

Welcome!



Wake up and smell the coffee...

Rich Cook Chris Lewis Barbara Busby

A 'controlled' axe-grinding rant to....

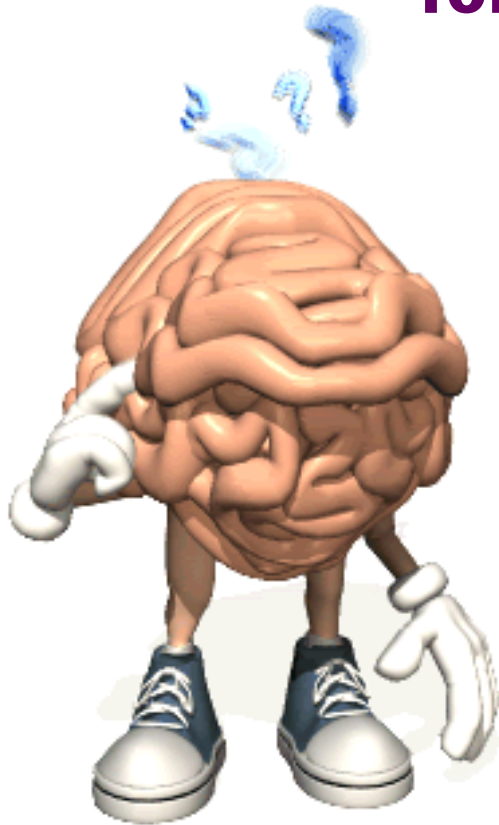


- **Challenge the track record of traditional assessment methods**
- **Question development interventions that keep emotion and attitude as a 'side issue' OR avoid it all together**
- **Encourage our profession to 'smell the coffee' and invest in *REAL* alternatives**



**Consider the next 'experiment' as
one of many reasons to seek
alternatives....**

'Traditional' assessment & development in business has been 'stuck' in the 'thinking' trap for too long...



"The intuitive mind is a sacred gift and the rational mind is a faithful servant. We have created a society which honours the servant and dismisses the gift."

Albert Einstein

Session Overview



Chris Lewis

Principal Consultant at Aver
Psychology and JCA and
'new wave' psychometrician

**EVIDENCE TO SUPPORT
A NEW AREA OF
FOCUS:**



case study

Barbara Busby

HR and Communications Director for the
Defence Systems and Technology
Laboratory (Dstl)

...time for questions and your views

FRAMING THE PROBLEM IN THEORY:

The problem with traditional psychometrics

Chris Lewis

Principal Consultant at Aver Psychology and
JCA and 'new wave' psychometrician

The problems with using traditional psychometrics in selection

1. The metrics answer a *different question* to the one we ask in selection:

- We ask: *'Who will be best at doing the job?'*
- However: the metrics indicate if there is a *theoretical, valid relationship between a trait or ability and job performance*

2. The metrics just don't work well enough

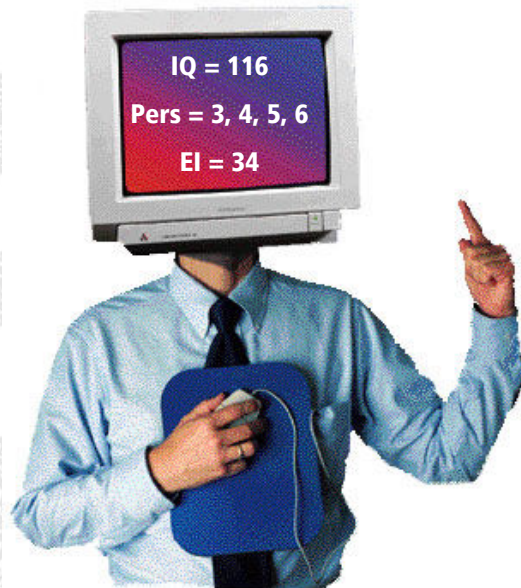
- The explained 'common variance' between test result and performance criteria is too low

Why have problems arisen?

