
Paper Assessment Series

Skillscape

Baseline numeracy and literacy tests offered over 2 levels of ability. Includes an easy-sift screener questionnaire that candidates can fill in during the application process

It can be difficult to assess applicants for vocational training courses, semi or unskilled jobs or when undertaking careers guidance when the individuals concerned have few or no formal academic qualifications. In these and other cases you need to gauge the individual's basic literacy and numeracy levels. Skillscape enables you to do exactly that.

How it works:

Presented in an accessible and engaging format, Skillscape assesses a candidate's literacy and numeracy at two levels:

Level 1 – suitable for candidates with a reading age of 9-10 years.

Level 2 – suitable for candidates with a reading age of 11 years.

If users are unsure of which level to use, a prescreen test can determine which is appropriate.

What it measures:

Literacy Tests

The Literacy Tests are based on the need to assess functional literacy – the need to extract the required information from a variety of sources and to convey this information unambiguously. Both Level 1 and 2 Literacy Tests use a realistic adult context which relates all questions to a community newspaper. In the Literacy Tests, the test taker has to locate and read parts of the community newspaper and then write brief answers. For occupations where a fuller assessment of written communication is needed, there is an optional Writing Test to be used in conjunction with Literacy Test Level 1. The Writing Test requires the test taker to perform tasks such as filling in an invitation and producing a brief letter, allowing for spelling, grammar and handwriting to be assessed in addition to the functional adequacy of responses.

Numeracy Tests

Both levels of the Numeracy Test consist of three sections. Two of the sections are 'word free' and assess the skill in doing simple calculations and working out rough answers. The third section is 'word based' and involves realistic numerical problems.

- Calculations
- Approximations
- Problems

Each test has 60 questions; 20 questions for each of the sections as described above.

NB: Calculators are not permitted.

Quick Reference

Authors:

Pauline Smith (GL Assessment)
Chris Whetton (NFER)

Suitable for:

Selection
Development
Careers Guidance
Student Screening

Ideal for assessing:

Warehouse Staff
Retail – Shop Floor
Office Administrative Staff
Technicians/Engineers
Apprentices
Manufacturing/Production Staff

Duration:

Pre-Screener – Approx 5-10 minutes
(untimed)

Level 1 Tests:

Literacy (parts 1 & 2) – 40 minutes
Numeracy – 35 minutes

Level 2 Tests:

Literacy – 25 minutes
Numeracy – 30 minutes

Administration:

Group or Individual
Paper & Pencil

Training required:

Test Specific Training Course
recommended (Page 6)

Available Norm Groups

Log onto www.shl.com for a comprehensive list of available norms for this assessment

Modern Occupational Skills Tests

Short and interchangeable suite of tests applicable for a wide range of work related areas

The Modern Occupational Skills Test (MOST) is a suite of fast, reliable and flexible assessments that measure skills and aptitudes required for a wide range of occupations. Based on a wide-ranging job analysis, they are divided up into task-specific tests that contain work-related exercises. There are 9 tests that can be used in any combination, with no more than 4 tests being required to assess any specific position. There are 3 levels of difficulty with 1 being the easiest.

Level	For jobs which require	Assesses	Type of test / time taken
One	Proof-reading and checking written documents	Speed and accuracy in cross-checking verbal information	Verbal Checking: 8 mins
	Proof-reading, checking updating numerical information	Speed and accuracy in cross-checking numerical Information	Numerical Awareness: 8 mins
	Sorting, categorising, coding	Speed and accuracy in filing	Filing: 12 mins
Two	Updating and correcting numerical records, prices, invoices and receipts	Basic arithmetical ability	Numerical Awareness: 8 mins
	Understanding and correcting documents	Ability to identify grammatical and spelling errors	Spelling and Grammar: 8 mins
	Writing and correcting correspondence and documentation	Ability to identify inappropriate words	Word Meanings: 12 mins
Three	Providing quick, approximate estimates for numerical problems	Ability to estimate answers to numerical problems	Numerical Estimation: 12 mins
	Checking graphs, charts, diagrams and plans with written information	Ability to cross-check information for errors	Technical Checking: 12 mins
	Assimilating, prioritising and categorising information quickly. Making decisions based on sets of rules	Ability to understand and apply rules	Decision Making: 15 mins

Quick Reference

Author:

Psychometric Research and Development Ltd, under the direct Dr Steve Blinkhorn

Suitable for:

Selection
Development

Ideal for assessing:

Middle Managers *
Junior Managers/Supervisors/Team Leaders *
Graduates *

Sales/Customer Services
Call/Contact Centre
Office Administrative
Information Technology
Technicians/Engineers
Financial Accounting
Apprentices
Production

* MOST Decision Making only

Duration:

From 8 – 15 minutes per test depending on the chosen test

Administration:

Group or Individual
Paper & Pencil

Training required:

BPS Level A (Page 6)

Available Norm Groups

Log onto www.shl.com for a comprehensive list of available norms for this assessment

Critical Reasoning Tests - for Business

Assess management potential with this scenarios-based assessment

How can you tell whether a person has the key intellectual skills that are vital for success in a managerial position? This is particularly difficult if individuals are applying for their first managerial position or have been holding non-managerial positions. Success in a junior role does not always guarantee success further up the career ladder. The Critical Reasoning Tests for Business are what you need. They are designed specifically to spotlight the people who have the intellectual skills needed for managerial or executive roles in a wide range of companies and organisations.

How it works:

- The tests comprise of two assessments – verbal and numerical ability. These are intended for use together, but can be used independently
- Both tests are based on the understanding that insufficient data has been provided for a definitive answer to be reached, as would be the case in many real-life situations
- For both tests, candidates are required to imagine themselves as trainee managers and work out what conclusions can be drawn from the information provided
- Multiple-choice questions relate to sales figures, internal budgeting and business travel

What it measures:

The tests comprise both Verbal and Numerical Skills Tests.

Verbal Tests

The Verbal Skills Test assesses three different aspects of verbal ability:

- **Analysis** – ability to derive information from a formal document
- **Evaluation** – ability to evaluate the effect of new information on current knowledge
- **Assumption** – ability to determine certain assumptions based on given information.

