

# COMPARATIVE ANALYSIS OF PSYCHOMETRIC TESTING ON TWO PROFESSIONALS TO SELECT BEST CANDIDATE DURING SELECTION PROCESS

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***Abstract-**The objective of this paper was to measure individuals' mental capabilities and preferred behavioral style fitting the suitability for a role with training team. The position was of a training manager which required aptitude and cognitive abilities. The tests were used to identify the extent to which candidates' match skills, knowledge, motives and abilities required to perform the role. Various tests were administered on both the candidates. An ability test was also designed and administered on the top performers of the organization. All the information were collected from the psychometric (PSI), Career Drivers (RSI), Motives (TAT) and ability tests to identify the hidden aspects of candidates followed by a presentation and face-to-face interview.*

***Key words:** Psychometric, Aptitude, Cognitive abilities, Career Drivers*

## **SCOPE**

ABCD organization used psychometric test as a part of their assessment center to promote employees within training team. 2 candidates were selected on the basis of their tenure, performance and stack ranking of last one year in training team. Various instruments were administered during the process to ensure fairness and make it a scientific method. Later detailed analysis was shared with the hiring manager discussing the subjects (Candidates).

## **I. METHODOLOGY**

The candidates were administered and analyzed with different tests namely **Personal Style Inventory (PSI)**, **Thematic Apperception Test (Motives)**, **Richmond Survey Instrument (Career anchors)** and **Ability test**. Candidates appeared for all the test in a controlled environment and adequate time was given to complete it. Ability test was designed to assess the logic, reasoning, numerical and verbal abilities. Also a functional test section was added to assess the functional knowledge/skills. All the assessments were conducted online. These instruments assisted in preparing a detailed report which was later submitted.

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### **Conclusion**

The above paper helped us immensely to gain awareness and knowledge related to the different psychometric tests. The challenges involved in entire process assisted in further understanding of the subject. Various insights were gained from every instrument when administered on subjects. Designing ability test and assessing the candidates was a great learning. All the instruments/tests provided insights on the personalities, characteristics, traits, motives and motivations possessed by the candidates.

It also assisted in identifying the candidate's strengths and weakness and the same was discussed with them. Karan came out as a strong profile for getting promoted on the basis of all the psychometric assessment and ability test.

### **Organization**

The organization is a multinational corporation which offers a range of products and services online. The Company's products include merchandise and content that it purchases for resale from vendors and those offered by third-party sellers. It also manufactures and sells electronic devices. It also provides electronic payment services, a shopping search engine and data-centric cloud computing services. The Company also offers other services, such as database offerings, fulfillment, publishing, certain digital content subscriptions, advertising and co-branded credit cards. The Company serves consumers through its retail websites and focuses on selection, price and convenience. It designs its websites to enable hundreds of millions of products to be sold by them and by third parties across dozens of product categories. The Company allows customers to access its websites directly and through its mobile websites and applications. It also manufactures and sells electronic devices. It develops and produces media content. It offers programs that enable sellers to grow their businesses, sell their products on its websites and their own branded websites. The organization is obsessed over customers and highly customer centric. A very fast paced multinational organization and diversified in various business. It *operates* 22 online marketplaces (websites) worldwide. It is high data driven organization. In order to cater to the customers' needs the company has a 1 contact center based out of India which has a workforce of almost 10,000.

### **Key Business Drivers and Achievements**

- 400 million active users
- 20 million mobile app users
- Net Sales (2016) – 156Bn USD
- Net Income - 9.371bn USD
- 400000 contacts every day in contact center.
- Annual Attrition of 25%.
- NPS Rank 1 with 79points
- For the ninth consecutive year, customers ranked it #1 in customer satisfaction
- BusinessWeek magazine's third annual "Customer Service Champs" list ranked it as #1 in customer satisfaction ahead of customer service stalwarts
- Web Services market share retains at about 40 percent.
- Best in class customer contact award for 9 years.

### Candidates' Details

Candidate's details are shown here in Table 1.1

Name	Age	Overall Exp.	Training Exp.	Qualification	Job Role
Karan	27	6 years	4 years	BA	Training the New Hires. Responsible for Training and other logistical deliverables, Roll new courses and conduct monthly assessment.
Ravi	28	5 years	3.5Years	MBA	Managing the training for IN region. Responsible for Training and deliverables, Facilitate New hire trainings, Roll PKQ courses. Responsible for New Hire orientation program.

Table 1.1

Before the tests were administered it was imperative to design the Job description, Specification and also the success factors. These parameters assisted in designing the ability test and also assisted while personality trait, motives and motivations were being studied.

