

IDENTI3

Discover your potential



Technical Report

Updated validity report for Identi3 Profiling

1. About Identi3 Organization

Identi3 Profiling looks into individual, team and organizational performance – when you want to excel in what you do, that information worth knowing.

With a 33 year history, Identi3 Profiling now serves more than 2,000 global companies worldwide. With constant technological and social changes, Identi3 Profiling keeps in line with continued research, innovation, and normative studies.

The success of Identi3 Profiling attributes to the maturity of users who looks beyond conventional psychometric profiling.

Comparing to inelegant psychometric tests, which consist of hundreds of questions, Identi3 Profiling distils a complex psychometric questionnaire into only 20 questions. The outputs are short, useful graphics that are easy to understand and engage managers and employees alike. They provide a catalyst for change in an easily understood way.

The result helps people identify with themselves or the jobs for which they are suitable. When used in

team settings, people start to understand each other and learn how to trust each other.

Unlike that of other psychometric tool companies who look only at human traits (characteristic of the person taking the test) for a job fit, Identi3 Profiling is also an Organization Development (OD) tool that looks at the organization's strategies, structure, and processes.

Identi3 Profiling provides a holistic application in the following areas:

- 1)As a recruitment executive search tool for the selection of the right people
- 2)As a diagnostic 'X-Ray' to identify organization 'DNA' and problems
- 3)As a team building tool to bridge different talents together
- 4)As a leadership development tool for building a greater company

- 5)As a coaching tool to develop high potential
- 6)As an educational tool for learners to identify their learning style
- 7)As a career identification tool for graduates and those in career transition
- 8)As a relationship building tool for couples

Together with a set of proprietary training programs, called 'The Enlightened Series,' users can reach their full potential through systematic steps. These programs are in the areas of personal development, leadership, coaching, sales, train-the-trainers, etc.

As part of the modern science, the field of psychometrics and organization behavior is known to create corporate success. When you use Identi3 Profiling, change happens! With the intervention of our tool and techniques, recipients report an increase between 20-90% in performance in individual, teams and organization's performance.

Unlike many reports that sit on the shelves of executives - this works!

"Any intelligent fool can make things bigger and more complex... It takes a touch of genius - and a lot of courage to move in the opposite direction."

- Albert Einstein



Updated on
1st August 2016

Published by
Identi3® International Inc
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New York, NY 10152

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2.1 About Identi3 instrument

Product Description

The Identi3 instrument consists of 20 sets of 4 statements that the participant answer.

The results reveal the personality of the participant. Also known as traits.

Every individual's behavior and performance is driven by the traits that they possess. These traits are important in finding out how he is likely to behave and whether they will do well in a particular job function.

