



Measuring Leadership Objectively Using Psychometrics

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Psychometrics Overview

Psychometric testing involves the objective assessment of individuals.



Ability



Personality

And is designed to address: **selection, retention, performance and development issues.**

It must consider the elements known to contribute to success at work:

- **Knowledge – assessed by track record or attainment tests (e.g., at end of training)**
- **Skills and abilities needed to master and maintain performance – best measured through job-relevant skills and abilities tests**
- **Behavioral style – assessed through work styles questionnaires such as Saville Consulting Wave™**
- **Fit to the unique demands of the role and organizational culture**

Uses of assessment in the workplace

- Strategic Assessment Consultancy
- Selection
- Recruitment
- Development
- Talent and Succession Management
- Executive Assessment
- Coaching
- Change Management
- Cultural Change
- People Audits

Caribbean Trends in HR

- Relationship recruiting
- Lack of psychometrically trained HR Professionals
- Outsourcing of selection

- People apply to companies on perceived image
- International selection, returning expatriate selection
- Impact of legislation

- In recent times individuals have been having a work lifetime of 18 months.

- Interviewing is the most common form of selection
- High turnover

Research on the selection interview

Interviewers:

- Have different views on the person they are looking for
- Weight the same information differently
- Decide intuitively
- Talk too much and listen too little
- Raise ratings if pressurised to select
- Make decisions early on
- Overweight academic qualifications
- Rate candidates comparatively
- Prefer candidates like themselves

Validity of selection techniques

Assessment Centers, Work Samples	$r = 0.50$
Work Related Ability Assessments	$r = 0.50$
Assessment Centers, Work Samples	$r = 0.50$
Personality Scales	$r = 0.40$
Structured Interviews	$r = 0.30$
Scorable Application Forms	$r = 0.25$
Standard Interviews	$r = 0.20$
Educational Qualifications	$r = 0.10$
References	$r = 0.10$
Projective Techniques	$r = 0.10$
Graphology, Astrology	$r = 0.00$
(chance prediction!)	



