

5
**PRACTICAL CASE
STUDIES FOR ALL
PEOPLE MANAGERS**



How to Use Psychometric Assessments to Achieve Great Business Outcomes

[**Read Here**](#)

Ever wondered how psychometric assessments can be used to benefit your organisation?

In this booklet we show case five ways in which psychometric assessments can be used to deliver great business outcomes.



- Case study 1 - **Recruitment**, deciding which applicant is best suited
- Case study 2 - **On boarding**, helping a new employee hit the ground running
- Case study 3 - **Working together**, how two leaders can improve their interactions
- Case study 4 - How **team** performance and communication can be enhanced
- Case study 5 - How **executive coaching** can enrich leadership skills

At Selection Partners, we deliver a large range of HR and People solutions nationally. When using psychometrics we are accredited in a range of abilities, personality, skill and occupational assessments. After understanding your particular situation, we can recommend the most suitable solution based on your needs. We typically select from the following test authors.



We provide people solutions which benefit our clients in achieving their objectives. For more information contact one of our consultants.

Contact us on 03 9832 8100 or email info@selectionpartners.com.au
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Situation

"We have two internal applicants for a role which will be a step up for both. We need a particular type of leadership style to lead the changes required in the division. How can we identify who would be the best fit?" - *HR Manager*

1 Recruitment Case Study

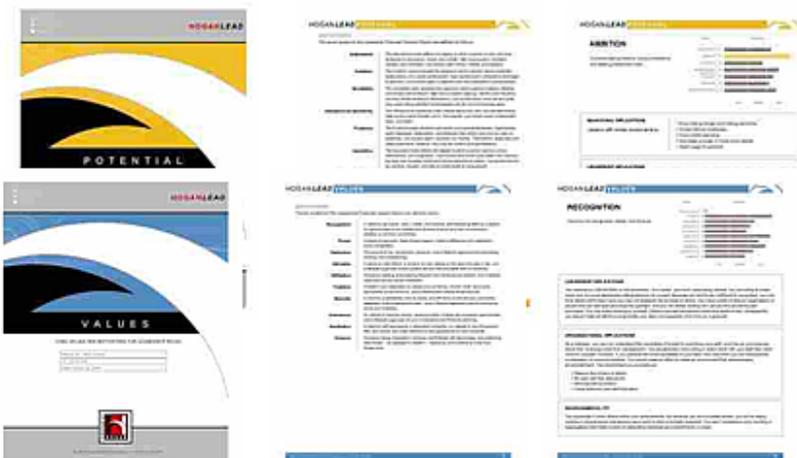


Intervention:

We used a series of three assessments from the Hogan range to help the client. This provided information to better understand each of the applicants and make a more informed recruitment choice.

The first assessment was a personality inventory. This showed each applicants behavioural strengths along with the impression they are likely to make on others, plus their typical style of leading and interacting. The second assessment was a values and preferences inventory which provided information on each applicants core values to ensure values alignment. The last assessment, the development survey looked at behavioural tendencies which could potentially undermine or inhibit the applicants performance.

Utilising the completed assessments, we debriefed the HR Manager and the key hiring manager to ensure a full understanding of both applicants strengths and preferred leadership style against the key competencies and leadership style required for success in the role. This information combined with their internal recruitment process highlighted the 'best' applicant for the role.



Outcome

"Our insights enabled us to delve further in the second interview and make a highly informed decision on the best fit for the role along with having an awareness of strengths to be utilized and areas the successful candidate may need support in the new role." - *HR Manager*

Situation

"Help me ensure my two new direct reports fit into this new structure and perform quickly. I need them to work out. It's my head on the block if they don't." - *Supply Chain Director*

2 On-Boarding Case Study

Intervention:

Using **Facet5**, we psych tested the Supply Chain Director and each of the two new recruits to identify their behavioural styles. Each was quite different and if not discussed could easily have led to frustration within the team.

