OCCUPATIONAL DNA® Playbook

How to Hire, Develop, and Keep Top Performers—On Purpose

Empowering Your Hiring with Precision Insights
Exclusively delivered by The Assessment Company®

Executive Summary

Most hiring still runs on gut feel and résumé theater. That's why "great on paper" turns into "underperforming by Q2." **Occupational DNA® (ODNA®)** replaces guesswork with a **role-specific performance model** built from your **top performers**—measuring **Thinking Style, Behavioral Traits, and Interests**—then matching every candidate (or internal mover) against that model.

Outcomes: higher quality-of-hire, faster ramp, lower first-year turnover, and managers who can defend their decisions with evidence—not vibes.

What you'll get in this paper:

- **What ODNA® is (and isn't)**—clear, practical, job-true
- **The 5-step process** from exemplar selection to post-hire coaching
- **Why does it beat alternatives** like gut, generic personality tests, and invented competencies
- **Metrics & ROI** you can calculate in 10 minutes
- **A 30-day implementation plan** that won't blow up your recruiting process

What Is ODNA® (and What It's Not)

Definition (plain English):

ODNA® is a **role-specific performance model** built from your **top performers' data**—their **Thinking Style**, **Behavioral Traits**, and **Interests**—used to **predict job fit**, guide **structured interviews**, and accelerate **onboarding and development**.

ODNA® *is*

- A benchmark of **what wins here** for **one role at your company**
- A **three-lens measure**:
    - **Thinking Style** → learning/problem-solving speed & accuracy
    - **Behavioral Traits** → everyday workstyle (pace, structure, assertiveness, sociability)
    - **Interests** → the work themes that sustain motivation
- A **matching system**: clear strengths, cautions, and targeted interview probes

ODNA® *is not*

- A personality "type" label or culture-clone machine
- A pass/fail IQ screen
- A replacement for structured interviews or work samples
- Generic. It's **your** model, not a vendor average.

"Hire for job-fit, not familiarity.
ODNA® raises the bar without narrowing your slate."
—John Beck, CEO The Assessment Company

The ODNA® Process (Visual Overview)

1. Top Performing Employees are selected in the same job
2. Top Performing Employees are ODNA® assessed
3. ODNA® Performance Model is Created
4. External or Internal Candidates are ODNA® Assessed
5. Candidates with Your Occupational DNA® match emerge

THE OCCUPATIONAL DNA® PROCESS

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Step 1: Select Top Performers
(The Right Benchmarks)

- Pick one role (e.g., Inside Sales, CS Manager, DC Team Lead).
- Choose at least four consistent top performers from the last 12–18 months.
- Use objective outcomes: quota attainment, CSAT/NPS, error rate, throughput, safety, rework.
- Avoid favorites and recency bias.

"Occupational DNA® is Built for Matching Tailor-Made Talent."
—John Beck, CEO The Assessment Company

Step 2: Assess the Exemplars
(Capture the Pattern)

