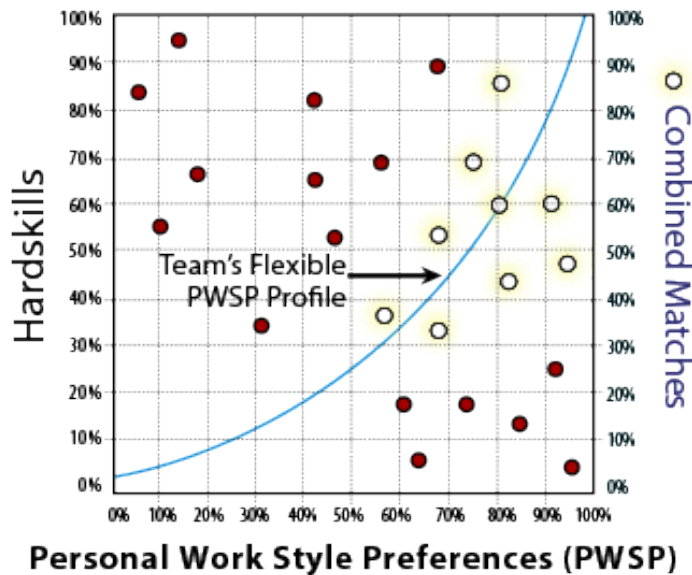# The Socially Innovative
TéchneHire Recruitment Platform
Lowers Turnover & Costs of Hiring
While Reducing 'Unconscious Bias'
and Balancing The Workplace

Weighing and Ranking
Hard Skills and Personal Work Style Preferences

- Synergistic and productive teams

- Engaged and happier employees

- Reduced turnover

- Greater return on human capital investment

- Better optimized workforce

Company	Number of Employees	Turnover Rate	Estimated Turnover Costs per Minimum Wage Employee	Estimated Turnover Costs per Minimum Wage Company	Minimum Wage Savings by Reducing Turnover Only 1%	Estimated Turnover Costs per Median Wage Employee	Estimated Turnover Costs per Median Wage Company	Median Wage Savings by Reducing Turnover Only 1%
Average US Company	10,000	15.6%	$6,618	$10,324,080	$103,240	$29,783	$46,462,291	$464,623
Edward Jones	37,164	7%	$6,618	$17,216,594	$172,165	$29,783	$77,179,878	$771,798
SalesForce	10,146	21%	$6,618	$14,102,958	$149,049	$29,783	$63,457,447	$634,574

The average hourly wage in the USA is $43.00 USD and the average yearly salary is $89,933.
The average minimum hourly wage expected in the near future is around $10.50.

According to the U.S. Department of Labor,
it costs one-third of a new hire's annual salary to replace them.
Direct costs include advertising, sign-on bonuses, headhunter fees and overtime.

Source: Gartner

"Employee turnover costs can significantly affect the financial performance of an organization. On average, it costs a company about one-third of a new hire's annual salary to replace an employee. Turnover rates average about 16% per year for all companies, but 21% per year for computer companies. Computer companies average higher turnover because their employees have many opportunities to change jobs in a 'hot' industry." —http://www.whatishumanresource.com/employee-turnover

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Abstract

TéchneHire™ is an innovative, socially responsible job-matching and workforce alignment technology that revolutionizes the employment sector by enabling employers to harmonize, diversify and balance new or existing teams using a patented algorithmic psychometric 4-minute test.

Téchne is the ancient Greek word for "the spirit of art and skill." The comprehensive TéchneHire platform promises to:

- Lower turnover the first year.
- Reduce 'Unconscious Bias' in the hiring process.
- Cut through the top-and-bottom of resume piles.
- Reorganize, balance and diversify synergistic and happy productive teams.

**The TéchneHire Recruitment Platform
Builds Interconnected, Efficient, Diverse Teams,
Improving Bottom Line Performance
and Addressing 'Unconscious Bias' in the Hiring Process.**

The unique and proprietary innovation of TéchneHire's employment platform is the 'value-add' of addressing both personal sensibilities, "Unconscious Bias" and Personal Work Style Preferences— added to hard skills and experience.
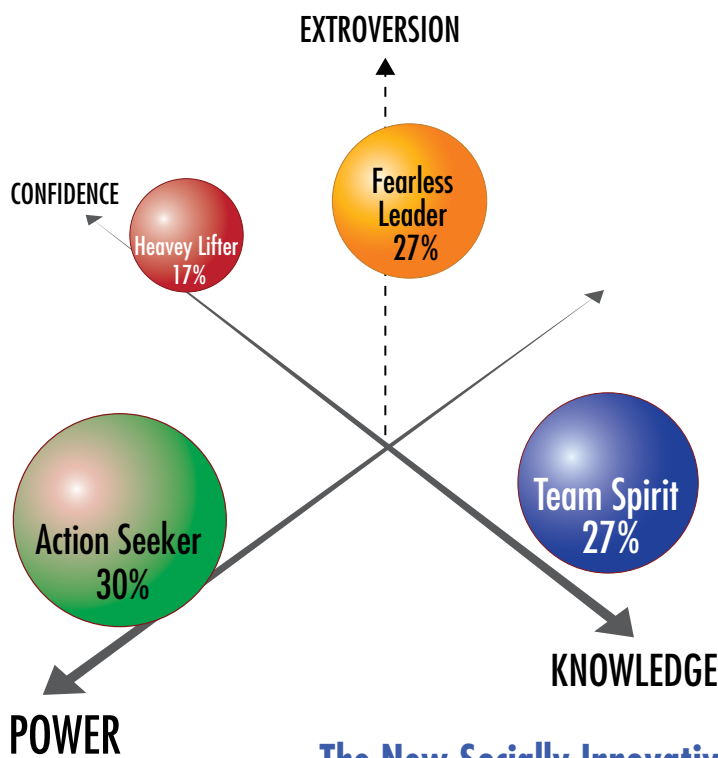
TéchneHire's essential behavioral formula and toolbox are based on the work of Harvard University's Dr. David C. McClelland.

