

## Taking the Guesswork out of Hiring

In spite of their best efforts, many organizations struggle with consistently finding and hiring successful employees. Often they do not know if the person hired will work out until they have been on the job for a while. To make better selection decisions organizations use a variety of methods, including application forms, interviews, reference checks, and increasingly, psychometric assessments.

Psychometric assessments help people understand and predict behavior. They are scientifically designed to provide a standardized measure of candidates' abilities, competencies, and personality traits. Employees vary widely in their productivity, and psychometric assessments can predict these differences. By identifying the candidates that have the characteristics necessary to be successful, organizations can increase performance, while decreasing training costs and employee turnover. While there are many different assessments, they can be classified into two broad types.

### **Ability – A measure of “can do”**

Ability assessments tell you what an individual can do. They measure a person's level of knowledge and their capability to acquire further knowledge and skills. These tools tell you a candidate's capabilities and learning potential. Examples of assessments that fall in this area include measures of intelligence, verbal ability, and mechanical aptitude. Ability assessments are among the best predictors of job performance.

### **Personality – A measure of “will do”**

Personality assessments identify candidates' typical behaviour and show what candidates will likely do on a daily basis. Since they are designed to measure a person's preference for behaving in certain ways, personality measures can tell you if an individual is easy to manage, works hard, offers innovation solutions, and works well with others.

### *Benefits of Using Assessments*

#### **Cost Savings**

Employment assessments can be a cost effective way to pare down the applicant pool. They make the decision process more efficient because less time is spent with individuals whose characteristics, skills, and abilities do not match what is needed. Choosing the wrong candidates is also very costly in terms of training, errors made by a poor performer, and turnover. Investing in pre-employment assessments quickly pays for itself by reducing the number of poor hiring decisions. For simple jobs, the return

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## TAKING THE GUESSWORK OUT OF HIRING CONTINUED

on investment for identifying good employees is generally 10 – 20% of their salary each year. For complex positions like management, the return on investment increases to 80-120% of their salary each year.

**Depth of Information**

Psychometric assessments provide information about an individual that is not easily obtained using other methods, such as interviews. They also provide a quick way to assess characteristics that cannot be developed through training but are acquired over long periods of time.

**Consistency**

Using standardized assessments in employment decision-making ensures that candidates are treated objectively by gathering the same information for each one. The standardization presents subjective biases from influencing hiring decisions.

**Where to Begin?**

Knowing what you are looking for is the most important step in using psychometric assessments. Before you look for an assessment tool, determine the knowledge, skills, and traits that are related to job success. For example, if you are hiring an accountant you might need someone who pays close attention to details, and has good math skills. If you are hiring a salesperson you might want someone who is outgoing, enjoys helping people, and has a high level of stress tolerance. When you know what it takes for a person to be successful on the job you can then search for tests which measure those traits and abilities.

The use of well constructed assessments can provide organizations with additional information to help match people to job demands, improve organization fit, and address counter productive behaviors. This results in lower turnover, better job performance, lower training costs, and a more satisfied workforce.

*If you would like to learn more about how pre-employment assessments can help your organization, please contact us at 1-800-661-5158 or [info@psychometrics.com](mailto:info@psychometrics.com).*

## MBTI® PROFESSIONAL DEVELOPMENT CONFERENCE

**Calgary, October 18-19, 2007**

Join us this fall for the inaugural MBTI® Professional Development Conference. Featuring some of the leading authorities on using the MBTI® assessment, the workshops will offer practical skills and strategies for applying the MBTI® instrument to different situations within your organization. Sessions include:

**Coaching the Changing Workforce**

– Nancy Barger

**Communication: Skills, Styles, & Strategies**

– Donna Dunning

**Losing Your Grip at Work**

– Patrick Kerwin

**Leaders in Global Organizations**

– Linda Kirby

**Coaching Using the Step II**

– Jean Kummerow

**Using Type and Emotional Intelligence to Coach Leaders**

– Chuck Pratt

For more information about the speakers, sessions and registration, please visit our website at:

[www.psychometrics.com/conference](http://www.psychometrics.com/conference)

## Using the MBTI® Assessment in Multicultural Settings

While psychological type describes universal human characteristics, one needs to question the appropriateness of using a specific personality instrument with groups culturally different from those with whom it was developed. When using the MBTI® instrument with clients, practitioner's primary concern should be: "Will the MBTI® assessment assist this client in identifying his/her type preferences?"

The items on the MBTI® instrument ask respondents to choose between everyday surface behaviors that Myers believed indicate the deeper patterns of type. These behaviors are affected by cultural values and norms. Since the MBTI® tool was developed and tested with mostly white, middle-class Americans, it is no surprise that research shows significant evidence of reliability and validity when the MBTI® assessment is used with people similar to them.

Ongoing research has looked into the use of the MBTI® instrument in other cultures. Hundreds of studies support the validity of the MBTI® assessment in other English speaking cultures, and numerous other studies provide validity evidence for more diverse cultures. The MBTI® assessment has been used successfully in many cultures in which group social values are important: Latin American countries, Asian nations, and African countries. However, when a culture combines values about the centrality of group identity with the experience of oppression, as is true for many indigenous cultures, the MBTI® instrument may be less appropriate.

Collectivist values may make it difficult for individuals within these cultures to respond to the MBTI® assessment for at least two reasons:

- 1 The centrality and importance of group identity may make it difficult for individuals to identify and report their natural individual preferences.
- 2 The ways in which type preferences are expressed within these cultures may be significantly different from the ways in which those preferences are generally described from the perspective of an individualistic culture. For example, in a culture that expects and values regular family/group interaction, Introversions may not be expressed by finding time alone. Instead, individuals preferring Introversions may have found other ways to support their need for internal processing time.

In deciding whether the MBTI® assessment is appropriate for clients from collectivist cultures, practitioners need to assess degrees of acculturation. Clients whose primary references is their collectivist culture may find taking the MBTI® instrument unhelpful, while those who are bicultural are less likely to experience difficulties.

## PSYCHOMETRICS TRAINING



## Step I Qualification Program

Our dynamic and interactive Qualification Program prepares you to use the MBTI® instrument in a variety of professional settings. Learn broad methods and specific techniques for applying the MBTI® assessment in such areas as coaching, leadership development, teambuilding, and organizational development.

|                 |               |                |                    |
|-----------------|---------------|----------------|--------------------|
| August 20–23    | Toronto, ON   | November 5–8   | Montréal, QC       |
| September 10–13 | Ottawa, ON    |                | French Instruction |
| September 17–20 | Vancouver, BC | November 19–22 | Toronto, ON        |
| October 22–25   | Calgary, AB   |                |                    |



## Introduction to the Step II (Form Q)

Help clients explore their preferences beyond their four letter type by learning to use the most comprehensive version of the MBTI® instrument. The Step II Form Q explores 20 component parts of the four type dimensions.

|              |               |            |                    |
|--------------|---------------|------------|--------------------|
| August 24    | Toronto, ON   | November 9 | Montréal, QC       |
| September 14 | Ottawa, ON    |            | French Instruction |
| September 21 | Vancouver, BC |            |                    |



## Strong Qualification Program Online

Complete the Strong Qualification Program online and work at your own pace from your home or office.

*If you have any questions about our training programs or workshops please contact Gaétanne at 1-800-661-5158 ext.227 or [training@psychometrics.com](mailto:training@psychometrics.com).*

### TALK' TO US

We want to help you get the most out of Psychometrics Direct, so tell us what you want to see by sending a short email message to [direct@psychometrics.com](mailto:direct@psychometrics.com)

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