



PSYCHOMETRIC CATALOGUE

Mandala Consulting Group (Pty) Ltd



MANDALA CONSULTING
INTEGRATION FOR SUSTAINABILITY



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* Assessments are supplied by JVR, SHL, Sayville Consulting and Mandala Consulting

1. ABLE SERIES (APTITUDE FOR BUSINESS LEARNING EXERCISES)

PURPOSE:

To assess work related abilities and competencies

ADMINISTER TO:

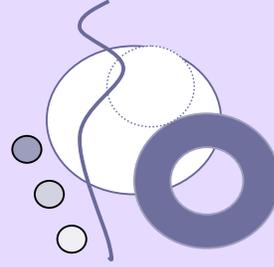
Individuals 18 years and older

ADMINISTRATION TIME:

30-45 minutes per exercise

SCORING OPTIONS:

Hand scorable

ABLE Exercises

The ABLE is a series of exercises that combines work simulation exercises with the convenience and objectivity of psychometric tests. Each exercise measures:

- The potential to learn a given task or job.
- The potential to succeed quickly in that job.
- The potential to adapt to a changing work environment.

Whereas traditional ability measures focus on single, abstract abilities such as numerical reasoning, ABLE exercises look at how candidates' skills and abilities work together in a job context. As a result, they are much better at predicting how individuals will fare once in a particular position.

The tests are set in fictional organisations that candidates will easily understand. Using work examples and practice questions, the exercises teach people concepts similar to those needed for a real job and then test how well they can apply this new learning. The tests simulate typical situations and tasks across a wide range of businesses.

ABLE Series exercises are beneficial because:

- They are able to identify people who can learn quickly and apply new skills.
- They are fair and typically have higher validities than single ability measures.
- They are quick and simple to administer and score.
- They have the potential to overcome the adverse impact of many traditional ability measures, which can disadvantage some groups. The ABLE Series Exercises can be used alone, or in combination with traditional tests and personality measures.

AREAS OF APPLICATION

The series is useful in a selection context.

DIFFERENT EXERCISES

- Business Decision Analysis: to assess aptitude for high-level managerial positions.
- Critical Business Planning: to assess aptitude for high-level managerial positions.
- Commercial Reasoning: to assess the ability to prioritise commercial needs and allocate resources.
- Critical Information Analysis: to assess critical evaluation.
- Fault Identification: to assess the ability to identify, interpret and quality check results.
- Financial Appraisal: to assess the ability to interpret financial information and make business decisions.
- Helpline: to assess the ability to obtain and manipulate relevant information.
- Legal Interpretation: to assess aptitude for understanding and interpreting legal documentation and regulations.
- Performance Programming: to assess the ability to use modern programming language reasoning skills.

2. ACER SELECT

PURPOSE:

To assess general intellectual ability

ADMINISTER TO:

Individuals 15 years and older

READING/EDUCATIONAL LEVEL:

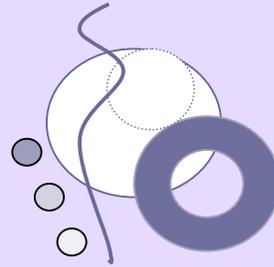
5th grade

ADMINISTRATION TIME:

Verbal: 15 minutes; Numerical: 20 minutes

SCORING OPTIONS:

Hand scorable | Bureau Service Online



The ACER Select is a best-selling and well-established test from ACER that is widely used in recruitment. It is a quick and easily administered test of verbal and numerical reasoning, suitable for recruitment for a variety of occupations.

The ACER Select consists of four test forms that provide two levels of difficulty for verbal and numerical assessment. The four tests can be used individually or in combination to provide maximum flexibility in a range of recruitment scenarios.

The ACER Select features the following:

- Updated norms.
- Language revised to reflect modern attitudes and current usage.
- Valuable, quick and cost effective measure.

AREAS OF APPLICATION

- General Select: technical, clerical and administrative positioning as well as customer service and sales.
- Professional Select: professional positions that require a high level of verbal and numerical reasoning ability, such as managers, engineers and marketing professionals.

3. APTITUDE PROFILE TEST SERIES - OCCUPATIONAL (APTS-O)

PURPOSE:

To assess reasoning skills

ADMINISTER TO:

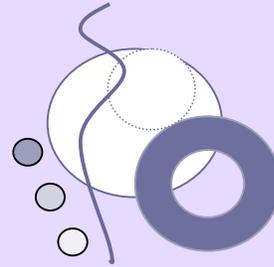
Individuals 14 years and older

ADMINISTRATION TIME:

30 minutes per subtest (4 subtests)

SCORING OPTIONS:

Hand scorable | Bureau Service



The APTS tests measure verbal, quantitative, abstract and spatial-visual reasoning skills, which are important indicators of a person's potential growth and development in education, training and the workplace.

The APTS tests:

- Verbal Reasoning - assesses verbal abilities with verbal analogy, semantic comprehension and vocabulary tests.
- Quantitative Reasoning - assesses abstract numeric, short word problems and problems requiring more extensive problem-solving and information processing to find the correct solution.
- Abstract Reasoning - assesses ability to reason in an abstract context in which one or more rules must be identified.
- Spatial-Visual Reasoning - assesses the ability to mentally manipulate objects and to imagine how they would look from different perspectives.

The modules can be used separately or the entire battery can be used for a more comprehensive assessment.

AREAS OF APPLICATION

- Selection and placement.
- Growth and development in education and training.
- Career planning and development.

