








EBOOK BEST PRACTICES #1

HOW TO USE **A PERSONALITY ASSESSMENT** IN RECRUITMENT

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FOREWORD

Who can use this ebook?

This guide is published by Central Test, a publisher of psychometric assessments. It is intended for any organisation using or considering using personality assessments for recruitment.

As of such, it is recommended for decision-makers, HR managers and consultants, operational managers, and any other person in charge of recruitment.

It offers practical advice on using a personality assessments at every stage of recruitment, from the identification of hiring needs to a new employee’s onboarding.

Instructions for use

This ebook can be used to :

- Understand and evolve recruitment practices within your organisation
- Analyse your own needs in order to implement the right tools for recruitment
- Pro-actively initiate good habits and amend behaviour when necessary

All personality assessments used as examples in this guide are Central Test’s, but the advice can be applied to any personality assessment and to the recruitment of any position.

WHY ARE PERSONALITY ASSESSMENTS USEFUL IN RECRUITMENT?

Recruitment represents the largest HR investment organisations make today. On average, we spend €50,000 on a long-term contract.

And yet, according to a *Hiring for Attitude** study carried out by the *Leadership IQ Institute*, nearly 50% of newly hired employees will fail within 18 months while only 19% will achieve success.

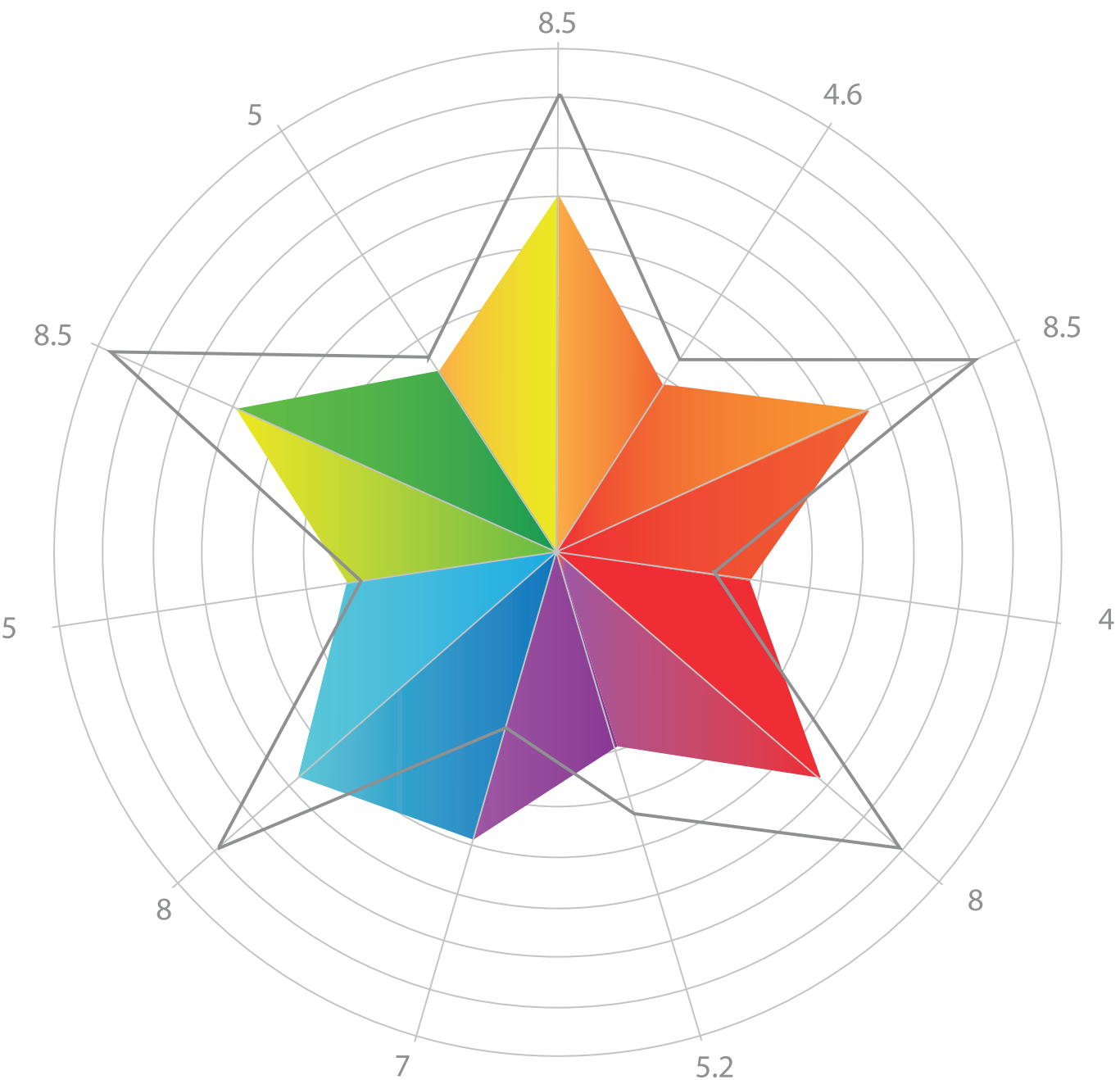
In 89% of cases, this is due to the habitual behaviour of the recruit. They are either incompatible with the team or manager, or lacking in interest or motivation. Only 11% of recruits fail due to a lack of technical skill.

