



watson-glaser

Critical Thinking Appraisal

- Introduction.....page 3
- Background.....page 4
- Test description.....page 5
- Uses.....page 6
- Technical information.....page 7
- Test administration.....page 8
- Your choice.....page 9
- Pricing.....page 10

Intelligence is not enough – critical thinking is key

Just being clever may not help potential business leaders rise through the ranks of today's clamorous and challenging organisations. They must also be able to think critically, to make judgements about situations and act on them with what might appear to be only fuzzy information to hand. Where an average manager is happy that $2 + 2$ equals 4, smart leaders will interrogate the question and look for different answers. Critical thinking is the ability to recognise that a problem exists and to look for evidence to solve it. Critical thinking is the ability to assess that evidence in a logical way in order to determine new knowledge and direction. But far more than that, and this is the great skill required of all leaders today, it is about being able to do something with that information in a positive way that makes a difference to the organisation.

While the ability to be able to recognise and evaluate problems is closely associated with intelligence, mental ability is not enough on its own. Critical thinking capability is a discrete skill distinct from, but not independent of, overall intelligence and it can be measured. Critical thinking can also be improved as a result of training, although the extent to which it can be improved will differ between individuals. This variability makes it even more important to test for critical thinking within organisations that invest in continuous development for their managers.

The marked difference between intelligence and critical thinking is the mental facility to develop analytical reasoning skills to evaluate alternative viewpoints and persuasively argued opinions. To remain objective in the heat of the battle yet remain sensitive to all of the available information sets great leaders apart.

History of the Watson Glaser

In the early part of the 20th century, Watson became interested in how it might be possible to measure fair-mindedness. In 1937, Glaser modified and revised Watson's ideas for use in *An Experiment in the Development of Critical Thinking*. Since then the Watson-Glaser Critical Thinking Appraisal (WGCTA) has undergone many modifications and developments, including extensive internationalisation to take account of the now global market for such types of testing. WGCTA is now the most widely used psychometric test for the pre-selection and appraisal of managers in organisations of all types and sizes. Its international reputation, and its continued and widespread use means that WGCTA has very robust standardisation, reliability and validity making it one of the most trusted testing tools available.

test description

The Watson-Glaser Critical Thinking Appraisal contains 80 item questions across a series of five test exercises and takes about 60 minutes to complete. Each item requires the application of analytic reasoning skills. These skills need to be applied to statements reflecting everyday work and study situations and draw from content typically found in the media. The statements involve comment and assertions that require a degree of critical evaluation that would not ordinarily be accepted without question.

The five item subsets, described below, measure different yet interdependent aspects of critical thinking and call for responses from two different types of content. Neutral content, such as the weather where people tend not to have strong feelings, are set alongside content pertaining to politics, economics and social issues which may provoke a stronger prejudice. The idea is to determine the candidate's ability to make critical decisions in the face of possible bias. Strong attitudes, opinions and biases, as has often been shown, affect the ability of some people to think critically.

Test 1 – Inference

Evaluating the validity of inferences drawn from a series of factual statements

Test 2 – Recognition of Assumptions

Identifying un-stated assumptions or presumptions in a series of assertive statements

Test 3–Deduction

Determining whether certain conclusions necessarily follow from the information in given statements or premises.

Test 4 – Interpretation

Weighing evidence and deciding if generalisations or conclusions based on the given data are warranted.

Test 5 – Evaluation of Arguments

Distinguishing between arguments that are strong and relevant and those that are weak or irrelevant to a particular question at issue.

When should I use the Watson glaser?

Selection

At the point of entry into an organisation, Watson-Glaser can be used as part of the selection process to help make decisions that will maximise the talents of the individual against the needs of the organisation. This is especially useful when fulfilling management posts, or when trying to identify potential leaders from within a pool of candidates.

Talent Management

Watson-Glaser can be used as a powerful tool within a talent management programme, helping to identify hidden talent within an individual. Organisations demand highly developed critical thinking skills from their leaders and managers, and so it becomes more important to identify that capability early on.

Getfeedback uses Watson-Glaser as a key component of high potential and leadership assessment. Integrated with other assessments, such as RANRA, Watson-Glaser is a key component to Getfeedback's performance based and holistic Talent Identification Assessment.

Retention

Failure to find job satisfaction and fulfilment can have a devastating affect on an employee, which in turn can be detrimental to the organisation. Either that person stays within the organisation and under performs, or worse, undermines colleagues, or they leave. Either way, this is a costly waste that can be contained more effectively with better retention programmes. Watson-Glaser is a useful measure to help inform retention schemes. For instance, in a call-centre where verbal reasoning skills are in high demand to ensure that both the operative and the customer get the best experience, Watson-Glaser can help to identify areas for development.