Numerical Tests

The Numerical Skills Test assesses the ability to process numerical information presented in a variety of formats, interpret it correctly and draw conclusions. The assessment involves extracting and manipulating data from the source material, placing emphasis on numerical reasoning rather than mental arithmetic. (NB Calculators are not permitted)

Quick Reference

Authors:

Pauline Smith (GL Assessment)
Chris Whetton (NFER)

Suitable for:

Selection
Development

Ideal for assessing:

Senior Managers/Professionals
Middle Managers
Junior Managers/Supervisors/Team Leaders
Graduates
Sales/Customer Services/Call Centre
Financial Accounting

Duration:

Verbal – 20 minutes
Numerical – 25 minutes

Administration:

Group or Individual
Paper & Pencil

Training required:

BPS Level A (Page 6)

Available Norm Groups

Log onto www.shl.com for a comprehensive list of available norms for this assessment

General Abilities Tests 2

The UK's most respected general ability test series

Identifying a job or course applicant's range of abilities from an application form or CV is very difficult. This becomes even more difficult if they have no formal qualifications, are applying for a first job or supervisory/management position or have yet to complete their education. The General Abilities Tests 2 (GAT2) has been designed for just these situations.

How it works:

The five GAT2 tests give a clear indication of an individual's general intellectual abilities, regardless of education or previous experience. The assessments can be administered individually or in any combination.

The assessments are presented in a 'text-free' format. Its scores are not influenced by reading comprehension and are therefore fairer to individuals from different cultures or educational backgrounds.

There are two combined tests that will provide a quick overall measure of reasoning in two key areas: mechanical and spatial abilities and verbal, non-verbal and numerical.

What it measures:

Verbal – Measures the ability to reason with words through the use of analogies

Non-Verbal – Measures the ability to process information, recognise relationships and differentiate between relevant and irrelevant information

Numerical – Measures the ability to identify relationships between numbers but without the need for extensive mathematical knowledge

Spatial – Measures the ability to visualize objects in 3D, ideal when assessing for positions which involve the manipulation of 3D objects

Mechanical – Measures the ability to visualize relationships between moving parts and the way in which mechanical systems operate

Quick Reference

Authors:

Pauline Smith (GL Assessment)
Chris Whetton (NFER)

Suitable for:

Selection
Development
Careers Guidance

Ideal for assessing:

Middle Managers
Junior Managers/Supervisors/
Team Leaders
Graduates
Sales/Customer Services/Call Centre
Office Administrative
Information Technology
Technicians/ Engineers
Financial Accounting
Apprentices
Production

Duration:

Verbal – 15 minutes
Non-Verbal, Numerical, Spatial
and Mechanical – 20 minutes
Combined Tests – 20 minutes

Administration:

Group or Individual
Paper & Pencil
Online

Training required:

BPS Level A (Page 6)

Available Norm Groups

Log onto www.shl.com for a comprehensive list of available norms for this assessment

Graduate and Managerial Assessment

- Revised 2006 Edition

A UK bestseller that identifies the top 12.5% of the population

The fact that in the past someone has achieved academic success at a high level or performed well in a particular job does not guarantee success in a more senior post or a different position within an organisation. The Graduate and Managerial Assessment (GMA) series has established itself as one of the most respected suites of ability measures in the UK and world test markets. The three tests that make up the GMA – Numerical, Verbal and Abstract – were developed specifically to assess those with higher-level ability and senior managerial potential.

How it works:

- The three GMA tests measure not just knowledge but numerical reasoning, critical thinking and flexibility of thought
- The three assessments can be administered separately or in any combination. Each assessment has two versions, described as Form A and Form B, which are parallel in terms of level of difficulty but contain different items. Both forms have been subject to the same level of rigorous testing to ensure they measure exactly the same ability in the same way
- Largest answer choice (16) reduces guessing compared to other market tests
- Interchangeable normative groups between A and B parallel forms of tests
- Easy score carbonised answer sheets for reduced errors

What it measures:

Verbal – Measures the ability to assess the importance and logic of verbally presented reports in an objective manner

Numerical – Measures the ability to reason with numbers and to understand information presented in numerical form

Abstract – Measures the ability to think strategically and the capacity to perceive new and changing patterns, devise new methods and operate at different levels of analysis

Why use GMA Parallel Forms?

To ensure that candidates are not familiar with the assessment they are taking. You may want to use a different parallel form if assessing someone who you know or suspect may have completed the assessment before.

Quick Reference

Author:

Dr Steve Blinkhorn
Psychometric Research and
Development Ltd

Suitable for:

Selection
Development

Ideal for assessing:

Directors/Senior Executives
Senior Managers/Professionals
Middle Managers
Junior Managers
Graduates

Duration:

Verbal – 30 minutes
Numerical – 30 minutes
Abstract – 30 minutes
Parallel form options available for
test

Administration:

Group or Individual
Paper & Pencil

Training required:

BPS Level A

Available Norm Groups

Log onto www.shl.com for a
comprehensive list of available norms
for this assessment

Global Cognitive Index (GCI) - Graduate and Executive

The essential assessment for measuring graduate and executive potential

There are now more new graduate applicants than ever before. However, the expanding numbers do not necessarily mean greater access to a uniform level of excellence. Degrees are awarded in a diverse range of disciplines to individuals with very different ability levels. There is a real need to be able to differentiate effectively between graduates. The Global Cognitive Index (GCI) - Graduate and Executive, formerly known as the First Graduate Assessment, is the first major 'test family' from a respected test publisher, designed to provide employers with a standardised instrument for identifying those individuals who have the necessary intellectual ability and potential to succeed in the workplace.

