



Getfeedback

Guide to Selection



Getfeedback

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Why this guide?

Who should read it?

This guide is designed for any business or organisation, large or small that needs to allocate tasks to the individuals most capable of completing those tasks effectively. This relates to both internal and external recruitment and building project teams to effectively tackle projects where individuals may be borrowed rather than hired.

About Talent Management

We believe good talent management (having the right people in the right place, right now) is the fastest way for most businesses to improve their performance. It differentiates organisations that exploit change from those that just adapt to change. Identifying talent is where this process starts.

Selection is more science than art

Science is empirical. Art is about subjectivity or faith. The thing that differentiates science from art is that science is based on things that can be measured or assessed. Effective selection, like all talent management, needs to be underpinned by a measurement structure or yardstick. Effective selection is 90% science and 10% art.

What does good look like?

This guide's focus is on selection tools and what to measure. It doesn't focus on knowing what you are aiming for. Getfeedback will be happy to discuss many of the techniques we employ to help our clients know what good looks like, including the use of third party external benchmark data and internal benchmarking.

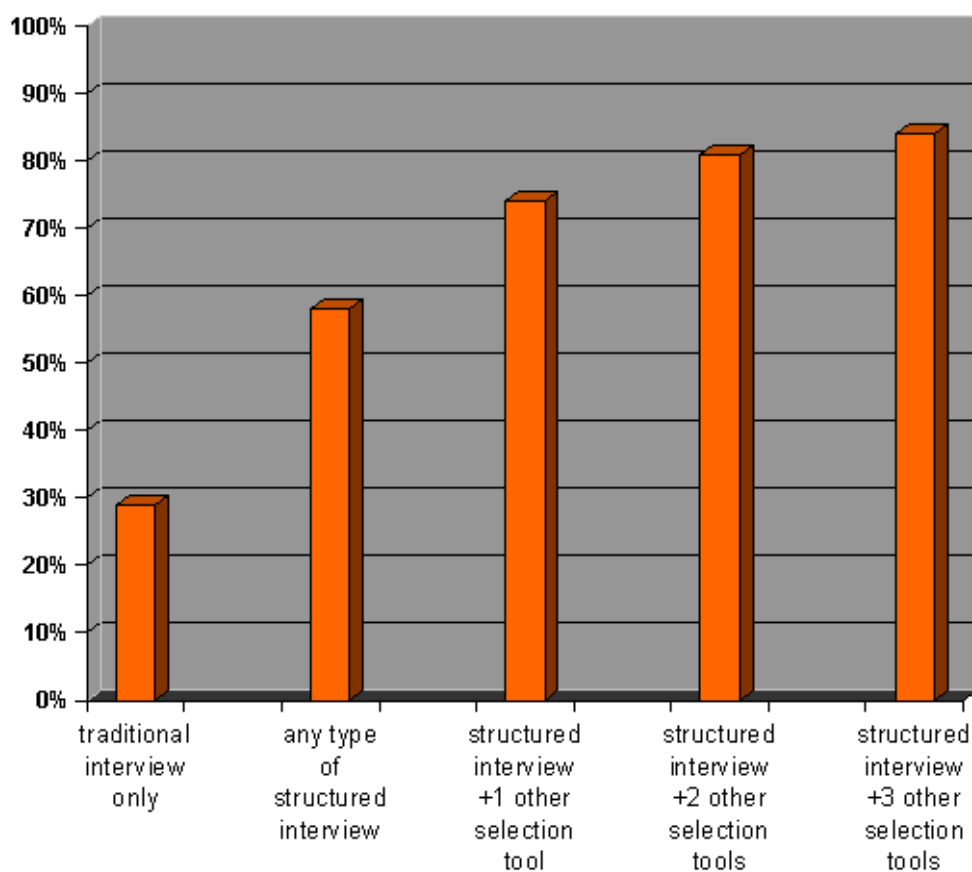
There are several aspects of an individual that can be assessed in a selection process:



Why should we measure?

When you assess or measure more than one aspect of an individual the accuracy of the impression you make improves. Psychologists often refer to this as validity.

Graph showing validity of selection process



How do we measure?

Psychometric Testing Solutions

Ability, aptitude and personality are all important in the world of employee assessment. The continuing rise in using psychometric testing to measure each of these attributes now creates an amazing array of choices when developing psychometric facilities within organisations. Used properly, the impact it can have throughout an organisation is significant. Not only in the selection process, but also across individual and group competency, strategic HR management and the retention and development of a company's talent pool. With all of our tests available via web-based tools, access for organisations has never been easier.

