



AWAIR

Stay Human, Go Digital

Measuring Human Personality in the Age of Digitalization

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Why Measuring Personality Matters

- **There is ample evidence that personality significantly impacts people's performance at work**
- **We must take the subject of personality in organizational context seriously**
- **Part of taking the subject seriously is taking personality measurement seriously**

Personality's Importance in Business



Insight into how we execute business strategies, and manage change, conflict and people.



Influences our effectiveness at leading people.

Underlies our behavior, actions, reactions, and interactions.



Information on individual and team strengths and blind spots, and organizational culture.



Personality Predicts

- Leadership effectiveness
- Leader personality predicts employee engagement
- CEO personality predicts firm performance
- Turnover
- Accident-proneness
- Performance across all major job families
- Leader derailment

When Can Personality Assessments Benefit Organizations?

1

Recruitment & Hiring

Selecting the best people for the right jobs

2

On-boarding

Getting employees up to speed and productive quickly

3

People, Leadership and Team Development

Improving the performance of individuals and teams

4

High Potential Programs

Identifying and managing high potentials

5

Succession Planning

Determining who can move into different roles in the organization

Who is Hogan Assessments?



- Founded in 1987 by Robert Hogan, professor of organizational psychology and former President of the APA
- Leader in providing **assessment-based solutions** for making better decisions about people
- Largest **research team** in the private sector, 40 years of independent research
- Excellent **peer reviews** by the main institutions in the field
- **7 millions adults assessed**
- **More than 1,000 validation studies**
- **Truly representative Global Norm**, based on 171,000 people from 180 countries, 46 languages

What do Hogan Assessments Measure?

Strengths



Bright Side
The HPI describes how individuals manage stress, interact with others, approach work tasks, and solve problems.

Values



Inside
The MVPI describes an individual's core values – the goals and interests that determine satisfaction and drive careers.

Risks



Dark Side
The HDS describes behaviors that emerge during times of stress, damaging relationships and derailing careers.

Digitalization of Personality Assessment

An Important Distinction

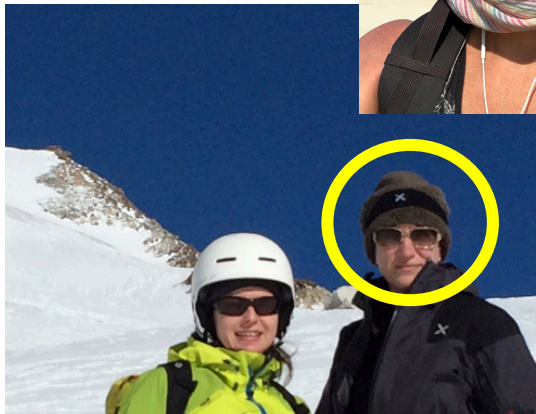
Digitization

The process of changing from analog to digital form, also known as digital enablement.

Digitalization

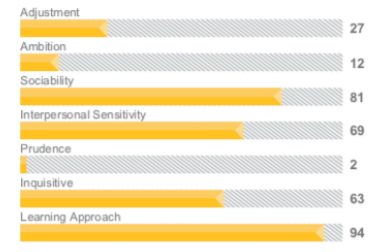
The use of digital technologies to change a business model and provide new revenue and value-producing opportunities.