Initially interested in how the instincts for achievement, power and affiliation manifested in ancient cultures, McClelland later shifted his research to the modern workplace, becoming one of the first psychologists to examine entrepreneurial behavior. In addition to funding McClelland's book, *The Achieving Society*, the Ford Foundation founded Harvard's Behavioral Sciences Division, where McClelland studied human behavior as it relates to the workplace.

Based on McClelland's path breaking behavioral science, the TéchneHire recruiting platform is equipped with three socially innovative apps—TéchneTeam™, EqualHire™, and TéchneRes™.

At the heart of the platform is TéchneTeam™, which enables employers to achieve dynamic team integration by focusing on Personal Workplace Preferences (work styles) as well as hard skills.

Originally designed to support recruiting, TéchneTeam can be effectively applied to a variety of niches, including work team composition and workforce analytics.

EXTROVERSION

CONFIDENCE

Heavey Lifter
17%

Fearless Leader
27%

Team Spirit
27%

Action Seeker
30%

KNOWLEDGE

POWER

By weighing and ranking an individual's hard skills and workstyles, TéchneTeam™ allows employers to align an individual's behaviors and skills with positions, teams or organizational goals.

**The New Socially Innovative TéchneHire Toolbox
Reduces Hiring Costs, Reduces Turnover Costs,
And Balances The Workplace!**

Table of Contents

Where Spirit Meets Skill

877-613-9141   TechneHire Platform   www.TechneHire.com

The TéchneHire™ Toolbox

TéchneHire™, the innovative next-generation job-matching and workforce alignment platform, provides three new socially progressive tools with the potential to revolutionize the employment sector.

By combining a tool for creating well-balanced teams with a tool that promotes diversity, TéchneHire ushers in a long-overdue solution to the problem of creating truly diverse teams with hard skills and workplace styles that complement each other.

Job-seekers who use the TéchneHire smart recruitment platform have the opportunity to engage with one or more of three apps: TéchneTeam™, EqualHire™ and TéchneRes.

Using TéchneHire, organizations can better leverage their human capital investment to create more productive worker synergies. Smart staffing and workforce alignment practices result in significant operating efficiencies, improving bottom-line performance.

TéchneTeam™

A revolutionary new app for building teams that work, TéchneTeam™ uses a patented four-minute psychometric test to balance new or existing teams by aligning an individual's behavioral tendencies and skills with positions, team dynamics or organizational goals.

TéchneTeam™ ranks, weighs, and matches an applicant's hard skills, work style and workplace preferences to create high-functioning teams that work.

EqualHire™

Studies show that companies with more diverse workforces perform better financially. EqualHire™ is a revolutionary new recruiting feature that enables employers to review applications without attention

The TéchneHire Toolbox:

- *TéchneTeam*
- *EqualHire*
- *TéchneRes*

Téchnehire is not limited to the scope and breadth of the present invention. The attributes and statements can be customized to fit the culture of a company or team.

to gender, age, race, or nationality, allowing them to place qualifications, skill-sets, and personal workplace style front and center.

TéchneRes™

TéchneRes™ creates a dynamic résumé that can be toggled between chronological, functional, and hybrid (chrono-functional) formats, enabling job seekers and recruiters alike to see a candidate's strengths at a glance.

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Meet the Apps

TéchneTeam™

Overview

TéchneTeam™ uses a Personal Workplace Preferences test to identify the applicant's "soft" skills—their work styles or workplace preferences.

Job applicants elect to take the patented psychometric 4-minute test during the application process. The results are submitted along with the application.

...And, the applicant gets to work in a balanced, productive synergistic team.

Based on the results, TéchneTeam™ assigns an overall percentage-grade that identifies the applicant as belonging to one of four distinct Personal Work Style Preferences Clusters.

Additionally, candidates can be evaluated for hard skills based on a keyword search and an inventory of self-identified skills. The combination of the Personal Workplace Preferences (or workstyle preferences) and hard skills enables qualified candidates to be ranked based on the aggregate of these results.

Candidates are assessed during the initial résumé screening process by weighing their hard skills along with thirteen unique "soft" attributes. The potential employee's work style profile is then weighed against the hiring manager or team leader's preferences. It is also weighed and ranked in relation to the profile of other applicants and/or members of the target team or workgroup.

This analysis enables organizations to form workgroups that are well balanced and have a capacity to work well together.

The TéchneTeam™ Questionnaire

The secret sauce of TéchneTeam™ is its patented 4-minute questionnaire.

Applicants applying to jobs from the TéchneHire™ smart recruitment platform are invited to participate in a brief online experience in which they are presented with a series of 39 randomly paired statements. In each case, they are asked to select one of two options.

Each statement is linked to one of thirteen workplace style attributes. The statements are randomly paired by the algorithm until all thirteen attributes have been tested twice.

