

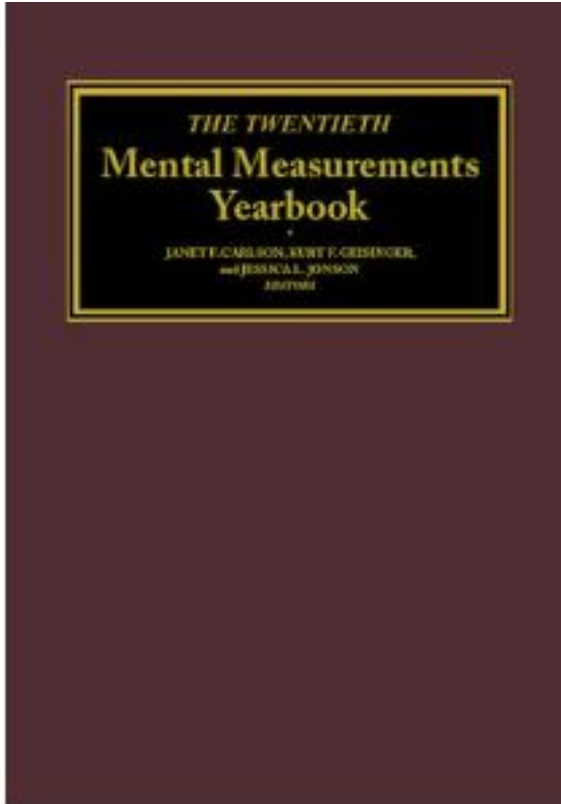
Why what people tell you about
choosing questionnaires is **Wrong**
and why this is good for the MBTI assessment

John Hackston, Head of Thought Leadership

EUROPEAN TRAINERS' CONFERENCE 2018



Test evaluation criteria tend to focus on selection



Test Review
Myers-Briggs Type Indicator®: Step One (MBTI®)



Nederlands Instituut van Psychologen

Dutch Committee on Tests and Testing

The BPS qualifications in Test Use



psychtesting.org.uk



Most real-life validity research is about selection decisions



Criteria important for development can be ignored

What assessments do test practitioners use?

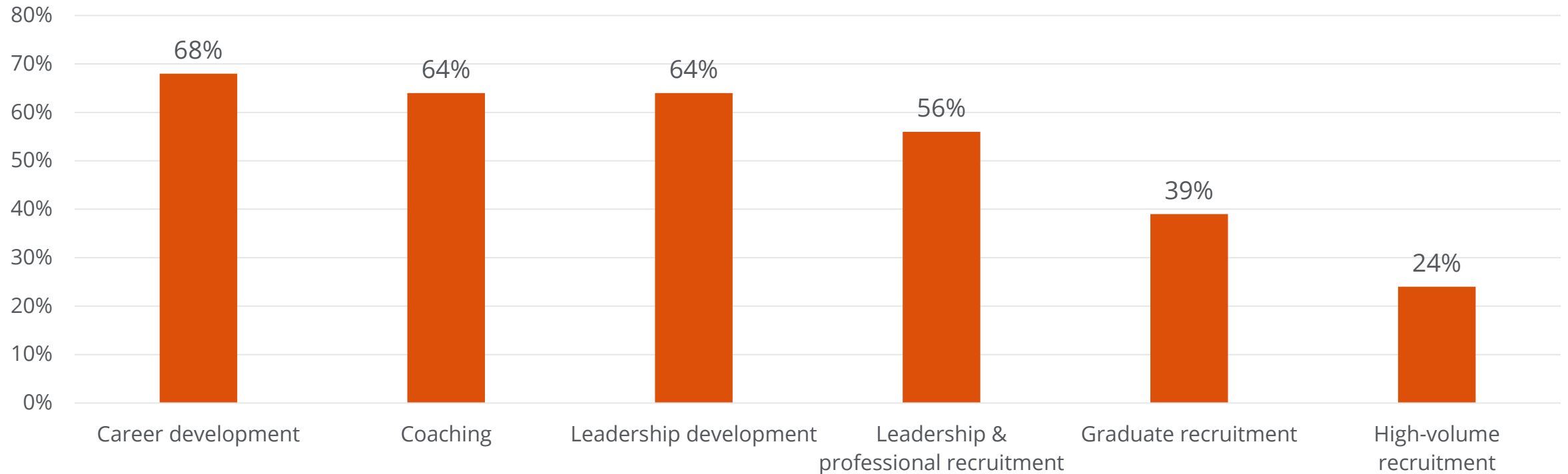
- What assessments are used most widely?
 - Ability tests
 - Personality questionnaires
 - Simulations and group exercises
- Is the use of personality questionnaires
 - More for development applications
 - More for selection applications?



