

SoCo

Professional Social Competence Inventory

Instruction Manual for
Nantys Social Competence Test SoCo
Version: September 2013



NANTYS

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1) Overview



“Staff social competence is key to opening the doors of success to an organization and guarantees the endurance of economic prosperity without which it seems impossible for an organization to stand up firmly in the international market for the long term.”

(Quoted out of Faix & Laier: 1996, Page 41)

Professional qualification has been at the centre of vocation assessment for a long time; however, more and more focus has been transferred to current social competence.

Nowadays, social competence has been dispensable in business field. Employers with higher social competence are better at communicating with others, more efficient in teamwork and have more constructive ideas to solve problems. They can be considerate when making contact with customers and stick to their views as well.

Employees with high social competence will ultimately increase the productivity of the organization.

In order to enable employers achieve the best working performance and sustainability for a long period of time, an organization requires professional competence (such as knowledge and technology) to meet not only corresponding requirements, but also to fulfill given expectations for personality. These matching degrees play an important role in employees' work performance in organization and self-satisfaction.

In this aspect, analysis of personalities and character helps to lay important foundations for correct personnel decisions, and benefits both employers and employees.

As a psychological measurement tool, SoCo testing is based on the latest theories and knowledge and its design and manufacturing adopts the most current psychological diagnosis technology. Based on working staff, the tool is to measure one's abilities in interpersonal communication.

Assessment of working performance is not enough to have overall knowledge of one's actual competence. The purpose for SoCo is to measure an individual's personality characteristics in interpersonal communication. After the acquisition of various data from testees (like test results, behavior observation and resume information), results can be compared to other testees (difference, diagnosis) or corresponding standards. Therefore, we can infer the strength and weakness of the testees in various ranges of social competence and come to specific recommendations as to the developmental prospects of the testee.

This manual is aiming at facilitating the analysis of SoCo test results, which is realized through the interpretation of results and elaboration of test scores in Chapter 5. At last, Chapter 7 will introduce application of measurement methods in talent promotion or employers' development by way of case analysis.

a) Application

SoCo test is applicable in the following fields:

1 Talent Selection

Compare SoCo test scores to post requirements and review whether the testee is qualified for the incoming challenges in personal character or not.

2 Employers' Development

Advantages and disadvantages of one's traits in interpersonal communication can be seen in SoCo testing results which also conclude targeted improvement measurements.

3 Occupation Orientation

Occupation orientation is positioned by assessing to what degree one possesses social competence to determine whether he can develop in the expected direction. For example, the SoCo testing results can give important prompting for a leading post or one that requires lots of interactions.

4 Team Development

SoCo testing manages recognition of problematic reasoning and conflicts and test results can act as a vital auxiliary basis for solving problems to find out specific reasons for areas with tension and the potential of team development.

SoCo testing is carried out by self-evaluation. It is recommended that you carefully analyze testing conditions prior to each testing so that the test results will be more stable and reliable. In order to obtain a more thorough conclusion, we recommend to review the results in a more practical setting.

b) Advantages

The following are some benefits of using the SoCo social competence test:

- Predict employee's future work performance by exact measurement of social competence to reduce loss of employment and increase turnover.
- Testees will have a thorough understanding of their strengths and weaknesses in interpersonal communication thus improving their social competence.
- Managers or people in charge of human resources can find important prompting information about reasons why conflict might arise from interpersonal relationships in the resulting analysis and take appropriate coordinating measurements.
- Provide important reference information for hiring decisions or conversational foundations for the interview (such as, structured interview) by comparing the results of SoCo test with standard requirements of the position.
- SoCo testing results are beneficial for adjusting or relaxing tense atmospheres, breaking the deadlock and resetting communication among those involved and helping find out the root source of conflicts.

2) Testing Structure

a) Theoretical Basis

"Social competency" has various definitions. For example, Krisps (1992) defined, social competency as "the ability by which management personnel is based on actual situations in combination with feedback and coordination with others to achieve goals."

While developmental psychologists describe it generally as the ability by which one adapts himself to the social environment where he/she lives."

(Kanning, 1996).



For the subtle differences in research subjects, social competency has different definitions. The prospective determines which aspect of social competence is emphasized more than the rest. In this sense, it is indispensable in some posts and may become an obstacle in posts where social competency cannot take effect. According to the present development trend, all jobs need interpersonal communication.

Given this fact, collecting and distinguishing the data of social competence as completely as possible is important in considering all aspects. SoCo testing is designed as model as (2003) summarized by Kanning. The model covers all aspects of social competency from the aspect of research results. Kanning (2002c) classifies social competency into:

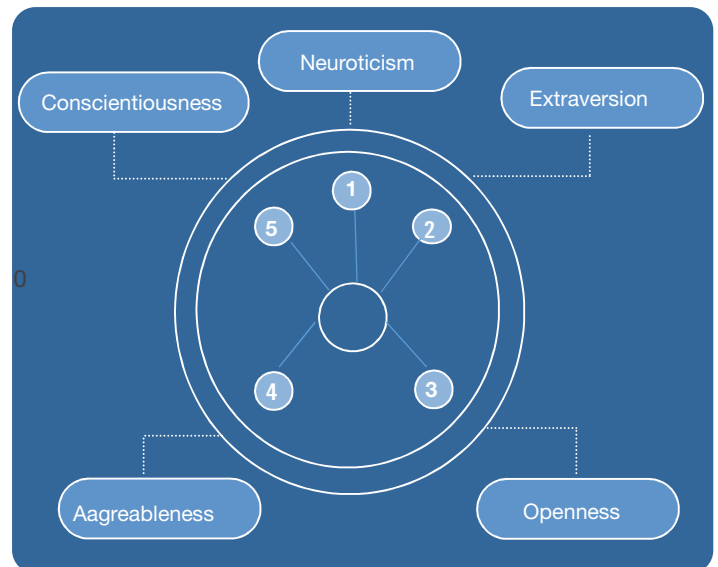
- Perception and thought
(Including cognition, self-absorption and trans-positional thinking);
- Motive and moods
(Including mood stability, diversified values of orientation);
- Behavioral approach
(Including extroverts, behavior disputes and communication techniques)

The above traits of these aspects are considered potentials that contribute to positive social behavior in various environments and are keys to success.

