HOPE – HOLISTIC & OBJECTIVE PSYCHOMETRIC EFFECTIVENESS

IN COMPETENCY MAPPING

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Original Article

ABSTRACT

In the present-day business world, characterized by rapid and dramatic change, the attainment of competence has become a vital component of individual, organizational and national strategies. Every industry is trying to achieve high efficiency and effectiveness in order to survive in the competitive market. They try desperately to bring about a change in their system. Skill and competency are key factors for improving the performance and efficiency of their operations. Competency mapping, thus, is becoming important catchword for any business aiming at revamping themselves to the present competitive environment. It is becoming very common technique day by day and many companies are showing keen interest in using this to improve their human resource efficiency.

This paper reviews the implications of competency mapping by different methods of assessments like 360 degree appraisal, psychometric assessment, role plays, assessment centers etc used by organizations to achieve high performance and puts forth the significance of using psychometric tools for competency mapping. Though these methods for competency mapping have many advantages but the battery of psychometric assessments gives an individual huge scope to assess self as it invites less subjectivity and biasness in the process.

Psychometric tools helps to bring out the inherent talents of individuals, lays emphasis in nurturing those potentials and influence of environmental factors upon them in shaping up their behaviour. As the concept of competency mapping is not only limited to the skills of an individual but also in understanding the attitudes, traits and motives, the use of scientific tool for assessments in mapping the same will bring about desired results in areas of recruitment, performance appraisal, coaching, training and development, rewards and recognition, succession planning, leadership development and so on. To make the process of competency mapping more methodical, systemic, logical and acceptable there is a need to use psychometric tools which can add value to the overall process of mapping employees' competencies.

KEYWORDS: (Competency Mapping, Psychometric Tests, Succession Planning, Recruitment, Battery of Assessment, Psychometric Analysis)

INTRODUCTION

Due to the global alignment, organizations are witnessing a change in systems, cultures and philosophy. There is a need for multi skill development. Role of Human Resource Management becomes more important. Companies are vastly shifting their approach from the knowledge of only one competency to having multi-competent employees. Companies are interested in knowing the current competency level of their employees so that need based training can be given to improve their performance. This is where Competency Mapping comes in to focus.

Competency mapping is important for any organization to evaluate workforce competency and develop them on an ongoing basis to face the global competition, capitalize on returns and abate wastage of resources. Today, one of the most challenging tasks of HR is to identify the right people in the right job. The fast changing demography and social systems thereof have given breathing space for various HR practices enhancing the people productivity and growth and one of the most commonly used HR practice is competency mapping for development of their people thus, identifying and development of the competencies in firms by enabling better training, coaching, recruitment, performance appraisal, identifying high potentials, talent management, leadership development, succession planning and so on.

What is Competency?

A competency is an underlying ability of a person, which enables him or her to deliver superior performance in a given job, role or a situation (source*: Competency Based HRM: A strategic resource for competency by Ganesh Shermon)*

Competency may take the following forms:

Knowledge

Attitude

Skill

Other characteristic of an individual includes:

Motives

Values

Traits

Self Concept

According to Boyatzis (1982) competency mapping, is "A capacity that exists in a person that leads to behavior that meets the job demands within parameters of organizational environment, and that, in turn brings about desired results." This definition was used in a study titled "Competency Mapping – a drive for Indian Industries" by R. Yuvaraj.

What organization normally measures is the knowledge. Knowledge alone does not guarantee success. For e.g. Knowledge about the car does not make a person a driver. That is where competency makes a difference and hence competency mapping plays a pivotal role in shaping individual and organizational augmentation.

Competency mapping is a way of assessing the strengths and weaknesses of a worker or organization in relation to the organizations mission, vision and strategy, departmental focus areas and internal and

External customer expectations. It's about identifying a person's job skills and strengths in areas like teamwork, leadership, decision-making etc. This method can be used for recruitment, succession planning, performance management and appraisals.

