



MAPIEN RADAR WHITEPAPER SERIES #5

# Psychometric Assessments for Individual Development



# Psychometric Assessments for Individual Development

Whilst individuals are likely to share some similarities with other people with who they work, it is crucial to recognise that they also have particular traits, preferences, and capabilities that differentiate them.

This is reflected within their approaches to work and problem-solving, their interpersonal style, their resilience and coping, and many other factors relevant to the workplace.

These differences are exceptionally clear to us as human beings. We have adapted to see them with such clarity that we will by default use a list of somebody's differences to describe them to another person, in terms of their behaviours and unique characteristics, their communication, or physical attributes. These elements stand out to us, and even further, accommodating and benefiting from a unique and diverse array of individual differences is one of the foundational building blocks of a high performing team. As such, developing an awareness of the traits, preferences, and capabilities of ourselves and others provides fertile ground for identifying opportunities for individual development and professional growth (particularly when integrated with other sources of information, such as observations, to provide a more holistic understanding).

Traditionally, this is accomplished by identifying attributes that can be considered strengths, attributes that can be considered areas for development, and working from there to leverage the former to improve the latter.

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THE DEPTH OF INFORMATION PROVIDED  
ULTIMATELY ALLOWS FOR TALENT TO BE  
IDENTIFIED AND DEVELOPED FASTER WHICH  
WILL HAVE A SIGNIFICANT IMPACT ON ANY  
ORGANISATION'S FINANCIAL STANDING

SAVILLE ASSESSMENT <sup>[1]</sup>



Learn more

For an introduction to psychometric assessments, please read the first whitepaper in our Mapien radar series [here](#)

[1] [HTTPS://WWW.SAVILLEASSESSMENT.COM.AU/RESOURCES/ARTICLES-WHITE-PAPERS/BENEFITS-OF-USING-PSYCHOMETRICS/](https://www.savilleassessment.com.au/resources/articles-white-papers/benefits-of-using-psychometrics/)



## Identify the purpose

The important initial stage in the process is to clearly identify the factor(s) that the organisation is seeking to develop within the individual, such as leadership approach, innovation, collaboration, communication style, decision-making style, or countless other areas. This clarity enables the selection of the most appropriate psychometric assessments to achieve this goal, and it provides clear guidance to the individual as to the desired outcomes of the broader process (which is the next step).



## Communicate the purpose

It is important to understand that the psychometric assessment process is a considerable investment on behalf of the individual – both in terms of time and energy – and will not always be a comfortable or easy experience. People may become concerned that this process is being put in place as a result of under-performance or reprimand – which it may at times – and this concern can have a negative impact on their openness to new learnings and experience. It is therefore crucial to clearly explain the reasons for the psychometric assessments, the upcoming process, the goals/desired outcomes of the process, and the benefits for the individual. Framing this process as the beneficial opportunity that it is, will go a long way towards setting the participant up for success.



## Implement the psychometric assessments and discuss the results

Once a psychometric assessment has been completed, it is important to openly share the results and insights with the individual. It is recommended that you provide a balanced perspective when discussing the results, including their strengths (as they relate to the role) and the areas for development that have been identified (reiterating the focus of the process on development and not reprimand).





# Using Psychometric Assessments for Development

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## Develop an action plan/development plan

This process is more than simply identifying areas for development, and then doing nothing with that information. It is also about working closely and collaboratively with the individual to discuss how these areas are realistically able to be addressed – with strong emphasis on 'collaboratively'.

This can include informal and formal development opportunities to support individual growth, including mentoring, training programs, coaching, or opportunities to collaboratively discuss and apply potential new approaches. It can also include the implementation of systems and processes or the provision of additional resources to provide external support to the individual. For example, it can be beneficial to change the structure of meetings to provide explicit opportunities to each individual to contribute their ideas one-at-a-time so as to support individuals who may be less assertive than their peers.



