

The DASH Method™

Bringing the right people into your organization and placing them in jobs where they'll thrive is critical to the success of any organization!

The DASH Method is a framework that uses behavioral data to help you match the people you hire with the work they'll be required to do.

A combination of The Predictive Index software tools and DASH worksheets makes it easy to identify the behavioral requirements of a job, attract the right candidates, select the person most suited to be successful, and onboard each new hire.

Incorporate DASH into your existing hiring process, use it as it appears, or use it as a starting point to build your own hiring procedures.

Define



-
-

Job Description Worksheet | Job Assessment / Job Pattern



Attract



Job Description Worksheet
 + Job Assessment / Job Pattern
 +
 = _____

Attract Worksheet



Select



-
-
-
-

Interview Guide | Hiring Scorecard



Hire



-
-
-
-

Onboarding Worksheet





DEFINE

Directions: Answer the questions below about the position you are defining.

Job Title: _____ Date of opening: _____ Hiring Manager: _____

(Exempt Nonexempt) (Part-time Full-time) Travel requirements: ____% Flexibility to work remotely: Yes No

Compensation: _____ Does this role manage others? _____ If yes, how many? _____

Is this a new position? Yes No If **no**, why was the position vacated? _____

Physical demands of the role: _____

Job Value

1. Why is this job important?

2. What would be the measurable impacts to the organization if this job were to remain vacant?
(**Examples:** Sales numbers, customer satisfaction scores, amount of product produced.)

Tasks and Responsibilities

3. What are the primary tasks and responsibilities of this position?

4. What are three to five key deliverables/end products created by this position?

5. What systems or software products are required to create these outputs?

Role Requirements

6. What separates a top performer from an average performer in this role?

7. Are any certifications, accreditations or industry experience required to perform the job?

8. What amount of experience is desired? In what specific areas?

People:

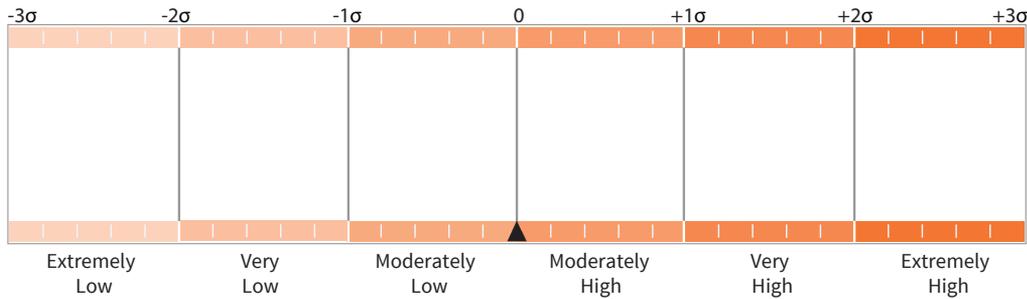
9. Who will work most closely with this job? (**Examples:** Team members, direct reports, project team members.)

10. Who would be in a position to understand the nature of this job in addition to the hiring manager?
(**Examples:** HR, top performers in the role, upstream/downstream partners.)

11. Who will be on the interview team?



Directions: Copy the results of the Job Pattern in the space below.



Directions: Determine the A:B, A:C and A:D Factor Combinations. Fill in the appropriate circles in the table to the right. Select words from the table to use when crafting an advertisement, preparing for a conversation or conducting an interview.

<input type="radio"/> A > B: Task Oriented	<input type="radio"/> B > A: People Oriented
<ul style="list-style-type: none"> • Set priorities • Have autonomy • Be creative in building solutions • Work independently • Make an impact 	<ul style="list-style-type: none"> • Collaborative Environment • Team oriented • Opportunities to build consensus • Camaraderie • Persuade others
<input type="radio"/> A > C: Proactive	<input type="radio"/> C > A: Responsive
<ul style="list-style-type: none"> • Fast-paced environment • Wide variety of activities • Ability to set direction • Action oriented • Drive change 	<ul style="list-style-type: none"> • Stable environment • Steady pace • Consistent • Long-term relationships • Predictability
<input type="radio"/> A > D: Comfortable with Risk	<input type="radio"/> D > A: Cautious with Risk
<ul style="list-style-type: none"> • Be a key decision maker • Opportunities to take new approaches • Lots of possibilities • Exciting opportunities • Work independently 	<ul style="list-style-type: none"> • Supportive environment • Protect the organization from risk • Conservative approach • Long-standing company track record • Tried-and-true processes

Why would THIS PERSON want to work for your company? What aspects of your company will you talk about? What will your advertisement describe? (Opportunity, Organization, Work, People, Rewards)

Recruitment Strategy Memory Jogger

Internal Strategies	Advertising Strategies	Community Strategies	Other Strategies
<input type="checkbox"/> Employee referrals/ incentives <input type="checkbox"/> Previous applicants <input type="checkbox"/> Current employee pool <input type="checkbox"/> Host an on-site career fair	<input type="checkbox"/> Corporate website (mobile optimized) <input type="checkbox"/> Job boards/recruitment websites <input type="checkbox"/> Post on Social networks (Twitter, Facebook...) <input type="checkbox"/> Professional organizations <input type="checkbox"/> Alumni groups	<input type="checkbox"/> Competitive intelligence (Layoffs? Closings?) <input type="checkbox"/> Speaking opportunities <input type="checkbox"/> Diversity associations <input type="checkbox"/> College career placement <input type="checkbox"/> College job fairs <input type="checkbox"/> State organizations (Dept. of Employment and Training, Unemployment Office)	<input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____ <input type="checkbox"/> _____

Prepare for the Interviews

- Generate an Interview Guide in The Predictive Index® software using the Job Pattern and the behavioral pattern of the candidate.
- Create additional questions using the STAR method (Situation/Task, Action and Result) to help you determine if the candidate has the potential to be a top performer. Refer to question 6 on the Define Worksheet: What separates a top performer from an average performer in this role?
- Discuss the answer target for each of the questions with the interview team and recruiter.