Body structure of the five-factor model (Tupes & Cristal, 1961) is also considered in the design process of SoCo testing. In the model, personal traits are divided into five parts and repeatedly verified by various cultural and scientific research. Five aspects of the model are:

- | | | |
|-------------------|-----------------------|--------------|
| (1) Neuroticism | (2) Extraversion | (3) Openness |
| (4) Agreeableness | (5) Conscientiousness | |

The above five aspects cover various important elements of high-level social competence. For example, agreeableness indicates one's willingness to help others and is of vital importance in interpersonal communication.



Five-factor model of personality structure (Allport & Odbert, 1936)

The test is researched and developed based on the definition of social competence by Simonet (2007).

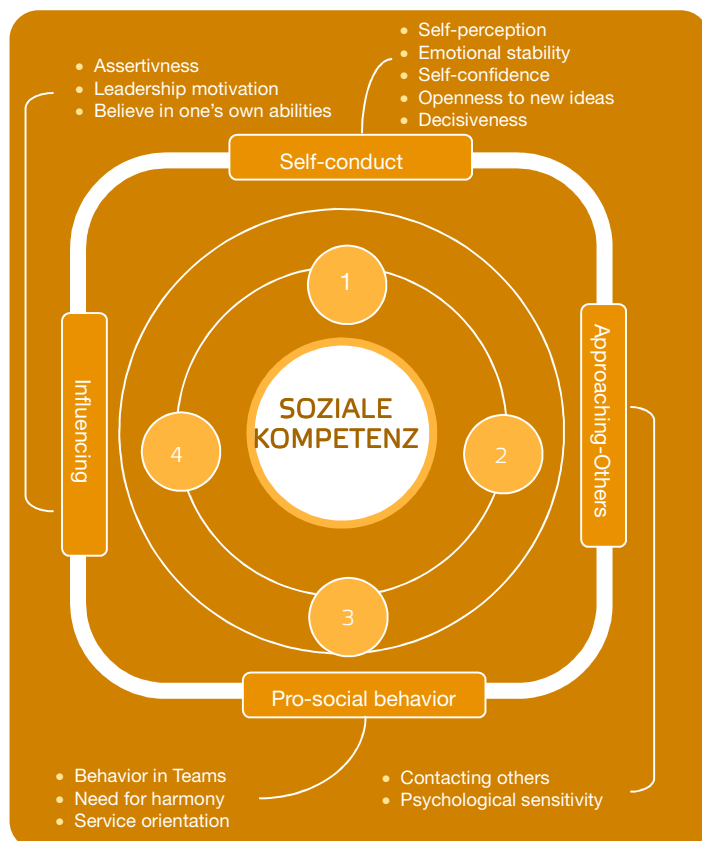
"Social competence is the integration of all one's qualities (knowledge, competence, experience, motive, personality etc) and enables one to establish a good and stable interactive relationship. The competence to establish, maintain and develop this interaction will not be influenced by the testees environment, participating subjects or time."

The development process takes account of both previous research results, of the Kanning Model and Five-factor Model (Costa & McCrae, 1992). In this way, SoCo testing mainly covers personality factors that make great influences on social competency. SoCo testing mainly tests on “trait”(characteristics that do not change over time and are consistent across situations) and “state”(characteristics and transient experiences that can change easily over time). It is recommended to use other additional tools and practice methods (such as structured interview, role-play etc) for an overall assessment of one’s social competency, i.e. comprehensive and multi-mode interpretation. The first version of the SoCo test was prepared in 2007 and accepted by scientific validation. Some factors’ names were updated and revised in 2010.

b) Content of test

The following aspects of social competence are measured by the SoCo test:

- | | |
|-----------------------|------------------------|
| ❶ Self-conduct | ❷ Approaching Others |
| ❸ Pro-social behavior | ❹ Influencing behavior |



Each aspect includes several different elements (see diagram at left) and each element stands for one character trait which implicates resources, risks and development space. Note that these elements summarize only part of the concept of social competency although, they give general interpretation which will be

supplemented and completed continually. Further discussion about the above elements will be performed in Chapter 5 of this instruction manual.

c) External conditions

Confirm the problems to be solved and test objectives prior to adopting the method. For staff selection (for example, assessment center), analyze selection requirements carefully at the stage of preparation and determine the requirement for employers according to specific jobs. If possible, combine the results of SoCo testing to that of other assessment methods to strengthen the reliability of conclusion. As an instrument, the SoCo test is mainly used for talent selection, staff development, career orientation and team development.

SoCo testing should be conducted under standard conditions, in order to avoid the influence of environmental factors during testing. For example, testees should complete a questionnaire in a separate room. The process of answering questions should avoid noise disturbance or any other interruption.

User

We strongly recommend that you receive the training offered by Benoit Consulting Company to ensure the correct usage and interpretation of test results. For overall requirements of users, we propose they follow DIN-33430 standard (a standard for occupational ability testing).

Behavior when meeting with testees

During the meeting, one should firstly make clear the objectives of the test to the testee. During the debriefing exercise one should maintain a high level of transparency and handover all the relevant results to testees.

Test results should be considered independently without any links to individuals previous results. As the person ages, their social competence test results become more stable and fixed overtime, so it is recommended to focus on the current results.

Norm

Descriptions of norm in the manual are only applicable to SoCo test paper of this version. Later norms will always be adopted for computer-assisted test.

Reliability

As with other measuring parameters (like the measurement of temperature); differences exist between measured value and actual value (under the premise of traditional test principle). Repeated tests are allowed when necessary. We recommend performing another test on young testees in one or two years.

Personality traits of concern to employers will be firmly imbedded with the increase of age, so it is recommended to prolong the time interval of repeated testing for older testees, which is the general principle of psychological testing and this test as well.

Minimum requirements on testees

Testees should have basic knowledge of language to understand the questions and answer them independently. Although we are trying to use simple words, it is suggested to design questions in the mother tongue of the testees.

Test executive should check whether testees comprehend test orders correctly by inquiry when necessary. For computer-assisted online tests, testees should master basic skills to use computer and network.

In case of incomplete test or inconsistency in test results, you are suggested to communicate with these testees to find out the problems and reasons for deviation (for example distorted self-recognition, tendency towards answering and excessive requirements).

