

# MAYO Human Capital

## Lasso CAT Assessment

Presenters : XXXXX



# Are you still using these questions for recruitment interviews?

1. Please introduce yourself.
2. What are your strengths and weaknesses?
3. Share how you have handled stress in the past.
4. What are your interests?
5. Why did you leave your last job?
6. Why do you want this job?
7. How would your colleagues describe you?
8. What expectations do you have for your future? Do you have any plans?
9. Do you have any questions for us?

# The cost of hiring the wrong person



- Severance pay :1 month's average wage for each year of service
- Staff time spent on recruitment processes
- Education and Training: It takes at least 6 months to 1 year before an employee is "fully productive".
- Implicit Cost: missed business opportunities, broken team bonds, low employee morale.
- High management and training cost.

Bad Hire Hurt!  
Recruitment is the most critical step



Competence assessment + Behavioral Interview  
The gatekeepers of your recruitment



# CAT Design Concept: Competency-based behavioral in one go

Define important  
competence

Sales specialist  
need “Goal Orientation”

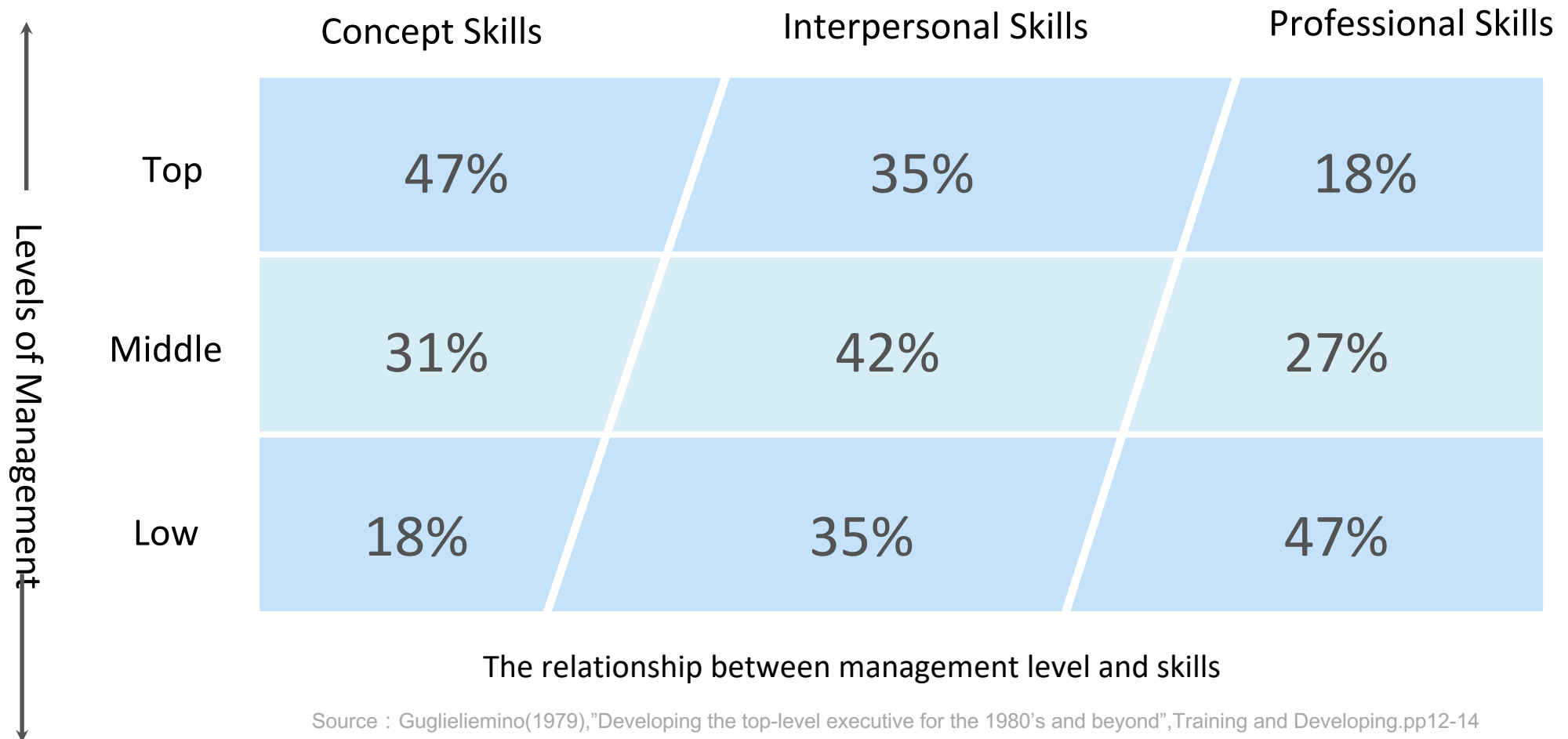
List behavioral  
indicators

1. Proactive in handling problems
2. Don't use excuses to avoid work

Design  
Behavioral  
interview

Share your experience of facing an unexpected problem at work. What was the situation? What did you do? How was the outcome?

# Competence models required for different levels of management



The benefits of assessment for a company

Lasso – CAT assessment  
identify **potential** and **suitable**  
employees !

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**Pre-employment** assessment  
Identify potential and cultural fit

- Testing the potential of candidates and which positions they are qualified for.
- To determine the suitability of candidates for the position.

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On-job assessment · basis for education and training/ succession

- Evaluate the suitability of current employees as a reference for transfer, education and training, and succession planning
- Comparative analysis of multiple people and teams as a basis for talent deployment.



Pre-employment assessment –  
Identify the candidate's potential and  
how he/she fit with the company  
culture.

On-job assessment-  
Talent review, and use it as a basis for  
education and training/ succession.



# With care and discreet, **Lasso-CAT assessment**, specially designed for HR



## Homepage Dashboard

We have designed an enterprise data matrix on home page to quickly assess the competitiveness of your talent through competency indicators, strengths and weaknesses analysis.



## In-depth team analysis

You can compare competence score between individuals, departments or teams, and take the competency gap as the basis for training and development.



