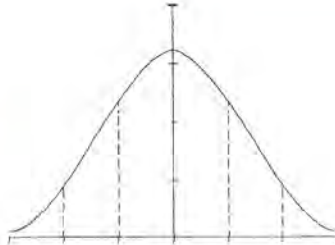


# 16 PF Newsletter

## Career Guidance - we all know what it is - but should we be doing it?

*"If it isn't fun, and it doesn't absorb you,  
don't do it."*

D H Lawrence



You have just finished feeding back 16PF results to your candidate. You obtained a large measure of agreement about the profile, but it seemed at odds with what you might have expected having seen the job description. The candidate then confirms your doubts and says; "Do you think I'm really suited to this job? It's never felt right, really."

You might then feel obliged, as I have on occasion, to start on the rocky road of career guidance. You do not consider yourself to be an expert; you say as much to your candidate; you know there are many specialists in the field - yet somehow you get drawn into a discussion about career options, instead of referring the candidate to a specialist organisation. Many 16PF users will recognise this scenario.

Speakers from ASE, Career Decisions Ltd, and Career Counselling Services addressed one of our meetings earlier in the year. Rod Morley and Wendy Lord had written the career guidance narrative as part of Screen Test, with the theory being based on the relationship between John Holland's Self Directive Search (SDS) and 16PF5. Some of the key features are that it is written in refreshingly plain English - Wendy Lord's influence at work there, perhaps - and there is plenty of space for writing notes.

### Video conferencing

Peter Johnson of Liverpool-based Career Decisions Ltd gave a brief account of his work. His organisation is one of the largest career services in the country and they try to espouse the values and obligations of a public service, dealing both with young people and with adults, and having wide contacts throughout Merseyside. Feedback to clients on 16PF is done through video conferencing using the facilities of the Flexible Learning Centre at Weymouth College.

Derek Hartley, also from Career Decisions, talked about the use of the 16PF in career guidance. He noted that career development had become important since the demise of career progression in many organisations. He thought that future success in obtaining and keeping a job hinged on interests, personality traits, attributes, knowledge and skills. It was important to maintain and develop one's employability.

(Remember all the talk in the early 90s about employers helping staff to maintain their employability by offering them training to make them more marketable? It was supposed to be a quid pro quo for downsizing, delayering, etc. - the employer's side of the psychological contract, remember? What happened to it? Ed.)

Hartley said that his reasons for using 16PF5 lay in the ease of its use, that the report could be edited, it was reliable, it had a good track record, it was easy for the client to follow, and it was possible to link it to another assessment - the Strong Interest

Inventory for example. Proper guidance could help the candidate make the right choice, reduce drop out rates, develop confidence, motivation and potential. It would increase self awareness and understanding. Oh, yes - and employability. Developing coping strategies for the interview was another benefit for the client.

Robert Nathan of Career Counselling Services conducted an interactive session using five well-defined stages of counselling: Contracting (clarifying the expectations of the meeting); Exploring (understanding the person and defining the problem); Clarifying (seeing the problem in new ways); Visioning (more motivation to promote visions); Resourcing Action (choosing the options, identifying resources and obstacles, and maintaining momentum).

### Occupational Interests

We completed an Occupational Interests Explorer, picking out activities performed in many different types of work. We then discussed the results with one other person, who probed and tried to identify underlying themes beyond our choices. It was a revealing experience for most people at the meeting. Certainly it made many of us realise, if we hadn't already, that there is much more to good career guidance than might seem to be the case at first sight. Robert runs regular courses in career counselling for consultants who wish to specialise in this area. Robert Nathan and Linda Hill have written a book called Career Counselling (Sage, 1992). It may just help you to increase your employability...

Editor

## Building in contention - who's brave enough to do it?

One of the buzzwords of the late 90s has been cloning - first sheep and now the possibility of human beings being cloned. Most of us are scared at the prospect of our ability to clone human beings with specific characteristics - even - or particularly - if this means that we can also determine intelligence. But as users of psychometric instruments, are we in danger of cloning within organisations? If so, it would be like putting the clock back almost one hundred years. Let me explain.

