

# LaunchPad

psychometric assessment system

An overview

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# LAUNCHPAD OVERVIEW

LaunchPad is an 'expert' multi-functional tool, utilising the most comprehensive psychometric assessment system available today. Featuring ten integrated instruments, LaunchPad looks for patterns and themes across all 38 dimensions to deliver analysis and expert interpretation that is both broad and deep.

LaunchPad is most commonly used by organisations for:

- HR planning
- Recruitment and selection
- Management and staff development
- Role profiling
- Succession planning
- Performance management
- Team analysis, selection and development
- Talent identification in management

## LaunchPad's outstanding value proposition

### **Upgrades annually**

LaunchPad's commitment to development means that our clients receive annual updates. These are provided to end-users at no additional cost.

### **Software support**

Unlimited telephone and e-mail support.

### **Software manuals**

LaunchPad manuals are provided either on disk or can be downloaded from the website.

### **Training**

LaunchPad users receive intensive training over three days. Training is provided for groups of up to eight participants.

### **Customised norm sets**

LaunchPad enables users to construct their own norm sets.

# THE FEATURES AND FUNCTIONS OF LAUNCHPAD

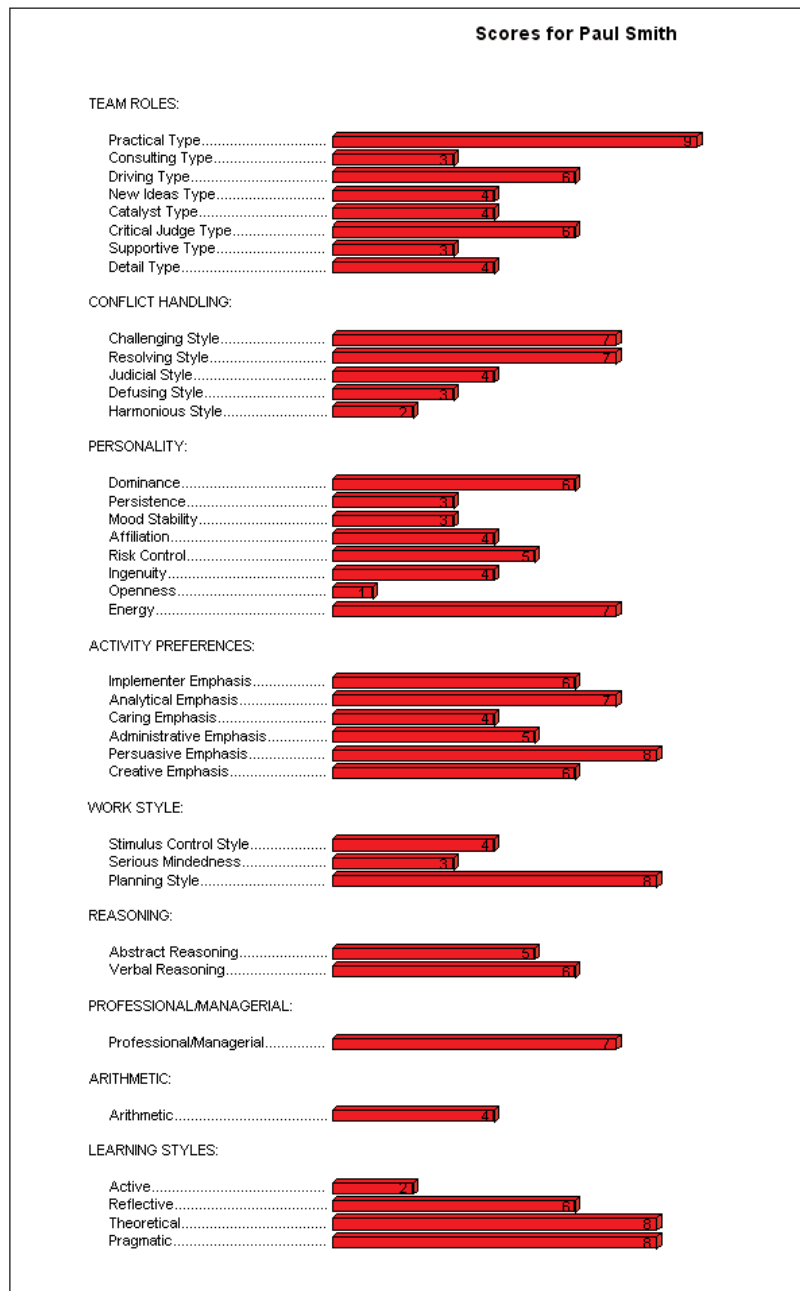
## i. Individual assessment and feedback

### Ten assessment instruments

LaunchPad includes ten assessment instruments as an integrated battery. For an explanation of the assessment instruments refer to Appendix 1. The questionnaires are presented and completed on the computer.