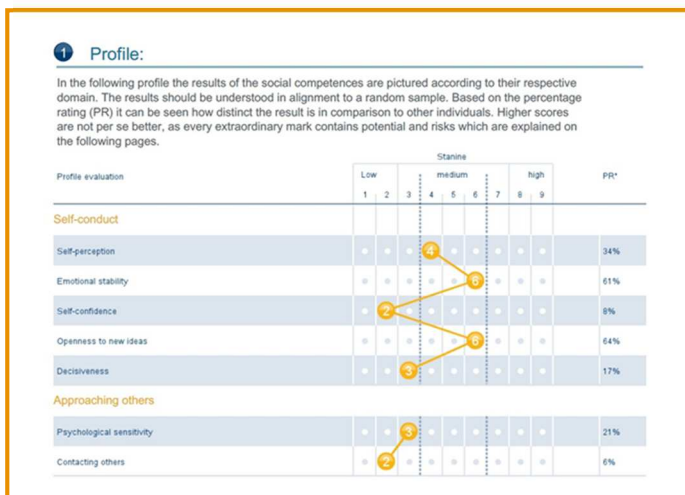
3) Components of test results

Terms

In order to explain test results effectively, we should get familiar with the terms in various parts of the test report. Here are some important terms for result analysis.

Test results are all raw value (RW: total scores of each factor) in the form of standard value (SW). Standard value is very important to result interpretation for it can be compared with reference groups through standard values. In SoCo testing, results will be in the form of standard value: one is the standardization of nine levels (SW), and the other is percentile rank value (PR) (See the concluding paraphrase for scores and demonstrations of its interpretation)

Self-conduct and approaching in social competency are shown in the diagram.



Cited from SoCo test result map

To interpret score results reasonably, it is necessary to have knowledge of the standardization of nine levels (SW) and percentile rank (PR).

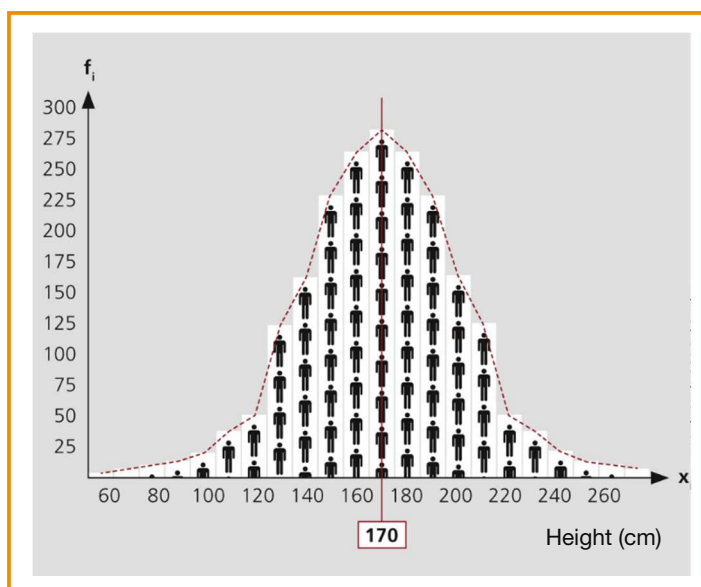
a) Percentile rank (PR)

Group

According to traditional test theory, character and personality are in the form of normal distribution among the representative group, which is in line with the principles of natural science: a certain trait will be a norm distributed in "nature". For example, as for general distribution of group height, we will find that short

or tall people take small proportions and most of them are closer to average values in the height distribution map of the reference group. As shown in the map, the total amount of people distributed in two ends account for 16%, while people whose height is close to average height take up 68% of the group. Of course, reference groups will play a decisive role in the distribution pattern.

Average values distributed will vary in different reference groups. For example, Asian average height is relatively low when compared with North Europeans, which is relatively high.



Height distribution diagram of a reference group

It is of great importance to confirm which group will be compared with which test result in psychological testing and then determine the significant degrees of one trait (very weak, medium or very strong). For example, if a twelve-year-old boy runs 100 meters in 12 seconds, it is an excellent performance for him while for professional athletes (compared to top players), it is not so good.

Raw value or percentile rank cannot merely draw accurate conclusions. For example, when 80% of participants' answers point to a certain answer, the answer cannot be concluded as significant. If answers are 80% in similarity, or more, among 90% of all participants, then, the value of 80% is at most average level rather than a significant result.

Only by contrast to the norm can efficient conclusions come out in assessing social competency. The norm of SoCo testing will be updated regularly and we are willing to offer the latest information about various reference groups when necessary.

Percentile rank value indicates the percentage of the population that reaches certain scores of reference groups (Kubinger, 1995). For example, percentile rank value is 33 in English test, which means that 33% testees perform badly with low scores and the rest 67% get a good performance. Even though one answers 60% of questions correctly, his or her scores may be among one third of all participants with relatively low scores. If one is in the medium of the reference group distribution, then his or her percentile rank value is definitely 50.

This is the arrangement of percentile ranks:

Percentile rank value	Evaluation
0-20	Very low significance
20-40	Low significance
40-60	Medium significance
60-80	Strong significance
80-100	Very strong significance

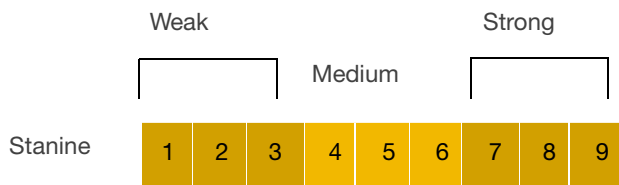
Arrangement serves as a reference for setting position only. If organizations have any other requirements, value assessment can be adjusted according to requirements of posts. Imagine that for post A, when a percentile rank value of one trait is over 25, it is considered to satisfy requirements, while for post B which has higher requirements, the value should be no lower than 80. Therefore, evaluation should be made taking posts into consideration instead of making assessment according to rank of trait significance.

b) Standard nine (SW)

The concept of "stanine" comes from English Stanine, as the so-called Standard of Nine, which is used for psychological testing and displays the personality scores. Standard nine divides traits of characters into nine levels. In addition, the same as with percentile rank, the standard nine should be based on some reference group.