What assessments do test practitioners use?

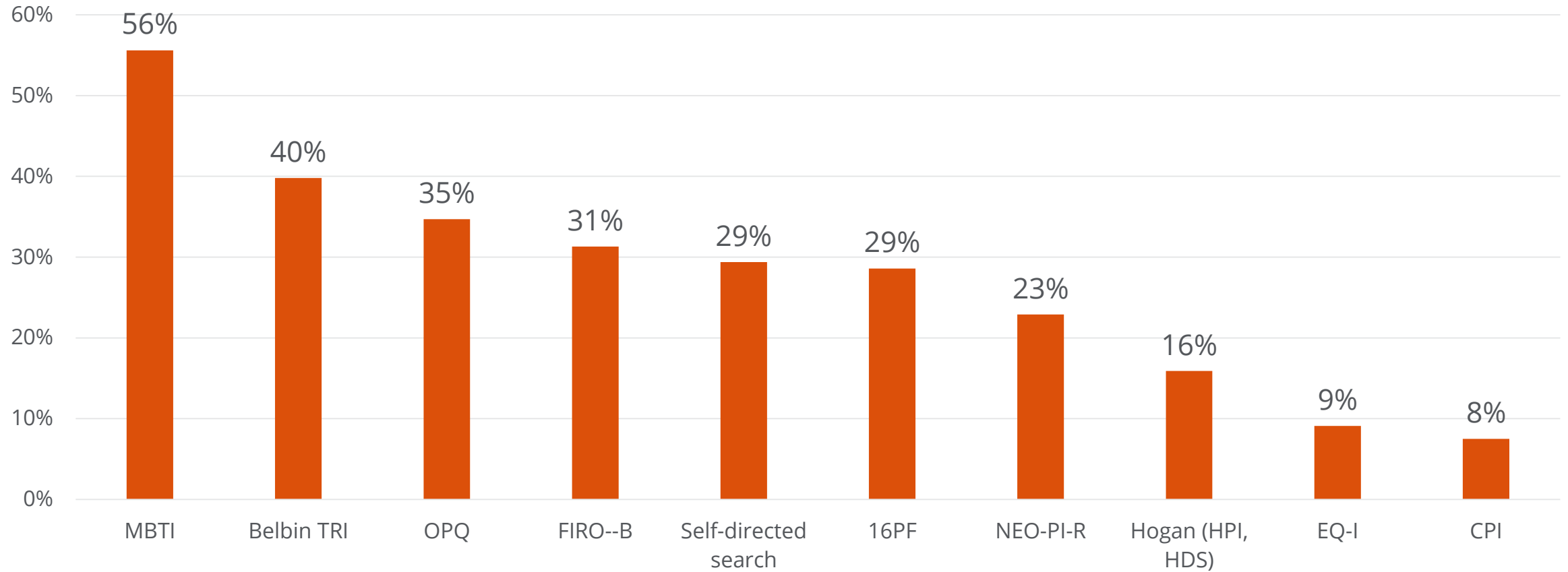
84% of test practitioners use personality questionnaires – more than any other assessment type

What do you use personality questionnaires for?



Most used personality assessments

Does your organisation use this test?



So why is what they told you about choosing questionnaires wrong?

