

# Candidate guide

## Psychometric assessments

Candidate guide



Our assessments are used by employers to measure personality, ability, competency, and motivation at work.

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### About psychometrics

Psychometric assessment grew in popularity throughout the 20th century, as a way for organizations to measure a candidate's suitability for a role, in a scientific and unbiased way. In recent years, test providers have been developing assessments that are more engaging for applicants, and provide more insight into the role and organization.

### Why organizations use psychometric assessments

#### For recruitment and selection

Many employers use psychometric assessments to help them identify the right person for the job. The assessments provide an independent measure of your competencies, abilities, personality, and motivation. This enables an employer to build a complete picture of you and assess your suitability for a role in an objective manner.

Assessments are often used as one part of a multi-stage recruitment process, alongside application forms/CVs, assessment center exercises, and interviews.

#### For development

You may be asked to complete psychometric assessments as part of your appraisal review or a learning and development program. By completing these assessments, you can gain valuable insight into your strengths and development areas. This can help drive further training and development plans.



## How to prepare

Whether you've been asked to complete a psychometric assessment as part of a job application, or for your professional development at work, the key to success is preparation.

### **Practice improves performance: ability tests**

Putting time into practicing the kinds of questions you may face in ability tests is the best way of maximizing your performance and boosting your confidence.

Try developing your reasoning skills via online practice tests, such as our own personality questionnaires. You could also work through relevant mathematics or language quizzes to improve your speed and accuracy for numerical and verbal reasoning tests, or try completing logic puzzles to improve your logical reasoning ability.

### **Be yourself: personality questionnaires**

The beauty about personality questionnaires is that there are no right or wrong answers as it's all about your own personal preferences. Just approach the questionnaire with an open mind, think about the question/statement carefully and respond openly and honestly.

### **There's more to recruitment than psychometrics**

We know that there's more to recruitment than just completing psychometric assessments, so we've put together some additional guidance on the different stages of the recruitment process in this guide.

## Top tips for assessment day

You've read up about how the assessments work and completed our practice assessments to test your reasoning abilities, so what's left to prepare for your assessment day?

### Managing test anxiety

When applying for a job, it is natural to feel some anxiety before and/or during the assessment process. While a little anxiety can be helpful to ensure you approach the assessment at a good pace, it is important to be as relaxed as possible when you sit down to complete the assessment.

Simply having a good night's rest and making sure you've had a good breakfast can have a positive effect on your ability to perform. Try to avoid rushing around before your assessment and make sure you have left yourself enough time before the assessment begins, so you can approach it in a relaxed and focused frame of mind.

### Avoid distractions

If you are completing an assessment online from home or in the office, it is absolutely essential that you are not distracted or disturbed. Make sure you are in a quiet place where you will not be distracted by noise or interruptions for the full duration of the assessment. Any distractions may have a direct impact on your score.

### Check your equipment

Check your computer and internet connection before you're ready to start the assessment. The assessments work independently of your connection speed and therefore a slow Internet connection will not affect your test. However, you may wish to take our Internet speed test before you start to ensure that your connection meets the minimum requirements. If you are unfamiliar with using a computer please contact your administrator.

Also, make sure you have paper, a pen or pencil and a calculator to hand as you may want to write down notes or make calculations as you're working through the various questions.

### Read the instructions

Once you're ready to start the assessment, take a couple of minutes to carefully read the online instructions provided. If you're unsure of any of the instructions or have additional questions, please contact your administrator before starting the assessment.

### Final practice

When you login to the assessment system, you will have the opportunity to complete a couple of final practice questions before you start the real assessment. Make sure you do this, as it will help familiarize you with the look, feel and functionality of the assessment system.

## The recruitment process

The recruitment process used by individual employers is likely to vary from one organization to another. Here's an overview of the different stages included in a 'typical' process to give you a general idea of what to expect.

### Stages of recruitment

#### Online screening questions

As part of your initial application for a job, you may be asked to complete a set of online screening questions, which focus on the essential criteria required by the organization in order to apply for the job. These normally take the form of 'yes/no' questions, such as:

- Do you have the right to work in the UK?
- Do you have a 2:1 or above degree in Mathematics?
- Do you have a passion for working in the software industry?

If you answer 'yes' to all these questions, you should automatically progress to the next stage of the process. Answering 'no' to any of these questions may result in you being informed that you do not meet the essential criteria for the job and are therefore not eligible to apply.

### **CV and covering letter/online application questions**

You will generally be asked to submit a CV and covering letter or to answer a series of online application questions. These application questions often ask you to describe situations in which you have performed tasks relating to the job or where you have demonstrated key skills and abilities that the employer is looking for. For example:

- Describe a time when you have provided excellent customer service.
- Outline an occasion when you used your initiative to achieve a successful outcome for an organization.
- Describe a time when you worked effectively as part of a team.

Your CV and covering letter, or answers to the application questions, will be assessed by the organization against a set of pre-defined criteria relating to the role. This will decide whether your application is progressed to the next stage of the process.

### **Psychometric assessments**

Some employers, including many large-scale recruitment schemes, may require you to complete psychometric assessments as part of your application. Psychometric assessments are used to measure aspects of personality, ability, and competency:

Ability tests measure your ability to perform or carry out different tasks. The majority of mainstream ability tests focus on verbal, numerical and logical reasoning.

Personality questionnaires are used to assess your workplace behavioral style and preferences, i.e., how you typically like to act. They are designed to measure those particular aspects of personality that determine, or are predictive of, successful performance at work; how you handle relationships at work, your thinking style and how you manage tasks, and your feelings and motivations.

Competency-based assessments focus on the skills and knowledge that you demonstrate in the workplace.

If you are asked to take part in an assessment center, psychometric assessments will often be included in this stage of the process.

### **Telephone interview**

Some organizations like to have a brief telephone interview with you before inviting you for further assessment or a face-to-face interview. This type of interview is likely to be shorter and less in-depth than a face-to-face interview; however, it will typically explore your motivations for the job role, knowledge about the company, relevant skills and experience and possibly some competency-based questions.

Use the interview tips and guidance section for advice on how to prepare.

### **Face-to-face interview**

The main part of your job application will be a face-to-face interview. This is likely to take the form of a

competency-based interview, where the interviewers will ask you a list of standard questions. Every candidate going through the interview process will be asked exactly the same questions; ensuring the process is objective and fair. You may be interviewed by just one person, or there may be a panel of two or three interviewers.