- Run the PXT Select® assessment (40–60 minutes, mobile-friendly).
- Capture three data pillars: Thinking Style, Behavioral Traits, and Interests.
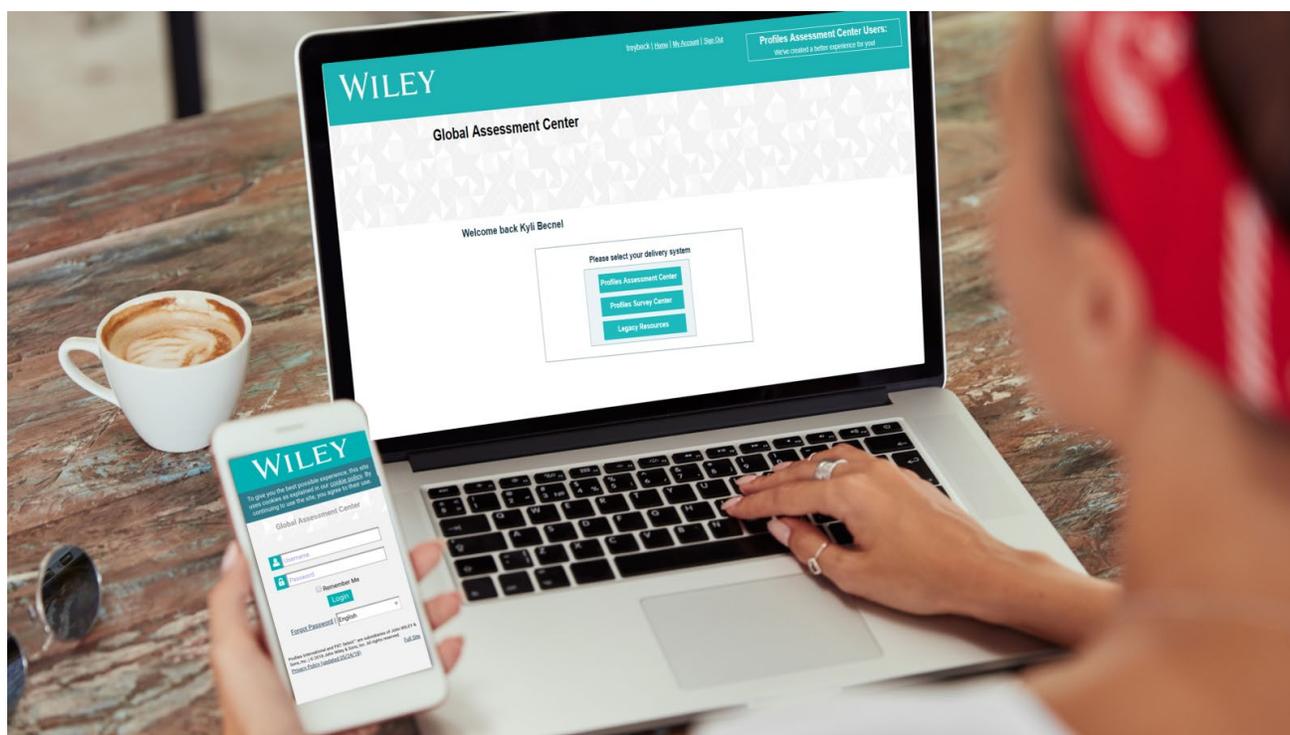- Analyze distributions and correlations unique to your top cohort.

