

Psychometric Testing

The Importance in Employee Selection & Personnel Development

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Director of The Advance Institute



The Advance Institute
helping you reach higher



Welcome!

Today's Discussion Overview

- A. Psychometric Testing
- B. Properties
- C. Applications
- D. Types of Tools Available
- E. Selecting the Adequate Selection Method Based on the Criterion
- F. Mapping of Competencies Against Personality Questionnaires

Brief Bio



Eleni Demosthenous

- Studies in Industrial/ Organizational Psychology
- Started Career in Executive Assessment and Coaching
- Consulted, Worked in an HR internal role, Entrepreneur since 2011 (The Advance Institute → Reflect)
- Psychometric Testing since 2005, collaborate with ICAP Group Greece, Exclusive Reseller of Cut-e, Hogan Assessments and Kenexa



Love identifying potential and talent

Love enabling people and organizations to accept their own capabilities

Illuminating Introductions

A. Psychometric Testing

“There is a job for everyone,
however not every job fits everyone.”

John Behr, PhD

Psychometric Testing



- Standard and scientific method used to measure individuals' mental capabilities and behavioral style
- Designed to measure candidates' suitability for a role based on the required personality characteristics and aptitude (or cognitive abilities).

B. Properties

Psychometric Testing are...

Valid & Reliable

They can be applied fairly to all employees

They are not biased against any individual or group



Psychometric Testing Assist HR Managers to...

assess employment suitability;
company-candidate fit

gain insights on the candidate's cognitive abilities,
personality, motives/values, working style,
leadership capabilities and more...

C. Applications

Used for...



selection of new hires,



internal **promotions**,



for employee **development**.

A couple of Golden rules

Psychometric testing should never be used
in isolation for decision making ✓

They are only valid for a year ✓

Predictive Validity Findings of Different Assessment Methods

Assessment Method	Predictive Validity
Assessment Centres (multiple methods)	.65
Behavioural Interviews	.4 – .6
Work-sample Tests	.54
Ability Tests	.53
Modern Personality Tests	.39
Biographical data	.38
References	.23
Traditional Interviews	.05 – .19

Source: British Psychological Society

D. Types of Tools Available

Types of Psychometric Testing



Abilities Tests



Questionnaires



Abilities Tests

Tests

Numerical Reasoning

Graduates/Middle and Senior Management

Verbal Reasoning

Graduates/Middle and Senior Management

Language Proficiency

Activities that require practical knowledge of English

Logical thinking

Apprentices/ Management Trainees/ Graduates

Information Competence

Graduates/ Administrators/ Middles and Senior Project Managers

Short Term Memory (Ultra)

Professions that require making exact observations : Secretarial, Call Centers, Quality Assurance.

Reactivity

Activities that require fast reactions, high concentration, attentiveness.

Spatial Reasoning

Jobs that require spatial reasoning; technical and mechanical jobs, engineering or medical tasks, drivers

Language Competency – English/ Verbal Reasoning

- Specific: Finance, Consumer, Industry
- Completion Time: 12 minutes

scales verbal

Structure	Strategy	Principles
Products & Services	Locations	Board of directors

Dr. Josef Feldchen: Chairman of the Board of Directors and Certified Economist. He has been member of the Board of Directors for five years. After his doctorate in San Francisco, he worked for five years as financial adviser with the American consulting company ClueConsult.

Maja Westhoven: Head of IB. After her bank traineeship with Euro-Bank, she studied economy and returned to Euro-Bank as client advisor where she became Head of IB after having worked in New York and Los Angeles.

Wolfgang Meier: Head of PBC and fully qualified lawyer. First, he worked as a lawyer in the sector of real estate law, but then started working as legal consultant in the Legal Department of Euro-Bank, after three years, he became Head of EPBC.

Dr. Markus Bergman: Head of IB and Certified Political Economist. He used to work for a private bank in different countries in Asia (Malaysia and Honk Kong, among others) for ten years and then started working as a strategy advisor for Euro-Bank after having received a very good offer.

Wolfgang Meier, Head of the Division PBC, is a fully qualified lawyer.



12 minute(s) to go

Explanations

1	2	3	4	5	6
7	8	9	10	11	12
13	14	15	16	17	18
19	20	21	22	23	24
25	26	27	28	29	30
31	32	33	34	35	36
37	38	39	40	41	42
43	44	45	46	47	48
49					

next >

scales verbal

Οδηγίες

Αυτό το τεστ εξετάζει την ικανότητά σας να κρίνετε και να αξιολογείτε πληροφορίες που περιέχονται σε κείμενα.

