

International Entrepreneurship Educator's Programme

Entrepreneurial Learning - Pedagogical Note Series

22. Use of Psychometric Tests

1. What is Use of Psychometric Tests?

A psychometric test is a way of assessing a person's ability or personality in a measured and structured way. There are 3 main types of tests: ability, personality and interest (although both personality and interest tests are more like psychometric questionnaires). Tests are frequently used by employers to help them in their recruitment process and are often used by careers advisors.

It is common also for graduate employers to use psychometric tests as part of their selection process. They are used to sift out large number of applicants at an early stage and so save employers both time and money. A psychometric test can be used in Entrepreneurship programmes as a basis for encouraging reflection and learning about the relevance of personal attributes to enterprise development.

Personality questionnaires are used to determine how people are likely to behave under various conditions. There are no right or wrong answers, and the questionnaires are usually completed in your own time. The best way to approach these questionnaires is to answer them as honestly and straightforwardly as you can. Personality questionnaires can also be used as self-assessment tools to help you understand your preferences and how these relate to your strengths and possible areas for development

2. How is the exercise constructed?

The test can be administered online or with paper and pencil. The test can be handed out prior to a session and scoring can be self administered . The facilitator can use the results in a number of ways:

- to personalize learning
- to explore the underlying concepts and their validity and relationship to entrepreneurship development.
- to encourage participants to explore their personal reaction to results with peers and critique the test and concepts accordingly
- to explore the relevance of the concepts to wider issues of developing an enterprise culture in society. For example, how do bankers, local government officials among other stakeholders score on entrepreneurship psychometric tests and what are the implications for the development of the enterprise culture in society.

The key concepts can be put before participants and debate encouraged.

3. Relevance to Entrepreneurial Learning

Psychometric tests are particularly valuable for use with large groups where it is difficult to encourage small group discussion. Participants, for example, can discuss the results with the person sitting next to them. The reflections facilitated by the use of such tests lie at the heart of personalisation of learning.

4. Outcomes

Key outcomes include;

- understanding of the limitations of psychometric tests
- the personalization of, and reflection upon, key aspects of entrepreneurial attributes
- personal reappraisal of the desirability of pursuing an entrepreneurial career

Example Use of the Durham University General Enterprising Tendency (GET) Test

Introduction

The test has been designed to bring together and measure a number of personal 'tendencies' commonly associated with the Enterprising person. These include: need for achievement; need for autonomy; creative tendency; risk taking; and drive and determination. The test was designed as part of the work of the Enterprise in Education and Learning Team within the Foundation for Small and Medium Enterprise Development (formerly the Enterprise and Industry Education Unit at Durham Business School). This work has been concerned with the development of Enterprise in schools, further and higher education institutions. There is obviously a need to develop measures of enterprise for purposes of assessment and perhaps also to identify training needs. The General Enterprising Tendency Test embodies the enterprise tendencies described above, expresses them in statement form and measures enterprise aptitudes against norms.

The test has been developed following research into a variety of measures used to measure entrepreneurship and enterprise. It has been validated with a number of different groups of personnel and amended accordingly. The aim during this research and development process has been to develop a measure of enterprising tendency rather than of entrepreneurial traits.

The GET Test may be of use in a variety of situations. It might for example be used to measure the enterprise of personnel involved in providing support to business, social and community enterprise. It might be used to measure the enterprise of those wishing to set up in business. It might be used, just as importantly, by employers concerned to foster enterprising individuals within their own organisations. It may be used in the recruitment and selection of personnel. It may be used to identify changes that have taken place as a result of training or exposure to certain structured situations designed to encourage enterprise.

A great deal of research has been undertaken into the process of enterprise development. Much of this in the past has concentrated on the personality of the entrepreneur in attempting to identify entrepreneurial traits. It has been argued that these desires, drives and attitudes ensure that an individual has the willingness to take responsibility, the determination to complete projects, the creativity which will lead to innovation and a healthy appreciation of risk. This research, much of which stems from the work of Atkinson and McClelland in the 1960's is controversial, particularly in respect of whether measures taken are of 'inherent' as opposed to 'learned' traits. The Durham research, funded by the University Grants Committee, extensively reviewed the literature and a variety of related tests. *Out of this review and out of subsequent experiment came the GET test.

This booklet explains how the test can be administered and the results usefully collated.

Instructions

This exercise could not be simpler:

- It will only take about ten minutes
- There are no right or wrong answers
- It will help you to gain a better understanding of yourself

In the following pages of this booklet, you will find a list of 54 different statements. You are merely required to agree or disagree with the statements that have been made. For example, one statement might say:

I prefer swimming to running

or

I often take on too many tasks

On the answer sheet provided, you should:

- Circle the **A** in the box which corresponds to the statement if you **agree** with the statement,

OR

- Circle the **D** if you **disagree** with the statement.