Use the interview tips and guidance section for advice on how to prepare.

N.B. If you are asked to take part in an assessment center, the competency-based interview will often be included in this stage of the process.

### **Assessment center**

Many large-scale recruitment schemes will use assessment centers as part of their recruitment process. During the assessment center, you will be assessed alongside other candidates on a variety of different exercises. Some of these exercises will involve you working individually, while some will assess your ability to work as part of a group. All of these exercises are designed to assess your suitability for the job by looking at your skills and competence to perform the job role and your personality fit for the organization and the job itself.

Refer to our assessment center guidance for advice on preparing for assessment centers and the exercises involved.

Some organizations will conduct a second assessment center, depending on the number of applicants and the range of skills and abilities they need to assess.

### **Final interview**

Some organizations will conduct a final interview before they make any decisions. This is often an opportunity for them to explore your skills and experience further, perhaps looking into the strengths and development areas they identified during your earlier interview or at the assessment center.

As part of this final interview, you may be asked to deliver a presentation. You will receive the presentation brief a week or more in advance of the interview to give you time to prepare. The brief will generally focus on a specific question or problem, or ask you to make recommendations on a particular course of action. The presentation will last between 10-30 minutes and will be followed by a question and answer session with the interviewers.

You may also be required to meet different members of the team at this stage so that they can get an idea for how well you would fit in with the existing team.

### **Job offer**

The final stage of the recruitment process is the job offer, where you will receive a final decision from the company on your application.

### **References**

A job offer is typically dependent on you providing satisfactory employment references from previous employers and/or your school/college/university. These references should demonstrate your ability to be able to perform the job, work effectively with others, and your reliability and commitment to work.

## Assessment centers

Many large-scale recruitment schemes use assessment centers as part of their recruitment process. During the assessment center you will be assessed alongside other candidates on a variety of different exercises.

Some of these exercises will involve you working individually, while others will assess your ability to work as part of a group. All exercises are designed to assess your suitability for the job by looking at your skills and competence to perform the job role and your personality fit for the organization and the job itself.

The advantage of taking part in multiple exercises in this way is that you have a much better chance to demonstrate your full range of skills and abilities. They are therefore a much fairer way of recruiting people than an interview alone.

An assessment center can last for anywhere between half a day and three days. It will normally take place at the organization's premises but may be held at an external location.

### How to prepare for an assessment center

#### Research the company, their market, and their competitors

Companies want to hire people who can show interest in and enthusiasm for their organization, and who want to be a part of it. Attending an assessment center without a basic understanding of the organization and its products and services is simply bad manners.

Most organization's website is a good starting point for your research. The kinds of information you should be looking for are:

- How long has the organization been established?
- What are their products and services?
- What are their aims and objectives?
- How many offices do they have and where are they located?
- Do they have an international presence?
- What are their core markets?
- Are there any specific projects they are currently working on?
- Do they have any expansion plans?
- Have there been any mergers or acquisitions, or are any planned?
- What does the organization say about themselves - what is their company culture, and their ethics and values?
- How well has the company been performing? Checking their share price is always useful.
- Who are their competitors? What sets this organization apart from their competitors?

You are unlikely to find all this information on their website. Searching more widely on the internet and in newspapers/magazines, or consulting their annual report, are good ways of finding out as much information as possible.

#### Prepare your outfit ahead of the day

Make sure you have a suit or smart dress to wear to the assessment center. Even if you think the company dress code may be quite casual it is better to be overly smart, rather than risk appearing too



casual. These are formal occasions and first impressions count for a lot. An employer will not think poorly of you if you are too smartly dressed, but going too casual can give the impression that you haven't made sufficient effort - perhaps you also are casual about the job itself.

### **Research the location**

Make sure you know exactly where you are going and how long it will take to get there. Have a journey plan and do a trial run if possible so you don't risk getting lost on the day. Being late creates a really bad impression. No matter how well you perform on the day being late may still cost you the job. Make sure you have inquired about parking facilities in advance.

### **Have the name and phone number of the contact**

If you are running late, for any unavoidable reason, it is always good to have a phone number to call ahead and advise of your delay. When you arrive at the organization, make sure you are clear who you are meeting with and have a clear understanding of the format for the day.

### **Practice a firm handshake with eye contact**

Confidence and first impressions are very important during assessment processes. A limp handshake may give the impression of being unassertive or shy. Make sure you make regular eye contact with people throughout the course of the assessment - this will give the impression of confidence and good interpersonal skills.

### **Get a smart document wallet for your papers**

You will need to make sure you print out and take with you:

- A copy of the job description and person specification.
- A timetable and outline of the day.
- A copy of your CV and covering letter.
- Any examples of work you want to show.
- Answers to any online application questions you have completed.
- Directions to the location and a map.
- The contact details of the person you are meeting.
- Prior research you have done on the company.
- A pen and paper.

### **Practice your psychometric assessments**

Many employers will ask you to complete psychometric assessments as part of the assessment center. Please refer to our guidance on psychometric assessments for more information on these. It is also a good idea to try completing some practice assessments before the real thing.

### **Be polite to everyone**

Remember that everyone in the company will be aware of you and it is your job to impress them. Any perceived slight to a receptionist or rudeness to an administrator may be reported back to the assessor(s). Be friendly and polite to everyone from the moment you get near the interview location. Do not ask a receptionist to photocopy your PowerPoint slides or try to persuade them to let you park in a disabled spot. Take responsibility for immaculate preparation so that you do not need to ask for help or favors.

## Interviews

### Competency-based/structured interviews

A competency-based interview is a structured form of interview where you will be asked a series of standard questions relating to the role. Your responses will then be assessed and scored by the interviewers using a rating scale. They will have a list of points they are looking for you to cover and skills and competencies for you to demonstrate. Every candidate will be assessed in the same way, using the same criteria and the same rating scale. You can therefore be confident that the process is fair and you are being asked the same questions as all the other candidates in the process.

### Unstructured interviews

An unstructured interview means that interviewers may ask you more open or broad ranging questions, depending on what particularly interests them about your CV or the experience you have. The questions they ask you may be different to those that are being asked of other candidates, depending on the particular areas the interviewer wishes to address with you. You could also be asked questions that look more in depth into your strengths or any development areas an employer may think you have. Some employers will use these as the final stage of the process, or smaller employers who don't have a standardized interview format may use them.

## How to prepare for an interview

### The company

You are likely to be asked what you know about the company and your motivations for working for them. Use the guidance in the assessment center section to help you research the organization.