How it works:

- The FGA consists of three ability assessments that measure key intellectual abilities
- Each assessment covers a range of subject matter that is relevant to the modern workplace
- The assessments can either be used individually or in any combination or by using the Combined Reasoning Test – which gives one overall result

What it measures:

- **Verbal reasoning** – Measures the ability to rapidly extract relevant information from written sources and make an objective judgment on the basis of that information.
- **Numerical reasoning** – Measures the ability to deal with numerical information in a variety of formats. Candidates are presented with a short scenario followed by four questions that get progressively more difficult. Candidates are required to select the correct answer from six options.
- **Abstract reasoning** – Measures the ability to acquire and assimilate new concepts and ideas within existing knowledge. Candidates are presented with a grid containing shapes. Each grid has a missing shape and candidates are required to select the missing shape from six options.

Quick Reference

Authors:

Neil Hagues
Angus S McDonald

Suitable for:

Selection
Development

Ideal for assessing:

Executives
Senior Managers/Professionals
Middle Managers
Junior Managers/Supervisors/Team Leaders
Graduates
Undergraduates

Duration:

Verbal Reasoning – 30 minutes
Numerical Reasoning – 30 minutes
Abstract Reasoning – 30 minutes
Combined Reasoning - 50 minutes

Administration:

Group or Individual
Paper & Pencil
Combined Reasoning Test via CD-ROM
Online

Training required:

BPS Level A (page 6)

Available Norm Groups

Log onto www.shl.com for a comprehensive list of available norms for this assessment

PeopleMapper – the workplace personality questionnaire

The first respected personality measure that provides a timesaving competency 'pick and choose' expert software reporting option

How can you tell if a candidate's personality will fit into your corporate culture? Personality affects how individuals perform and succeed at work, the careers to which they are best suited and their approach to life in general. With the modern and professional assistance of PeopleMapper you can make good personnel selections – vital to the success of both individuals and organisations.

Mistakes cost time and money: PeopleMapper is a cost-effective measure that adds value to the decision-making process.

How it works:

- Using groundbreaking new expert software, PeopleMapper can be administered and scored via computer, which can save time – especially recommended when carrying out large selection or development programmes
- PeopleMapper is a quick and accurate assessment of an individual's most likely behaviour in work situations
- All questions in PeopleMapper relate to adult personality, and about 50% are directly work related
- The inclusion of a proportion of non-business items is designed to minimise the transparency and 'fakeability'. These non-business items are about everyday life, but are not 'clinical' in orientation

What it measures:

Primary Dimensions

The test assesses eleven primary dimensions, which relate directly to work:

Change Oriented – this measures a person's attitude towards change and variety: Do they actively seek new experiences or do they prefer familiar situations and more routine activities?

Risk Taking – Are they willing to take risks or do they have a tendency towards caution and security

Competitive – this reflects the level of motivation to be recognised as successful, mainly in a career context

Socially Confident – this is concerned with a person's tendency to seek attention in a group or social situations, and can reflect the degree of comfort or discomfort when speaking in front of a group

Work Oriented – where are their energies focused? Towards their work and career? Or towards their time outside work?

Stamina – Can they maintain mental energy levels under pressure or over long periods of time?

Perfectionist – this reflects the degree to which a person values maintaining high standards over meeting deadlines

Time Managed – Do they prefer to work to a schedule or do they have a more flexible approach to the use of time?

Outgoing – this gives an indication of the degree to which a person enjoys the company of others and actively seeks it out

Warm – When relating to other people are they more or less detached and impersonal in their dealings?

Worrying – Do they have a tendency to worry and feel anxious in different situations?

Secondary Dimensions

These eleven dimensions are then organised into five secondary dimensions:

Dynamic – this gives an indication of an individual's independence of thought, ambition, adventurousness and approach to risks

Work Stamina – this covers general attitude to work and the stamina they feel they have in work situations

Controlled – this indicates tendencies towards being organised, precise and methodical in work situations

Extrovert – this gives an indication towards an individual's enjoyment of the company of others and their openness in sharing their feelings

Worrying – this is the same dimension as the primary dimension but in the context of PeopleMapper can be taken as either a primary or secondary dimension – depending on the level of analysis required

Quick Reference

Authors:

Dr Rob Feltham
Julie Woods

Suitable for:

Selection
Development

Ideal for assessing:

Directors/Senior Executives
Senior Managers/Professionals
Middle Managers
Junior Managers/Supervisors/
Team Leaders
Graduates
Sales/Customer Services/Call Centre
Office Administrative
Information Technology/
Technicians/Engineers
Financial Accounting
Apprentices

Production

Duration:

Approx 25 minutes

Administration:

Group or Individual
Paper & Pencil
Computerised Software
Online

Training required:

BPS Level B Intermediate Plus or
Test Specific PeopleMapper Course

Available Norm Groups

Log onto www.shl.com for
a comprehensive list of available
norms for this assessment

Hardware requirements:

Window'95, '98, NT, 2000 or XP
Word '97 or higher (for report viewing)
Pentium class processor
16Mb of RAM
Hard disk with 5Mb of space

PeopleMapper – the workplace personality questionnaire (cont.)

The product:

- Developed in the UK, PeopleMapper utilises the latest innovation in personality testing
- Can be administered by paper and pencil or online and is highly 'user-friendly'
- Designed for use in selection and development for all levels of staff in any organisation, including senior management and graduates
- Can be used to measure team performance in the workplace
- Designed from a fresh perspective with both the practitioner and candidate's needs in mind

We regularly use PeopleMapper to gain a deeper understanding of how a person will fit into our client's culture. The scales on PeopleMapper match many of the competencies that are important for our clients."

Colin Parker, Work Psychologist

Reporting

PeopleMapper is the first respected personality measure that provides a timesaving competency 'pick and choose' option for software reporting. There are currently eight reports available, including a group report:

- (1) Candidate Report
- (2) Synopsis
- (3) Premium Insights.
- (4) Structured Interview Questions
- (5) The Competency Map
- (6) The Competency Map Selector
- (7) Summary Profile
- (8) The Group Report

The reason I purchased PeopleMapper was I liked the general user friendliness of it, it looks modern and professional, and the competency reports looked interesting. I want to use it with coaching clients and as part of a 360 degree feedback approach."

