

March 2010

Edition 57

PSYCHE

The Newsletter of
The Psychometrics Forum



Have you visited our new website yet?
www.psychometricsforum.org

You will find information about forthcoming events, speakers, the origins of the group and much more.

Want to add something to the web site?

Contact our Administrator Caro Leitzell: admin@leitzell.com

**Also keep up to date with developments by signing up to
The Psychometrics Forum Affiliates Group on LinkedIn**

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A Word from the Chair

Dear Members

2009 has been an exciting year in the life of The Psychometrics Forum. Over the last year we have significantly increased our activities (as promised by our previous Chair, Ann Rodrigues) to ensure we keep you, our members at the leading edge in the field of psychometrics. Although we got off to a slow start with a cancellation at the beginning of the year due to weather conditions (the snow that paralysed London on 2nd February), the rest of the year's events ran smoothly and successfully.

Our new name and logo, together with our website and LinkedIn group, are fast helping us raise our profile amongst a variety of authorities in this field (such as publishers, academics, researchers etc) and potential members. As a result The Forum has gathered pace and has seen a series of successful events both thought-provoking and entertaining, culminating in our very first international meeting with our special guest speakers from America, Robert Hogan and Robert Kaiser. Another bout of snow threatened this very popular event (January 2010), but we went ahead and were impressed with everyone's efforts to make it to the venue, so much so that we had an almost 90% turn out. So, a very special thank you to all who trudged through snow and against the elements on that day, to attend this event and helping it be the huge success it was.

As well as our events we have had great success with our website, which was launched in January 2009. And as we value your participation, we invite you to contribute to our website, as we want to develop a site that is interactive and

participative. We have a page dedicated to such knowledge sharing (do visit if you haven't already, www.psychometricsforum.org), as it is through this sharing of knowledge and experience that we can develop and evolve even further as a dynamic group. We have been able to raise our profile even more through our LinkedIn group, which is now the largest **independent** LinkedIn group on psychometrics (so thank you Adrian for setting this up), with over 500 members and in such a short period of time too! Our aim is to hit the top of all psychometric groups, so if you are not a member of our LinkedIn group please do join and help us to achieve this objective.

On a sad note, I am sorry to see David Roberts stepping down as Editor of the newsletter, renamed Psyche, after so long and with such dedication to it. However, I am delighted that he will remain on the Committee as he is a valued member. I am also delighted to welcome Adrian Starkey as the new Editor, and he has already made his mark as a member of the Committee and as Editor.

I would also like to remind you that we will be holding our AGM from 12.30pm during our next meeting on the 28th of April – I would like to encourage as many members as possible to attend this meeting in order to participate in the democratic process. Also at this meeting we will hear from some of the leading UK-based authorities in the field of Positive Psychology – More information is contained at the end of this edition of Psyche.

Lastly, as Chair I welcome and invite you to please contribute to our newsletter, LinkedIn discussions and our website. I look forward to seeing you at our next meeting.

Xanthy Kallis
Forum Chair



A Word from Your (new) Editor

Welcome to the first edition of Psyche that I have been primarily responsible for. I hope that you find it to be an interesting read and look forward to collaborating with as many of you as possible in future editions. There is a lot happening in the field of psychometrics and as the UK's leading independent group in this area we intend to provide you with a ringside seat on these developments.

Many thanks to all of you that completed the 'Psyche' Readership Survey in January. We were able to discuss the results at the committee meeting on 8th February.

Some key statistics:

- Over 60% of you reported reading either all or most editions – Phew....
- Over 80% reported that quarterly frequency (as at present) was appropriate.
- Nearly 90% responded that the current length of approximately 10 pages was just right.
- 94% reported to primarily gain general information on the field of psychometrics from reading Psyche.
- Most interestingly from my editorial perspective - 45% of you reported that you would be interested in becoming either regular or occasional contributors.

Whilst you provided some lavish praise, you also provided some great ideas for improvements. More attentive readers will recall that at the time of launching the survey your committee was careful not to promise to act on all feedback received.

However, over the course of forthcoming editions we will do our best to provide you with:

- Occasional targeted features on the application of psychometrics in recruitment, development, careers guidance and talent management.
- Business-focused evaluations of tools applied in specific situations - selection, career consulting, coaching etc.
- Synopses from Forum speakers accompanied by members' experiences of using information gained at meetings.
- Summaries of relevant developments in professional bodies (BPS, CIPD, ABP etc.).
- Reviews of external psychometric articles and books.
- Information on new psychometric tools entering the marketing.

At the same time you will at least see us **try** to maintain humour and technical accuracy, whilst moving towards a more contemporary format and design.