You should prepare an answer for why you want to work for the company. This could consist of any of the following points:

The size of the company - for example, if working for a large company appeals to you, you could talk about your desire to be part of an international or well-recognized organization.

Career prospects - have a look on their website at the training scheme and development opportunities that the company offers. Organizations often like you to emphasize your aspirations for a long-term career with the company.

Opportunities to work internationally - research these opportunities on their website if this is something which appeals to you.

Company achievements, success stories or new business wins - research these and emphasize your excitement at being part of a high-achieving company.

Any particular commitments or pledges on the company website - for example, many companies have Investors in People certification; this demonstrates that the company has a good track record in staff development.

### The job

It is really important to familiarize yourself with your own CV and covering letter and know these really well. You need to make sure you are able to talk through the specifics of your experience in relation to the role. Take a copy of the job description and annotate it to show:

- Tasks you can confidently say you have experience of.
- Tasks you have limited experience of.
- Tasks you have knowledge of but have never actually done.



- Tasks which you have neither knowledge nor experience of.

From this you can identify your key selling points, how you can add value to the company and what might make you stand out from other applicants. For those aspects of the job description where your knowledge and experience are weak, think about how you might deal with questions about those on the day. Any research you can do into processes or skills that you are less familiar with will be helpful. You will be able to say that, although you have not done 'xyz' before, you at least know a little about it.

You should now have a clear picture of how your skills and experience match the role you are applying for. You can now use this to answer the key question - 'why are you applying for this job?'

As well as showing how you match the job, show your interest in working for the company and doing the job. You need to convey enthusiasm and passion here, using phrases such as 'I would love to...' or 'I am fascinated by...' or 'I find...really exciting'.

### **You, your skills, and experience**

This is your opportunity to sell yourself. You need to convince the interviewer that you are the best person for the job. However unnatural or boastful this seems, competition for jobs is tough and you need to make sure you stand out from the other candidates. To sell yourself effectively emphasize your unique selling points; these are skills and attributes you have that set you apart from the competition. You have already identified your key selling points in relation to your experience so now think more broadly about your personality, work ethic and values.

Some examples of the qualities you might bring to a job include:

- Attention to detail - a precise and methodical approach to work.
- Organizational skills - being able to prioritize, multi task and manage time.
- Problem solving skills - using your own initiative, trying to find solutions independently before seeking help.
- Self-motivation - hard working, punctual, reliable, enthusiastic, and ambitious.

If you are going to claim to have any of these qualities, you must have an example ready of when you have demonstrated this.

You may also be asked what you consider to be your weaknesses or development areas. Be careful how you answer this question - it can be designed to catch you out. A good way to answer this is to think of a potential weakness that could also be a strength. For example, 'I am something of a perfectionist. I set very high standards for myself and others.' You then need to demonstrate how you have learned to manage this trait to positive effect. For example, 'I have learned through more effective prioritization of my work to manage time effectively and focus on the most urgent things first.'

### **Competency-based questions**

In a competency-based interview you will be asked a series of questions that look at your skills in certain areas. Examples might include your ability to work as part of a team, your planning and organizational skills, or your attitude to customer service. These questions are likely to require you to look back at your past work experience and find examples of when you have demonstrated the skill they refer to. The interviewer might ask you 'Tell me about a time when you...'

It's fine to stop and think about your answer here. The thing to remember is that there isn't necessarily a right answer. It is just as important to show how you went about addressing the problem, as it is to talk about the final outcome. Structure your answer like this:

- Describe the situation or problem you were faced with.
- Talk about the task you needed to perform to resolve the problem.

- Outline the action you took to complete the task.
- Describe the details of the end result and why the action was a success.

These are some examples of questions they may ask:

- Give us an example of when you have achieved excellence.
- Tell us about a situation where have you worked successfully as part of a team/or on a group project.
- Give us an example of when you have used your initiative to solve a problem/develop a new way of working in a previous job role.
- Give us an example of when you had to meet tight deadlines/work on a project with very strict timescales.
- Tell us about a situation when you have resolved conflict at work.
- What has been your biggest achievement in your career to date?

### **Follow up questions**

It is important to have some questions prepared to ask at the end of the interview. This will demonstrate your enthusiasm and interest for the role and in the company.

Some questions you may like to ask would include:

- What are the opportunities for training and development within the role?
- Tell me about the training program that might be available in my first year.
- What opportunities are there for progression within the company?
- Where does the organization hope to be in five years' time? Are there any expansion plans?
- Tell me about the team I would be working within, in terms of size and job roles.
- What is the next stage in the interview process? When might I hear the outcome?

## How to complete an assessment

The prospect of completing a psychometric assessment can be rather daunting, so we've put together a short guide for each of our assessments to give you an insight into what to expect. By familiarizing yourself with the types of questions you'll be asked and how the assessments work, you should feel more relaxed and be able to put in your best performance when it's time to complete the real assessments.

### A guide to our assessments

- Personality questionnaire - measures your behavioral preferences at work, focusing on how you prefer to manage your relationships with others, your approach to tasks and your sources of energy and motivation.
- Cognitive ability tests - measure your reasoning skills in interpreting written information and reports, using figures, data and statistics, and understanding of abstract or logical symbols.
- Competency-based assessment - measures your behavioral preferences at work in relation to the most relevant competencies for the job.
- Situational Judgment - designed to measure a variety of factors required to be successful in a particular role (or set of roles) within an organization.
- Motivations - focuses on your values and drivers in the workplace, and measures the factors that help stimulate and energize you in your daily working lives.
- 360 - a competency-based feedback questionnaire that provides objective and honest feedback from your manager(s), team members and peers.

### Personality assessments

Personality questionnaires are used to assess your workplace behavioral style and preferences, i.e., how you typically like to act. They are designed to measure those particular aspects of personality that determine, or are predictive of, successful performance at work; how you handle relationships at work, your thinking style and how you manage tasks, and your feelings and motivations.

Assessing personality has been proven to be an effective predictor of performance at work. This is because we tend to focus more on the kind of tasks we prefer engaging with, and as a consequence we become much more skilled in these areas. Conversely, when operating outside of our preferred way of behaving, we may feel more challenged and be less inclined to persevere to develop high levels of competence.

#### How does it work?

The questionnaire is completed online via our assessment system, and includes a series of statements about behavior at work. Your task is to rate each statement, indicating how true the statement is about your behavior at work, or in other relevant situations.