The costs of poor selection

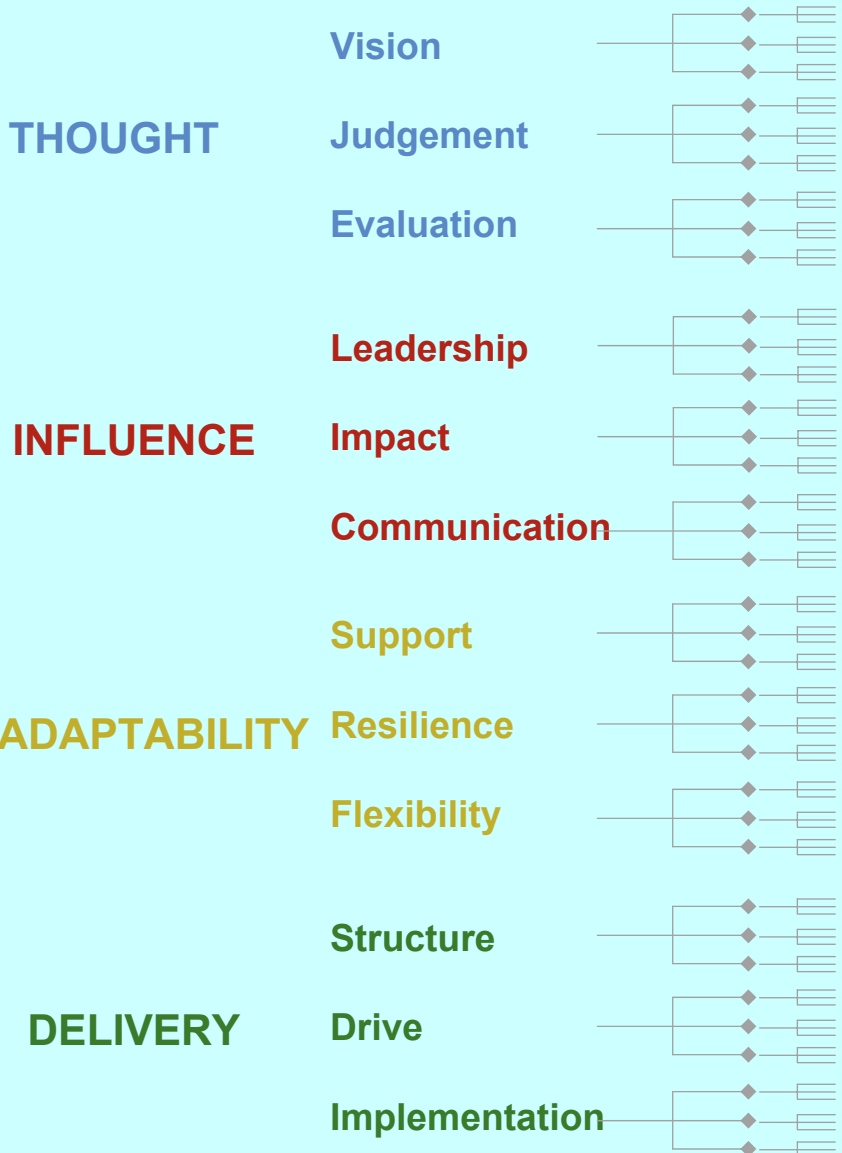
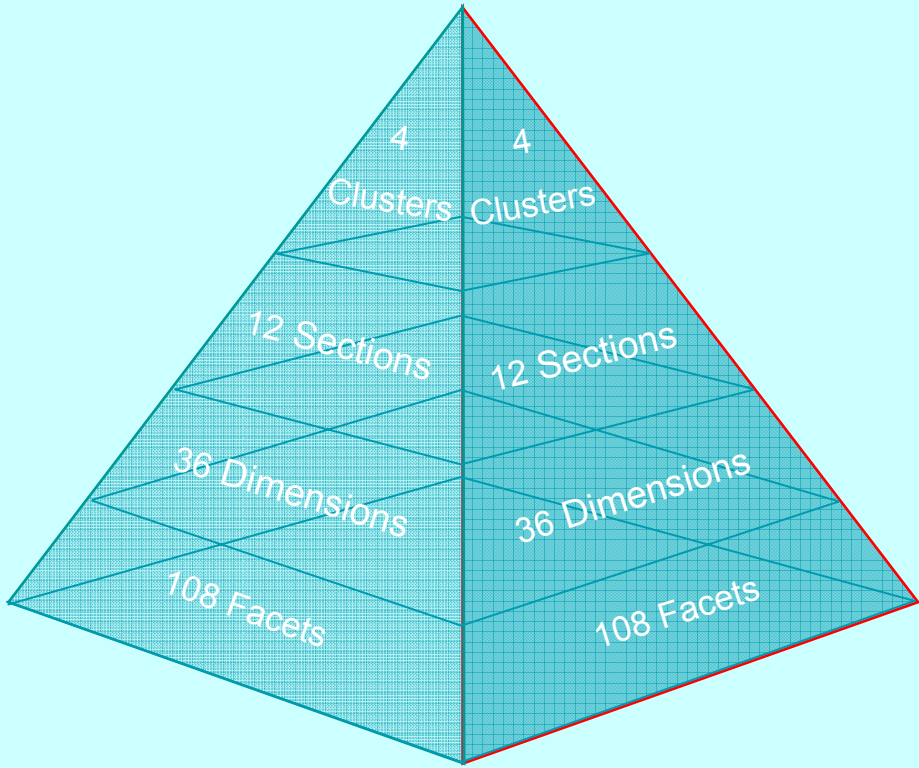
- Poor performance
- Poor retention and staff turnover
- Recruitment costs
- Company failure
- Reduced revenues / Customers
- Lost training costs
- Reduced morale
- Lost opportunity costs
- Personal misery
- Poor company image

Wave Professional Styles

The questionnaire explores an individual's:

- **Motives;**
- **talents and preferred work culture i.e. 'best fit' environment**
- **Powerful predictor of job performance based on extensive validation research**
- **Used for selection and development of professionals, managers and execs across industries**
- **High Validity and reliability**

