



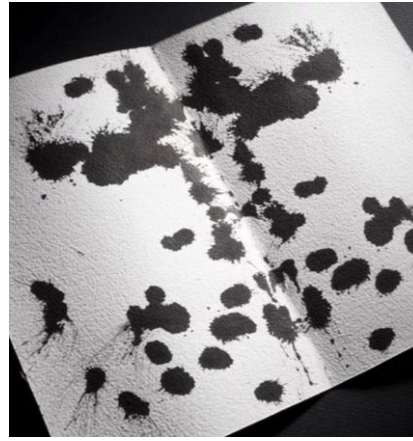
Demonstration Using Sentence Completion

Association of Business
Psychologists, 27th
November 2019

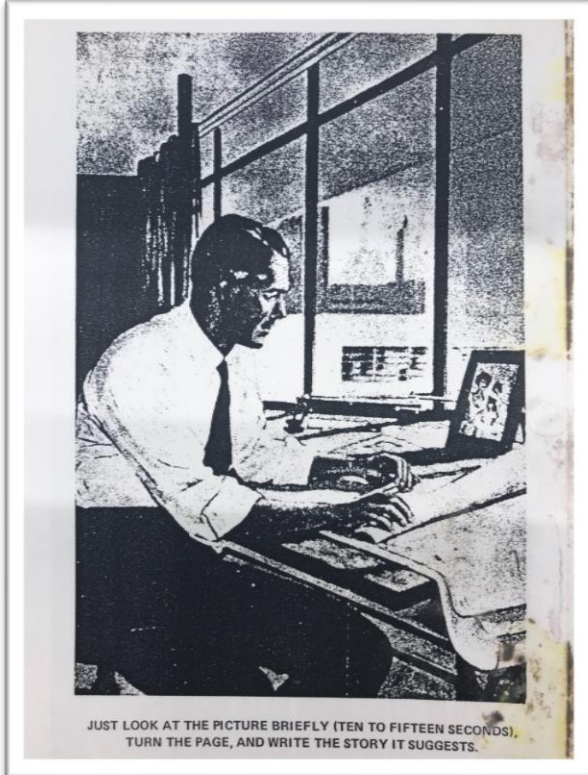
Introduction to Projective Measures

Objectives:

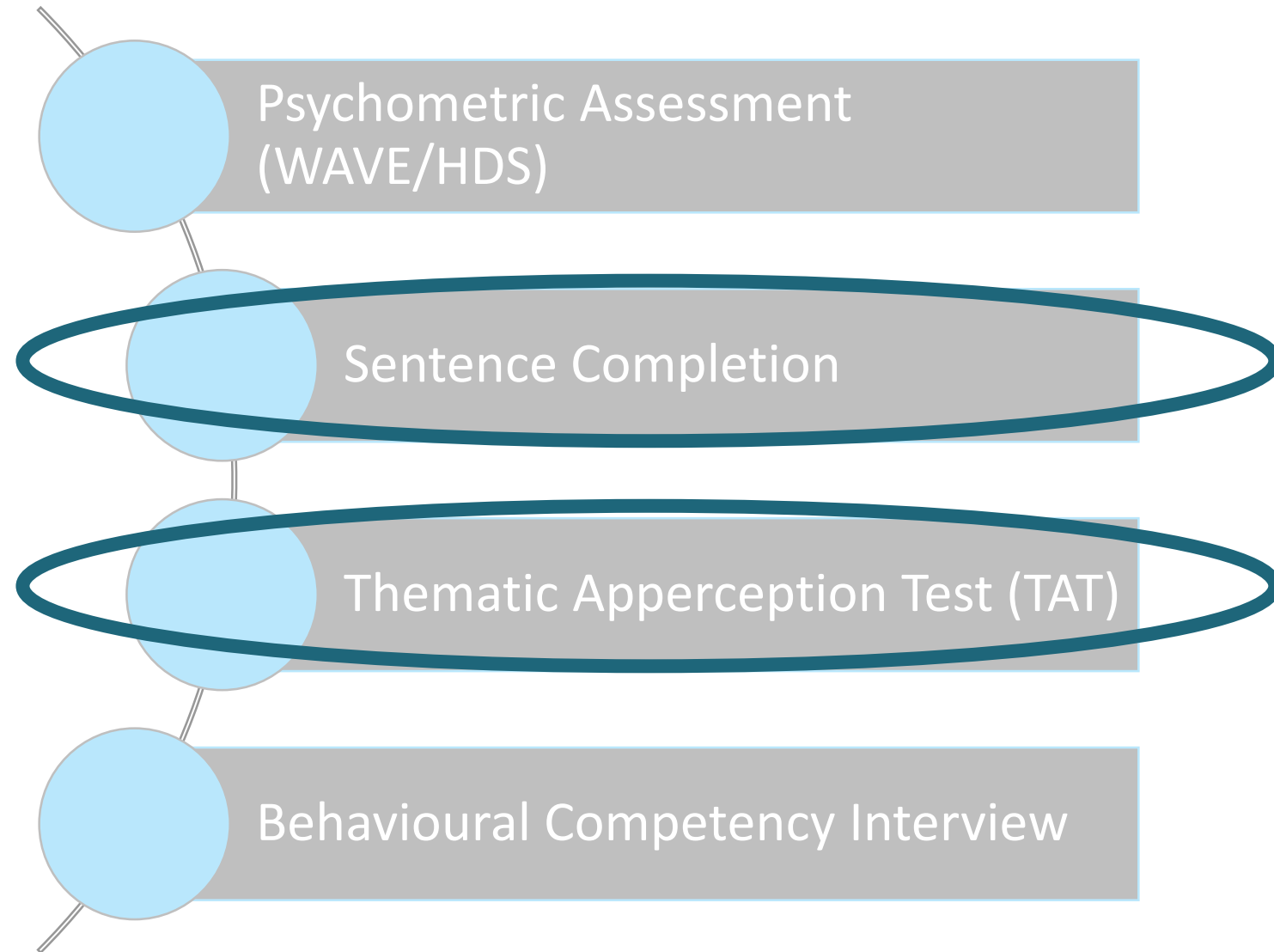
- ✓ **Outline** a brief history about the development of Projective measures
- ✓ **Explain how** projective assessments may be used in recruitment to determine beliefs and values using:
 - A case study using sentence completion assessment
 - A thematic apperception test (TAT)
- ✓ **Provide you** with an opportunity to try out the approach
- ✓ **Opportunity** to ask questions