The statements are grouped into blocks of four. In each block, you are asked to rate each statement on a scale indicating whether the statement is 'completely untrue' to 'very true' of your behavior. You can respond to the statements within a block in any order, and change a rating by clicking on another option.

In each group of statements, you should avoid giving the same rating to more than one statement. If you do give the same rating to several statements you are then asked to put these in rank order.

Once you have moved on to a new block, you are not able to return to a previous one. There is no time limit for the questionnaire but you are encouraged to give your immediate responses.

The personality assessment normally takes approximately 25 minutes to complete.

## Feedback

Following the completion of a personality assessment, you should receive feedback from the recruiter, hiring organization or your employer. Even if it isn't initially offered, don't be afraid to ask for feedback as this will enable you to discuss what the questionnaire measures, your responses and how it all applies to your day-to-day work.

## Cognitive ability tests

Cognitive ability tests measure your reasoning skills in interpreting written information and reports, using figures, data and statistics, and understanding of abstract or logical symbols.

### How does it work?

Ability tests measure your ability to perform or carry out different tasks and have been found to be the strongest predictor of future job performance. The tests most commonly used are:

- Verbal reasoning - these are designed to measure your ability to interpret verbal information and reach correct conclusions. Verbal reasoning is important for any work involving the communication of ideas or the understanding of written information. It can also be important for work requiring analytical thinking.
- Numerical reasoning - these are designed to measure your ability to analyze and draw inferences from numerical information and data. Numerical reasoning ability is important for a variety of roles where working with data is key.
- Logical reasoning - these are designed to test your ability to analyze abstract information and apply this in determining outcomes and patterns. Logical reasoning ability is important for a variety of roles requiring complex problem solving.
- Checking skills - these are designed to measure your ability to quickly and accurately detect errors in data.

We recommend that prior to starting the assessments, you take the time to familiarize yourself with the format and time allowances by completing our practice assessments, which can be accessed for free. Be cautious when subscribing to third party practice sites that charge to offer access to test content. These sites do not provide recognized content, and may not store your data or credit card details securely. Some may even contain viruses or present other security hazards. Please contact Customer Services if you would like more information.

## Adaptive testing

All of our cognitive ability tests are 'adaptive'. This means the system selects what questions to administer based on your previous responses and whether they were correct or incorrect.

You begin with a question of average difficulty. If you answer the question right within the time limit, you progress to a more difficult question. If you answer incorrectly, or fail to answer within the time limit, the system selects an easier question next. This process is repeated until you reach the end of your test.

As a result of the adaptive nature of the test, you will feel continuously challenged and stretched so don't worry if you feel the questions are difficult.

### Speed and accuracy

When completing ability tests, it is important that you work both quickly and accurately to achieve your best score. Ensure you read each question and the response options carefully, while maintaining a good pace. Avoid skimming over the material presented and ensure you are fully focused on the information presented to you. Once you are satisfied you have the right answer, answer it, and move on to the next question. While it is important to be accurate, procrastinating can waste time.

As you have a time limit for each question, the best strategy is to use the full time given and not to rush into an unconsidered answer. Always make sure that you understand what the time limits are, so that you can respond appropriately.

### Feedback

Your responses for each ability test are compared with the scores of a comparison group (i.e., a group of people who have previously completed the ability tests) and the result is given as a percentile (e.g. if your score is in the 75th percentile, you have done better than 75% of the sample population).

You should receive feedback on your ability tests direct from the recruiter, hiring organization or your employer. Even if it isn't initially offered, don't be afraid to ask for feedback on your performance as it may help in future situations.

### Competencies

Competency-based screening questionnaires measure your behavioral preferences at work in relation to the most relevant competencies for the job, and can help identify those candidates who are most suitable for the role.

You may have been asked to complete this as part of a multi-method assessment process, or as a stand-alone assessment called Aspects Styles.

### How does it work?

Our competency-based questionnaire is completed online via our assessment system, and includes a series of statements about behavior at work. Your task is to rate each statement, indicating how true the statement is about your behavior at work, or in other relevant situations.

The statements are grouped into blocks of four. In each block, you are asked to rate each statement on a scale indicating whether the statement is 'completely untrue' to 'very true' of your behavior. You can respond to the statements within a block in any order, and change a rating by clicking on another option.

In each group of statements, you should avoid giving the same rating to more than one statement. If you do give the same rating to several statements you are then asked to put these in rank order.

Once you have moved on to a new block, you are not able to return to a previous one. There is no time limit for the questionnaire but you are encouraged to give your immediate responses.

The questionnaire normally takes around eight minutes to complete.

### Feedback

Following completion of the assessment, it is up to the discretion of the recruiter, hiring organization or your employer as to what feedback they will provide on your performance. Don't be afraid to ask for feedback though as even if your application is not successful, any feedback you can get may help in future situations.

### Situational Judgment

Situational Judgment tests (SJTs) are designed to measure a variety of factors required to be successful in a particular role (or set of roles) within an organization. They are widely accepted as very robust and valid assessments due to their close match to the hiring organization's culture and role requirements.

An SJT can be used to measure a range of criteria, including: key competencies, organizational values, culture fit, motivation, preferred behavior and attitude.

### How does it work

Our situational judgment tests present you with a series of realistic work-related scenarios. Each

question contains a number of different actions to choose from, and it is your job to decide which of these is the most effective course of action in the given situation. The purpose of the test is to assess your ability to make effective judgments in response to various scenarios. Your responses are then measured against the required competencies and a 'fit' score is generated.

### Feedback

You should receive feedback on your situational judgment test direct from the recruiter, hiring organization or your employer. Even if it isn't initially offered, don't be afraid to ask for feedback on your performance as it may help in future situations.

### Drivers

Drivers questionnaires focus on your values and what drives you in the workplace. The purpose is to measure the factors that help stimulate and energize you in your daily working lives.

#### How does it work?

The questionnaire includes a series of statements about motivation at work. Your task is to rate each statement, indicating how important it is to you personally at work.

The statements are grouped into blocks of four. In each block, you are asked to rate each statement on a scale indicating whether the statement is 'Not important' to 'Extremely important' to you at work.

In each group of statements, you should avoid giving the same rating to more than one statement. If you do give the same rating to several statements you are then asked to put these in rank order.

The motivations questionnaire typically takes around 30 minutes to complete.

