Klein Behavioral Science Assessments

Insights Klein Reports Provide

Personality Structure

Klein Reports profile the job-specific personality variables critical to success.

Work Values

Klein Reports focus on the candidate's long-term productivity potential.

Motivational Orientation

Klein Reports explore the motivational needs of your candidates.

Intellectual Resources

Klein Reports identify trainability, intellectual curiosity, and problem-solving style.

Social Facilitation Skills

Klein Reports highlight skills needed to build productive relationships for your company.

Guide to Analysis Reports
An overview of the competencies we measure

Introduction

This guide has been prepared to give our clients a basic familiarity with Klein Behaviorial Science Assessments. It defines and explains test categories and measurements. This handbook will help you evaluate each analysis report with greater understanding and accuracy.

Research:
Klein Consultants' Research Division works to increase its predictive validity and develop company-specific norms.

Understanding Percentiles:
The relationship between the numbers themselves and a norm or reference group.

"If we weren't still hiring great people and pushing ahead at full speed, it would be easy to fall behind and become a mediocre company."

Bill Gates, Former Chairman of Microsoft

Trait Definitions

Basic Personality Structure
Can your candidate handle the emotional demands of the position?

Work Values
Does your candidate take a disciplined approach to meeting objectives?

Motivational Orientation
What type of motivational environment will enable your candidate to perform optimally?

Intellectual Resources
How does your candidate compare to the intellectual demands of a position?

Sales & Facilitation Capabilities
Can your candidate develop critical business relationships?

Client Research

Klein Consultants' Research Division conducts continuing studies of test and job performance. We have implemented an optional ongoing research program for our clients. The goals of this program are twofold. First, by following up on each individual tested, we fine-tune our testing program, increasing its predictive validity and value to your company. Second, in the long term, this program will allow us to develop company-specific norms.

If you wish to participate in this program, please contact us directly at info@kleinconsultants.com

"The goal is to turn data and information into insight."

Carly Fiorina, Former CEO of Hewlett Packard (1999–2005)
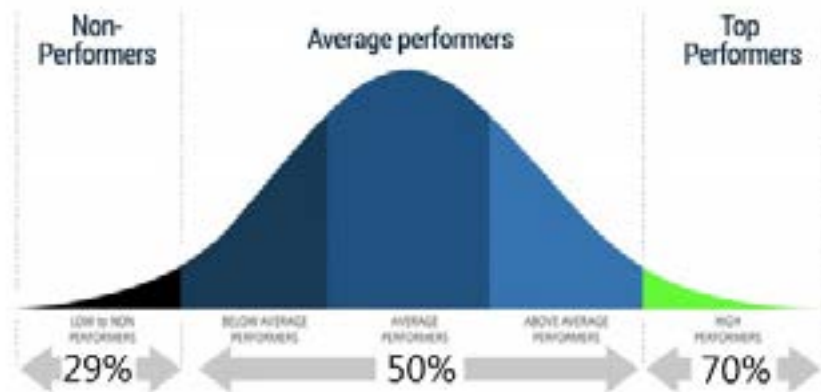

Gathering Research Data
► Assess the success of tested individuals through performance surveys
► Identify the predictive validity of our assessments

Applying Research Findings
► Identify the root cause of any Type I (False Positive) & Type II (False Negative) Errors
► Adjust the minimal acceptable risk thresholds and minimal acceptable performance thresholds to reflect findings
► Develop company- and job-specific norms

Understanding Percentiles

Klein Consultants report test scores in terms of percentiles. Interpreting these figures requires an understanding of the relationship between the numbers themselves and a norm or reference group.

For example, the fact that John Smith answered ten of twenty math problems correctly does not mean much by itself. What is important is the individual's relative standing among others who have taken the same test. If you were told that his score was at the 80th percentile, this would mean that he scored higher than 79% of the people tested and lower than 20%. Thus, answering ten problems correctly is a relatively good performance.

If, on the other hand, only 30% percent of people tested answered as few as 10 problems correctly, John Smith's percentile score would be 30—a below-average performance.

