

## Chapter 11

### Exercise 11.1

- 1) Mechanisms for preventing cheating:
  - Make candidates aware at the outset of the possibility of reassessment
  - Randomised questions and choices to prevent any two participants from taking the 'same' test
  - Secure browsers that can 'lock down' a participant's PC
  - Use invigilators in high-stakes tests
  - Tamper-detection tools and even iris recognition
- 2) Other potential problems:
  - Limits selection pool. Not everyone has access to the internet, or are as technologically literate as others. This latter is especially important when the job you are recruiting for does not require significant computer use
  - Possibly seen as discriminatory (age, disability)
  - Tests not always technically sound as an assessment of the skills required for the job
  - Impersonal
  - Possible server problems
- 3) Student response – should be justified.

### Exercise 11.2

- 1) The major criticism of existing tests is that they identify patterns of behaviour, but it is hard to relate these to what creates effective leadership – especially across cultures. There are cultural differences in behaviour, but not in personality. The tests also suggest that people are one type or another, instead of allowing for combinations of types.
- 2) Could be improved by adding additional options to the question answers that allow for a middle ground, instead of types being mutually exclusive. This would enable the researcher to determine the propensity for an individual to reconcile dilemmas and therefore demonstrate trans-cultural competence.
- 3) Arguments do hold true for selection in a UK context because UK organisations are increasingly multi-cultural. They frequently include employees from overseas (Eastern Europe, etc) and/or involve international interaction/transactions dialogue. This means that employees, especially managers, are required to reconcile different styles on a regular basis.

### Exercise 11.3

- 1) Good example of best practice because:

- Tailor-made exercises that simulate the key-aspects of the work (investigatory through operational to policy). This enables the assessment of candidate key skills, the matching of candidates to the most suitable type of work, and provides the candidate with a realistic view of what work would be like.
- Exercises regularly reviewed and updated (to reflect changing priorities)
- Internal assessors are used, who know the job
- Internal assessors receive thorough training
- There is senior management support and considerable investment

2) Poor practice would be:

- To use off-the-shelf exercises that fail to reflect the skills needed for the job
- Failing to review the event and update exercises
- Inadequate preparation, or not allowing sufficient time for the event
- Inadequate assessor training
- HR only – no management involvement or support

3) Characteristics required for M15 would include:

- Leadership
- Team-working
- Discretion
- Intelligence
- Problem-solving
- Organisation and prioritising
- Remaining calm under pressure
- Patience

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- Personality assessments open the doors to smarter hiring

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## Personality assessments open the doors to smarter hiring

12 Jan 2017 By Dr Katharina Lochner

Today's tests move far beyond Myers-Briggs, helping employers to identify candidates with the right traits to cope with on-the-job challenges

Personality assessments are a fundamental part of the selection process in many organisations. Whereas an 'ability' test – such as a verbal, numerical or logical reasoning test – will show whether a candidate is capable of performing well in a role, a personality questionnaire will reveal how they're likely to perform. By combining these assessments, recruiters can gain a greater insight into each applicant, enabling them to make a more informed selection decision. But the advantages of personality testing go far beyond this.

Myers-Briggs, the first mainstream personality tool, was first published in 1943. But in the decades after this, psychologists and researchers began to favour the so-called 'big five' personality traits: openness to experience, conscientiousness, extraversion, agreeableness and emotional stability. These were seen as desirable workplace traits; conscientiousness, for example, implies that an applicant will want to perform diligently, that they'll meet deadlines and deliver high-quality work. Extraversion suggests strong social interaction skills, such as the capacity to influence and work well with others.

The use of tests to assess these five traits in recruitment gathered pace in the 1980s, driven largely by a desire to select employees who fit the organisational culture – and to avoid bad hiring decisions – despite concerns that candidates were able to lie and give what they thought were the 'right' answers.

Assessments have since become more sophisticated; questions are more meticulous, scoring models and algorithms are more complex, and adaptive testing has helped to improve the applicant's experience and cut test times. All of this means it's now not only much harder to cheat on – or fake – a personality assessment, it is also less likely that good candidates will drop out of an employer's selection process because the tests are too long and boring.

Today's questionnaires can also measure the finer details of job-specific competencies. For example, you can assess subtler aspects of extraversion, such as the ability to interact with others, or to deal with risk. But it is not always one 'pole' of a trait that is desirable. Extraversion has been shown to be a predictor of job performance but, in some roles, introversion may be a more desirable quality.

New traits can also be assessed. 'Integrity', for example, has grown in importance following recent corporate scandals. Organisations now want to determine whether their employees are at risk of acting irresponsibly, dishonestly, unethically or unreliably. Safety – and the predisposition to follow rules and procedures – has also become a key concern for some employers.