Standard scores from 1 to 3 suggest (extremely) weak significance, 4 to 6 indicates medium significance and 7 to 9 suggests (extremely) strong significance. However, the significance (whether it is weak, medium or strong) can't act as the interpretation; scores for positive or negative comments are decided by specific job requirements.

Chapter 5 will give a brief description of extremes (weak or strong significance) of the measured traits to simplify the score interpretation. Scores from 1 to 3 indicate weak or very weak significance and scores from 7 to 9 show strong or very strong significance.



Scores from 4 to 6 are of most scores in a reference group. People with average scores have no tendency in behavior and they tend to adjust their behavior according to actual situations. If one is medium extrovert, it means that he or she will not be extroverted or introverted under all circumstances, instead, he or she will behave according to the environment. For example, when he or she is confident with something, they will not be afraid in public and otherwise keep a low profile.

Note: All results come out when contrasted with norms. The fact that one gets 1 score in standardization nine levels in aspect of self-persistence does not mean that they will not insist on themselves under any circumstance. The low score only states that he or she may feel it's more difficult in this aspect compared to others. He or she usually prefers to adjust themselves rather than resist obstruction or insist on their own ideas.

Evaluation

In a computer-assisted test, contrasts with the norm will be automatically completed. For written versions of the test, answers input into the electronic system after testing. To avoid the deviation that may appear in written testing, "set" (such as indicator) plays an important role in the executive process.

Research suggests that personality tests are more reliable in electronic testing than in written paper tests.

The system provides a comparison with standard value for different factors of social competence so as to point out the potential and disadvantages of one's social competence, which also develops in detail, hints promoting corresponding capacity development.

c) Written interpretation for test results

Take the factor of "self-confidence" as an example, and have description of test results including: a) personal trait b) advantages and potential risk c) development proposal

Self-confidence

Character trait: Your self-confidence is comparatively low. When you are criticized, you begin to doubt yourself. Negative feedback like this has an adverse impact on your mental state, especially your self-confidence. This gives off the impression that you are easily irritated. Furthermore, you derive no pleasure from being in the center of attention and being evaluated by others. When you have to appear in public, you do not feel self-confident and quickly become nervous.

Advantages and potential risks: You are well suited to tasks where you do not have to appear in public too often and thus are not subjected to social situations involving external evaluation or public judgement. You frequently lose self-confidence when you receive criticism or negative feedback, which limits your capacity to act.

Development recommendations: One way of building up your self-confidence is to give yourself credit for your professional successes. This, in turn, will sharpen your awareness of your own skills and reinforce your belief in yourself. In addition, you should not avoid situations where you are in the spotlight, but rather actively seek such situations out. Consciously subjecting yourself to such situations will help you learn how to deal with pressure and become less nervous. It is also important for you not to take criticism and negative feedback too personally, but instead to view it as constructive and use it to move forward.

See chapter 5 for detailed description of SoCo testing factors.

Turn to experts (see www.nantys.ch) for support or consult by e-mail (info@nantys.ch) for comprehensive and objective result interpretation.

Personal character

This part gives a general description of personal character based on factor scores.

Advantages and potential risks

This part will point out the advantages and disadvantages of testees according to scores.

Development proposal

The last part put toward the developmental proposal for improving social competency goes according to scores.

Despite different descriptions of factors, dependency still exists between them, which shall be paid full attention in professional result analysis. Internal correlation forms in I section of chapter 6 will help you consider these correlations in result analysis.

Special circumstance cater to social approval

(factor: self-expression)

When interpreting test results, we should be aware of how testees respond to the questions as this could distort the results. Distortion will happen when testees consciously envision an ideal image as the basis of their response or when testees imagine a positive image of themselves and thus create an unreal representation.

Even though the scoring factor of “self-expression” is significant, it cannot conclude that results are negative for it also needs to be compared with a specific job. For example, if the job requires one to convince its customers of products, service, or an idea, being willing to adjust one's behavior according to social expectation is of great importance in this sense. For those whose test scores in social desirability are high or strong, then take into consideration other factors when analyzing the results. In addition, pay much attention to the antagonistic relationship between them so as to find out inconsistency in answers.

Test executives should emphasize an objective of the individual in an actual situation when indicating test instruction. If testees tell lies in the test, they will not make good impressions. Especially for talent selection testing, testees usually do not entirely become aware of personal characteristics required by the job and unreal answers may be risky as they are not being truthful and are relying on their imagination when answering questions.

4) Test Procedure

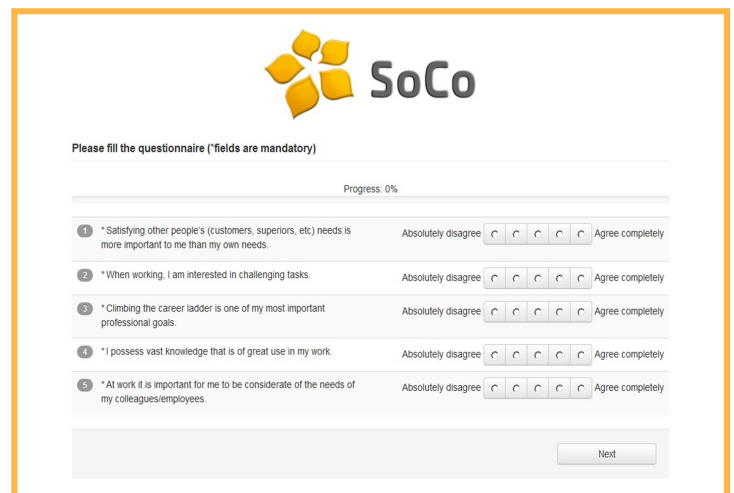
a) Basic conditions

Test introduction

Test purposes and instructions of test procedures will be displayed in front of testees after they login into the test interface. This instruction will introduce data protection provision (the provisions may be different for different countries) and to avoid distortion, testees are required to answer questions by intuition rather than serious thinking. While orally stating the test instructions, emphasize the items mentioned above to guarantee quality of data.

