



# Using Personality Assessments in Hiring

WHITEPAPER



# INTRODUCTION

One of the most pressing issues faced by leaders all the time is attracting & retaining the right talent for their organizations. There is absolutely nothing more crucial to business success than bringing the right kind of people on board. Wrong hires, can significantly hit the productivity levels, hamper the work culture and come as a blow to profitability. Your hires define your future.

*As per a study, 39% of businesses report a decrease in productivity because of a bad hire.*

While skills, aptitude, education and work experience are very important parameters for hiring, an equally important factor is ones' personality. Personality refers to ones behavior, temperament, attitude, dominant traits etc.

Personality assessments help gain insights on how an individuals' personality, affects his/her work performance; simply put personality tests help analyze what will an individual's work attitude be like, how will he/she approach their tasks, communicate, learn/grow, approach change, manager teams , handle stress etc.

By deploying personality tests, an employer can screen candidates better and save time & cost by selecting candidate who are a right-fit.

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# WHY USE PERSONALITY TESTS?

Personality tests that are scientifically sound and reliable have **“high predictive validity”** these tests analyze how human personality and anticipate certain crucial outcomes like, avoiding counterproductive behavior, reducing absenteeism, exhibiting teamwork and leadership, etc.

A well administered can help with-

- Asking the most relevant questions; save on time & effort.
- Ensuring the right “Employee Role” fit.
- Unravelling one’s tendency to experience stress, anxiety, pressure at work.
- Understanding the leadership style of a candidate.
- Recognizing the interaction style & conflict facing ability of candidate
- Understand the “work-approach” of candidates.

*89/100 Fortune 100  
companies use personality  
assessments*

Hiring decisions shouldn't be entirely based on gut instinct or first impressions -- no matter how impressive. Personality tests help determine an individual candidate’s unique preferences, temperament, potential behavior patterns, etc.

Personality assessments offer a greater ROI to an organization by providing much better insights into a candidate and helping reduce potential hiring mistakes.

# HOW TO USE PERSONALITY ASSESSMENTS?

## IDENTIFY ROLE-PERSONALITY CRITERION

Different personalities suit different job-roles. Determine what personality traits will ensure success in a particular job role. For example, while an introvert may be a genius, he/she may not be best suited for a sales or a business development role, rather they would be a better fit for roles that require greater focus & concentration like research roles, etc. Understand what to & what not to look for in a candidate.

## CHECK FOR RELIABILITY & VALIDITY

Major factors that define the effectiveness, relevance and usefulness of a personality assessment are - reliability and validity. Reliability refers to stability and consistency of the analysis, while validity is the extent to which a test is credible and stable for assessing a particular situation/context.

## PICK USER-FRIENDLY TESTS

Assessments are an experience and if this experience isn't good, it may act as a deterrent for the assesses. Make sure you pick tests that are easy to use by people across different backgrounds. For instance, simply worded assessments boost inclusiveness; assessments that are mobile responsive boost participation. These are some finer points that make a lot of difference.

## CHOOSE A FAKE RESISTANT TOOL

When being considered for a job, candidates have a tendency to give sociably desirable answers in order to get picked for the role. Thus, tests should be able to ward-off the tendency of social desirability. A fake proof assessment ensures that the test-taker sees no apparent test pattern and hence, is forced to answer honestly.

# HOW TO USE PERSONALITY ASSESSMENTS?

## TRAIN YOUR ASSESSORS

Hiring managers/line managers assessing the personality reports should have at least basic knowledge on how to comprehend results. Managers should be trained on how to use tests and how to read/interpret results.

## USE PERSONALITY ASSESSMENTS AS A SUPPORT TOOL

Personality tests should not be used as the sole instrument for shortlisting candidates. Rather, they should be used as a tool to support the selection procedure. Personality tests clubbed with interviews, skill evaluations, etc. provide a fuller picture of the candidates' credentials, allowing you to make better selection decisions.

### Check Points - Quick Recap

- Role-Personality Fit
- User-Friendliness
- Reliability, Validity & Standardization
- Fake-Resistance
- Trained Assessors
- A Support Tool



# CONCLUSION

Personality assessments can prove to be valuable tools for hiring managers that can help navigate the hiring & screening process. However, such assessments need to be used cautiously. It's an imperative to make sure that the chosen assessment is well administered, valid, reliable and are backed by a qualified assessment provider.

Also, personality assessments are most effective when used with other screening tools materials. Assessments if used keeping all the factors mentioned above in mind, can ease out recruitment and help select and retain the best talent.

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