



unlocking potential

psychometrics in the public sector

– what's that
all about?



*“qualify to use
world-class
tools and learn
how to unlock
potential”*

about OPP®



OPP® is one of Europe's leading business psychology companies, working with many public sector and multinational organisations, including more than half of FTSE 100 companies. OPP specialises in applying an understanding of personality to development, recruitment, teambuilding and conflict-resolution. Our portfolio of brands includes the MBTI®, 16PF®, FIRO-B®, ABLE® Series and TKI instruments, for which we provide qualification training and a range of continuing professional development offerings. OPP's world-class products and training, as well as our focus on quality and integrity, are the foundation for our strong reputation. Yet it's our psychology expertise and our commitment to service that attracts and keeps our clients in long-standing partnerships with us.

Helping people understand themselves, others and the dynamics of their team is a critical step in an organisation's evolution. OPP is committed to helping both individuals and teams gain this insight.



what are the challenges for the public sector?

- Demands to modernise
- Higher expectations from the general public
- Increased requirements for partnerships across public sector as well as with private and voluntary organisations

From: *Strengthening leadership in the public sector*,
Performance and Innovation Unit, 2008



- There has been a transition to a more challenging operating environment
- Customer expectations have risen further
- Increasing leaders' focus on performance has sometimes altered the psychological contract
- 'Parachuting in' private sector senior leaders has been a blessing and a curse

How can business psychology help?

- Support with recruiting, retaining and realising the potential of the human resources on which success depends
- Advice on leadership and human resource strategies and solutions



Case study

The British Library

Business challenge: *to develop senior leaders within the British Library, helping drive forward organisational change and increase employee engagement.*

OPP worked closely with the British Library to design and deliver a development programme incorporating the 16PF instrument, which would expose participants to leadership challenges that are faced at senior levels in the organisation.

Alistair McIntosh
*Organisation Development Manager,
British Library*

Case study

DVLA

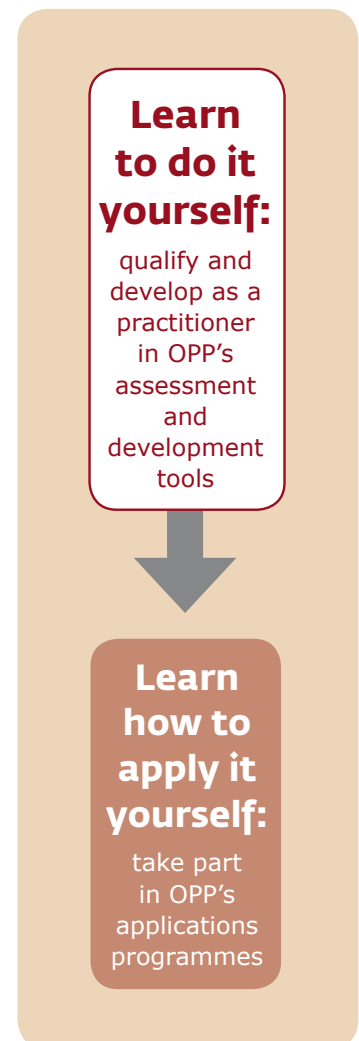
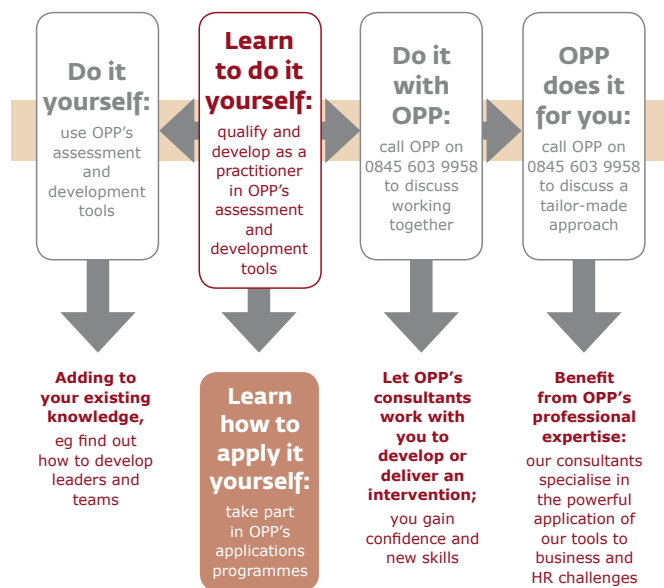
OPP worked in close partnership with DVLA's Learning and Development Group (LDG) to design a programme that would offer delegates increased awareness of themselves and others as a basis for developing their capability as managers. "OPP stood out from early in the tender process. The credibility and **integrity** of the organisation went without saying, but more than that, the **flexibility** and credibility of the people we met from OPP was impressive. They were very **innovative** and extremely flexible with regards to how we worked together. The consultants gave us lots of ideas, and **understood our business** and our challenges.

