



QUICK GUIDE:

How personality assessments can
**enrich your
resourcing decisions**





Finding the best fit for your company

Forget CVs, interviews and gut instinct. These days finding the right people means using data-driven personality insights gained from scientifically-backed assessments, work-related tasks and presentations. This applies whether you're recruiting a new employee or selecting a project team from existing staff. Not convinced? Well consider this. Research shows that an unstructured interview alone will uncover only 14% of a candidate's abilities.¹

Wouldn't you like to know what the other 86% are?

This is not to denigrate pre-screening activities, interviews and reference checking, all of which play an important role in finding your ideal candidate. But these traditional methods are subject to unconscious bias and tend to focus on past performance. And there is a difference between what someone appears to have done, what they can do now and, most importantly what they are capable of doing in the future. So, in order to get reliable, impartial, accurate insights into future potential it's essential you move beyond traditional techniques and adopt a more science-based form of assessment.

Face the facts

Still not convinced that personality assessments can help you make better resourcing decisions? We'll let the facts speak for themselves:

- Don't trust everything you read. 85% of the CVs you read will contain false or inaccurate information of some sort.²
- Ever made a mistake? You're not alone. 74% of employers have also appointed the wrong person for a role.³
- It's already here. And it's growing. According to Talent Board's 2016 report, 82% of companies in the US use pre-appointment testing techniques.⁴
- It works. Companies using pre-appointment assessments experience a 39% drop in staff turnover.⁵
- Better decision making. Recruitment managers who use assessments are 36% more satisfied with their final decision.⁶
- Enhanced performance. Businesses that use assessments are 24% more likely to see target-busting performance from their people.⁷

These research-based statistics are proof that assessments work. Perhaps it's time to explore what they can do for your business?

The rationale underpinning personality assessments

Personality is something that we informally assess and describe every day. Indeed, when talking about ourselves or others, we often refer to specific personality characteristics. It is a subject that has been widely explored at a clinical level and the accepted personality theory held by psychologists is that it derives from five key factors, known as The Big Five personality traits.

**The Big Five are:
openness, conscientiousness,
extraversion, agreeableness,
and emotional stability.**

More recently, in order to further enhance the predictive power of personality assessments, other factors such as **emotional intelligence** have been considered.

The Big Five +1

Openness: This trait features characteristics such as imagination and insight. Those with high scores tend to be adventurous and creative, whereas those with low scores tend to be disciplined and careful.

Conscientiousness: people exhibiting high levels of this trait tend to be systematic and conscientious, whereas people with low scores tend to be more easy going and calm. It's a good measure of how reliable, goal-directed and organised a person is.

Extraversion: Those high in extraversion are outgoing and tend to feel energized and excited being around others. People who are low in extraversion tend to be more private and reserved.

Agreeableness: are you helpful and collaborative or uncompromising and demanding? People who are high in agreeableness tend to be more cooperative while those low in this trait tend to be more competitive.

Emotional stability: this is a measure of the extent to which you are sensitive and emotionally invested or, alternatively, unflappable and stable. High scores indicate a tendency towards emotion, whereas low scores suggest an ability to deal well with stress.

Emotional intelligence: are you cool and analytical or perceptive and insightful? This trait is closely tied to how emotionally grounded a person is; how they perceive themselves and recognise others' emotions.

Selecting the right personality assessment test

Each of the Big Five +1 personality traits represents a continuum and an individual can fall anywhere on the continuum for each trait. A personality test measures the characteristic patterns of traits that people exhibit across various situations and helps predict how they may respond to change or challenges.

However, there are a plethora of personality tests, many of questionable pedigree, so it is vital to use a psychometrically valid measure, published by a trusted test developer. This will mean that the assessment has been subjected to rigorous testing in order to ensure the Reliability and Validity of the results.

Reliability

Strong reliability means the test will provide stable, consistent results over time and across many different users.

Validity

This property is indicative of how well a test measures what it says it will measure. This is vitally important because as a resourcer or recruiter, you want to be sure that the results you get are indicative of the concept you were trying to quantify.

Other factors to consider in making your decision:

Reports

How easily can you interpret the results of each candidate's assessment? Some tests will present you with an endless ream of hard-to-interpret figures. Others will provide the information as easy-to-read statistics and clear infographics, with predictions based on actual results and references to other assessments to help build a rounded candidate picture. Ask for a report before making your decision.

Workplace implications

Not all of your resourcers and recruitment managers may be familiar with personality assessments, so make sure the test you choose explains how candidate personality impacts on workplace behaviour. You and your managers need to know how candidates will apply themselves to potential challenges; how they will interact with colleagues and if they will succeed in the role you are seeking to fill.

Other assessments

Resourcing decisions must be made on a reliable basis and this can only be achieved through a combination of approaches, rather than relying on, say, an interview alone. Combining intelligence and personality testing is scientifically proven to be one of the best methods of predicting future performance. So, make sure your business has access to both, and that your managers fully understand and use them.

Digital interviews

It's never easy finding the right people, but doing so while keeping your distance is even more challenging. Using a system that gives you scientifically-backed assessments, as well as video-recorded elevator pitches and digital interviews will fast track your decision making. It will also help your managers to maintain fair interviews and gain real insights on prospective candidates. Yes, there is a learning curve, but remote resourcing can be just as effective as face to face.

When to use **personality assessments**

When it comes to using a personality assessment test, timing is paramount. The best practice is to have all candidates complete the same assessments as part of the application process and for them to be done at the same time to ensure equity and fairness.

Ideally, testing should be completed during the initial stage of the recruiting process. This means that any strengths or weakness identified can be probed later at final interview, enabling you to make the best possible recruitment decision.



And so, to conclude...

Resourcing is becoming increasingly difficult and it's never easy to predict future performance. However, by combining personality and cognitive assessments you immediately open the way to an insightful and impartial understanding of your candidates, helping shape interview questions, mould their induction period and inform their ongoing career development. And it's not just the candidate who benefits.

Businesses that use these assessments report a number of strategic outcomes, including:

- Staff turnover rates slashed, especially in the critical first three months of a new hire.
- Rapid resourcing, and improved mobility with deeper understanding of the candidate.
- Increased engagement as people are better aligned to roles
- Productivity improvements, by adopting appropriate management style for candidates.
- Stronger, more integrated teams with mutual understanding of communication styles.

The evidence is clear – scientifically-backed personality and cognitive assessments provide a better way to hire and resource. By learning who your candidates are before they start their first day, you are better placed to nurture a workforce that will achieve your corporate goals.

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