An Example: Analog

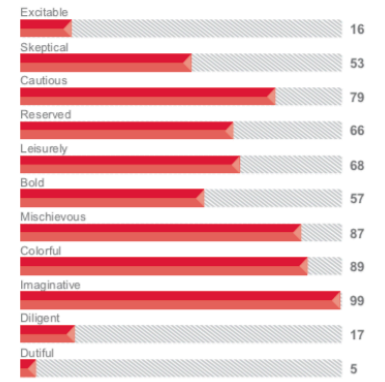


An Example: Digital

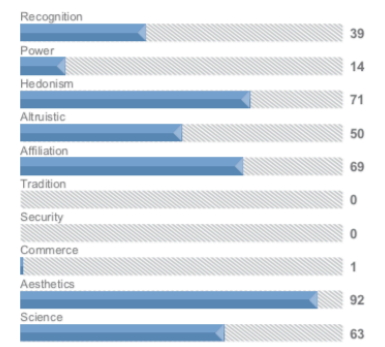
HPI



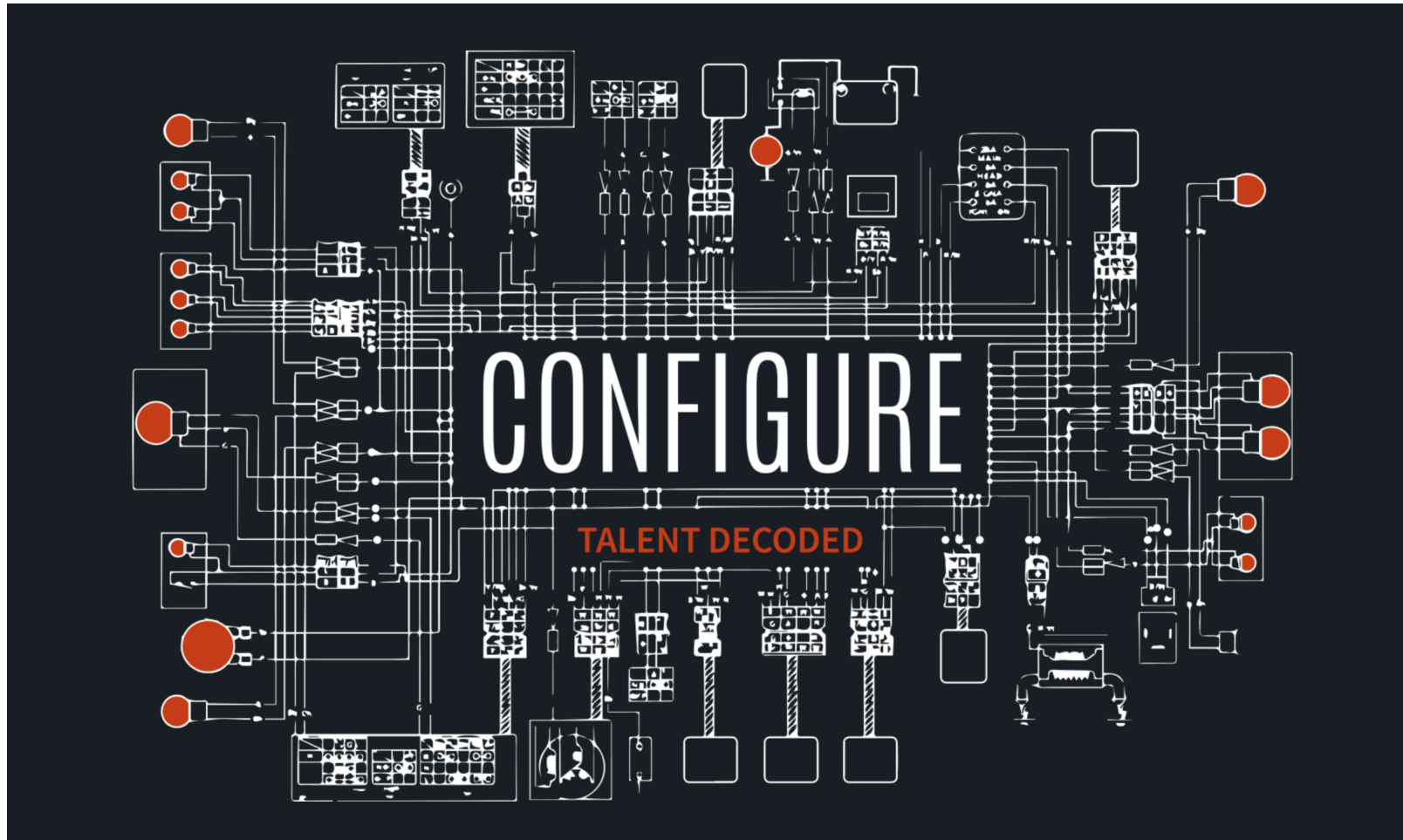
HDS



MVPI



Digitalization



What is Hogan Configure?