Mike Guttridge, Valley Consulting

The Competency Map Selector

This unique 'pick and mix' report allows customers to choose from below 19 competencies and only pay for the competencies they want included within their report. Each competency is charged at the same

for each of the competencies to help structure a competency-based interview.

The 19 competencies are:

- Creativity and Innovation
- Change Orientation
- Attention to Detail
- Risk Taking
- Tenacity
- Energy and Drive
- Project Management
- Decisiveness
- Self Confidence
- Customer Service
- Flexibility
- Concern for Efficiency
- Planning and Organising
- Team working
- Influencing and Selling
- Communication
- Interpersonal Understanding
- Impact
- Coping with Pressure

Type Dynamics Indicator (TDI)

A groundbreaking evolution in understanding of psychological type

The Type Dynamics Indicator (TDI) offers an innovative approach to the assessment of psychological type. Based on Jung's original concepts, the TDI offers the advantage of a range of questionnaires and report options delivered both online and through paper administration. The TDI helps practitioners to investigate psychological type in more detail than many existing type indicators by using a questionnaire format that explores both "is" and "want" responses. The TDI was created following 5 years of detailed research and development by one of the UK's foremost experts in psychological type. To create this unique approach, rigorous trialling of items occurred to deliver the following criteria and enhancements.

What the TDI measures:

The TDI follows Carl Jung's concept of balancing opposite preferences. These are described on four different dimensions:

Two ways of seeing the world	Extroverted	Introverted
Two ways of using Information to make decisions	Sensing	Intuitive
Two kinds of environment that attract and energise people	Thinking	Feeling
Two ways of acting and managing the world around us	Judging	Perceiving

A person's personality type can be established from identifying 4 preferences from a possible 16 personality type combinations. Using the 4 preferences established through TDI and The Essential Guide to Type allows you to explore these preferences through:

- The Basics of Type- Exploring the four pairs of opposites
- Full descriptions of the 16 types (named and 4 letter options)
- Full descriptions of the 16 types (named and 4 letter options)
- The Life Functions Model
- The Personality Temperament Model
- Team Roles Model
- Type Team Role
- Learning Styles Model

In addition, an expanded narrative of the 16 types is provided to explore:

- General Style and Motivation
- Style with People
- Style of Working
- Style of Thinking and Deciding
- Main Assets or Potential Strengths
- Under Stress
- Development Suggestions

Features and Benefits of the TDI:

- Designed to be closer to Jung's constructs than other indicators
- Be psychometrically rigorous (a common failing of many type indicators)
- Provide a statistical foundation for its construction and interpretation
- Detailed coverage of the domains
- Correlation with MBTI® scores
- Reduce ambiguities found in other questionnaires
- Ability to elicit the differences between "is" and "want" responses

- Provide broader range of interactive steps to add value for practitioners when exploring the complexity of type and preference
- Short and quick to administer
- Easy to score and use
- Flexibility – available in both paper and online versions
- Candidates enjoy taking it
- Enjoy receiving a deeper feedback between the "is" and "want" scoring

The TDI is a genuine innovation and natural evolution in understanding psychological type and includes a range of step options, which would otherwise be measured by a single questionnaire

Practitioners involved in the following activities will find this range of exploration methods highly flexible from within one instrument suite:

Individual Development

Identifying leadership and management styles, exploring emotional intelligence and stress, preferred communication and learning styles, through effective executive coaching.

Team Development and the Building of High Performance Teams

Exploring team diversity, conflict resolution, improved communication and problem solving.

Relationship Counselling

Understanding personal relationships.

Career Decisions and Education

Identifying personal motivation and learning styles. An aid to improving training and teaching methods and for focussed careers guidance.

Sales and Influencing Skills

Exploring communication styles and preferences for effective selling.

Quick Reference

Authors:

Roy Childs and Angus McDonald

Application:

Staff Development
Leadership Development
Coaching/Mentoring
Team Building
Careers Guidance
Relationship Counselling
Organisational Change

Ideal for assessing:

All staff levels

Duration:

15 – 25 minutes, depending on which version you use

Administration:

Group or Individual
Paper & Pencil
Online

Training required:

BPS Level B
TDI – 3 Day Course
TDI – 1 Day Conversion Courses

Available Norm Groups:

Log onto www.shl.com for a comprehensive list of available norms for this assessment

Learning Styles Indicator

Integrated within the TDI, the Learning Styles Inventory is candidate-friendly, with two versions available for easy administration and feedback.

The Learning Styles Indicator (LSI) questionnaire is designed to identify fundamental differences in the way people think, communicate and learn. The information provided looks at an individual's styles and preferences when taking the questionnaire.

The LSI has a number of flexible options for administration. By design, the LSI can function as an integrated part of the TDI allowing practitioners to explore both personality type and learning style from the sitting of a single questionnaire.

Alternatively the LSI can be taken as a separate learning styles questionnaire. Both options are available for paper based and online administration.

Benefits of Exploring Learning styles include:

- Judge when situations require you to adapt your style
- Understand how to communicate, how this might come across and how you learn best
- Help when choosing topic, qualifications and courses that are of more interest to you
- Select the teaching style and learning environment that suits you and keeps you motivated

Quick Reference

Authors:

Roy Childs and Angus McDonald from Team Focus Ltd

Application:

Staff Development
Coaching/Mentoring
Team Building
Careers Guidance

Duration:

10 – 20 minutes, depending on which version you use

Administration:

Group or Individual
Paper & Pencil
Online

Training required:

TDI – 3 Day Course
TDI – 1 Day Conversion Courses
LSI – 1 day Course

Available Norm Groups:

Log onto www.shl.com for a comprehensive list of available norms for this assessment

Emotional Intelligence Questionnaire – Managerial & 360° Editions

The first UK-developed measure of emotional intelligence that's focused on the most important differentiators of performance

It is not just expert skills or ability that count in today's workplace. Emotional Intelligence competencies are crucial to effective and successful performance; and those people who recognise and manage their own feelings and identify with the feelings of colleagues are more likely to perform well in their jobs and progress their careers.