1. The focus on 'predictive validity' at the expense of 'content validity'
2. Psychologist acceptance of low predictive validity coefficients
3. The 'fog' created by meta-analytic validity studies
4. Losing sight of the meaning of validity
5. A belief that Performance = Cognition + Personality (or C + P + Emotion)
6. A failure to acknowledge any interaction between Cognition, Personality and Emotion

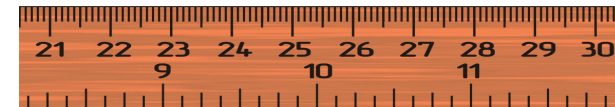
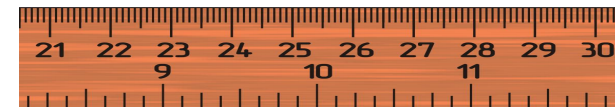
What underpins the problem?

The interaction between Cognition, Personality and Emotion



*We are human beings not 'single'
numbers*

The use of 'arbitrary metrics'



*What do the measurements mean?
Impossibility of measurement?*

Towards a solution...

1. Reinstate content validity by moving away from 'aptitude' towards 'attainment'
2. Introduce the concept of simulation
3. Evaluate candidates using simulated job performance
4. Evaluate *total job performance* to overcome 'interaction measurement' issues



What might a solution look like...

- A ***form of 'situational judgement'*** measure that establishes whether an individual 'would' or 'would not' take actions in given situations
- The measure would be made up of ***action statements*** that are each ***attainment tests in their own right***
- ***Low 'alpha coefficients' expected*** as a result of the instrument's design
- Unlike many situational judgement tests you would ***minimise the effect of 'tacit knowledge'***
- ***Emphasis*** made in design ***on 'positive attributions'*** identified in the workplace ***to justify behaving in a way that is NOT desired***

Conclusion

- Are conventional psychometrics useful?....the answer is a resounding 'yes'
- BUT psychometrics 'true' role lies in building theories NOT in predicting individual job performance
- The severe methodological problems attached to conventional psychometrics means we *should* question whether they 'add value' to selection decisions in the way we believe
- There *ARE* other options – 'new wave' situational judgement offers one method of assessment to circumvent the problems with conventional psychometrics

Any questions?

Thoughts? Feelings? Comments?

EVIDENCE TO SUPPORT A NEW AREA OF FOCUS:

[dstl]

case study:

“Developing Systems People in Dstl”

Barbara Busby

HR and Communications Director for the
Defence Systems and Technology
Laboratory (Dstl)

[dstl]

Dstl

jca
Occupational Psychologists

- Defence Science and Technology Laboratory
- Integral part of MOD: all Dstl staff are civil servants
- MOD Trading Fund, turnover £400 million
- 3600 staff (including 100 military) all fully committed to serving UK Defence Forces and wider Government
- One of the largest single groups of Scientists and Engineers in Government