Executive Process

SoCo testing has both versions of computer assisted input and written paper. There are 167 questions in the test paper and testees think over the questions by intuition and write down the answers. Answers are divided into five levels from 1 (very different from my assessment) to 5 (in complete conformity with my assessment). Answer these questions within 30 minutes. Questions are presented as follows for computer-assisted test:



b) Result feedback

After finishing the test, confirm the procedure through follow up. One choice is to send test results to testees directly and the other is submit test results to the consigner who will take responsibility for collecting feedback of test results.

5) Result interpretation

1 Self-conduct

Self-perception

Factor of self-perception mainly reflects the way in which testee gets to know them. The factor refers to attitude one adapts to themselves which will influence their social behavior.



Significance

Low significance indicates the testees acknowledge their weaknesses frankly and make the impression of being trustworthy in conversation. However, in sales or related work, the trait might not be effective.



Significance

High significance shows that testees are trying to cater to the expectation of the social role and tend to hide their weakness. High-test scores will add difficulty to the test result analysis because testees may be hiding something.

Emotional stability

Emotional stability refers to how one is controlled more by emotion (unstable) or by reason (stable). It also includes rapid adjustment and rational control when faced with setbacks, obstacles, and failure.



Significance

Testees with low scores are prone to emotional fluctuation and irritation when faced with difficulty and being put under high pressure.



Significance

Testees with high scores are able to keep this emotion under control and get through the setbacks.

Self-confidence

Self-confidence refers to the amount of confidence one possesses and shows he or she will not deny themselves when facing setbacks and are willing to be the center of attention.



Significance

Testees with low scores tend to lose self-confidence if being criticized and avoid being the center of attention.



Significance

Testees with high scores are confident with their behavior even in public.

Openness to new ideas

Acceptance of new methods refers to the degrees to which testees accept new ways and means, including interest in challenging tasks and willingness to further study.



Significance

Low scores mean that testees like to keep things how they are with no changes.



Significance

Testees with high scores are brave in the face of the unknown and harsh environments, and make positive changes in attitude.

Decisiveness

Decisiveness refers to the ability to make accurate analysis and take decisions independently.



Significance

Testees with low scores think little about others' perspective or accept others' views. They will find difficulty in fitting into social surroundings.



Significance

Testees with high scores do not hastily make decisions before carefully planning, checking and understanding the whole situation.

2 Approaching Others

Psychological sensitivity

Psychological sensitivity refers to the ability to be considerate and trans-positional in thinking. In addition, it includes the ability to possess insight into, analysis and summarization of the psychological process.



Significance

Low scores suggest that testees find it hard to experience others' feelings or regard problems from others' perspective and may have difficulty in a social environment.



Significance

High scores mean that testee can evaluate and dispute situations correctly and are ready to look for effective solutions.

Contacting Others

Contacting others refers to making contact with others naturally and confidently, such as the ability to establish working contact or demand for further communication.



Significance

Testees with low scores tend to dislike being approached and contacted by others and keep strangers at an arm's length while working.



Significance

High scores show that the testee is ready to get acquainted with strangers and easily to establish a social network of personal relationships.

3 Pro-social behavior

Behavior in Teams

Behavior in Teams mainly refers to team spirit. It also includes sharing responsibility and coordination in a working group.



Significance

Low scores suggests that testees are unwilling to consider the interests of all cooperators and focus on individual success when making team decisions.



Significance

High scores suggests that testees attach more importance to the success of the team than to the individual. Testees encourage all team members to participate in decision-making.

Need for harmony

Need for harmony refers to the degrees to which testees are willing to give in and admit mistakes in tense personal relations so as to create a harmonious environment.



Significance

Low scores suggest that testees do not mind solving disputes or problems by quarrelling.



Significance

Testees with high scores are patient and are not easy to be agitated. They make efforts to avoid conflicts and pursue a harmonious working environment.

Service Orientation

Service Orientation refers to caring for other's demands and willing to offer help generously.



Significance

Testees with low scores take precedence of their own demands over others'.



Significance

High scores mean that testees are willing to serve others and be generous, despite ignoring their own needs.

4 Influencing

Belief in one's own abilities

Belief in one's own abilities refers to degree to which testees recognize his working capacity and how he expresses his working capacity skillfully. Trust in ones working capacity will bring social identification, convincing skills and provide a higher reputation for oneself.



Significance

Low scores suggest that testees lack self-confidence in working and have no clear idea how to express themselves or act.



Significance

High scores suggest that testees are confident with their professions. Even being questioned, they still believe their professional technical capacity.

Assertiveness

Assertiveness is a description of perseverance during one's demonstration and demand for the right of dominance and authority.



Significance

Low scores show that testees are prone to give in incase of conflict and will not insist on their own view.



Significance

High scores suggest that testees will hold and insist on their ideas stubbornly and impolitely even if faced with obstacles or criticism.

Leadership motivation

Leadership motivation power refers to demand for undertaking management responsibility and leading others.



Significance

Testees with low scores are usually not looking forward to being leaders and are prone to leaving big decision to others.



Significance

High scores suggest that testees are ready to make decisions, even unpleasant or unpopular decisions and take influences from others.

6) Quality standard of test

a) Standardization

The establishment of a test score norm is based on in-service staff from different regions with numbers of people amounting to 430. The norm data was collected from the end of 2011 to the middle of 2013 and will be supplemented and updated by taking advantage of new data continually. As of January 2014 the norm data consists 2950 people.

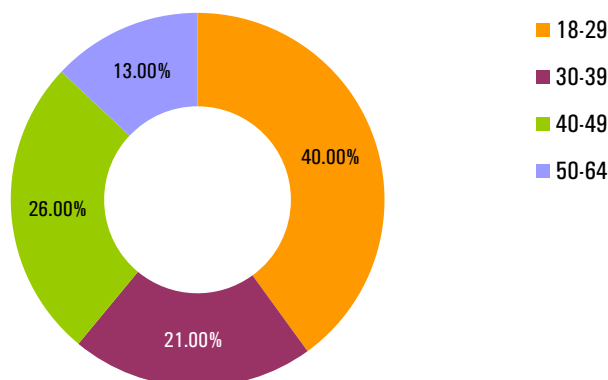
Here is the component information of the norm group until the middle of 2013:

Representative group is composed of in-service staff from various posts, such as leaders and professional occupations.

This group is composed of 55% male and 45% female with male a little higher in proportion. Average age of the group is 26.5.