## Automated Batch Processing

Build departments, lists, and send invitations by batch. Also, the system can automatically sends out unfilled notification letters, saving HR's valuable time.



## Professional statistical calibration

Statistical techniques were used to calibrate the scale scores and to reduce concerns about the glorification of self-expression. Reliability range of 0.77-0.89 (mean 0.82).



## Data Security

Privacy consideration design that meets international standards.

## Lasso-CAT Exclusive Design

Real-time update of applicable norm for each industry, and you can set up your own custom template.

- Lasso has built-in professional reference model of competence. The model is frequently updated to fit today's needs.
- Able to establish an exclusive norm for the enterprise.

Misunderstanding of norm application :  
Quantity is not the key, but representativeness is the key.

## Before

It costs hundreds of thousands of dollars to collect data and update the calculation of the norm in order to ensure the quality of the norm.

## Now Use Lasso-CAT

By turning on the project function and continuously allowing employees to complete assessments, you can get constantly updated data.



Compare individual test scores with normative standards to provide a better understanding of what the scores represent.



By using the enterprise norm, you can more precisely identify the right talent for your enterprise environment.



The norm needs to be updated.

Assessment Aspect

Lasso-CAT  
Assessment System

- 20 competence

20 competence

Agile Response	Leadership Potential	Interpersonal Collaboration	Psychological Quality	Performance Excellence
Crisis Management	Strategic Planning	Relationship Building	Emotion Stability	Work Efficiency
Awareness and Insight	Critical Decision	Interpersonal Communication	Humility and Introspection	Dedication and Responsibility
Innovation Thinking	Proactive Leadership	Team Work	Self-Confidence	Goal Orientation
Learning and Growth	Research and Analysis	Sincerity to people		Customer-Centric
Meeting Challenges				



## Personnel information(1)

Name	Hiring status	Employee ID	Mail	Education	Position	Profession	Level	Location
Helen	Employee		admin06@gateweb.com.tw		Specialist			

01

## Reliability index

Report Reliability: <b>High</b>	Response Time Medium	Carefulness Engaged	Social Desirability Low	Response Style Medium
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① Response time: Any abnormal in overall response time. Carefulness: Whether one read the instructions carefully before answering. Social desirability: Tendency of some respondents to report an answer in a way they deem to be more socially acceptable. Response style: Tendency of some respondents to report an answer in an extreme or moderate style.