Alison Jorgensen
*Head of L&D Business Advisors team,
DVLA*

To read the full case studies and see examples of other work we've done with our clients go to www.opp.eu.com/casestudies

why train to use psychometrics?

Becoming qualified in a psychometric instrument dramatically enhances your ability to offer highly effective training in a range of skills, at a very low cost to your organisation. With a psychometric qualification and the inside knowledge of your business, you have the power to deliver huge value inexpensively. Of course, you'll want the best tools for the job, and that's where OPP can help.



Learn how to do it yourself by taking one of OPP's qualifying programmes. These will give you the grounding you need to qualify and develop as a practitioner using powerful psychometric tools. If you then feel that you would like to explore particular applications, we have a range of application programmes that delve deeper into how the psychometric tool can be applied.

how can psychometrics help unlock potential?

The basics - what are psychometric tools?

Psychometric tools are questionnaires or tests that help organisations to select the right people, facilitate individual and team development, and increase organisational effectiveness. In the main, they fall into the following categories:

- **Personality:** powerful methods of predicting how someone will typically behave
- **Ability:** measure aptitudes such as how someone will perform when solving problems or reasoning with verbal information; many measure potential rather than current level of knowledge
- **Career interests:** help identify the types of work to which someone would be suited
- **360-degree feedback:** gather feedback on an individual's performance or personal attributes from a range of sources, from juniors to superiors

A psychometric tool should be:

- **Objective:** the results obtained from it are not influenced by the administrator's personal preferences or biases
- **Standardised:** it is administered and scored according to standard procedures; people's scores on the assessment are compared to known benchmarks
- **Reliable:** it measures in a consistent way
- **Valid:** it measures the characteristics that it sets out to measure
- **Sensitive:** the test should show clear and meaningful differences between individuals on the behaviour being assessed. It should not be discriminatory, unfairly discriminating against any individual on the basis of irrelevant characteristics

Why use psychometric tools?

Simply put, because they work. Individual tests are among the best predictors of job performance and are even more powerful when combined with other tests or interviews. They are proven to:

- Increase objectivity in staff selection and development
- Improve individual and interpersonal effectiveness
- Enhance teamwork and organisational performance
- Improve staff performance, morale and retention

When used effectively, they can increase the transparency, speed and quality of line-management decisions about people, ensuring that best practices are more readily transferred from HR processes into action.

And they are manifestly not just for use in recruitment. Leadership development, teambuilding and organisational change are just three other contexts where psychometric tools are proven to deliver results.

common myths about psychometric tools

- **Myth 1: "They're expensive, aren't they?"**

No. There is an initial outlay in training experts for your organisation, but running costs are low.

- **Myth 2: "They're not cost-effective."**

Their accuracy in predicting job-performance makes them cost-effective – as anyone who knows the costs of recruiting replacement staff will testify.

- **Myth 3: "People can fake them."**

Ability tests are extremely difficult to fake and personality questionnaires have built-in checks to highlight if faking has been attempted.

- **Myth 4: "They are time-consuming."**

Administering an assessment varies from ten minutes to over an hour. Often the questionnaires can be administered to many people at the same time, which can make them more time-efficient than other assessment or development methods.

- **Myth 5: "They are unfair to people with disabilities."**

It is straightforward to make reasonable adjustments to the assessment process in order to alleviate any potential disadvantage.

- **Myth 6: "Personality tools put people in boxes instead of helping them develop."**

The value of psychometrics is that they enable us to cope with people and their differences more constructively than we could do otherwise, which can then be applied to a development setting.



OPP's qualification programmes qualify you to use a range of psychometric instruments, including the Myers-Briggs Type Indicator® (MBTI®), 16PF® and FIRO-B® questionnaires. We also provide British Psychological Society (BPS) accredited Certificate of Competence in Occupational Testing, including certifying courses for Level A and Level B (Intermediate Plus).