Therefore, in order to limit the risk of making a poor hire, it is crucial to ascertain how an individual behaves in different situations, completes assignments, interacts within a group, reacts to authority, tolerates pressure, makes decisions, puts forward proposals, and so on. All of these should be analysed with the requirements of the specific vacancy in mind.

For this reason, the analysis of personality can give us information that is of capital importance. It enables you to look beyond a candidate's CV, experience, and presentation to predict their adaptability, performance, and therefore success in a role.

Personality tests are standardised measurement tools that bring a scientific perspective to a very human dimension. They also make it possible to study the differences between several individuals on the basis of shared characteristics.

Used in conjunction with an interview, these assessments reduce errors in selection by making it easier for you to make decisions in a non-discriminatory way.



¹Hiring for attitude: Research and tools to skyrocket your success rate, Institute Leadership IQ, 2012

WHY IS PERSONALITY IMPORTANT WITHIN A WORK ENVIRONMENT?

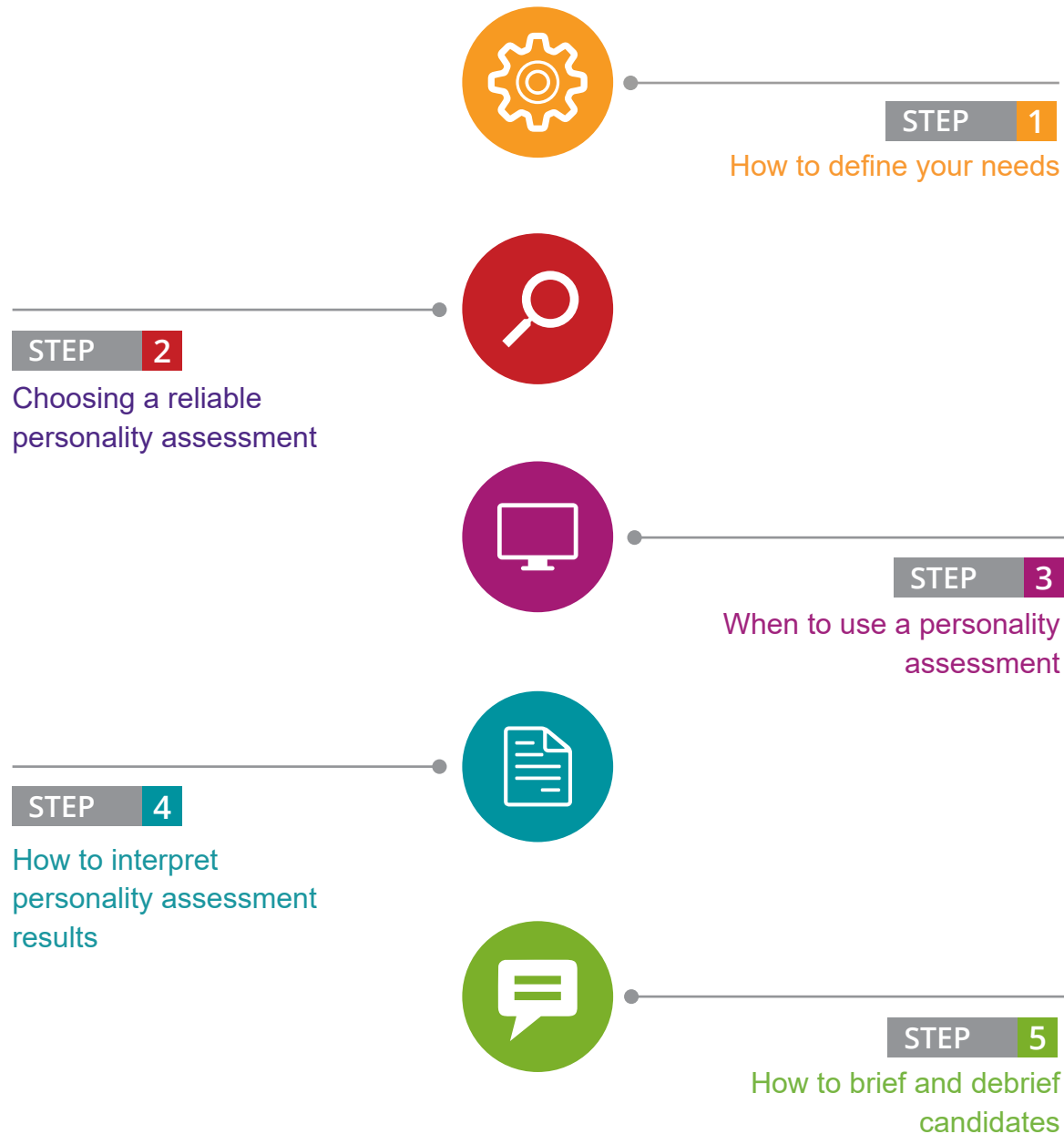
Personality is a relatively stable set of characteristics that influences the way an individual thinks, acts, and behaves.

