

# Success Requires the Right Method

## Visualize the full potential of your (future) employees with the HILL Competence Analysis<sup>®</sup>

Which person to recruit and which to promote is a very complex and important question that is very difficult to answer objectively. Because along with the professional qualification, personal and social competencies are just as important as interests, intellectual potentials, performance and concentration. The conformity of the employee's profile with the requirements of a work area as well as structures of a company can be determined only from all of these factors.



Create an **objective basis for your personnel decisions** and guarantee **fairness and transparency** in personnel selection and development with the HILL Competence Analysis<sup>®</sup>.

## The HILL Competence Analysis<sup>®</sup> at a glance

- 1 Comprehensive due to 6 modules
- 2 Founded on science
- 3 Versatile usage in personnel decisions
- 4 Up-to-date due to continuous further development
- 5 Economic due to modular structure
- 6 Internationally applicable in 19 languages with country specific standardization
- 7 Available worldwide in HILL offices or through internet/CD
- 8 Clear results
- 9 Evaluated and interpreted by trained experts
- 10 High quality criteria
- 11 Methodic advantages of the HILL Competence Analysis<sup>®</sup> compared to other procedures

See all **details to the individual modules** from page 5 on.

## 1 Comprehensive due to 6 modules

Individual potentials are versatile – this is especially true also for job relevant, trans-professional characteristics. The HILL Competence Analysis<sup>®</sup> shows exactly this spectrum.

Because it is not limited to the collection of single factors, but includes **all facets of a person that are important for job and career** in independent modules. Including:

- > personality characteristics as well as
- > abilities like for example complex logical thinking and memory
- > job interests and the preference for different professional framework conditions
- > performance and concentration aspects
- > sales strategies, meaning which sales type somebody is and how different sales phases are handled
- > the management competency.

This versatile collection of information allows a comprehensive picture of the strengths and potentials for development of a person as well as the individual fit to the requirements for the position.

## 2 Founded on science

The HILL Competence analysis<sup>®</sup> is **objective, integrated and has a modular structure**. The goal of the procedure is to visualize potentials of future and current employees for you as personnel manager and make these useable. In order to do justice to the individuality of every person we recommend you use clearly standardized broad procedures that forgo global typologies.

The HILL Competence Analysis<sup>®</sup> is based on **continuous research and development since 1980**. The combination of **scientific standards and distinctive practice relevance** is especially emphasized. Sections of the procedure were also developed in the context of degree dissertations.

By using analyses of potential in personnel decisions you create an additional decision basis and increase the prognosis ability in total! This enables you to save costs and make more efficient decisions than with other methods.

## 3 Versatile usage in personnel decisions

In practice the HILL Competence Analysis<sup>®</sup> has especially proven itself in the areas of personnel selection, personnel development, management audits and evaluation of employees, identification of high potentials, outplacements, career planning and advising as well as coaching.

Possible **questions** you can answer with the HILL Competence Analysis<sup>®</sup> are:

- > Who is the best for a certain work area?
- > Is the person challenged accordingly by the task (not overwhelmed or under challenged)?
- > Where is the optimal position for the person in the company?
- > Who could be the future service provider in the company?
- > Does the person fit into the corporate culture?
- > Will the person be able to integrate him/herself well into the work team?
- > With which development programs can the person achieve the best performances?

## 4 Up-to-date due to continuous development

The high quality of the procedure is secured through continuous further development and updating through scientific standards in the own research and development department since 1980. **Every 2 years** an extensive **standardization** and analysis of the data is executed on the basis of an average of 5,000 persons.

## 5 Economic due to modular structure

The individual modules can be combined and used individually depending on the task. This guarantees an economic application. The duration varies between 2 and 4 hours, depending on the task. The results are always available immediately.

## 6 Internationally applicable in 19 languages with country specific standardization

The HILL Competence Analysis<sup>®</sup> is already available internationally in **19 languages** – new language versions can be developed for you if necessary. The special feature of this is the **intercultural comparability and high validity** of the results due to the **country specific standardization** with comparable data from the economy.