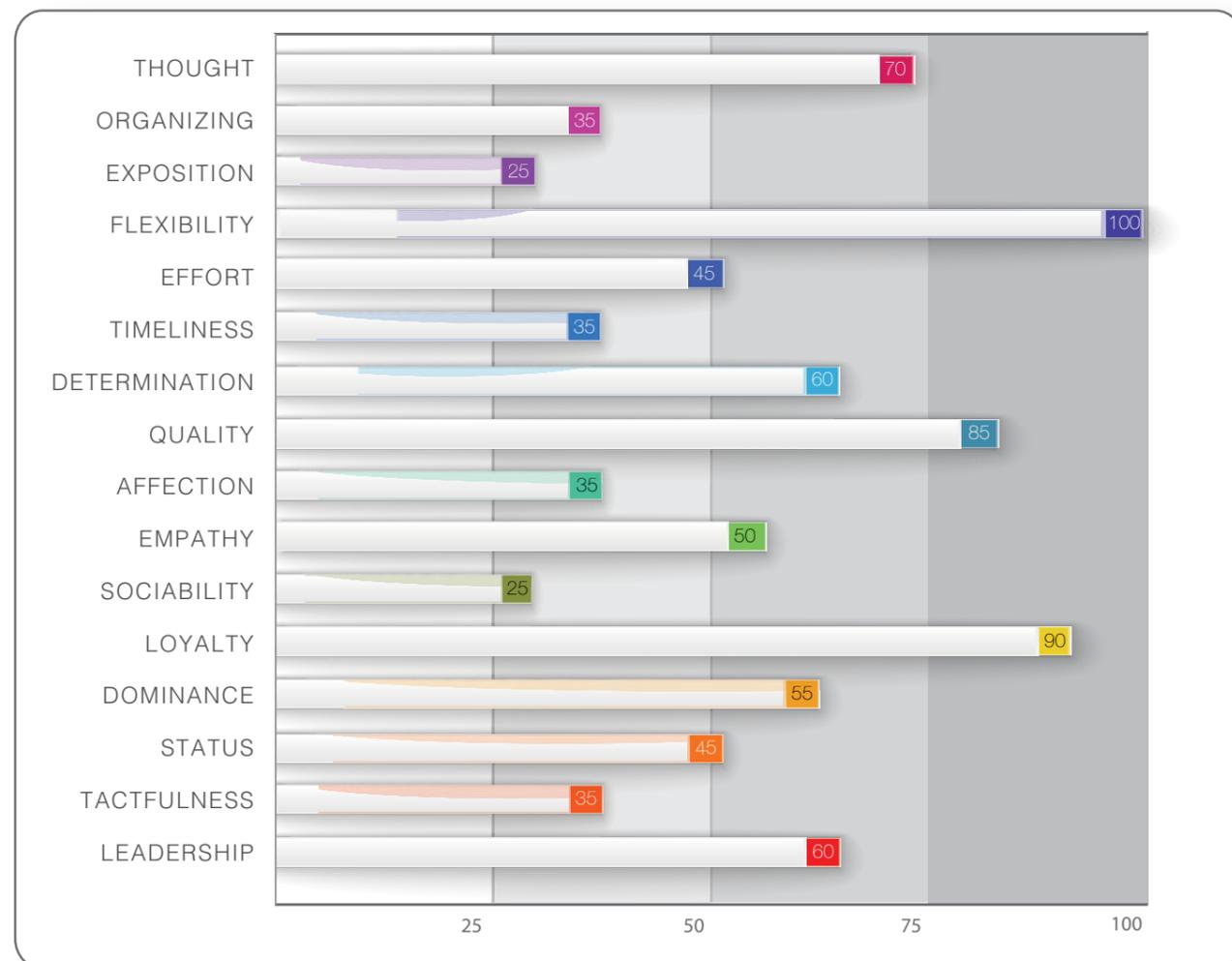
Features of the instrument

- Consists of 20 statements.
- Each set has 4 statements to choose from.
- You are required to choose the most likely as 1, followed by 2, 3 and the least likely as 4.

- Applications of the instrument include uses in team-building, relationship management, coaching and counseling, 360 feedback etc.
- Online questionnaire can be administered either via website or by iphone/ ipad app.
- Online questionnaire has an extra authentication feature asking if respondent has select the sequence correctly.
- Online feature allows overlapping of 2 profiles and generating of comparison reports.
- Online results can be mapped to pre-determined traits to job match feature.
- Online results can be generated as a line chart as a Team Mapping feature.
- Has a red flag feature when respondent attempts to skew his result or has completed it wrongly.

Benefits of the instrument

- Easy to implement for offline or online usage
- Simple english that does not test on language ability
- Participants can complete it less than 15 minutes.
- 24/7 online access
- Co-relation of 16 traits provides more insights to behaviors
- Enables the identification of training gaps for the individual
- Connects with the relevant training materials (e.g. The Enlightened Manager) for developmental purposes
- Has 10 specialized reports for different applications.