### Job Description

- Manage a team of Training Specialists.
- Determine Training needs by analyzing quality impacting issue and derive a plan of action to drive improvement
- Facilitate the execution of Head count scaling.
- Contribute to and influence the prioritization of key quality improving project entries and process improvement project opportunities driven by Training Team
- Ensure effective delivery of Training and facilitate communication between learners, trainers and instructional designers
- Drive improvements in training performance by innovating and sharing best practices globally.
- Liaison with Recruitment, Workflow and the Operations Team to update and publish Training Calendar for the responsible Functions/Depts
- Own the reporting and communication of training performance metrics to all the relevant Stakeholders.
- Management of Trainer and Training room capacity based on capacity goals and targets. Providing an annual, two and three year view.
- Facilitate continuous development of trainers and facilitators to support various learning initiatives
- Work towards succession planning to ensure seamless growth in team
- Identify and provide support and guidance to Temporary trainers

- Evaluate the effectiveness of training activities in relation to business goals and suggest changes
- Identify progressive tools and technology enablers that will improve effectiveness of training classes.

### ***Skills***

#### **Non-Technical**

- Excellent interpersonal skills.
- Analytical Skills.
- Superior judgment, diplomacy, and tact, with a willingness to speak up in the midst of adversity.
- Able to develop and implement department's goals and strategies.
- Implementing a wide range of Change management and process improvement activities.
- Proficient communication skills. Write white papers and SOPS.
- Fast learner.
- Ability to plan, develop, strategize, implement and evaluate in an unbiased manner
- Leadership Skills.

#### **Technical**

- Excellent Classroom Management and Facilitation Skills.
- Conducting Training Needs
- The Ability to Measure and Assess Staff Training Needs.
- Process and Product Knowledge.
- Training Cycle: Identify, Design, Delivery, and Evaluation.

### ***Job Success***

- Attrition in team to be <10% annually.
- First Pass Yield for the new hire batches to be >85%
- SDL Course completion >85%
- Knowledge Score >90% and >95% for leadership team.
- New Initiatives and projects.
- New Launches and Process dissemination. Dip check score >85% in 24 hours.
- Zero Tolerance Policy in Code of Conduct cases.
- Refresher improvement >10%.

### ***Identification of Skills from Job Description (JD), for above applicants:***

Following skills are identified from the Job Description (JD) which are desired to be possessed in the successful candidate. They additionally need to have technical knowledge about processes and products as they need to regularly coach their team members.

- Data Analysis and Interpretation.
- Logical Reasoning
- Process /Functional Knowledge
- Decision Making
- Team Management

- Communication Skills

**Ability Test**

Aptitude and ability tests were designed to assess how well candidates typically performed in varying work tasks or reacted in different situations. The reason for such a test was to identify the measuring potential rather than academic experience and make predictions about how people will perform in a work setting. The abilities and aptitude test assisted in answering the following questions.

- How intelligent are they?
- Do they have the specific abilities required to do the job?
- Are they a quick learner?
- Can they handle the numbers side of the role?
- Can they think strategically about problems?

Basis the job description and Job analysis study below types of ability tests were prepared.

- Data Analysis and Interpretation.
- Verbal Ability Test
- Logical Reasoning/Making Judgements
- Process Knowledge

The battery of Aptitude & Abilities tests can be classified and sub-divided into the following groups as shown in Table 1.2:

<b>Numerical Aptitude</b>	<b>Verbal Aptitude</b>	<b>Abstract Reasoning Ability</b>	<b>Spatial Ability</b>
Numerical Computation	Spelling	Abstract Reasoning	Spatial Ability
Numerical Estimation	Word Meaning	Diagrammatic Reasoning	<b>Clerical Ability</b>
Data Interpretation	Word Relationships	<b>Technical Ability</b>	Data Checking
Numerical Critical Reasoning	Verbal Comprehension	Mechanical Reasoning	Concentration/Work Rate
	Verbal Critical Reasoning	Fault Diagnosis	

Table -1.2

1 Set of 25 questions were designed to measure the skills of the participants. The Questionnaire was provided online and administered by invigilators.

The questions designed were related to the following ranges:

- Question 1 to Question 9 - Logical Reasoning/Making Judgements.
- Question 10 to Question 15 - Verbal Ability
- Question 16 - Question 20 Numerical Ability
- Question 21 – Question 26 - Technical /functional skill.

**Score of the Candidates:** Ravi scored **86%** while Karan scored **82%**. The threshold for this test was 80% and both qualified for the next round. Ravi scored high in functional skills however less in numerical ability section and Karan scored less in Technical skill sections.

