



Case Study – Automotive Service Center

A leading automotive quick oil change and preventive maintenance services company sought to improve its selection processes and provide targeted developmental opportunities to its current Store Managers. The company partnered with PsyMax Solutions and administered the Work Style AssessmentSM (WSA) inventory in order to identify a profile of work styles which would help drive continued profitability.

To evaluate the utility of the WSA inventory, the company selected operational metrics that were drivers of the company's bottom line, such as profit, turnover, and damage claims. Managers who were the **best** performers – those **better than average on the most important mission-critical measures** – confirmed the effectiveness of the WSA.

The results of the study indicate that six key work styles are related to managerial success. These behaviors include:

- Accomplishes tasks and makes decisions with a high sense of urgency
- Shows resilience in the face of criticism and does not take negative feedback personally.
- Projects self-confidence and optimism for the future.
- Communicates directly and convincingly.

The correlation between these work styles and the job performance measures shows a high relationship between performance on the test and success on the job ($r_{xy} \approx .68$).

Next, the practical impact of the WSA in identifying higher-performing Managers (“hit rates”) was measured. This analysis shows that the WSA inventory classified better-than-average performers (those Managers whose operational metrics numbers were above-average) correctly 83% of the time.

Predicting the Best Managers			
	# Low Performers	# High Performers	% Correctly Classified
Low WSA	16	3	84.2%
High WSA	3	15	83.3%
<i>Overall "Hit Rate"</i>			83.8%

When the company selects managerial candidates who are Above Average or higher on the WSA, then the odds are that about 83% of these new hires will perform above average on the job. The company is using PsyMax Solutions customized developmental and coaching reports to help current Managers improve those work styles that are critical to customer satisfaction and continued success.

PsyMax Solutions is a Cleveland-based human resource assessment and development company that helps organizations with the selection, performance development, leadership development, and career enrichment of employees. The PsyMax Solutions online product suite offers reports and programs based on its proprietary Work Style Assessment inventory to help employers identify, develop, and retain talented employees.