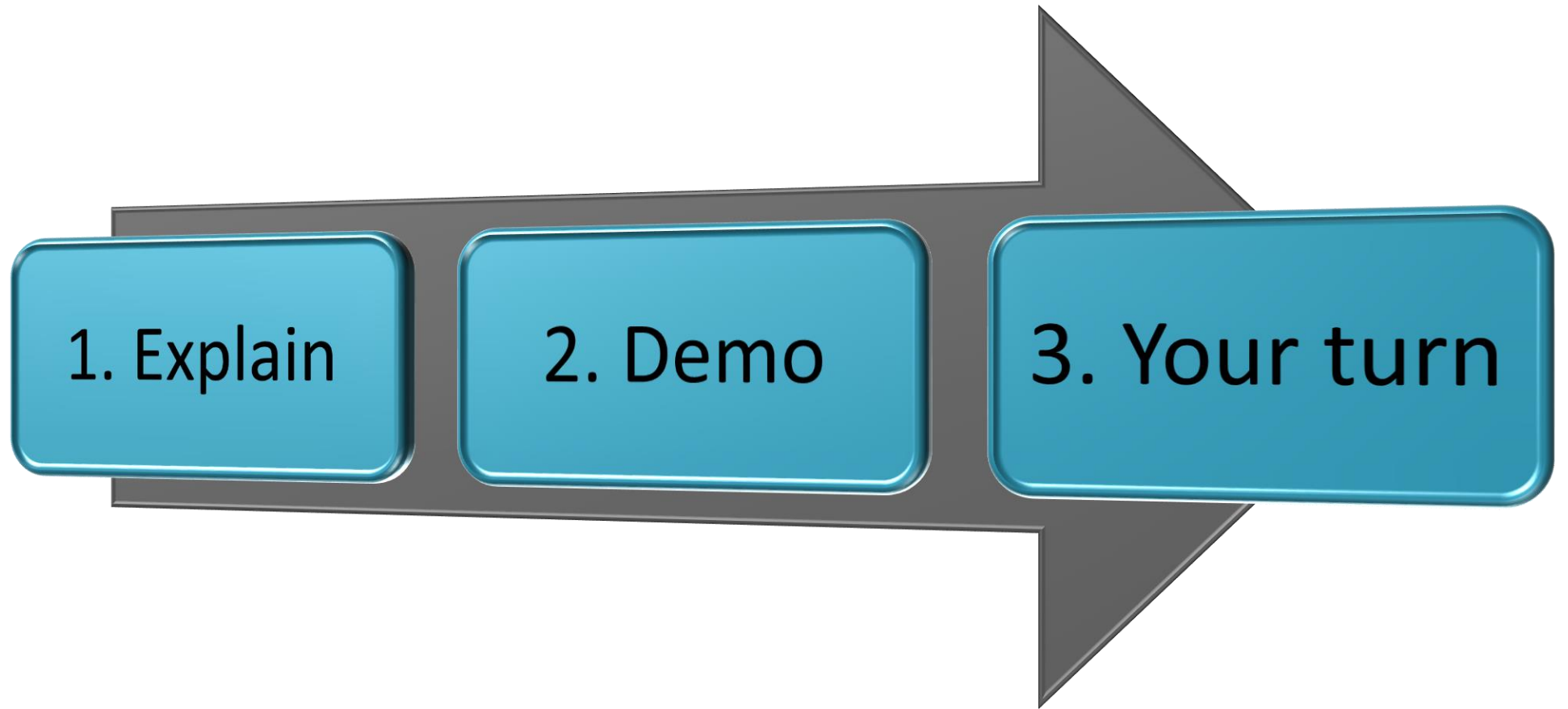
History of Projective Measures Development