4. COGNITIVE PROCESS PROFILE (CPP)

PURPOSE:

To measure thinking processes and styles and to link these to everyday cognitive functioning

ADMINISTER TO:

Individuals 18 years and older

READING/EDUCATIONAL LEVEL:

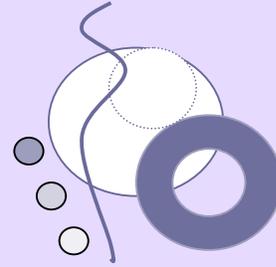
9th grade (SA)

ADMINISTRATION TIME:

2-3 hours (8 "Stories")

SCORING OPTIONS:

Online | Software



The CPP is an advanced computerised assessment technique designed to measure thinking processes and styles and to link these to everyday cognitive functioning. Using simulation exercises, individuals are monitored on their ability to explore, link, structure, transform, remember, learn and clarify information. The results are then linked to job-related performance.

The CPP moves beyond the concept of general intelligence and therefore measures a number of information processing constructs in an integrated fashion. These constructs include:

- Cognitive styles - a person's general approach to problem solving especially in new and unfamiliar situations.
- Cognitive processes and competencies - the performance processes used to manage task material.
- Metacognition or self-awareness of thinking processes.
- Learning potential - cognitive modifiability or the capacity to benefit from instruction and experience.
- Work-related processing aspects - indicating the levels of work reflecting the Stratified Systems Theory Model of Elliott Jaques.
- Timing/pace control.

Advantages of the CPP:

- The CPP represents a unique methodology that evaluates dynamic thinking processes as opposed to right and wrong answers.
- It has a sound theoretical foundation.
- Excellent construct validity.
- Cross-cultural application.
- An indication of current functioning as well as learning potential.
- Provides clear diagnostic indications for people placement and development purposes.
- Results are integrated with developmental guidelines to enhance cognitive functioning.

AREAS OF APPLICATION

- Selection and placement.
- Identification of potential.
- Career guidance.
- Personal and team development.
- Organisational development and capacity building.
- Anchoring competency assessments.
- Intellectual capital management.

REPORT OPTIONS

User Report

5. ENGLISH LITERACY SKILLS ASSESSMENT (ELSA)

PURPOSE:

To evaluate literacy and numeracy skills

ADMINISTER TO:

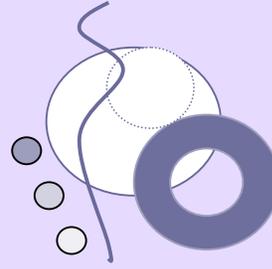
Individuals 16 years and older

ADMINISTRATION TIME:

60 minutes

SCORING OPTIONS:

Bureau Service



Please note: there is a 48 hour turnaround for reports

ELSA is a South African developed language, norm-based (not syllabus-based), group-measuring instrument that can quantify and diagnose. ELSA quantifies a respondent's English language and numeracy skills performance, equating the competency-input performance level to that of a South African English mother-tongue user. In diagnosing, it shows up an individual's strengths and areas for development in an English language work/training environment. It is essentially a prior-learning and ABET-placement guide for English and Functional Numeracy (Quantitative Literacy).

ELSA is a standardised, reliable and valid assessment. The scoring is objective and the functions are mastery, survey and diagnostic. They are mainly verbal (written) assessments including mixed power and speed testing.

ELSA norms are national and were established under the direction of the HSRC, using representative groups. Predictive validity is 84% and its reliability is 0,86. ELSA is culture fair in that it steers clear of meta language, colloquialisms, idiomatic expressions and dialectic usage and is cost effective.

ELSA ELEMENTARY

Administer To: Blue collar workers

Administration Time: 1¼ hour

Reading Level: Up to Grade 9

ELSA INTERMEDIATE

Administer To: White collar workers

Administration Time: 1 hour

Reading Level: Up to Grade 12

ELSA PLUS

Administer To: Tertiary and prospective tertiary students

Administration Time: 1 hour

Reading Level: Grade 8 to Grade 13+

AREAS OF APPLICATION

- Identify potential achievers in the workforce as well as those with poorly developed literacy skills. Once they've been identified, their skills can be upgraded.
- Ascertain and verify the literacy skills levels of new recruits, in particular those for whom English is a second or third language.
- Help determine the literacy comfort zone of staff which, in turn, will enable the organisation to make its training manuals, in-house publications, standing instructions, IR procedures, etc. user-friendly.
- Enhance communication and trainability.

REPORT OPTIONS

Two report levels are available at each of the three levels of difficulty, namely: Grade Report; and Diagnosis Report.

6. EMPLOYEE SCREENING QUESTIONNAIRE (ESQ)

PURPOSE:

Selection for dependability, integrity and productivity

ADMINISTER TO:

Individuals 16 years and older

READING/EDUCATIONAL LEVEL:

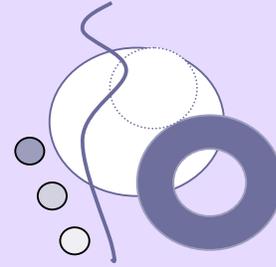
10th grade

ADMINISTRATION TIME:

15 minutes (27 sets of 4 statements)

SCORING OPTIONS:

Bureau Service | Online



The ESQ helps organisations select job candidates who are most likely to be productive, accurate, provide excellent customer service, and stay with your organisation for the “long haul”. In addition, it identifies applicants who are most likely to engage in counterproductive work behaviours such as theft, sabotage, absenteeism, and safety violations. According to the Society of Human Resource Management more than 50% of potential employees misrepresent themselves on their job applications. The ESQ will help you combat dishonesty in the workplace, and will save your organisation’s resources by quickly and efficiently selecting top candidates. It provides a hiring report accurately predicting applicants’ probable job commitment (low-turnover), risk of engaging in counterproductive work behaviours, as well as propensity for positive work behaviours.