**PSI (Personal Style Inventory)**

Post the ability test, each candidate got administered on a personality Test. In order to study the personality test **Personal Style Inventory** commonly known as mini MBTI based on Carl Jung’s and Isabel Briggs Myers’ personality type theory was administered. The test was developed by C Hogan. The objective of test was used to learn more about the behavioral preferences. According to Carl G. Jung's theory of psychological types [Jung, 1971], people can be characterized by their preference of general attitude. All the candidates’ trait and personality preference will be discussed in this section. All the tests were conducted online with four major dimensions analyzed.

**PSI Scores of candidates are shown in Table 1.3**

Name	PSI								Preferred Style			
	I	E	N	S	T	F	P	J				
Ravi	11	29	17	23	17	23	14	26	E	S	F	J
Karan	24	16	16	24	24	16	12	28	I	S	T	J

Table 1.3

Basis the PSI test, both candidates have different preferred style of personalities. One being an introvert while other extrovert. While sensing and judging is constant with both, Ravi has feeling and Karan has thinker as preferred dimension.

Here is the overall Interpretation of PSI against each dimension for **RAVI**.

	I	E	N	S	T	F	P	J							
1B	4	1A	1	2A	4	2B	1	3A	0	3B	5	4A	1	4B	4
5A	0	5B	5	6B	0	6A	5	7A	1	7B	4	8A	1	8B	4
9A	1	9B	4	10A	1	10B	4	11A	2	11B	3	12A	1	12B	4
13A	0	13B	5	14A	1	14B	4	15B	4	15A	1	16A	1	16B	4
17A	3	17B	2	18A	3	18B	2	19B	2	19A	3	20B	2	20A	3
21B	0	21A	5	22A	3	22B	2	23B	3	23A	2	24B	3	24A	2
25B	2	25A	3	26B	2	26A	3	27A	3	27B	2	28B	2	28A	3
29B	1	29A	4	30A	3	30B	2	31B	2	31A	3	32B	3	32A	2
	<b>11</b>	<b>Vs</b>	<b>29</b>		<b>17</b>	<b>Vs</b>	<b>23</b>		<b>17</b>	<b>Vs</b>	<b>23</b>		<b>14</b>	<b>Vs</b>	<b>26</b>

Table 1.4

Ravi has a **definite strength** in Extrovert, Judging and some strength in Senses and Feeling. Ravi has ESFJ as a preferred personality. Ravi belonging to this group can be considered warmhearted, loving, and service-oriented. Being sensitive and naturally altruistic, he will have a knack for perceiving what other people need, even when they don’t say it out loud making him an effective people manager. He will thrive in harmonious environments and will work to make sure that a peaceful and pleasant atmosphere is encouraged and preserved. Extroverted means he is friendly and sociable. Sensing means is grounded and practical. Feeling means he is empathetic and perceptive. And Judging means organized and disciplined. He will be liked by everyone in the organization.

He will make a good leader as will have no problem connecting with people and inspiring them to think positively and achieve more. But what really makes him effective leaders is his strong practical skills. He will thrive on routines and is very efficient when it comes to completing day-to-day activities. He has a strong sense of duty and will never take his responsibility lightly. Not only will he take care of his load; he will also go out of his way to help others complete tasks which is a sign of team player. He will be motivated in a conscientious and action oriented team. He would do work which is accordant to his values. He is supportive and outgoing. He is extremely loyal and trustworthy employee. As team leader, he will find ways to make everyone feel involved, uniting people and smoothing relations in order to get things done. He is sensitive about his status and dislike conflict, and prefer situations where everyone knows their role

### Leadership Strength and development for Ravi

#### Leadership Strength

Will be very task-oriented managers and the Need to focus on delegating task to the team visions are usually set in clear, specific steps. The members even if the quality is not at par. This will same will be presented to his team in clear-cut benefit the team to grow. language.

Very proactive, caring and encouraging leaders Suggested not to judge too quickly as they have who will come forward to help. Will be a people this behavior manager and win team members heart. of judging too quickly. Give some time to perform.

Will be very good with logistics, Project Be open to feedback and changes. Don't be rigid management expertise and setting deadlines. with timelines. And don't do micro tasking with These managers ensure to finish the work with team members who have a high skill and will. milestones and end dates in mind.

#### Weakness Overall

Ravi would place a lot of importance on what is socially acceptable, and can be very cautious, even critical of anything unconventional or outside the mainstream. He may sometimes push his own beliefs too hard in an effort to establish him as mainstream. He might be unwilling to move out of his comfort zones. He might be vulnerable to criticism. He is conflict averse, means he would avoid conflict as much as possible. He will be set on the orthodox ways of doing things and might have some trouble accepting changes.

Below mentioned grid demonstrates the Strengths and Weakness dimension wise.