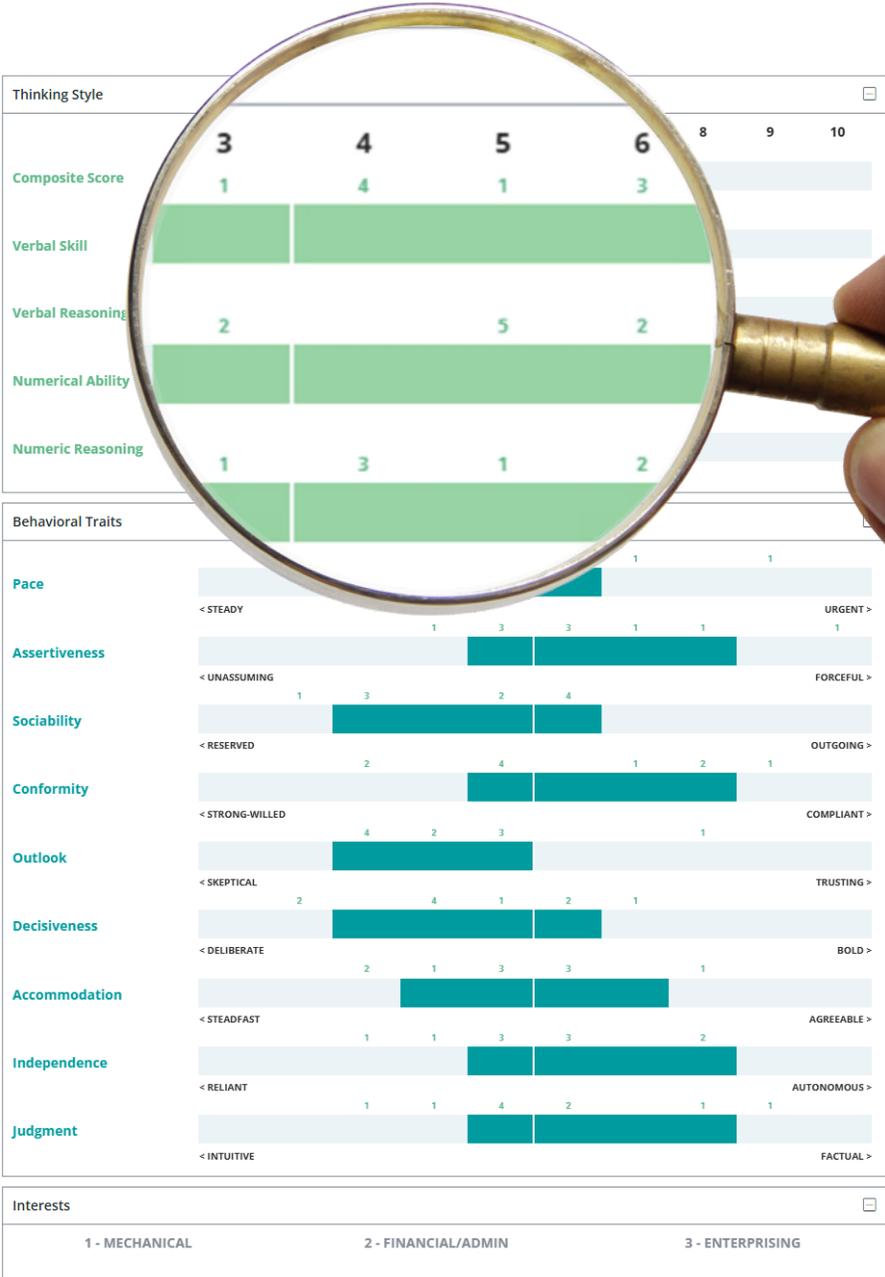**Thinking Style**

Behavioral Traits

Interests

> *"PXT Select is a game-changer in hiring and selection."*
> *—John Beck, CEO The Assessment Company*

Step 3: Build the ODNA® Performance Model
(Make It Usable)

- Identify differentiators vs. average performers.
- Set target ranges (e.g., Pace 7–9/10) and weights by business impact.
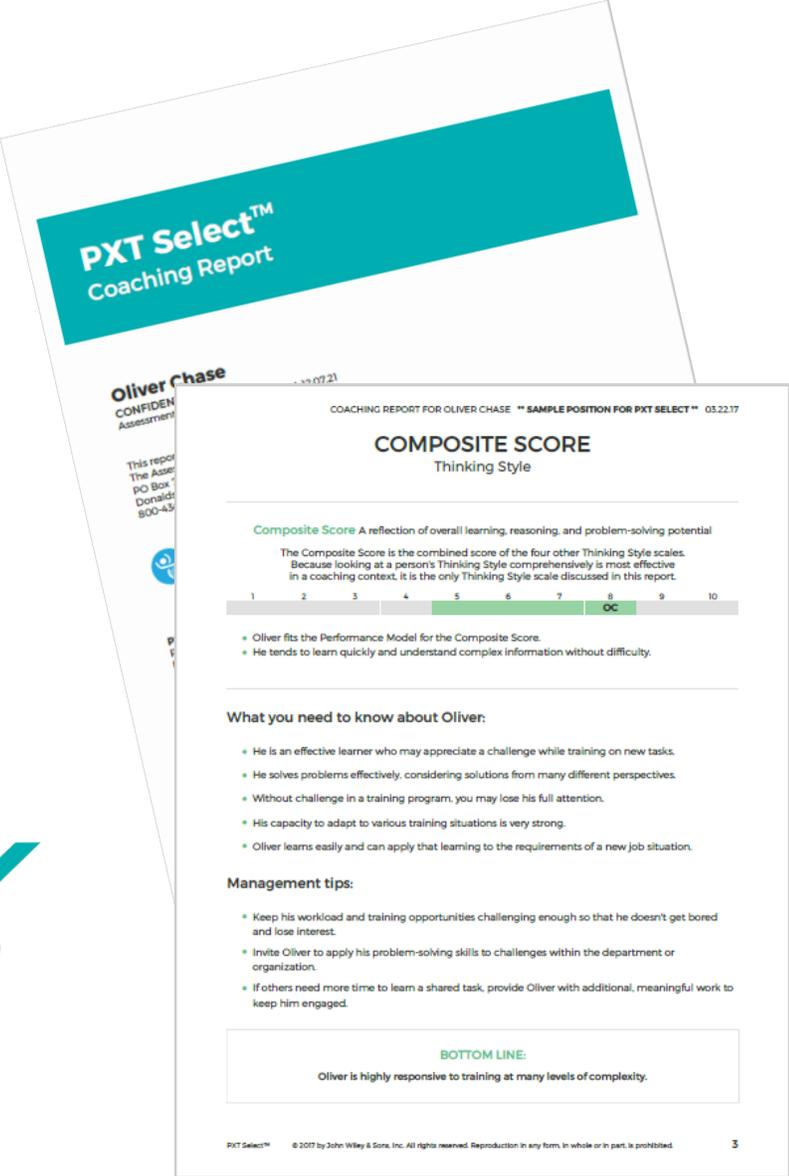- Translate gaps into interview probes and coaching cues.