- A platform launched by Hogan in 2015 based on more than 250 studies from 2010 to 2015 (evidence-based predictive validity)
- Based on algorithms that translate bright and dark side results into competency scores
- Contains a dictionary of 62 competencies and 9 standard profiles for 9 job families (e.g. Sales, Technicians, Manager, Executive etc.)
- It allows easy customization of profiles

Application: Supporting Change

- The new CIO of a global fashion group was leading a major transformation of the ICT function from «service provider» to »strategic business partner» («digitalization» was one of the 4 core drivers of the corporate strategy)
- He had a group of 71 people in the headoffice, 51 individual contributors and 20 supervisors/managers
- He had already designed the new organization and wanted to know if he had internally the talent he needed to support the new structure or they need to hire new staff

Application: Supporting Change

- We used Configure to meet the need
- We created a project team with the CIO, two of his leadership team members, their HRBP and the Head of Talent Management
- The project team defined the success profiles for the key 8 roles (4 individual contributors, 1 supervisor, 3 managers)
- People completed the HPI and HDS online
- In less than 2 weeks the Talent grids were available

The Talent Grids

Name	ARCHITECTURE INTEGRATION	BUSINESS PARTNER	REGIONAL ICT MGR	FACTORY/T&C MGR	FACTORY/T&C SUPERVISOR	INTEGRATED SUPPORT MGR	media
Giuseppe Sabella	74	75	72	69	73	71	72
Alberto Visentin	68	67	72	69	71	63	68
Paolo De Min	68	73	67	66	61	68	67
Nestor Juncos	66	70	66	62	67	63	66
Nicola Fasolo	64	66	53	55	52	58	58
Fabio Pasqualetti	55	58	56	54	55	58	56
Mauro Vettore	54	55	55	59	53	59	56
Fabio Borghesan	49	48	50	54	47	56	51
Andrea Forni	51	47	48	43	54	45	48
Bruno Fontana	47	46	48	45	48	47	47
Davide Finco	47	44	47	41	49	49	46
Federico Lamberti	41	38	40	43	38	37	40
Giovanna Bassan	40	38	39	39	41	34	39
Nicoletta Brandellero	37	37	40	36	40	32	37
Pellegrino Francesco	38	32	34	37	38	40	37
Andrea Veronese	35	31	33	37	36	36	35
Flavio Monticello	30	29	36	30	38	34	33
Antonio Tognato	32	29	32	31	38	31	32
Filippo Lunardi	24	19	29	26	32	31	27
Enrico Piazza	24	21	27	24	27	19	24

Name	ICT SPECIALIST	ICT SUPPORT SPECIALIST	media
Paolo Macchinetti	66	70	68
Nicola Dal Bosco	67	72	70
Bau Luciano	64	69	67
Massimo Zuin	61	64	63
Mauro Mezzaro	60	66	63
Girolamo Petucco	52	63	58
Matteo Martini	58	60	59
Andrea Tadiotto	58	56	57
Michela Ongaro	53	56	55
Moreno Garziera	50	60	55
Elio Dal Maso	49	54	52
Franco Grazio	52	56	54
Francesco Fanelli	50	55	53
Giulia Thiella	53	51	52
Mauro Apolloni	55	49	52
Adolfo Parazzi	52	53	53
Michele Cartelan	48	49	49
Igor Bau	52	46	49
Francesco Puglisi	48	45	47
Maria Ida Fietta	46	52	49
Elisabetta Pellizzari	50	47	49
Anna Grotto	42	53	48
Riccardo Ballan	43	44	44
Siro Giroto	41	57	49
Carlo Tisato	47	47	47
Valeria Costa	38	51	45
Piergiorgio Molinaro	44	36	40
Valeria Molin	40	38	39
Daniel Perticato	44	39	42
Alberto Tonini	36	36	36
Alessandro Guidi	42	37	40
Andrea Ferrazzi	38	35	37
Fabio Calabrò	35	36	36
Liliana Saracino	43	43	43
Mauro Manolli	34	39	37
Alessandra Zolin	42	32	37
Luca Nicoli	36	31	34
Francesco Zattarin	32	31	32
Andrea Folco	39	28	34
Riccardo Berto	33	30	32
Paolo Gigante	30	29	30
Michele Limberto	31	38	35
Giovanni Caruso	32	32	32
Claudio Bellon	24	32	28
Francesco De Vito	30	27	29
Gianluca Brundu	27	20	24
Piero Rossato	27	22	25
Marco Borgatello	26	24	25
Nicola Carraro	26	22	24
Natan Sanson	22	25	24
Enrico Bussi	19	19	19

