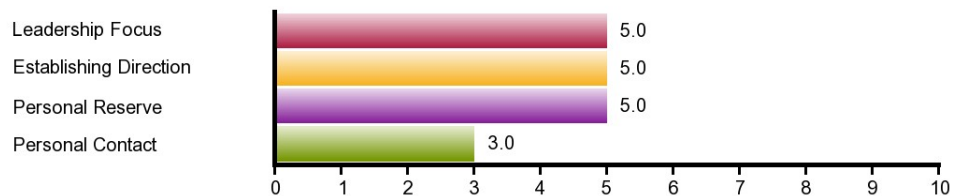


Overview

Pario Profile Report on Individual Style and Motivation

Pario Innovations



I. Background to the Pario Professional

Personality questionnaires (inventories) explore the broad range of personality characteristics which are generally relevant in the field of work.

The *Pario Professional* is designed to assess individual preferences in the context of the work environment, and assesses their preferred or typical, ways of behaving in the workplace. It is comprised of two broad, independent dimensions, one which is linked to Personal Objectives at work (*what an individual wants to do or likes doing*), whilst the other examines a person's response to Work Demands (*how they behave in the work place*). Under each of these broad dimensions are eleven sub-scales.

Pario Professional follows a “forced choice” format so individuals cannot score highly (or lowly) on all facets – this is important when dealing with competitive individuals or in competitive situations. The facets combine into three main descriptors:

- *Approach to Problems* – how a person analyses information and to what extent they respond flexibly,
- *Approach to People* – how a person interacts, influence and persuades,
- *Approach to Tasks* – to what degree a person focuses on outcomes and how they make decisions.

Pario Professional provides more complete information than standard personality trait tests as these focus on underlying structure based on various traits. They are less attentive to motivation or needs that shape perceptions or behaviours. In contrast, *Pario Professional* was designed around the Critical Success Factors affecting performance in organizations. It identifies how people adapt to role demands, and the pattern of behaviour that can be linked to effectiveness.

Studies have shown *Pario Professional* results to correlate well with Assessment Centre results. Also a study completed by Kelly and Caplan (1993)¹ of Bell Labs engineers (in the same role), found that high performers were not identifiable by personality traits or even ability necessarily. However, those individuals who are more effective had distinctive patterns of work behaviour, reflecting the way they perceived their role and prioritized activities. This is one major attribute identified by *Pario Professional*.

¹ Kelley, R. and Caplan, J. (1993), How Bell Labs Creates Star Performers, Harvard Business Review, Vol 71, (4).

II. Potential Benefits of Pario Professional

❖ In Recruitment and Selection²:

1. To most cost effectively increase the overall validity of assessment centres.
2. To provide a means of fairly and objectively comparing candidates' behaviour.
3. To help to avoid being 'caught out' by professional or manipulative candidates, ones that may be able to create desired impressions and know how to flex the 'halo effect'.
4. To give information on who is a good fit to the role.
5. To provide additional validity to recruiting processes by assessing criteria that are difficult to assess by other means, especially 'underlying drivers', e.g. results orientation, tenacity, motivational fit, etc.
6. To very efficiently assess a wide range of criteria.
7. To highlight potential organizational fit issues – *the "want to" rather than "can" do aspects* – which may not be trainable.
8. To identify the selected person's training and development needs up front

❖ In Coaching, and Learning and Development:

1. To raise individual self-awareness and give insight into the specific actions that might be required to strengthen personal development.
2. To provide data on how to help the participant develop best.
3. To increase the overall validity of development centres.
4. To provide group data on capability gaps/development areas which can be used to target training interventions for the team/group.
5. To help provide non-threatening developmental feedback information.

❖ In Organizational Development (OD) and Effectiveness:

1. To provide organizational data on capability gaps/development areas.
2. To help with OD interventions by increasing the clarity of understanding the culture of groups within organizations.
3. To compare individuals across organizations and National boundaries.
4. To help build organizational success profiles.

² Pario Professional has been listed with the BPS in the UK since 1995 and subject to independent review.