The early management thinkers were in favour of what were

### NEW VENUE - The Naval Club, 31 Hill St Mayfair, W1

- ① 17th November Executive Coaching  
Isabelle Orlando

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- ② 19th January Sweney Measures and  
Emotional Intelligence

called rational organisations. That meant, according to Max Weber (1864-1920), a German lawyer and professor of economics, that a company ought to be a "pure" bureaucracy, with a clearly defined hierarchy, qualified and tested candidates (yes, tested), together with fixed salaries and prospects of progression. Henri Fayol (1841-1925), the French management thinker who gave us job descriptions, management development and organisation charts advanced similar ideas. Weber and Fayol propounded the idea of the time - that there was "one best way" to manage an organisation. In the USA Taylor and Gilbreth, proponents of "scientific management" and work study respectively, were convinced that there was "one best way" to perform a job. Both concepts have survived until recent times. Even with the dawning of the "human relations" school of management thinking in the 1930s, the concept of the "one best way" still survived. Chester Barnard writing in 1938 advocated an organisation which was "in equilibrium." In other words it was harmonious, with loyalty to the organisation being demanded of employees - summed up later perhaps, in the phrase "organisation man". That was all very well when companies were able to change slowly and markets were relatively stable. All that has changed.

### No absolutes

In the early 1960s Tom Burns and Joan Woodward ushered in the beginning of what was to be called the "contingency theory" of amangement - simply that there was not *one best way* to manage an organisation. There are no absolutes, they said. There *might* be one best way for one organisation at a particular time, and another best way for another organisation at another time. It all depended on what was being manufactured and how.

So: rigid organisational structures are out, team working, re-engineering, discontinuous change, and paradigm shifts are in. (Examples of discontinuous change might be the invention of radio, television, the computer, the internet. In other words it makes everything that went before obsolete.) In "Managing on the Edge" Richard Pascale advocates a degree of contention, and he believes that this is essential if an organisation is to thrive in a highly competitive world. If contention does not exist, then one has to create it, he says - with one important proviso. It has to be *managed*, and this control has to be built into the organisational structure. He is not advocating unbridled argument and disagreement, but simply the encouragement of an atmosphere in which the traditional thinking is challenged, and in which managers feel free to encourage innovation. And it has to be "safe to fail". How else do we learn?

It seems that if we continually aim to select managers who will "fit in" we are doing the organisation a disservice. They will simply become "organisation men". We need to think about the possibility when we see low 16PF scores on Q<sub>1</sub> for example, and other indicators that the manager might have a strong leaning towards compliance. Of course, senior managers do not always take kindly to those who might disagree with their proposals, although they might be the first to espouse the need for "fresh ideas" not to mention "radical innovation".

Perhaps we should take an example from Alfred Sloan the former head of General Motors. When his Board had finished discussing a particularly important issue he had tabled, he asked for their views. They all nodded assent to his proposals. He said, "In that case gentlemen, I will adjourn the meeting for two weeks to allow time for some disagreement."

Bravo.

## 50th Anniversary of 16PF

This year marks the 50th anniversary of the 16PF To honour the occasion, ASE has invited Wendy Lord to give a seminar in London on 11th November.

The seminar is entitled;

### The ABC of 16PF interpretation: A view from the assessor's mind!

Wendy will be exploring the inter-relationship between the

inherent effectiveness of the instrument and what happens in the assessor's mind during the process of using it. Many of the barriers to effective assessment reside, not in the instrument itself, but in the mind of the assessor. This presentation will consider some of these mental barriers and suggest some ways in which assessors might manage them. Two other presentations are scheduled for the same occasion - one on Data Protection and the other on Emotional Intelligence. £50 plus VAT including buffet lunch. That must be good value for three seminars.

The presentation will be repeated on 25th November in Liverpool. If you would like further details, phone ASE on 01753 850333 or see the web site at [www.ase-solutions.co.uk](http://www.ase-solutions.co.uk) then click on events then click on nov. ecec briefing.