Dimensions	Strength	Weakness
<b>Extrovert</b>	Interacts with others and is open Has a Risk Taking ability Apply new knowledge quickly	Are impulsive Impatient with routine

<b>Sensing</b>	Attention to Details Is practical Is Patient and has memory for details Is careful and systematic	Does not see possibilities Loses the overall in details Mistrusts intuitions Is frustrated with the complication
<b>Feeling</b>	Considers others feelings Understand needs and values Demonstrates feeling	Is not guided by logic Is not objective Is less organized
<b>Judging</b>	Decides ,Plan and orders Makes quick decisions Remains with the task	Is Inflexible, Inadaptable ,Decides with insufficient data ,Is judgmental Wishes not interrupt work

Table1.5

End of PSI report for Ravi.

Here is the overall Interpretation of PSI against each dimension for **Karan**.

	I	E	N	S	T	F	P	J							
1B	4	1A	1	2A	4	2B	1	3A	4	3B	1	4A	1	4B	4
5A	0	5B	5	6B	3	6A	2	7A	4	7B	1	8A	0	8B	5
9A	3	9B	2	10A	1	10B	4	11A	2	11B	3	12A	0	12B	5
13A	5	13B	0	14A	0	14B	5	15B	1	15A	4	16A	1	16B	4
17A	3	17B	2	18A	1	18B	4	19B	5	19A	0	20B	1	20A	4
21B	0	21A	5	22A	5	22B	0	23B	3	23A	2	24B	3	24A	2
25B	4	25A	1	26B	1	26A	4	27A	1	27B	4	28B	1	28A	4
29B	5	29A	0	30A	1	30B	4	31B	4	31A	1	32B	5	32A	0
	24	Vs	16	16	Vs	24	24	Vs	16	12	Vs	28			

Table1.6

Karan has **some strength** in Introvert, Sensing and Thinking and **definite strength** in Judging. As an ISTJ, Karan is natural born leader. In fact, very few personality types are as suited for leadership as ISTJs. The dedication and reliability helps to efficiently handle the team and complete the goals. His inclination toward thinking enables him to make objective and logical decisions. Karan’s judging tendency allows you him accomplish all this against a backdrop of structure and organization. Integrity is at the core of everything that he does. Extremely committed and dedicated. He is very pragmatic. He can detach from emotions to arrive at logical and practical decisions. He will do anything to meet the team needs. He would prefer the roles and task to be clearly defined.

Karan is Quiet, friendly, responsible, and conscientious. Committed and steady in meeting the obligations. Strive to create an orderly and harmonious environment at work. He is supportive and universal helper. He is reliable and patient and can be dependent upon. He is loyal and hardworking. He is warm, approachable and great listener. Having no real desire to issue authoritarian dictates from some high tower, he prefers to work alongside their subordinates, organizing people and minimizing conflict. He makes exemplary floor and office managers who know what it takes to satisfy his customers. He is methodical and accurate worker, often with very good memories and unexpected analytic abilities; is also good with people in small-group or one-on-one situations.



### Leadership Strength and development for Karan

#### Leadership Strength

Are task oriented. Efficient in finishing any project in t

While communicating a direction they are specific and concrete. As leaders distribute task and responsibility equally.

Functional and task-focused. Prefer to project a professional front and expect work to be done professionally.

.Hard-working and persistent and expect those who work under them to display the same amount of perseverance.

#### Developmental Areas

Consider the strengths and weaknesses of the team before allocating tasks.

Be thoughtful of values of team member.

Share goals with team members and proceed to break down into specific steps.

Try being flexible about changes in plans or methods once decided.

#### Weakness (Overall)

Karan is humble and shy. He will take things too personally which is not appropriate in a professional environment. He is private and very sensitive, internalizing his feelings a great deal. They overload themselves – or to be overloaded by others – as they struggle silently to meet everyone’s expectations, especially his own. He is too altruistic and generally reluctant to change. Does not look at the opportunities basis information which did not get gathered. Has extremely high standards .Insensitive and sees emotions as something that gets in the way of productivity. He gets a hard time accepting opinions and ideas that differ from him.

Below mentioned grid demonstrates the Strengths and Weakness dimension wise.

Dimension	Strength	Weakness
<b>Introvert</b>	Independent and work alone, Is Diligent Works with ideas, Is careful before acting	Misunderstands the external, Avoids other Dislikes being interrupted
<b>Sense</b>	Attends to Details ,Practical, Careful and systematic	Does not see possibilities, Loses the overall in details. Mistrusts intuition
<b>Thinker</b>	Is logical, Analytical. Objective and organized ,Stands Firm and has critical ability	Does not notice People’s feelings, Does not show feelings and neither mercy, and Is uninterested in persuading.
<b>Judging</b>	Decides,plan,orders,controls	Stubborn, Inflexible, Decides with insufficient data

Table1.7

End of PSI report for Karan.