The ESQ predicts the following positive work behaviours:

- Organisational commitment and job satisfaction (low turnover)
- Customer service
- Productivity
- Accuracy
- Promotability
- Selecting employees with higher probable organisational commitment and job satisfaction will likely reduce voluntary turnover.

The counterproductive work behaviours the ESQ screens for are:

- Employee theft
- Driving delinquency
- Absenteeism, including taking unwarranted sick days
- Security, confidentiality, and safety violations
- On-the-job alcohol and drug abuse
- Loafing
- Lateness
- Unauthorised giveaways to friends and family
- Sabotage

The ESQ is unique among selection screening measures in that it is resistant to faking. Applicants usually attempt to “fake good” by responding to selection questionnaires in the most desirable manner possible. Faking good on traditional selection measures compromises their validity. This results in less productive, and more delinquent workers passing through the screen. The ESQ was designed to reduce the negative effects of applicant faking through the use of its innovative, forced-choice format. This is an improvement on traditional formats.

AREAS OF APPLICATION

- To be used in a variety of settings (e.g. clerical, industrial service, personnel care, manufacturing, transportation, hospitality, staffing agencies).
- Identifies job candidates who are most likely to engage in counterproductive work behaviours.
- Measures a number of specific personality characteristics that have been found to be associated with productive, dependable employees.

7. LEADERSHIP DEVELOPMENT REPORT (LDR)

PURPOSE:

To develop managerial and executive leadership

ADMINISTER TO:

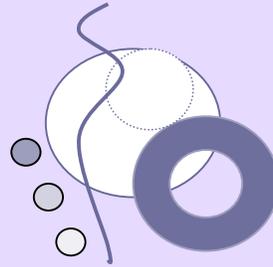
Individuals 18 years and older

ADMINISTRATION TIME:

40 minutes (293 items)

SCORING OPTIONS:

Bureau Service | Online



The LDR was designed for individuals wishing to improve managerial and executive performance. It provides insight into how a manager's personality affects his or her performance and how to modify a manager's behaviour within his or her own natural limits. It is a non-threatening, objective assessment that facilitates interpersonal and work-related success and growth.

The comprehensive report provides a profile of one's work-oriented personality, and useful advice on how one can maximise leadership effectiveness. The LDR provides focused advice based on complex statistical modelling, research findings, and counselling experience with executives. This advice can provide insight into how a manager's personality affects his or her performance and how to modify a manager's behaviour within his or her own natural limits. The leadership dimensions measured by the LDR are:

- Competitiveness
- Opportunism
- Anger
- Emotionality
- Work Involvement
- Industriousness
- Extraversion
- Openness to Experience
- Agreeableness
- Impatience
- Independence
- Job Satisfaction
- Dependability

The LDR is not designed to change a manager's personality; rather, it promotes the development of strategies that allow an individual to work and manage more effectively, given a set of personality characteristics.

AREAS OF APPLICATION

- An aid to managerial and executive development and performance.
- A foundation for management and executive counselling.
- A pre-hire assessment for selection and placement of employment applicants.
- A career development aid for business students and executive development programme participants.
- Adjunct to team building exercise.

REPORT OPTIONS

LDR Comprehensive Report

8. LEADERSHIP SKILLS PROFILE (LSP)

PURPOSE:

To assess leadership skills and predict expected job performance

ADMINISTER TO:

Individuals 18 years and older

READING/EDUCATIONAL LEVEL:

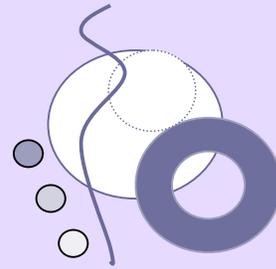
5th grade

ADMINISTRATION TIME:

40 minutes (352 items)

SCORING OPTIONS:

Bureau Service | Online



The LSP is a unique, empirically based system that analyses strengths and weaknesses on 42 dimensions of expected job performance. Outcomes include Productivity, Motivating Others, Delegation, Vision, and General Leadership Effectiveness. It also provides statements describing how the respondent's personality affects their managerial potential and leadership skills. The LSP predicts work and leadership-oriented behaviour and future 360° feedback ratings. The actual report provides profiles of expected job performance and narrative text discussing the implications of one's personality on the job.

The LSP dimensions cover the following skills:

- Interpersonal Managerial Skills (Persuasiveness; Negotiation; Sensitivity; Social Astuteness; Conflict; Management; Communication; Open Mindedness; First Impression; Interpersonal Relations; Formal Presentation).
- Personal Managerial Qualities (Dependability; Ambition; General Leadership Effectiveness; Achievement/Motivation; Self Discipline; Listening; Flexibility; Independence; Self Esteem; Emotional Control).
- Teamwork, Supervision, Planning and Productivity (Delegation; Monitoring and Controlling; Motivating Others; Attracting Staff; Productivity; Inspirational Role Model; Assuming Responsibility; Vision; Emphasising Excellence; Organisational Spokesperson; Subordinate Involvement; Facilitating Teamwork; Short-term Planning; Strategic Planning; Organising the Work of Others).
- Cognitive Managerial Skills (Technical Orientation; Analytical Orientation; Decisiveness; Creativity; Thoroughness; Objectivity; Risk Taking).