Σε αυτό το τεστ παρουσιάζεται κάθε φορά μια πρόταση την οποία πρέπει να αξιολογήσετε. Οι απαραίτητες πληροφορίες για την αξιολόγηση της πρότασης βρίσκονται σε κείμενα τα οποία μπορείτε να εμφανίσετε στην οθόνη σας κάνοντας κλικ στην εκάστοτε επικεφαλίδα. Οι πληροφορίες στα εμφανιζόμενα κείμενα - 3 κείμενα κατά τη διάρκεια συμπλήρωσης των παραδειγμάτων και 6 στο κανονικό τεστ - δεν αλλάζουν κατά τη διάρκεια του τεστ.

Η εργασία σας είναι να κρίνετε το κατά πόσο η εκάστοτε πρόταση που εμφανίζεται είναι αληθής ή όχι σύμφωνα με τις πληροφορίες που περιέχονται στα κείμενα. Για να αξιολογήσετε μια πρόταση θα πρέπει πρώτα να επιλέξετε και να εμφανίσετε στην οθόνη σας το κείμενο που περιέχει τις πληροφορίες που είναι απαραίτητες για την αξιολόγηση της πρότασης. Στη συνέχεια αξιολογείτε την πρόταση. Επιλέξτε ΣΩΣΤΟ, εάν η πρόταση μπορεί να χαρακτηριστεί ως ορθή με βάση τις πληροφορίες που περιέχονται στο κείμενο. Επιλέξτε ΛΑΘΟΣ, εάν η πρόταση βρίσκεται σε αντίθεση με τις πληροφορίες που περιέχονται στο κείμενο. Επιλέξτε ΑΔΙΕΥΚΡΙΝΙΣΤΟ, εάν η πρόταση δεν μπορεί να αξιολογηθεί χωρίς πρόσθετες πληροφορίες σε σχέση με αυτές που περιέχονται στο κείμενο.

Στη συνέχεια σας δίνεται η ευκαιρία μέσω 3 παραδειγμάτων να εξοικειωθείτε με τον τρόπο συμπλήρωσης του τεστ. Χρησιμοποιείτε τα παραδείγματα για να κατανοήσετε τι ακριβώς πρέπει να κάνετε πριν ξεκινήσετε τη συμπλήρωση του κανονικού τεστ. Αφιερώστε σε αυτή τη διαδικασία τον απαραίτητο χρόνο. Οι απαντήσεις σας στα παραδείγματα δεν αξιολογούνται και η χρονόμετρησή αρχίζει όταν ολοκληρώσετε την συμπλήρωση των παραδειγμάτων.


Το τεστ αποτελείται από 49 προτάσεις για την αξιολόγηση των οποίων έχετε στη διάθεσή σας 12 λεπτά χρόνο.

Φροντίστε να μην σας ενοχλήσουν σε όλη τη διάρκεια συμπλήρωσης του τεστ και να μην αποσπαστεί η προσοχή σας με κάτι άλλο.




διακοπή τεστ >

συνέχεια >



clues



Inbox
27.08.2009 13:24:03

From:	To:	Subject:	Received:	P	A
Secretariat	tom.martin@interlan.com	Contracts for Crossfire	27.08.2009 13:23		
Kenneth Toole	tom.martin@interlan.com	Maintenance work	27.08.2009 13:22		
Secretariat	tom.martin@interlan.com	Missing invoice	27.08.2009 13:22		
Ron Burns	tom.martin@interlan.com	Delivery of new telephone	27.08.2009 13:22		
Christine Sparrow	tom.martin@interlan.com	Marketing concept Crossfire	27.08.2009 13:22		
Trainee	tom.martin@interlan.com	Support for project	27.08.2009 13:21		
Julia Sinclair	tom.martin@interlan.com	Business English for Professionals	20.08.2009 10:11		
Lara Janeway	tom.martin@interlan.com	Application	20.08.2009 11:40		
Anne Reece	tom.martin@interlan.com	proposal market analysis	20.08.2009 14:29		
Daniel Knowles	tom.martin@interlan.com	Pluto project	21.08.2009 15:12		
Walter Durenga	tom.martin@interlan.com	Mercury project	22.08.2009 08:48		
Veronica Black	marketing.info@interlan.com	Information about wL AN-solution	22.08.2009 13:45		

Trainee

To: tom.martin@interlan.com

CC: undefined

Subject: Support for project

Received: 27.08.2009 13:21

low
middle
high

Action

Hello Mr. Martin,

I am the new trainee in your department. Mr. Walter Durenga asked me to support you with your project Crossfire. I know already what the project is about since your colleague Christine Sparrow informed me about the key points of the project. Maybe you could inform me via e-mail how I can help? If this does not suit you, you can contact me via phone - my extension is 8945.