Understanding Norms

Since percentiles are numbers that reflect an individual's relative standing among others, the crucial issue in interpreting percentiles is the relevance of the comparison group, usually called the norm group. In educational testing, for example, an individual's college entrance exam score is expressed in terms of percentiles. Here, a percentile standing of 50 would reflect average performance among the total number of individuals applying for admission to American colleges and universities. However, if the reference group were limited to MIT applicants, the same score would achieve a lower percentile ranking because of the generally superior performance of MIT applicants compared with those of most instituitions. Thus, understanding test performance requires a definite reference group or norm.

Klein Consultants use many normative basis: general population, sales applicants, management, first-line supervisors, and specialized groups. Moreover, when possible, we develop separate norms or norm adjustments for specific factors like industry or geographic region to take into account demographic variables that could affect test interpretation. The scores cited on the chart that accompanies the report reflect the norm group that provides the most meaningful reference.

In summary, percentiles are an easily understood method of reporting an individual's test performance in comparison with a defined reference group or norm. The ultimate value of such scores depends on the size and relevance of the norm group used to make the comparison. Klein Consultants' database, which consists of several large normative groups, is updated every few years to reflect demographic changes.

Trait Definitions

With over 75 years of normative data, Klein measures your candidates against industry-relevant, job-specific profiles. Reports focus on the following domains:

1   **Personality Structure:** profiles the job-specific personality variables that are critical to success.

2   **Work Values:** focuses on a candidate's long-term productivity potential.

3   **Motivational Orientation:** identifies the type of motivational environment that will enable your candidate to perform optimally.

4   **Intellectual Resources:** assesses trainability, intellectual curiosity, and problem-solving style.

5   **Social Facilitation Skills:** highlights the skills needed to build productive relationships for your company.

Basic Personality Structure

Every position demands of its incumbent the ability to stand up to job pressures and strains. Important questions about a person's ability to work independently, recover quickly from setbacks and frustrations, and make decisions objectively are hallmarks of success. Accordingly, resiliency, self-sufficiency, objectivity, and self-confidence are part of the larger assessment profile developed for every candidate.

Stability

Stability measures emotional stamina and the capacity to maintain composure in the face of unexpected problems and difficulties. In assessing its significance, consideration is given to the job along with the personal demands placed on the employees and the availability of support and guidance.

Self-sufficiency

Self-sufficiency assesses emotional independence. It is a good indicator of resourcefulness and therefore the ability to make decisions independently and the capacity to take responsibility for the decisions and actions taken.

Objectivity

The ability to put psychological distance between oneself and external circumstances is also the capacity to meet job demands in an objective, poised, and rational manner. Responding to unexpected problems and difficulties free of distracting personal biases, habits, prejudices, and personal feelings ensure consistent job performance and is the essence of objectivity.

Dominance

Dominance measures the ability to take command of group situations. It represents the capacity to present one's views in a forceful manner and to assume a position of leadership solely on the basis of personal authority.

Self-confidence

Self-confidence reflects a self-assessment of competence and worth. Although self-confidence does not appear to correlate to capability, it does seem to be significantly related to achievement.

Aggressiveness

Aggressiveness is the ability to respond to obstacles with determination, to be forceful in the face of difficulties, and to meet competitive situations head-on.

Work Values

Work values are critical predicators of long-term job productivity. The capacity for sustained hard work, the ability to organize one's time and efforts, the facility to set strategic goals and pursue them vigorously are keys to realizing individual potential.

Goal Direction

Goal directedness is the need to have clearly defined goals and objective to focus one's energies and efforts. These objectives can either be project goals or career ambitions.

Orderliness

Orderliness is a preference for a systematic and methodical approach to work. As a consequence, scheduling and time management is usually held in high regard.

Practicality

Practicality is the need to establish priorities in such a way as to conserve time, energy, and money. Accordingly, this scale measures the desire to do things with a minimum of wasted effort.

Perseverance

Reliable, determined, and persistent individuals score high on this scale. Perseverance measures the capacity for sustained hard work.

Vigor

Vigor is primarily a measure of psychological energy. Individuals who score high on this scale see themselves and are generally seen by others as high-powered, capable of accomplishing more, and able to inject energy—both physically and psychologically—into their work.