Level A Programme

Leading to the BPS Certificate of Competence in Occupational Testing (Level A)

Why should I attend this programme?

OPP's Level A programmes is accredited by the British Psychological Society. When you successfully complete either programme you demonstrate that you:

- Are competent in the use of psychometric tests
- Adhere to nationally recognised standards
- Apply instruments in a professional and ethical manner

The Level A qualification is focused on the use of ability and aptitude tests in selection and other contexts.

What will I learn?

- Administration, interpretation and feedback skills
- Evaluation methods for psychometric instruments to determine the appropriate test for any given purpose or situation
- Opportunities to integrate instruments effectively into selection/recruitment procedures
- Legislation requirements to ensure selection methods are fair and meet equal opportunities
- Ethical use of instruments
- Reliability and validity measures
- History behind construction and development of instruments
- Comprehensive understanding of OPP's portfolio of ability and aptitude tests

To look for programme dates and locations see www.opp.eu.com/calendar

When you have successfully completed the Level A Programme, you will be able to begin using the following instruments.

The ABLE® Series

During interviews, managers can learn much about a candidate's past experience, but they often struggle to assess whether a candidate can handle future work challenges in their organisation. The ABLE® Series offers ten different tests suitable for a range of job roles. Each assessment is based on real-life scenarios and measures an individual's potential to learn a given task, succeed quickly in a particular job and adapt to a changing work environment.

The richness of a work simulation combined with the objectivity of a psychometric instrument means that the ABLE Series is a highly cost-effective tool for selection.

The assessments can be applied at all levels within an organisation.

Applications

- Graduate recruitment
- Recruitment of professionals and managers
- Executive selection
- Recruitment for entry-level roles
- Succession planning

Saville Consulting Aptitude Assessments

Cognitive ability assessments are valuable for both selection and development. They have been shown to be the best predictor of performance across all types of jobs. OPP offers Saville Consulting Aptitude Assessments, a newly designed range of tests, for use at different job levels. Both online combination assessments and separate paper and pencil tests are available, giving you the flexibility you need to create a streamlined selection experience.

Practitioners value Saville Consulting Aptitude Assessments for their innovative in-depth reports (online) and easy-to-use integrated answer forms (paper and pencil).

The assessments also offer a positive candidate experience, as they contain job-relevant content, and reports include valuable take-away tips for improving candidate abilities.

Applications

- Assessment for selection at all job levels
- Assessment for development

Level B (Intermediate Plus) Programme

Leading to the BPS Certificate of Competence in Occupational Testing (Level B Intermediate Plus)

Why should I attend this programme?

This programme is unique in qualifying you to use both the 16PF® and MBTI® instruments, two of the most respected, versatile and widely used personality questionnaires in the world. You will be able to use these tools to raise self-awareness, build teams, add focus and depth to development interventions and, in the case of the 16PF, improve selection decisions at all levels.

Successful completion of the programme will also enable you to apply for the British Psychological Society's Certificate of Competence in Occupational Testing (Level B Intermediate Plus), which can provide a springboard to further qualifications or to the use of other personality instruments.

What will I learn?

- Administration and interpretation skills for the 16PF and MBTI instruments
- Applications of the questionnaires, including:
 - Selection and recruitment
 - Individual development
 - Teambuilding and development
 - Career development and guidance
- Practical skills in one-to-one feedback
- Methods for using 16PF and MBTI reports
- Techniques to write your own reports
- Tips to understand the technical information supporting the 16PF and MBTI instruments
- Understanding of the wider picture of human personality: what it is, how it can be assessed and where the 16PF and MBTI instruments fit this context

To look for programme dates and locations see www.opp.eu.com/calendar

OPP is the only provider that offers a Level B Programme that qualifies you in both 'type-' and 'trait-based' instruments



When you have successfully completed the Level B Programme, you will be able to begin using the following instruments.

The 16PF® instrument

This objective, empirically based questionnaire developed by Raymond B. Cattell is a comprehensive measure of an individual's whole personality, not just of those traits they may display at work. This depth and breadth of insight is especially important for reducing the risk in decisions about key roles and promotions, and for major development investments, at all levels.

