



## Kolbe RightFit™ for Hiring

### HOW to use Kolbe RightFit:

Kolbe RightFit is the program that makes finding the "right" person for the right job easier and less expensive. Statistically proven, it assists companies in screening and selecting the best job applicants by determining who has the necessary instincts. We provide a simple method for selection by analyzing your requirements to create a Range of Success™ specific to the job opening. RightFit ends the headache of guessing how well a prospective employee will perform, by rating each candidate on a scale from "A" to "F," and providing information on how the applicant will take action according to job requirements.

#### *Five Steps to using Kolbe RightFit:*

1. Define job requirements-supervisor and/or anyone in a position to evaluate the role completes the Kolbe C(tm) Index
2. Identify instinctive strengths of supervisors-the direct supervisor completes the Kolbe A(tm) Index
3. Identify instinctive strengths of current employees in the role as high performers to take the Kolbe A Index
4. Create a Range of Success-all the above information will be used to create the range.
5. Screen applicants-candidate will complete Kolbe A's and will be compared to the range. Each candidate will be given a letter grade from A to F. We recommend hiring employees at a B- or higher ranking.

In addition to the ranking of candidates you can also get an indication whether the synergy of the team will be affected negatively or positively by using cooperatives-fellow team members that the person will be working with on a regular basis. They will need to answer a Kolbe A index regarding how they, themselves, naturally take action. This feature is best used when there are 3 or more Cooperatives available to provide information.

## Why do I need it?

- Cost Saving-RightFit helped one company save more than \$10 million by trimming interviewing and retaining costs.
- Employee Retention-one company saw its retention rate of managers increase from 60% to 100%.
- Curbs Absenteeism-in companies where RightFit is used, less than 20% of low absenteeism employees were experiencing job stress.
- Eliminates Job-related Attrition-one company found that 11.7% of employees hired using other selection methods left the company for job related reasons compared to 0% of employees hired using RightFit.

### *Replacement costs:*

Insurance companies put the price of turnover for one sales agent between \$50,000 and \$80,000 which included the outlay for hiring, training and replacing the person. A national accounting firm estimates the turnover of one clerical staff employee can cost as much as \$15,000.

## WHEN to use Kolbe RightFit: Kolbe Corp's Policy Statement

The Kolbe RightFit system should always be used as one of many criteria in making selection decisions. The RightFit process and the Range of Success(tm) give you vital information about whether a person's natural talent fits with the demands of a particular position. However, it won't tell you if the person is smart enough or has the experience necessary to the job. Therefore we recommend that you first screen for experience and skills, then use RightFit with the remaining candidates, screening out those that are clearly not a good fit for the position as indicated by the Range of Success.

When using Kolbe's products in selection you must use the RightFit system. We are committed to insuring that our services are used in a way that takes the guesswork and individual biases out of selection as much as possible. The primary way to accomplish this goal is to have our clients use RightFit when doing selection rather than simply "eyeballing" individual Kolbe Index results or guessing what a Range of Success or candidate score might be. **This means that we will not sell our services or products to clients who we know intend to use them in selection without applying the RightFit system.**

The RightFit system should not be used as an excuse to let someone go. If someone is a valuable employee who is under-performing RightFit can point the way to getting more out of them. If someone is not doing the job, a manager has to consider many factors to determine whether the problem can be fixed. RightFit itself cannot identify when an employee needs to be replaced.

The EEOC guidelines for using the tests in hiring states that job relatedness must be established in advance. By using the RightFit system EEOC regulations are met.

**WHAT people are saying about Kolbe RightFit:**

**Mitch Arnold, Raymond James & Associates says:**

"When I first tried Kolbe's RightFit™ I hired an "F" candidate out of desperation-it was imperative to get someone in the position. Within a month I knew it wasn't a good hire-and with hindsight, I had used affective and cognitive qualities to justify the hire. At the MDRT annual meeting, I spoke with someone from Kolbe Corp and discovered the exact reasons why my hire had been a miss-match. With my new-found knowledge, I used RightFit again and hired two "A" candidates and they have worked out perfectly. Thank you Kolbe for your support and assistance during the hiring process."

**Steven Smith, Management Consultant**

"Most hiring, from my observation is very slip-shod, hap-hazard, catch-as-catch-can, terribly subjective in this very, very contentious society, where attorneys and the lawyer have to have their day and have a larger part of our days. The wrong decision, a bias decision can destroy your company."

**Ryan Thomas, LLD, PhD, Brigham Young University**

"We have been persuaded by the data, that we have available an instrument which may under the 1991 law be one of the few instruments available, which is bias free. And as a consequence, it is a viable and important instrument for anyone involved in the selection process to consider."

"The Kolbe Index becomes a powerful selection instrument because not only can you validate it, can you show a relationship between job performance and a particular score, but it doesn't discriminate. Suddenly you have a tool available that is very, very powerful in terms of its ability to open the market place to minorities of all kinds."

"We have a test that is highly reliable, it's replicable, you can test and retest, you're not going to get changes that occur while people are in the job." "The Kolbe Index, provides a platform or vehicle that facilitates the kind of change that ought to be occurring in our society at large, in terms of access and opportunity for everyone."

**Robert Keim, PhD, Director, Division of Information, Arizona State University**

"Managers have been using this technique intuitively but now they actually have a quality measurement that can really demonstrate and prove how to best structure teams and how people will work and won't work."

**Peter Nichols, Chief of Personnel, World Bank**

"The issue here was that we hired a new staff member, Margaret, who after six months we were about to let go. She just wasn't working out. And so, as part of the team

building exercise, not related to her particularly, we did the Kolbe Index on everybody and there—was Margaret. The only insistent Follow Thru in the whole group. Well, we did the obvious thing, and I wish I could have said to you that I figured it out without using the Kolbe Index but I didn't. We took Margaret and said 'my God,' we have an asset here—the only one that can keep us organized. So, what we did was use Margaret in her most effective way. We redesigned her job and she handled all the coordinating and organizational aspects of the team, the presentational work, the preparation of all the tables, everything that nobody else was comfortable doing. In fact, it reduced the stress of everybody else on the team. She turned out to be one of the key members of this team. This is an incredible example of the effectiveness of a Kolbe Index. In this case, Margaret would not still be working here had it not been for the Kolbe, and who knows, maybe I wouldn't have either."

**Wayne Goodman, Training and Communications, Norwest Financial, Inc.**

"Our business at Norwest Financial is consumer finance. In the consumer finance industry, the turnover rate is about 50% during the first year for young manager trainees. So, we set out to use the Kolbe Concept, to help us reduce turnover. Although the raw percentage of 5 ½ or 6 points doesn't appear to be much, it's actually a 22 % reduction and we're very pleased with that. So, in almost two years of using the Kolbe Concept has really given us some positive results."

**Ana Dominguez, Staffing Manager, American Express TRS, Mexico**

"I can tell you that for us at American Express, the KCI has proven to be a very, very predictive tool in all of the following aspects—team building and staffing."

*RightFit questions? Call your Certified Kolbe™ Specialist*

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