



PERSONALITY ASSESSMENT ARE YOU DOING IT RIGHT?

Recovering the detail of personality

Geoff Trickey, MD, Psychological Consultancy Ltd
(PCL)



PART ONE



Story one – HMCE (HMRC)

Working to a competency framework:

- Intellectual capability
- Self-awareness
- Drive for more
- Resilience
- Relationship management
- Organisational leadership
- Results focused

SOCIABILITY
AMBITION
ADJUSTMENT
PRUDENCE
AGREEABILITY
INTELLECTANCE
SCHOOL SUCCESS



COMPETENCY

Intellectual capability

Possible concerns:

Is learning a low priority?

May not fully research issues?

Not persistent in acquiring the knowledge to inform conclusions?

DEFINITION

The non-cognitive factors that complement pure reasoning ability:

Being curious, analytical, having wide interests – being an 'ideas person'

Combined with a realistic attitude to the world of work.



Outcome

- Mixing 'primary colours of personality'
- Aggregating and weighting test scores
- Finely incremental competency ratings
- Accessible information for decision-makers



Story two – Fine Tubes

- Organisational change
- Production line to multidisciplinary team
- New team leader posts
- Open to all employees



Strategy

Problem:

Multiple report writers

Inconsistencies in interpretation

Inconsistencies in weighting criteria

Solution:

Redefining the role in terms of competencies

HMRC style competency algorithms

Scripting competency-based report text



Outcomes

- Maximisation of psychometric techniques
- Fully engaged decision-makers
- Clearly understood objectives
- Common language
- Blue print for PROFILE:MATCH



PART TWO



Progress in profiling

- A clear and coherent rationale
- Highly reliable and replicable
- High degree of consensus
- Rich and meaningful outcomes



Objectives

- Clarity of purpose
- Knowing what your looking for
- Managing input and output
- Interpretation drift
- Appreciating the limits of objectivity



Some profiling pit-falls

1. Panoramic perspective (recover the detail)
2. Subjectivity; inconsistent interpretation
3. Language of 'traits' - language of work
4. Erosion of science & trivialisation of experience
5. Inappropriate expectations



1: Panoramic Perspective



The 'Five Factor Model' panorama



The entire spectrum of personality



The reductive process

3,000 + WORDS



30 + THEMES



5 FACTORS







Too much information?



...but insufficient detail



Alternatives

- A more focused assessment?
- Acquire competency mapping skills?
- Use a competency-structured tool?



2: SUBJECTIVITY



Bubble of objectivity

Psychometrics

Language of Traits



Requirements →



→ Interpretation



Language work
Competencies



Language work
Competencies



Solutions?

- Be clear what you are looking for
- Use job analysis to manage the input?
- Competency mapping helps at both ends
- Alert to the inferences drawn from a profile



3: Language, meaning, interpretation



The issues

- Language: the source *and* the challenge
- Positive: subject matter that is meaningful
- Negative: language that is ambiguous
- The medium can distort the message