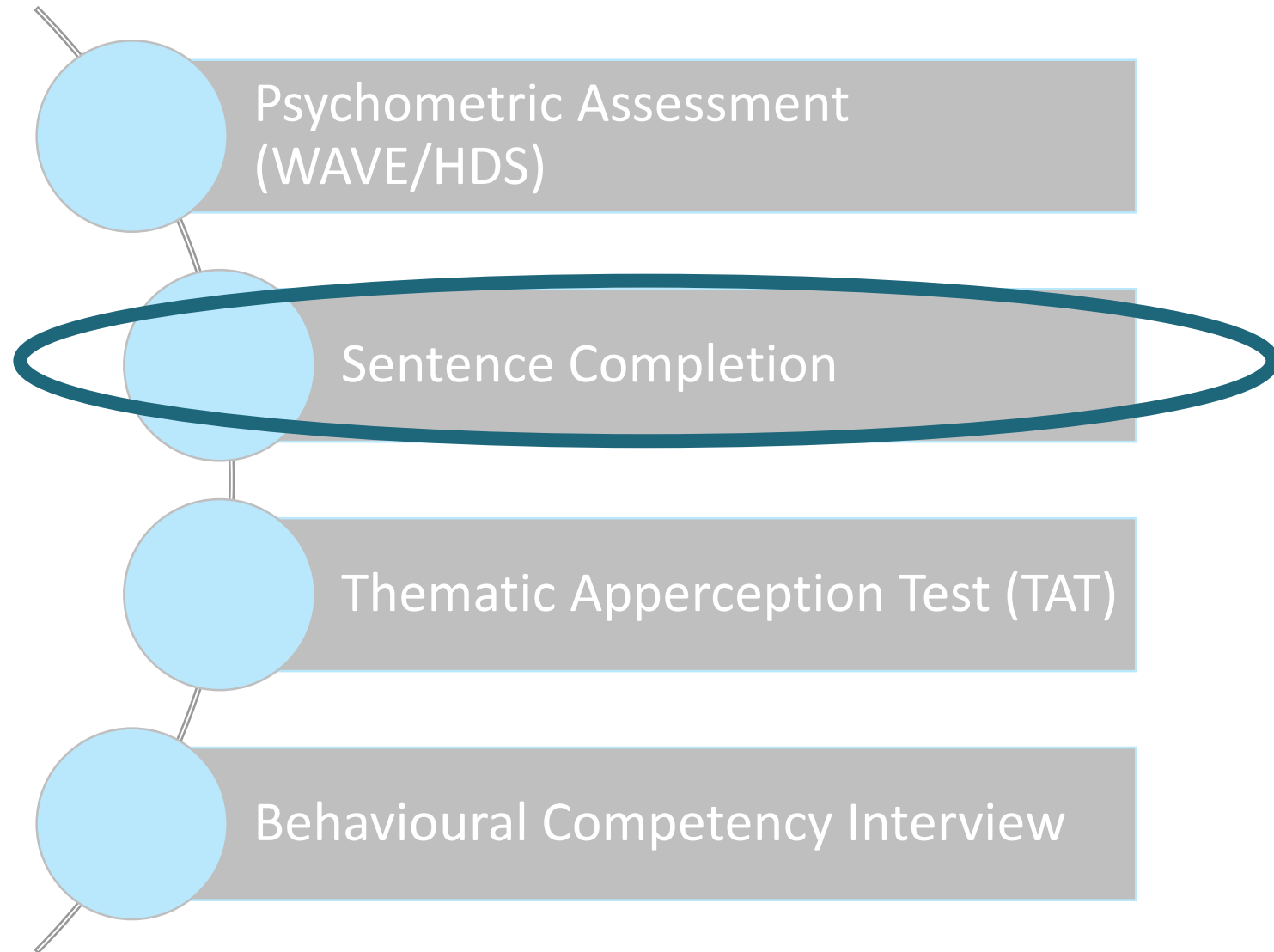
Typical flow of a recruitment assessment



Approach



Part 1: Sentence Completion



Purpose of sentence completion tests:

- Detect patterns of behaviour that a candidate may conceal
- Gain an insight into motives, beliefs and values
- Gain an insight into potential defenses (derailing behaviours)

Sentence Completion Pros & Cons

Strengths

- Open ended-free response
- Easily administered, brief
- Engaging
- Purpose-disguised – some projection
- Can be bespoke to elicit specific outcomes
- Outcomes can influence a behavioural competency interview

Limitations

- Response styles play a strong role (self-presentation)
- Interpretation may be time consuming
- Articulate candidate required
- Low reliability/validity

Demo: Case Study

Recruitment Scenario

The role: Business development/sales role in a recycling manufacturer

Context:

- Tough role in ambiguous, uncertain times
- Dynamic marketplace with tight margins
- Decision-making errors can produce huge losses
- Responsible for building relationships with supply customers and manufacturers



Demo: Case Study Recruitment Scenario

- Leadership - salient aspect of the assessment and critical part of the role
- Sentence Completion chosen to **explore Lloyd's beliefs and values about Leadership**, because:
 - It is engaging
 - We can disguise our purpose
 - Can be bespoke (WAVE/HDS) to elicit specific outcomes
 - Outcomes can influence behavioural competency interviews



Demo: Case Study Recruitment Scenario

Leadership Competence –

Critical success factors:

- decision-making
- challenging others
- providing direction

Psychometric Tools used:

- WAVE
- HDS



Demo: Case Study Recruitment Scenario

Assessment information so far:

- Lloyd's WAVE Leadership profile shows **high potential**
- He describes himself as:
 - extremely **Purposeful** compared with most people,
 - highly likely to provide **Direction** compared with most people and
 - as **Empowering** as the average person



Demo: Case Study Recruitment Scenario

Assessment information so far:

- HDS profile suggests when pressured, he tends to overuse being **Reserved**

Therefore he may:

- seem **tough, aloof, remote** and unconcerned with the others' feelings
- become **introverted**
- prefer **working alone**, keep others at a distance
- be **detached, indifferent, harsh** and task focused





Analysis: pulling it all together



Considerations

- What would **you** want to focus on using the sentence stems?