The following languages are available to you at the moment:

Albanian, Bulgarian, Croatian, Czech, Dutch, English (GB and Australia), French, German, Hungarian, Latvian, Macedonian, Polish, Romanian, Russian (Russia, Ukraine, Kazakhstan), Serbian, Slovak, Slovenian, Spanish, Turkish.

## 7 Available worldwide in HILL offices or through internet/CD

The HILL Competence Analysis<sup>®</sup> is available to you locally in every HILL office.

Further the procedure can be used **flexibly and independent of location** as software HILL\_BEST FIT over the internet or in a CD version.

## 8 Clear results

A special answer evaluation equalizes individual answer styles, through the country specific standard comparison the candidates are compared to a representative random sample of the respective country. The comprehensive **personal result profile** consists of 10 pages and is **available immediately** after processing.

## 9 Interpreted by trained experts

The interpretation of the results is executed by specially trained professionals in regard to the individual strengths/weaknesses of the candidate. **Clear recommendations** are given regarding the possibilities for development and encouragement of the candidates.

## 10 High quality criteria

Every psychological procedure should measure up to the quality criteria of reliability, validity and objectivity. This guarantees that a procedure is really expressive.

- > **Objectivity** guarantees that the delivered results are independent from framework conditions. The objectivity of the HILL Competence Analysis<sup>®</sup> is secured by the standardized, computer supported guideline and the automatic, computer supported evaluation. Regular trainings regarding instruction and interpretation are offered.
- > **Reliability** means the exactness of a procedure; approximately the same results should come up after repeated measurement. Reliability values can lie between 0 and 1, whereas a value of 1 guarantees that exactly the same result can be expected in 100% of the cases. The reliability of the majority of the individual dimensions of the HILL Competence Analysis<sup>®</sup> are located over the – in reality high value of – 0.8. Scales under 0.75 are being improved continuously.
- > **Validity** shows how valid the procedure is, meaning if it really measures what it is supposed to be measuring. The high job relevant reference and the strict highly structured conception of the HILL Competence Analysis<sup>®</sup> guarantee high validity. The proof of validity of the results takes place on the one hand through numerous validity studies and on the other hand through the almost 30-year long daily inspection in practice.

## 11 Methodic advantages of the HILL Competence Analysis<sup>®</sup> compared to other procedures

- > **»Rasch«-homogeneous scales:** The wording is so clear and simple that they lead to comparable results even in different random samples and culture circles.
- > **Culture independent:** Regular standardisations in the respective countries provide clear statements that remain objective independent of the cultural background of the random sample.



- > **Structured build up:** All questions score for several aspects, so that more extensive results can be achieved with a shorter testing time.
- > **Business psychologically relevant comparison group:** In order to make well founded and purposeful statements concerning the professional success, we only include persons in employment and from a current random sample as a comparison.
- > **Own R&D department:** The employed procedures are consistently evaluated and developed by an experienced team of business psychologists. This always guarantees largest-possible up-to-datedness.
- > **Practical, exclusive procedures:** There are hardly comparable psychological procedures on the market for answering very occupation-specific questions.



## The Modules of the HILL Competence Analysis<sup>®</sup> in Detail

- 1 Structured Personality Inventory
- 2 Profile of abilities
- 3 Occupational Interest Profile
- 4 Performance and Concentration Endurance Test
- 5 Sales Style Questionnaire
- 6 Management Analysis

### 1 Structured Personality Inventory

Find out whether the personality of the candidate really fits to the requirements of the position in question and to your company.

You receive a description of the person according to 12 interdisciplinary personality dimensions like for example ability to cope with pressure, goal and conflict management or communication style. The individual personality characteristics are analysed according to task and offer you an additional, objective basis for decision making.

The procedure is based on the basic concept of the 16 PF by Catell, but was adapted to the requirements of the HR practice and therefore offers a higher professional relevance. The factors are test theoretical and the content is secured well.