Unlike other similar tools, the 16PF provides a really rounded view of individuals, so that managers can select, develop and motivate people based on this 'full picture'. In a selection or development context, the 16PF can reveal potential, confirm capacity to sustain performance in a larger role and help identify development needs. It provides a highly accurate prediction of future behaviour and likely success, based on 16 resonant personality factors.

Applications

- Graduate recruitment
- Executive selection
- Executive coaching
- Assessment for potential
- Line manager coaching
- Leadership development
- Development planning
- Succession planning
- Outplacement
- Career transition and planning
- Career guidance

The MBTI® instrument

The MBTI instrument is recognised all over the world as a foundation for individual development and improved self-awareness. It's deceptively simple but based on sound and durable psychological theory. The MBTI's positive approach to understanding differences between people has made it the world's most popular personality assessment.

- MBTI Step I identifies an individual's type (made up of four basic preferences) and provides a common language around how we interact with the world and each other

Practitioners and respondents alike find MBTI Step I easy to grasp, insightful and thought-provoking. Respondents often experience 'light bulb moments' as they navigate the various applications of type preference and facets. Organisations make it their instrument of choice across their development programmes because it provides a common language for appreciating interpersonal differences.

Applications

- Team fit
- Leadership development
- Development at all levels
- Conflict management
- Line manager coaching
- Executive coaching
- Relationships with stakeholders
- Stress management
- Interpersonal skills development
- Career transition and planning

16PF Qualifying Programme

Why should I attend this programme?

This programme will qualify you to use the 16PF instrument, one of the most well respected, best-validated and widely used personality questionnaires in the world. You will be able to use the 16PF to:

- Improve recruitment decisions, select candidates best suited for the job and reduce the risk of expensive hiring mistakes
- Add focus and depth to development interventions
- Raise self-awareness during coaching and counselling to help people more fully understand themselves and others
- Open up new avenues for investigation in career development

To look for programme dates and locations see www.opp.eu.com/calendar

What will I learn?

- How to administer, score and interpret the 16PF questionnaire
- How to use the 16PF instrument for a range of applications
- Practical skills in one-to-one feedback with the 16PF
- How to use the wide range of reports available, and how to write your own 16PF reports
- How to understand and apply the technical information supporting your use of the 16PF

The Big Five Model

The Big Five is a widely accepted model that uses five broad factors to describe an individual's personality. Cattell was the first to propose this type of five-factor structure of personality, and other researchers later reached consensus in agreeing that these five factors were the core elements underlying all personality.

In addition to the Primary Factors, the 16PF also measures five Global Factors that relate directly to the Big Five model.

Relating to Others

(Extraversion):

Warmth, Liveliness, Privatness, Self-Reliance, Social Boldness

Influence and Collaboration

(Independence/Agreeableness):

Dominance, Social Boldness, Openness to Change, Vigilance

Thinking Style

(Tough-Mindedness/Openness):

Sensitivity, Openness to Change, Abstractedness, Warmth

Structure and Flexibility

(Self-Control/Conscientiousness):

Rule-Consciousness, Perfectionism, Abstractedness, Liveliness

Management of Pressure

(Anxiety/Neuroticism):

Emotional Stability, Apprehension, Tension, Vigilance



To look for programme dates and locations see www.opp.eu.com/calendar

MBTI Step I Qualifying Programme

Why should I attend this programme?

This programme qualifies you to use the MBTI instrument, the most widely used personality questionnaire in the world. The programme is comprised of two parts, with fieldwork between the two sessions. Once you have successfully completed the programme, you will be able to use the MBTI instrument to:

- Provide MBTI feedback to individuals and to groups
- Raise self-awareness, helping individuals better understand themselves and others
- Generate greater mutual understanding and respect within teams
- Explore a range of organisational applications of the MBTI instrument

What will I learn?

- MBTI theory
- Practical skills in both one-to-one and group feedback using the MBTI instrument
- Administration and scoring techniques
- MBTI applications, including:
 - Individual and team development
 - Coaching and leadership
 - Communicating, influencing, problem-solving and managing stress
- Techniques to interpret the reliability and validity of the MBTI instrument

MBTI Step II Qualifying Programme

Why should I attend this programme?

The MBTI Step II instrument looks at differences not only between but within types. It helps individuals understand and clarify the distinctive way that they express their type, including insight into facets of behaviours that don't typically fit with an individual's Step I preferences.