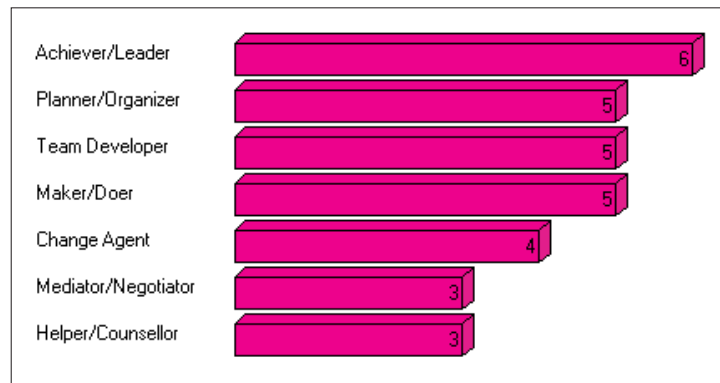
### Two summary scoring graphs

LaunchPad provides a single-page scoring sheet that summarises respondents' scores for each of the 38 dimensions assessed using a stanine scale. These are referred to as *first order scores*. (See below.)



# THE FEATURES AND FUNCTIONS OF LAUNCHPAD (CONT.)

LaunchPad also provides an additional, or *second order scoring system*, which categorises the respondent's results under seven headings derived from commonly occurring 'clusters' of preferences identified in the business population using the statistical technique of factor analysis. These headings are: achiever-leader, planner-organiser, maker-doer, mediator-negotiator, helper-counsellor, team developer and change agent. (See below.)



## Detecting inconsistencies

When reviewing respondents' results, LaunchPad will highlight any apparent 'unusual combinations' of scores across the LaunchPad battery. These may reflect gaps in self-awareness, complexity of motivation or even inner conflict, and can provide powerful leads for further investigation in interview.

## LaunchPad customised text reports

### Capsule summary

This report provides a 'bullet point' summary of the candidate's/employee's main qualities, and is invaluable in recruitment and selection interviews, reviews for promotion, appraisals, management succession planning and team building.

### Broad picture

This report expands the outline provided in the capsule summary report with more detail. This report can be used in any recruitment or development activity and its 'complete' nature allows for meaningful and actionable feedback for the candidate or employee. The text is rich in detail and nuance because it is derived from results cross-referenced across the battery.

### Development

This report provides details concerning the 'gaps' that could provide development opportunities for the candidate or employee. It has been designed to focus on those activities that will assist employees to be more effective and productive in the context of team-working, handling conflict, work style and personality at work.

### Filter

This report focuses on specific issues and identifies how a candidate or employee manages tasks, handles people, solves problems, and whether their orientation is marked by any preference towards either specialist functional roles or more general managerial roles.

### Occupational preferences

This report provides a comprehensive record of the respondent's employment preferences in terms of types of work activity. This gives insight into their sources of job satisfaction and their match with various types of role.

### Gender specific, second and third person reports

All reports are gender specific and can be changed from second to third person in preparation for the candidate/employee, or for internal stakeholders.

# THE FEATURES AND FUNCTIONS OF LAUNCHPAD (CONT.)

## Adding biographical data

LaunchPad provides an edit function that enables end-users to add their own biographical data to the report.

## Database search function

LaunchPad comes with a database search function that enables end-users to identify specific candidates/employees with the required attributes. The search can be based on single or multiple dimensions. LaunchPad's database can accommodate up to 20,000 candidate files.

## In-built help desk function

LaunchPad comes with an in-built help desk function that provides instantly accessible dimension definitions and score interpretations.

## Question bank for interviewing

LaunchPad provides a comprehensive behavioural interview question compendium complete with probe questions. This is most useful for line managers who may need assistance in preparing questions for a selection interview.