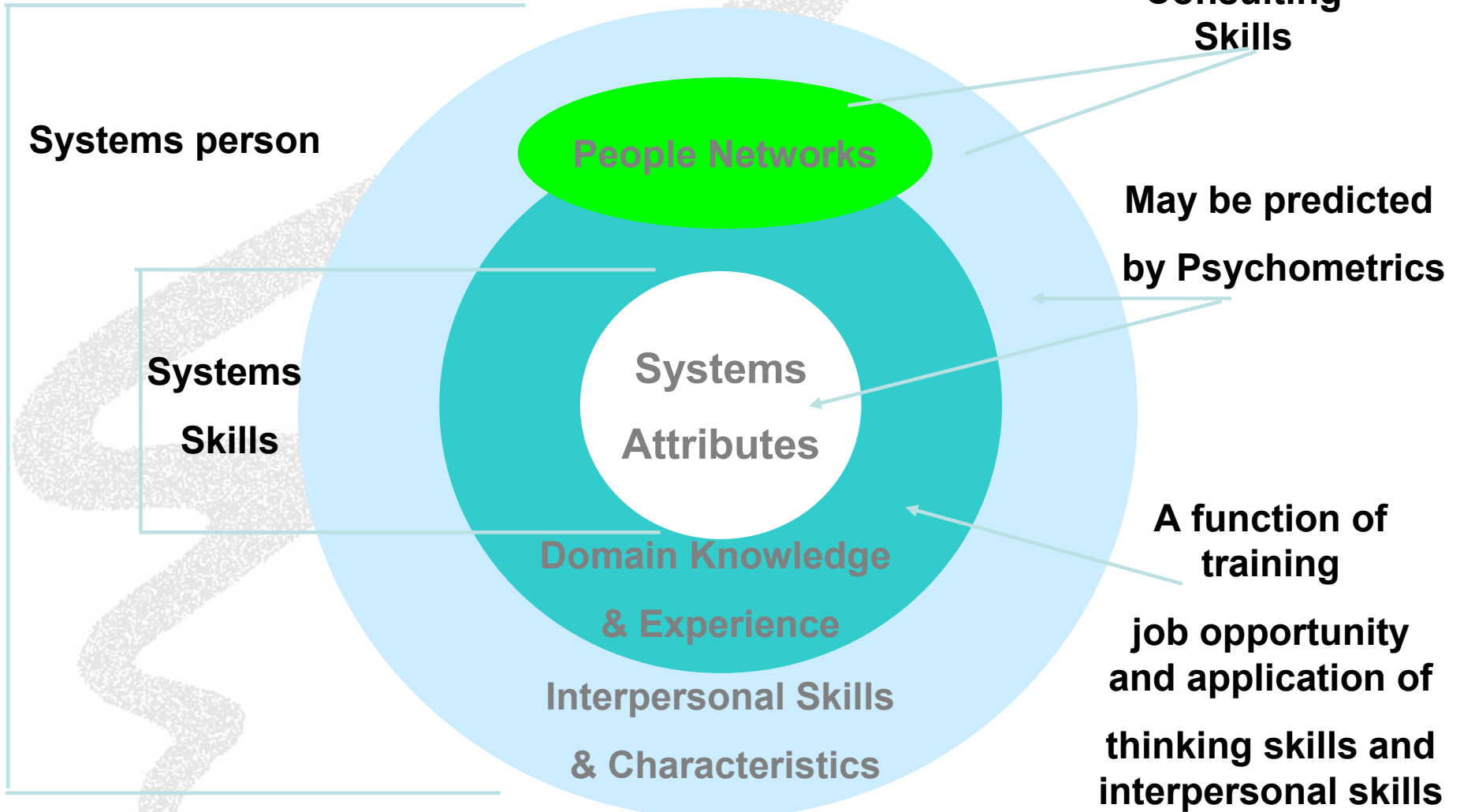
The Problem?

- Our work is changing – less research, more 'consultancy'
- We don't have enough good people
- We don't have 'systems people'
- Three questions for strategy and planning
 - What does a systems person look like?
 - How many have we got now and how many will we need?
 - How do we recruit and develop them?

How to recruit and develop them?

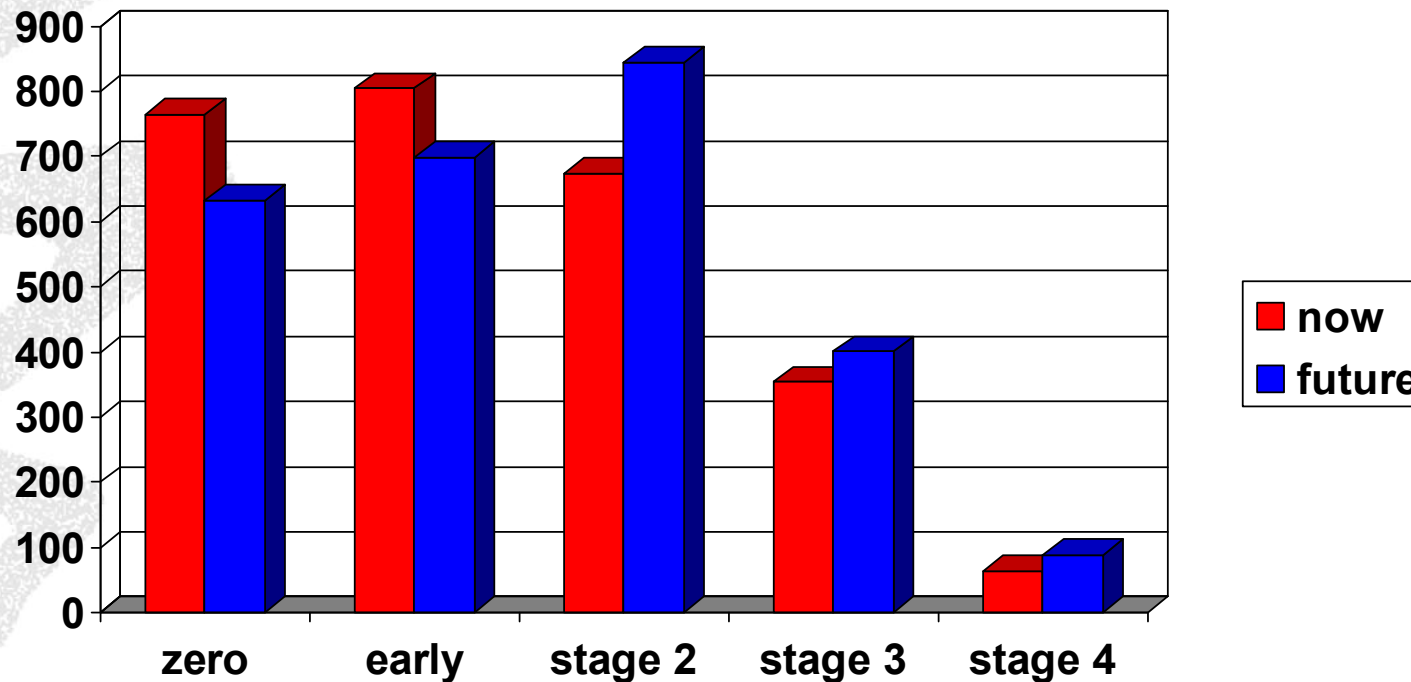
- Aim - to identify psychological attributes that predict Systems People and underpin Systems Skills
- The outcomes should help with
 - recruitment of systems people
 - identifying those who should pursue a systems path
 - determining whether systems skills can be developed
 - shaping development options.
- Previous rep grid described 4 stages of systems skills
- Conducted critical incident interviews
- Selected the Psychometrics

