![EDAC logo - Executive Development Assessment Centre]

THE LPA® PSYCHOMETRIC ASSESSMENT

Personality and Work – The LPA[1]

It is not enough simply to look at personality. What we are interested in is how people are likely to interact in the most common situations at work, and it is simply not possible to predict these behaviours from personality alone. Using a straightforward online questionnaire that takes around 45-60 minutes to complete, we therefore assess personality together with teamwork, conflict handling, attitudes to work, learning styles and managerial style. As a result we create a complex and very individual profile for every candidate, which reflects the reality that we are, as humans, complex and very individualistic beings.
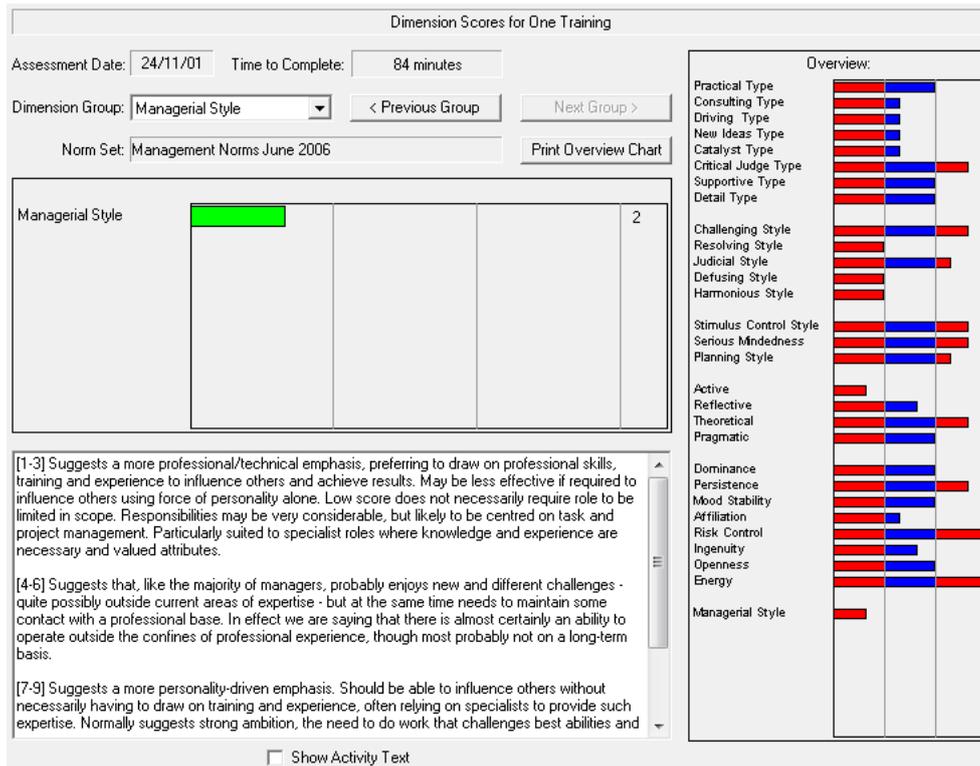
On-Screen Feedback

Candidates are given feedback using an on-screen 'Feedback Wizard' that standardises the feedback process. Feedback takes place face to face or remotely, using Skype™ screen sharing or web conferencing software.

What interests us, and what our candidates find so useful, is the often complex interaction between the 29 dimensions that we examine. This makes for a rich experience in feedback as the candidate and practitioner explore these together.

By designing the program to facilitate feedback we can draw on the technology to provide information that can be shared openly. For example:

- Clicking on any dimension gives a score-related definition
- Dimensions are defined psychometrically, but also from an activity viewpoint
- Any statistically unusual score patterns are highlighted using a 'right click' of the mouse

Reports

At the end of the feedback process the practitioner has a choice of reports to share with the candidate. Since these reports are computer-generated, they may be edited to reflect the outcome of the feedback session. Reports are written in plain English, and require no specialist knowledge to interpret. They also quite clearly identify where we feel the individual's personal characteristics will be an asset, and where we feel they may cause difficulties.

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[1] The LPA is a registered trademark of EDAC Ltd.

There are 6 report tabs:

- A Broad Picture Report that covers the interaction between all 29 Dimensions and indicates where the candidate is likely to work effectively and where there may be difficulties – typically 8-10 A4 pages.
- A Capsule Summary, which is an exact duplicate of the Broad Picture Report but in a highly condensed format.
- Summary reports for Management Themes, Custom Management Themes (if loaded), and Team Functions.
- A Development report that takes the analysis one stage deeper with a view to guiding personal development.