We know that:

- Personality questionnaires are used more for development than for selection
- Assessments designed for use in employee development are used by more organisations than those designed for use in selection

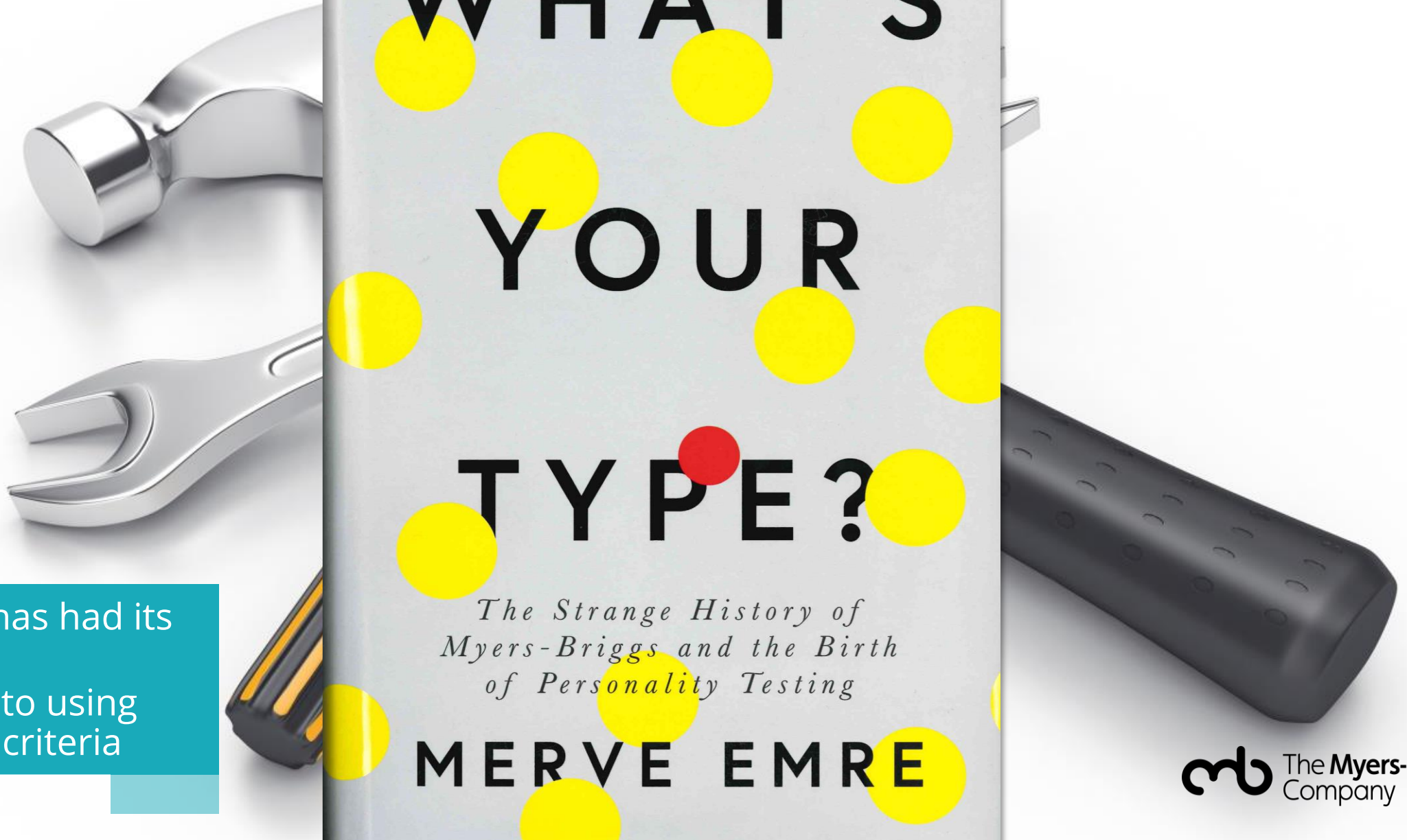
But:

- Much of the published research into tests is concerned with selection
- And the criteria used in test reviews are more suitable for selection, not development