In order to ensure that job seekers can't try to game the system, all of the choices are neutral, carefully worded positive statements. The job seeker is asked to choose between two positive options to avoid giving the impression that any of the statements about work style are regarded as more favorable or important for the job at hand.

Based on their choices, applicants or employees will fall into one of four Personal Work Style Clusters:

By weighing and ranking an individual's hard skills and workstyles, TéchneTeam™ allows employers to align an individual's behaviors and skills with positions, teams or organizational goals.

> *Applicants*
> *or employees will fall into one of four Personal Work Style Clusters:*
>
> - *Action Seekers*
> - *Team Spirits*
> - *Heavy Lifters*
> - *Fearless Leaders*

- Action Seekers
- Team Spirits
- Heavy Lifters
- Fearless Leaders

All four of these workstyle types have important qualities to offer a team; none is more valuable than the other. What matters is the way they are combined and balanced on any given team. By identifying the applicant's attributes, the hiring manager or team leader can select a candidate whose workstyle type meets the particular needs of the position and provides the necessary balance for the team.

EqualHire™

EqualHire™ is a revolutionary new discrimination-free employment tool that enables employers to employ egalitarian hiring practices, masking information about gender, race, ethnicity, and age behind a neutral avatar.

> *EqualHire allows a potential candidate to apply anonymously until the Hiring Manager establishes contact. This precludes 'Unconscious Bias' in the resume selection process placing Personal Work Style Preferences, hard skills and actual experience 'front-and-center.'*

The EqualHire™ mask is activated by the job applicant, who can choose to apply as a "neutral" candidate with the EqualHire™ mask turned on. An employer wishing to comply with diversity requirements can specify that they will only consider applications with the mask turned on. The masking remains on until the Hiring Manager establishes contact.

EqualHire™ challenges and enables employers and job seekers alike to place hard skills and Personal Workplace Styles front and center in the early stages of the résumé selection process—precluding 'Unconscious Bias.' For the first time, recruiters and hiring managers can focus on what really counts—the applicant's qualifications, hard skills, soft skills, and workplace style—without being distracted by gender, race, age, or ethnicity.

TéchneRes

- *Generates a chronological, functional or hybrid résumé.*

- *Builds a résumé behind an avatar.*

- *Will generate a personalized page for each applicant.*

TéchneRes™

To round out the toolbox, TéchneHire offers a résumé wizard that delivers a state-of-the-art résumé in three formats. Based on the résumé, the tool also generates optimal industry specific skill-set keywords to be used by the search bots in the employer résumé search.

The relative advantages of chronological, functional and hybrid résumés is still a matter of debate, largely because all three are useful in different contexts. TéchneRes™ enables applicants to view their resume from different perspectives before applying. Similarly, the hiring manager can view the résumé in a dynamic chronological, functional or hybrid format at the touch of a button.

The dynamic résumé builder works together with the EqualHire™ app to create résumés behind an avatar and to mask dates and years by presenting them as time spans (January 2005-July 2006 becomes "one-and-a-half years"). The TéchneRes™ tool also offers the hiring manager a large set of industry-specific keywords to facilitate searching.

At the end of the process, TéchneRes™ generates a personalized landing page for each applicant that can be accessed by both the applicant and the employer.

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Balancing and Aligning Your Human Capital

The TéchneHire™ smart recruiting platform toolbox enables employers to achieve a strategic diversity of gender, ethnicity, race, workstyles, and workplace preferences that will enable your organization to flourish and outperform in a rapidly changing world.
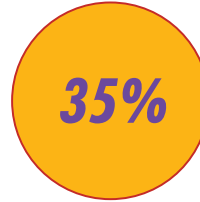
Diversity's dividends
What's the likelihood that companies in the top quartile for diversity financially outperform those in the bottom quartile?

15% More likely to outperfotm

Gender Diverse Companies

35% More likely to outperfotm

Ethnically Diverse Companies

[1] Results show likelihood of financial performance above the national industry median. Analysis is based on composite data for all countries in the data set. Results vary by individual country.
—*Source: McKinsey Analysis*

Here's how the TéchneHire™ Toolbox can help you build a foundation for achieving your strategic goals.

The Power of Diverse Teams

Recent research by McKinsey shows that diversity equals outperformance.

In a 2015 study of 366 public companies across a range of industries, McKinsey found that companies in the top quartile for gender or ethnic diversity are more likely to have financial returns above their national industry medians, while companies in the bottom quartile in these dimensions are statistically less likely to achieve above-average returns.

The findings are especially impressive regarding ethnic diversity, largely because gender diversity has already been implemented by many companies. McKinsey sees a striking "competitive advantage for companies that can attract and retain diverse talent":

"More diverse companies…are better able to win top talent and improve their customer orientation, employee satisfaction, and decision making, and all that leads to a virtuous cycle of increasing returns."

McKinsey found that companies in the top quartile for gender or ethnic diversity are more likely to have financial returns above their national industry medians.

Source: McKinsey Insights, January 2015

But the importance of diversified teams extends beyond gender, race, ethnicity, and age. The TéchneHire™ research team has also found that a strong team is one in which team members exhibit a diversity of workstyles and workplace preferences that enables them to function as a synergistic whole.

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Workplace Applications

Originally designed to support recruiting, TéchneTeam™, the central app in the TéchneHire™ Toolbox, also offers an effective tool for work team composition and workforce analytics.