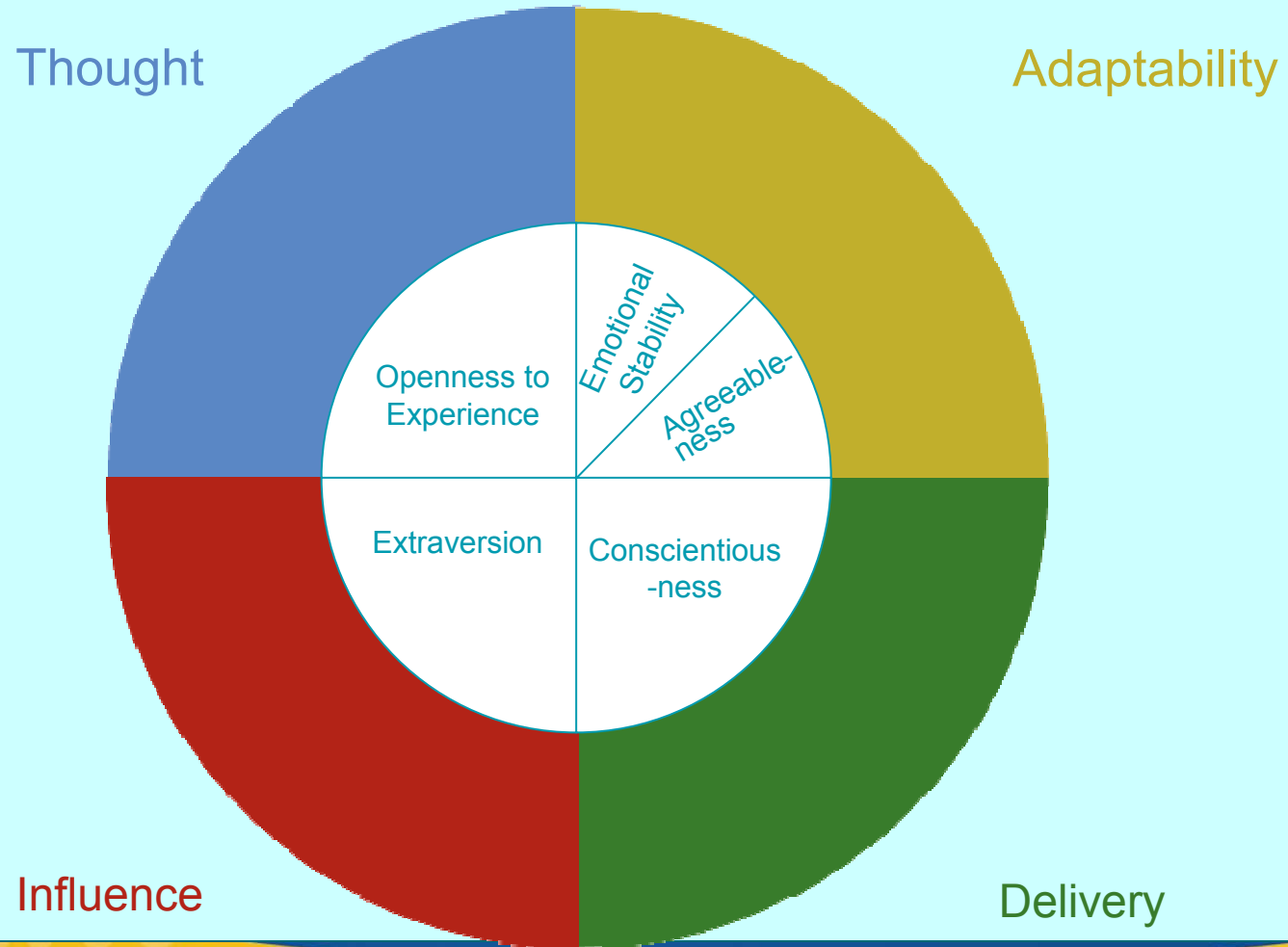
THE MODEL



RELATIONSHIP WITH THE BIG 5



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EXAMPLE OF NORMATIVE FORMAT



	Very Strongly Disagree	Strongly Disagree	Disagree	Slightly Disagree	Unsure	Slightly Agree	Agree	Strongly Agree	Very Strongly Agree
I am a competitive person	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
I like to challenge people's ideas	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>
I am comfortable working alone	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I am cheerful most of the time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
I prefer to take the lead	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
I am good at building rapport	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>

EXAMPLE OF IPSATIVE FORMAT



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	Most	Least
I am a competitive person	<input checked="" type="radio"/>	<input type="radio"/>
I like to challenge people's ideas	<input type="radio"/>	<input type="radio"/>
I prefer to take the lead	<input type="radio"/>	<input type="radio"/>
I am good at building rapport	<input type="radio"/>	<input checked="" type="radio"/>

PSYCHOMETRIC PROFILE OVERVIEW



Psychometric Profile Overview

This psychometric profile provides a detailed assessment of Manager Two's responses to the Professional Styles questionnaire.

It begins with a summary of response patterns followed by an explanation of the profile structure. The next four pages report on the results of the four major clusters.