02

## Strong competencies

<b>Humility and Introspection</b> 92.37	<b>Goal Orientation</b> 91.6	<b>Relationship Building</b>
<b>Definition</b> Able to reflect on one's own attitudes and behaviors in order to make corrections and adjustments.	<b>Definition</b> Able to set specific goals, constantly strive, pursue, and review them from time to time.	<b>Definition</b> Able to establish good interaction with others and develop a social network to help achieve work performance.
<b>Interview Questions</b> 1. What are your biggest weaknesses? Have you made any improvements? 2. What was the most recent mistake that happened? What is the conclusion? 3. What do you usually do to allow yourself to self-reflect?	<b>Interview Questions</b> 1. If you take over this job, which goal do you think you should work on first? 2. What are your expectations for your future work? 3. Have you ever had any experience of obstacles that made it difficult to accomplish your goals and how did you handle them at that time?	<b>Interview Questions</b> 1. How do you usually build your network? 2. Please share your tips for making friends and maintaining relationships. 3. Do you like to meet people and can you establish initial relationships with strangers and experience.

## Weak competencies

<b>Interpersonal Communication</b> 0.76	<b>Awareness and Insight</b> 0.76	<b>Innovation Thinking</b>
<b>Definition</b> Able to observe people keenly and give response appropriately. Able to use appropriate means (illustration, example, metaphor) to convey the message.	<b>Definition</b> Have good insight, able to effectively and quickly detect changes in others or the environment, and make self-adjustments.	<b>Definition</b> Able to generate new ideas, concepts, or methods that are novel or original. Able to look at the same thing from different perspectives and proposed different improvement.
<b>Interview Questions</b> 1. In the middle of a project, you need someone's help in researching or solving a problem, but you have not received a positive response from the person in charge, and there is no guarantee when you will get help, what will you do? 2. In the past, what did you do after having arguments with colleagues and supervisors? 3. In your observation, what kind of personality and characteristics do I (the interviewer) have? How do you usually get along with people like me?	<b>Interview Questions</b> 1. Can you quickly detect changes in the environment or other people's thoughts? Can you give an example? 2. When you go to a new environment, are you able to quickly integrate into the environment and take care of yourself? Can you give an example? 3. If a supervisor gives you a job and you need to work with three other partners, their personalities are: 1. optimistic and extroverted 2. silent and introverted 3. conservative in their thinking. How would you get along with them and get the job done?	<b>Interview Questions</b> 1. In your past experience, have you ever generated new ideas, concepts, or methods that are novel or original? Can you give an example? 2. Do you have any new or unique ideas, concepts, or methods recently? Can you share with others? 3. If you are asked to reach the North Pole, what are the ways to do so?

## Competence Radar

03



Interpersonal Collaboration	4.92
Psychological Quality	4.79
Performance Excellence	5.39
Agile Response	3.81
Leadership Potential	4.43