It can therefore be a good predictor of performance in the workplace when the dimensions evaluated are relevant to the role in question. Traits such as a willingness to take risks, openness, and assertiveness can all have an influence on performance. For example, openness can denote a person's ability to be trained, which in certain roles can indicate future performance. In the same way, extraversion, assertiveness, and influence can make leadership easier.

Placing a candidate in an environment which they are well-suited to will have positive implications, not only for them but also for the company. This person will be more satisfied in their work and therefore more efficient. In contrast, placing a candidate in a poorly suited work environment could bring about an almost-permanent sense of discomfort and stress, performance difficulties, and even professional exhaustion.

In order to fully benefit from personality assessments, they should be used in several clearly defined stages which take into account your needs, your corporate culture, the desired types of behaviour, and the expected level of performance.

THE 5 KEY STEPS TO PROPERLY USE A PERSONALITY TEST





STEP 1

HOW TO DEFINE YOUR NEEDS

Before your candidates take a personality assessment, you need to be sure that you have clearly defined the criteria for selection. The results of a personality assessment should never be interpreted in isolation, but rather in relation to the vacancy, the corporate culture, and the team concerned.

Like personality, good performance is directly linked to the context in which the candidate will evolve, and the criteria for performance can vary from one business to another. As of such, previous good performance is not enough to base a recruitment decision on.

