



Psychometric Profiling  
in Selection and  
Team Building

## What is psychometric profiling?

Psychometric Profiling can provide an additional source of information to help recruiters with their selection decision and leaders with building an effective team. A profile report will summarise and integrate the results of a range of behaviour-based psychometric instruments that have been carefully chosen to reflect the requirements of the job.

## What are the benefits for recruiters?

- It can help a Panel, faced with a short list of strong candidates, to make the right decision by shedding further light on behavioural aspects of the candidates that would not automatically reveal themselves in an interview.
- It will enable recruiters to consider candidates preferences against the requirements of the job. For example, if tough decisions will be required in the short term which will affect people, which candidate would be best suited? Which candidate would be most comfortable with building a vision for the future of the school, and winning support for it?
- How will candidates fit in with the existing team? For example, are there already several people in the team who prefer long range planning to sorting out today's issues? Would more spontaneity be useful?

## What are the benefits for school leaders?

Building a successful team can be of crucial importance to any leader because the synergy it can create can transform effectiveness.

- A psychometric profile report on a team can highlight where there are gaps and overlaps, e.g. is there an adequate representation of people who are detail conscious? Are there too many planners? How will members of the team relate to the leader's profile?
- How can the team capitalise on individual differences without these becoming dysfunctional?
- What is the best range of preferences to generate synergy? Is the team essentially working with the status quo, or change orientated?

## What is covered?

There is a huge range of tests and other instruments currently available. For senior management, a typical profile would measure such factors as:

- Extraversion and introversion
- Comfort with detailed data and use of the broad picture
- Focus on people and orientation to policies and procedures
- Capacity for spontaneity and effective planning
- Team working style
- Leadership style
- Responsiveness to change
- The preferred type of boss

Other factors can be tested if there are particular requirements in the job.

AMC currently uses Myers Briggs, a range of tests from Psytech International, including 15FQ, VMI and Occupational Interest Profile, plus Thomas International PPA. However, other tests can be provided where necessary.

### **How can I be sure the Profiles are reliable?**

Tests should be accredited by the British Psychological Society (BPS) which will ensure they are both reliable (i.e. they will arrive at the same conclusion each time the test is administered) and valid (i.e. they actually measure what they purport to measure).

Tests should also only be administered by people who are qualified by the BPS. AMC only uses well established and validated tests from reputable suppliers. David Pullinger, an AMC Director and Associate who works in this area, has been using tests for 15 years, and is qualified by the British Psychological Society to administer tests.

### **What is the process?**

Test administration can be carried out online, so AMC will provide participants with a link to the questionnaires with instructions for their use. AMC will then get a report from which a bespoke profile can be written. For recruitment purposes, this will be available to the Panel to supplement the information from interviews and other sources. All participants can receive feedback on the profile that went to the Panel, and any actions that may improve their chances in subsequent applications. In team building, a meeting is usually preferable for feedback.

If you would like to find out more about how AMC can provide psychometric profiles to help you with selection and team building, please contact

Natasha Watson, our Recruitment Manager on 0203 427 5414  
or [natasha@anthonymillard.co.uk](mailto:natasha@anthonymillard.co.uk),

or David Pullinger, Director - Recruitment and Strategy,  
on [david@anthonymillard.co.uk](mailto:david@anthonymillard.co.uk)