## Personality revealed - sunny side up - or dark side down?

*The October meeting provided a double bill. Geoff Trickey of Psychological Consultants Ltd talked about the Hogan personality measures, and Malcolm Halford of Halford, Jeffries told us about the HJ17, a test that compliments the 16PF.*

Imagine you are a little bit late turning in the assignment that your boss gave you last week. Although there were good reasons for your delay, he will not hear a word of it. He rants and raves. In Belbin terms, he is so high on the Shaper scale that he is likely to fall off the end. A Shaper *par excellence*. You might be forgiven for thinking, "How the devil did he get that job? He's so *unbalanced* when he's up against it."

But if your boss had been assessed at the selection stage with the Hogan Personality measures, the organisation (and hopefully you), would be well aware of how he was likely to behave under pressure.

Geoff Trickey started by asking us what personality was, and went on to say that there is little agreement amongst psychologists. The three most popular assessments - he refrained from saying what they were! - each measure something slightly different. The Hogan Personality measures deal with the outside (the behaviour we normally present to the world), the dark side (the behaviour which is only revealed when we are under pressure), and the inside (that which reveals our values.) These are known respectively as the HPI, the HDS, and the MVPI.

The HPI reflects what others perceive you to be. For example, you may have a reputation amongst others for being outgoing, reflective, enthusiastic, etc. But there is another side to our personality - that which we don't show except in moments of extreme pressure. This is the dark side. It is most likely that our boss will see our bright side, and our subordinates will see our dark side.

Robert Hogan is, apparently, a prolific author. (Would he write something for the 16PF Newsletter, I wonder?) In the early 1970s he researched and restructured the California Personality Inventory. The HPI was originally developed as a research instrument, and did not originate as a commercial idea. However, it has achieved a measure of popularity and is now quite strong in the USA. Geoff Trickey said that being based on the 5-factor model was perfectly sufficient as a basis for reflecting personality. He reminded us that there are only three primary colours but we can obtain thousands of tones and hues from these. The HPI scores dealt with Adjustment, Ambition, Sociability, Agreeability, Prudence, Intellectance, and Scholarship. These were the primary scales. Additionally, there were occupational scales, which were service orientation, stress tolerance, reliability, clerical potential, sales potential, and managerial potential.

Each of the primary scales of course, is made up of a number

of items. For example, **Agreeability** comprised such items as easy to live with; sensitive; caring; likes people; no hostility. **Ambition** included competitiveness; self-confidence; no depression; leadership; identity; no social anxiety. These are item responses.

To explain the dark side personality we were reminded that an extreme score on 16PF - either 1 or 10 - could indicate dysfunctionality - a potential strength that had been carried too far.

In developing the HDS, Robert Hogan had used a number of concepts advanced by Karen Horney, a well-known post Freudian psychologist who died in the early 1980s. These concepts included the "Moving away from" profile; "Moving against" profile; And "Moving towards" profile. The first one, "Moving away from" profile, was defined by Horney as managing feelings of inadequacy by avoiding contact with others: other people make them nervous. The scales relevant to this profile were: Enthusiastic - Volatile; Shrewd - Mistrustful; Careful - Cautious; Independent - Detached; and Focused - Passive Aggressive.

There were also HDS triads - that is when certain combinations appear together in a profile they may reflect, for example a need for attention, or social ineptness, or a deeply conservative attitude. To illustrate further, the need for attention has the following triad: elevated dramatic; elevated arrogant; elevated manipulative.

Finally Geoff Trickey talked about the HVPI. When the senior management of an organisation completed this inventory, the results would show the value they placed on such things as Power, Hedonism, Altruism, Tradition, Security, etc. At this point we were given a case study to examine. The hypothetical example chosen was that of a merger of two insurance companies. Our task was to try to establish whether the merger between these two companies was likely to be successful. Did they have shared values, or were they incompatible? In the example we were given not only were the companies poles apart but you would think twice about obtaining any insurance from one of them!

Putting the Hogan measures all together then, resulted in a personality profile for the individual, together with the unusual dark side personality profile, followed by an inventory which looked at the values that were held by that individual. In selecting a senior manager, Geoff would use all three.

A most unusual and interesting session.

