

## **Intensity/Drive: A Major Contributor to Success or Failure**

**by Dr. Larry Craft**

Early in my career as a sales manager in the late 1970's, I was responsible for recruiting and training our company's employees. I soon began to recognize a significant difference between our peak performers and those we had to terminate. Our quick-starting, more successful employees were intense, impatient, and results-oriented. They walked faster; talked faster; and had "fire in the belly." They would obsess over the weekly and monthly goals and work backwards to create a process that achieved their goals. They seldom needed external motivation by management; they only needed training and administrative assistance. It reminded me of some of the stories I had heard about thoroughbreds that finished their race even though the jockeys had fallen-off in the gates. Because of their intense temperament and restlessness, I labeled these highly productive employees, "*Racehorses*."

On the other hand, those who failed to meet our production requirements lacked the "fire in the belly." They were patient and methodical. They seemed to plod along, focusing on the process and the training, not their results. Those who were more sociable would spend too much time talking and performing routine customer service duties rather than making sales. It reminded me of the Morgans and other farm horses that would come to a gentle stop when the farmer dropped the reins. I labeled these employees, "*Work Horses*."

I soon developed my own personality test to measure these differences and other managers joined me in my research. I labeled the personality trait "*Intensity/Drive*." Today, over 1,000,000 applicants and thousands of managers have used my assessments to hire their employees. These managers have shared with me their experiences and how they resolved issues relating to their employees' *Intensity/Drive*.

Most important, be sure to match the job duties to their temperament. If the job duties require a methodical, patient demeanor with no sense of urgency, hire employees with lower (less than 50%) CMPI *Intensity/Drive*. If the job duties require a sense of urgency and a focus on the results (not the process), hire employees with CMPI scores above 50%. If there is a mismatch, you'll quickly notice your *Work Horse* is wasting time on nonessential job duties that don't relate to the results you require. If the job duties



require patience and an easy-going demeanor, such as in coaching/training, customer service, or participative management, you'll quickly discover your *Racehorse* is restless, less predictable, and easily bored by the required routines.

One personality trait by itself, is seldom predictive of success or failure. I recommend you look at the total personality in relationship to the job description. This can be seen on our CMPI Compatibility Charts where the employee's scores on nine primary traits are matched to a specific job description. Contact our office to see if we have a Chart for the position for which you are hiring. Also be sure to read, "*Never Having to Say You're Fired,*" that describes "The Three Dimensions of Success" which need to be measured before hiring your next employee.