Psychometric Assessments

January 2021

Roadmap of Presentation

What is a Psychometric Tool?

What Does it Do?

When is it Used?

Tools Available

Understanding Psychometric Tools

Comparison Summary

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What is a Psychometric Tool?

Psychometrics

Measurement of psychological (psychosocial) phenomena

informed by:

statistics | psychology | psychophysics cognitive science | computer science

includes:

educational measurement
math ability
reading ability

personality testing
intelligence testing

Source : MIT Paper (http://educationgroup.mit.edu/HHMIEducationGroup/wp-content/uploads/2013/04/BergnerSeminarPresentation.pdf)

Personality Tools

- What tools are most effective in revealing our personality?
  - Any tool which is personality based and has been tested for reliability and validity with **"r of 0.6"** can be used to understand ourselves
  - The tools should be relevant to the Corporate environments and should be tried and tested in such environments.

- Should we use a Psychometric Tool?
  - Psychometric tools can can give us a great perspective on how people see us in our day to day lives. If we are receptive, then this tool is the most effective development tool.
  - Rigorous assessment tools reliably <u>predict</u> real-world behaviors and desirable business outcomes

r = correlation coefficient

Assessment Methods

Since different tools have different usage, the chances of getting the right person increase; thus we recommend Psychometrics as a part of selection & development process

Assessment Methods	R
Work Simulations	0.54
Ability Tests	0.53
Interviews (Behavioral)	0.48-0.61
Development Centers	0.65
"Modern" Personality Tests	0.39
Bio-data	0.38
References	0.23
Interviews (Non-Behavioral)	0.05-0.19

r = Criterion validity correlation with job performance

(Robertson 2001, Adapted from Schmidt & Hunter)

Personality Tools

Any assessment tool should fulfill the following criteria, for successful deployment in succession planning programs

