

## Using assessments in the employee cycle

One of the questions we are often asked is how we know how well a candidate will fit into an organisation, and, secondly, how can we support their development?

Of course, we produce personal profiles and conduct pre-selection interviews, but alongside this arguably subjective approach, we also provide a variety of more objective assessments.

We use three tools in particular: Personality Profile Assessments (DISC), General Intelligence tests and Emotional intelligence assessments.

### PPA Personality Profile Analysis (DISC)

#### Background

The Personal Profile Analysis (PPA) was developed by Dr Thomas Hendrickson in 1958.

PPA provides an insight into how people behave at work and helps individuals to become more aware of their own behavioural work style and that of others. PPA is used for a variety of purposes: recruitment, retention, development, management, career guidance, benchmarking, appraisal and team audits.

#### Theory

Hendrickson based the PPA on a theory of human consciousness proposed by William Moulton Marston in 1928.

The PPA determines whether individuals see themselves as responding to workplace situations that they perceive to be favourable or hostile/challenging, and reveals whether their response patterns are active or passive; thus classifying the individual's behavioural preferences in terms of four domains: **D**ominance, **I**nfluence, **S**teadiness and **C**ompliance.

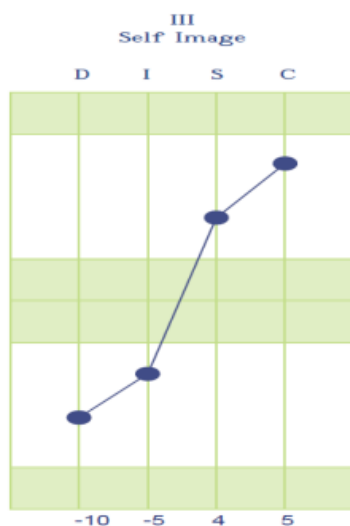
The PPA is registered with the **British Psychological Society** (BPS) after it was audited against the technical criteria established by the European Standing Committee on Tests and Testing, part of the **European Federation of Psychologists' Associations**.

#### Format

In order to complete the PPA, individuals choose two trait adjectives from a block of four, one 'most like' and one 'least like' them. This process is repeated 24 times, giving 48 choices from a total of 96 words.

## Manager's guide

The Personality Profile Analysis (DISC) is a really useful tool to assess a person's behavioural style and it predicts how an individual gets on with other people. It can be used to help managers place their team in the best-suited roles for them. It is also a very helpful way of working with teams so that they understand each other's needs



### Case study

In the personality profile shown here, the person has a high C (compliance) which means that they like detail, facts and prefer accuracy.

They had a high S (Steadiness) as a working strength, meaning that they were conscientious, like working at their own pace, were loyal and kind.

With their I (influence) as a supporting factor, they were more self-conscious and self-reflective .

The final factor is a D (dominance), which meant their preferred style was non-aggressive, accommodating and a team player.

The coaching sessions with this individual helped them focus more on the big picture rather than the detail, learn how to develop an influential voice in their day-to-day activities and begin to lead effectively by sharing his team's detailed plans with the main board of directors



### Background

The GIA was developed over 15 years by the Human Assessment Laboratory at the University of Plymouth.

The GIA looks at an individual's response to training and the ability to learn and develop new skills. The General Intelligence Assessment is used for a variety of purposes: recruitment, retention, development, management, identifying training needs, career guidance, succession planning and benchmarking.

### Theory

The General Intelligence Assessment consists of five online tests of simple cognitive abilities (i.e. abilities that rely on processes such as thought, language, decision making, learning and memory). Although the overall score measures 'trainability',

each of the five tests measures a specific cognitive function (detailed below):

**Perceptual Speed:** This test measures the perception of inaccuracies in written material, numbers and diagrams, the ability to recognise similarities and differences, and error checking. It tests the speed of semantic encoding and comparison.

**Reasoning:** This test measures the ability to make inferences, the ability to reason from information provided and to draw the correct conclusion. This test assesses the ability of an individual to hold information in their short-term memory and make decisions based on structural determinants of sentences.

**Number Speed and Accuracy:** This is a test of numerical manipulation and a measure of basic numerical reasoning ability. It measures the degree to which an individual can work comfortably with quantitative concepts.