### ***RSI***

To understand the motivation, career driver's instrument known as **Richmond Survey Instrument test** was administered amongst both the candidates. The test was administered online. The purpose of this study was to assess the importance of nine career drivers of the candidates. Career drivers are motivational factors that influence 'candidate's choices of careers. Managers, leaders and recruiters, among others, can benefit from knowing what these candidates consider to be important career factors.

The study is motivated primarily by the research of Dave Francis (1985) who identified nine career drivers from his Richmond Survey: a study he conducted in the United Kingdom during 1984 and 1985. Francis concluded from his research that a "career driver is an inner force which determines what you want and what you need from your working life." The Richmond survey was based on extensive interviews with fifty three men and women ranging in age from 18 to 61 from a wide range of middle-class occupations, from clerical to professional. Each participant in the study was interviewed for about two hours to assess his or her career history and aspirations. Francis's methodology was based on the work done in the 1970s by

Professor Edgar Schein of MIT who interviewed forty-four graduates from the Sloan School of Management for his study entitled "Career Anchors and Career Paths: A Panel Study of Management School Graduates" (Van Maanen (ed.) 1977). Francis identified the following nine career drivers: material rewards, power/influence, and search for meaning, creativity, affiliation, autonomy, security, and status (Table 2). Career drivers are not consciously selected but are determined by an individual's personality, abilities, values and self-image. Francis (1985, p. 46) describes career drivers as the "unseen hand that guides personal decision-making." Francis noted that as individuals experience significant life changes, the relative importance of some career drivers also may change. A business owner, who was included in Francis's study, felt that material achievement was so important that he even engaged in tax evasion. Then, while on a trip, this individual met an American missionary who helped him realize that his life was empty despite his business success. The business owner subsequently came clean with the tax authorities and no longer considered material gains to be the highest priority in his life.

A "Career Anchor" is a combination of perceived areas of competence, motives, and values relating to professional work choices.

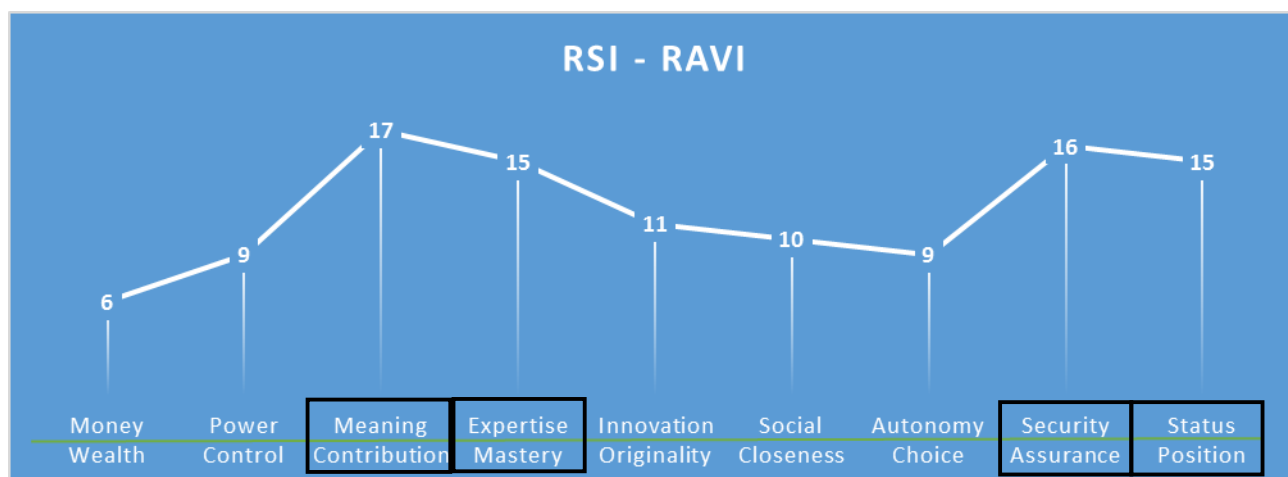
### ***Overall Career Anchor representation.***

Name	RSI									Rank								
	A	B	C	D	E	F	G	H	I	Money	Power	Meaning	Expertise	Innovation	Social Affiliation	Autonomy	Security	Status
Aran	6	15	17	16	16	6	15	5	12	7	4	1	2	2	7	4	9	6
Ravi	6	9	17	15	11	10	9	16	15	9	7	1	3	5	6	7	2	3

Table1.8

Both had **meaning and expertise** as common career anchors in their top three areas of career drives. While Status and Security were important for Ravi, Innovation was the third priority for Karan.

Graphical representation of Ravi’s **career anchors** and **Key concern**.



Basis the career driver instrument Ravi has been identified with the four major drivers of motivation. The lowest range is money (6) and highest is meaning (17).