### Feedback

Following completion of the assessment, you should receive feedback from the recruiter, hiring organization or your employer. Even if it isn't initially offered, don't be afraid to ask for feedback as this will enable you to discuss what the questionnaire measures, your questionnaire responses and how it all applies to your day-to-day work.

## 360

Our competency-based feedback questionnaire provides objective and honest feedback from your manager(s), team members and peers.

#### How does it work?

Reviewing yourself

You complete a feedback questionnaire consisting of questions and statements relating to your behavior at work in the following areas:

- People and Relationships
- Tasks and Projects
- Drives and Emotions

Under each area, you are given a range of behavioral descriptions and a corresponding rating scale. You are asked to rate your performance against each behavioral description from 'far below competent' to 'fully competent'. If you feel you have not had adequate opportunity to demonstrate your skills in this area, you can select the 'no evidence' option. You also have the opportunity to add comments about each area.

Completion of the questionnaire is not timed, however it normally takes approximately 25 minutes to



complete.

As well as completing the review yourself, you also nominate a selection of reviewers to provide feedback on you. These reviewers should include your manager(s), any direct reports within your team and any other colleagues you work with closely.

#### Reviewing others

As with the self-review questionnaire, you are asked to rate the person in question in relation to the following areas at work:

- People and Relationships
- Tasks and Projects
- Drives and Emotions

There are two levels of question:

- Detailed review - if you have a lot of contact with the person in question and feel you can offer a good deal of feedback on them.
- Simple review - if you have less contact but feel you can still offer some feedback, albeit not at such a detailed level.

You will be asked to select which applies to you.

Regardless of which route you take, under each area, you are given a range of behavioral descriptions and a corresponding rating scale. You are asked to rate the person's performance against each behavioral description, based on your experience of working with them, from 'far below competent' to 'fully competent'. If you feel they have not had adequate opportunity to demonstrate their skills in this area, you can select the 'no evidence' option.

You also have the opportunity to provide additional written feedback in relation to the behaviors you have rated which you feel would be helpful to guide their development.

Completion of the questionnaire is not timed, however it normally takes approximately 10-15 minutes to complete the detailed review and 5 minutes for the simple review.

#### Feedback

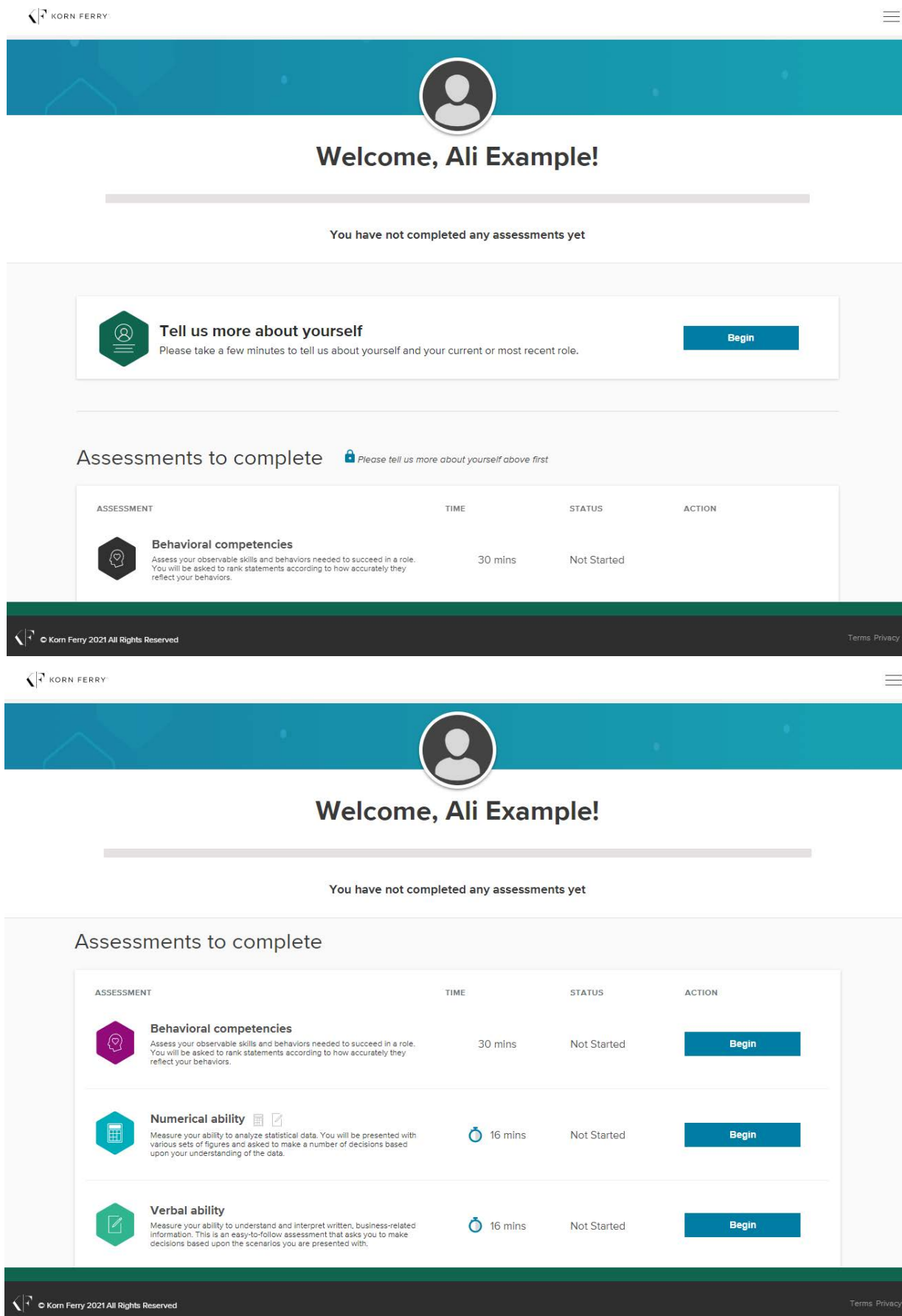
Following completion of all reviews, feedback from you and your reviewers is brought together to produce an integrated report that highlights your perceived strengths and identifies any capability gaps. You should discuss this report with your manager(s) as part of your development planning.

#### About Korn Ferry

Korn Ferry is a global organizational consulting firm. We work with our clients to design optimal organization structures, roles, and responsibilities. We help them hire the right people and advise them on how to reward and motivate their workforce while developing professionals as they navigate and advance their careers.