## Report data

Competency	1	2	3	4	5	6	Description of the competency
<b>Interpersonal Collaboration</b>							
Relationship Building	★					5.24	Able to establish good interaction with coworkers and develop a social network to help achieve work performance.
Interpersonal Communication	★★★					2.87	Able to observe people keenly and give response appropriately. Able to use appropriate means (illustration, example, metaphor) to convey the message.
Team Work	★★★★					6	Have the spirit of teamwork and the ability to support the team. Consider the team benefit beyond the personal interest. Collaborate with team decision, fight for the team performance.
Integrity to people	★					5.57	Have values of integrity and honesty. Able to give feedback feeling of honest, reliable, and trustable. Pursue success and noble values.
<b>Psychological Quality</b>							
Emotion Stability						5.05	Able to be aware of your emotions, maintain a stable mood, and be able to calm down and communicate rationally.
Humility and Introspection	★★★★					6	Able to reflect on one's own attitudes and behaviors and make corrections and adjustments.
Self-Confidence	★★					3.31	Have a positive and affirmative attitude towards yourself and believe that you can achieve difficult goals.
<b>Performance Excellence</b>							
Work Efficiency	▲					3.97	Able to allocate and use your time effectively to complete work within the time limit.
Organization and Responsibility	★★★★					6	Regard the achievement of organizational goal as your responsibility. Take the responsibility for the quality of the work.
Goal Orientation	★★★★					6	Able to set specific goals, constantly strive, pursue, and review them from time to time.
Customer-Centric	★					5.57	Able to grasp the needs of customers, provide high quality services to win their recognition, satisfaction, and reputation, in order to establish a long-term and beneficial relationship with them.
<b>Agile Response</b>							
Crisis Management	★★					3.29	Have good adaptability. Keep calm and could face order to solve it under high pressure even in emergency.
Awareness and Insight	★★★					3.13	Have good insight, able to effectively and quickly detect changes in others or the environment, and make self-adjustments.
Innovation Thinking	★★★					2.92	Able to generate new ideas, concepts, or create new methods that are novel or original. Able to look at the same thing from different perspectives and proposed different solutions for improvement.
Learning and Growth	★★★★					6	Willing to accept new concepts and innovated ideas.

## Lasso-CAT Report Sample

01

## Reliability index

02

## Competence Indicators Orientation and Suitability

03

## Personal competence potential

# 01

## Reliability index

- Response Time/ Carefulness/Social Desirability/Repose Style four indicators to calculate Reliability indicators

Add a person | Competence score

### CAT Assessment

#### Personnel information(1)

Name	Hiring status	Employee ID	Mail	Education	Position	Profession	Level	Location
Helen	Employee		admin06@gateweb.com.tw		Specialist	人力資源類人員		4/7用戶大會

#### Reliability index

Report Reliability: High

Response Time	Carefulness	Social Desirability	Response Style
Medium	Engaged	Low	Medium

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01

Competency Mapping Matrix  
and Norm System

- We understand the competence strengths and weaknesses of employees in specific positions from a qualitative perspective, which can be applied in situations such as training/succession planning to enable employees to realize their strengths and fill in the gaps in their competence.
- 18 categories, take human resources bank as reference.

	important(7)	Normal(7)	unimportant(6)
Advantage	Competency 1 Competency 2		
Average	Competency 3		
Disadvantage		Competency 4	

First layer job family	Second layer job family
Management / Human Resource	Management/ personal staff
	Human resources personnel
Administration /General affairs/ judicial affairs	Office/Administrative Support
	Legal/intellectual property personnel
Marketing/ Planning/ Project Managing	Marketing personnel
	Product planning personnel
	Project/Product Management personnel

First layer job family	Second layer job family
Customer service/store sales /business sales/trade	Customer service personnel
	Store sales personnel
	Business sales personnel
	Trade personnel
Catering /Travel/ Beauty & Hair	Catering personnel
	Travel and leisure personnel
	Beauty/hairdressing personnel
Information Software Systems	Software/engineering personnel
	MIS/Webmaster type personnel

## 02

### Competence indicators and suitability directions

- Each data will be completely compared with 20 job families, presenting the most suitable top 5 positions and the least suitable Last 5 positions.
- Recommend interview questions, Precise Behavioral Interview.
- Application Scenarios: Recruitment, Training, Succession

#### Strong competencies

Humility and Introspection  92.37

##### Definition

Able to reflect on one's own attitudes and behaviors in order to make corrections and adjustments.

##### Interview Questions

1. What are your biggest weaknesses? Have you made any improvements?
2. What was the most recent mistake that happened? What is the conclusion?
3. What do you usually do to allow yourself to self-reflect?