AREAS OF APPLICATION

- The LSP helps organisations select and place top applicants for managerial and executive positions. It can also be used in succession planning and as a foundation for managerial and executive coaching.

REPORT OPTIONS

LSP Report

9. CRITICAL REASONING SKILLS SERIES (CRSS)

PURPOSE:

Verbal and numerical reasoning tests

ADMINISTER TO:

Graduates and managers

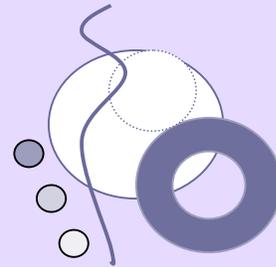
ADMINISTRATION TIME:

20 minutes for Verbal and Advanced Verbal Reasoning;

25 minutes for Numerical and Advanced Numerical Reasoning

SCORING OPTIONS:

Hand scorable



Ideal for those looking for a fresh alternative to current ability measures, these graduate tests provide a well-rounded assessment and check essential verbal and numerical skills, while at the same time making the assessment engaging. The tests are set in a single and coherent context of a fictitious company called Leisure Land Ltd. The tests offer a fresh alternative to competing graduate/management tests and, being new, they pose no risk of over-exposure to candidates. They are set in a context that graduates and managers can easily relate to and candidates are not asked numerous unrelated questions, because the tests are set in one context. The reference material is straightforward and easy to use, and there is a low start-up cost on materials, so you can switch from your current graduate tests quickly, easily and cost-effectively. They are relevant to many different industries and to the day-to-day decision-making within organisations, and they are simple to administer and score.

The series covers:

- The Verbal Reasoning test that measures (on two levels) the candidate's ability to understand and critically evaluate the meaning of written material.
- The Numerical Reasoning test that measures the candidate's ability to analyse and manipulate numerical data.

AREAS OF APPLICATION

- The tests in the Critical Reasoning Skills Series can be used alone, or alongside the ABLE Series, for:
- Selection for recruitment, training, development and promotion of graduates and managers.
- Selection for projects or assignments.

10. PERSONNEL ASSESSMENT FORM (PAF)

PURPOSE:

To measure general mental ability

ADMINISTER TO:

Individuals 16 years and older

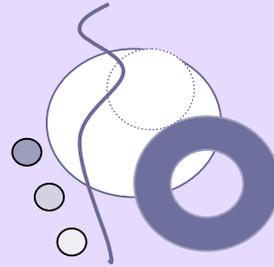
ADMINISTRATION TIME:

15 minutes

(36 Verbal and 21 Quantitative items)

SCORING OPTIONS:

Bureau Service | Online



The PAF is a convenient, impartial measure of general mental ability and intelligence. It is designed for easy administration and interpretation. More effective than CV's, education, references, or interviews; cognitive ability testing provides objective information needed to make the right selection decision the first time. The PAF is an essential component of any successful selection programme.

The time limit for each subscale of the PAF is 7 minutes. The short administration time makes the PAF ideal for employee selection and other contexts where time is at a premium. The PAF can be administered individually or in groups. It is available in two forms; Form A contains more difficult items and is more accurate at a higher range than Form C. In contrast, Form C is more accurate at the lower range scores.

The PAF Subtests include:

- Verbal Subtest - Includes 36 multiple-choice items that assess accumulated knowledge of diverse topics, words, and verbal concepts, as well as recognising similarities among the properties of different objects and concepts.
- Quantitative Subtest - Includes 21 numerical problems with multiple-choice response options measuring reasoning and problem-solving abilities.

AREAS OF APPLICATION

- Aptitude assessment for employee selection and placement planning.
- Assist in the process of formulating career and educational plans.
- Psychological research into intellectual processes and their relationship to other constructs, such as job performance, and learning.

11. RAVEN'S PROGRESSIVE MATRICES (RPM)

PURPOSE:

To assess a person's educative ability

ADMINISTER TO:

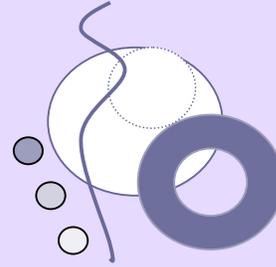
Individuals 6 years and older

READING/EDUCATIONAL LEVEL:

No formal schooling required

SCORING OPTIONS:

Hand scorable



Raven's Progressive Matrices are a series of non-verbal tests for use in measuring cognitive ability, have a proven record of excellence dating from 1938, and have been extensively used in South Africa since the 1950's. They have been used in over 100 countries to provide an excellent overall index of 'general intelligence'.

The tests are suitable for people of all ages in occupational, educational and clinical settings. The benefits of the Raven's products include: a wide practical application across different levels of ability; parallel and plus versions; extensive norms for different ages and cultures; easy administration and scoring; cost effectiveness; and the test overcomes cultural or language bias.

In essence, Raven's Progressive Matrices measure the ability to:

- Make sense of complex situations.
- Create meaning out of ambiguity or confusion.
- Perceive and think clearly.

They were designed to measure a person's ability to form perceptual relations and to reason by analogy independent of language and formal schooling (abstract nonverbal reasoning ability). This is assessed non-verbally by means of patterns or figures that have to be completed, and which become progressively more difficult. Three main versions exist, namely:

RAVEN'S STANDARD PROGRESSIVE MATRICES (SPM)

Education level: Suitable for the general population, candidates of average intellectual ability.

