

FIT and Staff Recruitment

Finding the right staff can be both expensive and very time-consuming. Being able to select the best candidate for a job is invaluable to a company: the result is a more effective and able employee who provides better quality work, better productivity and greater potential overall. Psychological testing in recruitment is an area which has seen tremendous growth and progress in recent years. Psychometric testing of competence and abilities, or personality tests, are often used in the belief that they can facilitate recruitment. Some companies, for example, select against an 'ideal' profile of personality traits in the mistaken belief that there is one mix of traits that is best for high performance: the world is just not that simple, nor job demands so fixed! According to Professor Fletcher it makes little sense for a company to select staff with psychometric tests that measure relatively fixed factors such as personality traits. His view is that the context of business is always changing and an assessment of flexibility and cognitive strengths is required for good selection. The FIT Profiler measures these key aspects – the inner thought processes that are the essential building blocks of decision making and the outer behavioural flexibility necessary to do the right thing.

In the following study the role of FIT as a recruitment tool was tested, and compared to one common kind of psychometric measure - the General Mental Ability – Verbal (GMA-V). The FIT Profiler was used as a means of predicting who would be likely to succeed at interview, and at the job. This was assessed by following a group of job candidates for a multi-national F100 company based in London.

Participants

A total of 65 applicants took part in this assessment who had all applied to join the company for a series of jobs. These were candidates who had already successfully completed the preliminary stages of job selection, based on information from their CVs and previous work experience profiles. They were all applicants who were short-listed for interview according to the normal practices of the company.

Procedure

Prior to face-to-face interviews, all candidates were required to complete both the General Mental Ability-Verbal (GMA-V) test and The FIT Profiler. Following the initial interviews 27 candidates were recalled for a second interview.

Outcomes

The FIT scores of the candidates, both successful and unsuccessful at being asked back for a second interview, were analysed and these are shown in Table 1 below.

Table 1: FIT scores of candidates

Measure	Successful	Unsuccessful
Overall FITness	236	156
FIT Integrity (Inner FIT)	73.5	69.4
Behavioural Flexibility (Outer FIT)	42.5	32.2

The differences between successful and unsuccessful candidates were clearly indicated by their FIT Profile scores. Moreover these findings exceeded the differences indicated by the GMA-V. The overall FITness scores of successful candidates were 52% higher than unsuccessful candidates. When analysed more closely, successful candidates had FIT Integrity scores that were 6% higher and Behavioural Flexibility scores 32% higher than unsuccessful candidates.

Conclusions

There were two main findings from this study. Firstly, FIT Scores are powerful, and more discriminatory than the GMA-V, at predicting capability and the likelihood of being successful at interview. The FIT Profiler is likely to be a useful selection tool, prior to interview. Importantly it seems to discriminate between candidates on criteria that interviewers use (perhaps without knowing it).

Secondly, the scores suggest that even the successful candidates had massive extra potential. The FIT scores of even the successful candidates were all well below maximum (in fact the average successful candidate was using less than 25% of their FIT capacity overall). Our previous research demonstrates that FITness can be improved (unlike personality, perhaps), which makes it a selection tool that dovetails in with training and personal development needs too. Most tools used in selection do not have this benefit.

The role of The FIT Profiler in recruitment and selection is clear. It not only identifies applicants who are likely to be successful at interview, saving time and expense, but it also provides a baseline on which to build and to further personal development.