Recruiting

Traditional job matching systems have mastered the ability to measure candidate résumés against requisite hard skills and key words. But when it comes to assessing and understanding a candidate's work style—the way a candidate thinks, structures, organizes, and completes their work—they just don't measure up.

Work styles (also known as "personal workstyle preferences") are typically discounted or ignored by employers and traditional job matching systems. But, as anyone who has done any amount of hiring understands, work styles and personal workstyle preferences are often at least as important to a candidate's future performance in a given position as hard qualifications.

TéchneTeam™ enables you to identify a candidate's soft skills and workplace work style preferences and match

> *By weighing and ranking an individual's hard skills and workstyles, TéchneTeam™ allows employers to align an individual's behaviors and skills with positions, teams or organizational goals.*

them with the requirements of the position that you're hiring for, as well as with the workstyle balance of the target team.

Work-Team Composition

Current work cultures typically ask teams of individuals to come together to support strategic initiatives, develop new products, implement new technologies, and provide operational-support activities. In performing these activities, cohesive and well-managed teams provide organizational efficiencies and a competitive advantage. Fractured, poorly integrated teams typically result in missed milestones; cost-overruns; and poorly designed products, services, and/or processes. All this can have an immediate negative impact on bottom-line performance.

But assembling project teams whose members have the requisite technical abilities, hard skills, and professional knowledge to support each other is often not enough. A team that possesses all the requisite hard skills and knowledge may still not function well. The most effective team is one in which the team members also balance each other out by exhibiting different workplace preferences. The staffing goal should be a balanced team that possesses not only complementary hard skills, but also complementary soft skills and workstyle preferences.

TéchneTeam™ exposes the additional information about personal workplace preferences that recruiters and team leaders need to build balanced teams. TéchneTeam's workstyle analysis enable team leaders to analyze and adjust the composition of existing teams by introducing underrepresented work styles. By developing a complementary fit between workers, recruiters and team leaders can create teams that exhibit powerful and productive synergies.

By weighing and ranking an individual's hard skills and workstyles, TéchneTeam™ allows employers to align an individual's behaviors and skills with positions, teams or organizational goals.

Workforce Analytics

In the past, the most that corporations could expect from workforce analytics tools was measures of cost-per-hire, time-to-hire, headcount against revenues, and other fairly simple non-strategic operational measures. But organizations have long wanted the ability to link and measure operational activities against strategic initiatives.

While TéchneTeam™ doesn't provide the full capabilities of traditional workforce analytics, it does provide another important, measurable component of the workforce that can add depth and breadth to workforce analysis. As information from TéchneTeam™'s assessments is added to worker and organization profiles, decision support can extend its capabilities. When workforce analytics and team composition go hand-in-hand, an organization's ability to measure and then maximize its workforce capabilities is strengthened.

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McClelland argued: "individuals are driven by three primary social motivations: power, achievement, and affiliation and depending on the individual's degree and level of motivation for these characteristics, they perform differently in different environments and situations."

TéchneTeam™ Research and Development

The concept behind TéchneTeam™ is the work of David C. McClelland of Harvard University, one of the first scientists to focus on organizational and workplace behavior.

In seeking to assess job candidates using McClelland's brilliant social motivation paradigm, the TéchneHire team™ made some surprising discoveries.

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McClelland's Social Motivation Paradigm

McClelland argued that individuals are driven by three primary social motivations: power, achievement, and affiliation. Depending on an individual's degree and level of motivation for power, achievement, and affiliation, he or she will perform differently in different environments and situations.

McClelland's three social motivations can be briefly characterized as follows:

Achievement

Individuals with a high achievement rating have two distinct characteristics that separate them from their peers.

High achievement individuals enjoy situations where they can take personal responsibility for finding solutions to problems. For them, the important thing is that the outcome be the result of their own skill and effort; they do not like situations where success or failure results from chance. They want to gain personal satisfaction from their achievements.

Achievers also like to set moderately high goals for themselves. Their goals are neither so low that they can be achieved with little challenge, nor so high that they are impossible. They prefer goals that require an all-out effort and the exercise of their abilities.

The high achiever is clearly a personality type admirably suited to certain jobs more than others. It would be a mistake to treat all individuals as high achievers and attempt to motivate them by offering them challenging jobs, rapid and objective feedback on performance, and personal responsibility for success or failure. Not all people respond well to this type of motivation.

Achievement

- *Takes personal responsibility for solutions.*

- *Likes to set moderately high goals.*

- *Prefers goals that require an all-out effort.*

Power

- *Has impact on organizational goals.*

- *Demonstrates an overriding concern for influencing people.*

- *Influence is directed towards the success of the institution as a whole.*

Affiliation

- *Manifests as a desire to be part of a group,*

- *To be liked by others.*

- *Values relationships over accomplishments.*

Power

In studying the profiles of North American managers, McClelland noticed that many people who are considered highly effective in their positions and reach the top of their organizations demonstrate an overriding concern for influencing people. McClelland argued that this need for power was not fundamentally a raw desire to control others or exercise autocratic authority, but rather reflected the individual's eagerness to have an impact and to be influential and effective in achieving organizational goals.

McClelland observed that the need for power produces successful managers when it is "disciplined and controlled so that it is directed toward the benefit of the institution as a whole and not toward the manager's personal aggrandizement. Moreover, for a manager to succeed at the top, his or her need for power ought to be greater than his or her need for being liked by people."

