



Using IWAM and the OPQ

By Sally Vanson 12/10/2009¹
www.performancesolution.com

Occupational Personality Questionnaire (OPQ)

The Occupational Personality Questionnaires (OPQ) are widely-used occupational personality questionnaires. The authors were Saville et al., including Roger Holdsworth, Gill Nyfield, Lisa Cramp and Bill Mabey, and they were launched by Saville and Holdsworth Ltd. in 1984. The series included the first commercially-available Big Five instrument. OPQ32 provides a clear framework for understanding the impact of personality on job performance, to help employers gauge how a candidate will fit into certain work environments, how they will work with other people and how they will cope with different job requirements. It is administered over the Internet and takes approximately 45 minutes to complete. The OPQ32 helps organizations ensure that employees are well matched to their jobs, so that they use their talents more effectively and are fulfilled and motivated. Questionnaires are scored via normative properties over 32 scales from a forced choice questionnaire format with very high levels of validity and bias resistance. The OPQ32 is used in selection, development, team building, succession planning and organizational change. The depth of insight and range of available reports means the OPQ32 is an excellent choice in multiple contexts from graduate recruitment to leadership development.

It is available in more than 30 languages through the 'SHL On Demand' online assessment system. This advanced online system enables people to be assessed anywhere in the world through a high quality, multilingual online interface, and enables reviewers to receive accurate reports in the language of their choice within minutes.

A range of targeted reports are available, providing graphical summaries of performance against job competencies. Most of these reports are designed for use by line managers.

Popular reports include:

- The Manager Plus Report
- The Candidate Plus Report
- The Universal Competency Report
- The Sales Report
- The Team Development Report
- The Leadership Report.

¹ Sally Vanson's original post on the jobEQ Wiki was edited with permission to change the spelling to North American English.

Inventory for Work Attitude and Motivation (iWAM)

The Inventory for Work Attitude & Motivation (iWAM) is a questionnaire used for work related activities. It is based on metaprograms (a model of cognitive thinking styles and information processing filters with 48 parameters being measured and explained). It was developed by Patrick Merlevede in Belgium. The iWAM Management Report identifies a person's motivational and attitude preferences in the job context and predicts how this person will behave in various job types. The iWAM Attitude Sorter predicts key motivational preferences and development areas. The questionnaire is administered over the Internet. Originally developed in English, iWAM is also available online in many languages. Test completion takes 25 to 45 minutes. iWAM has been used to get great results in various HRM application domains, such as recruiting, coaching & mentoring, management and team-building, and it's also founded on solid research with reliability and validity tables available on the website.

What can the iWAM provide for my organization?

- **Efficiency:** Sometimes the moment a candidate walks into the door you get this feeling that the interview might be a waste of time both for you and the candidate. Since iWAM is available on the Internet, it saves you time by testing people even before inviting them for an interview.
- **Reliability:** Accurate research is a priority. iWAM has been designed to eliminate test falsification, and several universities have been involved with the validation of the tool.
- **Low Cost:** iWAM is available at a fraction of the cost of other evaluation models with comparable features. This is made possible by the online nature of the test, and the commitment to customer satisfaction.
- **Speed:** Why waste time? With iWAM you get access to a protected online HR environment, where you can invite candidates, print an individual's report immediately after the test was taken, and follow up the candidates by e-mail.
- **Flexibility:** The iWAM management report can also be used as a management and teambuilding tool. The report indicates how persons will react in their work or specialist function and indicates what kind of language will motivate the person and/or the team.

So which should I use?

Both of these questionnaires measure different things. OPQ measures personality traits and provides a report of the candidate's personal constructs. iWAM is measuring preferred thinking styles and information processing filters and in addition provides a development report for the manager in how to adjust his/her style in order to motivate the candidate for optimal performance.

Many clients use both reports together as part of assessment and developmental centers so that personality, behavioral and motivational styles are covered. For day to day recruitment, personal development and coaching however, the iWAM report gives more information in both diagrammatic and descriptive formats that line managers as well as HR can understand.

Where there are budgetary constraints, iWAM provides better value for money as there is a one off fee per candidate and all reports can be generated for that fee, including input into team profiles and models of excellence. OPQ is charged out at multiple rates for the various reports.

iWAM is faster to complete online which is important for the immediacy of response.

iWAM can generate pairs and team comparison reports in a number of different ways depending on the client's preferences and at no extra charge other than the cost of processing each individual candidate.

With iWAM the client has their own secure and password protected storage room online. This is accessible over the internet from any location – ideal for those who travel and/or do not want to take up space on their own computers or server with the storage of reports. The storage room provides for ease of access and the ability to rework team and pairs reports at any time.

The biggest difference in using iWAM is that you can create a Model of Excellence and develop ongoing analysis of your organization's development. iWAM doesn't claim to have "the" model for a certain job, but bases it on the reality of your organization. In fact, there is no such thing as "the" profile for a job; given that there is plenty of evidence where a successful manager or salesperson in one organization is "headhunted" to work for another organization fails in that other organization. jobEQ's models are based on the top performers doing the job today (not just on what someone thinks is needed for the job) - and can easily predict the factors which explain why someone is good (what they like doing explains what they do well). Findings of a model of excellence can also be used to motivate the right candidates to apply, to select the best amongst them and to coach and manage them in the right way for optimal performance. (Case studies are available on request)

Overall, iWAM is ahead of the game and more and more professionals are adopting it as the no 1 tool for generalist HR applications.