If, for any reason, you neither fully agree nor fully disagree with a particular statement, please try to decide whether you agree with it **more** or disagree with it **more** and circle the appropriate answer.

Please be honest when completing the answer sheet. The more accurate your answers are increases the precision of the test.

Now turn over the page to begin the test.

- 1. I would not mind routine unchallenging work if the pay was good.**
- 2. When I have to set my own targets, I set difficult rather than easy ones.**
- 3. I do not like to do things that are novel or unconventional.**
- 4. Capable people who fail to become successful have not taken chances when they have occurred.**
- 5. I rarely day dream.**
- 6. I usually defend my point of view if someone disagrees with me.**
- 7. You are either naturally good at something or you are not, effort makes no difference.**
- 8. Sometimes people find my ideas unusual.**
- 9. If I had to gamble £1, I would rather buy a raffle ticket than play cards.**
- 10. I like challenges that really stretch my abilities rather than things I can do easily.**
- 11. I would prefer to have a reasonable income in a job that I was sure of keeping rather than in a job that I might lose if I did not perform well.**
- 12. I like to do things in my own way without worrying about what other people think.**
- 13. Many of the bad times that people experience are due to bad luck.**
- 14. I like to find out about things even if it means handling some problems whilst doing so.**
- 15. If I am having problems with a task I leave it and move on to something else.**

16. When I make plans to do something, I nearly always do what I plan.
17. I do not like sudden changes in my life.
18. I will take risks if the chances of success are 50/50.
19. I think more of the present and the past than of the future.
20. If I had a good idea for making some money, I would be willing to borrow some money to enable me to do it.
21. When I am in a group I am happy to let someone else take the lead.
22. People generally get what they deserve.
23. I do not like guessing.
24. It is more important to do a job well than to try to please people.
25. I will get what I want from life if I please the people with control over me.
26. Other people think that I ask a lot of questions.
27. If there is a chance of failure I would rather not do it.
28. I get annoyed if people are not on time.
29. Before I make a decision I like to have all the facts no matter how long it takes.
30. When tackling a task I rarely need or want help.
31. Success cannot come unless you are in the right place at the right time.
32. I prefer to be quite good at several things rather than very good at one thing.

- 33. I would rather work with a person I liked, but who was not very good at the job, than work with someone I did not really like who was very good at the job.**
- 34. Being successful is the result of working hard, luck has nothing to do with it.**
- 35. I prefer doing things in the usual way rather than trying out new ways.**
- 36. Before making an important decision, I prefer to weigh up the pros and cons rather quickly rather than spending a lot of time thinking about it.**
- 37. I would rather work on a task as a member of a team than to take responsibility for it myself.**
- 38. I would rather take an opportunity that might lead to even better things than have an experience that I am sure to enjoy.**
- 39. I do what is expected of me and follow instructions.**
- 40. For me, getting what I want has little to do with luck.**
- 41. I like to have my life organised so that it runs smoothly and to plan.**
- 42. When I am faced with a challenge I think more about the results of succeeding than the effects of failing.**
- 43. I believe that what happens to me in life is determined mostly by other people.**
- 44. I can handle a lot of things at the same time.**
- 45. I find it difficult to ask favours from other people.**
- 46. I get up early, stay late or skip meals in order to get special tasks done.**
- 47. What we are used to is usually better than what is unfamiliar.**

- 48. Most people think that I am stubborn.**
- 49. People's failures are rarely the result of their poor judgement.**
- 50. Sometimes I have so many ideas I do not know which one to pick.**
- 51. I find it easy to relax on holiday.**
- 52. I get what I want from life because I work hard to make it happen.**
- 53. It is harder for me to adapt to change than keep to routine.**
- 54. I like to start new projects that may be risky.**

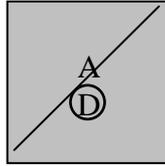
ANSWER SHEET - THE DURHAM UNIVERSITY GET TEST

46 A D	37 A D	28 A <i>D</i>	19 A D	10 A D	1 A D
47 A D	38 A D	29 A <i>D</i>	20 A D	11 A D	2 A D
48 A D	39 A D	30 A <i>D</i>	21 A D	12 A D	3 A D
49 A D	40 A D	31 A <i>D</i>	22 A D	13 A D	4 A D
50 A D	41 A D	32 A <i>D</i>	23 A D	14 A D	5 A D
51 A D	42 A D	33 A <i>D</i>	24 A D	15 A D	6 A D
52 A D	43 A D	34 A <i>D</i>	25 A D	16 A D	7 A D
53 A D	44 A D	35 A <i>D</i>	26 A D	17 A D	8 A D
	45 A D	36 A <i>D</i>	27 A D	18 A D	9 A D