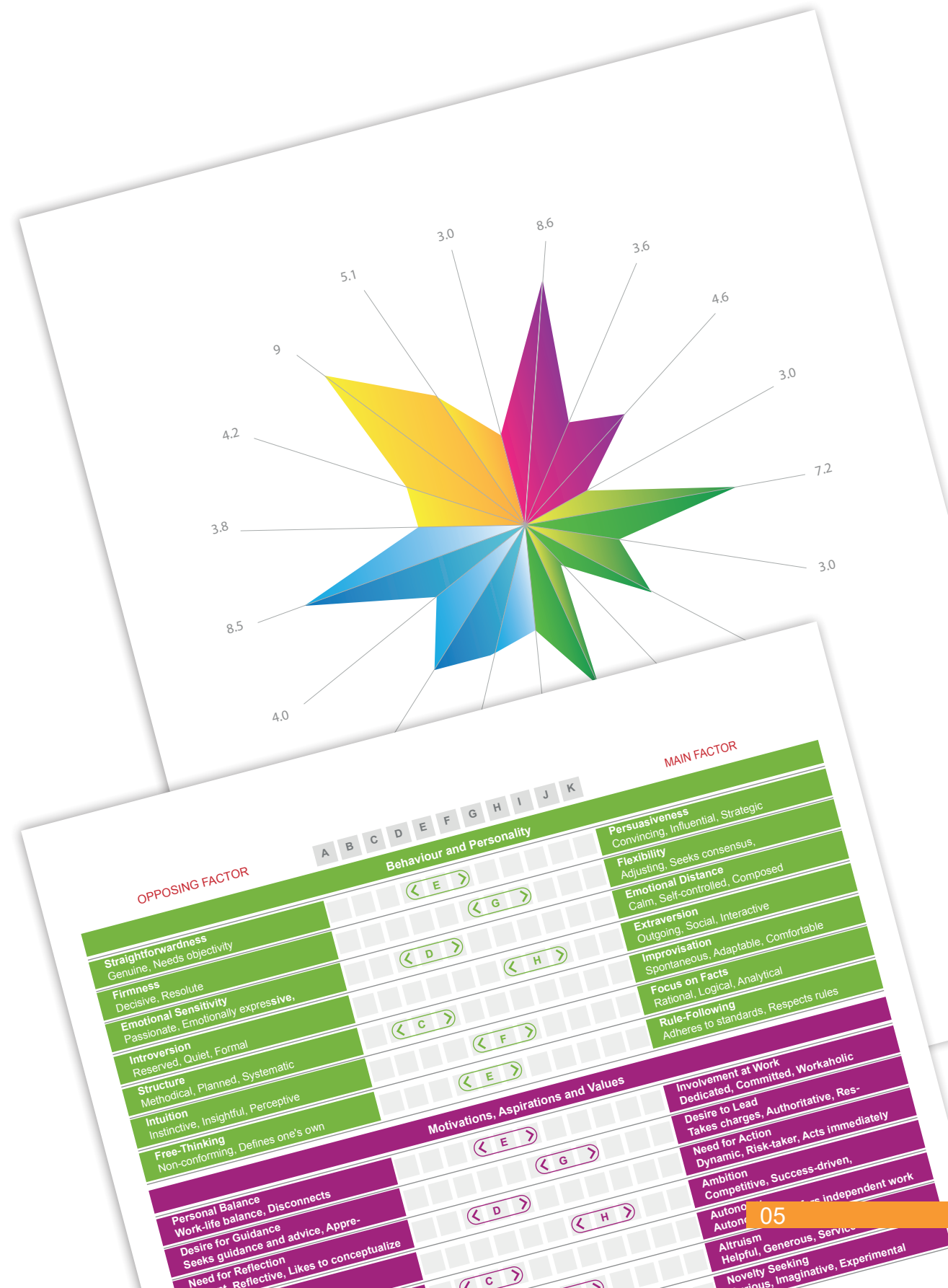
A quick study of your current staff and their performance level will help you to create a customised referential, which you can then use as a basic indicator for selection. In this way, you will only consider candidates who meet your specific criteria.

So how should you do this? There are several methods available to you. One option is to ask your most productive, engaged, and motivated employees – those you would like to clone 10 times over! – to take personality tests. This will help you to define the personality traits and skills you would like to see in future candidates.

You can also refer to the role description or ask yourself questions such as:

- What will the candidate's level of responsibility be?
- Will they be expected to supervise staff and/or manage projects?
- Would it be better if they were methodical or versatile?
- What types of decisions will they have to make?

This analysis will help you establish a competency framework for the role, which you will then be able to integrate into the selected personality report. As of such, the assessment results will give you rapid, customised comparisons of the candidates and the requirements, helping you to select individuals with the highest chance of succeeding within your business.





STEP 2

CHOOSING A RELIABLE PERSONALITY ASSESSMENT

Once you have identified the relevant personality traits for the vacancy, you will need a reliable and valid instrument with which to measure personality.

Not all personality assessments are suitable for recruitment. Typological personality assessments, such as the MBTI or DISC-based models should not be used, since they only categorise test-takers into “psychological types”; this does not allow for a nuanced comparison of candidates. Assessments used for clinical projects (such as Rorschach and TAT) should definitely not be used, since they analyse an individual’s psychopathological structure and are not suitable for the work environment.