Affiliation

McClelland observed that in its most straightforward form, the need for affiliation manifests as a desire to belong, to be part of a group, to be liked by others, and to engage in warm personal relationships.

High affiliation people value relationships over accomplishments and friendships over power.

At the high end of the affiliation spectrum, the novelist John O'Hara was supposedly obsessed with the fact that his lack of a college degree excluded him from membership in certain clubs and societies. At the low end of the spectrum, James Coyne, former governor of the Bank of Canada, had such a strong aversion to joining any group that he was called the most "unclubbable" man in the country.

By weighing and ranking an individual's hard skills and workstyles, TéchneTeam™ allows employers to align an individual's behaviors and skills with positions, teams or organizational goals.

The Clusters

The TéchneHire™ team recognized that McClelland's paradigm provided a powerful but simple method of identifying traits that could be used to match a candidate with both a company and a specific position. But we went even further than that.
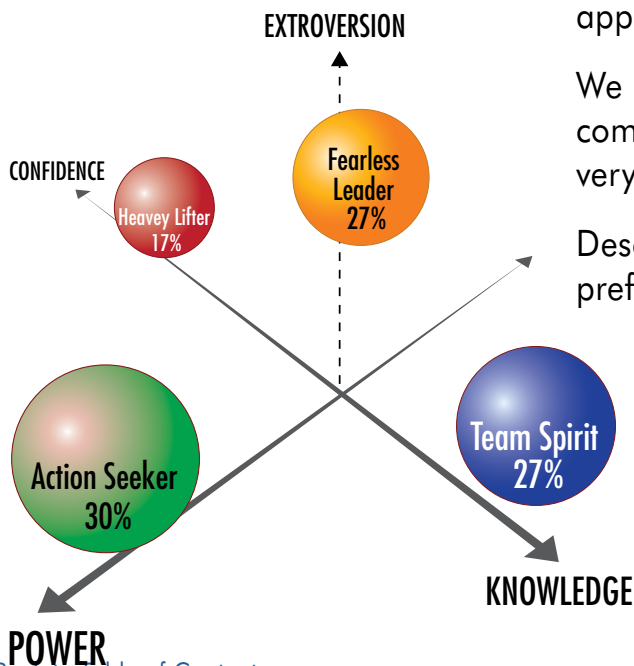
During testing we discovered that while our technology accurately identified the thirteen workstyle preferences that we were seeking to measure—including desire for leadership, need for affiliation, introversion vs. extroversion, bias toward communication, etc.—another interesting set of results also appeared.

We found that a scatter plot of workstyle combinations resulted in four distinct groupings. As we evaluated these results, we found that the combinations fell naturally into four basic workstyle categories: Action Seekers, Heavy Lifters, Team Spirits and Fearless Leaders.

We realized that, like McClelland's primary motivations, these clustered qualities and preferences would have a profound impact on the way individual workers approached their work.

We could also see, from long experience in workteam composition, that a balance of these styles would be very beneficial in any team or group effort.

Descriptions of the four categories of workstyle preferences follow:

EXTROVERSION

CONFIDENCE

Heavey Lifter
17%

Fearless
Leader
27%

Action Seeker
30%

Team Spirit
27%

KNOWLEDGE

POWER

Action Seekers
- Most at home in an exciting field or workgroup
- Desire an environment that is achievement-based
- Team players, but rely on themselves to perform
- Independent and not afraid to take risks

Heavy Lifters
- Independent
- Like to define their own goals
- Solution-oriented
- Enjoy figuring out problems
- Do not rely on workplace recognition for their confidence
- Are not interested in being in a leadership position
- Do not need to have responsibility to perform well

Team Spirit
- Extroverted
- Like to affiliate with others or to be part of a group
- Prefer collaboration to doing things on their own
- Can both give and take direction
- Not self-directed
- Work well with others; able to balance needs against those of group

Fearless Leaders
- Strong desire for positions of responsibility
- Like to define goals for themselves and others.
- Decisive; take the initiative in both group and individual activities
- Take responsibility for outcomes; both for themselves and others.
- Desire forward action that leads somewhere
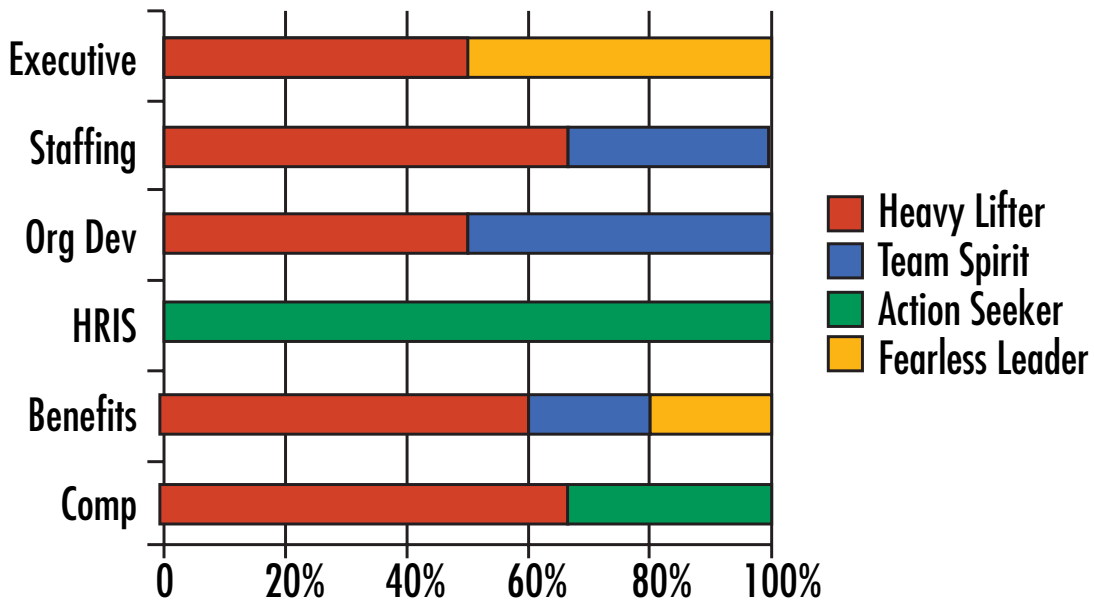- Enjoy wielding power as an expression of personal responsibility