A unique feature of the LPA reports is that they are derived from combinations of results, so they directly reflect the sometimes complex interaction between the dimensions. The score 'Rules' that condition report text can optionally be displayed as shown in the Broad Picture Report extract below, where scores from Conflict Handling are referenced against Team Roles and Personality dimensions:

On balance you are likely to work effectively ……………..

[Rule pbec-19: Challenging 7-9, Defusing 1-6, Harmonious 1-6, Driving 1-5, Dominance 6-9]
Where the nature of relationships with others is such that it is fully acceptable to take a direct and competitive approach in conflict. You appear to have a clear need to win, and do not seem to be overly concerned to avoid conflict or to maintain relationships. Although confident and forceful, you are likely to be somewhat less task-oriented in teamwork.

Making further use of the assessment data
We know that we can now build large and comprehensive databases, so what can we do with this data to enhance our effectiveness as individual counsellors and organisational consultants? From our experience we have isolated five main areas:

- Using the results of Factor Analysis to identify common management themes.
- Analysing teams.
- Creating role profiles and seeing the extent to which people match them, and from this analysis identifying candidates' suitability for roles and any development needs.
- Identifying differences between groups.
- Conducting deeper statistical analysis to identify group and organisational culture, and using the data obtained to identify Management Themes that are unique to a particular organisation.

Common Management Themes
We have studied thousands of results from all over the world using Factor Analysis, and time and again we see specific patterns of scores emerging.

Seven such patterns appear often enough for us to 'label' them as representing particular Management Themes.

In the example shown below we show an individual who has a very close match to the Management Theme Practical Focus. We say this because this person has:

Strong scores in the required **high score** component dimensions for this Theme: Practical and Detail in Team Roles, Defusing in Conflict Handling, Stimulus Control in Work Styles, Theoretical in Learning Styles, and Persistence and Risk Control in Personality.

Weaker scores in the required **low score** dimensions: Catalyst in Team Roles, Active in Learning Styles, and Ingenuity in Personality.

This demonstrates the 'value added' by being able to assess personality (this person seems to be naturally persistent and cautious) and cross-reference the results to key functional areas that condition relationships in a working environment.

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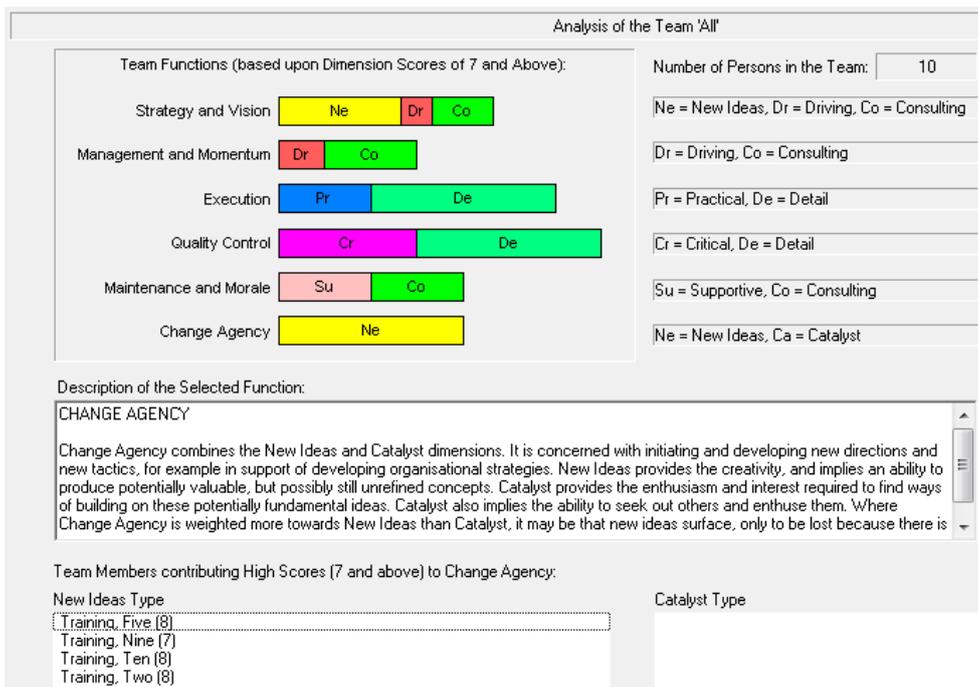Management Theme Scores for One Training, using the Default Theme Set 'EDAC Default 2'

Assessment Date: 24/11/01   Time to Complete: 84 minutes

Norm Set: Management Norms June 2006

Management Themes:

- Task Focus
- People Focus
- Practical Focus
- Change Focus
- Planning Focus
- Team Focus
- Quality Focus

