characteristics can be a powerful tool in maximizing workplace satisfaction, productivity, and engagement. One of the most important elements that affects how an employee performs at their job—and how engaged they are while doing it—is Job Fit.

*“If we get the right people in the right job, we’ve won the game.”*

*-Jack Welch*

# THE ANSWER TO YOUR JOB FIT QUESTIONS

PXT Select provides solutions to assure a better Job Fit for your employees. These solutions include the PXT Select assessment tool, which measures an employee's interests and natural aptitudes. The data from this assessment can help you identify the job categories that would best use the employee's skills while also allowing them to do work that interests them.

## PXT Select™ helps you:

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### **PLAN | Know the Job**

Hiring managers and recruiters don't always speak the same language. PXT Select can help get everyone on the same page so they know exactly who they're looking for.

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02

### **ASSESS | Know the Candidate**

Avoid hiring bias and decisions based on instinct. Gather powerful insights using candidate data from their PXT Select assessment results to determine who to advance in the selection process. Build hiring manager confidence with personalized interview questions.

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03

### **CHOOSE | Know the Fit**

Hiring the wrong person can be expensive. We help you objectively compare candidates against your chosen benchmark to understand if and how they fit the requirements of the job. You can also compare multiple candidates to see who might be a better fit.

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04

### **ENGAGE | Know Your People**

It takes effort to hire the right people; keeping them requires even more. Our full suite of reports helps managers onboard and ramp up new employees quickly and effectively. Develop bench strength by getting a full picture of how employees might fit future job assignments or opportunities.

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# Setting Employees Up for Success from Day One and Every Day After



Selecting and engaging employees and setting them up for success depends on an organization's ability to establish Job Fit—the degree of congruence between an individual's personal characteristics and the requirements of the role. Rather than trying to fit an employee to a role once they're selected, Job Fit helps companies match the right individual to the right position before they're hired, promoted, or moved to a new role.

Backed by over 20 years of research, PXT Select provides a validated process for establishing Job Fit. The solution gives managers and organizations the information they require to select the right individuals for each role and the insight they need to help their employees achieve their full potential, drive results, and create a culture where engagement and success thrive.

To discover what the PXT Select assessment can do to set your employees up for success from day one and every day after, contact your PXT Select Authorized Partner.

Visit [pxtselect.com](http://pxtselect.com) to learn more about how PXT Select can help you select the right people and develop them to their full potential.