The screenshot displays the 'Structured Personality Inventory' interface. At the top, it says 'Structured Personality Inventory' on the left and 'Question 1' on the right. The main question is 'I often spend evenings in a quiet and reserved environment.' Below the question are five response options, each with a corresponding face icon: 'applies completely' (smiling face), 'applies more or less' (neutral face), 'does not always apply' (frowning face), 'does not apply at all' (very frowning face), and 'no opinion' (question mark). A 'next' button (play icon) is centered below the options, and a 'help' button (question mark) is on the right. At the bottom, there is a progress bar showing 'HILL\_BEST FIT<sup>®</sup>' on the left and 'progress 0 %' on the right.

Item example Structured Personality Inventory

### Reliability

We inspect the exactness of the procedure regularly. You can see the internal consistency in the index – calculated by means of Cronbach Alpha. (Dated 03/2009, Random sample amount 4.455 persons)



Contact behaviour	0.85	Communication style	0.75
Goal- and conflict management	0.84	Risk orientation	0.83
Social orientation	0.79	Self estimation	0.87
Tendency of Mood	0.82	Tension level	0.84
Level of activity	0.74	Expectation attitude	0.81
Object/ Subject focus	0.70	Self regularization	0.78

#### Reliability Potentials:

Sales	0.83
Leadership	0.82
Team Cooperation	0.72
Achievement	0.70
Conformity	0.72

#### Validity

The validity of the Personality Inventory was proven by two scientific studies.

- > In cooperation with an Austrian insurance company HILL International took part in a „blind test“ in 2006. 3 groups of sales persons with different sales potential (based on the turnover) were to be identified only with the information basis of the Structured Personality Inventory as well as the Sales Style Questionnaire of HILL. The different sales groups were clearly defined by HILL only on the basis of the two questionnaire modules.
- > Customers that made use of a career counseling by HILL International within the last year were interviewed by means of a questionnaire by Cornelia Steiner (2006): 9 of 10 questioned persons were able to make a professional decision due to the counseling. All of them stated to have gotten sufficient information about the own strengths and weaknesses in the HILL Competence Analysis<sup>®</sup>.
- > In the empirical examination by Barbara Amon (2009), the Structured Personality Inventory and the HILL Management Analysis were examined with 158 test persons in dependency of the leadership respectively management experience of the test persons. The focal point of the analysis was the quality criteria of validity. The thesis of Barbara Amon proved that the personality questionnaire Structured Personality Inventory fully meets the quality criteria of validity in dependency of the leadership respectively management experience of the test persons. Thus, the Structured Personality Inventory can be successfully used for the prognosis of leadership and management qualification.

#### Risk of Falsification

In general, personality questionnaires are at risk of falsification. In order to minimize these in the Structured Personality Inventory an own scale („Conformity“) was developed.

Apart from that, other possibilities of collecting information also underlie this limitation.

## 2 Profile of Abilities

Profit from precise statements about intellectual strengths and weaknesses of the candidates.

Basic abilities are measured, which form the basis for complex intellectual behavior. An individual profile shows strengths and need for improvement. Different modules are used, depending on the professional requirements. Information about flexibility in thinking, logical-analytical ability and medium-term memory skills is collected.



Logical Sequences
Question 1

4	11	18	25	32	39	46	?
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The next number in the sequence is:

▶

?

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Item example profile of Abilities – Logical Sequences

Numerical Equations
Question 1

	CO1	CO2	CO3	CO4	CO5	CO6
R1	4	2	3	8	6	2
R2	6	7	1	5	0	7
R3	2	5	9	4	3	4
R4	3	9	4	6	7	2
R5	0	3	7	2	4	8
R6	5	1	8	4	9	3

In row x, add the number in column y to the number in column z.

x = 3; y = 1; z = 6

The result of the operation is:

▶

?