Question:	Answer Target:
Waiter/Waitress Example: Tell me about a time when you had to deal with a difficult customer. What steps did you personally take to manage the situation, and how did that turn out?	Listen for: <ul style="list-style-type: none"> • Allowed the customer to talk, apologized without accepting blame • Took initiative to give customer additional food/drink, coupon, etc. • Resulted in a loyal customer

Hiring Scorecard: Final Candidates

Use the table below to give each candidate a score from 1 (low) to 10 (high) for:

- **Head:** How close is the match between the candidate’s PI® behavioral pattern and the Job Pattern for the position?
- **Heart:** How well did the candidate’s values and interests fit with your company’s culture, as uncovered during the interview?
- **Briefcase:** How close is the match between the candidate’s knowledge, skills, and experience and the job requirements?

NOTE: Enter scores in pencil so you can update each candidate’s scores and rank as you learn more.

Name	Head	Heart	Briefcase	Total	Rank



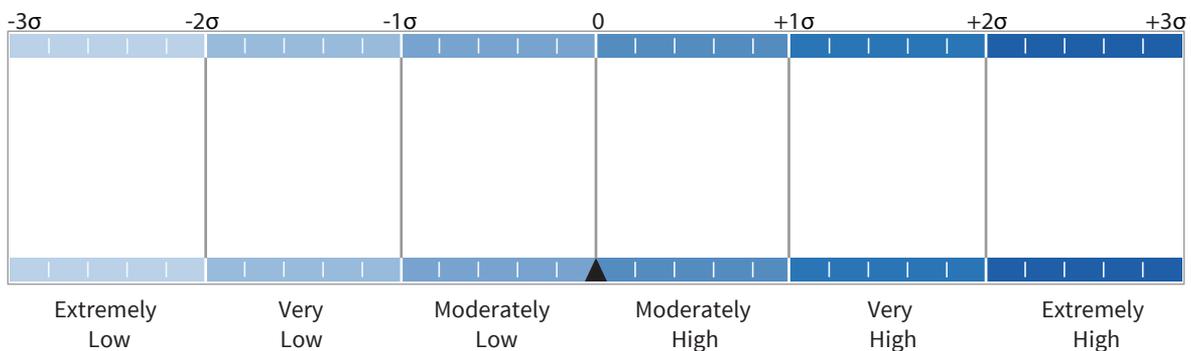
HIRE

Onboarding

All newly-hired employees need to feel that you're happy they have arrived! Do your best to make them feel welcome. Just as you adjusted the job advertisement and recruiting process to appeal to the candidates' needs, you can also adjust their onboarding. This helpful onboarding guide recommends some customized strategies to make the first 90 days a great experience.

Directions: Enter the PI behavioral pattern of the new hire in the space below.

SELF



Directions: Determine the A:B, A:C and A:D Factor Combinations of the new hire. Fill in the appropriate circles in the table below. Utilize onboarding strategies that are a good match for their behavioral style.

<input type="radio"/> A > B: Task Focused	<input type="radio"/> B > A: People Focused
<ul style="list-style-type: none"> • Provide them with an onboarding schedule before their first day. • Explain the “big picture” of the position and how it fits in with the organization. • Alternate periods of private time and interaction with team members. 	<ul style="list-style-type: none"> • Introduce them to others so they can quickly begin to establish relationships. • Give them face time; check in with them in person fairly often. • Provide them with opportunities to work with others on project teams as soon as possible.
<input type="radio"/> A > C: Proactive	<input type="radio"/> C > A: Responsive
<ul style="list-style-type: none"> • Keep the onboarding moving and varied, with quick bursts of activity, in-person interviews, self-directed learning, etc. • Ask for their input frequently; for example, “Are there others whom you would like to meet with?” • Bring them up to speed quickly on projects related to their role. 	<ul style="list-style-type: none"> • Prepare their work environment for their first day. • Establish a regular cadence of information sharing throughout the onboarding process and stick to your schedule. • Avoid last-minute changes and interruptions. If change is unavoidable, explain the reason for the change.
<input type="radio"/> A > D: Risk Tolerant	<input type="radio"/> D > A: Risk Averse
<ul style="list-style-type: none"> • Provide highlights and high-level information rather than details about projects and processes. • Look for short-term opportunities that enable them to produce and make an impact. • Provide appropriate support, but don't constrain them unnecessarily – they are comfortable with risk. 	<ul style="list-style-type: none"> • Provide as much detail as possible about relevant rules, processes and systems related to the position. • Jointly review the job description and metrics for success early in the onboarding process. • Provide encouragement and support frequently to reassure them that they are performing correctly.