Competency Iceberg Model
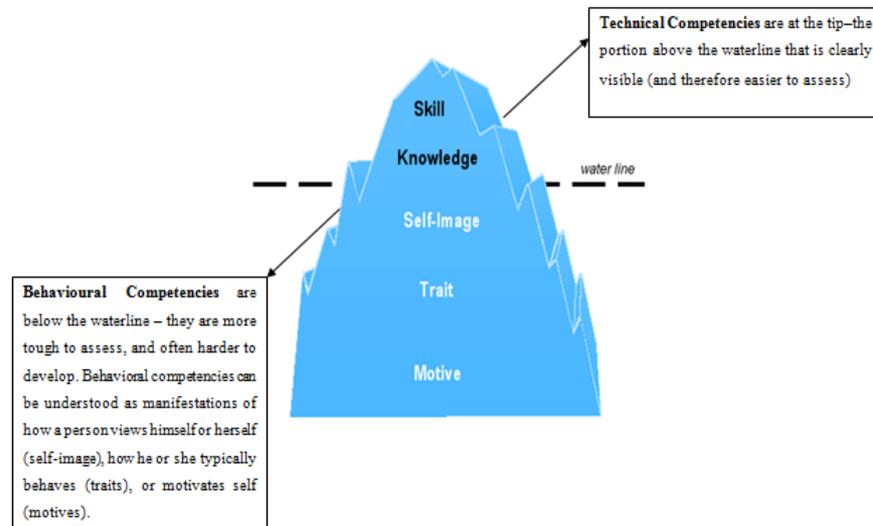
Figure 1: Competency Iceberg Model

According to the iceberg model competencies comprise of skill, knowledge, self-image, trait and motive.

Skill: A person's ability to do something well. For example, in cooking, tailoring, driving, typing, games etc.

Knowledge: Information that a person uses in a particular area. For example, this might differentiate a person who is well-versed about the specifics of cars than a person who just know driving.

Self-Image: A person's view of him or herself, identity, personality and worth. For example, one who sees self as a good cook, tailor, driver, typist, player etc.

Trait: A typical aspect of a person's behavior. *For example,* being a good cook, driver etc.

Motive: What drives one's behavior in particular area (an underlying need for achievement, affiliation or power).

Review of Literature

In the paper, **"Assessment in the workplace: A competency-based approach"** by *TE POTGEITER* and *RP VAN DER MERWE* explores assessment in the workplace with a specific focus on the competency based approach. It intends to fulfill the articulated need of assessment practitioners for a background of the theory pertaining to the concepts surrounding a competency based assessment in human resource, as well as to provide practical guidelines that may be followed in developing a competency based assessment.

This paper talks about the value of the competency-based assessment in South African context. The researchers provide a comprehensive list of methods of assessments that are specifically applicable to selection situations:

- Case Studies

- In-basket exercises

- Job sample/skill tests

- Direct Observation

- Oral and written tests

- Portfolios

- Project and Assignments

- Questioning and demonstration

- Simulation exercises

- Trainability tests

Another research on **Competency Mapping: A Gap Analysis** by *Jaideep Kaur and Vikas Kumar* focuses on the extent of competency mapping that would help in analyzing the gap in required skill and could be worked upon to improve the level of competency. The competencies of managers from three different levels of management were measured with the help of questionnaire and gap was analyzed.

According to the research the manager in higher level lacked in technical skills compared to middle level manger. Planning skills and leadership skill were missing in middle and first level.

An inference that was drawn in the research was the implementation of competency mapping would focus on the gap that are essential for the required job and hence can be improved by training which will enhance the organization effectiveness and facilitates the organization to meet its business objectives.

This paper quoted *(Farah 2009)* who has discussed in a research paper about the performance of companies depends mostly on the quality of their human resource. It also talks about delving deeper into the concept of competency, tracing its history and its role in the present context. It explains how the concept has constantly evolved over the years, its applications in human resource management, and development in the present scenario. It also aims to study its future prospects in the light of other emerging areas like talent management.

"Competency Mapping: A strategic tool in employee recruitment" by **Dr. Murlidhar Chandekar** and **Sunetra Khatod** emphasizes that Competency mapping can play a significant role in recruitment and retention of employees. Recruitment is an important part of an organization's human resource planning and their competitive strength. Competent human resources at the right position in the organization are

A vital resource and can be a core competency for a strategic advantage of it. **Competency-based recruitment is a process of recruitment based on the ability of the candidate to produce anecdotes about their professional experience which can be used as evidence that the candidate has a given competency.**

Method suggested for competency assessment in the study are Assessment/ Development Centre, 360 Degree Feedback, role plays, case study, structured experiences, simulations, business games.

A study on mapping of employees' competency by Krishnaveni aims to assess the competency of the employees of Minakshi Mission Hospital and Research Centre, Madurai, India. It evaluates various aspects of employees' competency such as ability to mutual relationship, communication, leadership and overall task proficiency.

According to this study, competencies are classified into core competencies and professional or functional competencies. A Core competency is defined as the combination of pooled knowledge and technical capacities that allow a

business to be competitive in the marketplace. Core competencies may change in response to company's environment involving flexibility and overtime, concomitant with new business changes and adaptations. Professional competencies are grouped into three categories:

- Behavioural competencies – required in terms of behaviour

- Threshold competencies– required to perform job effectively

- Differentiating competencies – which identify and rate individual performances

The tools suggested in the research for competency mapping are self and superior assessment, 360-degree feedback, assessment center, psychometric tests, interviews, leaderless group discussion, in-basket exercise, management games, role play, case study, scenario discussion and portfolio presentation.