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Item example Profile of Abilities – Numerical Equations

### Reliability

We inspect the exactness of the procedure regularly.  
 You can see the internal consistency in the index – calculated by means of Cronbach Alpha.  
 (Dated 03/2009, Random sample amount 4,455 persons)

Logical Sequences	0.83	Vocabulary	0.81
Numerical Equations	0.94	General knowledge	0.77
Memory skills	0.66		

### Validity

The validity of the Profile of Abilities was proven by two scientific studies in the meantime.

- > Dagmar Lercher (2002) analyzed the prognostic validity of the HILL Competence Analysis® for the



success of studies at a college. In course of this she determined that the profile of Abilities and the results of the performance and concentration test allow the best prognosis for the success of the study.

- > The first version of the vocabulary test was developed in the course of the dissertation of Füreder (1988). He proves high correlation with the verbal part of the IST 70.

### Reasonability

Criteria for abortion of the procedure allow avoidance of frustration for the candidates and over dimensional expenditure of time.

### 3 Occupational Interest Profile

Secure satisfaction and performance of your employees at work through interest orientated work conditions and create the best opportunities for development.

Optimal professional framework conditions and contents that fit to the interests of the individuals lead to higher motivation, activity and endurance.

The job interest questionnaire collects individual interests for different areas as well as the personal preferences in the workplace configuration, the framework conditions and the personal professional and work goals.

Item example Occupational Interest Profile

### Reliability

We inspect the exactness of the procedure regularly.

You can see the internal consistency in the index – calculated by means of Cronbach Alpha.

(Dated 03/2009, Random sample amount 1,532 persons)

Superior	0.81	Detail	0.84
Subordinate	0.81	Innovative	0.79
Flexible	0.73	Conservative	0.82
Regulated	0.74	Business/Economy	0.86
Intellectual	0.77	Technology	0.91
Physical	0.79	Art/Culture	0.89
Creation	0.84	Agriculture/Ecology	0.87

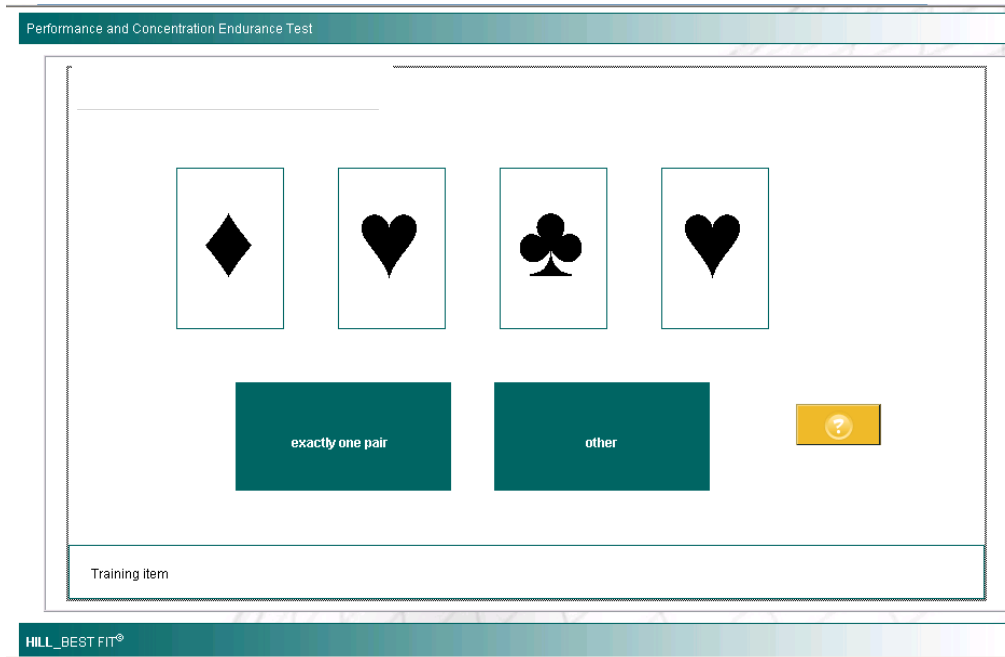


Utilization	0.72	Social	0.87
Global	0.82	Political/Public	0.86

#### 4 Performance and Concentration Endurance Test

Make sure you invite employees into your company that are strong and can concentrate.