Please note that norms will be updated every six months, components of the group will vary with it.

Here is age component of norm groups:



We recommend large-scale organizations or companies set norms based on their own staff and compare it with new applicants.

b) Objectivity

Objectivity of test executive: the test quality standard is under the premise that test results will not be influenced by test executives. For SoCo testing there is a set of computer assisted testing tools. Formatting its indication and operation guarantees its objectivity in test implementation processing.

Objectivity of computer: the objectivity refers to that test scores will be the same with same answer. The test results will be calculated by computer system automatically and comprehensively. In this sense, SoCo test satisfies the standard.

Objectivity of interpretation: the objectivity refers to different test analysis personnel that will give the same inference and conclusion with the same scores. The position of every testee is fixed in the group through norms; therefore, SoCo testing satisfies this standard as well.

c) Reliability

Coefficient “r” of the internal consistency of SoCo testing is equal to 0.77 among a norm group of 430 people. According to scientific standard, it meets requirements of test reliability. The table below shows the consistency coefficients of every factor:

Factors	Cronbach Alpha coefficient	Number of questions
Self-recognition		
Self-perception	0.67	9
Emotional stability	0.79	10
Self-confidence	0.81	9
Openness to new ideas	0.76	12
Decisiveness	0.75	9
Approaching Others		
Psychological sensitivity	0.82	12
Contacting others	0.82	13

Factors	Cronbach Alpha coefficient	Number of questions
Pro-social behavior		
Behaviour in teams	0.77	12
Need for harmony	0.65	12
Service orientation	0.75	10
Influencing		
Belief in one's own abilities	0.77	12
Assertiveness	0.83	12
Leadership motivation	0.85	13

Factor of “self-recognition” is the inspection factor and can be expressed by Cronbach’s alpha coefficient according to content.

Factor of “need for harmony” is relatively low in reliability because it includes sub-factors of two different aspects. One is dispute tendency behavior and dispute avoidance behavior in conflicts, the other is the criticism and accusation of colleagues and staff. Correlation between the two sub-factors has been recognized and given important cognition overall to describe how one gets along with others, so the factor will be kept in SoCo testing.

d) Validity

Despite verification of SoCo testing, validation is still at preliminary stages. Its validation has been approved and improved according to face validity. We collect large amounts of viewpoints from testees and experts. Their viewpoints verify the validation of test questions and test results.

The structure of validation can be verified based on test theory (for example Kubinger, 2003), for the factor model used has been verified in actual practice.

The research on predicting reliability is still underway and relevant results will be supplemented in a new test version. One is the predictive power of SoCo testing and the other is the success testees will achieve in the future. To calculate the correlation between them, we still rely on your support.

e) Economy

In comparing the cost of testing with the amount of concluding information about social competency from testing, the test is rather economical. For testing of computer-assisted versions, we can provide detailed test analysis directly and rapidly; its design is also economical. Any computer in the network is eligible to conduct the test without any assistant software, which also maintains being economical.

f) Fairness

Psychological measurement instruments should be fair which means discrimination against certain groups is not allowable (Kubinger, 2003). Therefore, we analyze genders in reference groups of 430 people taking advantage of covariance analysis.

Pay attention to the following gender differences in interpreting test scores:

Factors	Male	Female
Need for harmony	↓	↑
Service orientation	↓	↑
Self-confidence	↑	↓
Assertiveness	↑	↓
Leadership motivation	↑	↓
Self-perception	↑	↓
Factor	Male	Female
Emotional stability	↑	↓
Contacting others	↑	↓
Belief in one's own abilities	↑	↓

Among the five factors, scores by males are higher than females in four factors, and scores by females are higher than males in one factor. There is not much difference between males and females in any other factor. Much attention should be paid to the existing differences in interpretation of results, but it doesn't obviously suggest discrimination against some people.

Range of job expectation value in social competence has been defined in advance, high scores and low scores are both meaningful to different jobs while gender differences are not significant.

Therefore, SoCo testing meets the requirements of test quality standards on fairness.

g) Practical application

The test quality standard is under the premise that the traits measured in testing have practical meaning to some problems. On account of various researches on the importance of social competency for career success (see also Kanning, 2005), it's concluded that SoCo testing is practical.

Studies suggest that social competency is of great importance to management personnel (Adnauer, 1998; Crisand, 2002) and team members (Faix & Laier, 1989; Koreimann, 2002). Social competency is more and more important in daily work, so individual social skills become much more important for ever-increasing connected social circles and have larger influences on successful careers than ever today.

h) Repeated tests

As with other tests, SoCo tests are unable to define a final validation period for factors like age, willingness to accept changes (ability to bear pressure) or big events in life, which may affect or change one's social competence. Even so, we still suggest you review identification results in three years but not rule out short-term variation under any circumstance.

i) Internal correlation table

The following table shows the internal correlation among factors in SoCo testing which should be paid attention to when analyzing results:

Note:

	1	2	3	4	5	6	7	8	9	10	11	12	13
1	1.00	0.50	0.25	0.25	0.44	0.37	0.35	0.42	0.01	0.39	0.44	0.30	0.22
2	0.50	1.00	0.43	0.29	0.33	0.49	0.36	0.36	-0.01	0.25	0.51	0.38	0.29
3	0.25	0.43	1.00	0.28	0.13	0.42	0.49	0.05	-0.26	-0.10	0.57	0.60	0.60
4	0.25	0.29	0.28	1.00	0.28	0.38	0.39	0.39	0.06	0.25	0.34	0.25	0.21
5	0.44	0.33	0.13	0.28	1.00	0.41	0.26	0.42	0.00	0.26	0.35	0.26	0.12
6	0.37	0.49	0.42	0.38	0.41	1.00	0.50	0.44	-0.05	0.28	0.60	0.47	0.37
7	0.35	0.36	0.49	0.39	0.26	0.50	1.00	0.32	-0.01	0.24	0.44	0.47	0.43
8	0.42	0.36	0.05	0.39	0.42	0.44	0.32	1.00	0.24	0.60	0.29	0.13	0.00
9	0.01	-0.01	-0.26	0.06	0.00	-0.05	-0.01	0.24	1.00	0.30	-0.15	-0.46	-0.35
10	0.39	0.25	-0.10	0.25	0.26	0.28	0.24	0.60	0.30	1.00	0.08	-0.10	-0.16
11	0.44	0.51	0.57	0.34	0.35	0.60	0.44	0.29	-0.15	0.08	1.00	0.61	0.48
12	0.30	0.38	0.60	0.25	0.26	0.47	0.47	0.13	-0.46	-0.10	0.61	1.00	0.66
13	0.22	0.29	0.60	0.21	0.12	0.37	0.43	0.00	-0.35	-0.16	0.48	0.66	1.00

