

CASE STUDY

How Miriam Macedo used The Predictive Index to hire and inspire effectively at Virtual, Inc.

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The challenge

The dizzying pace of digitization provided an immense growth opportunity for Virtual, Inc., a professional association management company that helps its clients meet the challenges of the digital age. Between 2016 and 2017, its new business revenue increased by 22 percent. That growth meant Virtual needed more employees, so its senior manager of human resources and employee experience, Miriam Macedo, ramped up hiring efforts.

As she worked overtime to fill the open roles, it became even more apparent how important employee retention was. "To put this into perspective," Miriam said, "we fluctuated between an 88 percent retention rate and a 73 percent retention rate." Given the spike in new business, Miriam knew it was more important than ever to retain talent and hire effectively.

"Virtual's culture is very unique, so we knew we had our work cut out for us in trying to figure out the missing piece of the puzzle while accommodating growth."

Miriam Macedo Senior Manager, Human Resources

To complicate matters, Miriam had to ensure candidates would be a good fit for Virtual's unique employee-focused culture. "Our people are our biggest asset, point blank," she said. "Teamwork and fun are two of our core values. Also, we service clients mainly in the tech-realm, so our drive to constantly learn new technology leads to a rapidly changing, fast-paced environment—which leads to two of our other core values: empowerment and innovation."

The solution

In order to hire people who would be both a great fit for the job and for Virtual's culture, she knew she needed a solution that provided:

- A way to gain stakeholder agreement on which behaviors were common to top performers
- A tool to compare candidates' natural behavioral drives to the behaviors required of the job
- A method that used scientifically validated and reliable data to predict behavior

During the time Miriam was searching for a solution that fit the bill (and seeing that none of them could satisfy all three of her requirements), Virtual's leadership team discovered The Predictive Index. Miriam took a PI Behavioral Assessment™ and received a readback of her results. "[I thought] whatever algorithm is behind this it's legit," Miriam said. She realized that the data insights PI's assessments provide were the key to helping her hire the right people.

Virtual's old way of hiring was looking at candidates' resumes, skills, and references. But PI added a new layer— one that had been missing before. Miriam discovered that leveraging people data makes all the difference: "If there's one thing we've learned [after adopting PI], it's that when it comes to recruitment, it doesn't matter if we hire people with the best skills. It's the whole person that matters, the skills and attitude, tied to the right balance of needs and motivation to be able to work well with our existing team and culture." PI allowed Miriam to better predict which candidates would succeed—and stick around.

Not only that but leveraging PI also armed her with the tools she needed to inspire her existing employees to perform at their best. With people-driven tools and insights at her disposal, Miriam was able to help employees, managers, and their teams understand each other's drives, needs, and differences. This helped improve team communication and engagement—leading to better retention rates and increased overall team and client success.

Virtual grew from 86 to 210 employees and was able to increase retention by 22%.

The results

22%

Increase in retention

86 → 210

Growth in employee headcount

Miriam worked throughout 2018 to restructure Virtual's hiring and recruiting practices. Armed with the people data they needed to get the right people in the right seats and keep them there, resulted in a more engaged workforce, higher retention rates, and a smoother recruitment and onboarding process. In fact, Virtual grew from 86 to 210 employees and increased retention by 22%! And the benefits didn't

stop there! With a better understanding of people's motivational drives and needs, Miriam and Virtual were also able to:

- Better understand the behavioral and cognitive requirements of each role
- Create more detailed job descriptions to attract top talent
- Increase the pool of qualified talent
- Provide a more robust interview experience and a more targeted onboarding process

As Miriam summarized, "What we've done so far with PI has worked so well that we feel we shouldn't change that plan, but only extend and add more to what we're already doing."

<https://virtualinc.com/> Employees: 200+ Industry: Business/Professional Services Region: North America PI customer since: 2017

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Company details, roles and results reflect the original case study.

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