Administer to: Individuals 6 years and older

Administration time: 40-60 minutes

RAVEN'S COLOURED PROGRESSIVE MATRICES (CPM)

Education level: Suitable for young children and for persons of limited intellectual ability or who have special needs.

Administer to: Individuals 6 years and older

Administration time: 20-45 minutes

RAVEN'S ADVANCED PROGRESSIVE MATRICES (APM)

Education level: Suitable for people of above average ability, such as graduates (of particular value for assessing managerial and scientific ability).

Administer to: Individuals 11 years and older

Administration time: 15-30 minutes

For each of these three products there is a Classic (original) version, and the SPM and CPM also have parallel versions - for use in situations where the memorisation of answers may be an issue. Lastly, an SPM Plus version has been developed to distinguish between individuals who score at the top end of the SPM Classic.

AREAS OF APPLICATION

The Raven's Progressive Matrices can be used in the following ways:

- In organisational settings, the Matrices can help identify more effective operatives, supervisors, professionals, business people, entrepreneurs, managers and administrators.
- In educational and training settings, where they have been shown to have similar construct and predictive validity among people from different social and ethnic backgrounds, they can help predict children's and adults' success.

12. BarOn EMOTIONAL QUOTIENT INVENTORY (BarOn EQ-i®)

PURPOSE:

To scientifically measure emotional intelligence

ADMINISTER TO:

Individuals 16 years and older

READING/EDUCATIONAL LEVEL

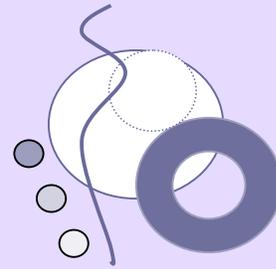
7th grade

ADMINISTRATION TIME

30 minutes (133 items)

SCORING OPTIONS:

Bureau Service | Online



Based on 19 years of research by Prof. Reuven Bar-On and tested on over 85,000 individuals worldwide, BarOn EQ-i measures one's ability to deal with daily environmental demands and pressures. A growing body of research suggests that emotional intelligence is a key determinant of success in life.

BarOn EQ-i consists of 133 items and includes four validity indices and a sophisticated correction factor rendering scores for the following components:

- Intrapersonal (Self-Regard, Emotional Self-Awareness, Assertiveness, Independence, and Self-Actualisation).
- Interpersonal (Empathy, Social Responsibility, and Interpersonal Relationship).
- Stress Management (Stress Tolerance and Impulse Control).
- Adaptability (Reality Testing, Flexibility, and Problem solving).
- General Mood Scale (Optimism and Happiness).

AREAS OF APPLICATION

- The BarOn EQ-i can be used in corporate, educational, forensic, medical, clinical, human resource, and research settings.
- It can assess a client's general degree of emotional intelligence, potential for emotional health, and present psychological well-being.
- It can be applied to map out areas that need further exploration in the assessment process and to evaluate the successfulness of psychological intervention.

REPORT OPTIONS

Individual Summary Report; Development Report; Resource Report; Group Report; and Comparison Reports: Individual Across Administrations; Individual to Group; Two Groups Comparison Report; Group Across Administration Report

13. **16PF® SELECT QUESTIONNAIRE (16PF® SELECT)**

PURPOSE:

To facilitate the selection of applicants who are most closely matched with the personality characteristics that are important for effective performance in a particular job

ADMINISTER TO:

Individuals 16 years and older

READING/EDUCATIONAL LEVEL:

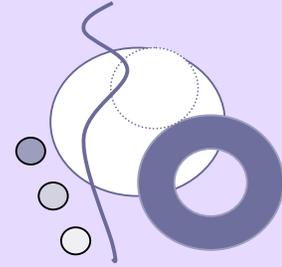
5th grade

ADMINISTRATION TIME:

20 minutes (107 items)

SCORING OPTIONS:

Bureau Service



The 16PF Select was specifically designed for personnel selection. It is a quick but strong model-based selection instrument that provides Industrial/Organisational professionals with the personality information that is needed in an initial selection process. The report is written so that it can be shared with the hiring manager at the professional's discretion.

To begin the process, the professional defines the personality characteristics desired for the job on a Dimension Specification Form (DSF). This information is used to generate a report that gives concise feedback about an applicant's personality and behavioural strengths as compared to the desired personality dimensions for the job.

The 16PF Select Report generates an Overall Model Similarity score, which represents the degree to which the candidate matches the personality model pre-specified by the professional.

In addition, interpretive statements regarding the applicant's scores on twelve personality factor scales are provided. (Statements are not provided in the report if the professional did not specify the scale relevant for the particular job).

AREAS OF APPLICATION

- The 16PF Select is useful as part of any selection system to match applicant's personal characteristics and behavioural strengths with the specific job requirements as determined by a qualified professional. With its shorter administration time, convenient packaging, and competitive price, the 16PF Select is particularly suited for screening large numbers of applicants.