Previous 7 Themes   Next 7 Themes

PRACTICAL FOCUS

Practical Focused individuals are the classic down-to-earth realists who value only what is concrete and measurable. They tend to think problems through in a step-by-step logical way, enjoying practical activities that follow established procedures. They tend to be cautious and persistent, taking time to reach decisions unless acting by precedent and often finding it difficult to delegate work. They work best with clear guidelines and in a well-ordered structure with clear goals. Their main contribution is to ensure that tasks are ultimately completed, and they are good counters to the intellectual excesses of some creative types and the sometimes thoughtless risks taken by more opportunist people. At their worst, however, Practical Focused individuals can appear narrow-minded, stubborn and perhaps cynical.

Component Dimensions:

Dimension	Score
Practical Type	6
Consulting Type	4
Driving Type	4
New Ideas Type	4
Catalyst Type	4
Critical Judge Type	8
Supportive Type	6
Detail Type	6
Challenging Style	8
Resolving Style	3
Judicial Style	7
Defusing Style	3
Harmonious Style	3
Stimulus Control Style	8
Serious Mindedness	8
Planning Style	7
Active	2
Reflective	5
Theoretical	8
Pragmatic	6
Dominance	6
Persistence	8
Mood Stability	6
Affiliation	4
Risk Control	9
Ingenuity	5
Openness	6
Energy	9
Managerial Style	2

Analysing teams

What makes an effective team? The ability to analyse a team quickly and easily can help us to identify why any particular team might not be performing to its full potential.

Here we see the results of a team analysis that shows the contribution made by the team towards achieving change. We see the ability to achieve change in a team environment as requiring a combination of creativity (New Ideas) and the ability to generate enthusiasm about adopting the team's ideas (Catalyst). This team has three strong New Ideas types, but no strong Catalysts. This might immediately point to a fundamental reason why the team was not performing as required.


Analysis of the Team 'All'

Team Functions (based upon Dimension Scores of 7 and Above):   Number of Persons in the Team: 10

Function	Components	Legend
Strategy and Vision	Ne / Dr / Co	Ne = New Ideas, Dr = Driving, Co = Consulting
Management and Momentum	Dr / Co	Dr = Driving, Co = Consulting
Execution	Pr / De	Pr = Practical, De = Detail
Quality Control	Cr / De	Cr = Critical, De = Detail
Maintenance and Morale	Su / Co	Su = Supportive, Co = Consulting
Change Agency	Ne	Ne = New Ideas, Ca = Catalyst

Description of the Selected Function:

CHANGE AGENCY

Change Agency combines the New Ideas and Catalyst dimensions. It is concerned with initiating and developing new directions and new tactics, for example in support of developing organisational strategies. New Ideas provides the creativity, and implies an ability to produce potentially valuable, but possibly still unrefined concepts. Catalyst provides the enthusiasm and interest required to find ways of building on these potentially fundamental ideas. Catalyst also implies the ability to seek out others and enthuse them. Where Change Agency is weighted more towards New Ideas than Catalyst, it may be that new ideas surface, only to be lost because there is

Team Members contributing High Scores (7 and above) to Change Agency:

New Ideas Type
- Training, Five (8)
- Training, Nine (7)
- Training, Ten (8)
- Training, Two (8)

Catalyst Type

Profiling

Using built-in utilities, the user can create a role profile and then scan all those people in the database to see who is the best fit to that profile. This is an excellent way of filtering large numbers of people, and it is also a very powerful management development tool.

Here we see a profile for a Call Centre Operator (represented by the desired score ranges in the green bars) and the degree to which a candidate matches this profile (the candidate's scores are the blue squares).