Goal Orientation  91.6

##### Definition

Able to set specific goals, constantly strive, pursue, and review them from time to time.

##### Interview Questions

1. If you take over this job, which goal do you think you should work on first?
2. What are your expectations for your future work?
3. Have you ever had any experience of obstacles that made it difficult to accomplish your goals and how did you handle them at that time?

Relationship Building 

##### Definition

Able to establish good interaction with others and developing social network to help achieve goals.

##### Interview Questions

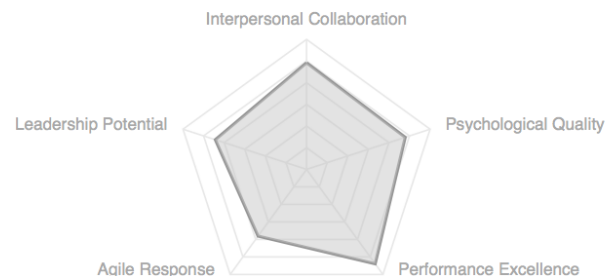
1. How do you usually build your network?
2. Please share your tips for making friendly relationships.
3. Do you like to meet people and can quickly get along with strangers and establish initial relationships?

### 03

## Personal competence potential

- Present complete competence data of each employee. Able to deeply analyze employee's individual competence potential, and use as a reference for training.
- Mark stars and triangles to help identify relative scores in the enterprise

### Competence Radar



### Report data

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# Consultant Value-Added Service : Optimize hiring strategies through competence model data

1 is the first ranking 20 is the last ranking

	Relationship Building	Interpersonal Communication	Team Work	Sincerity to people	Emotion Stability	Humility and Introspection	Self-Confidence	Work Efficiency	Dedication and Responsibility	Goal Orientation	Customer-Centric	Crisis Management	Awareness and Insight	Innovation Thinking	Learning and Growth	Meeting Challenges	Strategic Planning	Critical Decision	Proactive Leadership	Research and Analysis
High Performance Sales	1	3	18	17	19	12	15	11	20	14	8	7	2	10	16	9	13	5	4	6
	Relationship Building	Interpersonal Communication	Team Work	Sincerity to people	Emotion Stability	Humility and Introspection	Self-Confidence	Work Efficiency	Dedication and Responsibility	Goal Orientation	Customer-Centric	Crisis Management	Awareness and Insight	Innovation Thinking	Learning and Growth	Meeting Challenges	Strategic Planning	Critical Decision	Proactive Leadership	Research and Analysis
All Sales	3	6	19	13	18	12	14	16	20	15	1	9	7	10	17	4	11	5	2	8



# Why Choose CAT ?

## Industry-Leading Reliability and Statistical Techniques



- The benefits of using competence assessment is greater than personality assessment: To predict performance from personality, there is still a long way to go.
- Mean reliability : 0.82
  - Higher than the academic requirement of 0.7
- Criterion-related validity : The relationship between scores and real performance
  - CAT 0.56, Can explain nearly 25% of the performance level gap
  - Hogan Personality Inventory (HPI) 0.29 ;

When HPI is combined with other scales, the predictive validity can increase to 0.54.
- Statistical techniques are used to correct scale scores and reduce concerns about self-glorification.

# The Value of Assessment Tool: Data-driven hiring strategy



Right  
Recruitment



Precise  
Training



Succession Planning Benchmark Comparison



# Lasso integrates assessment solutions for various scenarios

- Assessment solutions for various scenarios, multiple data analysis indicators and reports to facilitate HR.
- Third-party quality assessment cooperation: Help you check the validity of the assessment, ensure quality.

Recruitment	Extensive Use Recruitment& Development	Key Position Recruitment& Development	Overall Trait Evaluation Development/Internal Transfer	Engagement & Retention	Leadership Development
AI video interview	CAT Assessment	BSA	Trait & Definition Report	Engagement & Retention	PP Leading Potential



A Leading HR SaaS in Asia

# Thank You.