Best regards,

Ireen Burton

11 minutes left

You have new e-mails

guidelines

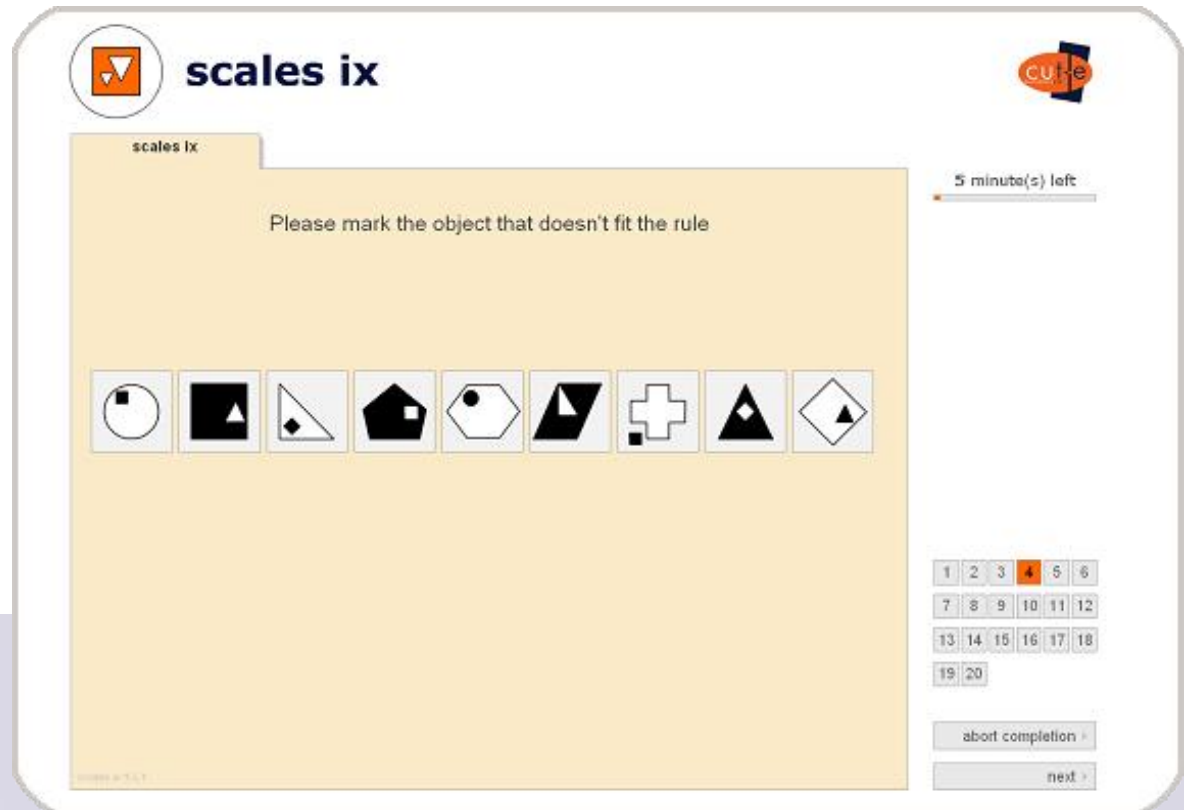
explanations

Scales Clues:

- Measures informational competence of the individual.
- It's a dynamic tool
- Completion time: 15 minutes

Scales ix

- Measures logical thinking
- Identifying the exception of a logical sequence.
- Completion time: 5 minutes



The screenshot shows the 'scales ix' puzzle interface. At the top left is a logo with a downward arrow in a circle. The title 'scales ix' is in bold. A timer on the top right shows '5 minute(s) left'. The main instruction is 'Please mark the object that doesn't fit the rule'. Below this is a row of nine geometric shapes in boxes:

- 1. Circle with a small black square in the top-left quadrant.
- 2. Black square with a small white triangle in the bottom-right quadrant.
- 3. White right-angled triangle with a small black square at the right-angle vertex.
- 4. Black pentagon with a small white square in the bottom-right corner.
- 5. White hexagon with a small black circle in the top-left corner.
- 6. Black parallelogram with a small white triangle in the top-left corner.
- 7. White cross with a small black square in the bottom-left corner.
- 8. Black triangle with a small white diamond in the center.
- 9. White diamond with a small black triangle in the bottom-right corner.

