

The Assessment Series

Topic I: The Benefits of Utilizing Psychometric Assessment





The use of well-designed, competency-based, psychometric assessments in the hiring process helps to ensure that the organization and the candidate have a shared view of the core behaviours and skills required for the role as well as the extent to which a candidate has the strengths and development potential needed for the role. Candidates who take part in assessments and debriefs of their results during the hiring process consistently report how valuable, personally and professionally, they find the insights. Selection committees are better equipped to make informed selection decisions and effectively support the integration and onboarding process.

The aim of psychometric assessment is to evaluate behavioural traits and performance and to better assess the likelihood of a person succeeding in a particular role. They add quantitative measurement to the selection process to reduce the risk around decision-making. In other words, they measure the science behind our opinions.

Psychometric assessment is utilized by about 80% of US Fortune 500 and 75% of UK Times 100 companies. They offer an added layer of security or another lens with which to view an individual. Psychometric assessment combined with structured interviews is the simplest, most reliable and efficient way to predict how someone is going to perform once they're hired. They also offer a fair and equal assessment of candidates and employees, giving the employers and management teams an impartial and unbiased view of the person's work-related behaviour and style.

“The simplest, most reliable and efficient way to predict how someone is going to perform once they're hired.”

Benefits of Psychometric Testing

“ Psychometric assessments are designed to uncover an individual’s potential for growth. ”

PROVIDES RELIABLE RESULTS

Valid and reliable tests make it difficult for applicants to provide untruthful or misleading answers in the hope of looking more qualified or suitable. Their design ensures that the test-taker can see no apparent pattern and hence, is forced to answer honestly. Any effort to rig the assessment is quickly spotted and will flag a closer look into the validity of the test-taking process and results. Trained assessors can also look for indications of faking or impression management through one-on-one interactions with candidates.

SAVES TIME IN THE RECRUITMENT PROCESS

The selection committee’s time often comes at a premium. An assessor-written report that provides a practical but thorough overview of a candidate’s results relative to the job profile can provide significant insight. During the interview process, the selection committee can quickly glean information from the report to frame relevant, probing questions around both strengths and areas of development, significantly reducing interview time.

UNCOVERS POTENTIAL

We are not always able to see a candidate’s potential beyond their experience and credentials. Psychometric assessments are designed to uncover an individual’s potential for growth, allowing the selection committee to consider the full scope of a candidate’s background and possible contributions.

REDUCES COMMON HIRING PITFALLS

- **Subjectivity:**

Interviews, especially unstructured ones, are among the least valid of all screening methods. The interviewer’s ‘gut-feeling’ about candidates is only as reliable as the roll of the dice. In succession situations, previous performance and manager ratings are also unreliable indicators of potential as they measure role-specific skills and past behaviours and can suffer from subjectivity and rater bias. Psychometric assessment can add objective data to reduce mistakes by supplementing subjective information with valid instruments.

- **Lack of alignment**

on what the selection committee is looking for. The process of integrating assessment into the hiring process requires having critical conversations to prioritize the essential competencies for the role so that these can be evaluated. We find that rich discussion about what is needed also emerges while comparing the assessment results of two or more candidates.

- **“Failure to thrive”**

occurs for a variety of reasons and is characterized by employee underperformance and disengagement. The insights gained through the assessment process reduce the risk of hiring the wrong person – both from the candidate’s perspective and the organization’s. Furthermore, having deep knowledge of the strengths and limitations of a candidate can allow for a customized onboarding and integration process – shortening the ramp-up period and helping the new hire feel understood and supported in their role.

INCREASES OBJECTIVITY AND AVOIDS BIASES

While it is easy to verify hard facts of professional qualifications and experiences, analyzing softer elements such as motivation, conflict resolution capacity, and leadership skills is another matter. When a person is asked to assess these qualities, personal biases creep in unconsciously informing the evaluation of the candidate. Psychometric

assessments address this bias. A test does not care what an individual looks like or what school they went to, nor does it consider attributes such as gender, race, or sexual orientation. Psychometric tests allow an employer to focus on what constitutes the 'ideal candidate' and all applicants can then be compared to it.

Odgers Berndtson's Leadership Advisory Practice uses assessment across a

number of key areas. These include some elements which will be discussed in future issues of The Assessment Series.

- Understand the strengths and potential blind spots of leadership teams.
- Determine whether your leaders have the capacity to execute against growth plans or strategy.

“ Psychometric tests allow an employer to focus on what constitutes the ‘ideal candidate’. ”



About Our Team



Eloise Moodie

Partner, Leadership Advisory Practice, Calgary

Eloise Moodie is a Partner in Odgers Berndtson's Leadership Advisory Practice, located in Calgary. Eloise leverages her LeaderFit™ assessment, systemic coaching, and team effectiveness expertise to seamlessly work with organizations as they identify executive potential, develop more resilient leaders, and maximize the effectiveness of their leadership teams.

Eloise has partnered with organizations who are transforming their approach to talent and leadership as they face new business challenges and seek to future-proof their culture. She most recently worked as a VP of Talent and Leadership Solutions at a large global talent consulting company where she brought innovative leadership solutions to clients across North America. As a trusted advisor, she helped to co-create thriving coaching cultures, strategic succession approaches and high-performing top teams.

Eloise received her master's degree from Western University and her bachelor's degree from the University of Calgary, both in Industrial and Organizational Psychology. She earned an Organizational Coaching Certificate from the University of British Columbia and is an ICF Certified Executive Coach.

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Julie Jonas

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Dr. Julie Jonas is a Partner and Head of Assessment Services at Odgers Berndtson. As an organizational psychology expert, her focus is on helping organizations to assess and develop their executives, executive teams and high-potential talent.

Julie has assessed hundreds of management-level individuals from different industries including hospitality, retail, manufacturing, financial services, pharma, and government. She uses her knowledge of the structure of personality to gain an in-depth understanding of executive behaviours within the workplace. Prior to joining Odgers Berndtson, she worked for a leading organizational psychology consulting firm based out of Quebec.

Julie holds a Doctorate in Personality Psychology from Brock University, with a specialization in personality traits and vocational preferences, fit, retention and satisfaction. Following that she was a post-doctoral research scholar at the University of Illinois, where she focused on the validation of a personality measure. She has published many academic articles in peer-reviewed journals, including the Journal of Personality and Social Psychology, and the Journal of Career Assessment.

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Kate McCormack

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Kate is a Senior Consultant at Odgers Berndtson Ireland. She specialises in assessment and development of senior executives and Board members. She has an innate interest in human behaviour in the workplace.

She began her career in Behavioural Change in a clinical capacity working with the HSE and privately working with individuals with Autism Spectrum Disorders. Prior to joining Odgers Berndtson, she worked in a talent solutions company supporting global organisations including FTSE 250 and Fortune 500 companies with the assessment and development of their key people.

Having attended UCD, Trinity and DCU, Kate holds an Undergraduate degree in English and Spanish, an MSc in Psychology, a PGDip in Applied Behaviour Analysis and an MSc in Organisational Psychology.

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