Methods of Competency Mapping

A competency model describes the combination of knowledge, skills and characteristics needed to effectively perform a role in an organization and is used as a human resource tool for selection, training and development, appraisal and succession planning (McLagan, 1989).

In recent times, there are different methods that organizations use, to measure the competency of individuals. Among these methods the most common methods used by the organizations to assess individuals' competency are **Assessment centers, 360-degree feedback, psychometric tests, questionnaire, competency based interviews and critical incident techniques** that can help to assess the competencies of the employees in an organization.

When we delve deeper into details as to how these methods can be helpful tools for competency mapping the benefits of psychometrics have an upper-hand. If organizations use psychometric assessments along with methods like 360-degree feedback, structured interview etc. will get a better insight into the competencies required to match particular job role or behave in a particular job situation.

In 360-degree feedback, a multi-source assessment, individual's performance is assessed and feedback is provided by many people which includes Managers, Subordinates, Colleagues and Customers. Most often whether Managers like it or not, they have to fill up a "survey" form periodically, so that the management can take "some corrective measures". Some contributors of the *360° Feedback Survey* are not even aware of why certain questions are included or what they are going to do by answering them. Research also suggests the presence of **adverse impact** on **attitudes** and **performance levels** of employees after the survey. Research done by *Savneet Kaur* on *360-Degree Performance Appraisal– Benefits & shortcomings* while talks about the merits of 360-degree approach it too states the demerits of the same like fear of being confronted, difference of opinion, no evidence of improvement on performance, not futuristic, lengthy process etc.

Competency-based (or behavioural) interviews are based on the premise that past behaviour is the best predictor of future behaviour. In the research paper "Assessment in the workplace: A competency-based approach" by TE POTGEITER and RP VAN DER MERWE they too states that behavioural-based interview provide data on past behaviour when assessing a person. Interviewers seek to obtain information about candidates' past behaviour in certain situations.

For e.g.

- Describe about a time when you lead your group to achieve an objective
- Tell about a situation where you got people to work together

Competency-based interviews are very organized with questions that relate directly to the essential criteria and competencies required for the post. But questions asked in such interviews do not cover all competencies a person needs. Subjective evaluations are also made during the process. Interviewers form stereotypes concerning the competencies required for success on the job.

Assessment Centre

As put in a research paper **Assessment center in Public sector: A Practical approach Public Personal Management Journal** by *Dennis A Jainer* many organizations also use **assessment centers** for competency mapping which are often described as variety of testing techniques that allow the candidate to demonstrate under standardized conditions, the skills and abilities most essential for success in a given job.

But the problems that generally arise in the method are:

- Assessment centers are difficult to administer and many things can go wrong.

- There may be lack of credibility among the candidates assessed about the process.

- Assessment center results are not infallible.

- An assessment center can predict with uncanny accuracy whether a person has the capacity to perform, but may not predict how the person will perform in that position.

- Improperly designed assessment centers may yield poor results and damage the reputation of the assessment center method

- The time spent with the assessors is too limited for the assessors to really know about a candidate.

Critical incident techniques are set of procedures for collecting direct observations of human behaviour to assess their potential. These are useful in solving practical problems and developing broad psychological principles. By an incident is meant any specifiable human activity/behaviour that is sufficiently complete to make inferences and predictions about the person's ability to perform for successful operations. To be critical the incident must occur in a situation where the purpose or intent of the behaviour seems clear to the observer and its consequences are sufficiently definite to leave little doubt concerning its effects. This method though has many advantages like easy to understand, inexpensive, flexible etc. But the problem arises about remembering the events and accurate reporting of them. It relies on the memory of the person being assessed. This method does not say anything about everyday situations.

Competency Mapping through Psychometric Assessment – An Objective and Scientific Method

Each person is a bundle of **strengths** and **weaknesses**. Only few of the world's population put their inherent strengths to use and continuously build on these strengths to win. However, most often people try to "fix their weaknesses" and end up losing opportunities and facing failures. Most of the competency mapping methods used by organizations do not provide an **objective evaluation** and the feedback/opinions derived from such tools tend to be based on subjectivity.

Hence such opinions are likely to be taken as biased and opportunistic suggestions.

Today, the **Behavioural Science of Psychology** has made great improvement in enabling self-awareness and utilization of people's potential. Thereby the benefits of the **Psychometric Assessments** (techniques of objective Psychological-Behavioural Measurement) helps one become **aware** and thereby **optimize** human capital by fully making use of strengths and powers to progress in life and career.