The afternoon again dealt with one of the lesser known personality inventories - the HJ17 developed by Malcolm Hatfield and Michael Jefferies and published by Hatfield, Jefferies Test Publishing.

As the name implies, the HJ17 is a 17-scale instrument developed for managerial use and which can compliment the 16PF. Whilst the 16PF is a behavioural questionnaire, the HJ 17 deals with visible behaviour in a managerial context. It can be used for selection, development, and team building, and is of sufficient length to describe the subtleties of individual differences whilst not being so long as to be too complex to use or too tiring to complete. It is a normative test with both a

high internal consistency reliability of approximately 0.7 (the range is from .51 to .76) and a high test-retest reliability of .78.

Other comparisons are impressive - an average correlation with OPQ Team Role of .68 and of .85 with the Kirton Adaptation Inventory. The Myers Briggs Type Indicator correlations are: E/I .74; S/N .72; T/F .68; J/P .79.

The scales were defined and written with "positive aspects of the downside" in mind and with the less desirable aspects of very high scores. The scales chosen were the outcome of many criterion, job analysis, and competency studies, and they focus on profit-driven organisations in retail, manufacturing and service industries. Although the factor analysis yields five main factors, these differ from the "big five" model. The interpretation and use of the HJ17 is aided by team role specification, Jungian typology, style of innovation, with a managerial typology derived from cluster analysis of individual profiles.

As with most tests, hand scoring can be a little tedious, but the HJ17 is available with a Casio machine.

## DANGERS OF THE INTERNET

A newspaper article recently commented that relationships developed on the Internet could be psychologically as real as those in life, and that one had to be careful in handling them. What the article did not suggest was why it is that merely corresponding with someone could have emotional effects.

One hundred years ago Freud discovered that in psychoanalysis his patients developed a strong relationship with the analyst that he called 'transference'. These are powerful feelings, part of the patient's 'hidden' unconscious emotional life that are projected on to, and then attributed to, the analyst. In order to take up a normal emotional life once more the client has to come to terms with those inner feelings which are now exposed, and therefore can be dealt with on a conscious level.

The psychoanalyst, out of view, concentrates on the patients and gets them to talk about themselves, their hopes, fears, and feelings, and reflects what seems to lie behind them. The setting for Net friendships has parallels. On to the shadowy Net figure you meet up with - shadowy because you do not have any real details about the other party - you project your own emotions, and invest the unstructured blank canvas of the relationship with feelings that lie within yourself. And as you are anonymous you can disclose them.

But the relationship is two-way. You are both in a situation analogous to that of the unseen psychoanalyst and the patient, and as the relationship develops, it reflects the way both of you would unconsciously like it to be.

And so it has developed with my 'Nettie'. I didn't seek her out, she found me. I was listed in a directory as having an interest in writing, and unbidden she contacted me and sent me three poems to look at. One was particularly original and inventive and I told her so. Then came back came a wiseful, perceptive description of the scenery, birds and animals she could see from her back porch in the Mid-West USA, and her thoughts about them. It was written so sensitively that I instantly warmed to her.

Since then we've written to each several times. I recently went on holiday for three weeks with no Internet connection, and realised I missed hearing from her, and how I counted on there being an e-mail from her when I returned.

She says she is aged 32 and married, but sounds lonely and vulnerable, and I have already begun to feel protective towards her. I hope she has enough to eat, warm clothing in wintertime, and someone who cares for her. Perhaps her husband is not interested in her writing, and that is why she finds people to contact on the Internet; or perhaps he spends a lot of time away from home. She has a job and friends, and people she can talk to, face to face, and not just through the Net, but she seems to have a lot of time to spare for me, and she is beginning to

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occupy a special place in my life.

But that article, about not hurting other people, didn't discuss how to handle one's own feelings. Based on Freud's experiences in psychoanalysis there's a real need to warn people about the effect of writing unseen to the opposite sex. He spoke about 'transference' and 'projection', but if you gave it another name, like the 'Cyrano de Bergerac effect', and adapted some of Freud's theory to go with it, perhaps there's a whole new field of internet psychology to be created, along with associated addiction therapy.