REPORT OPTIONS

16PF Select Report

14. **16PF® FIFTH EDITION QUESTIONNAIRE (16PF®5)**

PURPOSE:

To comprehensively measure the basic traits comprising normal adult personality

ADMINISTER TO:

Individuals 16 years and older

READING/EDUCATIONAL LEVEL:

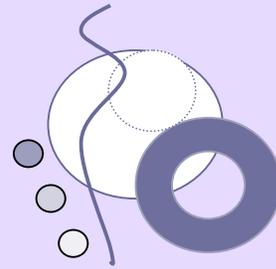
5th grade

ADMINISTRATION TIME:

35-50 minutes (185 items)

SCORING OPTIONS:

Hand scorable | Bureau Service



The Fifth Edition of the 16PF represents a controlled, natural evolution of the original questionnaire, a comprehensive measure of the basic traits comprising normal adult personality. Continuing to assess the 16 personality factors first identified by Dr. Cattell more than 50 years ago, the Fifth Edition measures levels of Warmth, Reasoning, Emotional Stability, Dominance, Liveliness, Rule-Consciousness, Social Boldness, Sensitivity, Vigilance, Abstractedness, Privatness, Apprehension, Openness to Change, Self-Reliance, Perfectionism and Tension. A number of additional scales have also been derived, including five global factors: Extraversion, Anxiety, Tough-Mindedness, Independence, and Self-Control. Composite scores for creativity, adjustment, and numerous other criterion-related scales are also available.

The 16PF5 offers a variety of software reports that can be generated from the same test administration. These software reports provide additional scores on the Response Style Indices (Impression Management, Infrequency and Acquiescence) on all reports. The number and type of additional projected scores vary by report. Commonly provided scores are:

- Graphical presentations of global and primary factors.
- Interpersonal and Behavioural Predictions: Self-Esteem, Emotional Adjustment, Social Expressivity, Emotional Sensitivity, Emotional Control, Social Expressivity, Social Sensitivity, Social Control, Empathy, Leadership Potential, Creative Potential and Creative Achievement.
- Predicted Holland Occupational Interest Themes: Realistic, Investigative, Artistic, Social, Enterprising, Conventional.

South African norms for the 16PF Fifth Edition are currently being researched, but preliminary norms indicate that the test is useful in the South African context.

AREAS OF APPLICATION

- Popular uses include: selection; management development; outplacement consulting; team building and development; career counselling; individual and couple's counselling; and research.

REPORT OPTIONS

For counsellors and clinicians these reports are the 16PF: Cattell Comprehensive Personality Interpretation (CCPI) and the Karson Clinical Report (KCR).

For consultants, human resource professionals and vocational counsellors these reports are the 16PF: Leadership Coaching Report (LCR), Teamwork Development Report (TDR), Personal Career Development Profile (and Plus Profile) (PCDP), Human Resource Development Report (HRDR), and the Protective Services Report (PSR).

For general applications and researchers these reports are the 16PF: Data Summary Report (DSR), Basic Score Report (BSR), Basic Interpretive Report (BIR).

15. MYERS-BRIGGS TYPE INDICATOR® (MBTI®)

PURPOSE:

To assess personality type/preference on four dimensions

ADMINISTER TO:

Individuals 14 years and older

READING/EDUCATIONAL LEVEL:

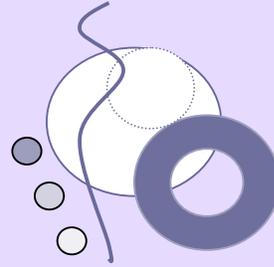
7th grade

ADMINISTRATION TIME:

15-25 minutes
(Number of items depend on form used)

SCORING OPTIONS:

Hand scorable | Bureau Service Online



The MBTI instrument is the most widely used personality inventory in history and is used on all continents of the world. It has been extensively researched both internationally and in South Africa. As an instrument ideally suited to understanding human behaviour, this assessment helps to improve work and personal relationships, increase productivity, clarify conflict, identify and develop leadership and enhance interpersonal communication.

The MBTI instrument determines preferences on four dichotomies:

- **Extraversion-Introversion:** describes where people prefer to focus their attention and get their energy - from the outer world of people and activity or their inner world of ideas and experiences.
- **Sensing-Intuition:** describes how people prefer to take in information - focused on what is real and actual or on patterns and meanings in data.
- **Thinking-Feeling:** describes how people prefer to make decisions - based on logical analysis or guided by concern for their impact on others.
- **Judging-Perceiving:** describes how people prefer to deal with the outer world - in a planned orderly way, or in a flexible spontaneous way.

Combinations of these preferences result in 16 distinct personality types.

AREAS OF APPLICATION

The MBTI instrument is very versatile and widely used for many purposes including:

- Individual development - identifying leadership style, developing managerial potential, time and stress management, and executive coaching.
- Team building and team development - improving communication, enhancing team problem solving, valuing diversity and resolving conflict.
- Organisational change - understanding and dealing with responses to rapid change, understanding team and corporate culture.
- Improving communication - developing selling and influencing skills.
- Education and career counselling - identifying learning styles and motivations, improving teaching and training methods, and providing career guidance.
- Relationship counselling - improving the quality of relationships and interactions.

REPORT OPTIONS

Profile Report; Interpretive Report; Interpretive Report for Organizations; Work Styles Report; Team Report; Career Report; Strong and MBTI Career Report; Strong and MBTI Entrepreneur Report; The Leadership Report using FIRO-B and MBTI; MBTI Step II Profile Report; MBTI Step II Interpretive Report.

16. HOGAN PERSONALITY INVENTORY (HPI)

PURPOSE:

To predict employee performance

ADMINISTER TO:

Individuals 18 years and older

READING/EDUCATIONAL LEVEL:

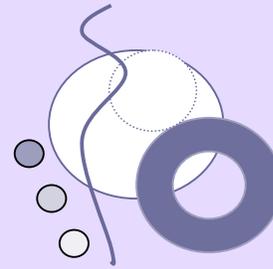
4th grade reading level

ADMINISTRATION TIME:

15-20 minutes

SCORING OPTIONS:

Bureau Service | Online



The HPI is the industry standard for measuring normal personality. It was the first inventory of normal personality based on the Five-Factor Model and developed specifically for the business community. The HPI is mostly used for predicting employee performance and helping companies reduce turnover, absenteeism, shrinkage, and poor customer service. The HPI contains 7 primary scales and 6 occupational scales.