What is always of most significance is to look at where the individual's scores lie outside the desired range and then decide if this is a behaviour that can be changed by a developmental intervention. Clicking on the button 'View Development Recommendations' provides comprehensive guidance to assist in deciding what developmental action might be appropriate.
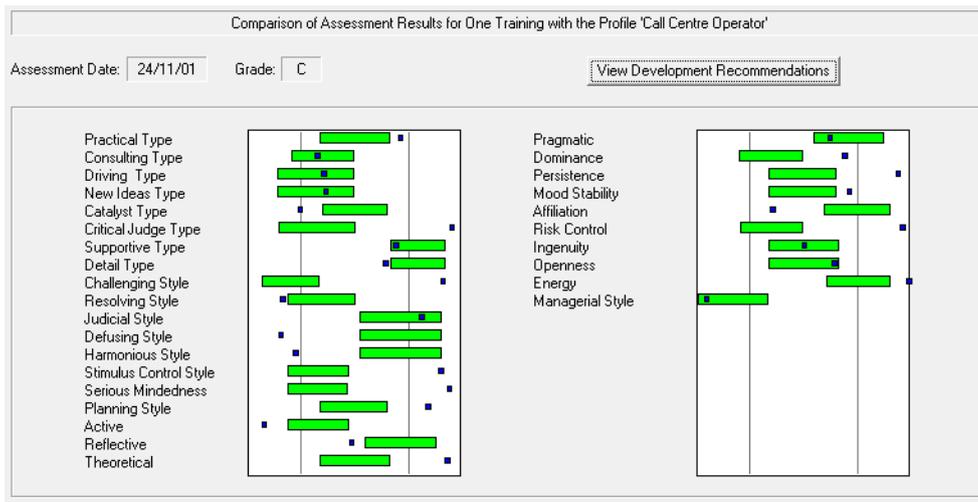
Difference between groups

In the example below we are looking to see if there are statistically significant differences between two samples: one of younger Chinese and a second of older Chinese. To do this we use the T Test.

Here the T Test shows significant differences in Serious Mindedness and Pragmatic (both lower for under 35s), and a trend to differences in Driving Type (lower) and Catalyst Type (higher).

Analysis of this kind will identify cultural and other trends that may well have a direct impact on the organisation concerned.
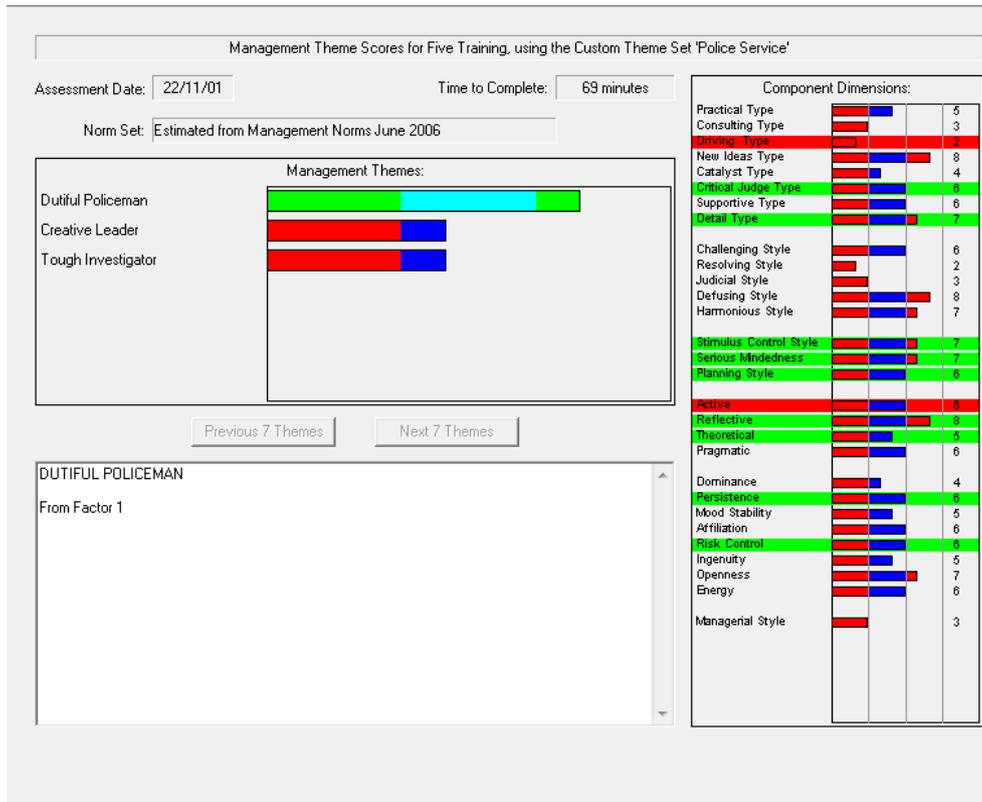
Organisational Culture & Custom Management Themes

When assessing significant numbers of candidates in any one organisation, you can use the built-in Factor Analysis to identify groups of Dimensions that 'hang together'.

By analysing these you can identify specific Management Themes that are unique to the organisation. In effect this displays the organisation's culture derived from 'hard' analysis and it is therefore an extremely robust picture.

Here we show the same individual, but instead of matching to the default Management Themes, we match to a custom set derived from the analysis of a large sample from a Police Service. The candidate comes up as a close match to the Theme 'Dutiful Policeman'. The candidate would seem to be much less suited to the Themes of 'Creative Leader' or 'Tough Investigator'.

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