Thinking Style

	3	4	5	6	8	9	10
Composite Score	1	4	1	3			
Verbal Skill							
Verbal Reasoning	2		5	2			
Numerical Ability							
Numeric Reasoning	1	3	1	2			

Behavioral Traits

Pace	< STEADY			1	1	URGENT >
Assertiveness	1	3	3	1	1	1
	< UNASSUMING					FORCEFUL >
Sociability	1	3	2	4		
	< RESERVED					OUTGOING >
Conformity	2	4	1	2	1	
	< STRONG-WILLED					COMPLIANT >
Outlook	4	2	3	1		
	< SKEPTICAL					TRUSTING >
Decisiveness	2	4	1	2	1	
	< DELIBERATE					BOLD >
Accommodation	2	1	3	3	1	
	< STEADFAST					AGREEABLE >
Independence	1	1	3	3	2	
	< RELIANT					AUTONOMOUS >
Judgment	1	1	4	2	1	1
	< INTUITIVE					FACTUAL >

Interests

| 1 - MECHANICAL | 2 - FINANCIAL/ADMIN | 3 - ENTERPRISING |

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Step 4: Assess Candidates & Internal Movers
(Consistent Signal)

- Trigger the assessment via the Assessment Center.
- Results are instant, with a full range of reporting options.
- Managers receive a Match Score to the position, plus Strengths/Cautions and a structured interview question.
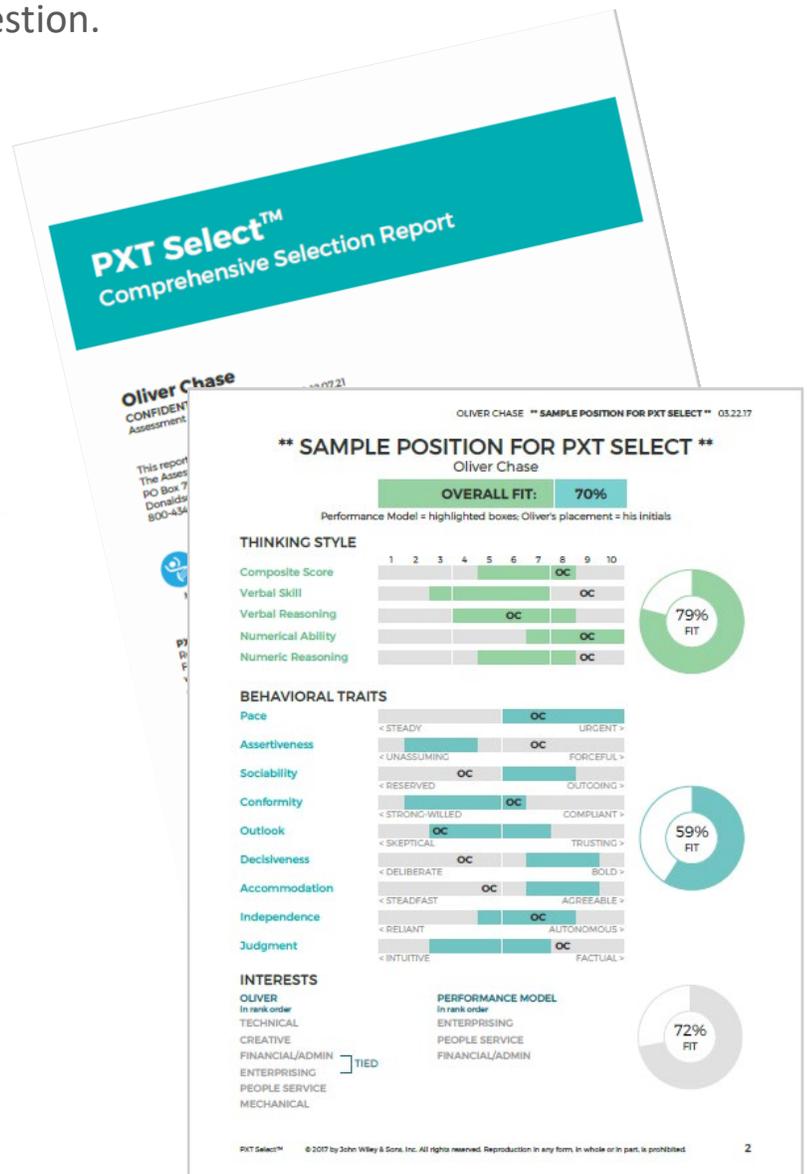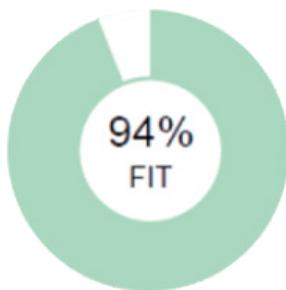
Step 5: Decide, Hire, and Coach
(From Decision to Day One)