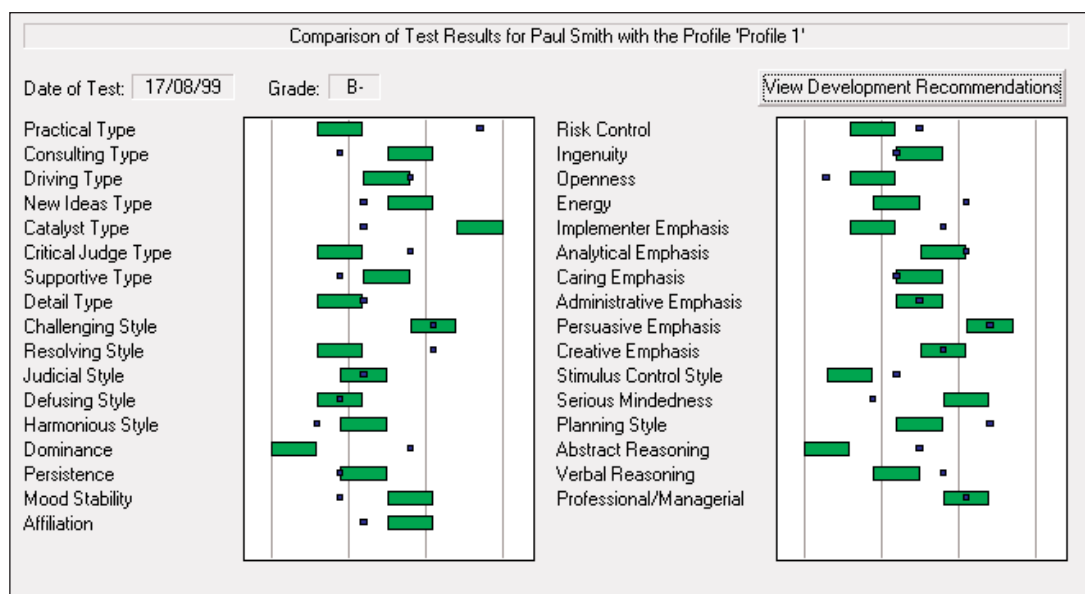
## ii. Role profiling

### Construct role profiles

- The ability to construct your own tailored job profiles from up to 33 dimensions and to provide weightings for each dimension.
- Automatic on-screen validation of the constructed job profile to ensure that it is realistic.
- Options for end-users to construct job profiles using the interactive on-screen function or via paper-based templates.

### Establish 'best fit' candidates

LaunchPad enables users to compare candidates' results against a job profile and provides a graded assessment against each dimension and an assessment against the entire job profile. Best fit is graded from A+ to F- (for example).



# THE FEATURES AND FUNCTIONS OF LAUNCHPAD (CONT.)

## **Group selection function and best fit**

For group recruitment activities, such as graduate intakes or to evaluate a number of candidates against each other and the job profile, LaunchPad identifies a 'graded best fit list' of candidates.

## **Creating job profiles from the results of top performers**

LaunchPad enables you to create a job profile from the results of a single result set or from a group of 'high performers'. This profile can then be used to assess future candidates or employees.

## **Succession plans**

LaunchPad supports succession planning by enabling individuals to be assessed against multiple job profiles and identifying the development priorities for an individual against each job profile.

## **Development reports**

LaunchPad will highlight customised development activities to bridge the gap between candidates' skills and the requirements of a specific role. This report identifies the activities that can be undertaken as well as identifying those dimensions that will most readily respond to development initiatives.

## **Importing and exporting job profiles**

LaunchPad enables users to import and export profiles enabling knowledge to be shared.

## **iii. Norm sets and team building**

### **Company specific norm sets**

LaunchPad enables end-users with 60 or more employees to construct customised norm sets for their entire staffing complement and to use these for all future assessment purposes. This permits assessments to be more context-specific.

### **Job role norm sets**

LaunchPad will enable end-users to produce job role norm sets for any nominated job role or designation (eg managers).

