

We bring out the best in  
psychometric testing.



ODGERS BERNDTSON

# In a well-rounded search process, integration of results with personal exploration unearths a person's essence.

What adds such richness and colour to life and work is people's individuality. The ingenuity of creation has ensured that each and every one of the 7.9 billion of us has a different collection of attributes, abilities and interests. A unique combination of motivators, preferences and ambitions.

We're each made up of such a kaleidoscope of potential, it would be impossible to accurately chart it all. In any given moment, much of it hasn't even played out yet. But, when it comes to matching the most suitable person to each position we're tasked with filling, we give it everything we've got to unearth the talent, potential and magic that lifts one person above others as the right one for each role.

We use standard, time-tested tools, known to produce a 360° assessment of candidates – CV, interview and psychometric assessment. But we're not happy to rely on these alone. To get to a more fine-grained understanding of each applicant's capability and potential, we go further.

**As an extra lens through which candidates can prove their worth, the value of psychometric testing is most beneficial when integrated with other forms of appraisal, human expression and real-life contexts.**

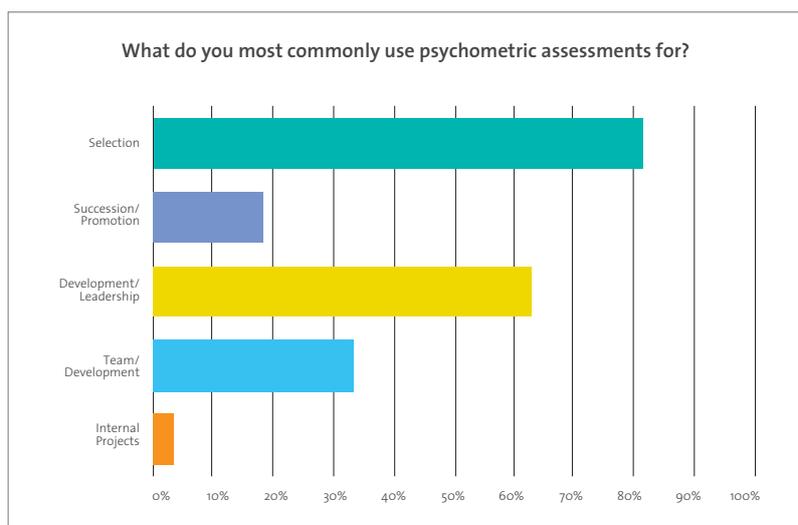
In fleshing out and personalising results, we allow space for possibly omitted talents to be given an airing and for understated capabilities to be emphasised. It helps us to add personal perspective to the tangible elements of the search process. A rounded assessment can also shine light on overemphasis, or confidence in areas that's not authentic. And it thrills us to see a spark that, sometimes, only trusted human interaction is capable of igniting.

This report focuses on one very useful tool in identifying suitability - psychometric testing. We undertook a survey to examine the on-the-ground experience among companies and candidates with this tool. We're really grateful to all those who took part – a big thank you. The results are insightful and very interesting.

## Where would psychometrics benefit you most: selection or development?

**Q2** Companies most commonly use psychometric analysis in the selection of candidates for a role, borne out by **81.5%** of respondents. A strong cohort, **63%**, also see the value in allowing it to be part of development programmes for their workforce and leadership.

Investment in the right people in the right positions is vital. Using expertise to draw relevant, actionable conclusions from results is a huge support to decision making. The interpretation of reliable data beats gut instinct and can avoid mistakes down the line.



**Q2**

ANSWER CHOICES	RESPONSES	
Selection	81.48%	22
Succession/Promotion	18.52%	5
Development/Leadership	62.96%	17
Team/Development	33.33%	9
Internal Projects	3.70%	1

“Certain companies look for more directive leaders and others want more collaborative leaders. There is no one ‘good’ type of leader; it’s contextual. We identify the key markers of what ‘good’ looks like for them and integrate psychometrics in assessments to specifically delve into those competencies.”