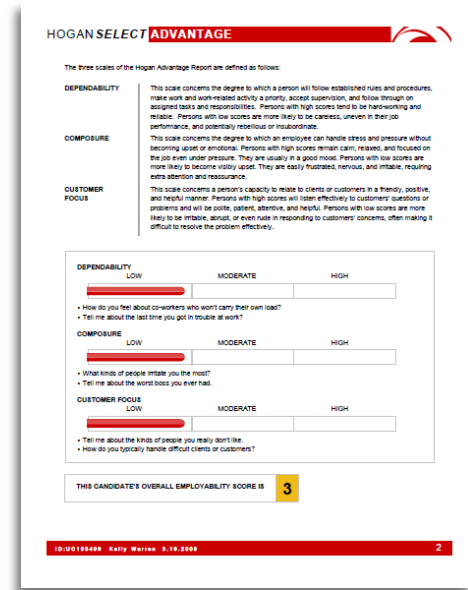
At the bottom right is a 4x6 grid of numbers 1 to 20. The number 4 is highlighted with a red background. Below the grid are two buttons: 'abort completion' and 'next'.



Questionnaires



- Personality
- Motivation, Preference, Values
- Leadership Orientation
- Work Styles
- Team Roles
- 360



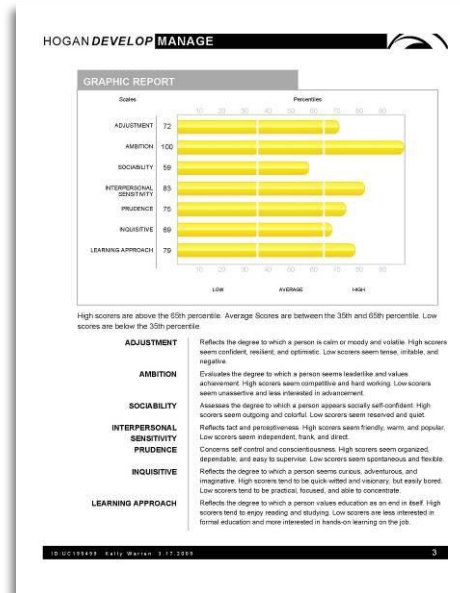
SELECT - Advantage

Off the self hiring solution, 5 minute – 71 questions assessment inventory, assess general employability on three scales:
dependability, composure, customer focus



The cut-e sales cycle defines the most crucial phases of every successful sale.





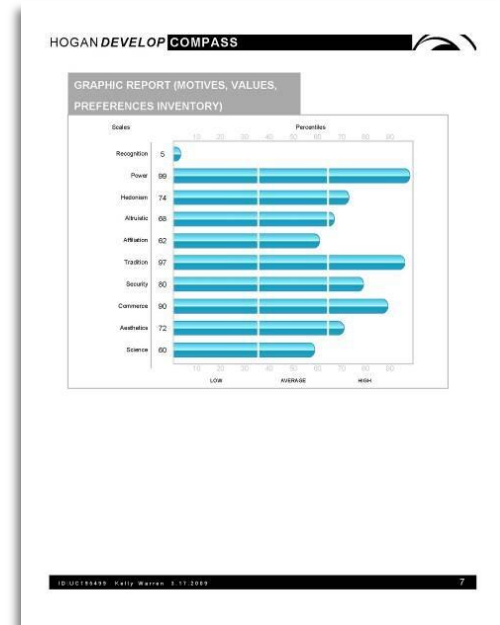
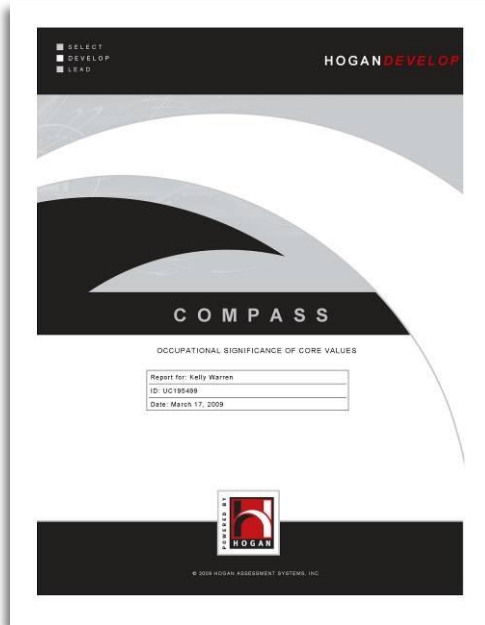
HOGAN DEVELOP MANAGE