There are many psychometric assessments available for assessments and organizations using single assessment will not be able to gain broader perspective about an individual. To gain better view that may serve as solid base in performance appraisals, performance management, recruitment, succession planning, managing individual performance, training and development, rewards and recognition, employee empowerment, job profiling etc. one should take battery of assessments. It will provide a complete interpretation that cannot be done by single assessment.

Single Assessment vs. Battery of Assessment

Single instrument provides amazing insight into the personality providing tremendous input about their habits, preferences and strengths. But it is still an incomplete and partial view of the individual.

The different Assessments measure behaviour from various perspectives. Having both heredity-environment based assessments, a pertinent battery groupconsider the heredity and environmental influences and provide a more comprehensive picture of strengths, potential, preferences and skills**.**

To understand an individual's strengths and weaknesses it is critical to assess him/her from both the heredity and environmental dimensions before we draw conclusions regarding job suitability etc.

For e.g. Though a candidate may have the innate potential at creating novel solutions, he may prefer to go with the tried and tested due to previous experience and environmental conditioning.

It can be inferred that in conducive environment, this individual would be able to generate innovative ideas. Such pointers, are differentiators with regards to others assessments.

Different psychometric tools when linked to one another will give a clear picture and it will be easy to assess an individual.

Battery of Assessment

It is always recommended that for the total analysis of individual personality, one must not rely on only one assessment. Our battery of psychometric assessments provides you with a logical analysis of the past, present and the future behaviour and can serve as a helpful tool for recruitment, performance management, appraisals, rewards and recognition, leadership development etc.

Most organizations are facing the performance management problem. To get the best out of the people, it is important to understand their "willingness to perform". The **willingness** of the individual to perform is influenced by **attitude**, **personality** and **belief system**. And this can be understood and measured objectively with Psychometric Assessments which are unbiased, fair, objective and anti-discriminatory, i.e., performance evaluation is based on skills and competency, not race, gender, physical appearance etc.

In a highly competitive marketplace you cannot afford to postpone good performance due to having the wrong people in the wrong place. Psychometric gems give you the right insights to select the suitable people with potential for the given assignment or task.

A **Battery of Psychometric Assessments** provides a multi-dimensional view into the many colours of an individual's persona by the prompt inclusion of both **hereditary** and **environmental** influences. Because both **Nature** and **Nurture** play a significant role in shaping an individual's **Behaviour**, **Attitude** & **Thinking**.

BAT 5 is a unique method to understand the employee potential in a scientific and hassle-free manner. This powerful technique involves **Five Psychometric Assessments**, which provide a whole range of information about an individual – beginning with his/her personality traits, communication styles to competency levels.
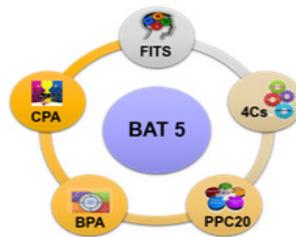
Figure 2: Battery of 5 Psychometric Assessments

The science of psychometrics analysis and interpretation has a rock-solid foundation in the works of some eminent psychologists and management gurus like Carl Jung, Sigmund Freud, Douglas McGregor and Daniel Coleman among others. The battery of five assessments comprise of different assessments like FITS (Feeler Intuitor Thinker Sensor), 4Cs (Controlling, Convincing, Conforming, Consistent) , PPC 20(People Performance Competency 20), CPA(Communication Pattern Analysis) and BPA (Behavioural Pattern Analysis).

FITS– Personality Style Assessments

FITS Personality Style Assessment is based on CARL JUNG's research in Analytical Psychology - mirrors the various personality types based on HEREDITY characteristics of the individual in terms of FEELER, INTUITOR, THINKER and SENSOR. These attributes will help see if there is a match between the demands of LIFE / CAREER / BUSINESS/ RELATIONSHIPS and individual personality characteristics. FITS indicates the person's preference for ATTITUDES and FUNCTIONS as well as the person's THINKING STYLE. FITS gives you insights into understanding one's true POTENTIAL.

4Cs– Factors of Behaviour

4C's INNER MOTIVATIONAL FACTORS is based on the research of Dr. William Marston - is a Self-awareness profile based on UPBRINGING and ENVIRONMENTAL INFLUENCES that indicates the C1-CONTROL, C2-CONVINCE, C3-CONFORM and C4-CONSISTENT behaviors of individuals, to assess various aspects like drive to overcome barriers, ability to persuade etc. It helps understand individuals as people oriented or task oriented, which intern reflects the style by which they will get work done. It also helps find out if an individual is 'Active or Passive' and one's orientation in terms of TASK Vs PEOPLE.