## Dashboard

When you access your assessment you will find a similar page on your dashboard.








The screenshot displays the Korn Ferry dashboard for a user named Ali Example. The dashboard includes a header with the Korn Ferry logo and a hamburger menu. Below the header is a teal banner with a user profile icon and the text "Welcome, Ali Example!". A message states "You have not completed any assessments yet". The main section is titled "Assessments to complete" and includes a table of available assessments. The table has columns for Assessment, Time, Status, and Action. The first assessment listed is "Behavioral competencies", which is 30 minutes long and has a "Begin" button. Below this, there are two more assessments: "Numerical ability" and "Verbal ability", both 16 minutes long and also with "Begin" buttons. The footer contains the copyright notice "© Korn Ferry 2021 All Rights Reserved" and links for "Terms" and "Privacy".

**Welcome, Ali Example!**

You have not completed any assessments yet

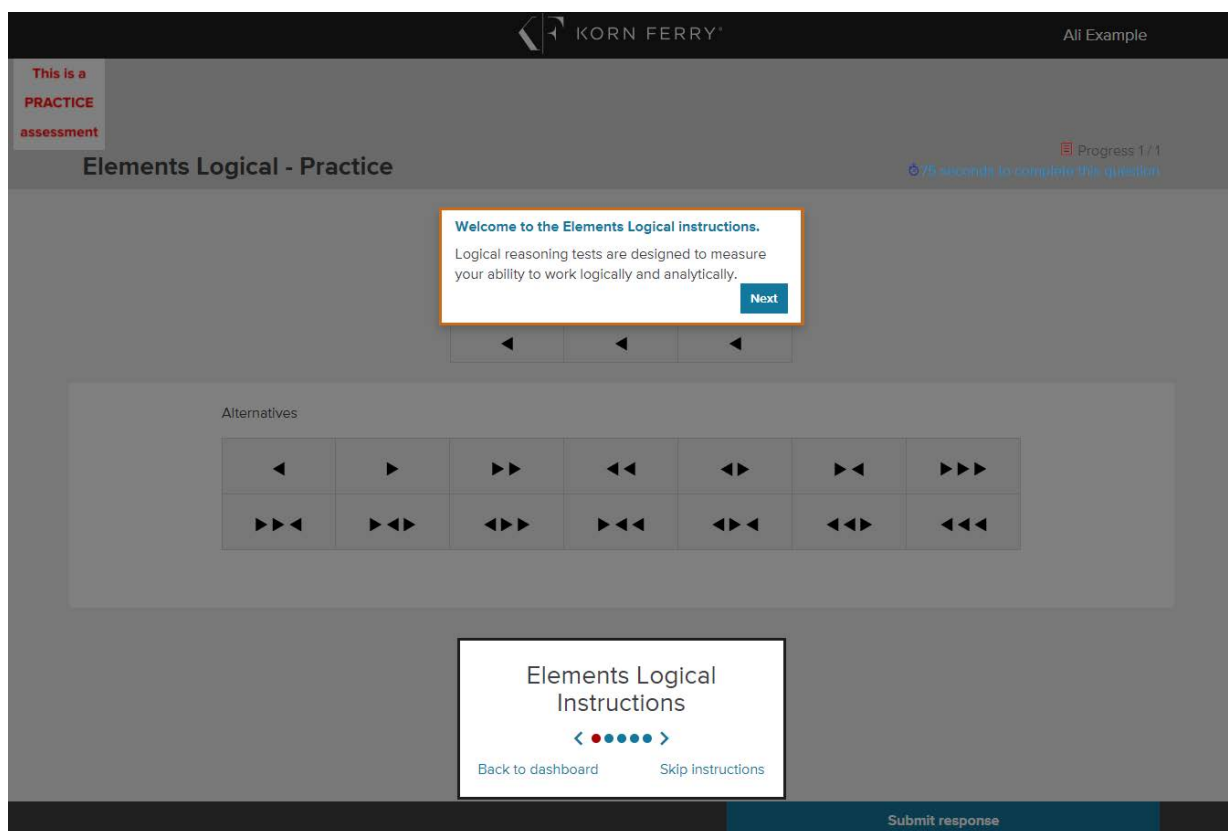
**Assessments to complete** Please tell us more about yourself above first

ASSESSMENT	TIME	STATUS	ACTION
 <b>Behavioral competencies</b> Assess your observable skills and behaviors needed to succeed in a role. You will be asked to rank statements according to how accurately they reflect your behaviors.	30 mins	Not Started	<a href="#">Begin</a>
 <b>Numerical ability</b>   Measure your ability to analyze statistical data. You will be presented with various sets of figures and asked to make a number of decisions based upon your understanding of the data.	16 mins	Not Started	<a href="#">Begin</a>
 <b>Verbal ability</b> Measure your ability to understand and interpret written, business-related information. This is an easy-to-follow assessment that asks you to make decisions based upon the scenarios you are presented with.	16 mins	Not Started	<a href="#">Begin</a>

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## Logic reasoning

These are designed to test your ability to analyze abstract information and apply this in determining outcomes and patterns. Logical reasoning ability is important for a variety of roles requiring complex problem solving.



This is a **PRACTICE** assessment

**Elements Logical - Practice**

Progress 1 / 1  
0:75 seconds to complete this question

Welcome to the Elements Logical instructions.  
Logical reasoning tests are designed to measure your ability to work logically and analytically.