As a result:

- The wrong criteria are applied to reviewing/choosing personality assessments for employee development
- Assessments used only in development get a bad press

What they told you about choosing personality assessments for development was **Wrong**



The MBTI has had its critics...
Often due to using the wrong criteria

Criteria we are supposed to use for choosing assessments

Norms

- Is there a relevant and up-to-date range of norm groups (comparison groups)

Reliability

- Are the results consistent, both over time (test-retest) and within the test (internal consistency)

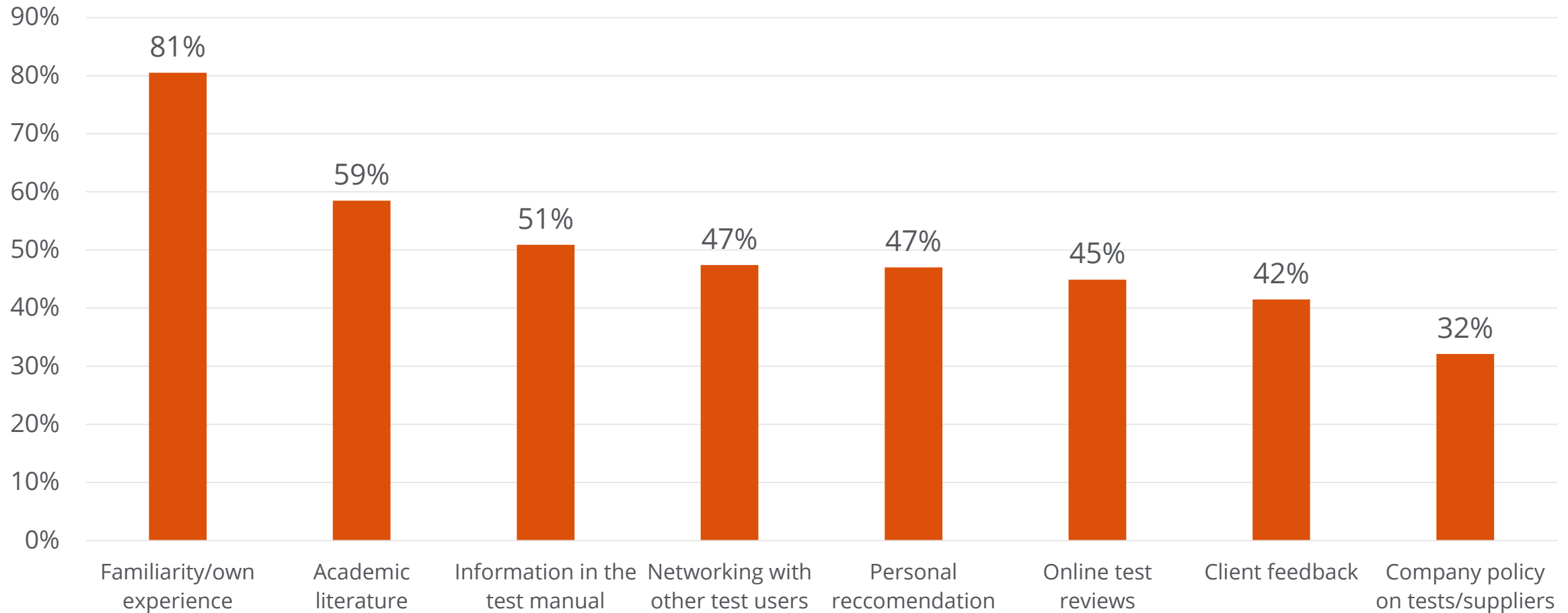
Validity

- Face validity – does the assessment look appropriate
- Content validity – does it cover the relevant content
- Construct validity – does it measure the correct underlying constructs
- Criterion validity – does it relate to relevant external criteria (e.g. does it predict job performance)?

Fairness

- Does the assessment treat different groups similarly, or is there evidence of adverse impact?