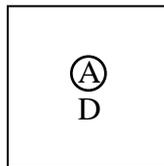
ASSESS THE RESULTS

CALCULATING YOUR SCORE

Starting with box 1 in the top right hand corner of your answer sheet and, working across the sheet to the left, give yourself one point for every D that you have circled in the shaded boxes on that line like this:



Similarly give yourself one point for every A that you have circled in the unshaded boxes on that line like this:



Now add up your total score in the top row and write it in the margin.

Do the same for the remaining eight rows scoring in the same manner as above.

When you have finished transfer your scores for each row to the boxes below.

ROW 1	ROW 2	ROW 3
ROW 4	ROW 5	ROW 6
ROW 7	ROW 8	ROW 9

Please add the total for row 1 and row 6 together.

This will give you a score for Section 1

....

Row 3 alone will give you a score for Section 2

....

Add your scores in rows 5 and 8 for Section 3

....

Add your scores in rows 2 and 9 for Section 4

....

Add your scores in rows 4 and 7 for Section 5

....

ASSESSING YOUR SCORE

Each section assesses particular attributes. A high score in any category means that you have many of the qualities which that particular section has been measuring. The sections are as follows:

SECTION 1 *Need for achievement*

Maximum score – 12 Average score – 9

If you have scored well in this section you have many if not all of the following qualities:

- Forward looking
- Self sufficient
- Optimistic rather than pessimistic
- Task orientated
- Results orientated
- Restless and energetic
- Self confident
- Persistent and determined
- Dedication to completing a task

SECTION 2 *Need for autonomy/independence*

Maximum score – 6 Average score – 4

The person who scores high in this section:

- Likes doing unconventional things
- Prefers working alone
- Need to do their 'own thing'
- Needs to express what they think
- Dislikes taking orders
- Likes to make up their own mind
- Does not bow to group pressure
- Is stubborn and determined

SECTION 3 *Creative tendency*

Maximum score – 12 Average score – 8

A high score in this section means that you:

- Are imaginative and innovative
- Have a tendency to daydream
- Are versatile and curious
- Have lots of ideas
- Are intuitive and guess well
- Enjoy new challenges
- Like novelty and change

SECTION 4 Moderate/calculated risk taking

Maximum score – 12 Average score – 8

If you have done well in this section, you tend to:

Act on incomplete information
Judge when incomplete data is sufficient
Accurately assess your own capabilities
Be neither over nor under-ambitious
Evaluate likely benefit against likely costs
Set challenging but attainable goals

SECTION 5 Drive and determination

Maximum score – 12 Average score – 8

If you have achieved a high score in this section, you tend to:

Take advantage of opportunities
Discount fate
Make your own luck
Be self confident
Believe in controlling your own destiny
Equate results with effort
Show considerable determination

THANK YOU VERY MUCH FOR COMPLETING THIS EXERCISE

Please discuss your results with other participants and the person who supervised your test

Powerpoints used for group discussion

The Search for the Entrepreneurial Personality

- Nature versus nurture debate
- The research inconclusive
- Using personality tests and inventories
 - for selection for training
 - for exploration of development potential/need
 - for creation of empathy

Need for Achievement

- Forward looking
- Self sufficient
- Optimistic
- Task oriented
- Results oriented
- Restless and energetic
- Self confident
- Persistent and determined
- Dedicated to task completion

Assessing Personal Entrepreneurship GET Test - Measures

- Need for Achievement
- Need for Autonomy
- Creative Tendency
- Moderate/Calculated Risk taking
- Drive and Determination

Need for Autonomy

- Likes doing unconventional things
- Prefers working alone
- Wants to do 'own thing'
- Needs to express what he/she thinks
- Dislikes taking orders
- Likes to make up own mind
- Does not bow to group pressure
- Is stubborn and determined

Creative Tendency

- Imaginative and innovative
- Tendency to daydream
- Versatile and curious
- Lots of ideas
- Intuitive and guesses well
- Enjoys new challenges
- Likes novelty and change

Moderate/calculated risk taking

- Acts on incomplete information
- Judges when incomplete data is sufficient
- Accurately assesses own capacities
- Neither over nor under-ambitious
- Evaluates benefits against costs
- Sets challenging but attainable goals

Drive and Determination

- Takes advantage of opportunities
- Discounts fate
- Makes his/her own luck
- Is self confident
- Believes controls own destiny
- Equates results with efforts
- Shows great determination