Next

Alternatives

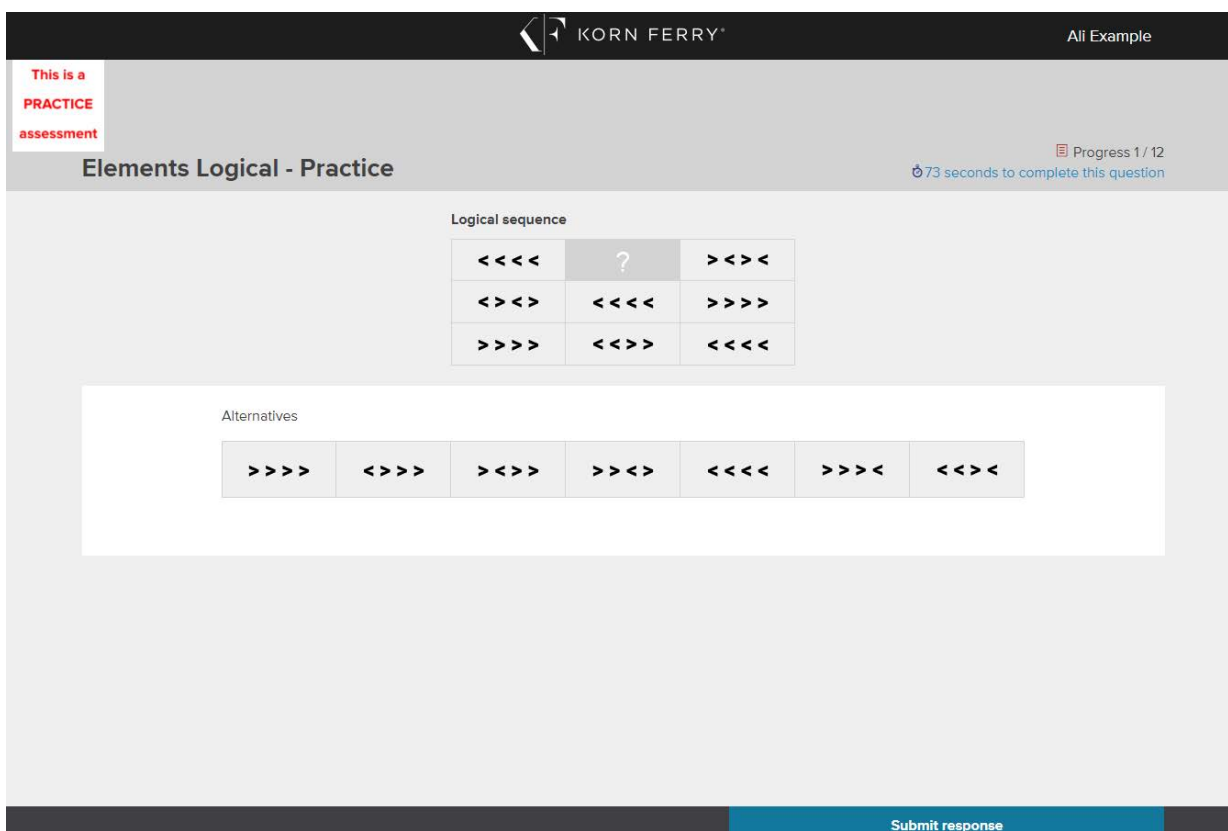
◀	▶	▶▶	◀◀	◀▶	▶◀	▶▶▶
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Elements Logical Instructions

< ● ● ● ● ● >

Back to dashboard Skip instructions

Submit response



This is a **PRACTICE** assessment

**Elements Logical - Practice**

Progress 1 / 12  
0:73 seconds to complete this question

Logical sequence

<<<<	?	><<<
<><>	<<<<	>>>>
>>>>	<<>>	<<<<


Alternatives

>>>>	<<>>	><<>	><<>	<<<<	>>><	<<><
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Submit response

## Numerical reasoning

These are designed to measure your ability to analyze and draw inferences from numerical information and data. Numerical reasoning ability is important for a variety of roles where working with data is key.

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All Example

Progress 1 / 3

90 seconds to complete this question

### Elements Numerical

Cell phone rates

Monthly charges	Free calls	Call costs
Contract name	(\$)	(hours per month)
Basic	15.00	3
Premium	35.00	15

Call costs are in \$ per hour.  
Free calls apply only to calls made at standard hours  
Discount hours are week-ends and 6.00 p.m. - 6.00 a.m.

**Welcome to the Elements Numerical instructions.**

Numerical reasoning tests are designed to assess how well you understand and interpret statistical information.

The test consists of 12 questions which you have to answer on the basis of Information presented in tables.

These instructions will lead you through sample pages of the assessment, and explain what you should do at each stage.

[Next](#)

Submit response

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All Example

This is a PRACTICE assessment

### Elements Numerical - Practice

Month's sales of Internet and cable TV packages

	Platinum	Executive	Premium	Diamond	Silver
North	4,630	3,765	6,100	6,125	6,300
North-East	8,965	8,600	3,765	4,765	6,100
East	6,725	6,000	5,450	5,700	6,730
South-East	8,700	6,120	6,760	6,800	6,325
South	6,800	8,760	4,900	3,630	3,500
South-West	3,775	6,265	5,070	5,300	3,700
West	8,600	8,965	6,125	5,450	7,500
Monthly Cost (£)	45	60	30	40	25
Contract Length (months)	24	12	12	6	24

In which region was the second highest total number of Platinum, Executive and Premium packages sold (over the previous month)?

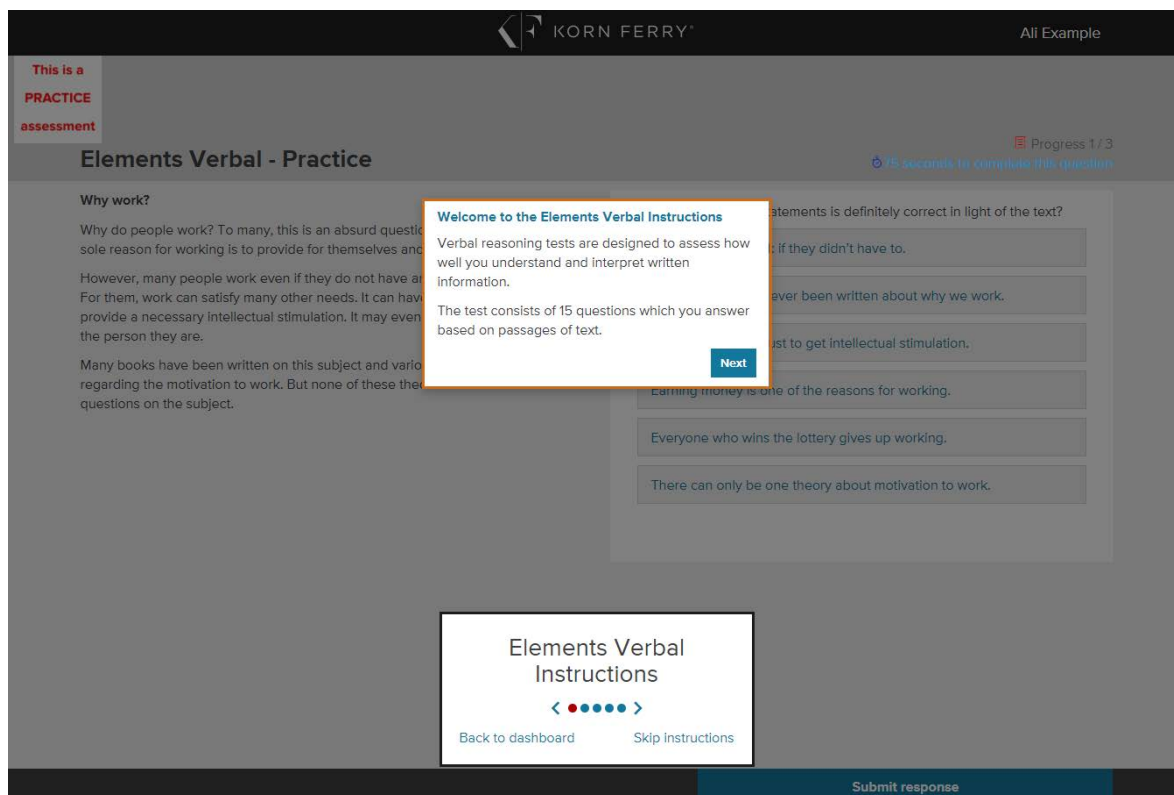
Once you have selected your answer(s), please press 'Submit response'.