The Power of a Cluster-Balanced Team

To appreciate the power of a cluster-balanced team, consider what an unbalanced team—the most visible outcome of mismatched work styles—looks like. An example would be a group of high-achieving heavy lifters who bury their heads in a project to meet benchmarks but fail to communicate and evangelize their project, or a team of leaders who butt heads with each other and focus on expressing their leadership rather than getting things done.

A balanced team, on the other hand, comprises team members who exhibit a range of work styles; these work styles work together to complement each other, enabling the team to function as a well-balanced whole.

A balanced team, on the other hand, comprises team members who exhibit a range of work styles; these "work styles" work together to complement each other, enabling the team to function as a well balanced whole.

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Human Reosources – Work Style Preferences

Legend:
- Heavy Lifter
- Team Spirit
- Action Seeker
- Fearless Leader

Categories: Executive, Staffing, Org Dev, HRIS, Benefits, Comp

Scale: 0, 20%, 40%, 60%, 80%, 100%

1. Power

2. Achievement

3. Affiliation

4. Excitement

5. Involvement

6. Confidence

7. Extroversion

8. Introversion

9. Independence

10. Process

11. Content

12. Desire for leadership

13. Biased towards communication

These are attached to the 39 statements.

Perceptual Mapping

The TéchneHire™ team wanted to build these clusters or social archetypes into an effective and easily understandable platform for matching candidates with positions.

To this end, we designed a patented algorithmic 4-minute psychometric test that elicits the data about workstyle preferences and uses perceptual mapping to produce clusters of attributes that reveal the four workplace tendencies.

To produce the clusters, we used perceptual mapping.

Perceptual mapping discerns the structure of how people think about complex topics and provides a framework for understanding those topics.

The "mindsets" are first measured by the 39 statements. Each time the respondent chooses between two statements, the system translates the choice and adjusts the weight applied to the metrics. When the respondent completes the questionnaire, the result is a 13-dimensional vector composed of the metrics.

The job-matching algorithm determines the distance between the job seeker's vector and the manager's vector. A short distance is a good match; a long distance is a poor match.

The 39 statements relate directly to the preference metrics. The respondents choose statements that show their preferences, rather than addressing the preference metrics directly. The system is inherently flexible and can be tuned by introducing new statements. (*For instance, a company can introduce new statements that are customized to their company culture.*)

Higher levels analysis called "perceptual mapping" provides structure based on the soft skills and preferred work environment.

Statement	Power	Achievement	Affiliation
Being a sought after expert on a particular topic	0	1	0
Defining the agenda around a particular topic	1	0	0
Choosing my work environment and hours	1	0	0
Being part of a winning team	0	1	1
Being a key member of a diverse & interesting group	1	0	1
Working with people I enjoy being around	0	0	2

*The three Attributes are subset from the 13 preference
metrics derived from the 39 statements*

Analysis of the original research uncovered four distinct mindsets regarding workplace preferences. Respondents tend to think along these lines when evaluating how they fit in a work environment:

1. Extroversion

2. Knowledge

3. Confidence

4. Action

Most of the mindsets are composed of several attributes / preferences.

The analysis does not presuppose the topics. The method begins with a broad range of unstructured information (the database of responses), then uses advanced statistical analysis to:

- Discern the structure in the information.

- Shed light on the strength of perceptions

- Provide insight into topics that are deeply held but perhaps not vocalized.

Perceptual mapping involves four steps:

1. The survey must be designed in such a way that it will support cluster analysis. It must cover the topic comprehensively and the data must be properly structured for the analysis.

2. A factor analysis is performed to discern the mindsets of the respondents—the ways that people think about the topic.

3. A cluster analysis is performed to determine whether and how people fall into distinct groups or clusters based on their mindsets.

The TéchneTeam survey is based on 39 statements that, combined, produce up to 136 attribute combinations. The questionnaire asks individuals to make choices between neutral alternatives.

Factor analysis is performed to discern the mindsets of the respondents. TéchneTeam™ applies advanced statistical analysis to the database of responses.

4. The results are rendered visually to allow evaluation and application of the findings.

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The TéchneTeam Work Flow

1. Our questionnaire is comprehensive and carefully designed. The TéchneTeam survey is based on 39 statements that combined produce up to 136 attribute combinations.

Each answer alternative is typically indicative of the applicant's tendency to possess one or more soft-skill attributes, although in some cases a given response will indicate a weaker tendency to possess that soft-skill attribute.