Online testing provides a company with the following benefits:

- Efficiency and confidentiality: secure collection of feedback on candidates
- Proven methodology: use of psychometrics to evaluate individuals against industry norms
- Low administrative burden: Getfeedback system produces all reporting data
- Low noise internally: the organisation's time management is kept to minimum

The following pages describe what we can measure, our range of tests suitable for measuring various attributes, and the uses of these tests in selection and development.

Definition: "Will do"

An individual's motivation is formed at an early age and usually doesn't change much. Motivation in this context refers to basic human needs, like the strength of desire for power or the need for structure. For example, if a person needed to work alone often and had to find ways to carry out tasks for the first time, a high need for structure would be a handicap. In a role where procedures and ways of working had been defined for a long time a high need for structure would be an advantage.

Ways to Measure

Intrinsic™ Test of Motivation (time: 30 minutes)

Intrinsic is a recognised questionnaire for assessing motivation. It examines what motivates an individual to work. It can be used to assess the type of work a person is best suited to.

Placing someone in a role that meets these needs will result in the individual being more satisfied and working more effectively. This will increase job satisfaction. In short, its key strength is to match an individual to a role that will satisfy them. The output is a detailed report and profile.

To create the output and give feedback the accreditation required as a minimum is to British Psychological Society Level B.

What to Measure

Work Style Preferences

- Need for personal achievement
- Need for structure
- Need for power

Work Attitudes

- How does the individual start a new task?
 - o Slow starting, careful and considered approach or keen to "have a go"
- What is the motivation to drive projects to completion?
 - o Cautious keen, and goal focused or less likely to consider alternatives.
- What approach is taken to managing priorities and setting goal?
 - o Do they complete tasks or constantly seek out new challenges?

Why Is It Useful?

Motivation measures provide information about the type of environment, tasks and activities that an individual will be motivated to do. Thus motivation makes matching individuals to roles that will not clash with their work attitudes and that will meet their work style preferences possible.

Motivation addresses simple but very important issues like:

- How he/she likes to work?
- What motivates him/her to work?
- What types of goals does he/she like?

The cost of mismatching employees and roles is low productivity.

Definition: "Can do"

An individual's critical thinking ability level will impact their capability to make strategic decisions or value judgements. This is important if there is need to deal with complex issues or a complex environment effectively.

Ways to Measure

Combined Watson Glaser and RANRA (time: 50 & 30 minutes)

The first measures verbal reasoning and the latter numerical reasoning. The standard output is a graphical summary and a textual analysis, with analysis presented against the norm group or average. To create the output and give feedback the accreditation required is British Psychological Society Level A.

Watson Glaser tests ability to critically analyse written material using passages of prose common to everyday work situations. It measures the ability to carry out everyday tasks involving critical thinking.

Results of the tests can be checked against a comparison group of professionals, either within the organisation and against external benchmark data (i.e. - compared to a sample of UK Sales Managers). These tests do not unfairly discriminate along gender and race.

What to Measure

The tests proposed measure the ability to:

- Effectively draw inferences
- Recognise assumptions
- Logically deduce facts.
- Interpret conclusions based on evidence
- Evaluate arguments.
- Use mathematical skills
- Reason analytically

Think of this as measuring a person's mental horsepower.

Why Is It Useful?

Research has shown very strong links between the ability to make strategic decisions in business and the ability to deal with abstract concepts, logic and to reason verbally.

While these are not the only factors, they are certainly a deciding factor in determining who has the raw potential to manage well. Managers who are not able to grasp the complex, make some sense of the unclear and function despite conflicting drivers are usually not going to be star performers.

In our view these tests are essential when selecting or identifying managers or those in problem solving roles. This is because of the strong correlations between capability and management effectiveness, which has been born out by extensive research. It should also be noted that this aspect of an individual is typically not measured by interviewing.

Definition: "Likes doing"

An individual's character traits are often the facets commented on most by others around them. These facets are the things that enable us to empathise with others or predict how they might behave in certain circumstances. For example, in choosing someone to create a disaster recovery plan, knowing if that person was risk-averse would be very important.

Ways to Measure

Orpheus (time: 25 minutes)

This is a recognised questionnaire for assessing personality using the widely acknowledged "Big Five" personality theory.

The Big Five represents a taxonomy (classification system) of traits that personality psychologists suggest capture the essence of individual differences in personality. These traits were arrived at through factor analysis studies.

Orpheus contains 190 questions and is designed for the work place. It has been developed in collaboration with many major blue-chip companies.

