

英汉对照管理丛书

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心理测试

PSYCHOMETRIC TESTING
Pocketbook

【英】巴里·克里普斯博士 & 多萝西·斯普赖 著
(Dr Barry Cripps & Dorothy Spry)

胡莉明 译



本书中的数十种组织发展测试、团队测试和个人发展测试工具能帮助你为招聘、HR 以及个人发展、团队发展产生积极影响。



上海交通大学出版社
SHANGHAI JIAO TONG UNIVERSITY PRESS

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内容提要

本书为“英汉对照管理丛书”之一，主要介绍了如何在工作中使用心理测试，如何选择测试，并分别介绍了组织发展测试、团队测试、个人发展测试、职业咨询测试等不同类型的测试。本书为英汉对照，便于读者在学习管理的同时学到地道的英文表达。

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编辑的话

嗨，大家好！

最早出版这个系列的书（英汉对照管理袖珍手册）是在 2002 年，随后我们又在 2004 年和 2007 年分别推出了第二辑和第三辑。这套丛书（共 50 本）被很多 500 强企业用作培训教材，也被很多读者整套收藏。

这一次，我们对书的开本做了调整。我们给您留出了做笔记的空间。您可以把您查阅的英文单词、词组和句式写在原文下面空白的 Notes 处，也可以把您阅读过程中的所思所想写在此处，把这本书真正变成属于您自己的书。

另外，我们对中文字体也作了调整，让您阅读起来更为轻松。

因为这些调整，书不再那么袖珍，所以丛书名也改为了“英汉对照管理丛书”。

如果您有什么建议和反馈，请别忘了告诉我们！（请发邮件至：wangliatcn@qq.com）

再一次，祝您阅读愉快！

汪 丽

2014 年 12 月

FROM THE AUTHORS

The very words **psychometric** and **testing** can be enough to clear a room, and sound sufficiently alarming to prevent many people from considering using tests in the first place. In addressing this topic it is not our intention to give you a headache, or swamp you with too many scientific and statistical facts.

Instead, we are keen to introduce the non-specialist reader to the world of psychometric testing in as practical and user-friendly a way as possible. This pocketbook is written for managers in human resources, line managers, administrators and anyone who needs to know about workplace testing in all its forms. Further reading references are provided at the end of the book for individuals who wish to delve more deeply into the scientific background behind each test mentioned.

作者的话

单是“**心理测量学**”和“**测试**”这两个词就足以吓跑所有人了，听起来让人害怕，一开始就不愿意使用测试。我们谈论这个话题并不打算给您增添烦恼，也不打算丢给您成堆的科学事实和数据。

相反，我们期望用尽可能实用的、用户友好的方式，引导非专业读者了解心理测试。本书面向人力资源经理、部门经理、管理人员以及任何需要了解职场测试的人。书末有延伸阅读和参考书目，供读者深入了解书中所提到测试的科学背景。

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本书的目的，测试对组织的好处，定义，什么是好的心理测试，选择恰当的测试，好的测试所具备的基本要素，良好的做法



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INTRODUCTION

简介

“To test or not to test, that is the question...
... and then, which test to use?”

“要不要心理测试，这是个问题……
其次，使用哪种测试呢？”

INTRODUCTION



AIM OF THIS POCKETBOOK

The aim of this pocketbook is to act as a practical guide, taking you step by step through the process of selecting the most appropriate psychometric test or tests, in order to provide your own workplace solutions.

We will start by introducing a workplace scenario, looking at what the organisation needs to achieve, and then explain how the testing can be used to bring this about. A mixture of popular psychometric tests has been selected and will be supported by a range of situational case studies for the following areas:

- Selection
- Promotion
- Managing your team and team development
- Personal development: growing potential in the individual
- Career counselling and development

This book is **not** about:

- ✗ Training you to use tests – though we do suggest ways to become fully trained
- ✗ Recommending any specific test – we do, however, demonstrate commonly used tests
- ✗ Fully reviewing any particular test – but we do show you how to obtain full test reviews



Notes



本书的目的

本书意在成为一本实用向导，带领读者一步步选择最合适的一个或多个心理测试，从而提供你个人的职场解决方案。

我们开始会先介绍职场情境，看看组织需要实现的目标是什么，再解释如何利用测试实现目标。我们挑出了一些颇受欢迎的心理测试组合，并将结合以下方面的情景进行实例分析：

- 遴选
- 晋升
- 管理团队和团队发展
- 个人发展：发展个人潜力
- 职业咨询和发展

这本书**不是**：

- ✗ 培训你使用测试——
尽管我们给出了关于如何充分接受培训的建议
- ✗ 推荐具体某个测试——
虽然我们展示了经常使用到的测试
- ✗ 充分评价具体某个测验——
但是我们会告诉您如何获取全面的测试评价

INTRODUCTION

BENEFITS OF TESTING TO YOUR ORGANISATION



Some of the benefits of using a good psychometric test or tests to assess people are that they give results that are:

- Objective – not influenced by personal feelings or opinions
- Systematic – working to a fixed plan
- Reliable – able to be trusted, because they are consistent across administrations and sample groups
- Valid – measures of what the tests set out to measure

The individual benefits from equality and fairness of treatment for all test takers. All candidates are being assessed against each other, under controlled conditions, regardless of gender, diversity of background and age.