Considerations:



Do the responses indicate a clear leadership orientation?



What does Leadership effectiveness look like for Lloyd when his team is struggling?



WAVE & HDS considerations:

Will he make an intervention?

How timely will this be?

What is his motivation to intervene?

People vs task balance?



Direction of Enquiry - Lloyd
appears:

- oriented towards a leadership role
- able to coordinate people
- very much inclined to take control



However:

- No indication of (faking) WAVE
- Given answers to **Empowerment**, Lloyd may overestimate how motivating/empowering he is - therefore, lacking insight?
- **Less team-oriented; takes some account** of others' views and is **unlikely to involve others** in final decisions
- May **need coaching** to enhance team success by ensuring time is devoted to directing/inspiring reports
- Leadership effectiveness could be enhanced if he **intervened more quickly** when the team is not doing so well
 - i.e. get involved when it matters the most?



- As a leader I am...



- As a leader, my favourite...



- People I find hardest to lead are those who...



- When I make decisions I...



- As a leader, my vision...



- As a leader challenging another is...

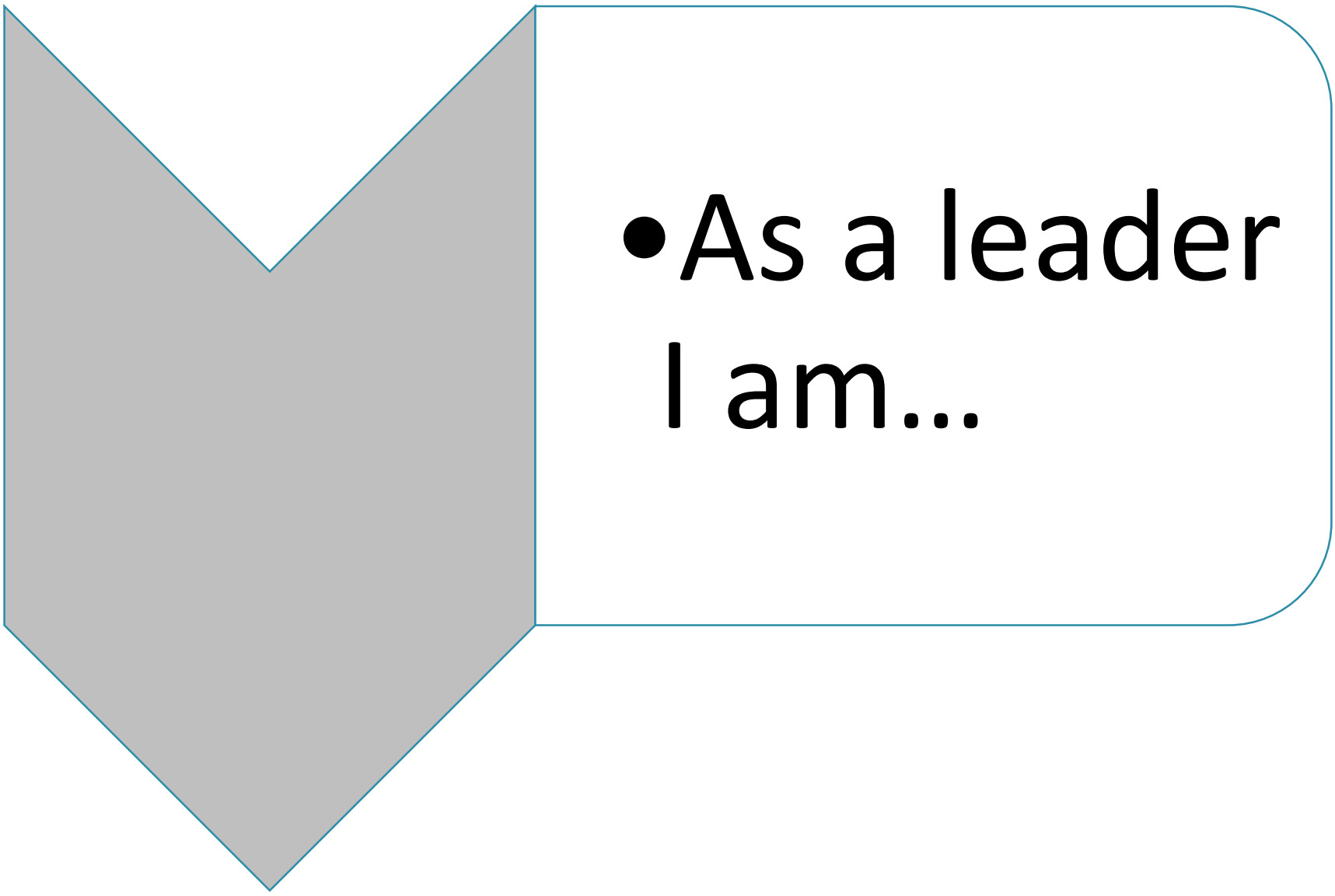


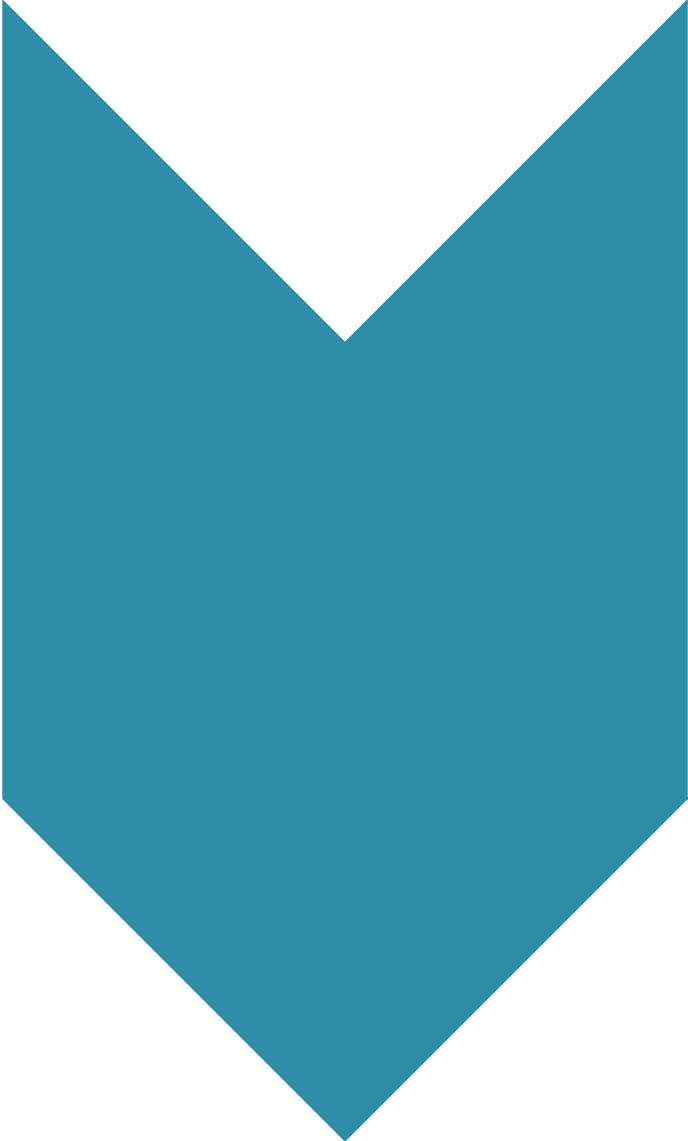
- Most of the time when people ask me my view...




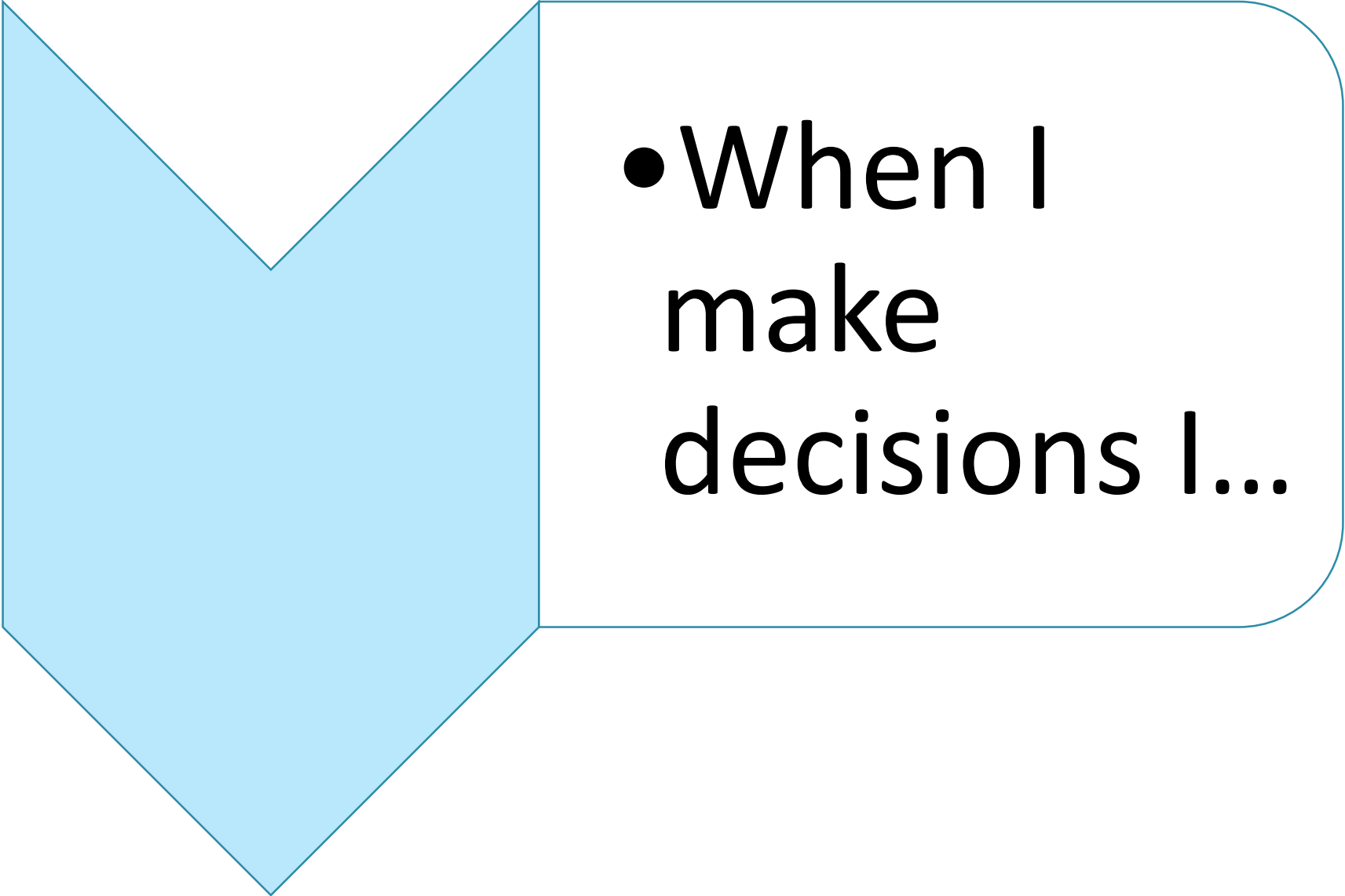
- My ambition as a leader is...