**Meaning** - This has the highest points which means Ravi seeks to do things which are considered valuable for his own sake. Search for meaning is defined as being motivated to do things considered to be a contribution to something bigger, finer or greater than the individual according to religious, emotional, moral or social criteria. His personal fulfilment is the ultimate payoff and would make considerable sacrifices in order to follow his inner beliefs.

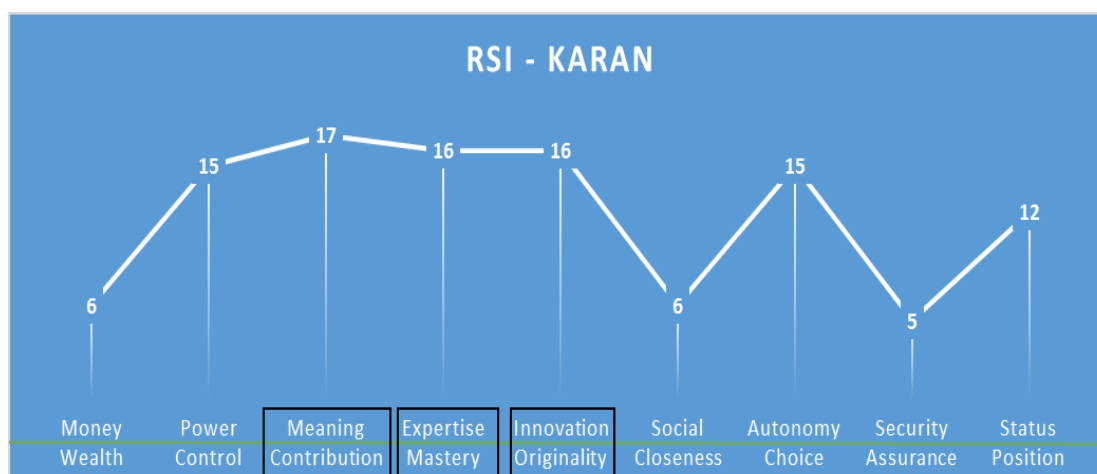
**Security** - It defines as wanting to know the future and to avoid being exposed to unpredictable risk. With this driver, he will take decisions which help him feel relaxed about his future. His primary goal is high predictability rather than high income.

**Expertise** - Seeking a high level of accomplishment in a specialized field. He would dislike going outside his defined area. The primary source of satisfaction is being considered an expert. He will keep up to date with journals, conferences and study programs.

**Status** - Seeking to be recognized, admired and respected by the community at large. This is defined as wanting the esteem of others and to be highly recognized. This includes making contacts with influential people, taking responsible assignment and self-publicizing. He would wish to be acknowledged as worthy or special employee. Analyzing the Career Drivers, he is likely to be happy in careers / roles which have the **scope to provide the following elements or characteristics** in the job/ career:

- He would want to work for his personal fulfilment which is most important.
- He would want to work for an organization which is safe, stable with cash flow, making profits and does not have any job uncertainty. He would not be comfortable with Startups.
- His career drive motivates him with the knowledge, skills, competence and capacity to perform unusual, difficult or specialist activities. His concern will be mastery.
- Position and status, enabling him to gain the required prestige.
- Organizations which appreciates their employees will motivate him.
- Challenging task to resonate their expertise.

Graphical representation of Karan's **career anchors** and **Key concern**.



Karan's top three drivers are meaning, expertise and creativity. His lowest is wealth at 6 and highest is meaning with 17 points.

**Meaning** - Search for meaning is defined as being motivated to do things considered to be a contribution to something bigger, finer or greater than the individual according to religious, emotional, moral or social criteria. People with the search for meaning driver will take decisions which are explicable only in terms of their personal beliefs and values. This may take the form of helping others rather than helping themselves.

**Expertise** - Seeking a high level of accomplishment in a specialized field. Expertise is defined as specialist knowledge, skills, competence and capacity to perform unusual, difficult or specialist activities. People with the expertise as a driver work hard to gain a depth of competence in limited but specified fields and will strive to maintain their specialist capability. They dislike going outside their defined area. Their primary source of satisfaction is being considered an expert. They keep up to date with journals, conferences and study programs.

**Innovation** - Seeking to innovate and be identified with original output. Creativity is here defined as devising something new which bears the name of the originator. People with creativity as a driver do thing which are

distinctly different from those which others do and they want to own results. They derive excitement from breaking new ground. They are stimulated by new challenges, puzzles and problems.

Analyzing the Career Drivers, he is likely to be happy in careers / roles which have the **scope to provide the following elements or characteristics** in the job/ career:

- Work in organization/industry where there is challenge, innovation or process re-engineering required.
- Work in organization where problem solving tasks are given.
- Job requiring creativity.
- High Skilled job where the expertise can be used.
- Personal fulfillment as an ultimate outcome.
- Organizations where CSR activities are conducted and volunteers are invited from the employees.