- | | |
|-----------------------------------|------------------------------|
| 1) Self-perception | 2) Emotional stability |
| 3) Self-confidence | 4) Openness to new ideas |
| 5) Decisiveness | 6) Psychological sensitivity |
| 7) Contacting others | 8) Behavior in teams |
| 9) Need for harmony | 10) Service orientation |
| 11) Belief in one's own abilities | |
| 12) Assertiveness | |
| 13) Leadership motivation | |

7) Case analysis: results interpretation

Background

A madam, who is 43, acted as a sales manager in a jewellery shop or clothes shop when she was young and been trained professionally in selling under pressure. However, she felt bored and less interested in retail trade at present. So she considered career repositioning and decided to review her job orientation through psychological testing. SoCo testing is one of tests and test results came out as follows:

After being informed of the test results, she made an appointment with an appraiser to have concrete analysis. During the interview, the appraiser interpreted the results (see also data diagram on page 19) as:

Result interpretation

"Dear Madam, I will interpret your test results in detail step by step and I will introduce to you some important results concluded from the test and the corresponding suggestions specific to your position".

As seen from your test results, we are sure that you are frank with the answers. That is to say, you didn't hide your weakness deliberately. Your test results suggest you are answering these questions by intuition rather than any by deliberate embellishment. So we approve that the following test results are true and reliable.

Self-perception

As seen from your test results, we are sure that you are frank with the answers. That is to say, you didn't hide your weakness deliberately. Your test results suggest you are answering these questions by intuition rather than any by deliberate embellishment. So we approve that the following test results are true and reliable.

Emotional stability

"Test results suggest that some cases (such as inconsistency in ideas and failures) will bring affection in mood; despite that, you are trying to control yourself in most cases. For example you will feel uneasy or at a loss in short-term and irritated at times. Combined with the score from the factor of "self-confidence", we can conclude that emotional responses to setbacks and criticism will create bad influences on your self-worth. "

Self-confidence

"In consideration of your low significance in the factor of "self-confidence", we infer that you mind what others' say about you. So you are not very happy to be kept an eye on or criticized. On one hand, you are ready to accept criticism and suggestions, on the other hand you will doubt yourself in cases of direct criticism. So we suggest that you adjust your self-worth before appearing during inescapable social occasions and be confident and convincing. Bear in mind that you will be more convincing if you are confident enough, which is key to your success in future."

Openness to new ideas

"You adopt liberal attitudes to new methods in general. When current methods that are approved are unable to solve problems, you'll adopt alternatives. While the current work structure system and procedures are approved feasible, you'll accept it instead of questioning it time and again. "

Decisiveness

"Your test results suggest that you'll adjust decision-making action dependent on the actual situation. You can take risks and make quick decisions when you think it necessary. In other cases, you'll think twice and weigh the pros and cons of the decision prior to taking action. Therefore, you are prone to making decisions by nature, which may make it hard to adapt to jobs that require careful analysis of details and long-term survey prior to making decisions. "

Psychological sensitivity

"There is a possibility that you will take inappropriate actions under intensified interpersonal relations, however, not meaning to do so. You'll focus more on what was said than the way the words were expressed. Therefore, you may find difficulty in making out other's real meaning (also known as implied information) in the short term. In these cases, your behavior is considered as inappropriate."

Contacting Others

"You seldom find difficulty in getting along or communicating with others but you are not an extrovert in any way. In most cases, you seldom take initiative to get close to others, nor express yourself completely in conversations. You are waiting for contact rather than breaking the deadlock to others as planned. You are used to communication among small groups. You are not an initiative person in social contact unless you think it necessary. This behavior is related to your comments on self-worth: if you get strong criticism and suggestions, you will have little chance of receiving feedback that will build up your self-confidence."

Behaviour in Teams

"You attach much importance to communication, but at the same time need free space for independent work. You'll feel unpleasant when you are working by yourself, but don't desire to rely on others to complete your work. Ideal working environments for you are those where you could both work independently and communicate with team."

Need for harmony

"Generally, you are willing to communicate with others in pleasant and mild environment. You are patient in most cases and will give in at times. However, you will take initiative to say some unhappy facts when you are annoyed or can't put up with something. Given that you have low scores in factors of psychological sensitivity, you are strange in the eyes of others and you will not give an explanation of your behavior afterwards. You may hurt others on some occasions, when in fact you didn't mean to. However, your behavior seems like "I don't care" (if being criticized). Your behavior may add to the unpleasant situation without intention (for you give the impression that you are distant and indifferent)."

Service orientation

"Please note that your score doesn't mean that you are unable to serve people. It suggests that in most cases you are expecting something in return. If you work long term in an environment that provides service or meets others' requirements, your expectation for returns will make influences on your positive attitude. You should not choose jobs that serve people while has no direct return."

Belief in one's own abilities

"As seen from test results, you are confident with your working capacity and brave in rising to challenges. You believe in your experience, knowledge and techniques and think that you can help others solve problems within the scope of your coverage."

Assertiveness

"In general, you will insist on your ideas in spite of setback and opposition. In your opinion, adhering to your own viewpoints is rather important and you are willing to choose "tough line" and be dominant. Low scores in factors of demand for harmony and medium scores in social sensitivity indicate that you are the very person to intensify situations and offend others. The root reason for conflict of contradiction lies in that you are too direct in expression and think little for others you are talking to throughout the communication."

Leadership motivation

"You are not aiming at leading many people, but judging from your characteristics of personality, you are willing to undertake part of the leadership responsibility. Although you prefer challenging work, you also accept leading a small group. In this sense, you have the self-persistence and capacity to overcome obstacles and stick to your viewpoints in front of opponents."