2.2 Understanding the 16 sub-dimensions

Traits	LOW	HIGH
THOUGHT <i>Thinking style</i>	Realistic and practical.	Enjoys intellectual ideas.
ORGANIZING <i>Creating processes, sequence</i>	Plans sufficient to move ahead. Spontaneous; May be disorganised.	Plan and organise excessively. Usually slow to make decisions.
EXPOSITION <i>Aptitude in expressing oneself</i>	Limited vocabulary or lower ability to express well.	Good in articulation, sports or writing.
FLEXIBILITY <i>Tolerance towards uncertainty</i>	Needs clarity to work well. Prefers structure and follows procedure.	Casual. Carefree. Easy-going. Accommodating.
EFFORT <i>Attitude towards putting in effort</i>	Comes up with alternative solutions to put in lesser effort.	Works hard, toils long hours and constantly busy with tasks.
TIME <i>Orientation towards time</i>	Sees time as elastic.	Sees time as inelastic.
DETERMINATION <i>Perseverance, determination</i>	Likely to move on to other tasks before completion.	Determined to complete task.
QUALITY <i>Appreciation of detail</i>	Less concerned with quality of work.	Detailed, meticulous, observant, quick to pick out abnormalities.
AFFECTION <i>Emotional needs</i>	Objective and appear 'cold'. Able to work alone.	Passionate but subjective. Need to be with people, the 'taker' in a relationship.
EMPATHY <i>Being understanding to others</i>	Focused and shuts off the rest of the world.	Understanding to the needs of others and the 'giver' in a relationship.
SOCIABILITY <i>Interacting with people</i>	Introvert, shy, tends to avoid unknwn people.	Extrovert, outgoing behavior.
LOYALTY <i>Faith in people, product, service</i>	Detached and may not be as engaged.	Stronger commitment with feelings of obligation.
DOMINANCE <i>Control/ territorial needs</i>	Accommodating, may be pushover for others.	Territorial. Assertive. Sense of ownership.
STATUS <i>Opinion of standing in society</i>	Not concerned with people's opinion. May neglect outward appearance or facade.	Concerned with people's opinion.
TACTFULNESS <i>Art of managing relationships</i>	Sees people as friendly, warm and approachable. May be gullible.	Do not trust easily and does not reveal emotions outwardly.
LEADERSHIP <i>Willingness to lead long-term</i>	Does not intend to influence or lead people. Usually a good supporter.	Wants to steer, guide people into certain directions.

Act responsibly and help people you care about

Users are required to complete the assessment for their profiling results. Reports must be interpreted by a certified Identi3 coach or trainer for an accurate analysis of the user's personality traits.

2.3 Understanding Identi3 Career/ Team Types

Identi3 has identified eight career/team types, which help applicants understand their strengths and give them direction as to their optimal career options. The classification also helps employers to choose interview prospects with the right skill set.

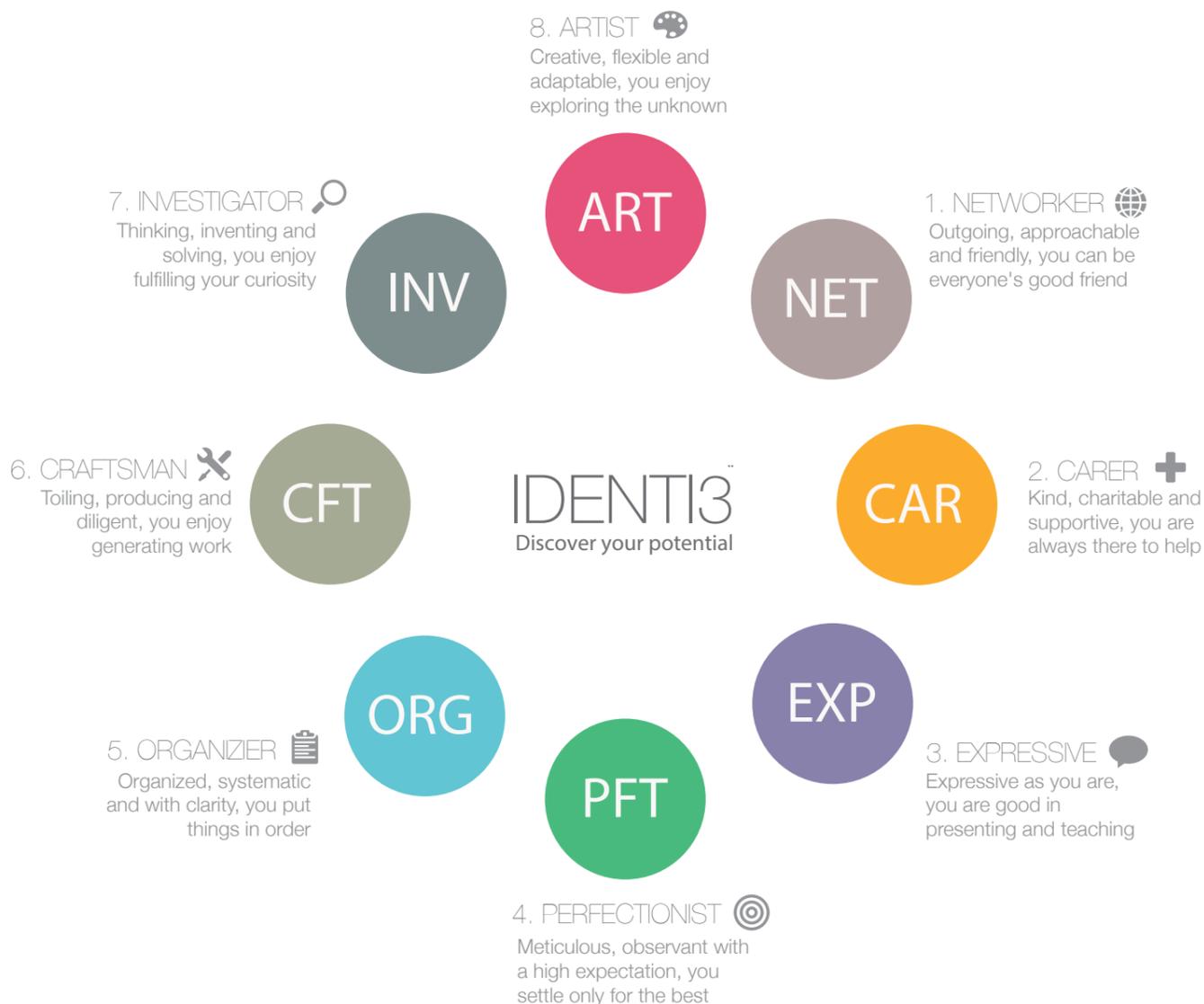
Identi3 Types make it easier for Organizations to hire, as they can assess applicants, not on the individual's perception of their strengths and weaknesses, but an accurate classification of their personality. For example, if a firm is hiring an Accountant, they can narrow the search to Organizers, Craftsman or Perfectionist types.