- Compare candidates' side-by-side against the ODNA® model.
- Provide managers with coaching reports on each new hire on day one:
  What you need to know, Management Tip, and the Bottom Line.

Why ODNA® Wins vs. the Alternatives

Gut + Résumé
Charisma ≠ competence.
ODNA® quantifies job-fit so interviews target real risk.

Generic Personality Tests
They describe people in general.
ODNA® describes what wins in this role, here—built on your top talent.

Single-Construct Screens
Pure cognitive or one-trait tools over-/under select.
ODNA integrates cognitive, behavioral, and interests for balanced prediction.

Invented Competencies
Conference-room lists aren't evidence.
ODNA® is empirical—earned from the field.

What You Actually Get
(Manager-Ready Deliverables)

Role-specific ODNA® Model with target ranges for every position. Which can be developed by:

- Company
- Position
- Manager
- Geography
- Or any combination

Full Range reporting. (All Inclusive)

- Comprehensive Selection Report
- Performance Model Report
- Leadership Report
- Multiple Positions Report
- Multiple Candidates Report
- Manager-Employee Report
- Individual's Graph
- Individual's Report
- Coaching Report
- Team Report
- Sales: Comprehensive Report
- Sales: Coaching Report
- Sales: Individual Feedback Report

The full view of a person. It measures Thinking Style (numerical and verbal reasoning and skill), Behavioral Traits and Interests

ROI You Can Defend
(Worked Example)

Inputs

- Hires/year in role: 40
- First-year turnover: 35% → 25% (post-ODNA®)
- Fully-loaded cost per exit (backfill + ramp): $22,000

Math
- Pre exits: 40 × 0.35 = 14
- Post exits: 40 × 0.25 = 10
- Exits avoided: 4Savings: 4 × $22,000 = $88,000
- Program cost (example): $28,000
- Net benefit: $60,000 → ROI ≈ 2.14× (214%)