One final note - During the committee meeting on 8th February it was decided that we would allow Forum members to promote their books at meetings, in Psyche and on our website. If any of you have any relevant publication in print please do let myself or any other committee colleagues know and we will make the necessary arrangements.

If you have any comments on anything contained within this edition please feel free to contact me at the address below. Naturally I will be most pleased to hear from those of you keen to provide copy for future editions!

Enjoy.....

Adrian Starkey
Editor
Chartered Psychologist
adrian@xlr8talent.com



Personality and Performance: The Hogan Series

Robert Hogan, Ph.D., President of Hogan Assessment Systems
13th January 2010

I was expecting to learn about Bob Hogan's views on personality and also something about the Hogan assessments, but I did not expect to be so thoroughly entertained! Bob's presentation was challenging, thought-provoking and often highly amusing.

Reflecting on the morning, I was struck by the simplicity of some of his statements – which makes much of his presentation easy to remember. But that does not mean that the ideas he discussed were in themselves simple – he drew on a number of disciplines to present a thoughtful, insightful and profound appraisal of personality psychology.

He began by claiming that the focus of the early pioneers of personality psychology (such as Freud, Jung and Adler) on neuroses sent it in the wrong direction for 100 years, and meant that people identify personality theory with psychoanalysis, and personality assessment with clinical assessment. But, Bob said, not everyone is neurotic. In the last 40 years the most popular alternative has been trait theories, which Bob described as taxonomies, not theories. These are useful for predicting, but don't explain.

For depth of understanding, Bob believes it is essential to go beyond personality psychology to study what other interested disciplines think – such as sociology, anthropology and evolutionary psychology. This helps to establish general laws of socioanalytic theory. From these disciplines we learn that people evolved as group-oriented animals. Every group has a status hierarchy, a religion, and competes with other groups for scarce resources. He said these may be generalisations but they are true. There is competition within groups for status, and with other groups for survival. This evolutionary background suggests that at a deep unconscious level what is important to people is acceptance and respect, control of resources, structure and meaning. We find rejection, loss and ambiguity stressful.



Dr. Bob in a 'Colourful' mood



The happy throng.

Building on this further, Bob said that the two big goals in life are 'Getting Along and Getting Ahead'. Some people are better at this than others, and in the modern world most people achieve these goals at work. The aim of assessment, then, is to predict individual differences in getting along and getting ahead - usually in the workplace.

Moving on to discuss individual differences, Bob described people as differing in two consequential ways: how people think about themselves (Identity) and how others think about them (Reputation). Once again he challenged the popularity of trait theory – with its emphasis on the study of Identity, which he described as a big mistake. Identity is very hard to study. Bob claimed that 100 years of research has yielded a few generalisations, but no taxonomy and no measurement base. Here he agreed with Freud – who said that the ‘you’ that you know is hardly worth knowing! What is important is Reputation – which is easy to study, and which has a reliable taxonomy – the Five-Factor Model. As the best predictor of future behaviour is past behaviour, and Reputation summarises past behaviour, this is the best data source for predicting outcomes, which is the purpose of personality assessment.

Reputation is the outcome of the evaluation that takes place after every social interaction – people win or lose respect and status. At work this would be in the context of the norms and expectations of a job role. Bob said that smart players in the game of life manage their reputations; less effective players don’t. Thus unlike Freud (who said that self-awareness is about Identity), Bob thinks that self-awareness is about Reputation, and the Hogan Series creates ‘strategic self-awareness’ (identifying what we’re good at and what we’re not).

Bob described Reputation as having three facets: the bright side (dimensions of competence); the dark side (dimensions of managerial incompetence); and the inside (core values). These are assessed respectively by the Hogan Personality Inventory (HPI), the Hogan Development Survey (HDS) and the Motives, Values and Preferences Inventory (MVPI). The Hogan Assessment Series map the four domains of leadership: self-management (self-control and emotional maturity); relationship management (the ability to work co-operatively and productively in a group); working in the business (the specific knowledge and skills needed for a job); working on the business (the skills needed to move into management and be effective).

I found Bob’s presentation enjoyable, stimulating and refreshing – it certainly gave a very different perspective on the domain of personality. In fact his claim at the end of his presentation was: ‘Much of what you learned in graduate school was wrong!’ It seems that Bob also enjoyed attending the Forum and talking to a group with specialist knowledge of personality and psychometrics, as he has already asked if he can make a return visit to speak to us again in 2011.

Lynne Hindmarch
Business Psychologist
Committee Member



The Next - Generation 360 – Beyond Competencies and the Five Point Scale.

Rob Kaiser – Partner of Kaplan DeVries Inc.
13th January 2010

With so much being written and countless new technology approaches to 360 degree systems being announced, I was really looking forward to this session – and was not disappointed.