The basis of building teams is trust and collaboration. When you find out the strengths of each other, it is easier to work together. The use of the Identi3 Types has also proved to help organizations build a stronger team.

Identi3 Types is designed from research and empirical studies over 33 years. The findings show that broadly speaking, individuals have strengths in certain areas.

These strengths when executed in the right job help to propel and excel the person in their position, where in another they will not help and might even impair their performance.

Identi3 goes beyond profiling and looks at the comprehensive approach of Organization Science and is the recommended tool for building a superior organization.



3. Understanding Statistical Correlation

Statistical correlation is a statistical technique which tells us if two variables are related.

For example, consider the variables family income and family expenditure. It is well known that income and expenditure increase or decrease together. Thus they are related in the sense that change in any one variable is accompanied by change in the other variable.

If the change in one variable is accompanied by a change in the other, then the variables are said to be correlated. We can therefore say that family income and family expenditure, price and demand are correlated.

Relationship Between Variables

Correlation can tell you something about the relationship between variables. It is used to understand:

- 1) whether the relationship is positive or negative
- 2) the strength of relationship.

Correlation is a powerful tool that provides these vital pieces of information.

In the case of family income and family expenditure, it is easy to see that they both rise or fall together in the same direction. This is called positive correlation.

In case of price and demand, change occurs in the opposite direction so that increase in one is accompanied by decrease in the

other. This is called negative correlation.

Coefficient of Correlation

Statistical correlation is measured by what is called coefficient of correlation (r). Its numerical value ranges from +1.0 to -1.0. It gives us an indication of the strength of relationship.

In general, $r > 0$ indicates positive relationship, $r < 0$ indicates negative relationship while $r = 0$ indicates no relationship (or that the variables are independent and not related). Here $r = +1.0$ describes a perfect positive correlation and $r = -1.0$ describes a perfect negative correlation.

Closer the coefficients are to +1.0 and -1.0, greater is the strength of the relationship between the variables.

As a rule of thumb, the following guidelines on strength of relationship are often useful (though many experts would somewhat disagree on the choice of boundaries).

Correlation is only appropriate for examining the relationship between meaningful quantifiable data (e.g. air pressure, temperature) rather than categorical data such as gender, favorite color etc.

Disadvantages

While ' r ' (correlation coefficient) is a powerful tool, it has to be handled with care.

The most used correlation coefficients only measure linear relationship. It is therefore perfectly possible that while there is strong non linear relationship between the variables, r is close to 0 or even 0. In such a case, a scatter diagram can roughly indicate the existence or otherwise of a non linear relationship.

One has to be careful in interpreting the value of ' r '. For example, one could compute ' r ' between the size of shoe and intelligence of individuals, heights and income. Irrespective of the value of ' r ', it makes no sense and is hence termed chance or non-sense correlation.