EIQ Managerial (EIQ: M) and Managerial 360°

In today's business world, intelligence and commercial know-how are important, but it takes more than these qualities alone to really shine in an organisation. It is now widely recognised that 'people skills' – communication, empathy and the ability to deal with others – are better indicators of leadership and management potential than qualifications or a high IQ alone.

How it works:

- It is designed specifically for management-level employees
- The EIQ: M offers both self-report and 360° questionnaires, with the latter enabling an all-round assessment of an individual's performance from peers, colleagues and manager
- The questionnaire will give you an accurate assessment of an individual's potential based around seven emotional capabilities that are proven to predict success at work:

Self Awareness – awareness of your own feelings and of how others respond to you

Emotional Resilience – ability to keep going in difficult situations

Motivation – ability to pursue longer-term goals

Interpersonal Sensitivity – understanding others' feelings and having empathy

Influence – ability to influence others through interaction

Intuitiveness – ability to make decisions with limited or ambiguous information

Conscientiousness – integrity and correlation between words and actions

Benefits of Emotional Intelligence

- Improved leadership
- More effective handling and resolution of disputes
- More effective development of teamworking
- Improved negotiations
- More cost-effective decision-making
- Better quality problem solving and decision making

Quick Reference

Authors:
Professor Victor Dulewicz
Professor Malcolm Higgs

Suitable for:
Selection
Development
Team-Building
Coaching/Mentoring

Ideal for assessing:
Boardroom
Directors level Executives
Middle to Senior Managers
Postgraduates
Graduates

Duration:
Approx 20 – 30 minutes

Administration:
Group or Individual
Paper & Pencil with Scoring &
Reporting Software
Online

Training required:
Level B Course Or Level B plus EIQ
Conversion Course

Available Norm Groups
Log onto www.previsor.co.uk for a
comprehensive list of available norms
for this assessment

Hardware requirements
486 processor or greater, Windows '95,
'98, NT, 2000 or XP. 16Mb of RAM,
2Mb hard disk space.
(The software cannot be run across a network.)

Emotional Intelligence Questionnaire – General & 360° Editions

A flexible assessment and development tool for understanding key drivers of performance for general staff

Designed by Victor Dulewicz and Malcolm Higgs, the purpose of PreVisor's Emotional Intelligence Questionnaire (EIQ) is to harness information about an individual's emotional intelligence to the mutual benefit of individuals and their organisations.

EIQ General (EIQ: G)

The EIQ: G has been adapted from the Emotional Intelligence Questionnaire: Managerial.

How it works:

- Like the EIQ: M the Questionnaire offers both selfreport and 360° questionnaires and is based around the same seven emotional competencies listed on the EIQ Managerial page
- An individual or an organisation can use both versions of the Questionnaire for development and selection purposes

What it measures:

- The questionnaires are paper and pencil based and users are required to input scores into the EIQ Scoring and Reporting software
- A comprehensive report is produced from the software detailing both scores on individual scales as well as giving an overall EI score, and in the case of the 360°, showing clearly where differences in performance are perceived.

Emotional Intelligence in Call Centres: A study

The Emotional Intelligence Questionnaire: General was used on 286 call centre employees to investigate the links between Emotional Intelligence elements and call centre performance.

The sample was chosen to ensure variations in age, tenure and appraisal performance rating. The results showed that the most important EI elements for Call Centre workers were conscientiousness, resilience, motivation and sensitivity. A negative relationship between intuitiveness and performance was found, but this can be explained by the extensive use of scripts and standard operating procedures, which employees with high levels of intuitiveness can find restrictive.

Quick Reference

Authors:

Professor Victor Dulewicz
Professor Malcolm Higgs

Suitable for:

Selection Development Team-Building
Coaching/Mentoring

Ideal for assessing:

Junior Managers/Supervisors/Team
Leaders Graduates Call/Contact Centre
Sales/Customer Services Office
Administrative
Information Technology
Technicians/Engineers Financial
Accounting
Apprentices Production

Duration:

Approx 20 – 30 minutes

Administration:

Group or Individual
Paper & Pencil with Scoring &
Reporting Software
Online

Training required:

Level B Course or Level B plus
EIQ Conversion Course

Available Norm Groups

Log onto www.shl.com for a
comprehensive list of available norms
for this assessment

Hardware requirements

486 processor or greater, Windows '95,
98, NT, 2000 or XP. 16Mb of RAM, 2Mb
Hard disk space.

(The software cannot be run across a network.)

Gordon's Personality Profile Inventory – Global Edition

A concise efficient indicator of future performance – quick and easy to interpret

Gordon's Personality Profile Inventory – Global Edition (GPP-I) provides an accurate assessment of nine aspects of personality identified as being useful indicators of future job performance. The GPP-I is used in selection, assessment, personal counselling, management training and research.

How it works:

- The questions are presented in a combination of formats, which make it extremely difficult for test takers to give the answers they think you want to hear
- The GPP-I is particularly useful in assessing individuals who will be involved with any sales or customer-facing role
- Designed for use in the UK market
- Written by the late Leonard Gordon, the world's leading author in values measures, the GPP-I is quick and easy to administer. It assesses nine aspects of personality identified as being useful indicators of future job performance
- Candidates are presented with a group of four statements. For each group they must mark one statement which is most like them and one which is least like them.
- The forced choice format is designed to be less susceptible to distortion – i.e. candidates cannot mark merely the answers they may think will place them in a more favourable light

What it measures:

The nine areas of personality assessed are:

1. **Ascendancy (or self-assuredness)** – the degree to which an individual adopts an active role in a group, makes independent decisions and is self-assured in relationships with others
2. **Responsibility** – the degree to which an individual sticks to the job assigned to them, is persevering and determined and can be relied on
3. **Emotional Stability** – the degree to which an individual is free from worry, anxieties and nervous tension
4. **Sociability** – high scores typify individuals who like to be with and work with people and who are gregarious and sociable. Low scores reflect a lack of gregariousness, a general restriction in social contacts
5. **Self-esteem** – the sum of the previous four scales in the Profile provides the score for self-esteem
6. **Cautiousness** – measures the degree to which an individual considers matters before making decisions, takes chances or runs risks
7. **Original Thinking** – measures an individual's tendency to be intellectually curious and enjoy thought-provoking discussion or the extent to which they dislike working on difficult or complicated problems
8. **Personal Relations** – the degree to which an individual has faith or trust in people and is tolerant, patient and understanding
9. **Vigour** – high scores typify vigour, energy, and the ability to accomplish more than the average person. Low scores typify low vitality and energy level and a below-average output or productivity