Application: Supporting Change

- Thanks to Configure, they identified **15** people who had potential to move to a more complex role
- After motivational interviews, **11** actually changed job
- Group feedback sessions were held, where people could analyze their Hogan reports, share feedback and build a development plan, with specific actions
- The feedback from the organization was:
 - Dramatically reduced need for external hires
 - Increased knowledge about talent pool
 - Improved people engagement



Gamification in Personality Assessment

Gamification

Dictionary

gamification



gamification

/ˌɡeɪmɪfɪˈkeɪʃ(ə)n/

noun

the application of typical elements of game playing (e.g. point scoring, competition with others, rules of play) to other areas of activity, typically as an online marketing technique to encourage engagement with a product or service.

"gamification is exciting because it promises to make the hard stuff in life fun"

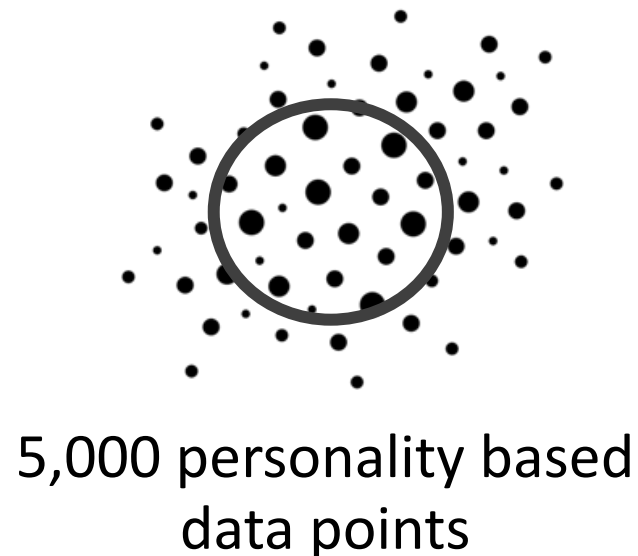


Arctic Shores

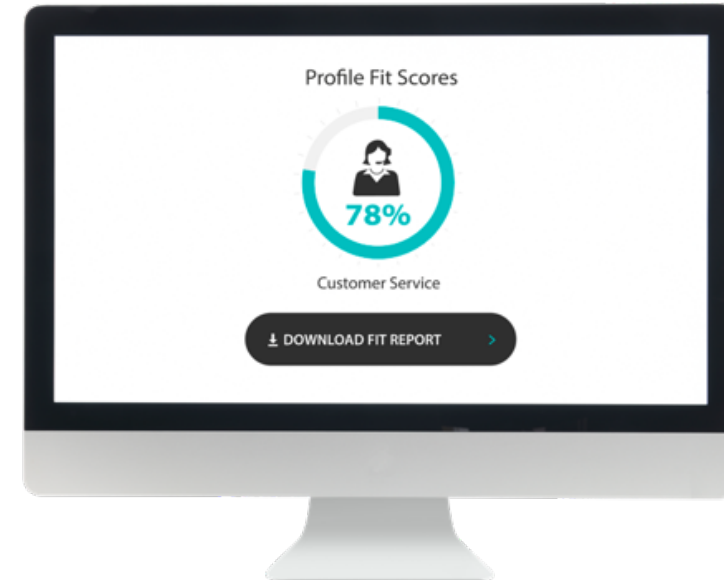
- **Founded in 2014 by Robert Newry, political scientist and MBA**
- **The team is formed by psychologists, game designer and software developers**
- **In 4 years over 300,000 candidates in over 100 countries with over 100 organizations**
- **Registration by BPS is under way – it will be the first GBA to be registered**

How Arctic Shores GBA Measures Personality

Arctic Shores' game-based assessment measure micro-behaviors related to personality traits which are elicited by cognitive and decision-making tasks used in psychological and neuroscientific research