Importantly, the questionnaire asks individuals to make choices between neutral alternatives. By neutral, we mean that there is no right or wrong answer to a given question, and the wording of the question will not imply that such a right or wrong choice exists. Applicants can't guess what answers are preferred by the hiring manager.

2. Factor analysis is performed to discern the mindsets of the respondents. TéchneTeam™ applies advanced statistical analysis to the database of responses in order to:

• Discern the underlying structure in the way people respond to topics.

• Shed light on the strength of perception (revealing how strongly the person responds).

• Provide insight into topics that are deeply held but perhaps not vocalized.

Cluster analysis, or perceptual mapping, is then performed to determine whether and how people fall into distinct groups or clusters based on their mindsets.

Each of the statements in the questionnaire is scored for the thirteen attributes. For example, the six statements below have associated scores for three of the thirteen attributes: power, achievement, and affiliation.

3. Cluster analysis, or perceptual mapping is then performed to determine whether and how people fall into distinct groups or clusters based on their mindsets. Cluster analysis is a mathematical process for determining whether the data simply describes isolated individual preferences, or whether these preferences tend to exhibit patterns and form clusters. Cluster analysis is a useful technique for discerning the structure of how people think about complex topics. It also provides a framework for understanding their responses to those topics.

(The nitty gritty details are explained in the patent*.)*

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Testing and Refining the Method

To ensure that the attribute scores actually reflected and corresponded to the statements, the TéchneTeam™ soft skill profile was tested on 400 subjects to confirm the congruency of the 39 statements with the 136 attribute combinations.

The TéchneTeam™ research team then established workstyle clusters by testing the 136 statements on real subjects to see whether individuals who picked statements that were scored for a particular attribute continued to pick similar statements as the process continued.

We then scrutinized the results to find patterns; testing, for example, to see whether people measuring high in

achievement always picked one particular statement to which we had assigned a power score.

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TéchneTeam™ in Action
The Applicant Survey and Matching Process

The applicant is invited to take the TéchneTeam™ test during the application process.

The individual's responses are then used to score each soft skill attribute. The set of scores for all of the soft-skill attributes make up the soft-skill vector, and the responses generate an overall profile that identifies the individual's attributes.

To match a candidate's work style with those identified by the hiring manager or team leader as ideal, TéchneTeam™ computes the distance between the candidate's workstyles vector and that of the position.

The soft-skill vector is then matched for its compatibility with the position and the composition of the existing team. To match a candidate's work style with those identified by the hiring manager or team leader as ideal, TéchneTeam™ computes the distance between the candidate's workstyles vector and that of the position. A match exists when a candidate's soft-skill vector falls within the match range of the position's desired soft-skill vector.

TéchneTeam™ uses a similar method to match a candidate's competencies or hard-skills with those needed for a given position. Optimally, a hiring manager or team leader sets the match range for the hard and soft-skill vectors by giving the system a basic idea of the most important attributes for the position. In some cases, hard requirements (such as "five or more years of C++ programming experience") can also be used to exclude candidates. But it is also possible to set

matching vector distances in the system, allowing hiring managers to set specific match ranges.

Using TéchneTeam™ for Team Composition & Recruiting

TéchneTeam™ can be used to assess an individual (for example, an applicant), an existing team, or a newly constituted team.

In order to assess an existing team, we recommend that each team member take the Personal Workstyle Preferences test.

In order to assess an existing team, we recommend that each team member take the Personal Workstyle Preferences test. The software will assess the team members for the thirteen above-mentioned attributes and provide metrics-based results that categorize the results into the four workstyle preferences. Additionally, members of the team can complete a hard-skills competency and self-assessment profile that identifies their depth of expertise in the hard skills they bring to the team.

The results of the workstyle preferences profile and the hard-skills competency profile can be combined, and the resulting easy-to-interpret visualizations can provide recruiters and team leaders with penetrating and useful insights into team composition.

This information identifies the strengths and efficiencies of the team as a whole or models how the attributes and workstyle preferences of a particular job candidate would impact the team.

Recruiters, hiring managers, and/or team leaders will then use this information to identify the strengths and deficiencies of a team as a whole, or to model how the attributes and work style preferences of a particular job candidate would impact the team. A better workplace fit and more complementary skill sets are the outcome.

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Other Candidate Profiling Systems Compared

Currently, there are many candidate profiling systems and methodologies on the market and in academia, but most do not work well in practice and can be lengthy, intrusive, and intimidating to both candidates and hiring managers.

There are two main drawbacks with such systems:

1. *Candidates are unwittingly encouraged to game the system.* Many profiling questionnaires ask candidates to provide information on how frequently they exhibit various behaviors. However, when a candidate is asked directly about a specific behavior, their natural tendency will be to try to figure out how well the behavior fits the position. For example, when a candidate is asked how frequently (s)he "uses questions to get the input, opinions, and concerns of others," many will respond "often" in the belief that it's important to consider the needs of others. Questions such as this only elicit the response the candidate believes the hiring manager wants to hear.

TéchneTeam™ is engineered to discourage candidates from gaming the system. The candidate is only allowed to take the test once every six months. The pair-wise comparisons are randomized and sparse, making it virtually impossible for competitors to reverse engineer the system.

TéchneTeam™ is engineered to discourage candidates from gaming the system. The candidate is only allowed to take the test once every six months. Furthermore, the pair-wise comparisons are randomized and sparse, making it virtually impossible for competitors to reverse engineer the system. Randomization also makes it difficult for the respondent to game the system by selecting the items perceived as preferred by the hiring manager.