SHORTCOMINGS THAT MAY CHALLENGE A MANAGER

<p>ADJUSTMENT Ms. Warren is unusually self-confident and may:</p> <ul style="list-style-type: none"> • ignore or not admit mistakes. • not believe negative feedback. 	<ul style="list-style-type: none"> • be seen as arrogant • overestimate her contribution
<p>AMBITION Ms. Warren is intense, driven and may tend to compete with coworkers. Additionally, she may:</p> <ul style="list-style-type: none"> • intimidate colleagues • be overly demanding and/or pushy. 	<ul style="list-style-type: none"> • compete with team members • be too involved in office politics
<p>SOCIABILITY Ms. Warren will be comfortable working alone or with others; she may also:</p> <ul style="list-style-type: none"> • not know when to speak up and when to be quiet • not make a strong first impression 	<ul style="list-style-type: none"> • not communicate well
<p>INTERPERSONAL SENSITIVITY Ms. Warren is unusually pleasant, good natured, eager to please. As a result she may:</p> <ul style="list-style-type: none"> • avoid confrontations • promise more than is possible to achieve 	<ul style="list-style-type: none"> • become upset by reaction • avoid giving unpleasant feedback
<p>PRUDENCE Ms. Warren is unusually conscientious and may:</p> <ul style="list-style-type: none"> • be unwilling to delegate even minor tasks • enforce rules at the expense of staff morale 	<ul style="list-style-type: none"> • be rigid and inflexible • micro-manage others
<p>INQUISITIVE Ms. Warren is unusually curious and imaginative and may:</p> <ul style="list-style-type: none"> • become easily bored • be seen as unpredictable and flighty 	<ul style="list-style-type: none"> • ignore or downplay operational or process matters • prefer to work on unique rather than practical problems
<p>LEARNING APPROACH Ms. Warren is so bright and well-informed that others may see her as a "know-it-all" who:</p> <ul style="list-style-type: none"> • takes action before hearing others are on board • neglects others' input 	<ul style="list-style-type: none"> • tries to fix things that are not broken • relies excessively on technical solutions

DEVELOP - Manage

This report is based on the Hogan Personality Inventory (HPI). It evaluates people on seven well know dimensions that influence occupational success. This report underlines the most effective techniques for managing the employee.



DEVELOP - Compass

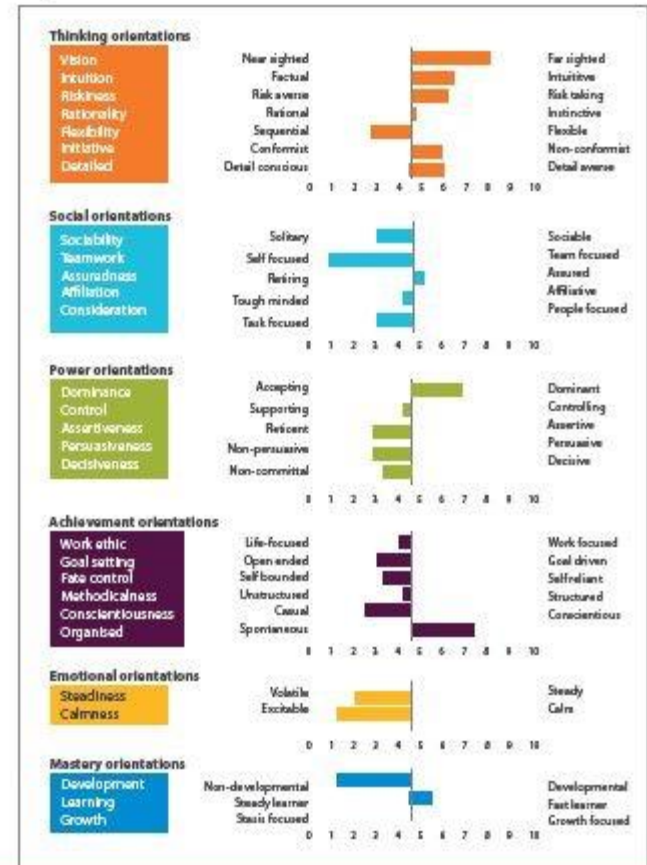
The Career Compass is based on the Motives, Values, Preferences Inventory (MVPI), a measure of the ten core values found in most cultures throughout history. It provides Career Planning in regards to Organizational fit.