1 High Reliability and Validity
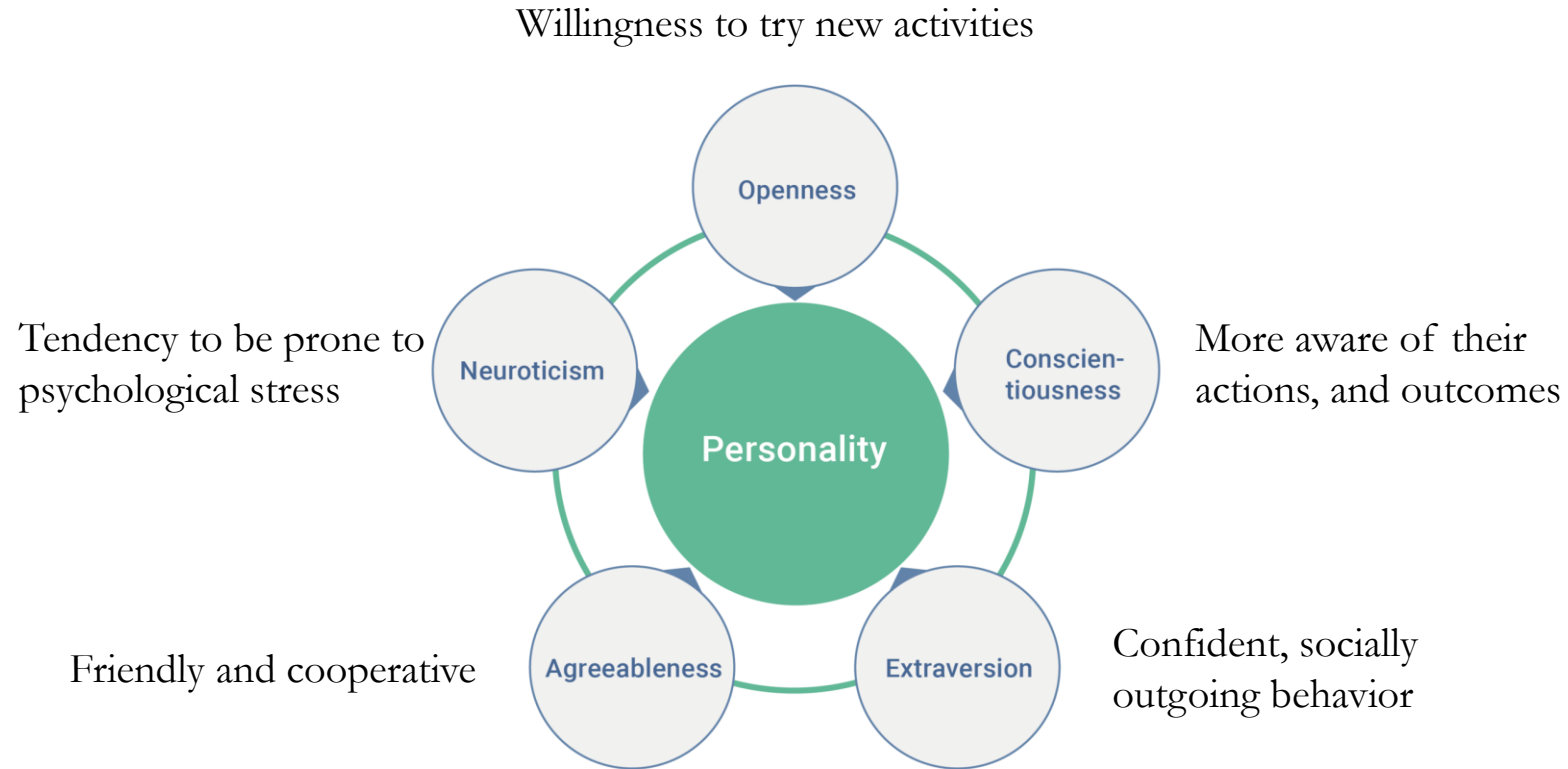
2 Detailed, actionable report

3 Contextual to the Organization

4 Predictive Capability for leadership success

5 Snapshot of Strengths, and Developmental Areas

Personality Tools

Willingness to try new activities

Tendency to be prone to psychological stress

More aware of their actions, and outcomes

Friendly and cooperative

Confident, socially outgoing behavior

Openness

Neuroticism

Conscien-tiousness

Personality

Agreeableness

Extraversion

Both SHL (for OPQ32) and Hogan use the FFM as the base on which they have constructed their model.

Roadmap of Presentation

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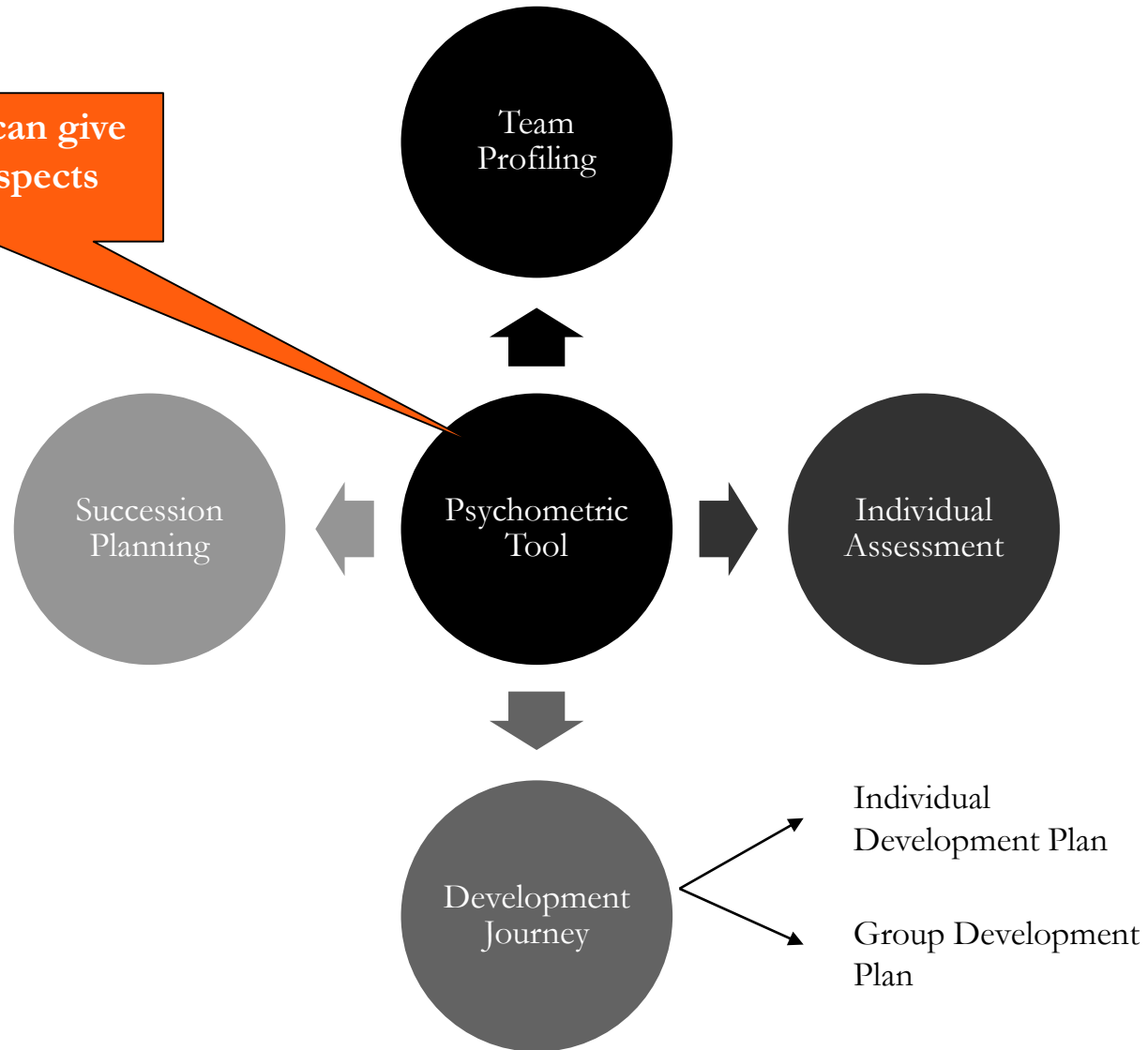
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What Does it Do ?

