

Using the E3 to Hire

Hire Intentionally Using the E3

A top challenge for businesses continually revolves around hiring “good” people. Many companies do not have a consistent process for hiring. The Harvard Business Review reported that 81% of hiring decisions are influenced by gut feelings rather than concrete evidence. In a study by LeadershipIQ, attitudes drive 89% of hiring failures while technical skills account for only 11% of hiring failures. This means that hiring managers could benefit from additional tools, beyond the resume and screening/interviews, to evaluate candidates in a more consistent and comprehensive manner.

The E3 can help companies address the primary pain points around hiring:

- **Bad hiring decisions:** Make more informed hiring decisions with scientific behavioral data, not “gut” reactions.
- **Time to hire:** Many candidates are lost because the hiring process takes so long. Many of the best candidates are off the hiring market within 10 days.
- **Retention and turnover:** By identifying candidates with the greatest potential to thrive in your workplace, companies will experience reduced turnover and higher retention rates.
- **Hiring is hard:** The suite of E3 tools and reports makes the process easier and more efficient.

The E3 evaluates the behaviors a candidate needs to succeed in both the position and the organization, so you have the awareness you need to hire intentionally and identify the people who will seize the opportunity and thrive on your team.

How to Use the E3 for Hiring:

- 1. Create a Role Benchmark**
 - We work with you to develop a custom behavioral benchmark for a role, taking your culture into account.
- 2. Assess Candidates**
 - At the beginning of your application process, invite all your candidates to take the E3 to see how well they align with your role benchmark.
- 3. Review Behavioral Alignment**
 - Instantly see if a candidate fits the benchmark and use Behavioral Questions to further explore during the interview.

Important Things to Keep in Mind:

- Do not rely ONLY on the benchmark when making a hiring decision – technical skills and experience must also be weighed to make an informed decision through other screening, interviews, and reference checks.
- The E3 should not be used to filter candidates – it is a tool to prioritize candidates with the behaviors essential to succeed in both the position and your organization.

1. Create a Role Benchmark (Completed in partnership with the BE team)

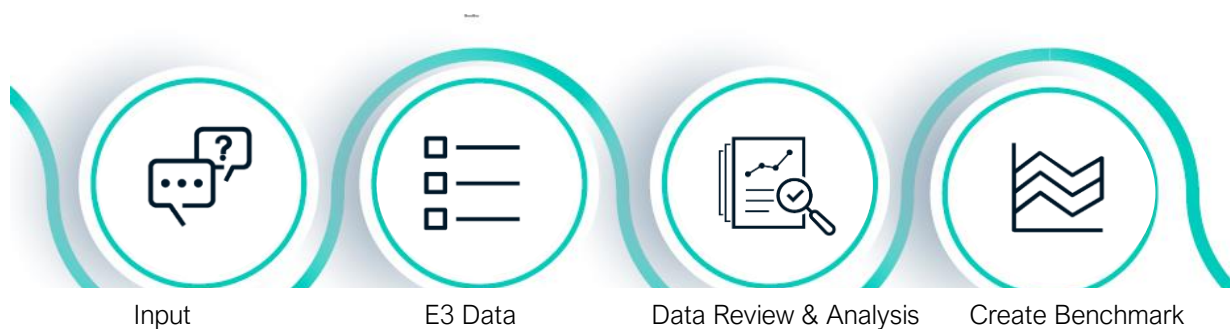
What is a role benchmark?

A Role Benchmark is a tool that matches an individual's behavioral tendencies to a position. We work with you to collaboratively curate your benchmark for a specific position, focusing on that role's core functions while also taking into consideration the organizational culture.

It supports the prioritization of candidates. It does NOT take into consideration qualifications, lived experience, etc. It only provides a synthesis of behavioral tendencies.

Role Benchmark Development

Through discovery, assessment, data analysis and strategic consultation, we develop a custom benchmark for a specific role. The process involves the following steps:



Input:

- Discussion about the role with the BE team and hiring manager(s)
- What is most needed?
- What does a thriving team member look like?

E3 Data:

- Collect E3 data about all members within the role
- Collect E3 data from the top performers, if possible

Data Review & Analysis

- Analyze data trends for all of the member within the role:
 - What patterns emerge?
 - Are there big differences in traits for the top performers?
- Review the data with the role description and cultural considerations of the organization

Create the Role Benchmark

- Target approximately 5-7 scales most strongly associated with the core responsibilities of the position
- Establishes a range of ideal scores for each of the identified traits

2. Assess Candidates

Using the newly developed role benchmark, have all applicants take the E3 to see how well they align with the role benchmark.

Note: it is up to each organization whether they wish to share the results of the E3 with each candidate. Take some time to consider how you want to manage this data and how you want to communicate it to candidates. See the recommended email template at the end of this document for messaging to consider.

3. Evaluate for Behavioral Alignment

How to generate the Benchmarks Report

From a candidate or employee's individual profile, click the Benchmarks Report tab.

On the Benchmarks Report, you can select from a list of your company's role benchmarks and view how that person's E3 data aligns with the benchmark. Candidate's assessments get distilled into a single Behavioral Alignment Score, instantly showing their natural alignment for the role and your culture. The report will allow you to instantly see if a candidate aligns with the benchmark and use the Behavioral Questions to confirm, evaluate and explore specific behavioral traits during the interview.

Candidate Communication

Many applicants are likely to not have much experience taking assessments like the E3 as part of the hiring process. Some applicants might be unsure about the data and how it will be used to inform hiring decisions. It is best to anticipate these concerns and address them appropriately in advance through intentional communication.

Recommended Email Template for Hiring Manager:

Hello [FIRST NAME],

Thank you for your continued interest in joining our team! As the next step in our interview process, we would like you to complete the E3 Behavioral Assessment. Driven by decades of behavioral science, this tool is designed to assess how well your unique strengths align with the role to ensure you'll thrive on our team.

A few things to know before you begin:

- The assessment is untimed but typically takes 7-10 minutes to complete.
- You may take as long as you'd like, but please finish in one sitting.
- Follow the instructions at the top of each page.
- If you don't recognize a word, you can skip it and keep going.
- There are no right or wrong answers.

We also recognize that no assessment can capture the complexity of a human. Therefore, the information gathered from the E3 Behavioral Assessment is one of several data points we use to evaluate your natural alignment for the role. As part of our comprehensive hiring process, we consider multiple factors, including your resume, past experience, technical skills, interviews, and references.

The E3 assessment has been vetted through a rigorous research process to determine that it is a valid and reliable psychological assessment and that it is EEO compliant. The data is owned by [company name] and all data will be deleted for any candidate who is not hired. Data will be shared with any candidates who are interviewed for the position. You can learn more about the E3 at the Behavioral Essentials website: <https://www.behavioralessentials.com/>

[Insert or customize with your company's equal opportunity language, privacy, data use language, etc.]

You can complete the assessment by clicking the link below.

[Insert Assessment Link]

Thank you and we look forward to learning how your unique strengths can contribute to our team!
Thank you,

[YOUR NAME OR COMPANY NAME]