' r ' should not be used to say anything about cause and effect relationship. Put differently, by examining the value of ' r ', we could conclude that variables X and Y are related. However the same value of ' r ' does not tell us if X influences Y or the other way round. Statistical correlation should not be the primary tool used to study causation, because of the problem with third variables.

Value of r	Strength of relationship
-1.0 to -0.5 or 1.0 to 0.5	Strong
-0.5 to -0.3 or 0.3 to 0.5	Moderate
-0.3 to -0.1 or 0.1 to 0.3	Weak
-0.1 to 0.1	None or very weak

3.1 Understanding forced-choice methods and Cronbach Alpha

In life, individuals are constantly presented with choices, and the workplace is no exception.

Imagine you have the opportunity to help a coworker with a project, but it might entail your falling behind on your own work. Imagine you have the choice between being on the brainstorming or the presentation ends of a project. What actions would you take? Identi3 uses forced choice item types, requiring participants to choose between traits related to Determination, Leadership, Expressiveness, and many more. These questions more closely approximate the actual experience of working, and the decisions that must be made while doing so.

There are additional benefits to using a forced-choice question type. These items encourage greater consideration of each item presented towards them in terms of their connection to the respondent, and more thoughtful examination of how relevant the traits really are (Dillman et al., 2003; Smyth et al., 2006). They also reduce the likelihood of participants responding with socially-desirable responses that are not true to their actual behavior (Brown, 2010). Finally, forced-choice items improve operational validity, and responses are more representative of actual participant beliefs (Bartram, 2007).

Using forced choice questions is contrasted with using standard 'Likert'-style questions, which ask participants to indicate their agreement or the degree to which a statement describes them, and measures the relevance of a single trait, without considering the preference the respondent has for the trait in comparison to other traits. Forced-choice items direct the psychometric approach to analyzing the reliability and validity of the instrument.

First, measures of intrarrater reliability, such as Cronbach's alpha, are not appropriate for the Identi3 profiling system (see Brown, 2010, p. 12). Thus, test-retest reliability as well as measures of construct and criterion validity become integral to developing evidence for the efficacy of an assessment. This paper will fulfill these needs by comparing the Identi3 Personality Traits to the Big 5 Personality Traits (construct validity) and correlates with employee engagement and burnout (criterion validity.)



4. Convergent and Discriminant Validity Analysis: Big 5 Personality Traits

Construct Validity was measured by comparing Identi3 Personality Traits to the Big 5 Personality Traits (Costa & McCrae, 1992). The Big 5 trait profile is by far the most commonly-cited in academia, with over 10,000 current citations. It is composed of the following traits:

- Openness to Experience - a general appreciation for art, emotion, adventure, unusual ideas, imagination, curiosity, and variety of experience. Openness implies a desire to think about and try new things.
- Conscientiousness - a tendency to show self-discipline, act dutifully, and aim for achievement against measures or outside expectations. Conscientiousness is often described as the 'golden trait' for employees, as it is the trait most predictive of success in the workplace.
- Extraversion - includes energy creation from external means, specifically socializing with others. Current research focuses on how extroverts receive energy from social interactions, while introverts have to use energy for social interactions.

- Agreeableness - a tendency to be 'nice' and considerate. Women tend to be higher in Agreeableness.
- Neuroticism (often described as its inverse, Emotional Stability. Emotional Stability is to Neuroticism as Extroversion is to Introversion - the opposite ends of the same continuum.) - the tendency to experience negative emotions, such as anger, anxiety, or depression. Neuroticism + stress is often the cause of psychological disorders.

Other personality profiles such as Identi3 should be related to these traits (to ensure the Big 5 traits are represented within them) but should not have overly-large correlations with them (to ensure that the personality profile is not simply replicating the Big 5).

In addition, you would expect similarly-themed traits to be correlated with one another. For instance, you would expect Empathy to be positively correlated with Agreeableness, and Time to be positively correlated with Conscientiousness.

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Conclusion

Correlations that are highlighted in the next page are statistically significant. Here, you can see that Identi3 traits do relate to the Big 5 Personality Traits, but not to the extent that they would be considered overlapping.

In addition, traits that would make theoretical sense to be related are positively correlated.

There was a high degree of overlap between the Big 5 Personality Traits and Identi3 Profiling, and in the expected directions. For instance, both Affection ($r = .21$) and Empathy ($r = .42$) were mostly strongly related with Agreeableness. Each of these traits indicate a 'nice' person who cares for others and tries to get ensure their wellbeing, and thus they should be positively related.