People Performance Competency 20 (PPC 20)

People Performance Competency 20 – measures 5 Meta Performance Competencies - Managing Change, Planning & Organizing, Interpersonal Dynamics, Result Orientation and Leadership. (20 sub-competencies are Initiative, Innovation, Risk taking, Flexibility & Adaptability, Planning, Analytical thinking, Decision Making, Quality Focus, Oral Communication, Relationships, Sensitivity, Team Work, Achievement, Customer Focus, Business Awareness, Learning Orientation, Authority & Presence, Motivation, Developing people, & Resilience). Focus on strengths to get the best from people.

Figure 3: Competency Measured on PPC20

Communication Pattern Analysis (CPA)

Communication Pattern Analysis based on Dr Eric Berne's Transactional Analysis - assesses the impact of upbringing and environmental factors that give rise to Communication Habits of people. CPA analyses if communication pattern of the individual is the right one, as a basis of all successful endeavors in one's life and career. It helps know and develop person's interpersonal relationship, teamwork, build rapport utilizing his/her communication skills. The four factors are - CRITICIZING, ADVISING, EMPATHIZING & SEARCHING are patterns that fit into 'THEORY X or THEORY Y of Douglas McGregor as well.

Behaviour Pattern Analysis (BPA)

Behavior Pattern Analysis at Work & off Work is based on the research of B F Skinner - assessment is an effective tool that helps identify the Patterns & Styles that one assumes both at the work place and on personal front. It identifies how different or how similar are personal and work styles of the individual, thereby demonstrating one's ability to flex or to maintain consistency in dealing with people. Diplomatic to Outspoken, Introvert to Extrovert, Low Sense of Urgency to High and Innovative to being Systematic are key attributes to know and learn to be better with self & others.

Table 1: Linking the 5 Psychometric Gems

FITS	4C	4C	PPC 20	CPA	BPA-Interpersonal	BPA-Comm Style	BPA-Urgency	BPA-Info Processing
Feeler	Conforming, consistent	Passive Responder, Task Oriented	Analytical thinking, Planning, Quality focus, Business awareness, Learning orientation, Authority, Resilience	Search, Advise	More Introvert	More outspoken	Low	High Systematic
Intuitor	Convincing, Controlling	Active Initiator, Task Oriented	Flexibility, Oral communication, risk taking, innovation, initiative, learning orientation	Advise, Search	Flexible with both introvert & Extrovert	More Out spoken	Medium	High Innovative
Thinker	Conforming, consistent	Passive Responder, Task Oriented	Analytical thinking, Planning, Quality focus, Business awareness, Learning orientation, Authority, Resilience	Search, Advise	More Introvert	More outspoken	Low	High Systematic
Sensor	Controlling	Active Initiator, Task Oriented	Initiative, Risk taking, Innovation, Flexibility, Decision Making, Achievement, Authority, Resilience	Criticize	More Extrovert	More Out spoken	High	Medium

Advantages of Psychometric Assessment

- Simply knowing the strength and areas of improvement will not help one to gain advantage from the process of competency mapping unless s/he knows the primary factors responsible for the same. Psychometric assessments help to know an individual competency along with the underlying factors that contributes to one's hidden strengths and core areas of improvement. These factors are dependent on hereditary and environment.

- Another advantage of these assessments is that individuals are not aware of assessing themselves or being assessed unlike the other methods of assessment. When one is aware of evaluating self, it brings in fear and the response may not be accurate. Moreover, the direct questions related to competencies in the appraisal sheet in the form of a questionnaire may also make one nervous.

- There is also less chance of inter-departmental conflicts in an organization with the use of psychometric assessments for competency mapping.

- There is less scope for biasness and subjectivity as stated in some research papers referred for this article. It also reduces the time-consuming factor and the process takes only a day.

Table 2

Benefits of Bat 5 to Individuals and Organizations	
Multiple Psychometric BAT to Individuals	**Multiple Psychometric BAT to the Organization**
Total clarity in understanding one's **true capabilities** for better career growth	**Objective** know-how to make people **perform better**
Identifying and learning the use of one's **Strengths** to maximize success opportunities	**Unbiased** view of people's **strengths** & **areas of improvement**
Understanding and learning to **deal with inherent weaknesses** to prevent setbacks	Organizational development with a right approach to get the **right person for the right job**
Learn how to **respect** other people for their **performance strengths**	Accomplishing results **smarter**, **better** and **faster**
Acceptance of other people's weaknesses with a supportive **team-work attitude**	Enhanced **team collaboration** and **coordination** for greater harmony
Transforming oneself to be a **competent contributor** and a **team performer**	Improvement in **ownership** and **leadership responsibility** in all key areas