Systems Person Model



How many do we have and need?

- More than we have now!
 - Need to move people “up a stage” over next 2 to 4 years
 - Career Histories suggest 10+ years experienced for higher stage



[dstl]

Method



- Worked with JCA Occupational Psychologists
- 87 Dstl employees completed seven psychometric tests (92 scales in total)
- Mix of systems and non systems people
- Research was key to organisation 'buy in'
- All were also rated by their manager
 - A measure of Systems Skills and Consulting Skills
 - Performance
 - Perceived potential

Correlation Matrix

		Expected	
		No correlation	Correlation
Actual	Correlation	False Positives May be cultural characteristic? 5 scales	True positives 11 scales Use
	No correlation	True Negatives Exclude	False negatives e.g. Strategic Thinking

True Positives

- Low need for detail
- Assertive
- Modest - lets results speak for themselves
- Low need for familiarity or 'sameness' in the job
- High self regard
- Flexibility (adapt to changing situations)
- Interdependent (confident in own abilities but takes others into account)
- Not overly trusting
- Emotional resilience (bounces back)
- Doesn't need to conform
- Doesn't need to follow procedures

[dstl]

False Positives

- Correlation not predicted
- Possible cultural issue.
- These aspects appear valued in Dstl but do not 'fit' systems descriptions
 - introversion
 - less inclusive
 - low openness with others
 - less consultative

False Negatives

- No correlation where one was expected (possibly restricted range)
 - strategic thinking
 - creative
 - big picture
 - abstract thinking
- Not proven to be irrelevant therefore include

Conclusions

- 8 of the 11 the true positives are from JCA's EI diagnostic: the Individual Effectiveness profile
- In exploring skills clearly something over and above IQ and personality underpins System Skills leadership – emotional intelligence

Using the findings

- Integrate into our competency framework
- Link to job and role profiles
- Shape our recruitment and selection processes – The Link
- Introduce ASSP (scheme)
- Implemented 'EI development' programmes (MSPE / MIE) regardless of systems stage reached