Criteria that practitioners actually use for choosing assessments



Source: McDowell & Redman, 2017



What is important to your clients?
Pick your top 3 criteria



The scientist-practitioner divide



Practitioners and researchers have often held stereotypical views of each other, with practitioners viewing researchers as interested only in methodological rigor whilst failing to concern themselves with anything in the real world, and researchers damning practitioners for embracing the latest fads, regardless of theory or evidence.



Anderson et al. (2001), p. 392

What they told you is partly right #1 : Norms, reliability, fairness

Norms

- Less relevant; development tools less concerned with comparison to a standard
- For some tools (e.g. MBTI) not relevant at all

Reliability

- Still important

Fairness

- Still important – but less critical

What they told you is partly right #2: validity

Face validity

- Applies to outputs as well as the assessment

Content validity

- Does not have to cover all aspects of personality

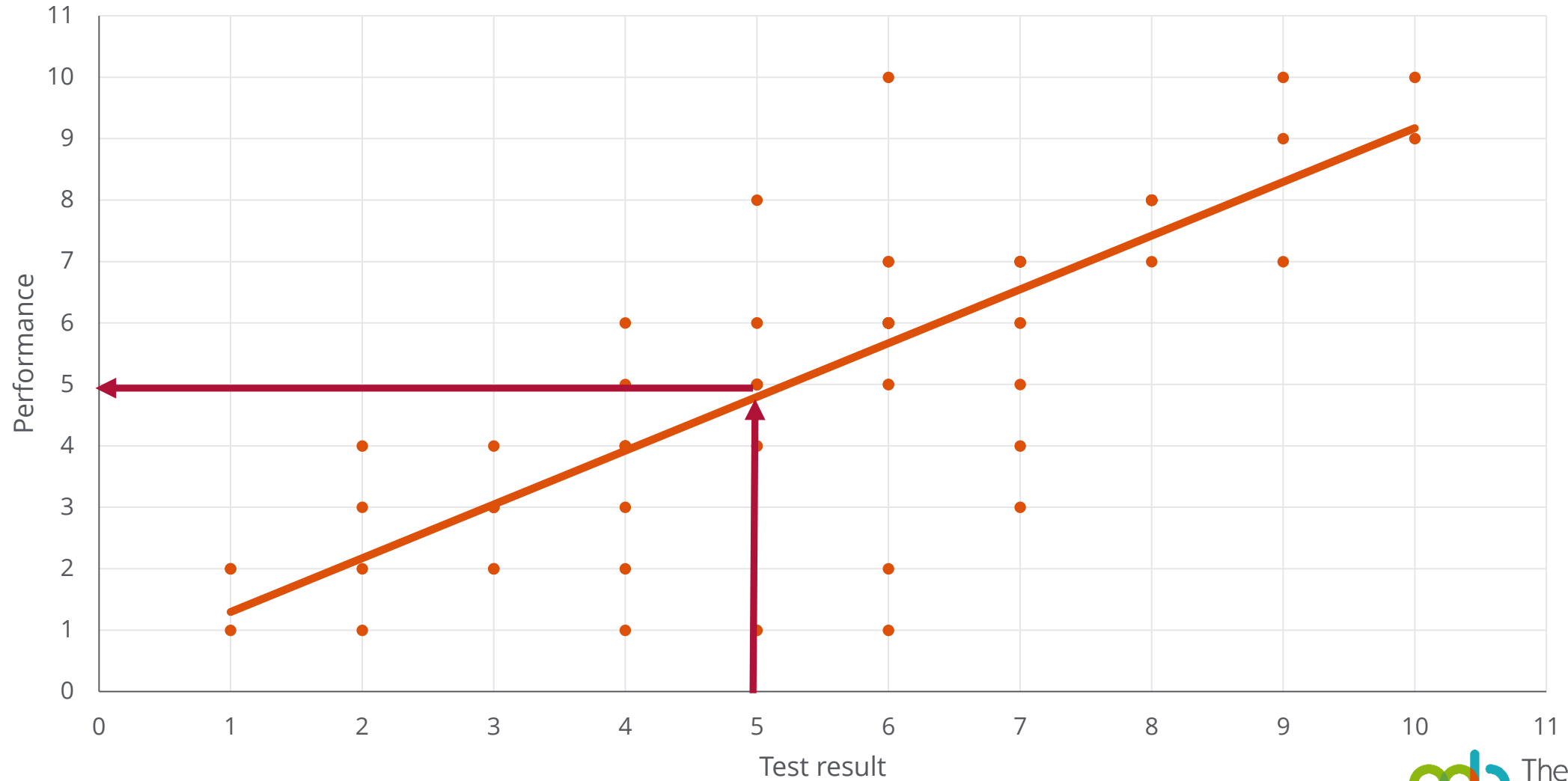
Construct validity

- Structure should be clear, and easy for client to understand

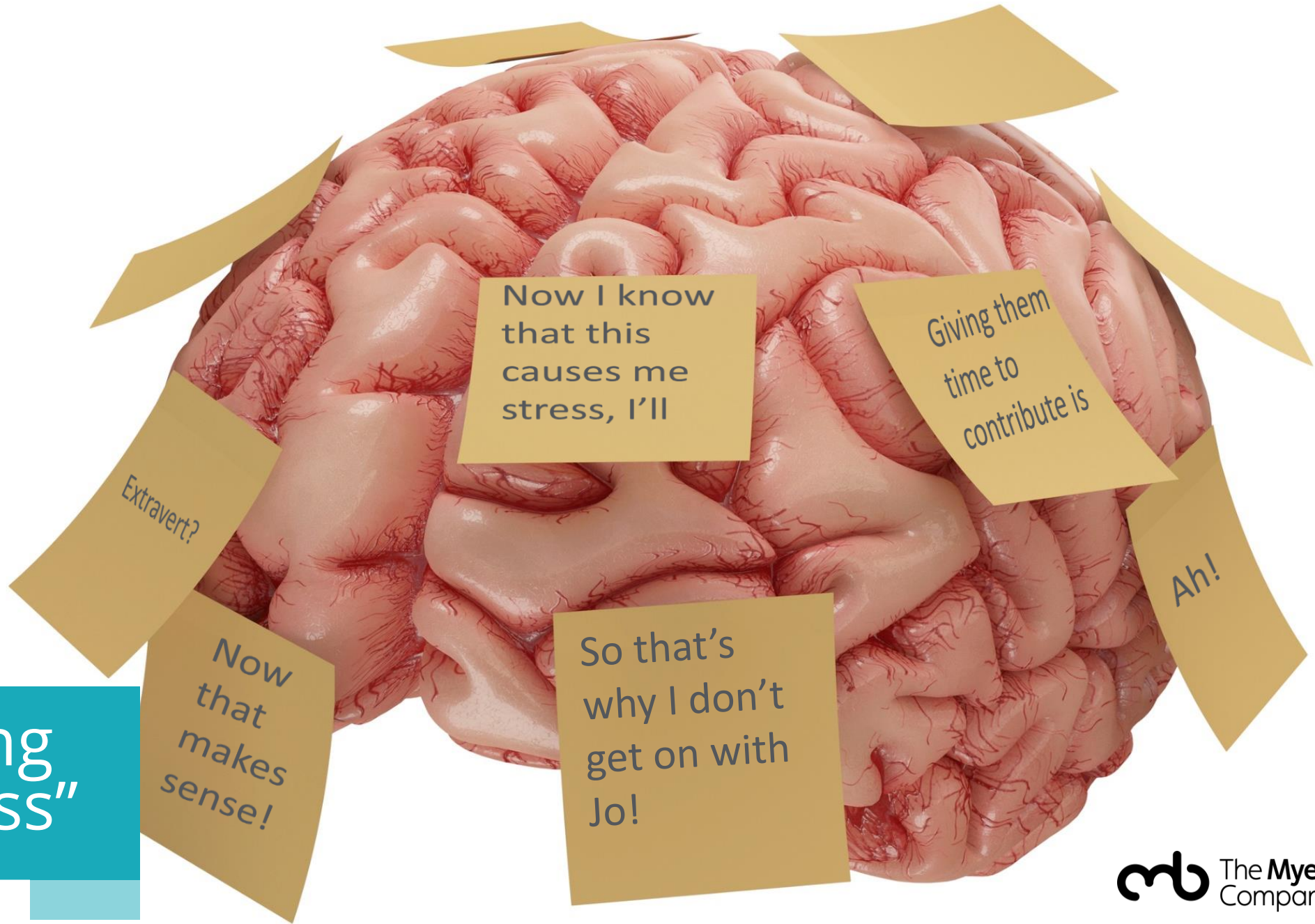
Criterion validity

- Results should relate to developmental outcomes rather than performance

Predicting performance