Need for Variety

To relish novelty, to seek diversity of experience, and to strongly desire change and excitement indicates a significant need for variety. At its extreme, the need for variety can distort one's approach to the job and undermine reliability of effort.

Motivational Orientation

The hierarchy of a candidate's motivational needs—the strength of their need to achieve, their desire for recognition, and their ability to work in a non-supportive environment—are capacities that are extremely critical in situations where change must be constantly and actively mastered. In general, these scales gauge your candidate's ability to function in competitive situations.

Need for Independence

High scores on this scale indicate a need to establish one's own methods and to make one's own decisions. High scoring individuals value working independently and are most comfortable when least restricted.

Need to Achieve

The need to set high standards and attain significant achievement is measured by this scale. If the need to achieve is sufficiently high, management sets goals that are difficult but realistic. Significant achievement usually results.

Need for Support

Thoughtful treatment and consideration are important to people who score strongly on this scale. Although most people feel the need for support from time to time, individuals who score high on this factor require a significant amount of encouragement and support.

Need for Recognition

This scale measures the need to be admired, praised, and rewarded for one's efforts. While the desire for praise is a meaningful part of satisfaction, an inordinate need for recognition can create demands on managerial time that may be disproportionate to the individual's importance or level of achievement.

Intellectual Resources

Factors that measure a person's ability and desire to absorb new ideas and acquire new skills are important predictors of a candidate's long-term adaptability. In addition, they provide an accurate description of an individual's problem-solving style and their ability to deal with new information in a rapid and accurate manner.

Intellectual Speed

Speed is the measure of the ability to process information and to arrive at conclusions rapidly. Modified by the factor of accuracy, it provides the description of intellectual style—the manner in which an individual approaches new problems or changing circumstances.

Intellectual Accuracy

Accuracy is a measure of ability to process information and to arrive at a conclusion with a minimum of error.

Intellectual Capacity

Intellectual capacity is the measure of the ability to absorb new ideas, acquire new skills, and to profit from experience. In addition, it measures the ability to generalize from the specific.

Intellectual Curiosity

Intellectual curiosity is the need to reach out for new ideas and be stimulated by new concepts and new information. While it is likely that training time and resources might be wasted on someone who is indifferent to the prospect of acquiring knowledge, curiosity, by itself, is not an absolute correlation of trainability. It simply suggests that the individual has an interest in learning.

Sales & Social Facilitation Skills

The ability to develop effective relationships with others can hardly be overestimated as a factor in business success. The ability to sell ideas is part of almost any job. For salespeople, the necessity is obvious. But anyone—from the supervisor on the shop floor to the top-level executive—who needs to win the cooperation of others, must have the ability to present their point of view clearly and persuasively. Knowledge of what is appropriate behavior in a variety of situations and the capacity to size up people and draw realistic conclusions about them are measured in this section.

Sales Knowledge

The ability to present one's ideas effectively, to dispel skepticism and to convert other people to the merits of one's point of view are the skills contained in sales knowledge. Sales knowledge can be intuitive or acquired. Some people develop sales know-how on the basis of long hours of study and training while others seem to have a natural ability to sell.

Social Insight

Social insight is a measure of the intuitive and/or acquired knowledge of others—why people do and say what they do. Social insight gauges an individual's ability to analyze the behavior of others and to draw realistic conclusions about them.

Tact

Tact measures knowledge of correct social behavior and alertness to the subtleties of social relations. It provides a general index of the ability to conduct productive relationships.

Empathy

Empathy is a measure of tolerance, patience, and understanding. It is also the ability to appreciate the feelings and viewpoints of others.

Gregariousness

This factor is a measure of one's need to be with others and to work in an environment which presents the opportunity for social interaction. Thus, individuals who score highly here are looking for an environment that affords them the opportunity to easily interact with others.

Leadership Orientation

The desire to achieve power and to be in a position of authority, as measured by this scale, does not directly translate into the ability to lead effectively. It simply suggests a desire to be in a position of authority and have the opportunity to lead others.