A Single tool can give you all the 4 aspects

Team Profiling

Succession Planning

Psychometric Tool

Individual Assessment

Development Journey

Individual Development Plan

Group Development Plan

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What Does it Do ?

- Reduces time to hire

- Builds a highly qualified workforce

- Increases employee satisfaction

- Minimizes turnover (Job Analysis – Fit of Personality and a Job)

- Creates a strong organizational culture

- Widens the candidate pool -Can be given remotely and scored electronically

- Eliminates bias (Conscious or Unconscious)

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When is it Used?

SELECTION

- Hiring – For Every Role and Experience

- Data Driven Hiring Decisions

- Assess and Identify Critical Competencies for a Role

- Leadership Hiring

DEVELOPMENT

- Identify Training Needs – Identify the Skill Gaps

- Training Effectiveness – Analyze the Impact of Training Programs

- Succession Planning - Create & Develop Leadership Pipeline

- Leadership Development –Evaluate Right Areas to Develop

- High Potential Identification & Development

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Psychometric Tools Available

- Mettl
- **Hogan Assessments**
- **Caliper**
- **SHL OPQ**
- **Talent Enterprise Assessments**
- OP 5 Personality Test (BIG 5)
- 16 PF
- FIRO – B

- LIFO
- Thomas Profiling
- Facet 5
- Kareer Matrix
- Psychometrica
- Meritrac
- 9 Links
- Interview Mocha

SDF is tying up with Talent Enterprise, Dubai, a pioneer in this field – giving us direct access to many of these assessments. Psychometric Assessments used by SDF

| **HOGAN** | **OPQ** | **CALIPER** | **TALENT ENTERPRISE** |

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Assessment Formats

Hogan, Caliper

> **True/ False**
>
> **Statements**

I enjoy going to parties

- True

- False

Caliper, Talent Enterprise

> **Likert Scale or**
>
> **6 pointer scale**

I keep my spirits up despite setbacks

- Strongly disagree

- Disagree

- Neutral

- Agree

- Strongly agree

OPQ SHL

> **Ipsative/Forced-**
>
> **Choice**

I am the kind of person who...

- Seeks out leadership roles

- Can deliver results

- Likes to solve complex problems

- Always keeps a positive attitude

Hogan Assessments & Reports

HPI Hogan Personality Inventory
Describes normal, or bright-side personality

HDS Hogan Development Survey
Describes the dark side of personality

Motives, Values, Preferences Inventory
Describes personality from the inside – the core goals, values, drivers, that determine what we strive to attain

Judgement
Measure participants' information-processing style, decision-making approach, reactions & openness to feedback.