CASE STUDY

Some of our **case studies** to explain how battery of assessments helped in different areas are as under:

Psychometric Assessment for Recruitment

Testimonial 1

According to S A Manjunath, Chief Empowerment Officer, DynaMinds Consulting Private Limited, OMIs' Battery of Assessments has helped both him and his Organization, in understanding the intricacies of human behavior, and its impact on self and others. While I learnt the tools as a Learner, I have been regularly practicing the tools in helping our Clients attain superior Efficiency and Effectiveness in their role/life. He has also used Psychometric Assessments for recruitment and Leadership Development. Prior to taking up the Assessments Certification from OMI, he is certified in Value Assessment and DISC Profiling. But he found the battery of assessments of OMI/The Assessment World not only simple, but also complete.

The **HR Manager of ABC Company, Mr. Akash**, needed to recruit a suitable candidate for the role of **Manufacturing Engineering Head**. The candidate identified for this position, **Mr. Daniel**, had taken a battery of five assessments. Though his resume claimed all the qualities required for a job but the HR got to know from the assessments his level of competencies. There were different parameters based on which he was assessed.

The Psychometric assessments gave a clear picture of the candidate in terms of his analytical ability, decision making skills etc. It also helped him to understand his communication skills, motivating factors, leadership style, response to conflict, potential roadblocks, pressure points, his/her ability to manage change, plan and organize work, his ability to lead a team, driving results and so on. For e.g. it appeared from his scores that he is a passive responder which means he may be slow in taking initiative, hesitant to take risk, wait for others to respond first in team work, finds difficulty in managing change, less adaptable to varying situations. But environmental factors may have influenced him to take initiatives, boost up his confidence in risk-taking and come up with innovative ideas. Though he may prefer to work in a comfort zone but if situation demands he may easily adapt to changes.

As far as communication is concerned he is capable of establishing rapport with others, getting along with them easily. However, he may choose to remain cordial/formal with those he works with to maintain decorum. Going by his leadership style he takes on leadership when formally assigned. Being process driven he goes by the rule book, placing grave importance on following protocols. He may prefer to take the lead so long as the operations remain within his comfort zone. He is likely to lead by example, preferring to let his work to speak for him. The HR made his final decision bearing in mind both the job description as well as the scores of the participant.

Testimonial 2

According to Dileep Kumar Sinha, Chief Engineer, Volvo, Bangalore, shares that he is really happy to use psychometric assessments in the areas like selection, coaching, career progression, training and effective utilization of resources. It has added value to organization in terms of knowing people better by identifying employee's personality traits, leadership competency, what drives & motivate them, their strengths and areas of improvement.

Psychometric Assessment for Succession Planning

Psychometric assessments were also used in succession planning by ABC Company to identify employees to promote to a senior level position based on their performance in the previous year. The management was unable to decide between the two as they both possessed technical skills and competencies but faced some challenges with their behavioural skills and attitudes. The candidates had taken these assessments and an appropriate recommendation has been made on their scores and the given job description.

Testimonial 3

Charu Singh, L & T, Infotech, Mumbai, shares that the MAPP program has helped her personally by providing valuable insights on the overall personality & attitudes, how the same are experienced by others, what may be the areas including over-strengths, that could be posing a challenge in effective inter-personal equations with people or in achieving success in the desired spheres. Professionally, she intend to use the MAPP for behavioural & personality coaching initiatives as well in behavioural & leadership workshops.

Psychometric Assessment for Coaching

Mr. Nolan was an employee with a pharmaceutical company, working with their Research team. While he showed a lot a of promise in the beginning, as time went by, he began losing interest in his work, showed little motivation and enthusiasm as he felt that there was very little scope for growth in the organization.

In addition, the management had received complaints from his team members that he was not a good team player and working with him was quite a task. Instead of letting him go, the management decided to use a battery of psychometric assessments to establish reasons behind his behaviour as well as examine his strengths and challenges. Once his areas of improvement had been identified, they decided to mentor him accordingly.

Psychometric Team Leadership Development

Testimonial 4

Nobita Rajagopalan, Training Head, TAC House has used the PPC 20 quite a few times for high potential identification, Competency development and Leadership development. She thinks that the reports are the differentiator – they are very detailed and specific as compared to other tools. For her it works as a great point to convince her clients.

An organization had undergone a major change in its hierarchy and structure particularly at the top management level. Too much chaos and instability led to resistance, de-motivation and mistrust across the organization. They faced communication and interpersonal challenges within and between the teams. This resulted in the increase in their stress levels as well.