The Link and MSPE

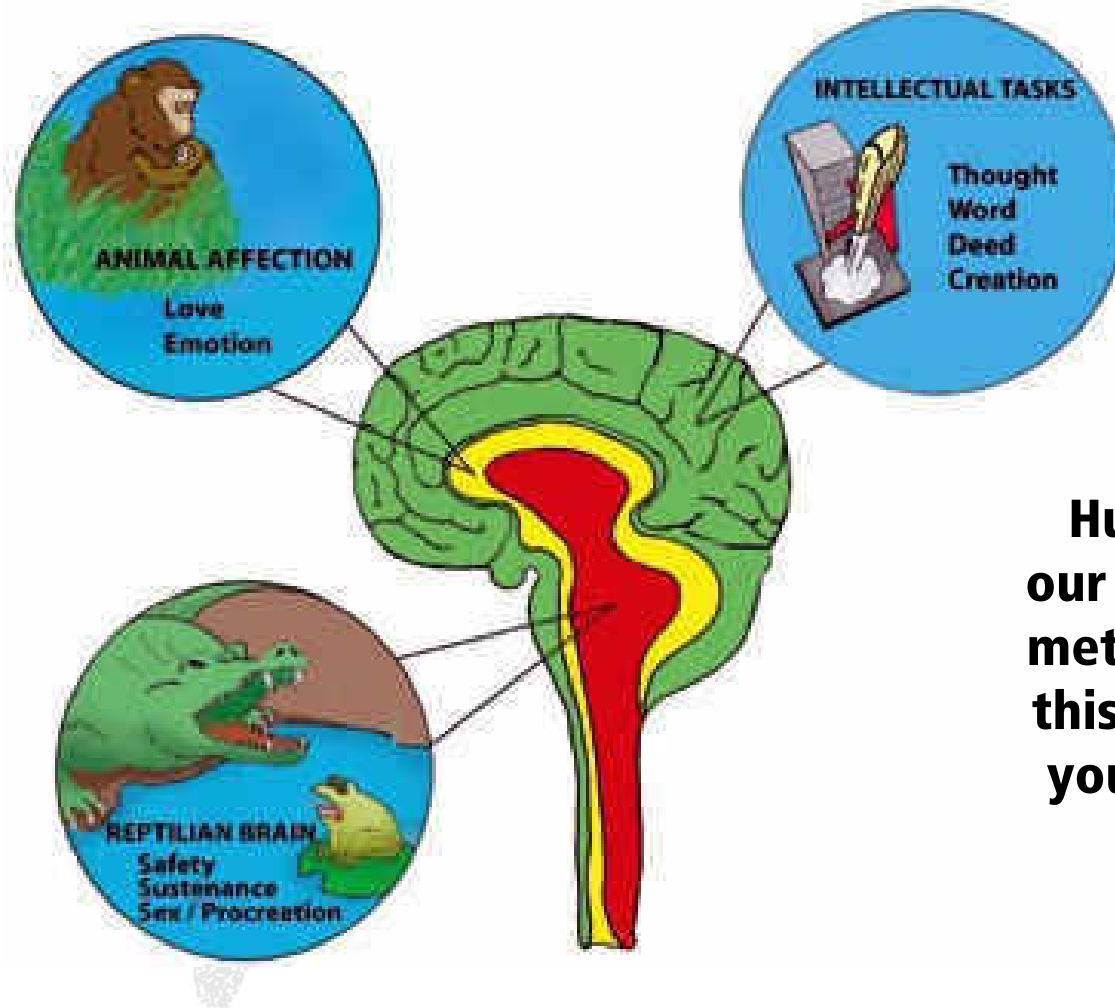
- Because EI underpins System Skills leadership – NOT IQ and personality. We are building a situational judgement tool for development and assessment that has EI at its core.
- MSPE (EI development programme) is now extended to all systems people and consultants (technical advisers)
- We believe it is time to pay more attention to 'out of the box' criteria and methods to address the assessment and measurement of areas of human performance that have been avoided in recent times by our profession.



Any questions?

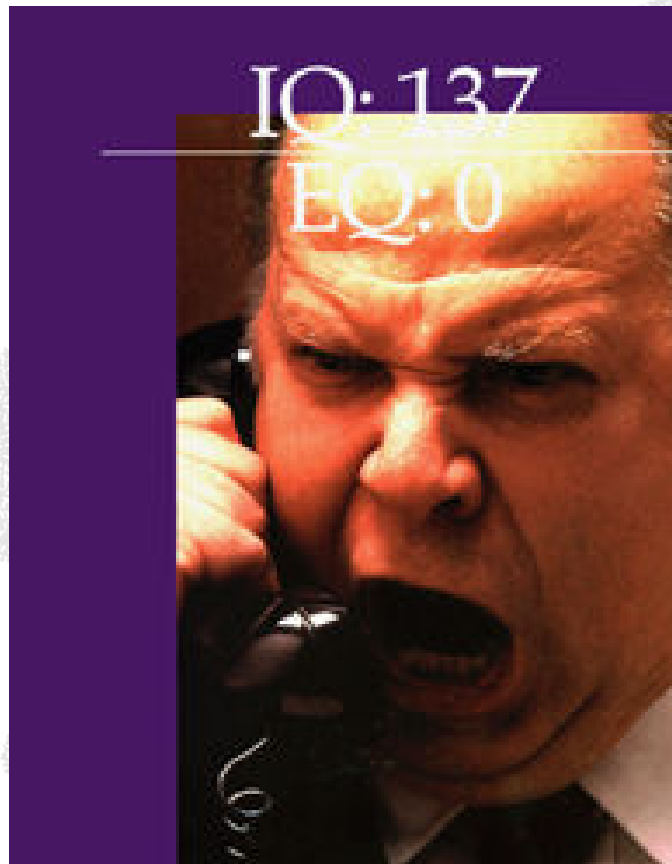
Thoughts? Feelings? Comments?