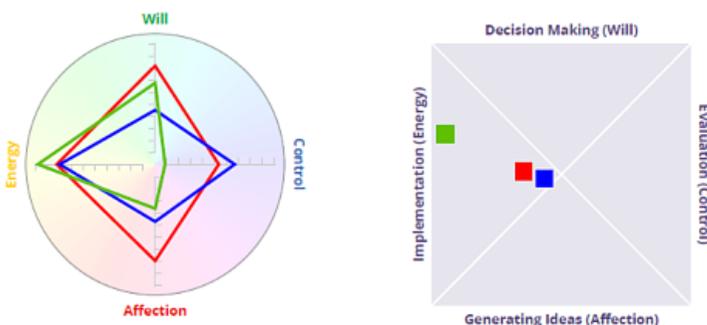
Firstly we provided individual debriefs then each new hire met with the Supply Chain Director and Selection Partners to discuss how the combination of their two working styles were likely to lead to success and also lead to frustration and most importantly, how to manage this. Finally, Selection Partners facilitated a meeting with the group of three. The facilitated meetings enabled each person to have an open and honest conversation regarding their style, their needs and how to work effectively together.

Facet5 can overlay multiple profiles on one graph, allowing you to easily see similarities and differences. See the example below.



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Facet5 Profiles of Team Members



Name	Will		Energy		Affection		Control		Emotionality		Family
Price, Annie	4.6	Determination 4.9	8.1	Vitality 8.2	4.9	Altruism 5.6	6.8	Discipline 6.8	3	Tension 1.3	Presenter
Key: Annie		Confrontation 1.8		Sociability 7.8		Support 3.6		Responsibility 6.8		Apprehension 4.8	
Bradley, James	6.9	Determination 10	10	Vitality 10	3.8	Altruism 4.7	1	Discipline 1	6.9	Tension 7	Promoter
Key: James		Confrontation 5.5		Sociability 10		Support 3		Responsibility 1.7		Apprehension 6.8	
Parker, June	8.3	Determination 10	8.4	Vitality 8.5	8.1	Altruism 8.1	5.5	Discipline 4.6	2	Tension 2	Advocate
Key: June		Confrontation 4.2		Sociability 8.2		Support 8.1		Responsibility 6.4		Apprehension 2	

Outcome

"This helped the new recruits fit into the team and work with me. There were no unrealistic expectations or surprises.

A great success." - *Supply Chain Director*

3 Working Together Case Study

Situation

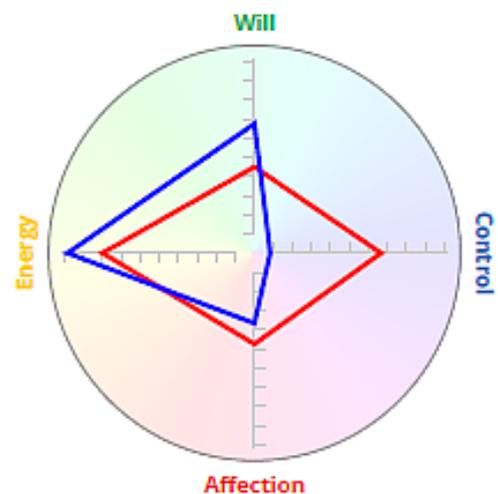
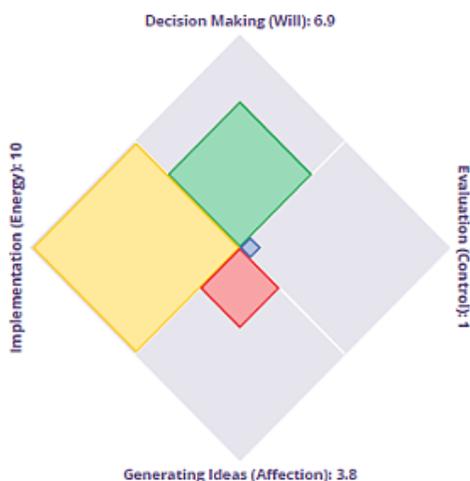
"We run a small architectural firm. The office staff are getting frustrated & staff are even leaving because my business partner and I are so different. Help us." - *Business Owner*



Intervention:

It was very obvious upon meeting the two business owners they had vastly different styles and approaches to management and leadership. Not only were they sending mixed messages to their team, they were also getting frustrated with each other. We used Facet5 to better understand their individual styles, We then facilitated a meeting where they learnt how to work more effectively together, understand their differences and communication needs. Through this process the owners identified their natural leadership strengths and decided to restructure their roles to take advantage of this and compensate for their weaknesses.