"Madam, the preceding are an introduction to your traits of social competency from every aspect. Our suggestions are: summarize the key points which may be the main reasons why you are unhappy with your current job. In my opinion, your traits of personality are really less in line with the requirements of sales or your knowledge of the organizational culture you are working in.

- Unwilling to express ideas euphemistically
- In want of relative self-confidence
- In want of empathic ability and put forward criticism and suggestions too directly
- Dictatorship behavior and lacking in "suppleness"
- Unwilling to be present in public on social occasions and establish contact with others
- Unwilling to provide service for others

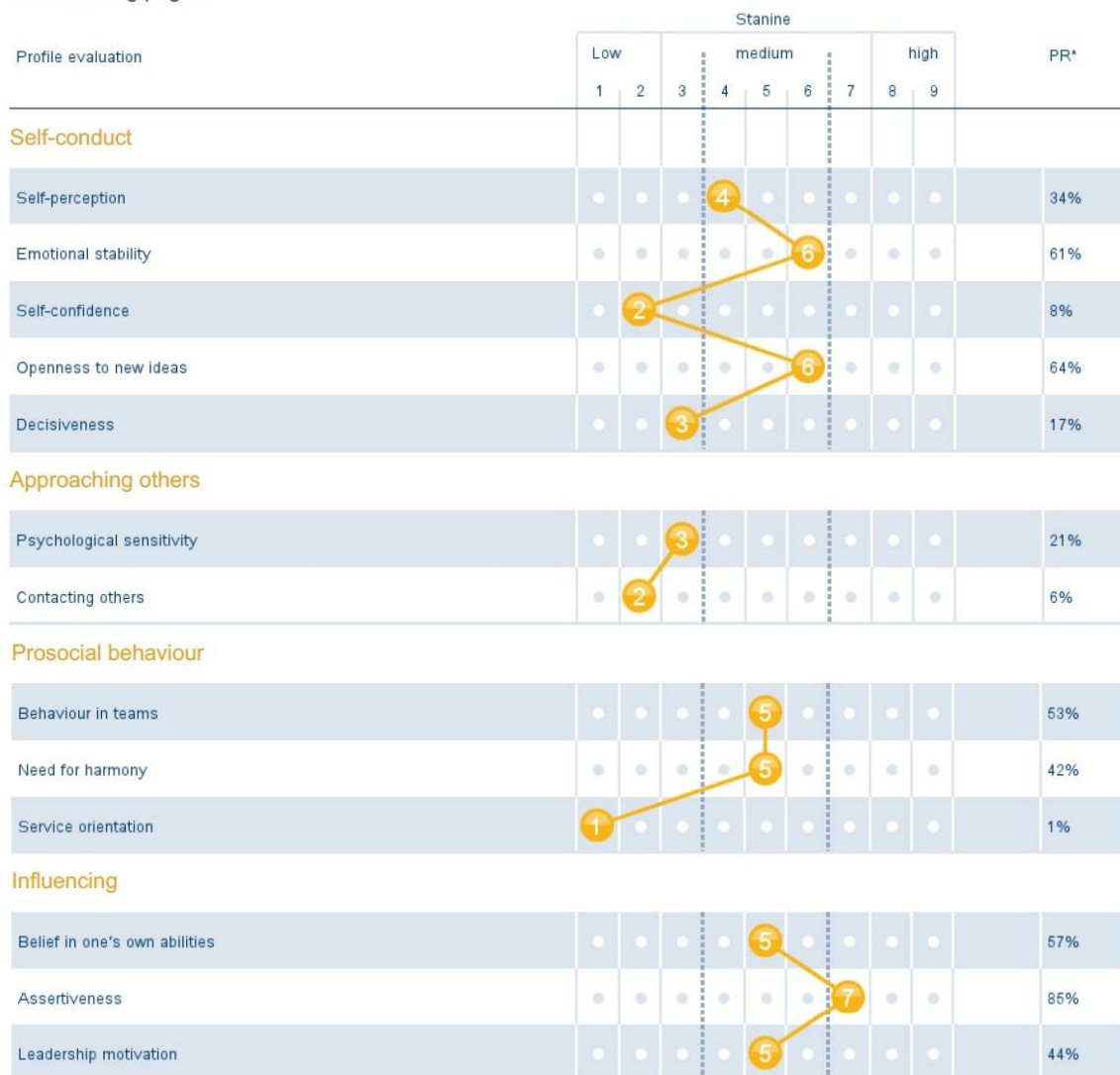
"Madam, it's obvious that there is a deviation between the traits of your social competence and the job you are doing, so it's natural if you feel unhappy in working. If you read your test results again and think deeply and you still want to reposition your career, we had better have another conversation in detailed discussion on the issue. In my opinion, there must be jobs suitable for you that make your traits of personality favorable. We're pleased and looking forward to the next interview. Before the next interview, please think over what conclusions can be drawn from the conversation."



Exemple

1 Profile:

In the following profile the results of the social competences are pictured according to their respective domain. The results should be understood in alignment to a random sample. Based on the percentage rating (PR) it can be seen how distinct the result is in comparison to other individuals. Higher scores are not per se better, as every extraordinary mark contains potential and risks which are explained on the following pages.



* Stanine and percentage score highlight how the accomplished rating should be evaluated compared to the normative random sample.

8) Support and authorized training

Senior psychologists in our organization will provide consultation for test results interpretation or assist your company in applying SoCo testing to the management process of human resources (talent selection, staff development, team building and management development etc.).

Phone: +41 (0)31 335 65 70

E-mail: info@nantys.ch

Website: www.nantys.ch

Authorized training on evaluators

As for results interpretation, we recommend you participate in professional training of SoCo testing and you become a granted consultant of SoCo testing. This training includes:

- Preparatory phase: complete test (included in tuition fee)
- Statistic basis of psychological testing
- Theoretical basis of SoCo testing
- Test conditions and processes
- Results of interpretation specific to different test purposes
- Discussion of cases
- Briefly checking study effect

We'll issue qualification certificates for granted consultants of SoCo testing to you after finishing training and passing inspection.

Individual consulting specific to testees

If you have finished SoCo testing and expect individual consulting, we recommended you use the nearby SoCo testing consultant granted to help you in results interpretation, directly based on your demand. Please do not hesitate to contact us in case of further questions.