Chapter 11
Finding Star Performer Leaders: The Secret to Running Successful Organizations

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ABSTRACT
This chapter describes an innovative and valuable method for creating predictive models designed to assist in hiring high performing leaders—“star performers”—as well as to continue to enhance their ability to perform on an even higher level. This approach—“Star Performance Modelling”—is described in detail including the process involved and how best to apply the star performer models that are created. The author also demonstrates that the application of these models has a significant impact on organizational effectiveness and profitability. Moreover, it will be explained how star performance modelling is based on analyzing and applying results generated by multifactor assessment instruments such as version 3.0 of the “Bar-On Multifactor Measure of Performance” (MMP3). The author additionally presents a number of examples showing how star performance models have been applied to help organizations save and/or earn hundreds of millions of dollars.

INTRODUCTION
Every organization wants and needs to be successful. But, how is this best achieved? It is achieved by hiring and promoting the right people for the job – the star performers – who are the ones who drive organizational effectiveness. And, how do organizations find and more efficiently develop star performer employees and leaders? This is based on Star Performance Modelling (SPM), which is what this chapter is about. The author also discusses the reasons for developing MMP3™ and SPM (version 3.0 of the Bar-On Multifactor Measure of Performance™).

BACKGROUND

This section explains the author’s reasons for developing Star Performance Modelling (SPM) as well as a comprehensive assessment instrument – the Bar-On Multifactor Measure of Performance™ (MMP3™) – which plays an integral part in this type of model-building. Creating such a multifactor assessment instrument naturally prompts a discussion on how best to apply it. As such, the author describes the reasons for developing the MMP3™ as well as a more detailed discussion on how to apply it (SPM).

One of the basic reasons for beginning the extensive research that led to developing the Bar-On MMP3™ (version 3.0 of the Multifactor Measure of Performance™) emerged from reviewing a wide variety instruments that have been designed to assess various aspects of human behavior and performance (Bar-On, 2016, 2018). This review indicated a need to create multifactor assessment instruments capable of concomitantly evaluating a combination of key predictors of performance, in order to hopefully reduce the need for time-consuming and costly batteries of tests in psychological assessment. Additionally, this need to develop multifactor assessment instruments, designed to measure human performance, emerged from the desire to, metaphorically, “go beyond IQ and EQ” (Bar-On, 2016, p. 104) as well as other concepts that focus on only a few and questionably robust predictors, by including a wider array of physical, cognitive, intra-personal, inter-personal and motivational contributors to performance. Furthermore, the author’s overall approach to this endeavor was purposely a-theoretical in nature from the outset, in order to avoid being restrained by rigid conceptual frameworks that run the risk of restricting rather than facilitating the ability to examine and potentially include a wider range of contributors to human performance. Essentially, the author envisioned the development of a multifactor assessment instrument that attempts to include as many significant contributors to performance as possible and to combine them in order to enhance overall predictive ability. It was thought that such an instrument could eventually be used in career counseling, human resources as well as leadership assessment and development, to help make better decisions in the workplace.

The above-mentioned need for creating a better assessment instrument was confirmed, moreover, by a survey that the author conducted of existing pre-employment tests (Bar-On, 2018). Based on a random sample of 120 of the 359 pre-employment tests listed in the 20th edition of the Mental Measurement Yearbook (MMY), there appears to be eight major categories describing the vast majority of currently available tests (Carlson, Geisinger & Jonson, 2017). A review of these categories indicated the percentage of pre-employment tests that are designed to obtain the following information from individuals exploring careers and job applicants: 1) 9% identify vocational and career interests; 2) 20% evaluate employability as well as general and specific employment skills; 3) 37% examine cognitive or academic potential; 4) 14% assess intra-personal competencies and personality traits; 5) 5% estimate inter-personal compatibility and communication skills; 6) 3% tap managerial and leadership skills; 7) 8% focus on job commitment, social responsibility, work ethics, honesty and dependability; and 8) 3% attempt to screen for possible disruptive psychological problems and potential criminal behavior. It was also interesting to note that almost none of the pre-employment tests reviewed evaluate motivational drive, which is thought to be an important predictor of performance in the workplace and elsewhere (e.g., Halbesleben & Wheeler, 2008; Markos & Sridevi, 2010; Rich, Lepine & Crawford, 2010). While the Bar-On MMP3™ was not designed to identify vocational interests or specific occupational skills, it is capable of assessing most of the factors that many of the pre-employment tests are designed to evaluate as well as additional factors that they do not assess. The author’s examination of the pre-employment tests reviewed by MMY also suggests that they focus on an average of only five potential predictors of performance, while the
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