Work Cycle: James



Natural Style

Contribution: (these are the capabilities that you naturally bring to the team)

- states own views very early and with force
- enthusiastic to take action
- original thinker
- willing to make the final decision
- maintains a view on the big picture

May be seen as: (these are elements that may make you less effective)

- domineering
- argumentative
- unconcerned with views of others (or organisation)

Outcome

"Given our understanding of each other, and the new role clarity, engagement has increased for both us and the team." - *Business Owner*

Situation

"One of our teams have all completed the DiSC assessment and whilst they all have an individual report, we want to use the results to strengthen relationships and create a more collaborative team. Can you help us?"

- *General Manager*

4 Team Development Case Study



Intervention:

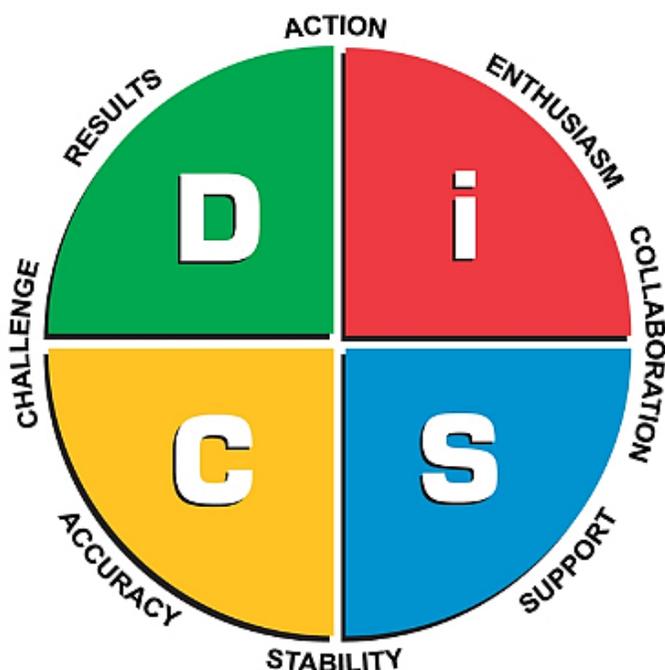
We designed and implemented a 90 minute workshop to take the participants through:

- Explanation of DiSC and the 4 primary styles
- Understanding how the different styles interact
- Building an action plan to create more effective interactions with team members

The style descriptors provided insights into emphasis, behavioural tendencies, what the person is motivated by, fears and limitations. We identified how many people of each style existed within the team and how this was impacting team interactions.

We then focused on how the team could begin to improve their interactions by sharing information about their particular style.

Finally, each participant created an action plan by identifying a particular relationship within the team that could be improved. The DiSC profile insights shared within the workshop created a starting point for each team member to better understand how their team mates operate and be able to adapt their behaviour to create successful interactions.



Outcome

"We were able to review progress against the action plans created in the workshops and have been able to use the DiSC insights to continue to develop an understanding of each other and improve interactions amongst the team."

- *General Manager*

5 Executive Coaching Case Study

Situation

"A high performer, whilst delivering on his performance objectives is not effectively leading his team. Until he develops these skills his progression will be limited." - *Head of People and Culture*

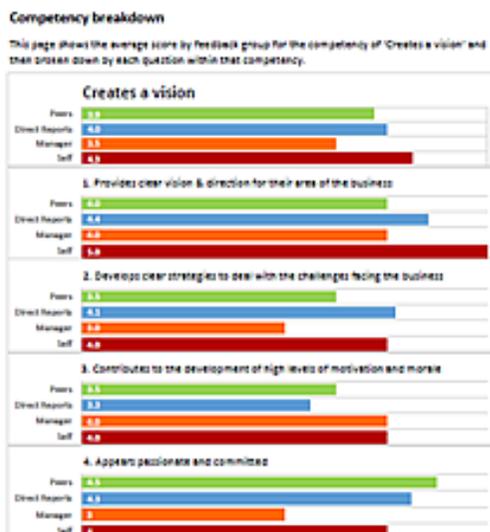


Intervention:

High performers are generally highly motivated, however, sometimes they are unaware of behaviour that acts against their success.