The Hogan Business Reasoning Inventory
Describes reasoning style – the ability to evaluate data sets, make decisions and avoid repeating past mistakes

Selection

Hogan Advantage Hogan Basis Hogan Basis Sales Hogan Fit Hogan Express Hogan Configure General Employability	Hogan Basis Hogan Fit Hogan Express Hogan Configure	Hogan Basis Leader

Development

Coaching Flash Potential Summary	Insight Series High Potential Hogan 360° Leader Focus HBRI	Leadership Forecast • Potential • Challenge • Values • Coaching • Summary

Caliper Assessments & Reports

Designed to identify critical success factors

- Leading

- Active

  Communication

- Interpersonal

  Dynamics

- Making Decisions

- Solving Problems

- Managing Processes

- Self Management

	Selection	
Indian Sales Screener General Potential Remote Worker Report Essentials for Selection Caliper Essentials Highlights Caliper Essentials Quick View	Corporate Supervisor Educator Management Mid-level Manager	Crisis & Recovery Leader Senior Leader Advisor Competency

Development

Individual Development Guide	Mid-level Manager Management Caliper Essentials for Coaching	Crisis & Recovery Leader Senior Leader Advisor Competency Competency Report for Coaching :Senior Leader Model

OPQ Assessments & Reports

- Leading and Deciding
- Supporting and Cooperating
- Interacting and Presenting
- Analyzing and Interpreting
- Creating and Conceptualizing
- Organizing and Executing
- Adapting and Coping
- Enterprising and Performing

Selection

OPQ Universal Competency Report PJM Selection Report	OPQ Universal Competency Report OPQ Manager Plus Report	OPQ Universal Competency Report Enterprise Leadership Report OPQ Profile Executive Assessment Center integrated with Leadership in Context

Development

PJM Development Report	OPQ UCF DAP Leadership Report OPQ Manager Plus Report	OPQ UCF DAP Enterprise Leadership Report Executive Assessment Center integrated with Leadership in Context Leader Edge

Talent Enterprise

Thriving Index

Assesses behaviors, strengths, personality and emotion.
Measures a total of 34 factors across 6 dimensions-
People, Work, Organization, Self, Change, Task

Motivators, Values and Engagement Attributes
-The Work Perspective Index and

To understand whether the individual is driven by intrinsic (internal) or extrinsic (external) motivators across 10 dimensions

-The Alignment Perspective Index

To understand how aligned, committed and engaged an individual is to the organization across 7 dimensions: Contribution, Alignment, Empowerment, Attunement, Foresight, Prospection and Sustainability

AGILE tests

Assessment of cognitive ability and learning agility

Selection

Thriving Index® Insight Report
Thriving Index® Pro Report Series

Development

Thriving Index® Insight Report
Thriving Index® Resource Report
Alignment Perspective Index (API)

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Parameter	Hogan	SHL OPQ	Caliper	Talent Enterprise
Assessment Question Format	True -False statements No Right / Wrong Answers reducing the chances of "Fake" Responses	Ipsative triads The forced choice format of OPQ limits the extent to which candidates can fake, whereas most personality instruments using rating scale formats are easily faked.	True/False questions, "five degrees of agreement" questions containing" strongly agree" to "strongly disagree" responses.

Also includes figural/abstract reasoning questions - analogies, series, and matrices. | Questions based on a 6 point scale |
| Situation | Both Selection and Development | Both Selection and Development | Both Selection and Development | Both Selection and Development |
| Competency Model | HCM 58 competencies | UCF 20 competencies | Caliper Competency Model 56 Competencies | Based on in positive psychology research |

Parameter	Hogan	SHL OPQ	Caliper	Talent Enterprise
Reliability The degree of consistency with which it measures what it is supposed to measure.	The average internal consistency for the HPI scales is .76, .71 for the HDS, and .76 for the MVPI.	The reliabilities of the UCF composite scales have a median and average of 0.91 across all 20 competencies, ranging from 0.87 to 0.94	With respect to the Caliper Profile, the test-retest reliability across several studies is .81.	7 out of 10 Thriving Index Factors have a Cronbach Alpha higher than 0.6 (The most widely accepted measure of consistency)
Validity Validity refers to the accuracy of the assessment. In essence, does it measure what it is supposed to measure?	The predictive validity of the Hogan Personality Inventory (HPI) is .29 for predicting performance across job families.	Mean Validity Predicting Leader Overall Performance is 0.25 for General Cognitive Ability	The average validity coefficient between Caliper Profile scores and job performance ranges from .25 to .47, which is at or above industry standards.	90% accuracy in candidate selection and fitment decisions based on insights from the The Thriving Index® factors

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THANK YOU

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