Thematic Apperception Test (TAT) is a projective psychological test. Proponents of the technique assert that subjects' responses, in the narratives they make up about ambiguous pictures of people, reveal their underlying motives, concerns, and the way they see the social world.

The TAT was developed during the 1930s by the American psychologist Henry A. Murray and lay psychoanalyst Christiana D. Morgan at the Harvard Clinic at Harvard University. Murray wanted to use a measure that would reveal information about the whole person but found the contemporary tests of his time lacking in this regard. Therefore, he created the TAT. The rationale behind the technique is that people tend to interpret ambiguous situations in accordance with their own past experiences and current motivations, which may be conscious or unconscious. Murray reasoned that by asking people to tell a story about a picture, their defenses to the examiner would be lowered as they would not realize the sensitive personal information they were divulging by creating the story.

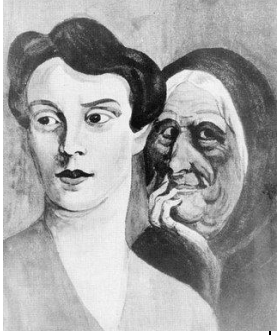


The TAT is popularly known as the picture interpretation technique because it uses a series of provocative yet ambiguous pictures about which the subject is asked to tell a story. The subjects were asked to write as dramatic a story as they can for each picture presented, including the following:


- what has led up to the event shown
- what is happening at the moment
- what the characters are feeling and thinking
- what the outcome of the story was



Each picture was shown for 30 seconds followed by 4min 30 seconds time given to write the story. The instruction was provided clearly and the test was timed accurately. The following 10 pictures were shown and the candidates were administered on them.

#### ***TAT Scoring & Interpretation for Karan***


Picture	Karan Story	Story Outcome	Need/P ress
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1		<p>Cinderella is one of the beautiful women in the world and people used to fall in love with her. However there was one Sorcerous wanted her badly and was not able to win her heart. Out of jealousy he cursed her and she used to turn as OLD women during nights. She used to like herself a lot but she was helpless, she got used to the curse and waiting for someone to help her in getting rid of the problem and some day she will.</p>	<p>The respondent seems to be positive minded and hopeful. In spite of all the odds, the respondent seems to be determined and has a strong will power.</p>	<p>Need: B.1.N Press: F.1.P, A.1.P, F.1.P</p>
2		<p>John was playing alone at his home while his mother was away, he played for a while and started missing his mother., he waited the whole day in his room and finally when he heard the car horn he started running towards the door and slipped from the stairs but fortunately his mother was just below the stairs and was able to catch her son from getting seriously injured. This was the time when the mother realized about the situation on not leaving their children alone at home and started spending the complete day playing with her son.</p>	<p>The respondent seems to introspect on why and what has happened in the past. She wants to have a good work life balance and that's why wants to be at home and focus on the domestic front.</p>	<p>Need: A.1.N</p>
3		<p>Its been two years Mary and David got married and were leading a happy life, after spending some quality time with each other David was diagnosed of Cancer, this was not communicated to Mary as he felt that she couldn't take it. However eventually he started falling sick and David sent Mary to visit her Mother. Having spent quite some time at her mother's place she was worried about David as he was not attending her calls. She took the</p>	<p>The respondent is pessimistic and negative in approach. He also believes in luck factor and destiny to a large extent.</p>	<p>Need: A.1.N Press: B.2.P. G.6.P</p>

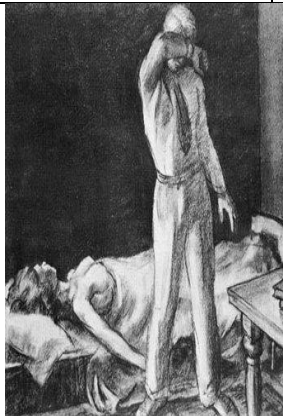
		<p>next flight immediately and reached david''s house to find out that he was Dead, out of shock she couldn't see David in the position that he was in. Not all love stories have a happy ending</p>		
4		<p>Every year during Summer Sam visit's their wood house nearby the forest. This year have been so special to Sam as his grandparents were coming to meet him. Sam was very excited to meet his grandparents and couldn't wait to play with them. However there was a flight delay and his grandparents couldn't reach on time. When this information was passed to Sam he was very upset about the news and was standing at the door the complete day waiting for his grandparents to come. This small story proves that there is so much love we receive from Grandparents and it's unconditional.</p>	<p>The respondent seems to be emotional and a sentimental person. He also believes in unconditional love in the true sense.</p>	<p>Need: C.3.N Press: F.1.P F.1.P.</p>