The company wanted their employees to go through a training program coupled with psychometric assessment. A battery of 4 assessments consisting of FITS, 4Cs, PPC 20, and CPA was used to identify the causes for the challenges faced by the team to help them deal with the change effectively.

CONCLUSIONS

As it is evident from the above that psychometric assessment can be used for not only mapping skills but also for mapping behaviour, attitudes, traits, and motives and linking it well there is a chance for more acceptability and credibility among the individuals been assessed. It can be clubbed with other assessment methods and used in combination to bring out more scientific and effective results. Psychometric assessments will enable one to objectively analyze self and others to spur personal productivity and business relationships. It has the ability to discern individual potential; an objective method; less time-consuming; have the capacity for large group testing; it cuts across cultural, gender, racial differences, perceptions, stereotypes and subjectivity; it may also be perceived by individuals to have higher level of inherent fairness as it focuses on behavior and not on sociological or cultural factors; it is a useful tool in self-selection as the candidate are consciously aware of their ability or inability to complete the task.

As psychometric tools bring out the behaviour, motives and traits of the individuals it helps in identifying individuals' behaviour in a situation or his/her willingness to perform a job/assigned task. Many organization do use psychometric tests for the assessment of individuals. It has wide range of application like in recruitment, performance management, coaching, leadership development, appraisals, rewards and succession planning. But using single assessment will not help to provide a holistic view about an individual. Combination of psychometric assessments will give a clear picture in terms of whether a person can be trained or groomed on the areas very essential for a job role. They objectively identify the strengths and areas that would call for attention, facilitating the individuals to perform optimally. This information can be used for **individual development plan**, **performance evaluation**, **skill-gap identification**, **coaching** and a lot of other dimensions.

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ANNEXURE

Sample Score & Recommendations -Recruitment

Mr. Sample

PPC 20

MANAGING CHANGE 5
- Initiative: 4
- Risk Taking: 3
- Innovation: 7
- Flexibility/Adaptability: 6

PLANNING & ORGANIZING 4.25
- Analytical Thinking: 4
- Decision Making: 5
- Planning: 1
- Quality Focus: 7

INTERPERSONAL SKILLS 2
- Oral Communication: 4
- Sensitivity: 2
- Relationships: 1
- Teamwork: 1

RESULT ORIENTATION 5.75
- Achievement: 6
- Customer Focus: 6
- Business Awareness: 5
- Learning Orientation: 6

LEADERSHIP 2.5
- Authority/Presence: 5
- Motivating Others: 1
- Developing People: 3
- Resilience: 1

FITS

Feeler	Intuitor	Thinker	Sensor
17	28	31.5	23.5

4C FACTORS

Controlling	Convincing	Conforming	Consistent
30	19	28	23
Active Initiator	Passive Responder	Task Oriented	People Oriented
49	51	58	42

CPA

Advise	Criticize	Empathy	Search
13	10	9	13

BPA

Parameters	Dimensions	At Work	Off Work
Communication Style	Diplomatic/ Outspoken	Moderately Diplomatic	Flexible
Interpersonal Skills	Extrovert/ Introvert	Flexible	Flexible
Sense of Urgency	High/ Low	Moderately High	Moderately High
Information Processing	Systematic/ Innovative	Flexible	Flexible

RECOMMENDATIONS

Mr. Sample, comes across as an organized and result-oriented individual, who has the ability to set goals for himself and his team and work in a systematic fashion to accomplish the same. As a methodical individual, he prioritizes activities and plans things meticulously in order to meet the sales target. Moreover, his futuristic outlook would allow him to think ahead and plan for gross profitability of the business that he would need to handle. As he is naturally inclined to analysis, he emphasizes on facts and logic to support his decisions. With an eye for detail, he is capable of identifying problems and breaking things down into simpler aspects, enabling him to trouble shoot in time. Being rational and pragmatic in his approach, he prefers to be hands-on to get things done. He enjoys tasks that utilize his expertise, push him

to excel, and allow him to produce positive outcomes.

His inquisitive nature coupled with his ability to grasp concepts quickly enables him to obtain a holistic view of the business. Gathering extensive amounts of information, he also comes across as a well-read individual who is informed about various aspects of the industry, keeping in step with the recent trends and developments in the market. As a keen learner, he is geared towards continuous improvement and makes use of available resources to enhance his knowledge and skill sets. Using this expertise, he is capable of developing long-term strategies to create a competitive edge for his organization.