Leadership Orientations Questionnaire (LOQ)

The Kenexa LOQ is based on the well recognized and validated Big Five model of personality, which consists of extroversion, openness, agreeableness, conscientiousness and neuroticism. This questionnaire measures 28 dimensions that have been positively correlated with leadership performance at work.

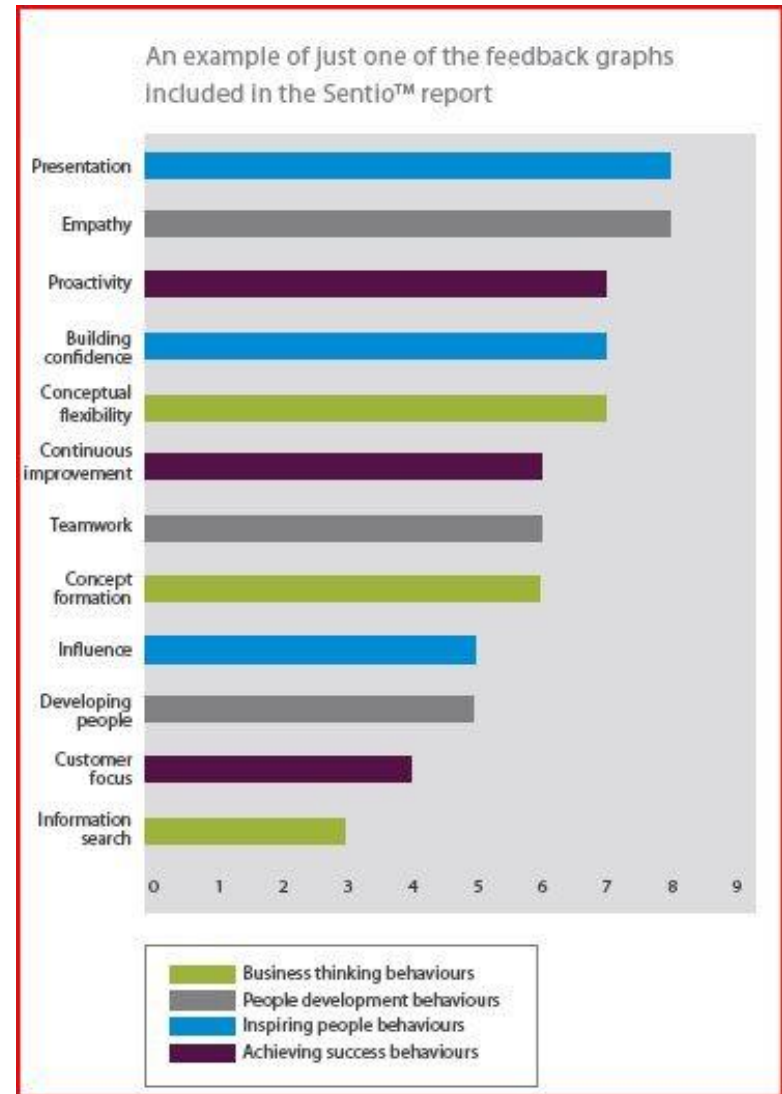
An example of one page from the LOQ report each participant receives





Kenexa – Sentio™

- Sentio™ is a situational judgment test.
- It can be used at any level of management within your organization. It is a scalable solution for job selection and recruitment, talent management, career development and promotion, training and development programmes and organizational profiling.
- It includes 22 business case scenarios