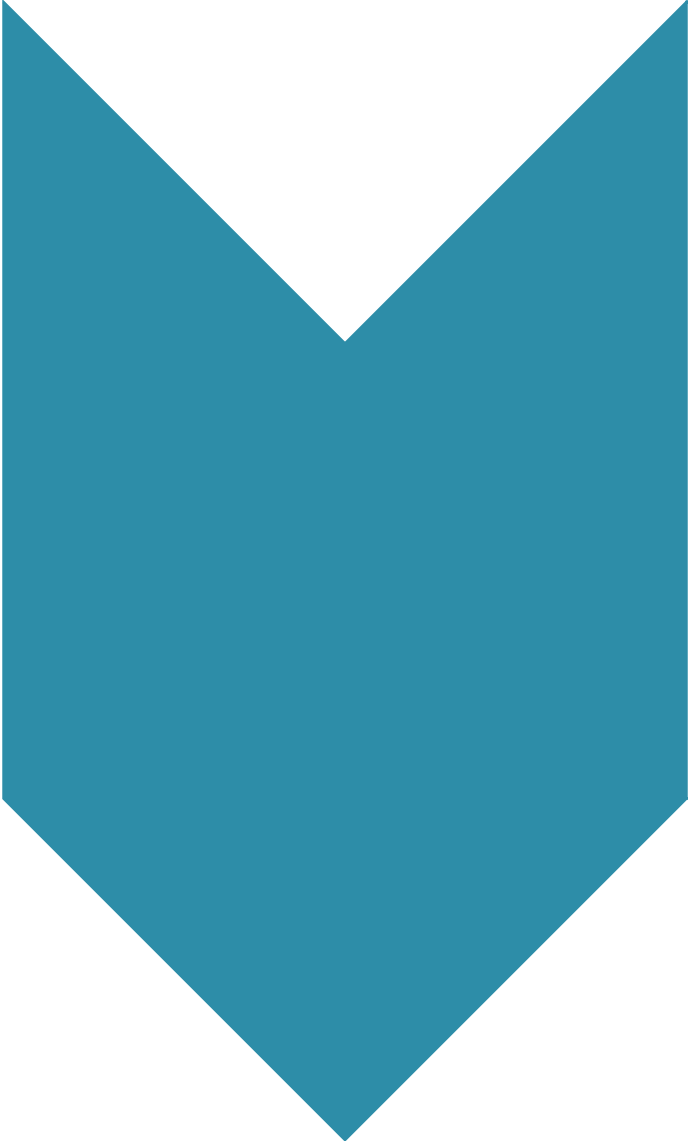



- 
- As a leader
I am...


- 
- As a leader, my favourite...

- 
- People I find hardest to lead are those...

- 
- When I make decisions I...

- 
- As a leader, my vision...

- 
- As a leader, challenging people is...

- 
- Most of the time when people ask me my view...

- 
- My ambition as a leader...

Reflections...

What were you **thinking**
and **feeling** during the
questions?

ACTION



Back to Lloyd...



- As a leader I am **keen to help others**



- As a leader, my favourite **leader is Barack Obama**



- People I find hardest to lead are those who **take up time and need to be involved in everything**



- When I make decisions I **want to make them on my own, quickly, correctly and get on with things**



- As a leader, my vision is **focused on the next 3 months**



- As a leader challenging people, **it's important to say it as it is**



- Most of the time when people ask me my view I **voice my opinions and stick up for them**



- My ambition as a leader is **to be successful**

Unpacking Lloyd's Leadership Beliefs and Values



As a leader I am - Keen to help others



Most of the time when people ask me my view I -
voice my opinions and stick up for them



People who take up time and need to be involved in everything are the hardest to lead, and that;



When I make decisions I -
Want to make them quickly, correctly and get on with things

Inferences we made:



Lloyd didn't seem to value others' views equally



Lloyd hasn't noticed he is not living by his values

- let defensive or 'stuck behavioural patterns' take hold?