Quick Reference

Author:

Leonard V Gordon

Suitable for:

Selection
Development

Ideal for assessing:

Directors/Senior Executives
Senior Managers/Professionals
Middle Managers
Junior Managers/Supervisors/
Team Leaders
Graduates
Sales/Customer Services/Call Centre
Office Administrative
Information Technology
Technicians/Engineers
Financial Accounting
Apprentices
Production

Duration:

Approx 20 minutes

Administration:

Group or Individual
Paper & Pencil

Training required:

BPS Level B Intermediate

Available Norm Groups

Log onto www.shl.com for a comprehensive list of available norms for this assessment

Gordon's Surveys of Personal and Interpersonal Values – SPV & SIV

Designed by the world's leading author in values measures

The values that we each hold influence how we deal with everyday tasks and people both inside and outside the workplace. Exploring an individual's values in a development, teambuilding or counselling situation can lead to an understanding and resolution of problem areas, the development of stronger teams and the clarification of career or life goals.

How it works:

- SIV and SPV can be used independently or together as required
- The question format on each assessment requires the candidate to answer whether certain behaviours are more or less like themselves
- The resulting interpretation forms the basis for a feedback discussion

What it measures:

Survey of Personal Values (SPV)

This assessment determines the importance individuals ascribe to various activities. SPV is designed to measure certain critical values that help determine the manner in which individuals cope with problems of everyday living.

SPV assesses six values:

- Practical Mindedness** - Likes practical things, material and economically minded
- Achievement** - Values growth, accomplishment, enjoys challenge and effort
- Variety** - Prefers a range of activity, dislikes routine, prefers new experiences
- Decisiveness** - Values and sticks to own opinions, likes thinking through decisions
- Orderliness** - Prefers organisation, routine and schedules
- Goal Orientation** - Prefers clear objectives and seeing tasks to completion

Survey of Interpersonal Values (SIV)

This assessment determines what the person considers important and is designed to measure certain values involving the individual's personal, social, marital and occupational adjustment.

SIV measures six values:

- Support** - Values kindness, encouragement and consideration from others
- Conformity** - Doing the correct thing, following regulation
- Recognition** - Being looked up to, considered important, admired
- Independence** - Doing what one wants, making own decisions
- Benevolence** - Doing things for others, sharing, helping those in need
- Leadership** - Being in charge, having authority, power

Quick Reference

Author:

Leonard V Gordon

Suitable for:

Development
Team-Building
Counselling

Ideal for assessing:

Directors/Senior Executives
Senior Managers/Professionals
Middle Managers
Junior Managers/Supervisors/
Team Leaders
Graduates
Sales/Customer Services/Call Centre
Office Administrative
Information Technology
Technicians/Engineers
Financial Accounting
Apprentices
Production

Duration:

Approx 20 minutes per assessment

Administration:

Group or Individual
Paper & Pencil

Training required:

BPS Level B (Intermediate)

Available Norm Groups

Log onto www.shl.com for a comprehensive list of available norms for this assessment

Occupational Motivation Questionnaire

Scenarios-based measure of individual motivation designed to improve organisational performance

People who are highly motivated at work are more productive, contribute more fully to the organisation and achieve their full potential as an individual. But we are all motivated by different things so unlocking the key to motivation can be difficult. Some will be motivated by externally given rewards such as status, achievement or recognition, while others are motivated by things more related to personal values such as development, stimulation and responsibility; many of us will be driven by a combination of both.

The Occupational Motivation Questionnaire (OMQ) is a scenario-based questionnaire which is designed to identify which aspects of work people find most interesting.

OMQ can be used to produce a detailed profile of an individual's motivational framework which, when used as part of an on-going individual development programme or in a wider team development context, can help plan their development more effectively.

How it works:

The OMQ looks at seven different types of motivation at work. It provides individuals with situations to consider and then asks them how they would feel or behave if they were in those situations. The seven types of motivation are:

Rewards – externally recognised rewards

Status – striving for a more senior position

Achievement/recognition – the completion of important tasks

Affiliation – need for positive working relationships

Achievement/development – achievement of personal goals and skills development

Stimulation – seeking interesting and stimulating activities

Independence/responsibility – taking responsibility for work and of others.

The OMQ consists of 70 questions and candidates are required to rate their answers according to a five-point scale (strongly agree to strongly disagree).

The scores from the OMQ are entered into the software program to produce a profile and narrative for each candidate. The output can be used to work with an individual to explore their motivation and can help turn poor or average performance in a role into extremely effective performance.

The questionnaire is ideal for use with individuals for career management and development to find out what types of work or working environment they find most motivating. The questionnaire can also be used for measuring motivational climate within a group for improving organizational performance.

Quick Reference

Author:

Angus S McDonald
Christine Silverthorne
Chris Whetton
Laurence Andrews

Suitable for:

Development
Team-Building

Ideal for assessing:

Directors/Senior Executives
Senior Managers/Professionals
Middle Managers
Junior Managers/Supervisors/
Team Leaders
Graduates
Sales/Customer Services/Call Centre
Office Administrative
Information Technology
Technicians/Engineers
Financial Accounting
Apprentices
Production

Duration:

Approx 15 – 20 minutes

Administration:

Group or Individual
Paper & Pencil with Scoring &
Reporting Software

Training required:

BPS Level B

Available Norm Groups

Log onto www.shl.com for a comprehensive list of available norms for this assessment

Hardware requirements:

PC with a minimum of Windows '98, 16Mb memory, 3.5" floppy drive and 2Mb free hard disk space.