Rob's approach was very interactive and thought provoking, in that he led us through the issues and problems arising from the use of traditional linear scales of Evaluation, i.e. 0 (Very Poor) – 5 (Excellent.) He gave the example of a micro manager who scored 5 on attention to detail *but in reality* drove all reporting (and other) staff crazy.

He showed us how giving feedback on this type of scale had major problems, in that the micro manager could gain immense internal satisfaction from the 5 score and see this as a strength - when in reality this over score was a major weakness. This led to a discussion on having evaluation scales which showed Weaknesses – Strengths – and Overuse, i.e. too little – just right - and too much.

Rob quoted his research data which showed that:

- 55% of managers were rated “too much” on at least one broad dimension
- 9 was the Median number of specific behaviours (out of 48) which were rated as “too much.”



Rob Kaiser - Signing his TPF contract!

Such problems needed a solution and Rob Kaiser asked us in a syndicate group session to consider a “bad manager that we knew” and to rate that person on an issued handout list of 16 competency type items using a -4 -3 -2 -1, 0, +1 +2 +3 +4 Scale, where 0 was just right and, -4 was Far Too Little and +4 was Far Too Much. This provoked much debate and the consensus was that this type of scale was easier to rate people on (gave much more room for differentiation) and, you could show at a glance which side of the scale the Manager was on (a commercial and visual advantage to business psychologists having to give feedback.) For additional information read Kaiser and Kaplan (2005) *The Folly of Linear Scales*. This type of scale in reality was Rob Kaiser's *Leadership Versatility Index (LVI)* which used a Four Factor Behavioural Model of Leadership.

These were:

- Forceful Leadership – Evaluating Leadership
- Operational Leadership – Strategic Leadership

Each Factor had subscales and the total LVI scores for an Executive could be shown in a circular graphic and then sub scores shown in detail. I thought this presentation style for commercial clients was very clear and understandable and, as Rob said, it did not include the “psychobabble” which was too often part of a business psychologist’s vocabulary to clients.

Finally Rob gave us a working example of an East German regional board Marketing VP and in syndicate session, we used the LVI framework to predict what his scores would be. This was again most useful, but I felt one important omission for this job was client feedback. Apparently despite the authoritarian leadership style, his client relationships were outstanding as were his quarterly performance results – hence my interest in having external data to give a more rounded picture.

This was an excellent presentation made more fun by Rob Kaiser handing out copies of his latest book to lucky questioners. As he said, in an age of Chaos Theory and Black Swans, a significant improvement in the methodology of measuring and predicting Leadership success through Versatility was very important. He has certainly moved that forward and provided much food for thought on the potential of his approach being adopted to other psychometrics measures.

Nicholas Bennett
Committee Member
Chartered Psychologist
Chartered Fellow of the CIPD



David Roberts - Over but not Out!



David has been faithfully editing our newsletter for 15 years. And now he's handing over to Adrian, so before we say 'thank you' let's take a look back.

During his time at 'the helm' he has overseen many changes in the look of it; from a 4 page A4 version with a splash of green, later purple and then red until 4 colour was introduced in 2004 and then with restrictions of cost and size overcome by electronic distribution he has been able to expand the content and the variety of contribution to bring us a quarterly edition of some 12 pages or more.

The newsletter has been a principle benefit of membership; particularly for those unable to attend meetings, it has provided an invaluable recollection of speakers' presentations. (What a distinguished roll call we've had over the years!) Reading through past editions has opened up new trains of thought and developed my own practice in several ways.

Faced with often having to cajole a reluctant trickle of contributions David has frequently shown his own flair for wit and imaginative entertainment on the pages of the newsletter. That has often brought a smile and I will miss the antics at the Introvert Arms and the reflections formed from many years of comparing serious-minded practice as a psychologist with the equally serious but subtle art of good cricket.

To David's own words of: **Irreverent, Controversial, Informative, Entertaining** to describe his editorship I would simply add unique and inspiring, no doubt all reflected in his 16PF profile. I personally have benefited from David's encouragement, friendship and humour, since I first joined as a 'rookie' through 6 years of chairing the group and since. Whilst other things change around us, those don't and I expect I speak on behalf of us all to ask that we keep in touch, on that basis at the very least.

'Thank you'.

Belinda Smith
Former Forum Chair



A Funny Thing Happened This Morning

For some time, I have subscribed to Averys the wine people in Bristol, paying in a small sum each month to their 'club' and drawing off what I need every now and again. But they asked me to join their 'Discover Wine' facility whereby they send you a case of what they think you'll like every 3 months. Fine, but I cancelled it because I'd rather make my own decisions. They ignored my instructions and I had to return two unsolicited cases before they finally got the message.