A reliable personality assessment should:

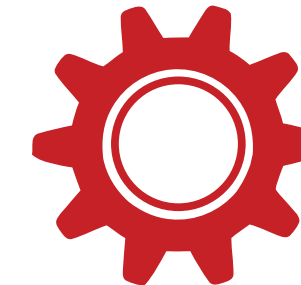
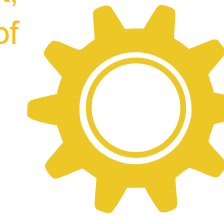
- Measure traits which are relevant to the current professional environment, the type of role, and the level of responsibility required
- Be designed according to current psychometrical methods and techniques
- Control social desirability in order to avoid biased results
- Respect norms of scientific validity; the publisher must provide evidence of validation studies and assessment manuals

You should also choose a personality assessment with an integrated skills referential. This referential will be of valuable assistance in your decision-making, as it can be adjusted according to your needs and expectations. For certain functions, such as sales or management, it is advisable to use personality assessments designed specifically for this function; this will make it possible to analyse in detail the traits and skills characteristic of it. Using a generic assessment would be reductive, offering you only a partial understanding of a candidate’s potential.

One assessment is not enough to obtain all the desired information. Using several assessments limits the risk of misinterpretation while also providing a more coherent and broader view of a candidate’s profile.



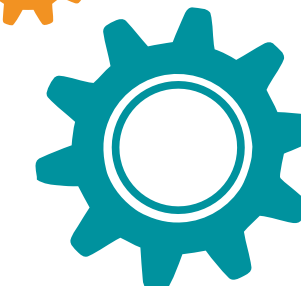
Measure traits which are relevant to the current professional environment, the type of role, and the level of responsibility required



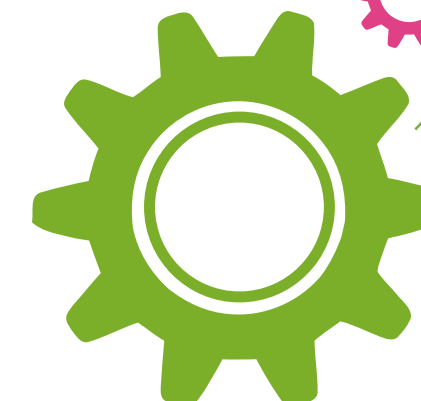
Be designed according to current psychometrical methods and techniques



Control social desirability in order to avoid biased results



Respect norms of scientific validity; the publisher must provide evidence of validation studies and assessment manuals





STEP 3

WHEN TO USE A PERSONALITY ASSESSMENT

It is advisable to invite candidates to take the assessment after first shortlisting them on the basis of their CV and cover letter.

A personality assessment is a complementary tool, used to strengthen and deepen observations that have already been made, rather than a tool for pre-selection. We should also remember that there is no such thing as a good or bad personality; there are just attitudes and skills that are more or less suited to the role in question.

Nonetheless, some personality assessments, such as those measuring two dimensions in opposition can be used as a preselection tool – but only if there is a large number of candidates with similar profiles, the needs have been clearly defined beforehand, and other factors are also taken into account.

In this case, the personality assessment should help you to recognise the salient differences between the candidates' personalities. For example, if firmness were to be important for the role in question, you would select candidates with a high score on this dimension. However, it is important to use an assessment which will grant a nuanced understanding of these dimensions. Professional Profile 2, for example, measures traits on a scale of 0-10 and, unlike many other assessments, in relationship to their opposing traits. This will give your analysis a high degree of finesse.

Personality assessments are therefore a very good basis for knowing more about a candidate, their potential, and their expected performance, but they cannot predict everything. The personality should be studied alongside other elements. Depending on the context, a person's fundamental interests; emotional intelligence; reasoning ability; and specific capabilities, such as sales and managerial abilities, will shed more light on their potential and likelihood of success.