Being charming in his interactions, he is adept at establishing rapport and developing relationships with a diverse range of individuals, capitalizing on these affiliations to drive success in Business Development. Owing to his broad-gauged nature, he would easily find common points of interest when interacting with others. Expressing himself and sharing his views without hesitation would enable him to build a strong customer base thereby expanding the company's sales network. His ability to wield influence would support him in bringing in prospective business opportunities. Negotiating the terms of the deal with the concerned parties, he has the potential to gain their buy-in while handling business deals. Furthermore, in terms of client interactions, he would go out of his way to deliver services that will delight the customer and gain their loyalty.

Taking initiative, he is capable of leading his team through a variety of situations, relying on his interpersonal skills and experience to handle issues. He works hard and strives to make a mark in his profession, displaying drive and resilience. He has the ability to motivate and empower his team members by providing opportunities and delegating tasks. He also nurtures their potential by providing guidance and sharing feedback. He respects established systems and ensures compliance from others as well.

Given his years of experience, Mr. Sample has developed a host of competencies relevant to his professional progress. Having said the above, his over-strength on most competencies may also have certain negative implications. For instance, being a scrupulous planner, he is unlikely to proceed with any action unless a plan is in place. This inclination to create detailed plans may however slow him down when required to revise his strategy on short notice. Hence, he may have a challenge to think on his feet. With over strengths on his interpersonal skills, he tends to believe in others' talents to a great extent and with a tendency to set high standards of success, he may sometimes expect more from them than their capabilities may allow, possibly taxing them.

He would need to continue **capitalizing** on his **abilities** while also addressing his **potential pitfalls** in order to make the most of every opportunity and **accomplish goals** successfully.

On the whole, he has the **ability to come up with innovative** yet **realistic ideas** to bring about **changes/ improvements** in his area of work. As a **dynamic individual**, he exhibits his **capability** to **drive performance through others**, clearly **communicating expectations** and **achieving results**. Also, his natural **ability to organize, analyze** and **place importance on critical details** allows him to **deliver quality services** to the organization.

Thus, he comes across as a strong **performer**, with the **potential to take initiative, make effective decisions, collaborate with team members** and achieve **organizational objectives**. Hence, he may be **considered as a potential candidate** for the role of **Sales Head**.

Sample Score & Recommendations - Coaching

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RECOMMENDATIONS

A strategist in spirit, you have the inherent strength to generate various ideas that are each validated by facts and figures. Moreover, with the ability to conceptualize the big picture quickly while still delving into the details, you would be able to align your ideas with the requirements of the overall goal. Thus, you would be adept at solving problems and overcoming obstacles, thereby working towards continuous improvement within your area of operations.

As a task-focused individual, you are likely to place significant importance on driving results every step of the way. In this pursuit, you would go to great lengths to channelize resources and get the job done, striving to meet customer requirements. Apart from being highly result-oriented, you tend to use customer satisfaction as a yardstick to measure your own performance. In addition, you endeavour to meet prescribed standards, insisting on rules & protocol being followed as you tend to view the same as law set in stone.

You carry yourself with confidence and are able to articulate your ideas/opinions in a clear and concise manner, often sticking to the point. While you have strong communication skills, your overemphasis on explaining the task may find you taking control of the conversation. In this process, you may not actively listen to others' point of view. Moreover, with a laser-like focus on the task at hand, your listening skills may be limited to understanding what others are doing, without truly gauging the challenges they may be experiencing and the resultant feelings.

Seeing things as black and white, you would be quick to highlight errors, showing no hesitation to state things as you see them. While providing feedback is important, operating from the criticizing mode could lead to others feelings threatened or labelled. This could in turn adversely impact their motivation to deliver optimum performance.

Inherently low on the emotional aspect, you are unlikely to delve into understanding people's emotions and concerns. Furthermore, you may find it challenging to open up to others, not always trusting people easily. This inclination coupled with your need to be correct will guide you to take things in your own hands. While you may look into every aspect of the task yourself to ensure the best quality goes out, in this process, you may neglect to empower others' potential. In addition, you may overburden yourself with work, thereby affecting you ability to follow through with plans that you may have charted out for yourself. Being anxious to deliver the best, you may find yourself possibly buckling under pressure.

Therefore, in order to fully optimize your potential and extract the best from others, you would need to consider connecting with your team members by involving them in the decision making process and making them feel heard and valued. While you may set high standards, you may need to take efforts to appreciate small milestones achieved which could serve as encouragement for them to continuously deliver excellence in performance. Although you may intend to help others improve while critiquing their work, you may need to focus on understanding why mistakes are made and evaluating the situation from their perspective. With people being the key to the success of any organization, enhancing your interpersonal effectiveness would be a critical determinant of your personal accomplishments. By addressing the above mentioned areas and proactively taking relevant measures, you would be able to scale greater heights.