Increasing “stickiness”



What they told you wasn't the full story: other criteria

Simplicity

- Simple enough to understand in the time available
- Can build into a deeper understanding

Interpretive output

- Accurate, understandable feedback
- More than reports?

Broadly positive output

- Increases client buy-in

Practitioner skill/intelligent output

- Importance of context

Exercises, video, color etc.

- Not just a gimmick – even simple approaches (e.g. color) can be effective.

Was the client experience valid?

- Did the person experience the process as personally valuable?
- Were the intended outcomes from the development achieved?
- Can key learnings be recalled months later?
- Is there ongoing impact at work?

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SPECIAL SECTION: ORGANIZATIONAL AND CONSULTING PSYCHOLOGY



Personality Assessment for Employee Development: Ivory Tower or Real World?

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ABSTRACT

The acceptance and popularity of personality assessments in organizational contexts has grown enormously over the last 40 years. Although these are used across many applications, such as executive coaching, team building, and hiring and promotion decisions, the focus of most published research on the use of personality assessments at work is biased toward assessment for employee selection. Reviews have therefore tended to use criteria that are appropriate for selection, neglecting the additional and different criteria that are important in relation to employee development. An illustration of the often-discussed scientist-practitioner divide is that the Myers-Briggs Type Indicator is the most widely known and used personality assessment in organizations, despite harsh criticism by the academic community. This article reviews this debate, and draws implications for the appropriate choice of personality assessments for use in individual and team development, and a new direction for scientific research.

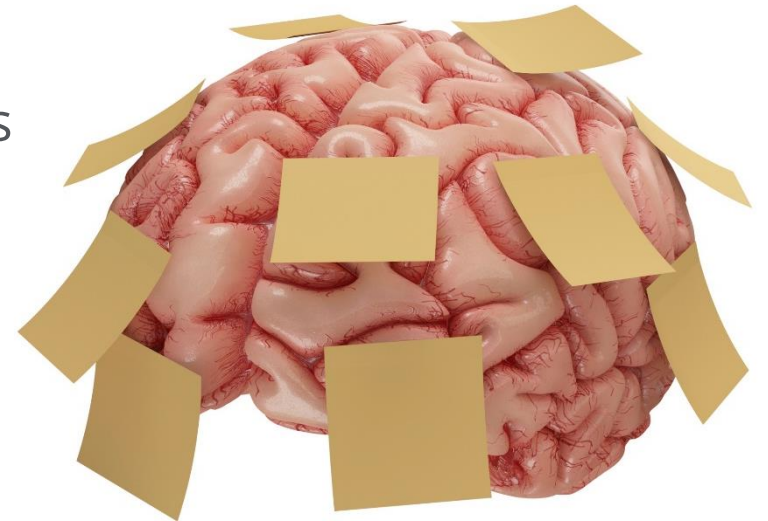
ARTICLE HISTORY

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In summary...

- Personality questionnaires are used more for development than selection
- But many assessments used for development (especially MBTI) get a bad press
- The criteria usually used to review tests, and recommended by academics for choosing tests, are more suited to selection than to development
- You should still consider fairness, reliability and validity when choosing tests, BUT:
 - The usual criteria of validity have a different 'flavour'
 - Additional criteria are important
 - The experience of your end client is paramount - stickiness





Thank you!
Any questions?