STEP 4

HOW TO INTERPRET PERSONALITY ASSESSMENT RESULTS

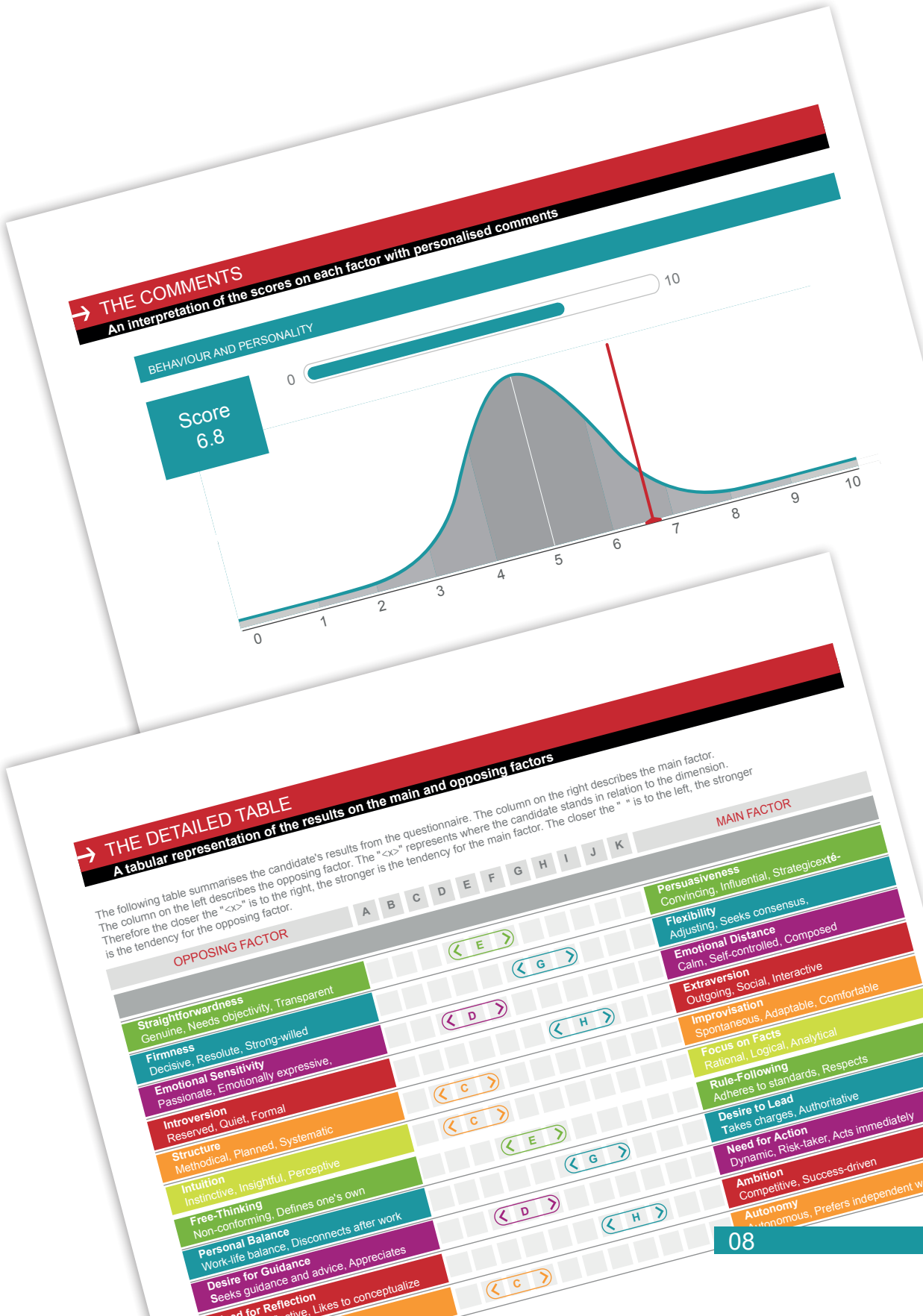
Gone are the days when employers had to rely on clinical questionnaires and intricate reports, the interpretation of which necessitated the intervention of a psychologist.

Today, there are psychometric assessments that have been developed specifically for the workplace. They are straightforward and convenient, yet still adhere to the norms of scientific validation.

Reports are immediately accessible online, are easy to understand, and have graphs which allow you to quickly see a candidate's distinctive traits. At Central Test, reports also include personalised comments, removing the risk of misinterpretation.

In order to gain a meaningful understanding of the assessment results, the relevant criteria should have been defined previously. For personality assessments, in particular, the results are far more valuable when they are looked at in relation to the desired profile. For example, a strong need for supervision could be a positive point for a role within a strict hierarchy framework, but disadvantageous for a manager, who should carry out their tasks autonomously.

In order to avoid misinterpreting results, users need to be trained in the use of the assessment. This is true regardless of the assessment context. Central Test provides training courses that enable users to become autonomous within a short space of time.





