



Klein Consultants

## Klein Behavioral Science Assessments

Selection. Development.  
Succession Planning.

Introduction to our services

# What are Klein Behavioral Science Assessments and why are they important tools?

## What are Klein Behavioral Science Assessments?

Over the past 75 years, we've developed and refined a powerful tool that helps you hire tenacious, hardworking people. We assist you with gaining and keeping a competitive edge in your industry through the use of our validation studies. These analyses aid managers in counseling on the job and outline what concrete steps to take to increase an employee's chances for success. We help you uncover hidden potential that might otherwise have been overlooked.

## What are the benefits of using our assessments?

In order to meet the company's growth goals and simultaneously maintain corporate profitability, managers need to make selection and promotion decisions carefully. High turnover can cause clients to lose faith in the company and it adversely affects employee morale. The bottom line: the wrong people in the wrong job costs your company real dollars.

## What do you gain from an analysis report?

The program is not designed to take the place of your managers' professional judgment. It enhances the quality of the information available. The results are objective. The report is a professional second opinion on an individual's strengths and weaknesses. The program results in real cost savings. If we can help you avoid making one bad hire or promotion decision this year, the service essentially pays for itself.

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# 85%

accurate when used in conjunction with a comprehensive interview process.

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# 180%

of starting salary is the typical annual cost of a hire after salary, benefits, training, supervisory time, and recruiting costs are factored into the equation. But the greatest costs—the astringent effects of the wrong person in a position—are immeasurable.

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# What do we measure?

With over 75 years of normative data, Klein measures your candidates against industry-relevant, job-specific profiles. Reports focus on the following domains:

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1



Personality Structure: profiles the job-specific personality variables that are critical to success.

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2



Work Values: focuses on a candidate's long-term productivity potential.

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3



Motivational Orientation: identifies the type of motivational environment that will enable your candidate to perform optimally.

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4



Intellectual Resources: assesses trainability, intellectual curiosity, and problem-solving style.

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5



Social Facilitation Skills: highlights the skills needed to build productive relationships for your company.

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## What that means in practice

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Every position demands of its incumbent the ability to stand up to the job's pressures and strains. Important questions about a person's ability to work independently, recover quickly from setbacks or frustrations, and make decisions objectively are hallmarks of success.

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Work values are critical predictors of long-term job productivity. The capacity for sustained hard work, the ability to organize one's time and efforts, and the facility to set strategic goals and pursue them vigorously are keys to realizing individual potential.

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The strength of their need to achieve, their desire for recognition, and their ability to work in a non-supportive environment are capacities that are extremely critical in situations where change must be constantly and actively mastered. In general, these scales gauge your candidate's ability to function in competitive situations.

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Factors that measure a person's ability and desire to absorb new ideas and acquire new skills are important predictors of a candidate's long-term adaptability. In addition, they provide an accurate description of an individual's problem-solving style (the ability to deal with new information in a rapid and accurate manner).

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The ability to develop effective relationships with others is a critical factor in business success. Similarly, the capacity to sell ideas is part of almost any job. From salespeople to the top-level executive, presenting a point of view clearly and persuasively is key. Knowledge of what is appropriate behavior in a variety of situations and the capacity to size up people and draw realistic conclusions about them are measured.

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## What our clients say

*Klein helped us save \$4M annually by reducing turnover in our sales department. We were able to pinpoint candidates who could handle the pressures of a competitive sales program.*

*Klein Consultants were able to identify General Management candidates who would focus beyond today, are enthusiastic, create mileposts, and rally support behind the company's vision. These are people who are driven to make the vision reach fruition.*

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*With greater transparency in candidates, we could finally employ people who were driven to develop new account revenue and people who could leverage the value of our products in new territories.*

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*Our organization has built its culture around promoting from within. We want to have a clear understanding that there is opportunity for upward mobility. But making the jump from General Manager to Regional Director is challenging. There are far more moving parts. Klein was able to highlight individuals we should prioritize for development so that future transitions could be seamless.*

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*Our first line supervisory role is an introductory level leadership position. We often take on a lot of raw talent and understand there is going to be a significant training investment. Klein reports have been great for our hiring managers. They tell them exactly which soft skills new hires need to build. It's like a user guide to new staff.*

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# A behavioral sciences approach to assessment

By identifying competencies in your candidates, a Klein Analysis Report predicts future job performance, provides coaching points for hiring managers, and highlights potential talent that may otherwise go overlooked.

1

In order to meet a company's growth goals and simultaneously maintain corporate profitability, managers need to make **selection** and promotion decisions carefully. Klein provides an objective, professional second opinion on a candidate.

2

Klein's reports are critical tools for employee **development**. The analysis helps managers counsel on the job by providing behavioral insights. The reports outline what concrete steps to take to increase an employee's chances for success.

3

Reports help you uncover hidden potential that might otherwise be overlooked. Klein highlights the raw talent already present in your workforce and enables senior management to develop **succession plans** that keep pace with the expansion goals of an organization.

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## CASE STUDY 1

An international pharmaceutical manufacturing company with over 1600 employees was challenged by the need to hire Product Development Managers who were experienced in the pharmaceutical industry but were also creative, entrepreneurial in spirit, and attracted to starting something new. Klein identified the competencies tied to the behaviors desired by the company and helped develop a selection and screening process for hiring managers.

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## CASE STUDY 2

A leading designer and manufacturer of highly engineered products for industrial mining with over 1400 employees needed to develop Safety Officers who could effectively communicate with individuals across all sectors of the company. Klein's assessment reports identified the soft skills employees needed so they could carry out safety initiatives while maintaining strong, positive work relationships within the organization.

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## CASE STUDY 3

One of the world's largest makers of pulp, paper, packaging, and building products with over 14000 employees was faced with the challenge of filling senior management roles for its projected five-year growth plan without leaving gaps in its management teams. Klein highlighted individuals with the potential for upward mobility in order to build a logistically-sound management succession program.

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### Key approaches to success:

- We analyzed job descriptions, conferenced with senior management, and built specific profiles tailored to their selection needs.
- Klein adapts metrics to measure the competencies tied to successful job behaviors.

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### Key approaches to success:

- We gathered data from testing, discussed job demands with management, and wrote coaching reports for training and development programs.
- Klein helps management maximize the potential of employees.

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### Key approaches to success:

- We utilized assessment data to spotlight internal candidates who could transition from one division of a company to another in order to acquire the organizational experiences demanded of a senior position.
- Klein ensures that talent with the ability to adapt to new environments and accomplish substantial results does not go overlooked.

# How does it work?

Klein's Behavioral Science Assessments has helped hundreds of organizations improve the quality of their hiring decisions. Our assessments are designed to integrate into your managers' hiring decisions by becoming a tool used to gain critical insights into a candidate's behavior before you hire.

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1



Your hiring managers submit a potential candidate's resume along with a comprehensive job description.

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2



Your candidate is sent a link to take their assessment using our secure and encrypted servers.

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3



Within two business days, you receive a detailed analysis of their strengths and weaknesses. Reports are objective and indicate how they are likely to perform once on the job.

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Consultants are available for telephone conferences to discuss your candidates' results, cross compare several candidates for a position, or help a hiring manager with on-the-job coaching.

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