The output is a detailed report and profile. To create the output and give feedback the accreditation required as a minimum is to British Psychological

What to Measure

Extraversion and Introversion - Extraverts may enjoy more teamwork whilst introverts may prefer to work with a degree of independence from others.

Authority and Agreeability - Authoritative scores indicate a person happy making tough decisions whilst agreeability may indicate a more co-operative approach and empathy.

Conformity and Openness - Those with high conformity are likely to prefer safe traditional ways of working and respect established values. Those at the opposite scale like to do things differently and take more risks.

Emotion and Reason - High emotion scores indicate a more nervous disposition and sensitivity to others' feelings. Those with high reason scores are able to perform well under high-pressure but lack caution.

Detail and Conscientiousness - High detail individuals excel at tasks requiring particular care and attention whilst at the opposite scale they see the bigger picture better.

Why Is It Useful?

To understand someone's personality helps to understand how he or she works, what type of work they will excel in, how they will associate with their peers and manage their team.

Depending on the job role it would be desirable to understand the candidate's attention to detail, their ability to work in a team or their ability to make tough decisions in a highly pressured environment. These personality reports are not easily obtained by the even the best trained interviewers.

online test centres

For fast, effective and efficient psychometric testing, provide your candidates with a customised, co-branded online testing centre.

All tests are available in one place, with detailed instructions and information to ensure a low noise, hassle free process.

The test centre can be designed to your organisation's branding, providing candidates with a seamless experience throughout their job search process with you.

The screenshot shows a web page titled "On-line Testing Centre" with logos for "Getfeedback" and "Citigroup". It lists three tests:

- Watson-Glaser / RANRA**
(90 minutes allowed for completion)
The Watson-Glaser Critical Thinking Appraisal (CTA) contains five types of test designed to find out how well you are able to reason analytically and logically. Each section of the test has separate directions that should be read carefully.
The Rust Advanced Numerical Reasoning Appraisal (RANRA) contains two types of test designed to find out how well you are able to reason numerically. Each section of the test has separate directions that should be read carefully.
This is a timed test - although your time will not affect your score, you will not be allowed to answer any more questions after the time allowed. You have been given plenty of time to answer all the questions so there is no need to rush.
You will not be able to "save until later". It is important that you do not close the browser window as the answers will be lost.
[Begin](#)
- Giotto**
(101 questions, estimated time to complete is 25-30 minutes)
This is not a timed test.
Giotto is a questionnaire for matching people to particular working environments. Each section of the test has separate directions that should be read carefully.
[Begin](#)
- Motivational Styles Questionnaire (MSQ)**
(105 questions, estimated time to complete is 25 minutes)
This is not a timed test.
The Motivational Styles Questionnaire (MSQ) is a self-report measure in two parts, designed to assess the kind of work situation to which you are best suited.
[Begin](#)

At the bottom, it says: "(c) Getfeedback, 2005. Should you experience any difficulties with this page, please contact the [webmaster](#)."

The screenshot shows a web page titled "Cable & Wireless Assessment Centre". It includes a welcome message and three test options, each with a "Click here to start this test" button:

- Watson-Glaser / RANRA** (90 minutes allowed for completion)
- Giotto** (101 questions, estimated time to complete is 25-30 minutes)
- Motivational Styles Questionnaire (MSQ)** (105 questions, estimated time to complete is 25 minutes)

At the bottom, it says: "Powered by Getfeedback".

What does Getfeedback do?

Organisational mapping

Job families, role profiles, role complexity. Your business, mapped out from an HR perspective. Now we're starting to get clarity

Online psychometric assessment

We can accurately and seamlessly measure aptitude, personality and motivation. Essential information for understanding the whole candidate and managing risk.

Assessment centre design and management

Discriminating between short listed candidates is not easy, but it's really important. That's why Getfeedback use assessment centres to give the right candidates the green light. Our assessment methodology has proved to be 93% accurate in predicting in-role performance. Behavioural event interviewing, role playing, written exercises, group work and career aspirations meetings are all in a day's work for us - or even a half-day if you're really tight for time.

Online candidate management

From application to hire. You've got candidates, we've got a system to keep track of them.

Tell us about your business and we'll give you some fresh ideas...

Articles about our client work are frequently in the HR trade press and more recently have begun to permeate the business pages of national newspapers. Your successes make us famous.

Do you want to learn more about any of Getfeedback's talent management offerings?

Call James Shimmen on 01491 845532 for a chat or to arrange a time to meet.

Or visit getfeedback.net for our latest case study