So imagine my reaction when I had yet another case of wine delivered this morning! I told the driver that I had cancelled this, but they still keep sending it! He was nonplussed.

"I can mark it as REFUSED BY CUSTOMER," said the driver.

I pondered. "Well it's from Avery's, isn't it?" I said.

We looked at the label. Laithwaites. Well I was with *them* years ago! What on earth is going on? Are they going back in their archives in a desperate attempt to bring back old customers?

Then I saw the lovely and touching message on the box.

Thank you so much.

And you truly are a perceptive committee. How else did you know that some of my favourite wines are in the box? Chateau Neuf du Pape, St Emilion, etc., etc. (Don't see those at the Naval Club!) - All those that I can no longer afford!!

Very many thanks to you all. It was a lovely gesture.

Best wishes to every one.

I shall drink the health of The Psychometrics Forum tonight!

David Roberts
Retiring Editor



More Big Five Equivalences

Since writing in the March 2009 edition, I have obtained data on further equivalences to the NEO PI-R Big Five scales. Rainer Kurz, who addressed our April meeting kindly send me a copy of his contribution to a conference in Leipzig which included correlations of the WAVE Professional Styles scales for a small sample ($n=61$). Also, I picked up a reference in the September 2009 edition of *Assessment & Development Matters* to a paper by Furnham & Crump which included correlations of the Hogan Development Survey.

NEO PI-R	16PF5		OPQ32		MBTI		HDS		WAVE ⁴	
	Label	r_{NEO}^1	Label	r_{NEO}^1	Label	r_{NEO}^2	Label	r_{NEO}^2	Label	r_{NEO}^3
Neuroticism	Anxiety	.75	Emotional stability	-.67	No equivalent		Excitable	.58	Resilience	-.57
Extraversion	Extraversion	.65	Extraversion	.59	Extraversion		Cautious	.54	Flexibility	-.51
					Men	.34	Reserved	-.53	Drive	.49
Openness	Tough-minded	-.56	Openness	.58	Women	.38	Colourful	.55	Leadership	.45
					Intuition		Imaginative	.43	No equivalent	
Agreeableness	Independence	-.42	Agreeableness	.64	Men	.61				
					Women	.41				
Conscientiousness	Self-control	.66	Conscientiousness	.68	Feeling		No equivalent		Support	.57
					Men	.25				
					Women	.46				
					Judging		Diligent	.54	Structures	.51
					Men	.34				
					Women	.55				

¹ NEO PI-R; ² NEO PI; ³ Version unknown; ⁴ WAVE Professional Styles

The boxes shaded grey indicate that the correlation is lower than the BPS inter-form construct validity threshold of acceptability ($r \geq 0.45$)

These comparisons reveal the common ground and points of difference between instruments used by the expanding constituency of The Psychometrics Forum.

References

Furnham, A. & Crump, J. (2005) Personality traits, types and disorders: An examination of the relationship between three self-report measures, *European Journal of Psychology*, 19, 167-184

Kurz, R. (2006) *Personality, motivation and culture preference*, Leipzig: Work Psychology Congress

Hugh McCredie
Forum Vice-Chair



**Positive Psychology in Coaching & Organisation
Development: 'Building Strengths-Based
Organisations.'**

**Wednesday 28th April 2010
The Naval Club, 38 Hill Street, Mayfair, London, W1J 5NS**

10.00 – 10.30 *Coffee and Networking*

10.30-12.30 *Dr. Alex Linley & Dr. Robert Biswas-Diener*



Realising Your Strengths with Realise2

12.30 – 14.00 *Forum AGM* *Lunch and Networking*

14.00 – 16.00 *Dr. Paul Brewerton & James Brook*



Unleash Your Strengths with Strengthscope

16:00 *Close*

You can complete both Realise2 & Strengthscope **free of charge** prior to the meeting

How to book

We are limited to 40 attendees at the Naval Club, so early booking is recommended to avoid disappointment. Please book your place by completing the enclosed form and emailing it to Caro Leitzell at admin@leitzell.com, by Wednesday 14th April 2010.

If numbers significantly exceed 40 people, then we will look at alternative venues, which is likely to result in a slightly higher cost than the price advertised below for those not in the original 40 booked places.

The cost of the meeting, including lunch and drinks, will be £60 (for members) and £85 (for non-members). **Please note that payment should be made to 'The Psychometrics Forum'.**

If you are unable to attend the full day but wish to attend for either the morning or the afternoon, please note that the cost will be £30 for members and £40 for non-members. Please be aware also that this will **not** include lunch.

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