Aston Team Performance Inventory

The UK's most comprehensive team performance and organizational research tool

The Aston Team Performance Inventory (ATPI) is uniquely designed to assess teamwork in organisations – either individual teams or teambased working situations. When a team is known to be under performing, the ATPI can identify causes by measuring elements understood to affect performance. It also identifies organisational problems of team-based working that inhibit the effectiveness of teams across an organisation.

The ATPI is the most comprehensive and significant organisational development tool that SHL, formerly ASE, has ever published. It is the culmination of over 20 years international groundbreaking research into teams and organizational effectiveness.

How it works:

- The ATPI embraces the main factors that influence team performance
- It assesses team processes and evaluates team performance
- It assesses the key elements of team working, including the team task, team composition, organisational context, team processes, leadership, team effectiveness, team innovation, team member satisfaction, inter-team processes and team attachment
- It advises team members on how to initiate changes that will lead to improved team performance
- It is a comprehensive measurement system that also identifies the ways in which teams and organisations need to develop to ensure team effectiveness
- It is based on knowledge accumulated in research and in organisational practice over many sectors
- It is unique in its comprehensiveness, empirical base and practical and powerful utility

Quick Reference

Authors:

Professor Michael West
Lynn Markiewicz
Jeremy F Dawson

Suitable for:

Development
Team-Building
Organisational Development &
Performance
Improving Organisational Climate and
Innovation

Ideal for assessing:

Teams at all Staff Levels

Duration:

Approx 15 minutes

Administration:

Group or Individual
Paper & Pencil
Computer
Online

Training required:

Teammapper 1 Course

Available Norm Groups

Log onto www.shl.com for a comprehensive list of available norms for this assessment

Team Climate Inventory

Gain an accurate measure of the facets that affect team innovation and effectiveness with the most highly researched International team climate model

Why is it that some people who are individually talented and competent, fail to deliver the level of performance expected of them when working as part of a team?

The combination of 'Team Climate' (the shared perceptions of how things are within a team) and 'innovation' (how the team identifies problems, generates and implements solutions and reviews objectives) forms the basis of the Team Climate Inventory (TCI). This allows an organisation to gain an accurate measure of the facets that make effective team innovation and performance.

How it works:

The TCI measures four factors known to influence effective team performance – all of which could benefit from positive intervention:

Team Vision – clarity, perceived value, sharedness and attainability

Participative Safety – decision-making, information sharing, interaction frequency and safety

Support for Innovation – articulated and enhanced support

Task Orientation – commitment to excellence, appraisal and task orientation.

The resultant team profile can be used to identify:

- How people tend to work together in a team
- The team's aims and objectives
- The amount of practical support needed for the implementation of new systems.

The TCI software features full data management functions allowing for data archive and multiplesite administration. For complete flexibility, the TCI can be taken onscreen or by paper and pencil and then scored onscreen.

Team Climate Inventory Development Exercises (TCIDE)

Designed to be used in conjunction with the TCI, the TCI Development Exercises (written by the TCI authors together with Helen Bradley) can be selected to develop specific areas of teamwork.

There are 17 Linked Development Exercises:

- Evaluate internal and external communication
- Increase information flow between team members
- Increase the amount of trust, openness and warmth
- Increase the generation of new ideas and opinion sharing
- Review current situations or impact of proposed changes
- Increase formal and informal interactions between team members
- Decrease barriers to others by building on ideas
- Build upon ideas generated by team members
- Help members to produce new ideas and suggestions
- Clarify group objectives
- Build a shared item of a valued outcome for the team
- Suggest improvements for ideas, avoid criticism
- Examine and challenge targets and goals
- Critically evaluate team performance
- One person within a team assumes responsibility for questioning processes
- Generate ideas, possibilities and course of action
- Examine issues and the alternatives available

Quick Reference

Authors:

Professor Neil Anderson
Professor Michael West

Suitable for:

Development
Team-Building

Ideal for assessing:

Directors/Senior Executives
Senior Managers/Professionals
Middle Managers
Junior Managers/Supervisors/
Team Leaders
Graduates
Sales/Customer Services/Call Centre
Office Administrative
Information Technology
Technicians/Engineers
Financial Accounting
Apprentices
Production

Duration:

Approx 15 minutes

Administration:

Group or Individual
Paper & Pencil
Onscreen Scoring & Reporting via a
Software Program

Training required:

No training required but can be provided to meet your needs – contact PreVisor for more details.

Available Norm Groups

Log onto www.shl.com for a comprehensive list of available norms for this assessment

Hardware requirements:

PC with a minimum of Windows '95, 32Mb memory and 3.5" floppy drive.

Team Selection Inventory

Assessment of an individual's preference against a proven model of innovation and effectiveness

The Team Selection Inventory (TSI) is a multidimensional, self-report questionnaire, which provides a measure of an individual's preferred team working style and climate. The TSI has been developed from Anderson & West's Team Climate Inventory (TCI). While the TCI provides a measure of team climate, the TSI serves the purpose of gathering information relating to an individual's preferred team climate at work.

How it works:

- The TSI can be used in the selection process by measuring candidates against specific job competencies that relate to essential aspects of team-working (eg. sharing information, teamworking, interpersonal sensitivity)
- It is also useful in the selection & development of newly created teams
- The TSI is ideal for when new teams are being put together: it helps identify the suitability of those to be brought into the team, and advises how team effectiveness can be developed

Personal and career development:

The TSI also provides information about an individual's potential in relation to working in, or leading a team and their development needs. This information contributes to a career profile and to the preparation of a personal development plan. The TSI can be used when considering individuals for promotion/transfers.

The questionnaire:

- The TSI is an easy-to-administer, 50 question measure, taking approximately 20 minutes to complete. The TSI maps on to four factors of team climate and two sub-factors of social desirability.