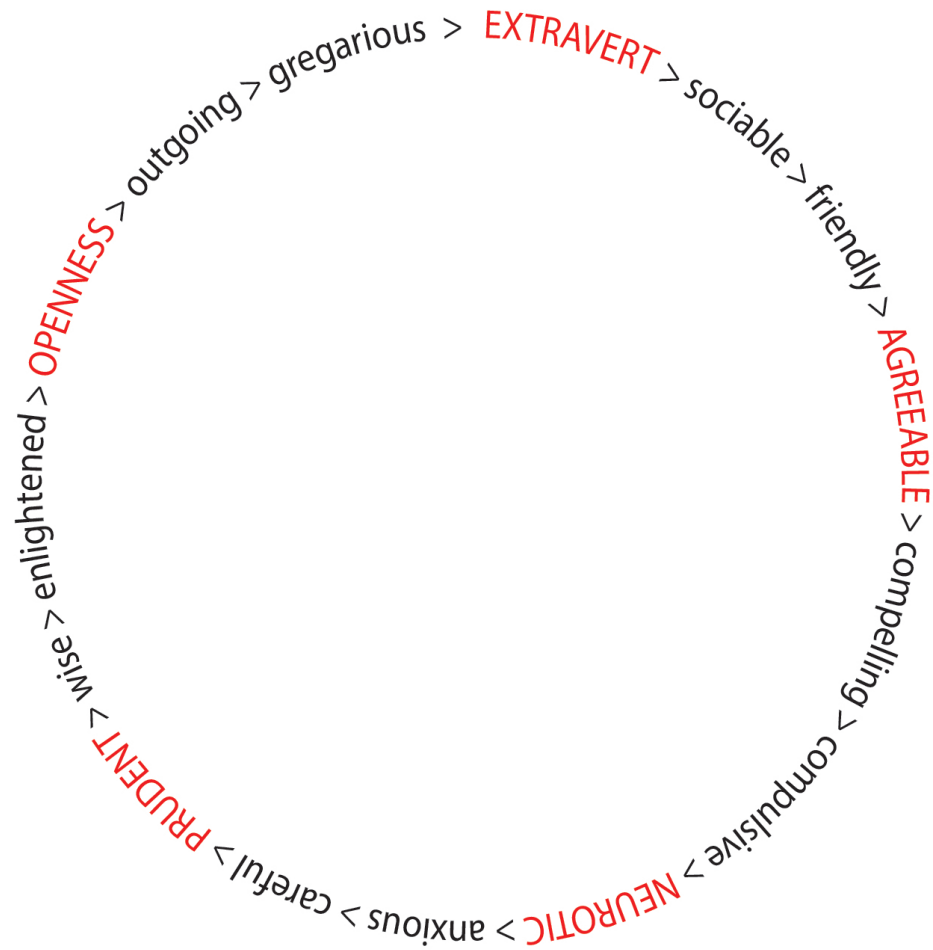


Five Factor Model synonyms

- Extrovert (20)
- Neurotic (28)
- Prudence (29)
- Agreeable (24)
- Openness (10)



The semantic merry-go-round





- Scale names are labels of convenience
- FFM structures the sea of ambiguity
- It is a framework that anchors meaning
- Beware the semantic merry-go-round



Trivialisation



- Internet explosion
- Growth of test use
- Minimised training requirements
- From purpose - to routine - to ritual



In conclusion

- Issues that are widely relevant
- Issues that inform our approach at PCL
- The principles that underpin our work
- The basis for our style of test development
- The blueprint for PROFILE:MATCH2



Do you know what you're looking for?



PROFILE:**MATCH2** Job Analysis

Too much information?



PROFILE:MATCH2 focuses on key competencies



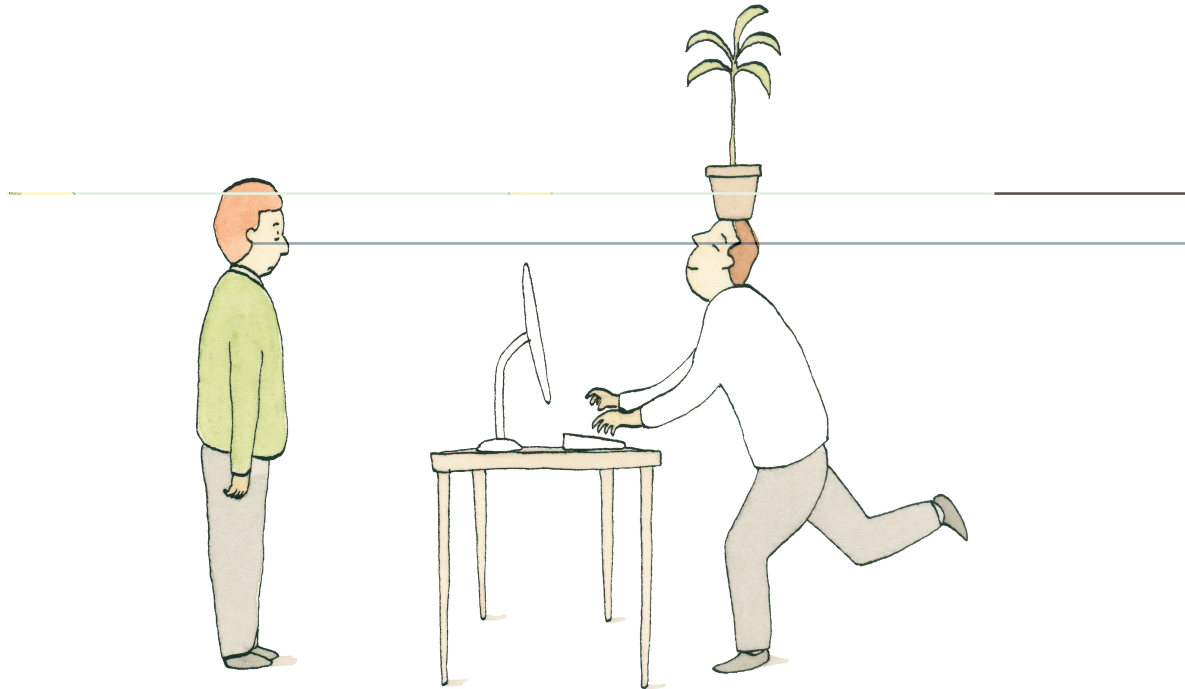
Does the process fit the need?



PROFILE:MATCH2 is configurable



Focused on the critical capabilities?



PROFILE: MATCH2 is multi functional

Job analysis, Sifting, Interview Guide, Selection, Development, 360°, Coaching



QUESTIONS?



Contact

Conduct a free Job Analysis Survey through Profile:Match2. Set up an account:
<http://www.profilematchassessments.com>

For more information about Profile:Match2 and other assessments, contact PCL at:
info@psychological-consultancy.com

Tel: +44 1892 559540

Twitter: @pclconsultancy