Of course I know all about the dangers, and wouldn't dream of getting further involved myself, well not seriously involved, but if I were one of the first psychologists to write about the dynamics of internet relationships I might just become a recognised guru, invited to lecture at international conferences. Perhaps one might even be at a university in the Mid- West. Perhaps...

So what has this to do with 16PF? Not a lot really, but I suspect the specification equation for people liable to get hooked (netted?) is something like:  $-0.2A; +.05B; -.2C; +.2E; +.1F; -.3G; -.02H; -.24L; +.4M; +.2N; -.30; +.1Q_1; +.4Q_2; -.2Q_3; +.1Q_4$ ; minus constant 2.5. Any other bids?

*Bill Lubbock is with Lubbock Associates*

### **PC does not refer to your beloved computer. It is what you need to be if you are in the assessment business.**

#### ***The June meeting in Birmingham gave us the details. ..***

Is your organisation testing people fairly? If you are an independent consultant, are you scrupulously fair in your testing practices? Sue Matthews was one of three speakers who addressed our June meeting in Birmingham. She gave us a condensed version of some of the key points in her book "Testing People Fairly - The Best Practice Handbook". To enable us to focus on specific issues we divided into pairs, one person looking at testing from a corporate point of view, and the other from an individual angle.

Sue reminded us that job descriptions should contain the *purpose* of the job and the main functions. This should not be written in a bland style, as so many job descriptions are. Neither should it be so vague as to encompass almost everything one might be asked to do. Sue deplored the recent practice of writing all-embracing job descriptions.

She thought that only about 40% of companies have a written policy on testing and fairness. Specific points she referred to were:

- ◆ what will happen to the test results?
- ◆ how long are they kept?
- ◆ will a candidate who re- applies be tested afresh?

#### **SUBMISSION OF MATERIAL**

The Editor welcomes contributions from members either as letters or as articles on the use of the 16PF.

Case histories, unusual assignments, as well as unusual profiles are welcome.

When submitting material, please enclose a 3 1/2" disk together with the printed copy. This saves re-typing and minimises the risk of mistakes.

Tests must be accessible to all. This term referred to disabled people and a number of interesting points were raised, for example about the testing of blind candidates. Test publishers will not invest thousands of pounds in producing Braille copies of tests, but that did not mean that blind candidates would otherwise be tested fairly.

Grahame Geldart is Legal Advisor to the British Psychological Society and identified some of the lesser known aspects of testing "legally". He raised matters such as the length of time one should be expected to keep records. Although the Statute of Limitations is 3 years he advised keeping records for 6 years if possible. Notes made for "therapeutic" purposes should also be retained. Questions were raised about the possibility of being obliged to reveal test scores to a court. The key point was whether raw scores would mean anything to a court. Will the court be qualified to interpret the raw scores? His advice was that they should only be made available to a court if they were to be interpreted by a trained and qualified person. This gave rise to issues of confidentiality. His advice was that as test administrators we should not give an *absolute* guarantee of confidentiality because we are not in a position to do so. A court might subpoena you to produce the test results, and you would be obliged to do so, providing, as previously mentioned, that they were to be interpreted by a qualified person, who would give an expert testimonial.

#### **The Future**

Bob Edenborough of ASE talked about the future of psychological testing. He pointed out that many predictions of the future have turned out to be an embarrassment for those who advanced the prediction in the first place. Some of these "howlers" were that, "Germany will not be united in this century", and "I have no intention of resigning", (said by many MPs of all parties.)

Non runners or slow starters, had been testing centres, adaptive testing, current state testing (how clever you are today), and "job specific" tests.

Recent times had seen an increasing use of tests for team building, development planning, spotting potential, and the assessment of senior people. The influences in these areas have been technology, legislation or other government action, litigation, competition, training, and the competencies movement.

So what of the future? Bob Edenborough thought that there might be more routine provision of information about candidates, that there might be regulation of instruments that are at present unregulated, more cultural awareness, more litigation, and more professionalism amongst "professionals". And of course our old friend globalisation. Where in the world would we be without that?

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