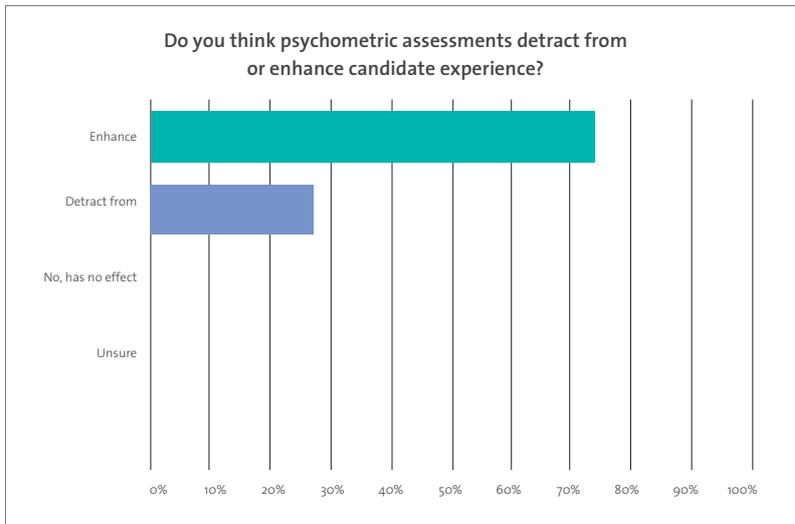
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**We take great interest in each person’s presentation of themselves through a combination of mediums. In the integration of tangible appraisals with the persona, we almost always find insight and nuances that stand-alone tools would miss.**

Could internal psychometrics lead to a happier, more productive workforce?

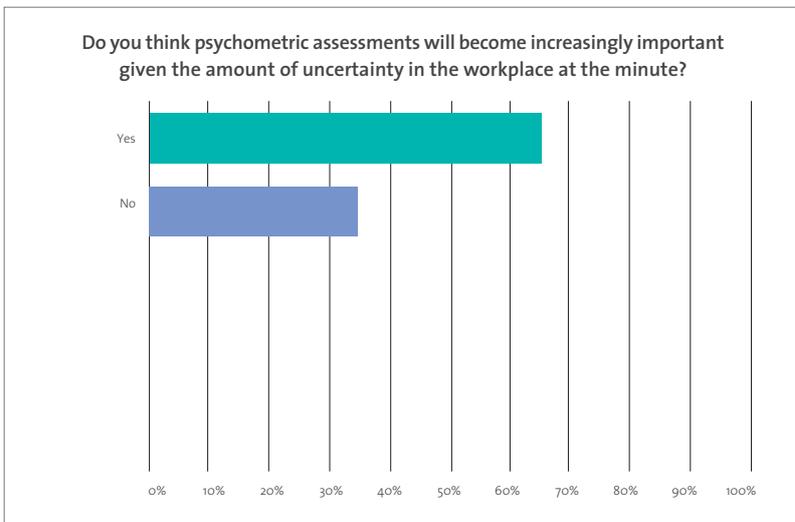
Q4 + Q8 73% of respondents believe that psychometrics enhance candidate experience. 89% of these respondents also believe that psychometric assessments will become increasingly important due to the level of uncertainty in the workplace.

Q4



ANSWER CHOICES	RESPONSES	
Enhance	73.33%	22
Detract from	26.67%	8
No, has no effect	0.00%	0
Unsure	0.00%	0

Q6



ANSWER CHOICES	RESPONSES	
Yes	64.52%	20
Detract from	35.48%	11

The future of work has arrived, bringing with it an unprecedented degree of apprehension. Employers and employees alike are treading on ground that seems to keep shifting. When it comes to plotting the future of brands and careers, psychometric testing can provide clarity for both employers and candidates. By knowing who in your organisation has specific talents suited to key roles, team members play to their strengths and are more likely to be fulfilled and productive.

*“Psychometrics helps us separate ability from preference. A gentleman I assessed a few weeks ago showed really clear strengths when it came to selling, commerciality and negotiation but when we had a discussion it was clear that, although he was good at these things, he didn’t necessarily like doing them. He had much more of a preference for working with people internally. By identifying someone’s strengths and preferences we can match him/her with the environment where they are more likely to thrive and less likely to burn out.”*

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Clear endorsement for usefulness of psychometrics, but how can they be more specific?

- A strong **80%** of those who participated in the survey believe psychometrics provide information about a person that would not otherwise be discovered. Just **20%** disagree with this.
- Alongside this, however, **77%** felt these metrics would be more useful if they applied to elements that were bespoke to a specific role or company.
- In a similar question, **45%** saw this lack of specificity as their biggest pitfall, showing again that trained, human interpretation and a rounded assessment and is needed to get the best from results.
- When asked about the biggest benefit, the largest cohort, **52%** identified the objectivity metrics add.
- **42%** believe employees can benefit from the insights this tool provides in shaping their development.