Primary Scales

- **Adjustment** - Self-confidence, self-esteem, and composure under pressure.
- **Ambition** - Initiative, competitiveness, and the desire for leadership roles.
- **Sociability** - Extraversion, gregariousness, and a need for social interaction.
- **Interpersonal Sensitivity** - Warmth, charm, and the ability to maintain relationships.
- **Prudence** - Self-discipline, responsibility, and conscientiousness.
- **Inquisitive** - Imagination, curiosity, vision, and creative potential.
- **Learning Approach** - Enjoys learning, staying current on business and technical matters.

Occupational Scales

- **Service Orientation** - Being attentive, pleasant, and courteous to customers.
- **Stress Tolerance** - Being able to handle stress, even-tempered, and calm under fire.
- **Reliability** - Honesty, integrity, and positive organisational citizenship.
- **Clerical Potential** - Follows directions, attention to detail, and communicates clearly.
- **Sales Potential** - Energy, social skills, and the ability to solve customer problems.
- **Managerial Potential** - Leadership ability, planning, and decision-making skills.

AREAS OF APPLICATION

The HPI is used for:

- Evaluating employability - Evaluating overall employability based upon a person's demeanor, conscientiousness, and approach to learning.
- Individual assessment - Evaluating a person's fit with the spectrum of career choices in the economy and the fit between a person's profile and a particular career.
- Personnel selection - Evaluating a person's fit with the requirements of a specific job.
- Individual development - Perhaps the most powerful benefit to be derived from reviewing one's HPI results is self-awareness.

REPORT OPTIONS

Selection Report; Development Report; Group Report

17. WORK PERSONALITY INDEX (WPI)

PURPOSE:

A measure of personality traits that directly influence a person's work performance and task effectiveness

ADMINISTER TO:

Individuals in work settings

READING/EDUCATIONAL LEVEL:

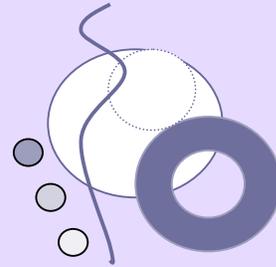
8th grade

ADMINISTRATION TIME:

30 minutes (153 items)

SCORING OPTIONS:

Bureau Service | Online



The WPI provides professionals with a sound measure of personality dimensions, which research has shown contribute to work performance and task effectiveness. Based on a model of 17 personality traits, the WPI helps describe an individual's style in terms of job-related strengths and weaknesses. This information is valuable for personal selection or any training or development application, such as coaching, team-building, conflict resolution and helping people create personal development plans to increase their effectiveness.

The 17 WPI personality traits are:

- **Working with Others**
 - Teamwork
 - Concern for Others
 - Outgoing
 - Democratic
- **Dynamism**
 - Ambition
 - Energy
 - Persistence
 - Leadership
- **Dealing with Pressure and Stress**
 - Self-Control
 - Stress Tolerance
 - Dependability
- **Task Orientation**
 - Attention to Detail
 - Rule-Following
- **Problem Solving**
 - Innovation
 - Analytical Thinking
- **Identifying and Managing Change**
 - Initiative
 - Flexibility

AREAS OF APPLICATION

- Coaching and individual development: increase work effectiveness by identifying strengths and areas for future development.
- Personnel Selection: identify candidates that have the personality traits necessary for successful job performance.
- Team building: recognising the personality differences that result in poor teamwork makes it possible to implement solutions.
- Career transition: provide insight on how people can best manage career transitions.

REPORT OPTIONS

WPI Select Report; WPI Personal Effectiveness Report; WPI Job Match Profile; WPI Career Transition Report

18. OCCUPATIONAL PERSONALITY QUESTIONNAIRE (OPQ)

PURPOSE:

A measure of personality traits in the work context.

ADMINISTER TO:

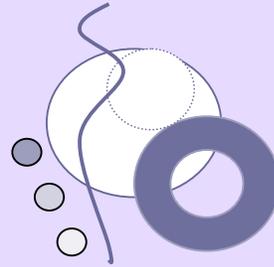
Individuals in work settings

READING/EDUCATIONAL LEVEL:

8th grade

SCORING OPTIONS:

Bureau Service | Online

**Overview:**

The Occupational Personality Questionnaire (OPQ32) is one of the most popular and widely used Occupational Personality Questionnaires; it is available in over 30 languages, with an unparalleled worldwide research base. It is a truly international tool - shaped by our unique understanding of the use of OPQ in a wide range of cultures and languages.

Suitable for:

- Selection
- Training needs analysis and individual development
- Career counselling
- Succession planning
- Team building and development
- Organisational change

The Occupational Personality Questionnaire (OPQ) is internationally recognised for its accurate assessment of individual style and preferences at work. Used in conjunction with ability tests, the OPQ provides valuable information to assist in your assessment of person-job fit. Used by thousands of organisations across the world, the OPQ has demonstrated value in predicting job performance, minimising the risk of incorrect selection decisions and maximising developmental outcomes for people.

19. TRAM 1 & 2

PURPOSE:

A measure of learning potential.