Similarly, Conscientiousness and Effort ($r = .39$) both involve a willingness to work hard to achieve one's goals, and Conscientiousness and Time ($r = .28$) both involve a sense of responsibility, showing up on time, and meeting deadlines.

		Agreeableness	Conscientiousness	Extraversion	Neuroticism	Openness
Thought	Pearson Correlation	-.291	-.356	-.381	.274	.259
	Sig. (2-tailed)	.000	.000	.000	.000	.000
	N	486	489	489	490	491
Affection	Pearson Correlation	.208	-.150	.065	.099	.068
	Sig. (2-tailed)	.000	.001	.152	.028	.131
	N	487	490	490	491	492
Dominance	Pearson Correlation	-.211	-.137	-.132	.043	-.149
	Sig. (2-tailed)	.000	.002	.003	.343	.001
	N	489	491	491	492	493
Effort	Pearson Correlation	.034	.389	.040	-.142	-.126
	Sig. (2-tailed)	.447	.000	.377	.002	.005
	N	492	495	495	496	497
Empathy	Pearson Correlation	.351	-.074	.068	.012	.083
	Sig. (2-tailed)	.000	.101	.135	.786	.067
	N	487	488	488	489	490
Exposition	Pearson Correlation	-.045	-.206	.178	-.046	.191
	Sig. (2-tailed)	.319	.000	.000	.309	.000
	N	483	484	484	485	486
Determination	Pearson Correlation	.125	.508	.031	-.260	-.042
	Sig. (2-tailed)	.006	.000	.495	.000	.353
	N	489	490	490	491	492
Flexibility	Pearson Correlation	-.043	-.180	.070	-.109	.405
	Sig. (2-tailed)	.340	.000	.124	.015	.000
	N	487	490	490	491	492
Leadership	Pearson Correlation	-.086	-.010	.313	-.133	-.062
	Sig. (2-tailed)	.057	.829	.000	.003	.173
	N	488	489	489	490	491
Loyalty	Pearson Correlation	.291	.031	-.017	-.043	-.010
	Sig. (2-tailed)	.000	.494	.713	.338	.824
	N	489	491	491	492	493
Tactfulness	Pearson Correlation	-.149	-.151	.112	-.011	.025
	Sig. (2-tailed)	.001	.001	.013	.800	.576
	N	490	493	493	494	495
Organizing	Pearson Correlation	-.138	.180	-.189	.123	-.133
	Sig. (2-tailed)	.002	.000	.000	.006	.003
	N	487	490	490	491	492
Quality	Pearson Correlation	-.103	.177	-.253	.087	-.079
	Sig. (2-tailed)	.023	.000	.000	.053	.078
	N	489	492	492	493	494
Sociability	Pearson Correlation	.110	-.111	.374	-.155	-.045
	Sig. (2-tailed)	.015	.013	.000	.000	.315
	N	496	499	499	500	501
Status	Pearson Correlation	-.195	-.262	-.128	.218	-.206
	Sig. (2-tailed)	.000	.000	.004	.000	.000
	N	494	497	497	498	499
Timeliness	Pearson Correlation	-.071	.275	-.161	.030	-.177
	Sig. (2-tailed)	.118	.000	.000	.515	.000
	N	483	485	485	486	487

5. Criterion Validity Analysis: Engagement

Engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption" (Schaufeli & Bakker, 2010; Schaufeli, Salanova, Gonzalez-Roma, & Bakker, 2002, p. 74). It has been shown to have a correlation of approximately .35 with work performance (Crawford, Lepine, & Rich, 2010), and thus is directly related to performance on the job. Furthermore, engagement includes a component of overall wellness, and has been shown to lead to innovation (Zhang & Bartol, 2010). Therefore, correlatoins between personality traits and engagment indicate that employees high on these personality traits are likely to be more vigorous, dedicated, and absorbed in their work.

Conclusion

Identi3 Profiling Traits were strongly related to Employee Engagement. This implies that the traits can be used to predict which employees will be most engaged with their work. In particular, Effort (r = .28) and Finishing Tasks (r = .16) were positively related to engagement, indicating that these traits are most useful for predicting employee engagement.