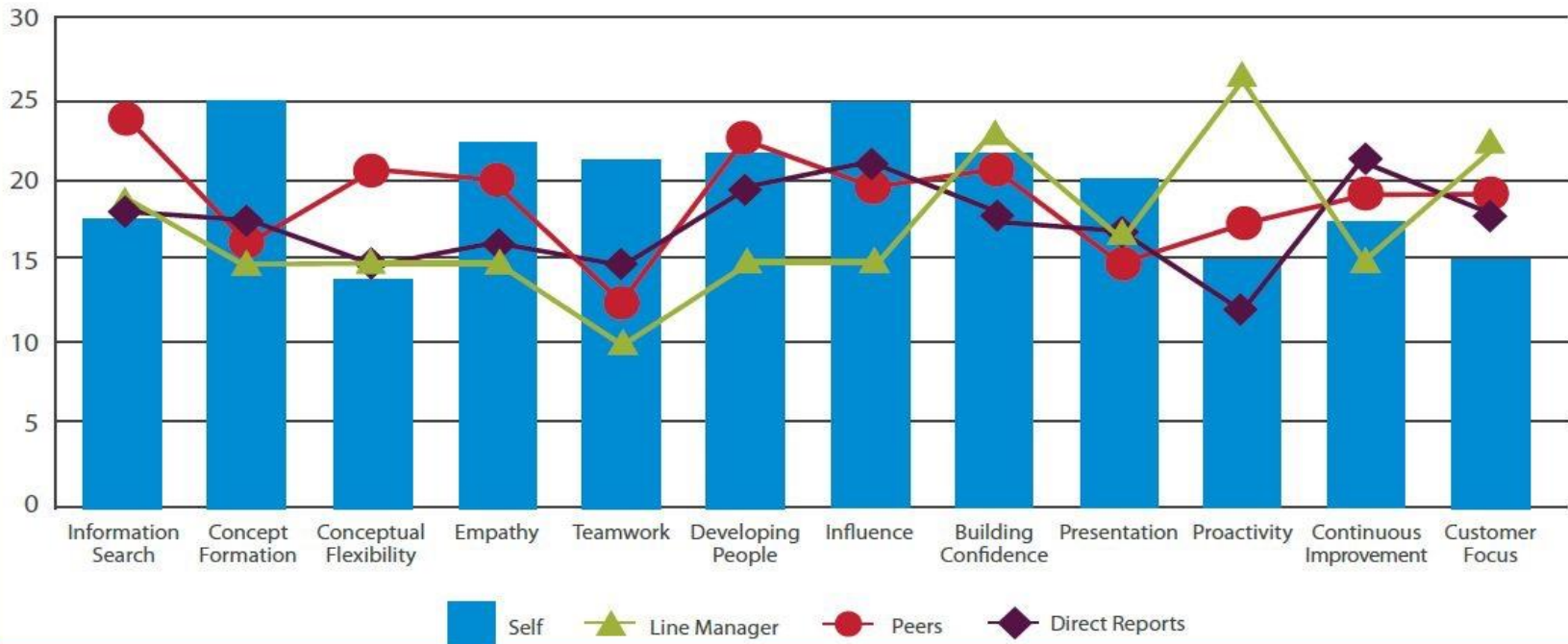


Kenexa – 360°

The Kenexa 360° Leadership report gives feedback on a leader's use of behaviors, specifically the 11 High Performance Behaviors identified by us as necessary for success in today's ever changing and complex business environment.

Comparison of Self Verses Feedback Providers

This graph shows individual responses against those of nominated feedback groups, shown as an average of each group.



E. Selecting the Adequate Selection Method Based on the Criterion



Let's Discuss Your Situation

What positions are you hiring for?

Who do you want to develop in your organization?

A Case Study by Hogan Assessments

Challenge: A large multi-national financial services provider wanted to improve their sales representative selection process in an effort to increase employee satisfaction and decrease turnover.

Solution: Hogan recommended using the Motives, Values, Preferences Inventory (MVPI) to help increase employee satisfaction and decrease turnover by aligning applicant values with those identified as most important in the sales representative role.

Result: Prior to implementation of the MVPI, the organization reported a turnover rate of 48%. After using the MVPI for one year, this dropped to 18%.

Not only did the reduction in turnover help the company retain 300 sales representatives, but saved the organization an estimated \$4.5 million in costs associated with replacing these employees.

Cyprus Success Stories 🏆

F. MAPPING OF COMPETENCIES
AGAINST PERSONALITY
QUESTIONNAIRES

What are Competencies?

Competencies are knowledge, skills, abilities, and behaviors critical to successful job performance.

Depending on the job requirements for success, different sets of competencies make up different success profiles.

