

# Using Behavioral and Hiring Assessment Tools Effectively

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April 2006

# A Short History of Personality

- Early 20th century - psychologists found in dictionary 18,000 words referring to personality
- 1940's - reduced personality to 4,500 traits
- 1950's - two Air Force contractors used first computers to statistically reduce to five factors.
- Now known as The Big Five

# The Big Five

- Conscientiousness
- Extraversion/ Sociability
- Agreeableness
- Emotional Stability/Adjustment
- Openness to Experience/ Curiosity

# The Big Five

- A personality model, not a job performance model
- Not a theory designed to predict job performance

# Only Big 5 Factors Consistently Related to Job Performance

- Neuroticism (not crazy)
- Extraversion (socially outgoing)
- Conscientiousness (cares about the work)

Wendell Williams, "Personality Tests, More than Meets the Eye," Nov. 2002, reviewed for SHRM, Jan. 2004

# Personality Testing in Summary

Personality testing is not based on a theory designed to predict job performance

- Personality affects the “will-do” of job performance.
- It has no relationship to what a person “can-do”
- “Will-do” skills are not easy to identify or measure

# Common Personality Tests

## **Normed**

Caliper

16PF

Profile XT

## **Ipsative**

Myers Briggs

DISC

Firo-B

# Attitude, Interests, Values, Reliability Measures

- Many not validated for hiring
  - Some ipsative, some normed
- Interest assessments measure career interests
- Values assessments measure key values
- Attitude measures willingness to cooperate, openness, skepticism
- Reliability measures timeliness, drug use, alcohol use, honesty, integrity

# Problems with Using These Measures in Hiring Decisions

- Values can be viewed subjectively; as in, a “superior” or “inferior” set of values
- Attitudes can be “faked” on written instruments
- Attitudes can only be validated by observable actions
- Past performance is the greatest indicator of future performance, not self report

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