The performance and concentration test collects the quantitative as well as the qualitative work performance, the individual work style as well as changes in the performance. This is how you determine work speed, exactness and work style.



Item example Performance and Concentration Test

#### Validity

The validity of the performance and concentration test was proven by two scientific tests in the meantime.

- > Dagmar Lercher (2002) analyzed the prognostic validity of the HILL Competence Analysis<sup>®</sup> for the success of studies at a college. In course of this she determined that the profile of Abilities and the results of the performance and concentration test allow the best prognosis for the success of the study.
- > In a study by Elisabeth Mertal (2001) the performance and concentration test showed differences between success motivated and failure motivated candidates.  
The success motivated work with fewer mistakes in the concentrations test than the failure motivated.

#### 5 Sales Style Questionnaire

Identify existing sales strategies.

Different situations and products require different sales strategies.

The Sales Style Questionnaire serves the determination of the strategic approach in sales as well as the deduction of individual strengths and weaknesses. In this course the sales types and phases of a sales conversation are differentiated.



Item example Sales Style Questionnaire

## Validity

The validity of the Sales Style Questionnaire was proven by two scientific studies in the meantime.

- > In cooperation with an Austrian insurance company HILL International took part in a „blind test“ in 2006. 3 groups of sales persons with different sales potential (based on the turnover) were to be identified only with the information basis of the Structured Personality Inventory as well as the Sales Style Questionnaire of HILL. The different sales groups were clearly defined by HILL only on the basis of the two questionnaire modules.
- > Susanna Wallis (1988) studied the coherencies between the at that time newly developed HILL Sales Style Questionnaire and the scales of the 16 PQ (Personality Questionnaire) by Cattell, the IST-70 (Intelligence-Structure-Test), d2 (performance under time pressure) by Brickenkamp and the job interests test (Scale commercial jobs).  
The result of the analyses with the 16 PQ was: The more courageous, dynamic and devoted a person is, the more he/she is suited to be a sales person. However, in the different sales phases the individual aspects have different importance. This also conforms to other studies about sales styles. No coherencies worth mentioning could be found between the results of the IST-70, d2 and BIT.

## 6 Management Analysis

Find out who brings the optimal management style and the ideal strategy into your company.

The management analysis is a new procedure that collects management competencies in different company and decision areas. “Hard” strategies as well as “soft” style components are collected, and the 3 different decision levels „self management, leadership and entrepreneurial spirit“ are considered.

The measurement of management competencies serves as a basis for the selection of managers, personnel development measures and leadership programs as well as the identification of young management talents.

Because this is a new procedure, various studies are currently in the making.

Management Analysis
situation 1

**Being a manager of a well-known insurance company with employed salesmen you have bought a smaller local competitor. They were selling their services mainly via external brokers who were not employed. Entering the new market means that you have to decide how to organize your sales force. Where are you setting your priorities?**

1. I train the new salesmen on the job for some weeks with the help of the best sales representatives of my company.
2. I establish a monthly monitoring system to receive an overview of the development of the sales department.
3. I offer professional sales training through local trainers.
4. I leave the system but employ new brokers only as employees in order to adapt to our traditional model.
5. I keep the external brokers self-employed, except for those that are not strong enough for sales activities.
6. I offer employment to the external brokers with a smaller fixed salary and a higher success bonus.

Distribute 10 points to those alternatives (3 at the most), which are the most attractive ones to you.

alternative no.	<input type="text" value="please select"/>	score	<input style="width: 90%;" type="text"/>
alternative no.	<input type="text" value="please select"/>	score	<input style="width: 90%;" type="text"/>
alternative no.	<input type="text" value="please select"/>	score	<input style="width: 90%;" type="text"/>

▶

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HILL\_BEST FIT®
progress 0 %

Item example Management Analysis

### Literature

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