Closing comments



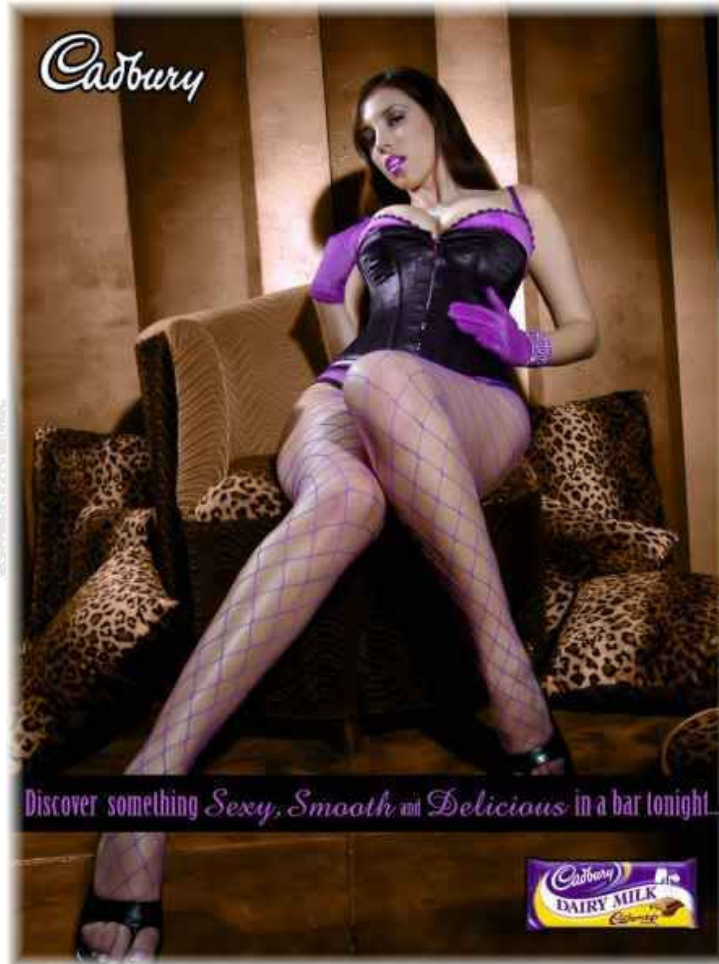
Human Beings *are more than* our 'IQ' and Personality...radical methods are needed to measure this complexity (and by the way you are stuck with your IQ and personality...)

Closing comments



As a discipline we appear slow to change: current business challenges (e.g. delivering Sustained Engagement) *demand a significant change in focus*

Closing comments



Maybe if we looked around a bit we could find some broader answers?

Take neuroscience, consumer psychology and advertising for example....

Closing comments



**Are we avoiding 'naming the elephant in the room'?
In our profession? For our clients?**

Closing comments

1. Self regard:

The degree to which you accept and value yourself.

	Avg	Range	1	2	3	4	5	6	7	8	9	10
MSPE Before:	3	1 - 10	15	6	7	5	6	2	2	3	1	1
MSPE After:	6	1 - 10	5	4	4	4	6	2	7	4	2	10

2. Regard for others:

The degree to which you accept and value others as people, as distinct from liking or approving of what they may do.

	Avg	Range	1	2	3	4	5	6	7	8	9	10
MSPE Before:	5	1 - 10	5	5	10	3		15	5		4	1
MSPE After:	7	1 - 10	1	3	1	4		14	7		14	4

3 – 4 months AFTER EI development: how about a transformational 100% increase in SUSTAINED ENGAGEMENT?

Time for a change...?