For ethical reasons, candidates must be informed of the different steps of the recruitment process and the assessment methods. They must also be provided with their results and informed of their right to access the data in its entirety, even if they are not retained for the role.

Within a recruitment context, it is generally unadvisable to allow the candidate access to the report prior to the interview; otherwise, it could influence the way in which they respond to the interviewer's questions. This being said, certain assessors allow candidates to view the results beforehand with the aim of generating a more productive exchange.

To gain further understanding of the assessment results, it is important to explore the dimensions that stand out the most from the report in a face-to-face interview. If a assessment shows, for example, that a candidate is innovative, the recruiter can ask them questions about how this has manifested itself over the course of their career. By placing the results in this real-world context, they will become easier to understand.



RECOMMENDATIONS : PERSONALITY ASSESSMENTS PROVIDED BY CENTRAL TEST



PROFESSIONAL PROFILE 2

Professional Profile 2 is our latest personality questionnaire (2015 version) and has been designed and validated using the latest IRT-Thurstone psychometric method. It makes it possible to analyse 14 dimensions in opposition, i.e. 28 aspects of personality, as well as motivations, within a two-dimensional approach (e.g. introversion vs. extraversion).

This approach, which reflects the subtlety of personality particularly well, is combined with an ipsative design. This innovative method minimises the impact of social desirability, thereby increasing the tool's reliability, particularly within a recruitment context.

A referential of 22 work competencies (which you can add to as needed) will allow you to compare a candidate's identified potential with the skills required for the role.

A standard referential of 60 occupation types will help you to go further in your analysis.

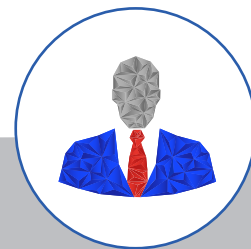


SALES PROFILE-R

Sales Profile-R is currently the only assessment on the market that analyses every aspects of sales: prospection, acquisition, finalising a sale, and improving customer loyalty. The assessment assesses the potential, skills, and motivation to work in sales.

An indispensable tool for recruiting salespeople, it highlights the best candidates. This is through its Sales Potential Indicator, which scores test-takers on a scale from 0 to 100. What is more, it compares your candidates' results with 11 major sales functions in order to reveal their preferred fields.

Sales Profile-R can also be used for training, internal mobility, and auditing sales teams.



CTPI-R

CTPI-R is a personality assessment intended specifically for executives and managers. This decision-making tool enables the assessment of the managerial potential, behavioral skills, style, and operating mode of senior executives.

With a questionnaire customised to reflect real managerial situations, CTPI-R analyses 19 personality traits and 21 specific management skills, such as decision-making, change management, strategic vision, and ethics.

Within a recruitment framework, it enables you to quickly gauge a candidate's predispositions for management, thanks to its Management Potential indicator which scores them on a scale from 0 to 100.

This tool also provides a DISC-type analysis of 4 styles of thinking and working, as well as a comparison with 7 management styles.

TEST OUR SOLUTIONS



ABOUT CENTRAL TEST

Central Test is an international psychometric assessments publisher providing innovative solutions dedicated to identifying potential within organisations.

Being entirely in charge of the creation and validation processes, Central Test can guarantee the reliability of its assessment tools, all of which respond to the modern challenges faced by organisations.

All the assessments we provide are designed and validated according to the rules of the international scientific community. Each psychometric assessment is subject to several years of research and respects the validation norms set out by the American Psychological Association (APA), the International Test Commission (ITC), and the British Psychological Society (BPS).

Central Test has a large range of tools on offer for the assessment of personality, intelligence, interests, motivation, and critical reasoning. They are applicable to varying levels of responsibility, education, and language proficiency.

As a developer of assessments, Central Test makes its expertise available by providing training in the use of its tools to Human Resources professionals and directors. Such training guarantees reliable and ethical use of its psychometric assessments.

All the assessments are centralised on a unique secure platform that is 100% web-intuitive. The assessments can be integrated into your own HR management system thanks to our innovative technology.

Every day, our advisors do their very best to respond in the most satisfactory manner to the expectations of our 3500 clients. Our international presence, with collaborators who speak 11 different languages, means that we are always available to provide immediate answers to our clients' queries, wherever in the world they may be.

customer@centraltest.com
www.centraltest.com