Practical Intelligence

Emotional Intelligence

Business Acumen

Initiative

Personal Character

Communication Skills

Interpersonal Skills

Dealing with Ambiguity

Organizational Agility

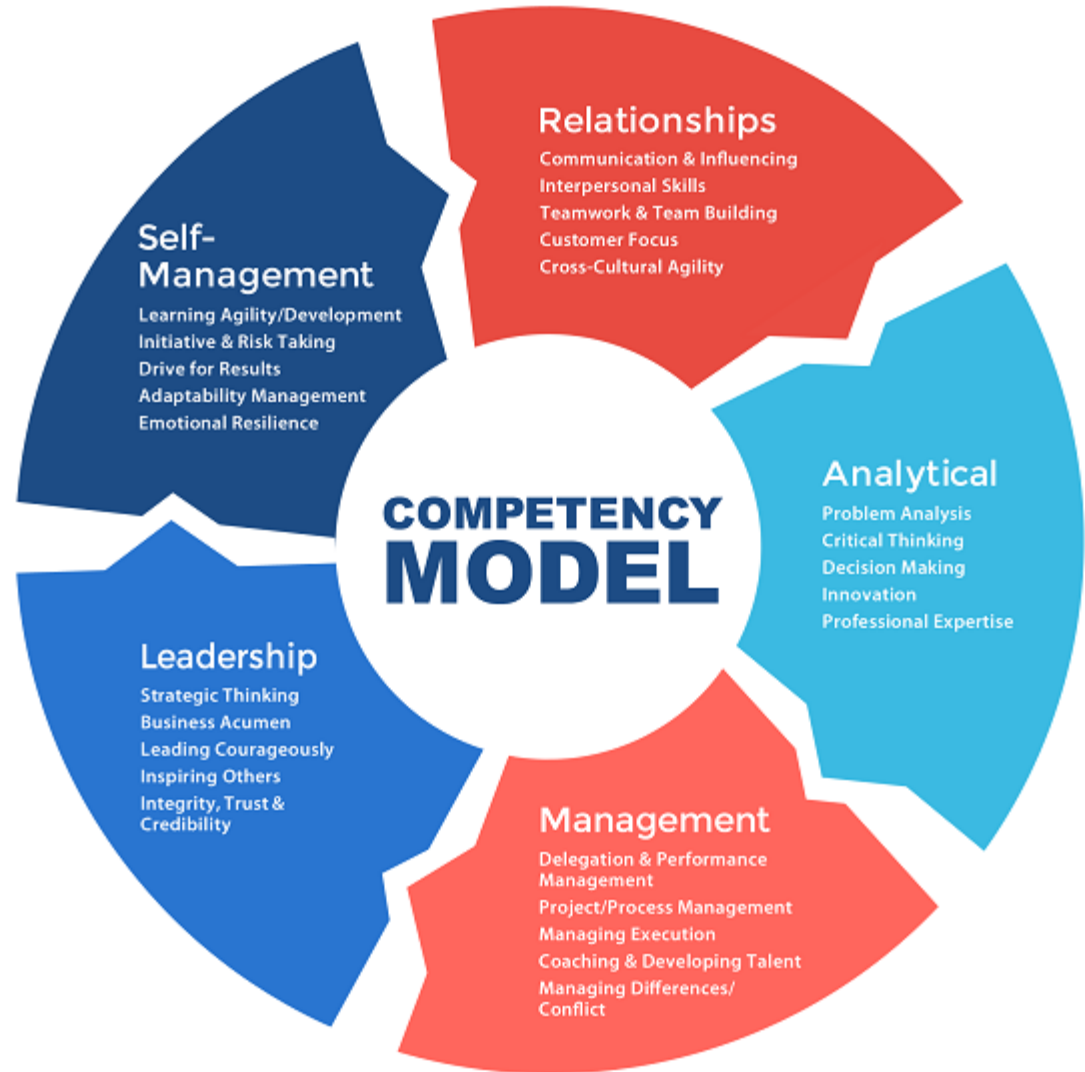
Presentation Skills

Competency Model

A **competency model** is a collection of **competencies** that together define successful performance in a particular work setting.

Competency models have become the foundation for human resource functions such as recruitment and hiring, training and development, and performance management.

Competency Model of a Regional Business Development Leader



This is a success profile...

Research says...

“Employees who most closely match a success profile will be considered the best fit, the star performers, the exemplars.”

(Ruyle and Orr, 2010 in press)

Advantages of Mapping a CM to a Personality Questionnaire

✓ **Robust Selection Process**

- Fair, Systematic, Objective, Lower Turnover → Reduced Costs

✓ **Identifying Potential**

- Identification of hidden talent and ability to sustain a larger role

✓ **Personal Development**

- By mapping an individual's fit against the competencies required for a role, development needs can be identified objectively and constructively

✓ **Organizational Change**

- The competency framework provides a basis for aligning behaviors during change management initiatives.

Thank you for your participation!

Let me know if I can help 

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