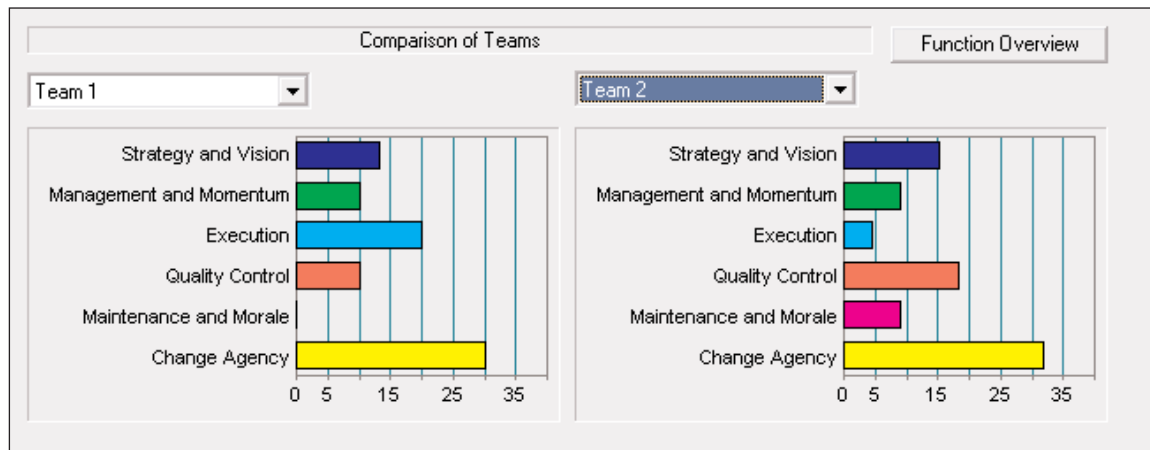
### **Assessment and report writing – group function**

- LaunchPad provides a comprehensive assessment function enabling end-users to identify the significant differences between groups of individuals (eg. between high and low performing sales teams) on 38 dimensions.
- LaunchPad provides an easy to use report-writer function which enables users to summarise the penetrating insight and data that is provided.

### **Construct and analyse teams – the team function**

- LaunchPad enables end-users to construct and analyse any functional teams using LaunchPad's 38 dimensions.
- LaunchPad enables end-users to compare the 'make up' or dimensions of teams. (See next page.)

## THE FEATURES AND FUNCTIONS OF LAUNCHPAD (CONT.)



### Create team profiles for specific projects

LaunchPad enables end-users to create team profiles. This functionality is particularly useful when defining the needs of a key business project to be undertaken by a selection of staff.

### Selecting staff who best fit the team profile

LaunchPad will search the database and identify a team of people whose style and preferences will 'best fit' the team profile that you develop. Should any dimension of the team 'fall short' of the profile, LaunchPad will nominate additional staff on a secondary search to bridge the gap identified in the profile.

### Compare team and individual team members

LaunchPad has the ability to compare teams from different parts of the business and allows comparison of individual team members on all the 38 dimensions of LaunchPad.

# APPENDIX 1: ASSESSMENT INSTRUMENTS

The following summary explains which dimensions are assessed per instrument and provides a brief description of the pedigree and background to those assessment instruments.

ASSESSMENT	BACKGROUND
<p><b>Team roles</b></p> <ul style="list-style-type: none"> <li>• Practical type</li> <li>• Consulting type</li> <li>• Driving type</li> <li>• New ideas type</li> <li>• Catalyst type</li> <li>• Critical judge type</li> <li>• Supportive type</li> <li>• Detail type</li> </ul>	<p>Based on the work of Belbin, the team roles assessment is an important tool because:</p> <ul style="list-style-type: none"> <li>• It puts the person in the context of the team so the evaluation is in terms of working with others</li> <li>• People moving into new teams may have a change in self-perception which the system can assess</li> <li>• Learning influences an individual's scoring over time. The team scores can be examined for changes brought about by development initiatives and as people gain maturity in their teamwork.</li> </ul>
<p><b>Conflict handling</b></p> <ul style="list-style-type: none"> <li>• Challenging style</li> <li>• Resolving style</li> <li>• Judicial style</li> <li>• Defusing style</li> <li>• Harmonious style</li> </ul>	<p>Based on the work of Thomas and Kilman, the conflict handling assessment can be seen as a counterpart to the team roles. The team roles is presented in a non-threatening environment whereas the conflict handling explores reactions to conflict, especially the individual's fall-back modes when dealing with conflicts and disagreements.</p>
<p><b>Personality</b></p> <ul style="list-style-type: none"> <li>• Dominance</li> <li>• Persistence</li> <li>• Mood stability</li> <li>• Affiliation</li> <li>• Risk control</li> <li>• Ingenuity</li> <li>• Openness</li> <li>• Energy</li> </ul>	<p>The personality assessment was originally based on the work of Gordon and has been modified to present the questions in a non-restrictive and simplified manner. The questionnaire is a measurement of personality traits as seen by the candidate.</p>