Step II is a uniquely powerful instrument for raising self-awareness and for development, and is particularly useful at senior levels as it provides the more detailed and subtle view of type that helps to counter any scepticism. It can also be particularly helpful when working with teams where a number of people share similar preferences but have still observed significant differences in their behavioural styles. MBTI Step II can be used for many development purposes including:

- Self-awareness
- Coaching
- Managing conflict
- Managing change
- Relationship issues
- Teambuilding

To look for programme dates and locations see www.opp.eu.com/calendar

What will I learn?

- Step II feedback skills that can be applied to working with individuals
- Skills in providing group feedback
- Applications of MBTI Step II in team development
- You will also have opportunities to experience team exercises using MBTI Step II



Please note that you can only do this programme once you have completed the MBTI Step I Qualifying Programme

FIRO-B® Qualifying Programme

Why should I attend this programme?

You will become qualified to use this tool in team development, individual coaching, complex relationship and conflict situations, and recruitment. It will dramatically enhance your effectiveness in situations where you are seeking to increase self-awareness, help people understand workplace relationships and distinguish between self-perceptions and external perceptions.

What will I learn?

- Administration, scoring and interpretation of FIRO-B® results
- Practical feedback skills
- How to apply the FIRO-B instrument in individual and team development and in selection and recruitment
- The relationship between FIRO-B scores and self-concept
- Ethical and effective application of the instrument
- Technical properties of the instrument, and how to use them to evaluate the strengths and limits of scores

The FIRO-B instrument

The FIRO-B (Fundamental Interpersonal Relations Orientation™ – Behaviour) instrument is a world-leading personality questionnaire focusing on interpersonal relationship styles. The model on which it is based gives the illusion of being simple, but in skilled hands it can offer profound insights that touch at the heart of an individual's sense of who they are.

It assesses three interpersonal 'need areas' (inclusion, control and affection) and, for each of these, explores how you behave towards others and how you would like others to behave towards you. This difference between what you want from others and what you express towards others can be the reason behind many complex and difficult relationship issues, which is why when other tools and methods have not been effective, the FIRO-B instrument is often the answer.

Applications

- Team development and communication
- Awareness of fit to future role
- Leadership development
- Relationship with stakeholders
- Conflict management
- Coaching at all levels

To look for programme dates and locations see www.opp.eu.com/calendar

Thomas-Kilmann Conflict Mode Instrument

If you want to get started using psychometrics for development within your organisation as soon as possible, then why not try using the TKI instrument - no qualifications are needed.

The Thomas-Kilmann Conflict Mode Instrument (TKI) is a versatile and easy-to-use instrument that helps people identify their preferred approach to conflict. It reveals how different conflict-handling styles affect the outcome of a conflict situation, both in terms of relationships and results. Its simple but insightful framework also helps trainers and line managers open group discussions around conflict or critical decision-making.

The TKI is proven to be an effective tool for enhancing interpersonal and group dynamics at every level of an organisation and is rapidly growing in popularity.

The TKI is also ideal for use in one-to-one sessions as a coaching tool, to explore an individual's influencing style and enhance their effectiveness in negotiating. HR professionals, development specialists, coaches and consultants benefit from the accessibility of this tool, as no training is required, which means you can use all materials without having to qualify.

Applications

- Conflict management
- Interpersonal skills development
- Effective decision-making
- Influencing and negotiating skills development
- Team development
- Line manager coaching
- Executive coaching

To buy now and start to exploit conflict as a source of energy and innovation, call 0845 603 9958 to order or buy online at www.opp.eu.com



OPP is renowned for its world-class training programmes, and many of these **can be run exclusively for your staff, at a venue of your choice**. This is a great way to build the pool of specialist expertise you need to obtain maximum value from your use of psychometric instruments. There are many more benefits to this approach:

Flexibility

- Can be run on dates that **fit your schedule**, so that you can avoid busy times of the year or slot the development in to form part of a wider programme
- Can take place at a venue convenient to you, either at your premises or at an external venue, so **reducing time away from desks**
- Can be **tailored for your organisation** – we can focus on your business context and show how our instruments can address your organisation's areas of interest or concern as part of the training