The demand for 'situational judgement' has grown, too. Assessments that measure this focus on the decisions a candidate makes, or how they react, when they're faced with a specific work scenario. Situational

judgement questionnaires not only give employers an insight into an applicant's likely behaviour, they also help to inform the applicant about the issues and challenges that can arise in the role.

Assessment reports are now more detailed; some enable you to create an interview guide for line managers that dynamically generates relevant and probing questions for each candidate, based on their assessment results. Feedback reports, and reports that explain the developmental implications of results, can be generated as well.

Crucially, the results of personality assessments can now be used beyond the initial selection process. By analysing the competencies required in any given job role, and the personality traits of high-performing employees, you can create a very precise profile of 'what good looks like' in that role – and, just as importantly, what 'bad' looks like too. You can then assess your candidates and shortlist those who have the personality traits and the abilities required for success in that role.

By conducting a validity study, you can correlate your assessment results against the 'success criteria measures' in the role. This may prompt you to tweak certain aspects of your selection process, such as changing the 'cut off' score of your assessments. When you recruit new employees at all levels – against a validated profile that highlights exactly what it takes to succeed in each job – you can transform the performance of your organisation.

In the future, personality assessments will be even more focused on specific job traits. They'll be shorter and more cost effective, so more employers can use them earlier on in the recruitment process. More tests will likely be available on tablets and smartphones, and some might embrace gamification principles.

Whatever the future holds, the impact of a person's personality on their work will not diminish. As a result, personality assessment will always be a vital and desirable aspect of organisational recruitment.

*Dr Katharina Lochner is research director at cut-e, a psychometric assessment firm*



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A Customized Report for:

Julia Potter

Date:

November 17, 2015

# WorkPlace BIG FIVE PROFILE™

NARRATOR REPORT

# 4.0

PIERCE J. HOWARD, PHD

JANE MITCHELL HOWARD, MBA

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## N: NEED FOR STABILITY

THE DEGREE TO WHICH WE RESPOND TO STRESS

**N1: WORRY**

**N2: INTENSITY**

**N3: INTERPRETATION**

**N4: REBOUND TIME**

## E: EXTRAVERSION

THE DEGREE TO WHICH WE TOLERATE SENSORY STIMULATION FROM PEOPLE/SITUATIONS

**E1: WARMTH**

**E2: SOCIABILITY**

**E3: ACTIVITY MODE**

**E4: TAKING CHARGE**

**E5: TRUST OF OTHERS**

**E6: TACT**

## O: ORIGINALITY

THE DEGREE TO WHICH WE ARE OPEN TO NEW EXPERIENCES / NEW WAYS OF DOING THINGS

**O1: IMAGINATION**

**O2: COMPLEXITY**

**O3: CHANGE**

**O4: SCOPE**

## A: ACCOMMODATION

THE DEGREE TO WHICH WE DEFER TO OTHERS

**A1: OTHERS' NEEDS**

**A2: AGREEMENT**

**A3: HUMILITY**

**A4: RESERVE**

## C: CONSOLIDATION

THE DEGREE TO WHICH WE PUSH TOWARDS GOALS

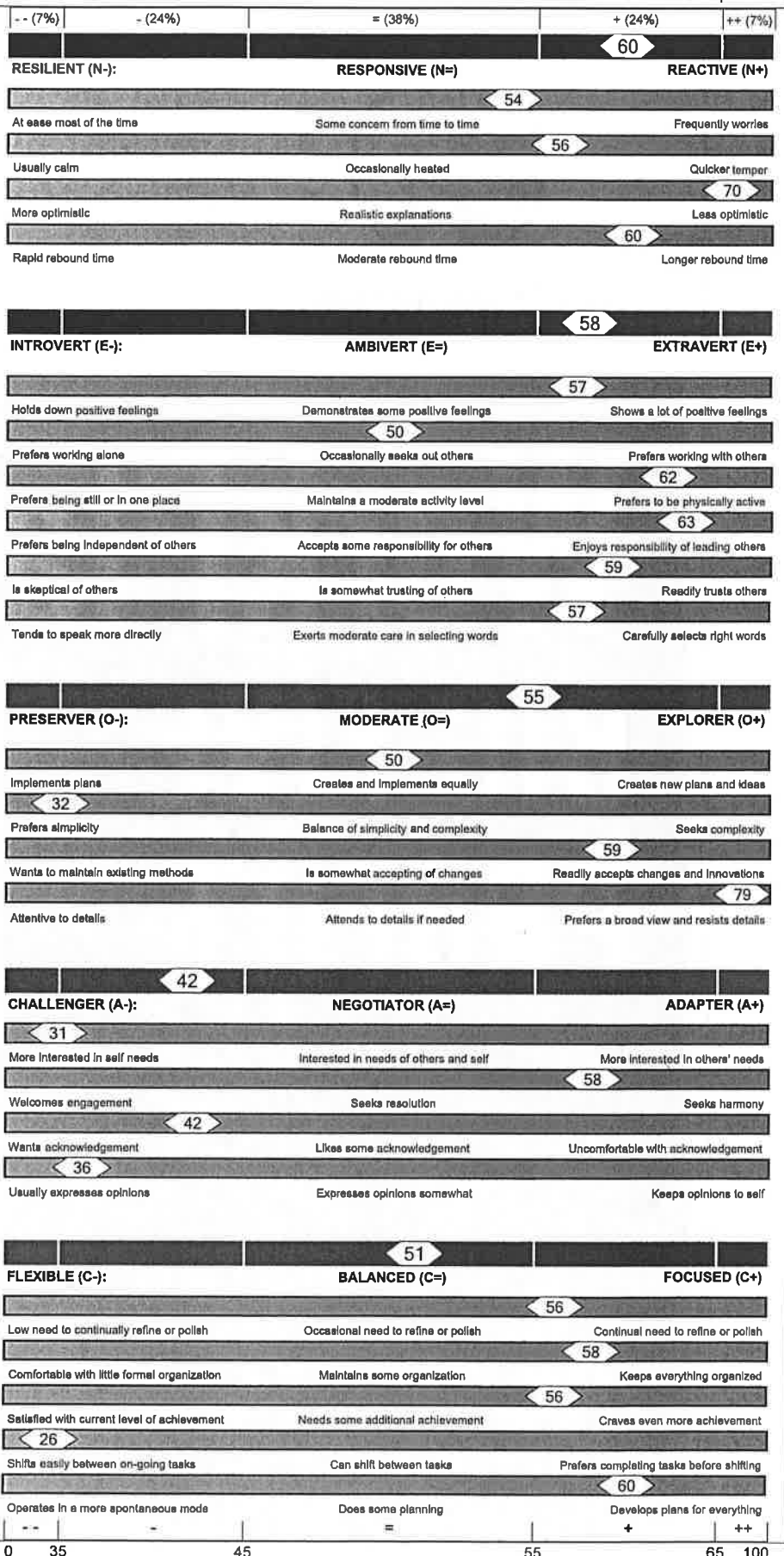
**C1: PERFECTIONISM**

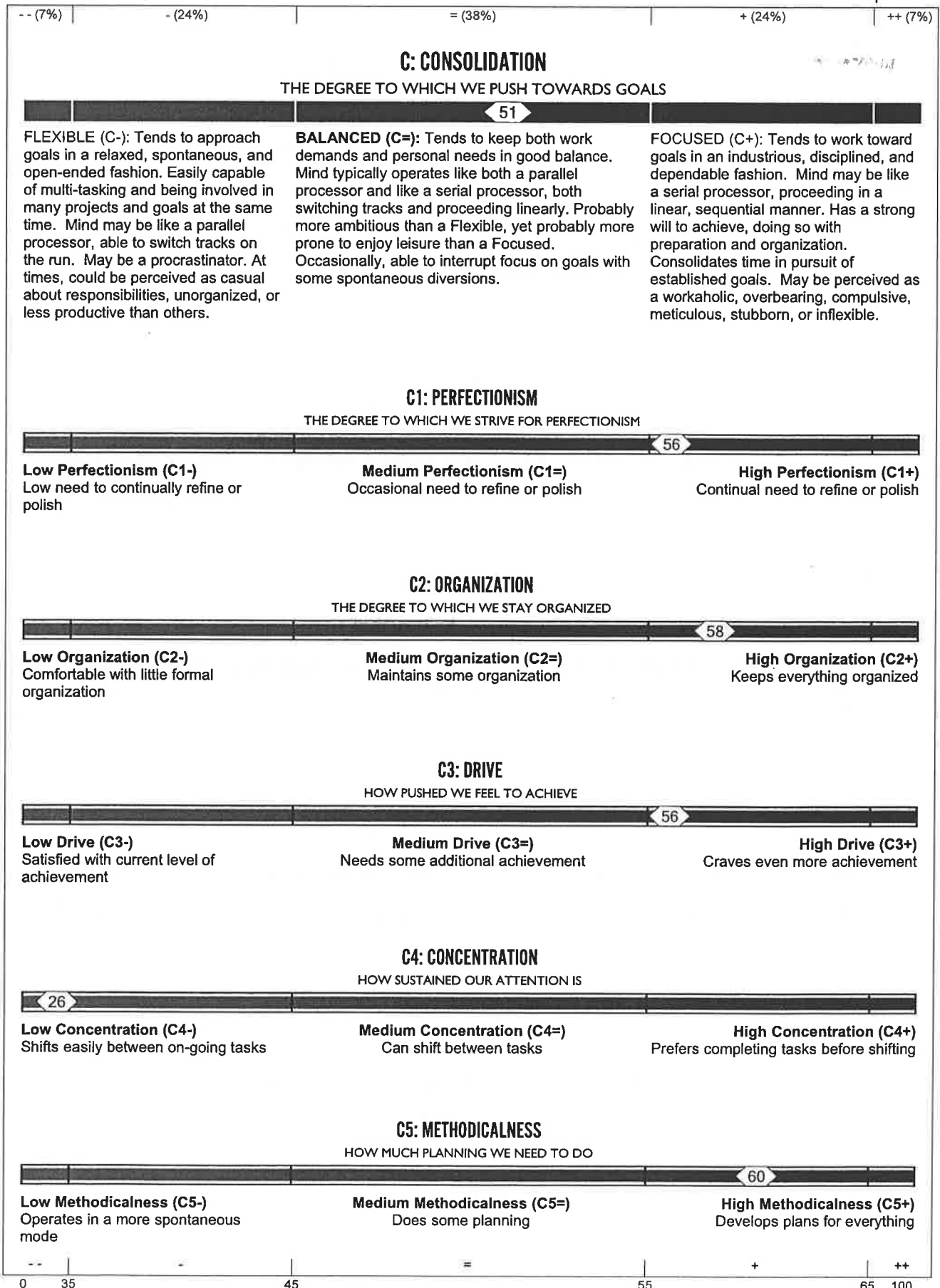
**C2: ORGANIZATION**

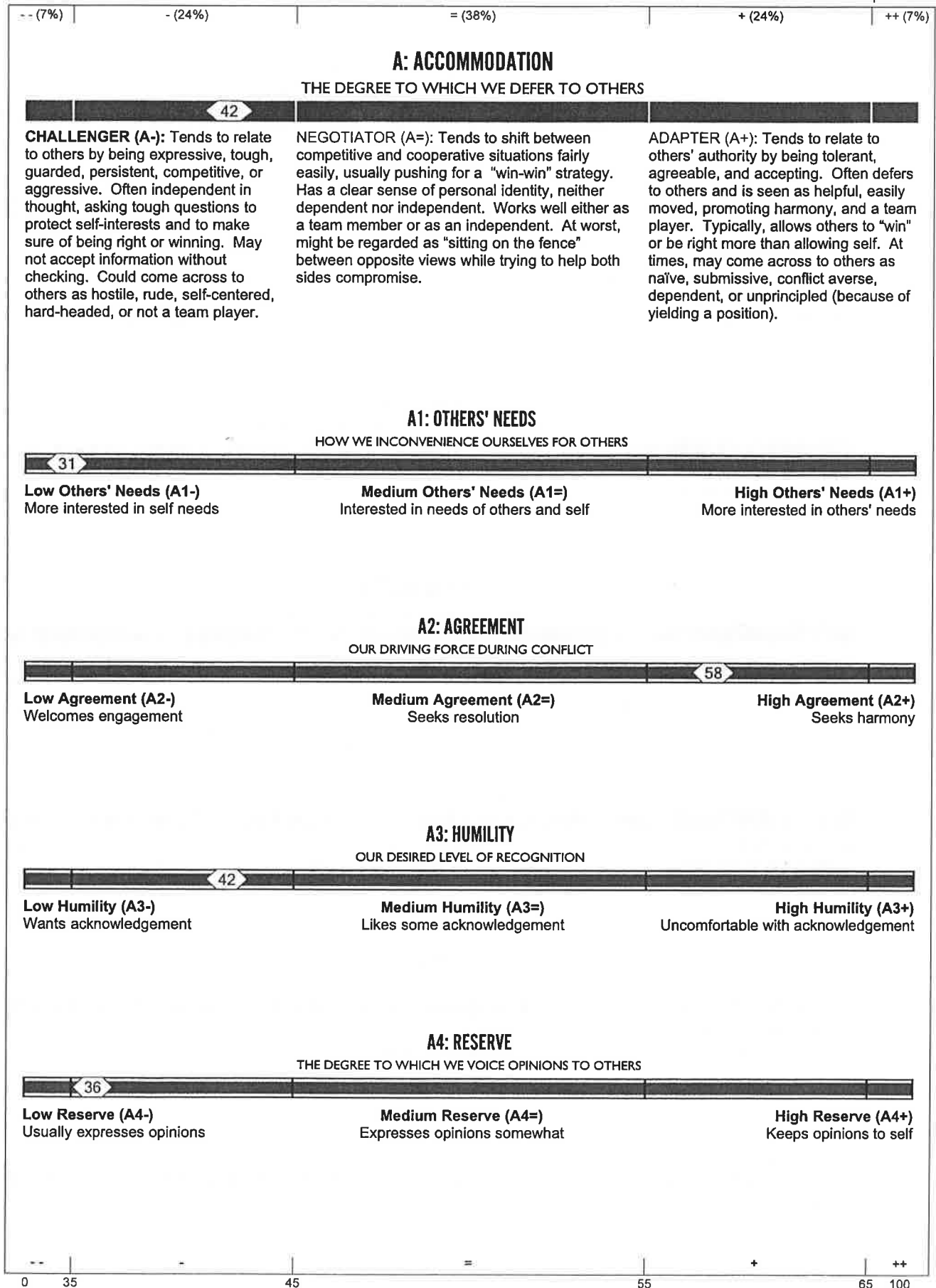
**C3: DRIVE**

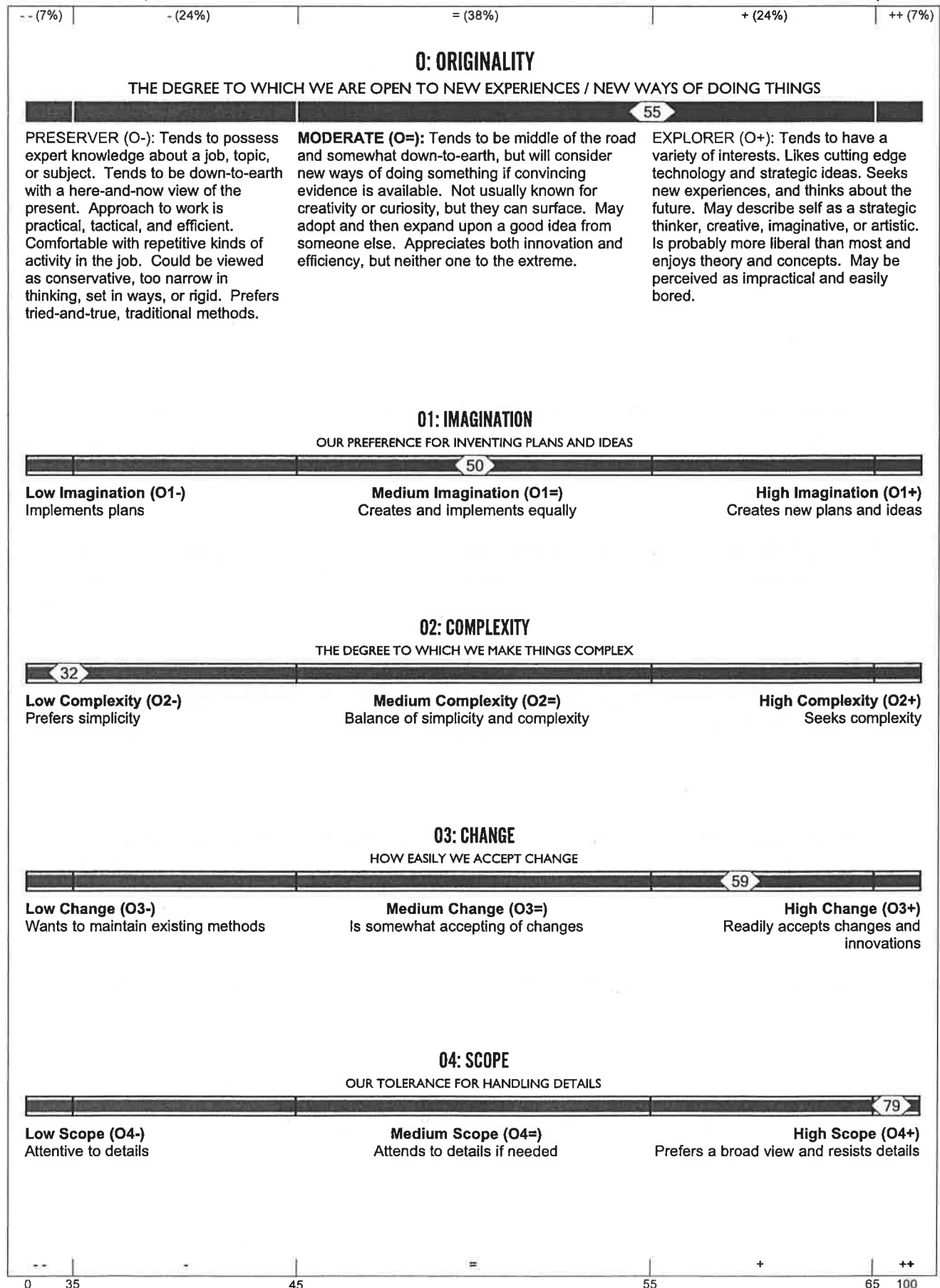
**C4: CONCENTRATION**

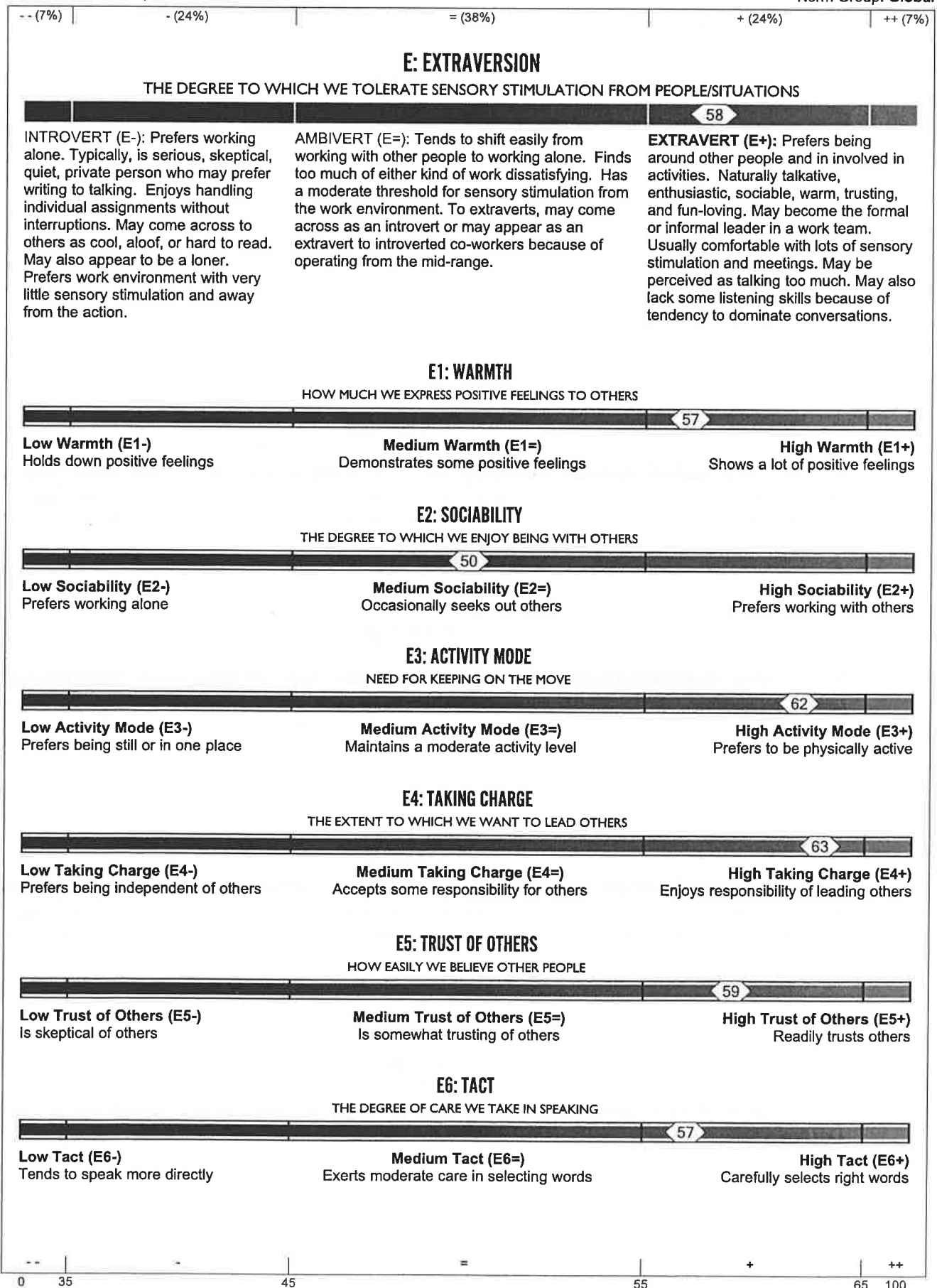