THE UNDERSTANDING GAINED THROUGH CONVERSATIONS BROUGHT ABOUT BY THE RESULTS OF PSYCHOMETRIC ASSESSMENTS CAN HELP COMPANIES CREATE & DEVELOP INTERVENTIONS TO BRING ABOUT IMPROVEMENTS AT VARIOUS LEVELS OF AN ORGANISATION

DYNAMIC TALENT GLOBAL <sup>[2]</sup>



## Review Progress and Reinforce Change

It is important to continuously monitor the changes and progress that have been made as a result of the action plan/development plan to assess their effectiveness. It is recommended that ongoing discussions are had with the individual to ensure they are aware of such progress, receive recognition for positive progress, and are provided with opportunities to address ineffective changes or ongoing development areas.

Through these discussions, a far deeper and more nuanced understanding can be developed, which includes the concept of strengths in context, and that no judgement of a strength or a development area is absolute. A strength is only a strength in the right context, and the same goes for development areas.

**We are how we are, with no judgement required, and true development shows us that we can remain authentic while improving our practice.**

[2] [HTTPS://WWW.DYNAMICTALENTGLOBAL.COM/NEWSROOM/ITEM/42-THE-BENEFITS-OF-PSYCHOMETRIC-ASSESSMENTS](https://www.dynamictalentglobal.com/newsroom/item/42-the-benefits-of-psychometric-assessments)



## Choosing an Assessment

**As mentioned , identifying the core purpose and preferred outcomes for such a development initiative is critical for designing the best approach, which includes assessing the most appropriate construct/s in the most appropriate way.**

This is quite important when you consider how many assessments are available. The temptation can be to look to the most aesthetically pleasing assessment report, or the most compelling marketing material, or the test with the most features, longest report, and most emotive language. It is crucial to understand the best approach based on your preferred outcomes, and to keep it as simple as possible so as to dedicate the bulk of the focus on the conversation and ongoing development activities.

If the participant is relatively new to professional development and is in an earlier stage of their career, a simple personality or behaviour styles type assessment can be more than adequate.



Work style, personality, and behavioural assessments give insight and apply language to certain concepts or behaviours that we often take for granted. It puts them into context so that the individual can consider behaviour from different perspectives, and can often form the first experiences for those participants of understanding that not everybody sees, thinks, or acts the same way as us.

Often the perspectives and frames of reference for other people is totally alien to our own, and seeing this properly in quantitative terms for the first time can create one of the biggest leaps in personal effectiveness and development. It opens the door to more effective perspective taking, influence, negotiation and persuasion, collaboration, problem solving, emotional intelligence, and leadership capability. Keeping it relatively simple and psychologically safe\* with a 'self-rated' assessment can have the most foundational and profound positive impacts on development that extends to both professional and personal life.



\* NOTE: Feeling psychologically safe refers to when people feel that they are able to express themselves without fear that others will think less of them.



# Choosing an Assessment

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If the participant is a little further ahead in their career and the purpose of the initiative is more advanced and complex, there are plenty of options for assessing specific advanced skills and behaviours, like leadership behaviours and interpersonal skills, emotional intelligence skills, business development and sales behaviours, or more narrow skills.

If they are more senior or hold leadership positions, and perhaps already possess a degree of accurate self-reflection and insight, a more effective use of development time and resources may be to apply a 360° assessment for any of the constructs listed above (most commonly leadership behaviours, or emotional intelligence, which is a 'multi-rater' approach, and serves to much more definitively and accurately compare one's own perspective on their behaviour to how others see it).

**Ultimately it comes down to designing the process and selecting the assessment with your outcome in mind, focusing on the preferred outcomes and benefits for the participant.**

If in doubt, we strongly recommend having the conversation initially with your consultant, internal development professional, or assessment provider.

IF YOU WOULD LIKE TO FURTHER  
DISCUSS PSYCHOMETRIC  
ASSESSMENTS, AND HOW THEY MAY  
BENEFIT YOU &/OR YOUR WORKPLACE,  
PLEASE CONTACT US!

## Connect with us!

We look forward to discussing how psychometric assessments, may benefit you &/or your workplace!  
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