Ramp add-on (optional): If ramp drops 120 → 100 days, value per hire at full productivity = $300/day → $6,000/hire. With 40 hires, that's $240,000 incremental output. Combine with turnover savings for total impact.
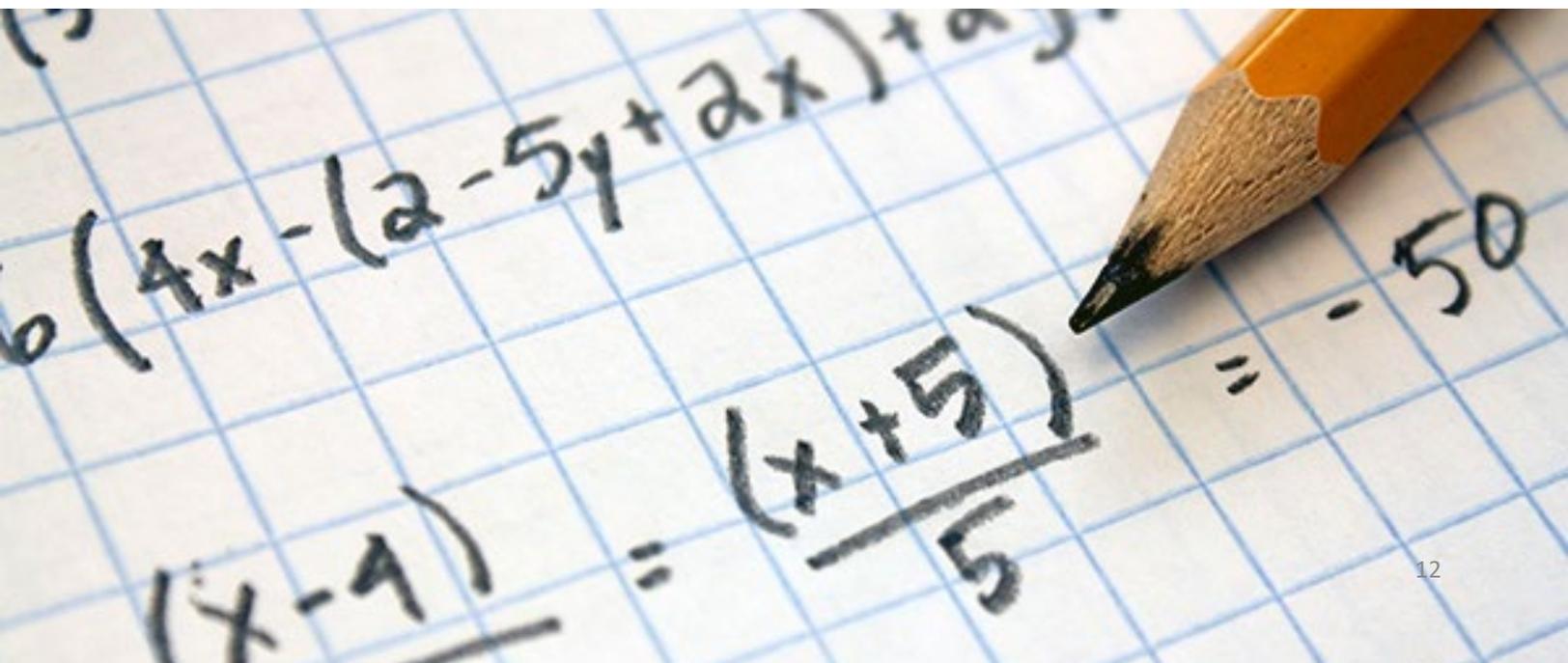
3 Weeks To Full Implementation
(Typical For Most Organizations)

Week 1 — Define & Align
Select the role, identify top performers in a critical position, assess, and establish success metrics and baseline Performance Models.

Week 2 — Train
Train hiring managers on using the system and reporting/

Week 3 — Implement and Assess
Assess first candidate wave; The system instantly scores the assessment and sends the reports to the hiring manager. The reports will show the comparison between the Performance Model and the Candidates' trains. Use the results to screen candidates or assist in the process of interviewing, selecting, and onboarding.

Manager Playbook
(Use ODNA® Without Overthinking)

1. **Start with the Match, then read the Why.**
2. **Probe the flags** with the provided questions (keep it structured).
3. **Decide with context**—skills + experience + ODNA®.
4. **If you hire "against" the model, plan the gap** (coaching + 30/60/90).

""ODNA® guides decisions; managers decide. The difference is evidence."

—John Beck, CEO The Assessment Company

Where ODNA® Shines

**High Turnover Positions
Mission Critical Hires.
Interviewing
Coaching
Promotions
Succession Planning
Team Building
Sales Selection
Sales Coaching
Leadership Hires**

Compliance, Fairness, and Practical Risk Management

- **Job-related & consistent use** tied to role definition
- **Structured interviews** reduce bias and raise signal
- **Monitor outcomes** and adverse impact by stage; adjust cut scores only with evidence
- **Candidate transparency**: clear purpose; post-hire development insights
- **Reliability:** The assessment measures traits or skills consistently, and everyone is measured the same way. With our assessments, we can attest to two types of reliability tests: test-retest and internal consistency.
- **Validity:** The assessment measures what it claims to measure.
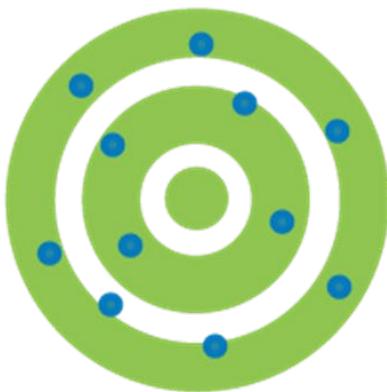
Not reliable or valid   **Reliable but not valid**   **Both reliable and valid**