**C5: METHODICALNESS**

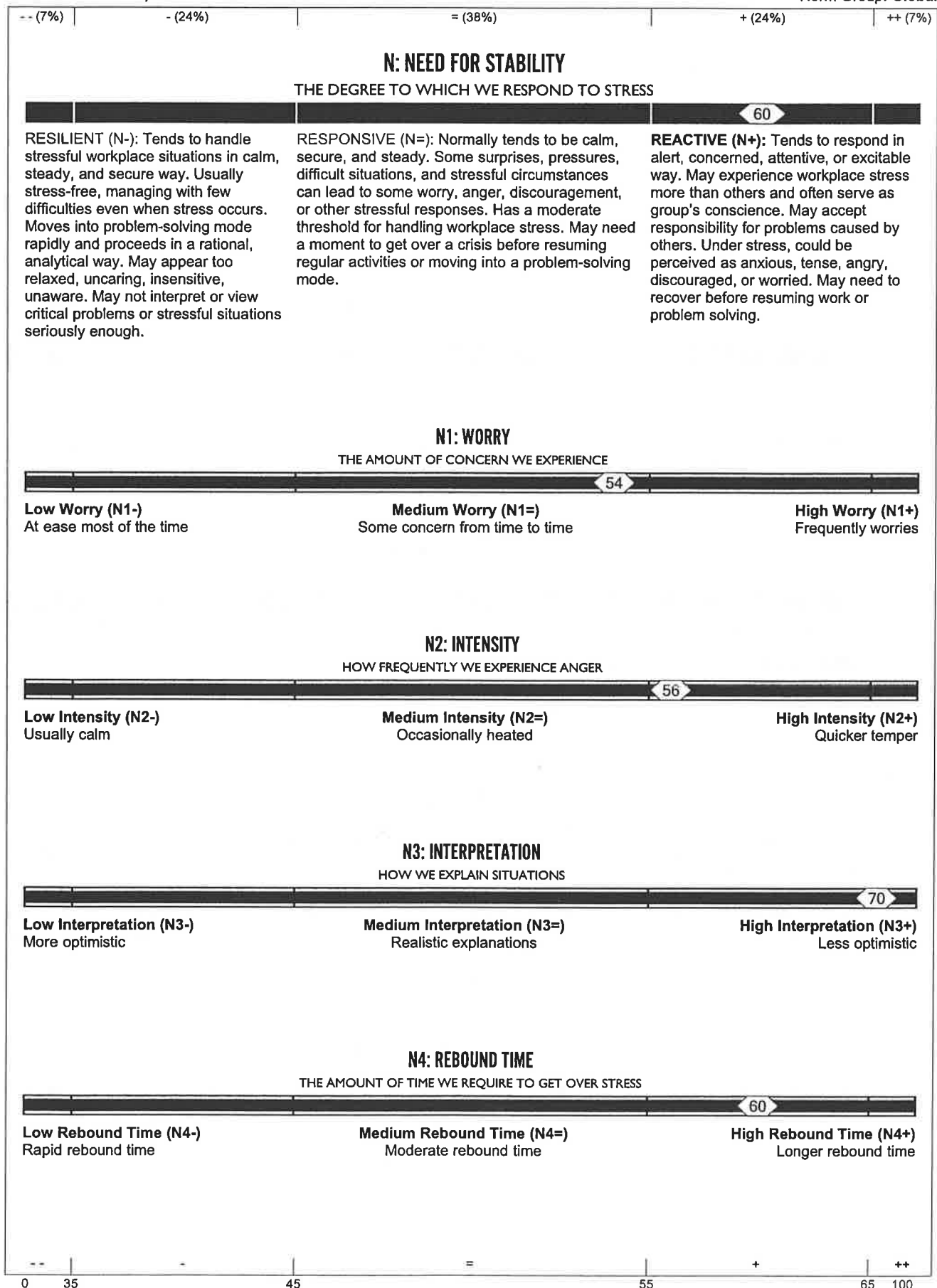


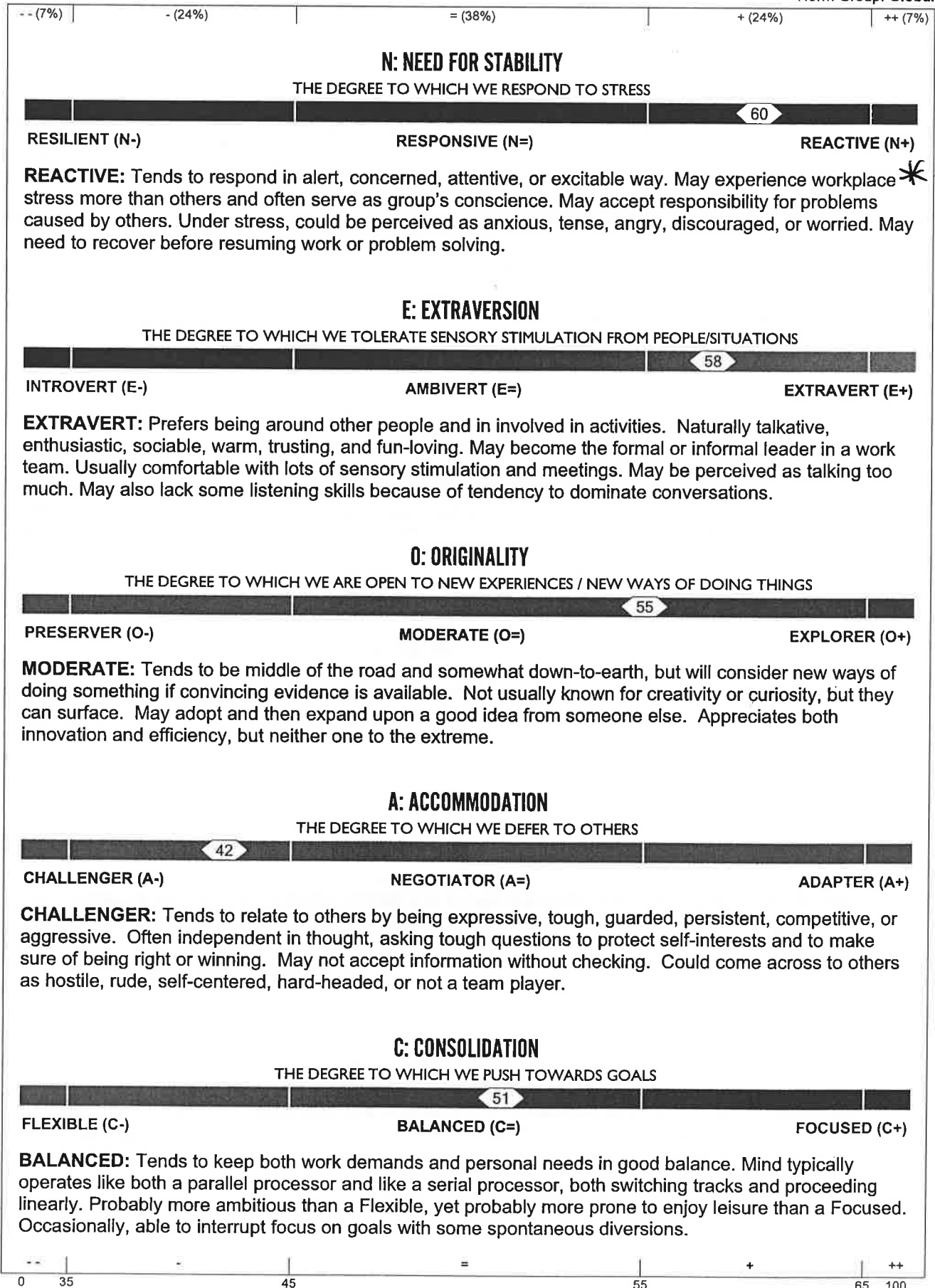












INFO@CENTACS.COM

T +1 704-331-0926 +1 800-244-5555

4701 HEDGEMORE DRIVE,

SUITE 210

CHARLOTTE, NC 28209-2200 USA

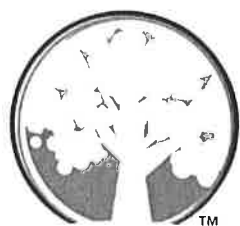


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# TABLE OF CONTENTS

## **WORKPLACE BIG FIVE PROFILE™ 4.0 SUPERTRAITS AND SUBTRAITS**

|                                                     |      |
|-----------------------------------------------------|------|
| The Five Supertraits                                | pg 1 |
| N: NEED FOR STABILITY                               | pg 2 |
| E: EXTRAVERSION                                     | pg 3 |
| O: ORIGINALITY                                      | pg 4 |
| A: ACCOMMODATION                                    | pg 5 |
| C: CONSOLIDATION                                    | pg 6 |
| The Composite Report<br>(supertraits and subtraits) | pg 7 |



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# WorkPlace BIG FIVE PROFILE™

## TRAIT REPORT

# 4.0

PIERCE J. HOWARD, PHD  
JANE MITCHELL HOWARD, MBA

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