ADMINISTER TO:

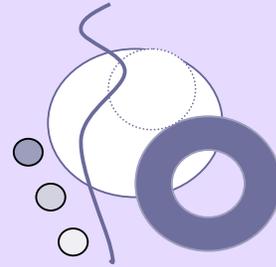
All individuals

READING/EDUCATIONAL LEVEL:

All

SCORING OPTIONS:

Bureau Service (Pen & Paper)

**Overview:****TRAM-1**

This battery is suitable for individuals falling in the range from no education to 9 or 10 years of education. No reading is required on the part of testees since the administrator makes liberal use of overhead projections in explaining the nature of the test to the testees. Each sentence of the instructions is given in English and then in the vernacular.

No answer sheets are involved. The test books are laminated, and the testee answers the problems directly on the stimulus material using a water-washable pen. After scoring, the test books are wiped clean.

Including the preparatory instructions, a lesson and a half-time break, the battery takes approximately 3 hours to administer.

TRAM-1 produces five scores:

- Improvement of performance after practice and a lesson (learning rate);
- Transfer of knowledge and skill from one type of task to a similar one;
- Memory and understanding of the test material;
- Speed of work;
- Accuracy of work.

A global score, standardized on each norm group to have a mean of 50 and SD of 10, is also available. As is the case with all three batteries, the global score is the recommended index to use when making development and selection decisions.

TRAM-2

This battery is intended for literate testees with between 10 and 12 years of education. Instructions are given in written form in easy-to-read English (or Afrikaans). Answers are given by making crosses on a separate colour-keyed answer booklet. The whole battery takes just under 3 hours to administer.

Six scores are derived from the testee's protocol:

- Improvement of performance after practice and a lesson (learning rate);
- Transfer of knowledge and skill from one type of task to a similar one;
- Memory and Understanding of the test material;
- Speed of work;
- Accuracy of work;
- Conceptual reasoning.

A global score based on all six scores is available, standardized on each norm group to have a mean of 50 and SD of 12. Although there is a large overlap between the two batteries (TRAM-1 and TRAM-2) in terms of the dimensions measured, the actual stimulus material is totally different. The structures of the two test batteries, however, are quite similar.

20. CAREER PATH APPRECIATION (CPA)

PURPOSE:

For organizational development, mentoring and recruitment.

ADMINISTER TO:

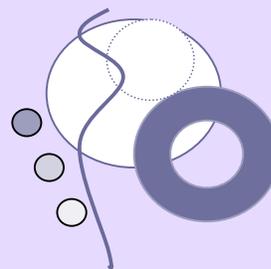
Organizations

ADMINISTRATION TIME:

2 to 3hrs(CPA) / 45min (MCPA)

SCORING OPTIONS:

Bureau Service | Online



The standard Career Path Appreciation (CPA) is a comprehensive assessment and is based on an interview that takes about 2 to 3 hours. It provides an analysis of the person's current capability as well as their potential for cognitive growth over time. Feedback and a report are provided to the individual and a summary of the results is supplied to the organisation. The CPA is widely used as a device to identify potential, for succession planning purposes, as a developmental tool and for the purposes of recruitment and selection.

The MCPA is a computerised version of the instrument and can be completed on any computer with Internet access in about 45 minutes. The computer does an analysis and produces a narrative report, whereafter a specially-trained counsellor conducts a validation interview (which can be telephonic) and provides feedback to the individual. This interview can take anything from 30-60 minutes.

The CPA is powerful technology used in the recruitment, mentoring and development of people, assisting in the identification of potential high-fliers at an early stage and helping organisations to fast track and develop talent for the future by maximizing individual capabilities and creativities and minimizing the risk of high calibre turnover.

BACKGROUND ABOUT THE CPA

The CPA helps to pace development at a tempo equal to their current and future capability, resulting in improved productivity and organisational effectiveness and well-being. An internationally accepted process, it is used by blue chip companies in South Africa, Namibia, Botswana, Zimbabwe, Swaziland, Australasia, United Kingdom, India, United States, Canada, Brazil, Poland, Sweden, the Americas and Europe. Apart from English, CPA materials have been translated into Spanish, Hungarian, Romanian, Italian and Russian.

The CPA is a person-to-person guided conversation that affords an individual the opportunity to explore and express the ways in which they "create" and attach meaning to the relationship between people and work. This ability to create meaning in context indicates to what extent (and at what level of work complexity) the individual was, is currently, and will be capable of generating effective solutions and decisions in unknown and uncertain situations. From this process a highly trained practitioner can arrive at an understanding of an individual's current contextual capabilities, at what complexity level it currently manifests, how it developed over time and how it will probably develop and mature into the future. The process facilitates striving towards: best match between individual capability and the demands of the organisation.

Feedback is an integral part of the process, allowing the individual to explore and understand the past and take charge of their work and personal "life story". Mutual benefit is created for the individual and the organisation as it touches on the core of work – that capability to generate contextually appropriate solutions and decisions even in the absence of previously acquired knowledge, skills and experience. This provides a powerful framework for the development of organisations, as well as individuals and their career paths within or outside of organisations.

USES OF THE CPA

- Executive identification and development and recruitment
- Selection and placement at senior levels in the organisation;
- Platform for mentoring, career path management, competency development
- Broad based succession planning and organisational interventions

People grow or shrink their work according to their contextual capabilities, as well as the time horizons in which they are comfortable operating and making decisions. This capability, recognized in the CPA, is maximized and enriched by appropriate training, development and exposure. Even in the absence of these factors, individual complexity can still be effectively determined. The CPA is a powerful contribution to people development and empowerment!