**The benefits we can gain from metrics are widely agreed upon, but our emphasis must be on individual exploration in each case.**

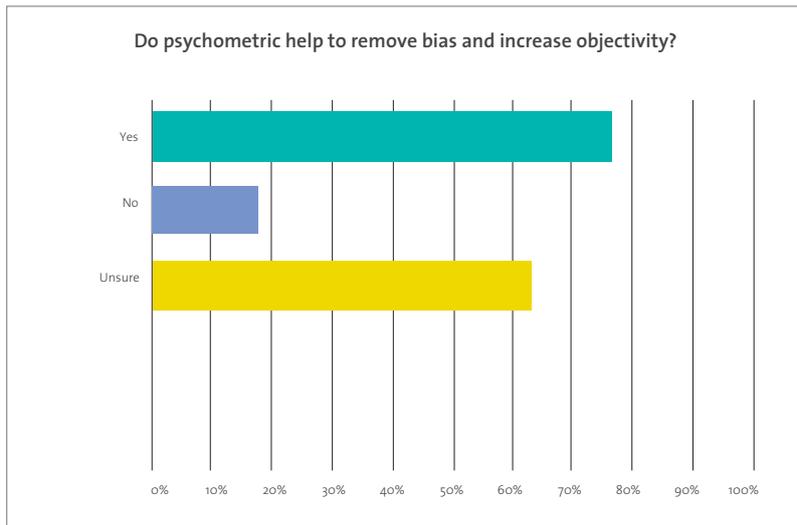
*“An extremely capable and talented female candidate was very hard on herself. Psychometric results showed a high level of self-criticality. The results alone wouldn’t have painted a full picture of her. Our validation call gave her a chance to give clear examples outlining her strengths and things that came naturally to her. For example, she had rated herself quite low on the ‘developing talent’ competency but when probed she gave me some amazing examples of succession planning and development programs, even identifying and developing her own successor! The combination of the data and the interview gave us a really robust picture of her as an executive.”*

Kate McCormack - Ogders Berndtson



Delving beyond the obvious in the search process can find hidden assets you're looking for.

Q3 Everyone benefits when all members of a workforce are thriving. This is more achievable when people are objectively assessed on their responsibilities, skills and personal preferences and matched to roles accordingly. We all have biases, whether we're aware of these or not. One big advantage of this tool is the clarity it gives to what matters. The absence of subjectivity or attitudes that might detract from an objective summing up of suitability can be surprisingly revealing.



Q3

ANSWER CHOICES	RESPONSES	
Yes	76.67%	oo
No	16.67%	oo
Unsure	6.67%	oo

**Traditional stereotypes for successful leaders – extroverts, comfortable with risk – are being refined. The traits giving them the edge in a rapidly changing world include elevated skills in team building, communication and open-mindedness.**

When choosing company leaders, studies show no single successful profile. Every company needs to customise the collection of attributes best suited to their vision. Traits giving top leaders the edge in today's rapidly changing world are evolving. Assessment of prospects needs to be objective, fine-tuned and tailored to each position, omitting bias and stereotypical leanings.

Let psychometrics help find the colour, the uniqueness and the individuality.

People are more than the sum of their CV and interview performance. Adding psychometric testing as an extra layer of exploration, along with an integrated view of the results, opens us to the world where traits come from. Data is linked with tangible, real life examples. It helps to reach a strong, accurate and in-depth view of the whole person, and how that person is likely to suit the profile and goals of a given position.

## Odgers Berndtson Ireland Corporate Affairs Team



Kate McCormack  
Senior Consultant  
Assessment & Development

Kate is a Senior Consultant at Odgers Berndtson Ireland. She specialises in assessment and development of senior executives and Board members. She has an innate interest in human behaviour in the workplace.

She began her career in Behavioural Change in a clinical capacity working with the HSE and privately working with individuals with Autism Spectrum Disorders. Prior to joining Odgers Berndtson, she worked in a talent solutions company supporting global organisations including FTSE 250 and Fortune 500 companies with the assessment and development of their key people.



Mark O'Donnell  
Managing Partner

Mark is Managing Partner of Odgers Berndtson Ireland. He specialises in high-level executive searches and appointments of senior management appointments from Head of Function to Board level across a range of industries and functions. He is particularly focused on assisting clients in the Consumer, Financial Services, Technology, Arts and Sports sectors.

He is considered a leading consultant in the recruitment of all C suite positions in particular CEO, CFO, HRD, Marketing and Commercial Directors. Additionally, Mark leads our assessment practice where he is passionate about assisting clients to assess and develop their talent.