Trait	Correlation with Engagement
Thought	-.22**
Affection	-.06
Dominance	-.14**
Effort	.28**
Empathy	-.01
Exposition	.03
Determination	.16**
Flexibility	.00
Leadership	.11*
Loyalty	-.05
Planning	-.04
Tactfulness	-.02
Quality	-.03
Sociability	.12*
Status	-.15*
Timeliness	.00

Highlighted = statistically significant.

Sample size = 503

Model		Coefficients		t	Sig	
		Unstandardised Coefficients	Standardised Coefficients			
		B	Std. Error	Beta		
1	(Constant)	8.291	2.939		2.821	0.005
2	Effort	3.801	.614	.284	6.186	.000
3	Sociability	2.563	.622	.181	4.123	.000
4	Leadership	1.340	.547	.103	2.448	.015
5	Determination	1.436	.636	.106	2.257	.024

This indicates that not only does each trait have a relationship with engagement, but they all account for additional aspects of variance related to engagement. That is, when included together, they account for a more powerful predictor of employee engagement.

6. Criterion Validity Analysis: Satisfaction of Needs

Self-Determination Theory (Deci & Ryan, 2000) argues that in order for an individual to be motivated to achieve in their life, they must have certain needs met.

These needs include a feeling of belongingness, a sense of personal competence, a sense of autonomy and the ability to control their own fate, and a sense of achievement. Thus, it is beneficial to consider if assessments are related to the fulfillment of these needs.

Identi3 Personality Profiles had strong relationships with Self-Determination Needs Satisfaction, and in the expected directions. For instance, the need to belong, or feel a part of a group, was most closely associated with the Social Trait ($r = .11$). The needs for Autonomy, Achievement, and Competence were similarly related to Effort and Finishing

Tasks. This is because both of these traits are 'building blocks' necessary for an individual to believe they are reaching a level of success in their work.

This analysis therefore represents evidence that Identi3 personality traits are related to the satisfaction of basic needs, which leads to more motivated employees.

Conclusion

Identi3 Profiling had strong relationships with Self-Determination Needs Satisfaction (see Deci & Ryan, 2000). Again, they were in the expected directions. For instance, the need to belong, or feel a part of a group, was most closely associated with the Social Trait ($r = .13$). The needs for Autonomy, Achievement, and Competence were similarly related to Identi3 traits – they were associated with

Effort and Determination. This is because both of these traits are 'building blocks' necessary for an individual to believe they are reaching a level of success in their work. It is also interesting to note that all of these needs were negatively related to status. This implies that people who are driven to attain status feel less satisfaction, and require a higher degree of success to do so.

	Belongingness	Competence	Autonomy	Achievement
Effort	.169	.196	.120	.191
	.000	.000	.007	.000
	499	497	498	497
Dominance	-.120	-.065	-0.06	-0.69
	.007	.150	.897	.124
	499	497	498	497
Thought	-.240	-.187	-.130	-.208
	.000	.000	.004	.000
	499	497	498	497
Sociability	.109	-.014	-.028	.055
	.014	.756	.537	.218
	499	497	498	497
Determination	.115	.214	.178	.144
	.010	.000	.000	.001
	499	497	498	497

Your answer to a superior work performance

Clever Design Clever Results

Identi3 has identified eight career/team types, which help applicants understand their strengths and give them direction as to their optimal career options. The classification also helps employers to choose interview prospects with the right skill set.

Identi3 Types make it easier for Organizations to hire, as they can assess applicants, not on the individual's perception of their strengths and weaknesses, but an accurate classification of their personality. For example, if a firm is hiring an Accountant, they can narrow the search to Organizers, Craftsman or Perfectionist types.

The basis of building teams is trust and collaboration. When you find out the strengths of each other, it is easier to work together. The use of the Identi3 Types has also proved to help organizations build a stronger team.

Identi3 Types is designed from research and empirical studies over 33 years. The findings show that broadly speaking, individuals have strengths in certain areas.

These strengths when executed in the right job help to propel and excel the person in their position, wherein another they will not help and might even impair their performance.

Identi3 goes beyond profiling and looks at the comprehensive approach of Organization Science and is the recommended tool for building a superior organization.

- Quick

Consist of 20 statements that you complete in less than 15 minutes

- Valid

Identi3 has a validity coefficient of 0.926% and has been tested with a sample size 10,000 users across 3 continents

- Established

Developed since 1984, yet staying current with changes

- Robust

Integrates 6 detectors to filter out inaccurate profiles

- Peace of Mind

Users includes Fortune 500 companies, government agencies and institutes of higher learning

5X
Superior