**Spatial Visualisation:** This test measures the ability to create and manipulate mental images of objects. This test correlates with tests of mechanical reasoning, and assesses an individual's ability to use mental visualisation skills to compare shapes. It relates to the ability to work in environments where visualisation skills are required to understand and execute tasks.

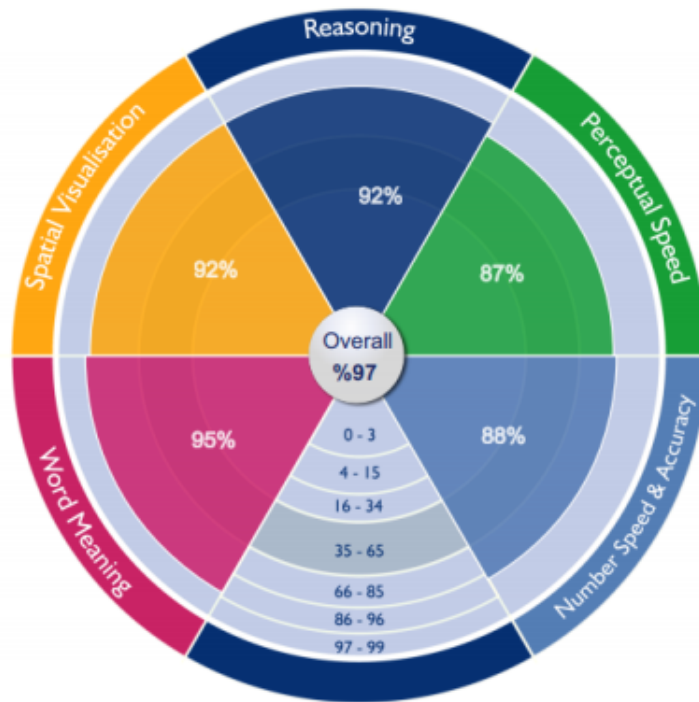
**Word Meaning:** This test assesses word knowledge and vocabulary. It assesses the comprehension of a large number of words from different parts of speech and the ability to identify the words that have similar or opposite meanings. It assesses the ability to work in environments where a clear understanding of written or spoken instructions is required.

## **Format**

Each of the five tests has one type of task, and all the questions in a given test are within a known range of difficulty. The individual's score is then determined by the speed and accuracy of their responses. Scores are then compared to a sample of the UK working population (the norm group). That comparison determines where the individual's score places them in relation to that norm group, indicating the position of the individual compared to the UK working population.

## **Manager's guide**

The GIA test can be a helpful guide to understand the specific qualities that an individual is gifted with, and the overall score gives an indication of their processing speeds and learning capacity. This speed tends to determine how quickly they are able to assimilate information or work out problems, and is a good indicator of their working memory.



	Reasoning	Perceptual Speed	Number Speed & Accuracy	Word Meaning	Spatial Visualisation	Overall
Percentile Ranking	92	87	88	95	92	97
Done	54	54	20	37	18	
Right	52	50	20	37	17	
Wrong	2	4	0	0	1	
Adjusted Score	50	49	20	37	16.5	

### Case study

In the example above, all the indicators show that this person has very high mental abilities in all key areas. The results allowed this individual to recognise this as a working strength, but it also gave him a real understanding that some of his colleagues were much slower in their processing speeds. He was therefore able to adapt his style to take people with him rather than lose them by moving ahead too quickly.

### TEIQue<sup>ue</sup> Emotional traits

The Trait Emotional Intelligence Questionnaire (TEIQue) was developed by K. V. Petrides, PhD. It is one of the world's best-researched psychometric instruments to measure emotional traits.

## History and background

A Trait Emotional Intelligence Questionnaire (TEIQue – pronounced TQ) was developed towards the end of 1998.

Multiple independently conducted studies have confirmed the instrument's status as the leading measure of emotional intelligence (EI) and as one of the leading personality instruments currently available. It is used for recruitment, retention, development and management.

Today, the TEIQue is available in 12 languages with thousands of questionnaires used each month in business, educational and well-being.

## Theory

The TEIQue is based on Dr. Petrides' trait emotional intelligence theory, which views emotional self-perceptions located at the lower levels of personality hierarchies. Essentially, it concerns people's beliefs about their emotional abilities (how good we believe we are in identifying, understanding, and managing our own and other people's emotions).