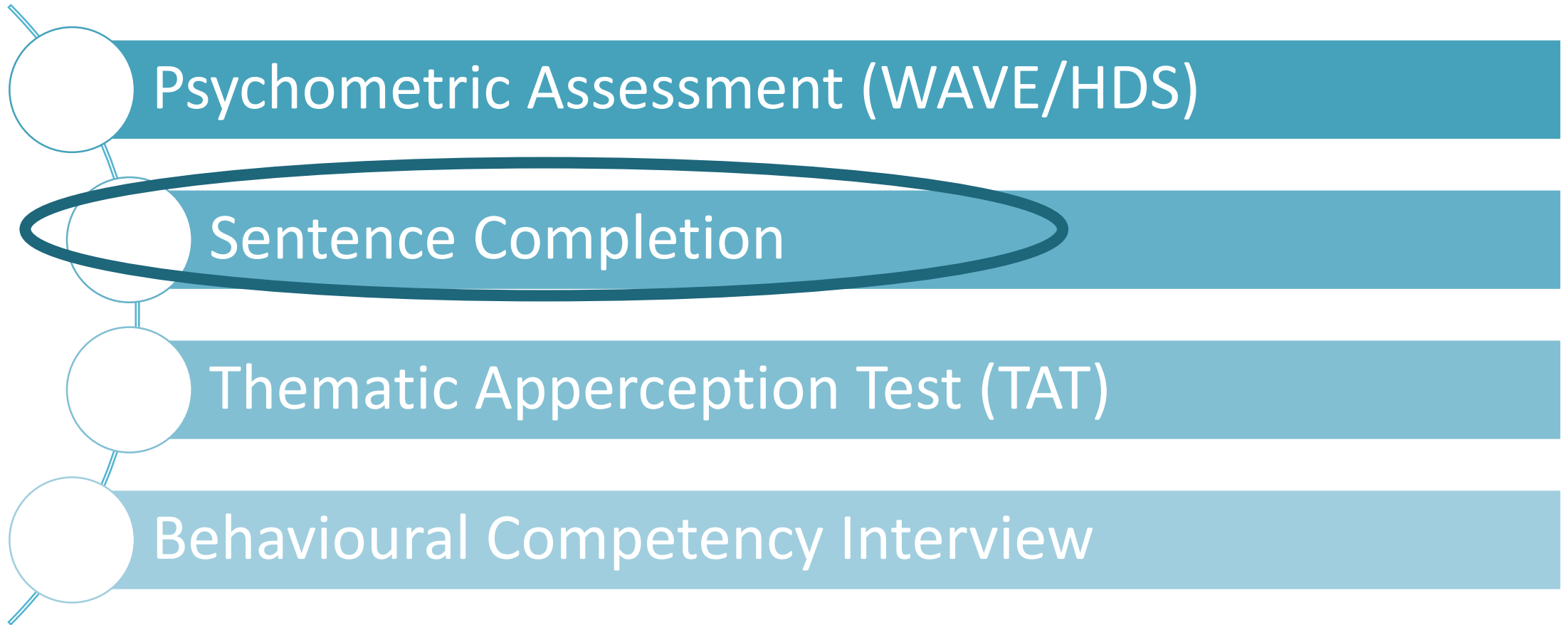


Lloyd appears to have limited personal insight (hinted at by psychometrics)



Points to be followed up in comp interview – empowerment/getting involved at the right time