Two Quick Snapshots
(Composite Examples)

Inside Sales—SaaS
- **Pain:** 9-month churn; uneven attainment
- **ODNA®:** modeled top 15 reps; weighted pace, assertiveness, learning speed
- **Focused interviews** + coaching → faster ramp, steadier performance

Distribution Center—Team Leads
- **Pain:** promotion misfires; high turnover
- **ODNA®:** modeled 12 best TLs; emphasized conformity judgment, and mechanical
- **Cleaner internal moves**; fewer backfills; improved shift stability

Common Pitfalls
(And How to Avoid Them)

1. **Modeling the average instead of the top →** pick exemplars intentionally
2. **Confusing culture fit with comfort →** hire for job fit
3. **Set-and-forget models →** refresh annually or after role changes
4. **Scores as hammers →** ODNA® informs; managers decide with context

How to Start
(Clear CTA)

1. **Pick one painful role.**
2. **Run the 30-Day ODNA® QuickStart.**
3. **Compare pre/post metrics and keep what works.**

Book your ODNA® feasibility readout. [Click Here](#)

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AUTHORIZED PARTNER
PXT SELECT™
A Wiley Brand

ROI Worksheet
(Printable)

Turnover Reduction
- Hires/year: _____
- Pre first-year turnover: _____%
- Post first-year turnover (target): _____%
- Exits avoided = Hires × (Pre% – Post%) = _____
- Cost per exit (backfill + ramp): $_____

Savings = Exits avoided × Cost per exit = $_____

Ramp Gains (optional)
- Pre ramp days: _____ → Post: _____
- Days saved/hire: _____
- Value/day at full productivity: $_____

Ramp value = Days saved/hire × Value/day × Hires = $_____

Program cost: $_____

Net benefit = Savings + Ramp value – Program cost = $_____

ROI = Net benefit ÷ Program cost = _____×

Appendix B — Sample Interview Questions

"Tell me about a time you had to switch gears quickly mid-task. What triggered the change? What did you do?"
(Pace / Accommodating)

"Walk me through how you learn a new system end-to-end. Where do you start?"
(Thinking Style)

"Share an example of handling a difficult customer with a productive outcome."
(Sociability / People Service)

Appendix C — Candidate Experience Principles

Plain-English purpose and how results are used

One assessment; multiple uses: selection, onboarding, development

Post-hire access to coaching tips (we invest in the people we hire)

About Us

Since 1993, The Assessment Company® has evolved from a dedicated team of Human Resource professionals into a global leader in talent assessment and workforce solutions. For over three decades, we've enabled organizations to unlock measurable results and sustain competitive advantage through strategic talent alignment.

Our comprehensive suite of digital assessment tools—including industry-leading solutions such as PXT Select™, Everything DiSC®, CheckPoint 360°, Occupational DNA®, Step One Survey®, and Safety Quotient™—helps businesses of all sizes optimize their hiring, development, and employee retention practices. We partner closely with clients to ensure their talent strategy directly supports business objectives, creating stronger teams, smarter hiring decisions, and enhanced organizational performance.

Thank You!

Thank you for downloading our Occupational DNA® Playbook. I'm excited about the future of our business relationship. In this Playbook, our goal was to introduce you to The Assessment Company and the immense value we can bring to your organization.

At The Assessment Company, we operate under the owner-operator model, where every client we engage receives my attention. When you work with us, you'll have my direct contact information and cell phone number, ensuring I'm a phone call or text away.

With over 30 years of experience in the assessment industry, I've dedicated my career to helping clients hire, coach, and promote top performers. My commitment to your organization is unwavering. I will use my extensive industry knowledge to understand your objectives and challenges and connect your business and people strategies.

Thank you for considering The Assessment Company as your partner for assessment solutions. I am enthusiastic about the opportunity to collaborate with you and make a meaningful impact on your organization's growth journey.

Warm regards,

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The Assessment Company®

> **"I am personally involved with every single client. You'll have my cell number."**

Need Help?

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