Select correct (or nearest) answer.

Submit response

## Verbal reasoning

These are designed to measure your ability to interpret verbal information and reach correct conclusions. Verbal reasoning is important for any work involving the communication of ideas or the understanding of written information. It can also be important for work requiring analytical thinking.



This is a **PRACTICE** assessment

**Elements Verbal - Practice**

Progress 1 / 3  
0 / 15 seconds to complete this question

**Why work?**

Why do people work? To many, this is an absurd question. The sole reason for working is to provide for themselves and their families. However, many people work even if they do not have a family. For them, work can satisfy many other needs. It can have a social purpose, provide a necessary intellectual stimulation. It may even be a way of life. Many books have been written on this subject and various theories have been put forward regarding the motivation to work. But none of these theories has been able to answer the questions on the subject.

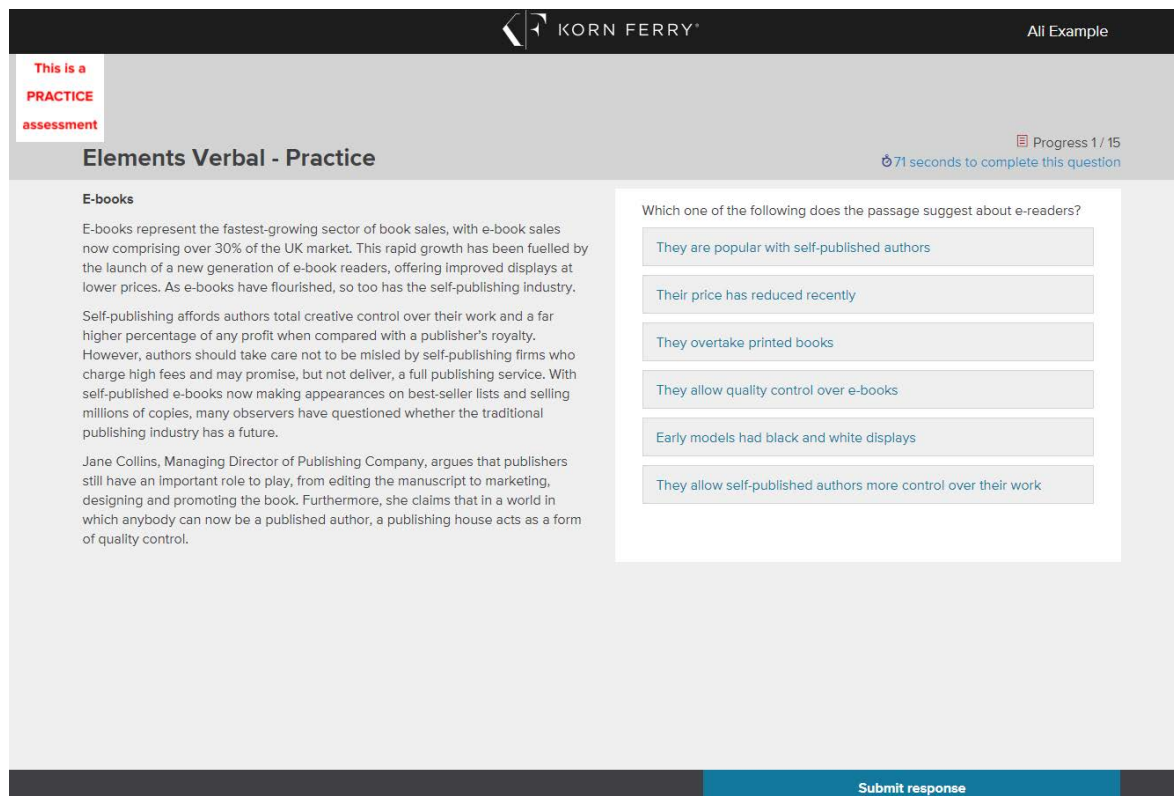
**Welcome to the Elements Verbal Instructions**

Verbal reasoning tests are designed to assess how well you understand and interpret written information.

The test consists of 15 questions which you answer based on passages of text.

Next

Submit response



This is a **PRACTICE** assessment

**Elements Verbal - Practice**

Progress 1 / 15  
0 / 71 seconds to complete this question

**E-books**

E-books represent the fastest-growing sector of book sales, with e-book sales now comprising over 30% of the UK market. This rapid growth has been fuelled by the launch of a new generation of e-book readers, offering improved displays at lower prices. As e-books have flourished, so too has the self-publishing industry.

Self-publishing affords authors total creative control over their work and a far higher percentage of any profit when compared with a publisher's royalty. However, authors should take care not to be misled by self-publishing firms who charge high fees and may promise, but not deliver, a full publishing service. With self-published e-books now making appearances on best-seller lists and selling millions of copies, many observers have questioned whether the traditional publishing industry has a future.

Jane Collins, Managing Director of Publishing Company, argues that publishers still have an important role to play, from editing the manuscript to marketing, designing and promoting the book. Furthermore, she claims that in a world in which anybody can now be a published author, a publishing house acts as a form of quality control.

Which one of the following does the passage suggest about e-readers?

- They are popular with self-published authors
- Their price has reduced recently
- They overtake printed books
- They allow quality control over e-books
- Early models had black and white displays
- They allow self-published authors more control over their work

Submit response