Norms

Dozens of occupational normative information tables (Norms) are available to support the Watson-Glaser test, with new ones being published from time to time to support emerging occupational classes. Ideally, local in-house norms that are representative of the conditions against which people are being reviewed would be the better strategy. However, where this is impractical, either because of sample size or time restraint, Watson-Glaser is still a very powerful tool when used with its published Norms. They include sets standardised for the UK market as well as the US. The many different normative tables can be used individually or in combination.

Test Development

The Watson-Glaser Critical Thinking Appraisal has been in continual development for over 50 years. Tests have been the subject of successive experimental analyses and improvements with careful attention paid to the theoretical nature of the test as well as responding to practical recommendations suggested by users. More recently, the Anglicised edition has been made available where all distinctively American-English usage in the test has been replaced. Also, scenarios that have a clear US bias have been replaced with ones that have greater relevance to a UK audience.

Reliability and Validity

Reliability of the Watson-Glaser test has been determined in three ways. Estimates of the test's internal consistency, stability of the test scores over time and the correlation between scores on alternate forms. Internal consistency was measured using split-half reliability coefficients using the Spearman-Brown formula. Testing stability over time, by administering the test to the same group with an interval difference, indicate an acceptable level of stability. (0.73). Overall reliability estimates are sufficiently high to warrant use of the test for group administration and research studies. While the longevity of the existence of a test is not necessarily proof of its validity, the Watson-Glaser test stands up to scrutiny in all areas of face, content, criterion and construction related validity.

The test conforms to British Psychological Society and American Psychological Association guidelines on personality test construction and use.

We deliver the service your way

Businesses operate in different ways. Some want to be very hands on with the use of psychometric tests. Others want the process to be as low noise as possible. So it's no use getting a business to operate in a way that is unhelpful and uncomfortable. That's why we have a number of different ways of deploying psychometric tests.

We give you the technology you need, when you need it

We take a modular approach so that you can buy the bits you need, as and when you need them. You can link them together with other tools at any point in the future – for example your existing performance management and succession planning technology.

We make a proper job of the technology

Our web based tools are cheat proof, hack proof, idiot proof - and candidate proof. Some essentials:

- Watson-Glaser is available through Getfeedback's online admin centre and is delivered on-line.
- Candidates are sent a secure link via email.
- Watson-Glaser is a timed test of 60 minutes.
- There are 80 items split in to five parts.

Please note that in line with the test publisher's guidelines for ability tests every possible step must be taken to ensure that the question sets are protected, and that the individuals completing the assessment are the individuals named. By purchasing this test you agree to ensure that everything possible is done to ensure this.

How do you want to do it?

Eliminate the testing headache – Fully outsourced – We manage your testing on your behalf

Set up

Customised site set up – if required

Ongoing the process is simple.

- You give us a candidate list
- We set up and administer the tests
- You receive the results on an agreed date
- You get an hour with an occupational psychologist to help you make the most of the data OR each candidate gets an hour with us to run through their feedback (optional if BPS accredited)
- You get the right people in the right roles

Online testing for speed and convenience

Each candidate receives an email containing full instructions and a link to their questionnaire.

Equip your team with a quality testing system – Self managed – We train you to use our system

- You tell us whether you would like a fully branded testing site or use of our standard site.
- We train your internal team to use our system.
- You get started testing your candidates

Set up costs

Set up of customised branded site (if required)

Training to use the system

Ongoing costs

All you pay for is the cost of the questionnaire. The report is generated automatically.

How much does the Watson Glaser cost?

Assessments

Watson-Glaser.....	£ 12
Watson-Glaser & RANRA Combined.....	£ 20

Prices are per test per candidate

Administration

Fully Outsourced service.....	£ 50
Price per test per candidate	
Fully outsourced administration charge can be discounted for high volume users	

Self managed service.....	£ 750
Training for up to 4 people to use the online administration centre	

Customised Online Test Centre

Client branded portal.....	£ 1100 per day
Standard web portal takes 2-3 days to set up	

NB: Administrators must be qualified to British Psychological Society Accreditation Level A – in the absence of BPA Accreditation, Getfeedback can provide support at £200 per hour.

To discuss any aspect of the administration process and/or pricing, please contact James Shimmen to discuss your specific requirements on 01491 845 532