There is no right or wrong answer to any given question, and the wording of the question will not imply that such a right or wrong choice exists, preventing candidates from guessing which answers will match the desired hiring profile.

TéchneTeam™'s questions are also neutral. There is no right or wrong answer to any given question, and the wording of the question will not imply that such a right or wrong choice exists, preventing candidates from guessing which answers will match the desired hiring profile.
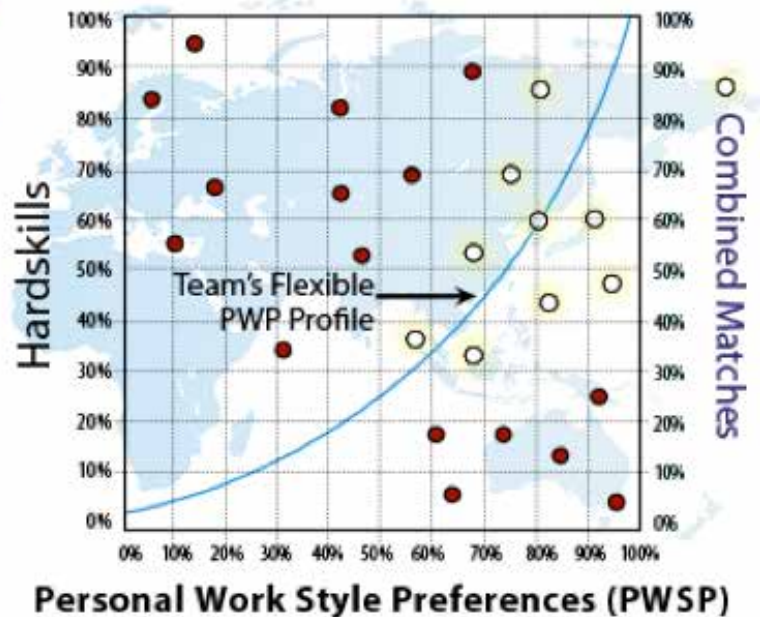
Few hiring managers can be expected to figure out which of the sixteen combinations of Extroverted (E), Introverted (I), Sensing (S), Intuitive (I), Thinking (T), Feeling (F), Judging (J), or Perceiving (P) will be the best fit for a position they are trying to fill.

2. The criteria are too vague for good decision-making.

A good example is Myers-Briggs. Classifying a position according to one of the sixteen Myers-Briggs types is difficult at best and requires specialized expertise.

ISTJ	ISFJ	INFJ	INTJ
ISTP	ISFP	INFP	INTP
ESTP	ESFP	ENFP	ENTP
ESTJ	ESFJ	ENFJ	ENTJ

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Weighing and Ranking
Hard Skills and Personal Work Style Preferences

Team's Flexible PWP Profile →

Hardskills

Combined Matches

Personal Work Style Preferences (PWSP)

TechneHire™
Where Spirit Meets Skill

Conclusion

TéchneHire™, the socially innovative hiring platform, features three radically new apps with the potential to revolutionize the way we recruit and build teams:

• EqualHire™ gives employers the power to create the diversity that McKinsey has recently shown is an essential feature of companies that outperform.

• TéchneRes™™ enables employers to view résumés from different perspectives, giving them a fresh angle on applicants.

• And TéchneTeam™, the revolutionary app at the center of the platform, enables recruiters, hiring managers, and team leaders to diversity teams in terms of personal workstyle preferences using its patented algorithmic 4-minute test.

Téchne was the ancient Greek word for the spirit of Art and Skill. Téchne was also the word used for any professional craft or trade, as well as any system of "best practices" for making or doing anything.

The TéchneHire platform offers you a set of best practices for designing professional work teams. By skillfully creating happier, more balanced, and better functioning teams, the TéchneHire™ platform promises to reduce turnover in the first year, generate more productive worker synergies, result in greater operating efficiencies, and improve bottom-line performance.

The results of integrating just its central app, TéchneTeam™, into an organization's ecosystem include:

- Synergistic and productive teams
- Engaged and happier employees
- Reduced turnover the first year
- Reduced 'Unconscious Bias' in the hiring process.

Téchne was the Greek Mythological Spirit of Art and Skill, within.

Téchne was also the word used for any professional craft or trade, as well as any system of "best practices" for making or doing anything.

877-613-9141

TéchneHire Platform

www.TechneHire.com

- Greater return on human capital investment

- Better optimized workforce

For more information about how TéchneHire™ and its three socially innovative apps can help your company's bottom line, contact TechneHire™ Support at 877-613-9141.

(The nitty gritty details are explained in the patent*.)*

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Intellectual Property

A Service Mark for the name TéchneHire is registered with the United States Patent and Trademark Office. Registration Number 3237750

Patent approved May 22, 2012. Patent No. US 008185424 B2.

Patent application No. 12/209,141 has been filed and approved with the U.S. Patent and Trademark Office for the invention Work styles Job Matching System and Method. The application published on February 12, 2009 as U.S. Patent Publication No. US2009/0043636 A1

The United States Copyright Office has registered the work entitled "Methodology for Preference Vector Analysis" with a registration number of VAu 665-714 and a registration date of April 26, 2005.

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Thank You!

30 Day Trial Extended to 90 Days

With a One Year Subscription

www.TechneHire.com

Weighing and Ranking
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