We met with the individual involved and the Head of People & Culture to understand the current situation and confirm the objectives for the coaching. Next we agreed on a coaching program including psychometric assessment, and the use of a 360 review. This allowed the individual to get feedback on both his natural behavioural preferences and how these were being displayed in the work place. Taking both of these information sources, we embarked on an initial 6 month coaching program meeting every four weeks.

During this time the individual greatly increased his self-awareness and developed strategies to overcome the behaviour which was having a negative impact on his team and ultimately his success. In addition, he developed more effective engagement and delegation strategies which had a positive impact on the team's morale and his own personal satisfaction levels. These behavioural shifts led to him being promoted at the end of the six month program.



Outcome

"Once he became aware of what he was doing, it was like a light came on and he made great positive strides. It was amazing how well he responded." - *Head of People and Culture*



We are strong believers in partnering with our clients to provide innovative and practical HR Consulting solutions that deliver a return on investment on your people investments across the whole employee life cycle. Our consulting focuses on the **"*difference that makes the difference*"**.

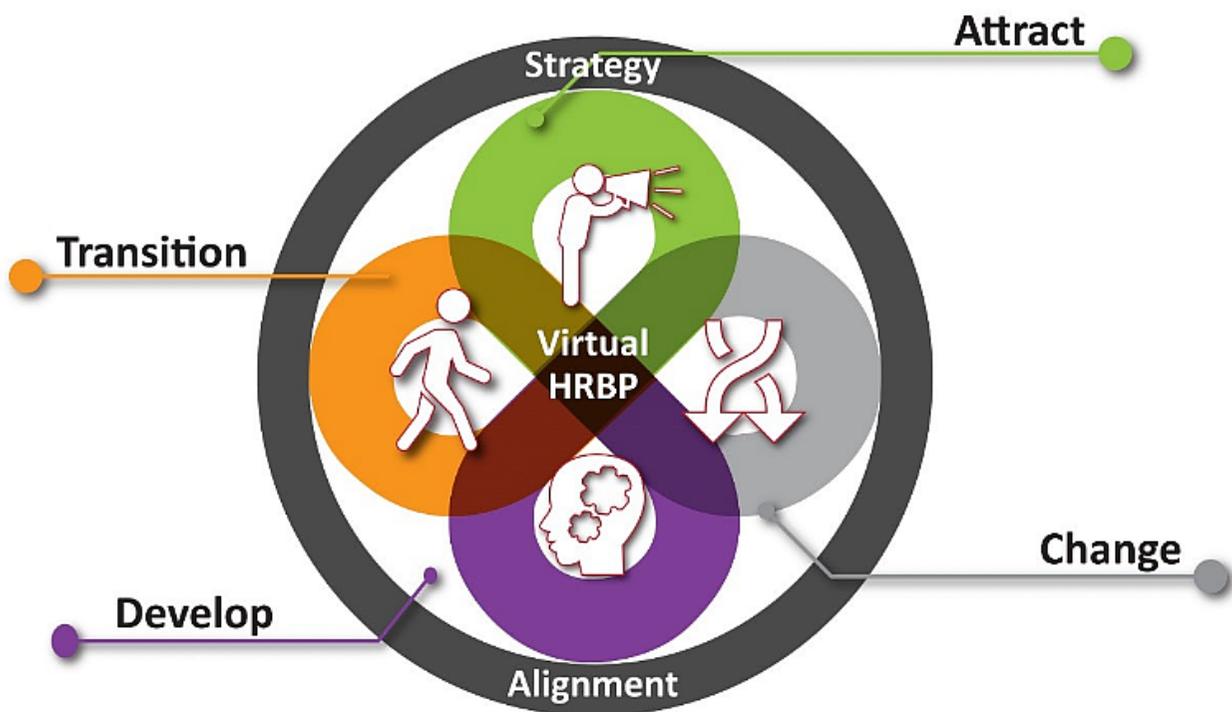
We help you through our four service areas:

Attract - Securing the best fit talent

Change - Maximizing effectiveness

Develop - Building competence

Transition - Outplacement & managing careers



If you need advice on psychometric assessments or any of your people interventions, why not give Selection Partners a call to see if what we offer meets your needs.