Value

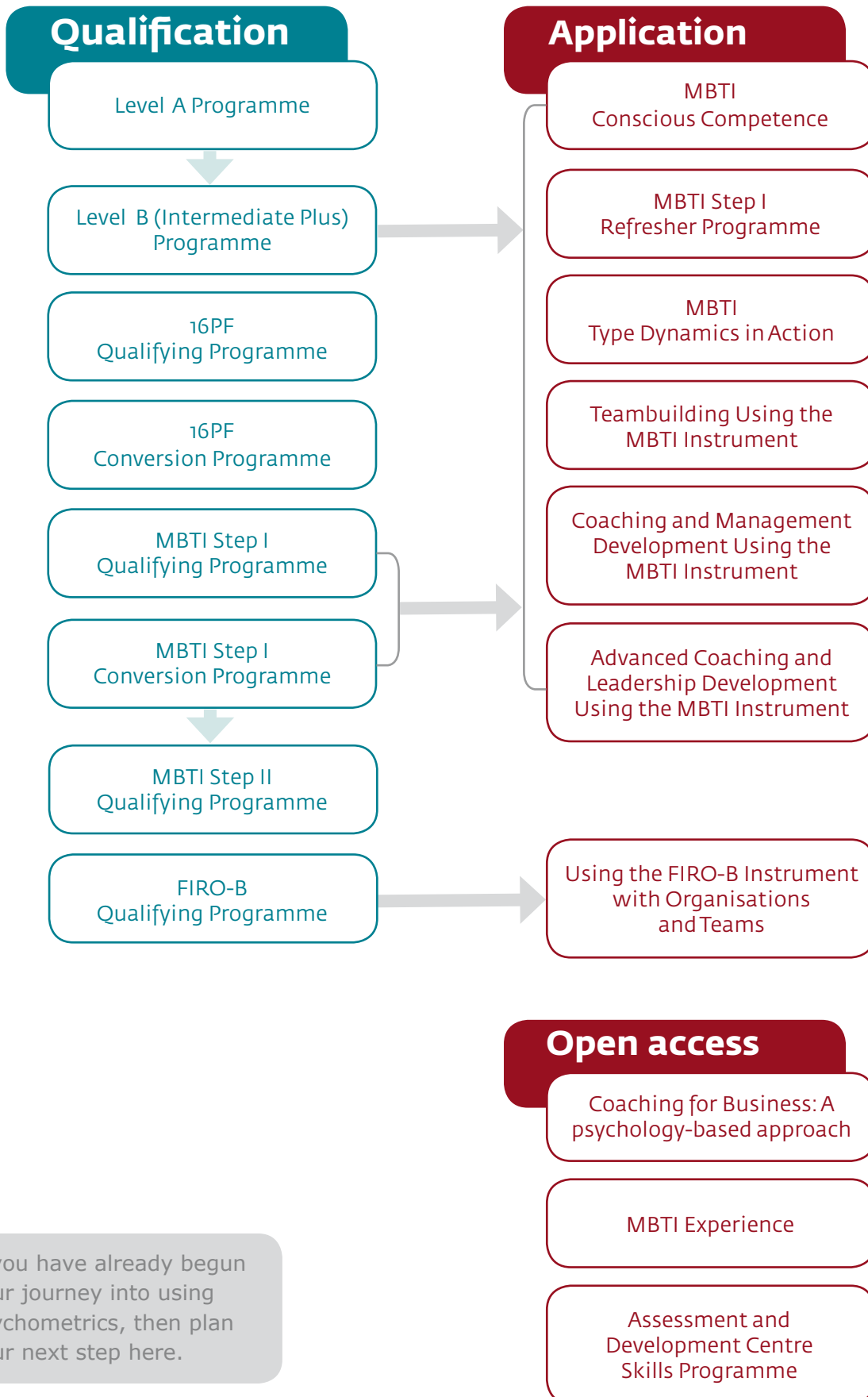
- Can **cost significantly less** per participant than sending a large number of participants on OPP public courses
- Enables the OPP consultant leading the event to better **support the installation and roll-out** of the psychometric instrument within your business, to maximise the long-term benefits
- Can involve **savings on travel** and accommodation costs for your staff

Quality

- Offers your organisation the **dedicated attention and expertise** of one of our specialist consultants
- Can increase employee motivation and **improve teamwork** within your organisation
- Provides an opportunity for your employees to build stronger relationships with each other, as part of a powerful **shared development experience**

Call OPP on **0845 603 9958** to discuss how an in-house programme can help you get maximum value from your use of psychometric instruments.





If you have already begun your journey into using psychometrics, then plan your next step here.

oppinions

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unlocking potential

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