Notes



测试对组织的好处

使用一个或多个良好的心理测试来评价员工所带来的好处在于它们给出的结果：

- 客观——不受个人情感或意见的影响
- 系统——按既定的计划行事
- 可靠——可以信赖，因为结果不随实施者和样本团队而改变
- 有效——能够测出测试本身要达到的结果

对所有测试对象一视同仁，测试对象将从中受益。所有测试者在受控制的条件下，不论性别、背景和年龄，进行单独测试。



INTRODUCTION



BENEFITS OF TESTING TO YOUR ORGANISATION

Testing can help you to:

- Identify applicants with the potential to fit job demands and be high performers (recruitment, selection and promotion)
- Aid understanding of individuals and team members and their possible interaction (personal and team development)
- Improve the motivation and morale of those tested, through acknowledgement of their contribution to success (organisational development)
- Increase retention – using your knowledge and understanding of staff's strengths to place them in appropriate functions
- Develop benchmarks – to identify star performers
- Clearly demonstrate fairness and equal opportunities for all
- Demonstrate consistency over time – using reliable and valid methods of assessment
- Reduce time, costs and mismatches in recruitment and selection – adding to the bottom-line
- Assist with group training and individual coaching
- *Read the pulse* before and after major organisational change – eg downsizing, acquisitions and mergers



Notes



测试对组织的好处

测试能够帮助你：

- 筛选出可能符合工作要求、工作效率高的申请者（招聘、遴选、晋升）
- 了解个人、团队成员及他们之间可能产生的相互作用（个人和团队发展）
- 通过认可被测试者对成功做出的贡献，提升他们的积极性和士气（组织发展）
- 增加员工留住率——运用你对员工优势的认识和了解，使员工各得其所
- 完善考核标准——选出表现杰出者
- 清晰展示对所有人的平等对待和公平机会
- 证明一致性，不随时间变化——采用可靠、有效的评估方法
- 减少招聘和遴选的时间、成本并减少错误匹配——增加管理效率
- 有助于团体培训和个人教练
- 反映企业重大变革前后的“脉搏”——如裁员、收购和兼并

INTRODUCTION

DEFINITION



Put simply, psychometric means 'mental measurement', so a psychometric test can measure aspects of the individual such as ability, personality, motivation, competencies, behaviours and interests.

The word test is generic: it is applied generally to all instruments. Some 'tests' are not tests *per se*, so we interchangeably use words like questionnaire, inventory, tool, assessment or instrument.



'A psychological test is any procedure on the basis of which inferences are made concerning a person's capacity, propensity or liability to act, react, experience, or to structure or order thought or behaviour in particular ways.'

The British Psychological Society



Notes

简介



定义

简单来说，心理测试就是“心理评估”，所以心理测试能测试一个人的才能、人格、动机、胜任力、行为和兴趣等方面。

“测试”这个词是泛指的：通常适用于所有工具。一些“测试”本身不是测试，所以我们交替使用像问卷、量表、工具、评估或手段这样的词。

“心理测试指做出推断的过程，是一个人的能力、习性，或行为、反应、经验方面的倾向，或者以某种方式组织、排列想法、行为的倾向。”

——英国心理学会



INTRODUCTION

WHAT MAKES A GOOD PSYCHOMETRIC TEST?

A GOOD TEST HAS MUSCLE & ENDURANCE

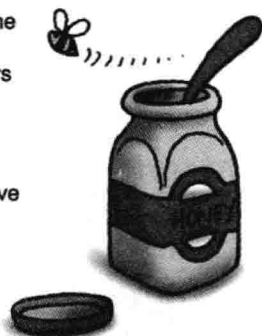


There are two main types of psychometric tests used in the workplace:

- Tests of **maximum** performance, ie general ability tests
- Tests of **typical** performance, ie personality or interest inventories

The British Psychological Society has set up a certificate scheme for test users: the Level A and B Certificates of Competence in Occupational Testing. The authors recommend that all test users seek certification in test use in order to maintain professional standards. Details are given at the end of this pocketbook.

A well constructed test goes together with the ingredients of reliability and validity like honey goes with bees. You cannot have one without the other.



Notes