Fit Score algorithm



An Example: Risk Propensity



- The task: gaining money by inflating the balloons as much as possible
- The problem: the balloons explode unpredictably
- What the task measures: to what extent the candidate is reward seeking or risk avoidant

Benefits of Game Based Assessments

- **Enhanced employer branding**
- **Reported higher candidate engagement**
- **No adverse impact (discrimination)**

Application: Siemens

- Replaced traditional psychometrics with GBA
- Defined a FIT profile (required levels of personality traits and cognitive ability)



ARCTIC SHORES

Profile Report created for:

George Clooney

Date of assessment: Oct 27, 2016



Aptitude Requirement



Percentile Fit



	Behavioural Indicators	Trait Potential (sten)	Behavioural Indicators
Cognition	Tends to be more forgetful and can struggle to follow instructions. Copes less well with tasks that involve heavy analysis.	Processing Capacity 1 2 3 4 5 6 7 8 9 10	Has a great memory and follows instructions well. Copes very well with tasks involving heavy analysis.
	Weaker time management skills, prioritises workload less diligently, find its hard to adjust to unforeseen circumstances.	Executive Functioning 1 2 3 4 5 6 7 8 9 10	Stronger time management skills, prioritises workload more diligently, adjusts well to unforeseen circumstances.
	Slower learner and tends to apply learning less accurately.	Learning Agility 1 2 3 4 5 6 7 8 9 10	Faster learner and tends to accurately apply new learning first time.
	Less vigilant and tends to take longer to complete tasks.	Processing Speed 1 2 3 4 5 6 7 8 9 10	Highly vigilant and tends to complete tasks quickly.
	Less productive and more distractible. Finds it hard to suppress impulses and is more likely to interrupt others.	Attention Control 1 2 3 4 5 6 7 8 9 10	Maintains focus well in busy environments, can accurately process large amounts of data and switch between tasks with little drop in productivity.
Interpersonal Style	More reserved and less assertive. Projects less obvious social cues. Feels more nervous before important occasions.	Social Confidence 1 2 3 4 5 6 7 8 9 10	More assured, influential and assertive. Projects more obvious social cues. Feels less nervous before important occasions.
	Prefers to work alone, networks less.	Affiliation 1 2 3 4 5 6 7 8 9 10	Enjoys working with others, networks more.
Delivering Results	Recovers slower from set-backs and is unlikely to cope well with adverse circumstances.	Resilience 1 2 3 4 5 6 7 8 9 10	Recovers faster from set-backs and steps-up in challenging situations.
	More likely to make errors under pressure, prefers a slower-paced environment.	Performance Under Pressure 1 2 3 4 5 6 7 8 9 10	Remains accurate under pressure, copes with heavy workloads well, can work to strict targets.
		Persistence 1 2 3 4 5 6 7 8 9 10	More likely to see difficult work through to completion. Less prone to procrastination, more prone to perfectionism. More reluctant to delegate.
		Risk Appetite 1 2 3 4 5 6 7 8 9 10	More comfortable taking risks. Less cautious when making decisions, prefers to focus on potential opportunities and gains when evaluating.
		Managing Uncertainty 1 2 3 4 5 6 7 8 9 10	More tolerant of ambiguity and appreciative of multiple perspectives. Prefers to delay judgment until they have the full set of facts. More open to change, sees rules as flexible.
	Innovation Potential 1 2 3 4 5 6 7 8 9 10	More likely to challenge perspectives and generate practical ideas. Prefers autonomy, conforms less.	
	Verbal Reasoning percentile 30th 50th X Requirement not met	Strong ability to comprehend, analyse and draw accurate conclusions from written information. Likely to have exceptional written and verbal communication skills.	
	Numeracy percentile 30th 50th X Requirement not met	Highly confident and effective when working with numbers. Skilled with complex data.	
	Abstract Reasoning percentile 30th 50th ✓ Requirement met	Highly skilled at simultaneously considering multiple moving parts to a problem and putting them together to see the bigger picture.	

Application: Siemens

- **Results:**
 - **90% positive candidate feedback**
 - **100% increase in female hires**
 - **60% increase in efficiency**
 - **34% cost reduction**