Sentence Completion: Your analysis

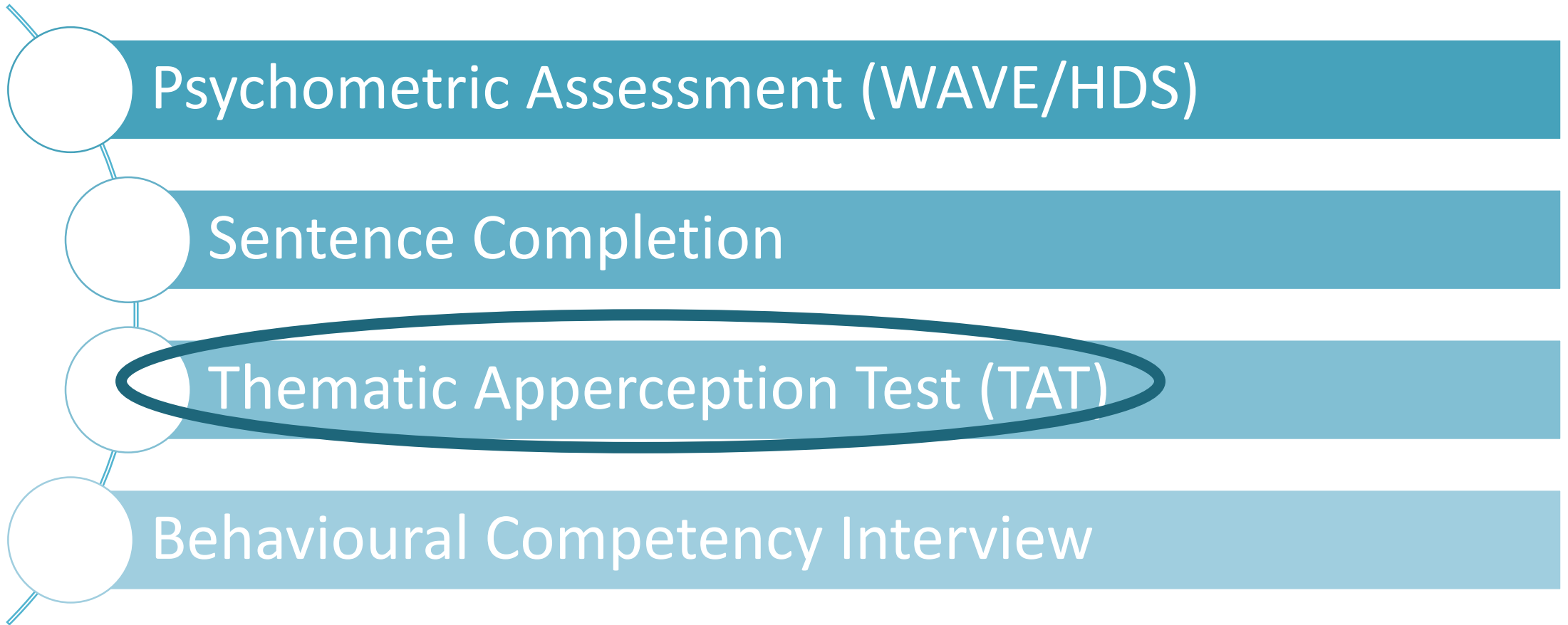


Debrief: Unpacking **your** beliefs and values

- What personal leadership **values** were present for you?
- Which **beliefs** popped up?
- What were you thinking and feeling while you were **analysing** your answers?
- What would **you** like to explore in a competency interview as a result?



Part 2: TAT



Purpose of TAT:

- Determine 'faking' and impression management
- Gain an insight into defenses (derailing behaviours) that a candidate may use

Description & Admin:

- 31 ambiguous pics
- Select 20 cards (based on age/gender)
- Candidate constructs a story that describes:
 - *What are they doing?*
 - *What happened before?*
 - *What are they thinking/feeling?*
 - *What would be the outcome?*
- 'Stories' recorded verbatim

TAT

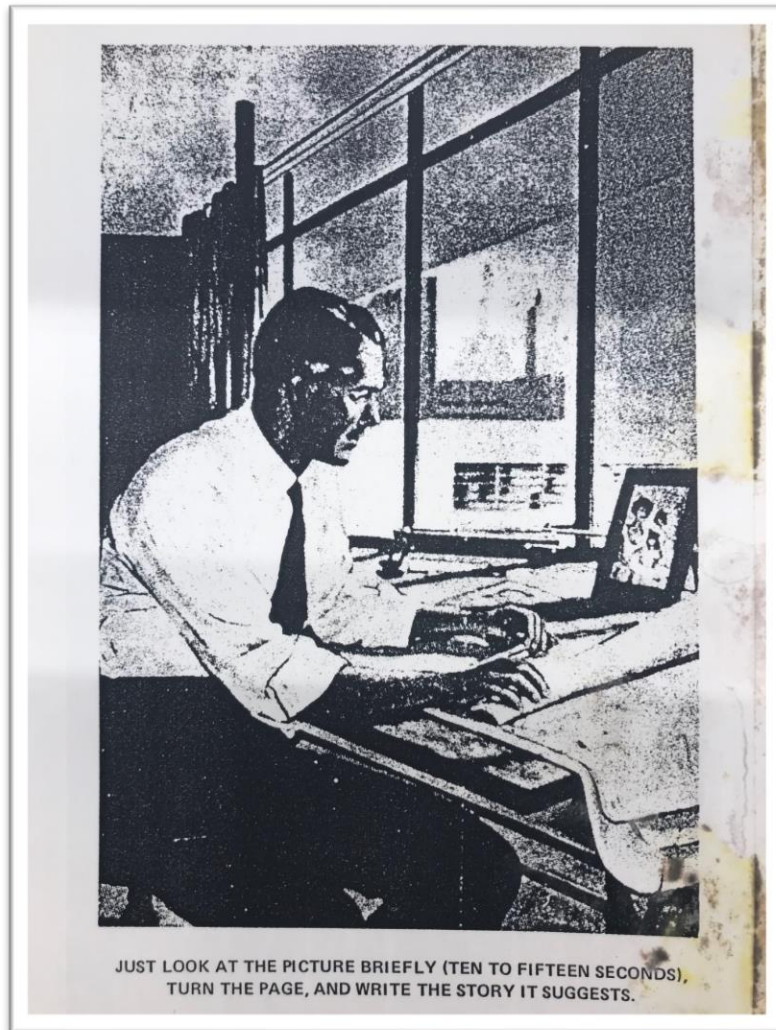
Strengths

- A rich personality description
- Reflects current concerns
- Describes interpersonal issues, patterns and motivations
- Taps into the unconscious mind

Limitations

- Questionable reliability/validity
- Lack of standardisation
- Multiple scoring systems
- Time consuming
- Reliant on assessor intuition

TAT: then and now...



ACTION



Example:

- What is happening?
- What is each person thinking?
- What happened before?
- What did they think immediately after the event?



Summary:

- Data triangulated from 3 sources
- Psychological flexibility from the assessor highlights subtle and unconscious insights
- Potential to detect rehearsed/faked responses
- Can be used to avoid recruitment failure
- Can link to competency objective setting when onboarding



Questions?

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