These beliefs are very strong predictors of an extraordinarily wide range of behaviours and achievements, many of which are absolutely vital in the workplace (job satisfaction, job stress, leadership, teamwork, organisational citizenship, organisational commitment, etc.).

TEIQue is registered with the British Psychological Society (BPS) after it was audited against the technical criteria established by the European Standing Committee on Tests and Testing, part of the European Federation of Psychologists' Associations.

## Manager's guide

Below is an example of some traits which can be used with an employee to help them develop their emotion skills by making them aware of their personal traits secondly sharing the consequences of these and thirdly how to adapt their behaviour.

Trait	Positive	Negative	Positive	Negative
Optimism	Able to recognise challenges	Pessimistic	Find positives even in difficult situations	Not serious Unrealistic Complacent

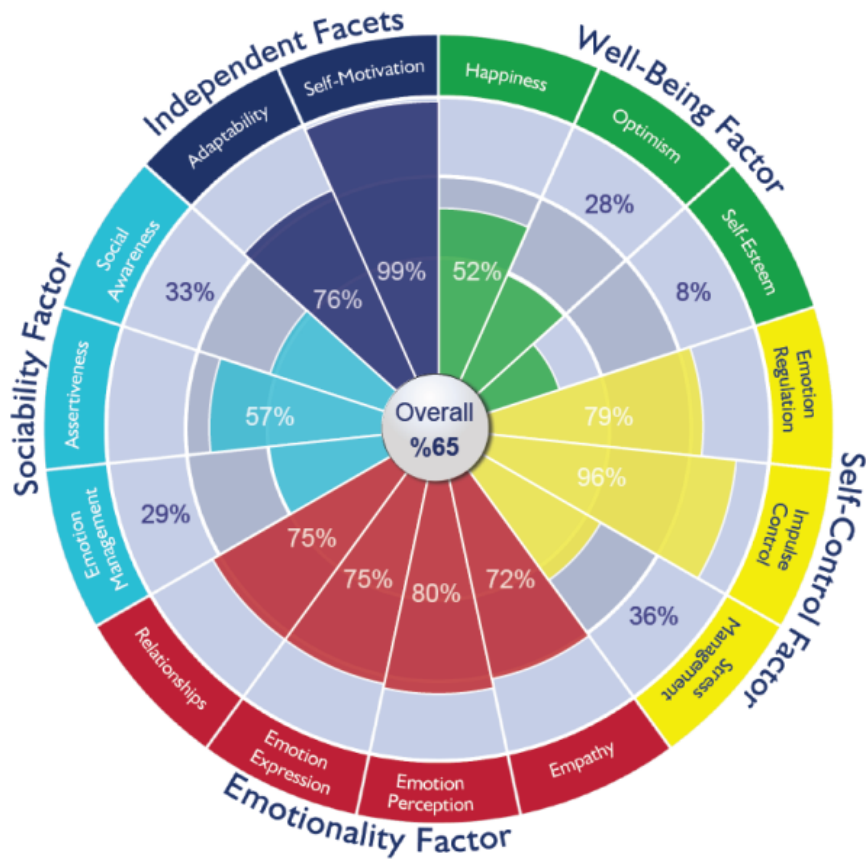
Self esteem	Room for improvement	Low self regard Unsure of self	Satisfied with self	May be arrogant Not accept feedback
Empathy	Logical & factual	Not understand people's feelings	Able to put self in others shoes	Difficult to make tough decisions
Social awareness	Cautious approach	May not be socially sensitive	Good with people	Puts socialising before work

**Case study**

In the diagram below, the employee was a successful manager yet had had low self-esteem and low levels of optimism. Through a coaching session, they were helped to put in place strategies that promoted more positive self-talk and focus on success.

This person always saw challenges as threatening, and as a result tended to convey that message to their staff. After the intervention, they still realised that challenges had to be met, however they used a logical approach to look for a positive way forward and include their staff in this process.

The staff appreciated their manager's concern to ensure that they achieved targets, and preferred the new more positive approach.



## **Contact us for more details**

The three assessments detailed above go a long way to assessing a candidate's suitability for a role and helping them develop their career - but they are only part of the profiling picture.

To find out more about how we can help you get the best out of your new recruits, simply contact us on 01793 781 615 and we'll set up an initial consultation.