The 4 factors of team climate are:

Participative Safety (the team is safe and encourages participation from all members)

Support for Innovation (the team provides practical and articulated support for new ideas)

Vision (the team has clearly defined objectives)

Task Orientation (the team strives for excellence in what it does)

- The social desirability (SD) sub-scales are:
SD – Task Aspect
SD – Social Aspect

Quick Reference

Authors:

Professor Neil Anderson
Giles St John Burch

Suitable for:

Selection
Development
Team-Building

Ideal for assessing:

Directors/Senior Executives
Senior Managers/Professionals
Middle Managers
Junior Managers/Supervisors/
Team Leaders
Graduates
Sales/Customer Services/Call Centre
Office Administrative
Information Technology
Technicians/Engineers
Financial Accounting
Apprentices
Production

Duration:

Approx 15 minutes

Administration:

Paper & Pencil

Training required:

No training required but can be provided to meet your needs – contact SHL for more details.

Available Norm Groups

General Population
Graduates
Sales & Customer Services
Employees
Prison Officers
Marketing Professionals

Occupational Stress Indicator

A cost effective way of assessing the causes and effects of stress, designed by the world's leading authority on the subject

The increasing pressure placed on individuals and groups, both inside the workplace and outside it, are well-documented.

Some people thrive on pressure, but for many, the increasing demands placed on employees both in and out of the workplace affect levels of performance at work. In some cases, stress-related illnesses develop leading to time taken off work. All of this has a cost both to the individual and the organisation.

More than 13 million days are lost annually to work-related stress, at a cost to society £3.7bn.

The Occupational Stress Indicator (OSI) is used by many organisations for stress auditing and employee development

How it works:

- The Occupational Stress Indicator (OSI) provides a non-threatening and cost effective way of assessing the causes and effects of stress in both groups and individuals
- It identifies what coping strategies are currently being used in departments and organisations
- The results can be used to plan and implement a range of interventions aimed at reducing stress-related problems

The questionnaire:

The OSI is divided into seven questionnaires. One collects the biographical information and the remaining six make up the Indicator. The questionnaires are divided into a series of subscales which measure different dimensions of stress:

- How you feel about your job
- How you assess your current state of health
- The way you behave generally
- How you interpret events around you
- Sources of pressure in your job
- How you cope with the stress you experience

Scoring and reporting:

The OSI can be administered and scored through PreVisor's bureau service. This can reduce the time-consuming task of scoring and reporting – especially recommended when carrying out large stress audits.

There are two different reports available:

Individual Narrative – this provides both a description of the pattern of scores and recommendations for personal and organizational development. Group or individual report options make the narrative ideal for organizational stress audits or individual stress counselling.

Profiler – this produces a profile that includes sten scores. The Profiler gives one page of graphs and one page of narrative relating to the scale factors.

Quick Reference

Author:
Professor Cary Cooper CBE

Suitable for:
Development
Stress Auditing

Ideal for assessing:
Directors/Senior Executives
Senior Managers/Professionals
Middle Managers
Junior Managers/Supervisors/
Team Leaders
Graduates
Sales/Customer Services/Call Centre
Office Administrative
Information Technology
Technicians/Engineers
Financial Accounting
Apprentices
Production

Duration:
Approx 40 minutes

Administration:
Group or Individual
Paper & Pencil or Computerised
Bureau Service

Training required:
No training required

Available Norm Groups
A wide range of data is available
including general population norms

Quality of Working Life

In excess of half a million people in the UK experience stress at levels that make them ill. Assess the areas that effect an individual's well being and performance in an organization.

Whilst financial rewards continue to remain an important source of motivation to some employees, the workforce now has higher expectations than just an adequate income. To attract and retain staff, employers increasingly have to provide stimulating and challenging roles, whilst also being supportive and flexible in their relationships with their employees. Organisations now need to show that they have a serious commitment to the welfare of their employees by providing a high quality of working life.

How it works:

The Quality of Working Life questionnaire can be used in three ways:-

1) Across a whole organisation; 2) With smaller groups of employees; 3) When working with individuals.

The Questionnaire

The questionnaire can be used in an organisational context as an assessment tool for the development of individuals as well as a means of measuring aspects of 'climate' in groups and whole organisations. Equally, it is applicable at more than one point in time to look at progress and changes in the perception of the quality of working life.

As a development tool, Quality of Working Life has links to areas such as Investors In People, as its use shows a commitment to staff well being and development. It can also be useful in target setting and employee development if used regularly as part of a staff appraisal process. It can also assist in general organizational development, job re-design/ analysis and diagnostic processes if difficulties in areas of an organisation are encountered (e.g. high staff turnover - due to known links between quality of working life and organisational commitment).

Highly flexible, the Quality of Working Life questionnaire can be administered as paper and pencil, onscreen, via email or via floppy disk. Individuals rate their answers on a five-point scale (from strongly agree to strongly disagree). The results are then processed by the QWL software program and a variation of four key reports can be generated.

The Reports

The group and individual reports give an overall description of the perceived quality of working life, followed by descriptions in response to each scale.

Issues and areas for discussion and improvement are highlighted along with areas of strength and positive responses. Users are also able to run reports to compare any changes in the perceived quality of working life over time for both individuals and groups.

What it measures:

The Quality of Working Life measures seven aspects of working life:

- Support from manager/supervisor
- Freedom from work-related stress
- Salary and additional benefits
- Job satisfaction, challenge, use of skill and autonomy
- Relationships with work colleagues
- Involvement and responsibility at work
- Communication, decision-making and job security

Quick Reference

Author:

Angus S McDonald

Suitable for:

Development
Team-Building
Counselling/Mentoring
Organisational Audits
Investors in People

Ideal for assessing:

Directors/Senior Executives
Senior Managers/Professionals
Middle Managers
Junior Managers/Supervisors/
Team Leaders
Graduates
Sales/Customer Services/Call Centre
Office Administrative
Information Technology
Technicians/Engineers
Financial Accounting
Apprentices
Production

Duration:

Approx 15 minutes

Administration:

Group or Individual
Paper & Pencil
On Screen

Training required:

No training required
Half day familiarisation course available
– call SHL Training for further information.

Available Norm Groups

General Working Population

Hardware requirements:

Windows, 95, 98, NT or 2000. CD-ROM, 486 processor, 64Mb of RAM and graphics adaptor with 800 x 600 resolution (VGA).