## APPENDIX 1: ASSESSMENT INSTRUMENTS (CONT.)

ASSESSMENT	BACKGROUND
<p><b>Activity preference</b></p> <ul style="list-style-type: none"> <li>• Implementer activities</li> <li>• Analytical activities</li> <li>• Caring activities</li> <li>• Administrative activities</li> <li>• Persuasive activities</li> <li>• Creative activities</li> </ul>	<p>Based on the work of Holland, the activity preference assessment records the individual's expressed preferences in relation to the six different types of activity which, in various permutations and configurations, form the basis of most jobs.</p>
<p><b>Work style</b></p> <ul style="list-style-type: none"> <li>• Stimulus control</li> <li>• Serious minded</li> <li>• Planning styles</li> </ul>	<p>This assessment is based on the work of Murgatroyd, Rushton, Apter &amp; Ray on Reversal Theory which holds that all displayed qualities of personality &amp; behaviour exist on a continuum and that most people occupy one end of the continuum for most of the time in their operating style. It recognises that when a person is under severe stress, a 'reversal' in that position may occur.</p>
<p><b>Reasoning</b></p> <ul style="list-style-type: none"> <li>• Verbal reasoning</li> <li>• Abstract reasoning</li> </ul>	<p>These timed assessments are based on the original American Alpha. The abstract reasoning test is a measure of the ability to follow complex directions (ie clear thinking). The verbal reasoning test is useful in predicting ability to pull essential themes out of complex written/spoken information. Both are difficult to complete so as to be effective across ranges of ability.</p>
<p><b>Learning styles</b></p> <ul style="list-style-type: none"> <li>• Active style</li> <li>• Reflective style</li> <li>• Theoretical style</li> <li>• Pragmatic style</li> </ul>	<p>Based on the work of Mumford &amp; Honey, the learning styles assessment provides important information about how an individual likes to address issues and assimilate information.</p>
<p><b>Professional/managerial</b></p>	<p>The professional/managerial style assessment is based on the work of Ghiselli who conducted in-depth longitudinal management studies. Exceptional managerial ability is not common, therefore high scores on this assessment are rare. Lower scores indicate a preference for a more particular skill area or professional expertise. Low scores do not imply a limit on the individual's potential but rather that progression is likely to be professionally bounded (eg an accountant to become finance director)</p>
<p><b>Arithmetic</b></p>	<p>The arithmetic assessment, by Illiffe, is a short, timed test, which assesses arithmetic reasoning and concepts.</p>

The system's reliance on well-proven questionnaires makes LaunchPad the most comprehensive assessment system.

## APPENDIX 2: THE BENEFITS OF LAUNCHPAD

<p><b>One integrated system</b></p>	<p>Integrates four HR processes:</p> <ol style="list-style-type: none"> <li>1 Management/staff development &amp; performance</li> <li>2 Recruitment and selection</li> <li>3 Succession planning</li> <li>4 Team selection and analysis</li> </ol>
<p><b>IT costs eliminated</b></p>	<p>No infrastructure maintenance costs, network alterations, or administration costs.</p>
<p><b>HR process cost reduction</b></p>	<p>Expenditure savings across the four processes of up to 60% (in terms of direct and indirect costs).</p> <p>* Figures based on existing international LaunchPad client base.</p>
<p><b>HR process re-design</b></p>	<p>Reduces process costs while improving the quality of the outputs available to HR.</p>
<p><b>Consistency across four processes</b></p>	<p>LaunchPad's use of normative data ensures that the high quality graphical and text outputs can be used in every HR application.</p>
<p><b>Graphical and text outputs</b></p>	<p>Provides interpretation and analysis for the line manager and collates the data in an easy to understand format. The level of insight provided by the outputs negates the need for third party involvement – that is, the system can be internalised.</p>
<p><b>Data encryption and password protection</b></p>	<p>Staff files cannot be breached as the system is password protected.</p>