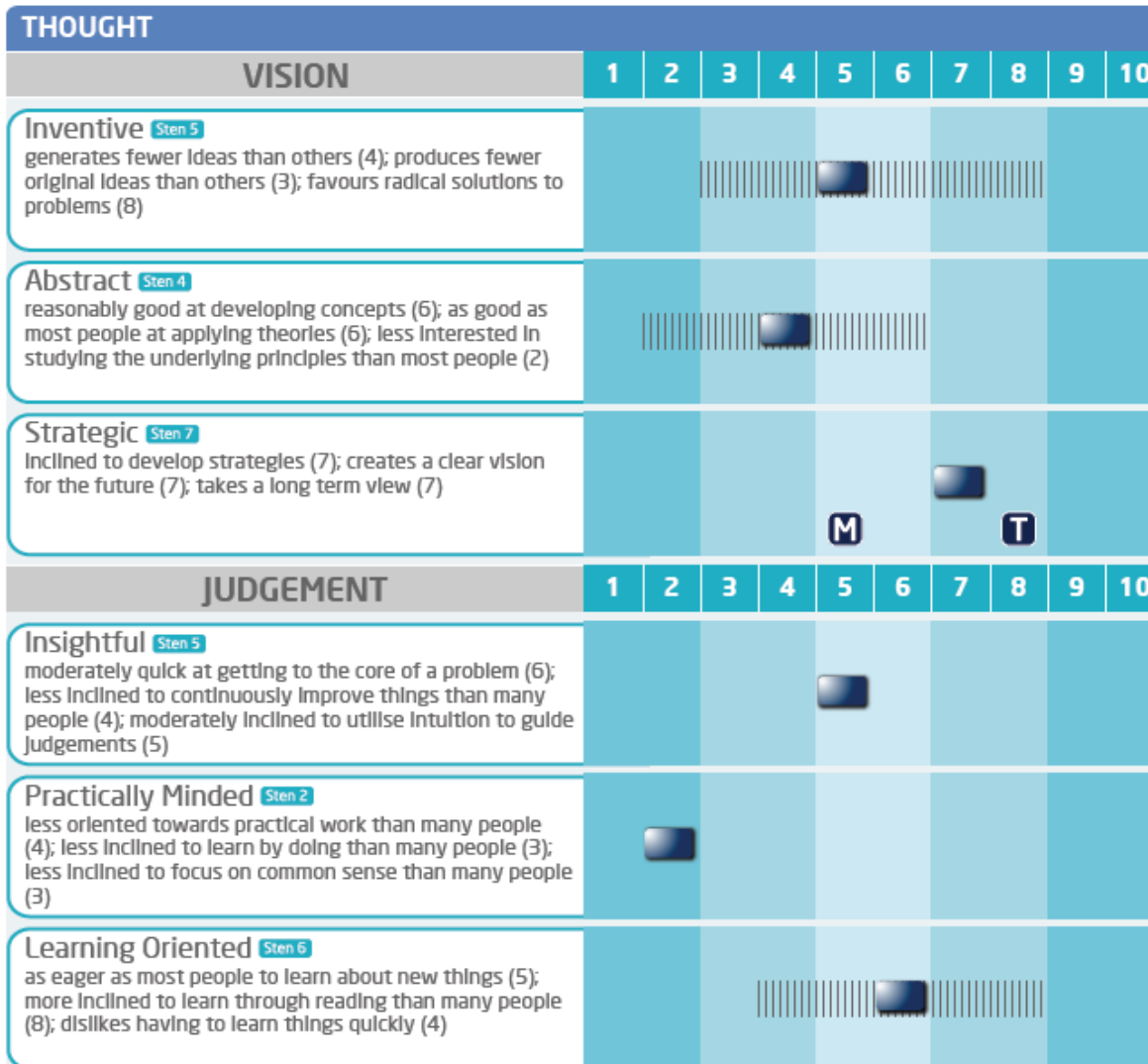
Response Summary

	1	2	3	4	5	6	7	8	9	10
Ratings Acquiescence Overall, more positive in self-ratings than many people								■		
Consistency of Rankings Consistent in rank ordering of characteristics								■		
Motive-Talent Agreement Overall, there is fairly high degree of alignment between Motive and Talent scores							■			
Normative-Ipsative Agreement Overall, the degree of alignment between normative and ipsative scores is slightly less than for most people		■								

PSYCHOMETRIC PROFILE



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SPLITS EXAMPLE

Motive – Talent Split

Resolving Sten 3

feels less need than many people to resolve disagreements (3); dislikes having to deal with angry people (4); copes reasonably well with people who are upset (5)

M

T

Facet Split

Purposeful Sten 8

makes very quick decisions (9); prepared to take responsibility for big decisions (8); has moderately definite views (5)

Normative - Ipsative

Involving Sten 5

moderately team oriented (5); takes reasonable account of other people's views (6); involves others in decision making to a reasonable extent (6)

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