5		<p>Chandu is very brave and can handle any situation and overcome any fear except for the fear of lizards. One day when he was alone at home he heard some sound and was trying to figure out from where the sound was coming from and then he saw a newspaper lying on the floor which was moving bit by bit and he was curious to know that was beneath the newspaper, Slowly he walked towards the newspaper and tried to move it, as soon as he pulled the newspaper he was terrified to see a big lizard crawling towards him and out of fear he jumped on to the table to escape from the lizard and stood on the table for so much time waiting for the lizard to move. Everyone is scared of something, no one is perfect.</p>	<p>The respondent talks about bravery and fear at the same time which is quite contradictory. Also, the respondent is constantly under threat of some perceived physical danger.</p>	<p>Need: A.1.N Press: E.3.P E.3.P</p>
6		<p>Vijay maliya was a world class business man who did many legal and illegal business with his witty mind, nobody was able to figure out how he manage to escape from all his illegal activities. After a lot of research CBI was able to gather some information and proofs which were sufficient enough to catch him and put him behind bars, Finally when he got to know that CBI was looking for him , he escaped to a different country and manage to settle their. He was finally relaxing on his chair having a witty smile on his face about thinking that no one was able to catch him, Sometimes it's good to be bad, but nobody can escape from the things</p>	<p>The respondent talks about achievement and the means to get it should be fair and just. One can achieve and deceive for some time but in the long run has to face the consequences and will get caught one day. No one can escape.</p>	<p>Need: B.3.N A.1.N</p>



		<p>they have done, Someday he will be caught.</p>		
7		<p>Diana was a Maid in Manhattan plaza and used to enjoy her work, she used to love her owners and had a lot of lovely time being with her owners kids. One Day when no one was at home she started using her owners things and sold them for money this was noticed her owners and they haven't told her anything and smiled at her, This made her feel so much guilty and stared started by holding to a couch. She realized that we shouldn't take advantage of the situations.</p>	<p>The respondent seems to be a deep thinker and talks about deprivation and loss etc. He also talks about feeling of guilt. This shows that he has good moral values.</p>	<p>Press: A.1.P B.2.P</p>

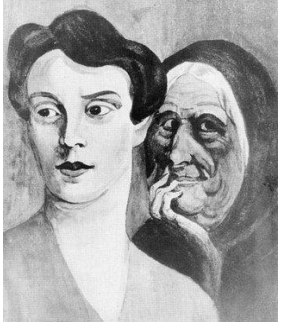


<p>8</p>	 <p><i>Just look at the picture briefly (10 to 15 seconds) and write</i></p>	<p>Tina was a bright student but the only problem was her was she was unable to understand chemistry lab experiments, She only used to work on these experiments when there was help provided. Even the lab Incharge was not able to help her properly to make her in depended in doing experiments in chemistry lab. One day she realized that everyone in her batch was doing experiments on their own and wanted to reduce the support dependency and started working on her own, this was witnessed by one of the Lab Incharge and was happy to see Tina working on her own.</p> <p>Overcoming fear can achieve some good results, there is always good on other side of fear.</p>	<p>The respondent seems to be very strong willed and wants to acquire many things fearlessly.</p>	<p>Press:                  F.1.P                  F.1.P                  A.1.P</p>
<p>9</p>		<p>Raghu and Preethi got married recently and was leading a happy life until someone was causing trouble for Preethi, this was disturbing Preethi a lot and she didn't wanted to share it with Raghu as he might do something which might end both of them in trouble. One day the notorious guy who was disturbing Preethi crossed his limits and tried behave indecently with her, Finally Preethi decided to tell this to Raghu and after hearing these incidents Raghu got so furious and wanted to teach the notorious guy a lesson but Preethi was trying to stop Raghu as she didn't wanted Raghu to do anything stupid. These little things should always be taken into someone notice so that it can be stopped at the</p>	<p>The respondent seems to be proactive and not reactive by nature. Also, he should be very careful from the beginning itself. He seems to be a strong believer of "A stitch in time saves nine".</p>	<p>Press:                  A.1.P                  E.3.P</p>



		initial stage or else things can go worst.		
10		<p>Shahrukh and Kajol were in love from past 3 years and were planning to get married but Shahrukh parents was not accepting, However they had to deal with lot of emotional torcher and finally convinced their parents and got married. Smart parents had a different plan, they ensured that during the time of marriage instead of Kajol they introduced a different girl of their choise and because of the bride costume shahrukh couldn't figure out that she was a different person and they turned off lights during first night, and finally when shahrukh woke up he realized that he slept with a different girl and was feeling sad and rubbing his tears with his shirt. Always cross check before getting committed.</p>	<p>The respondent seems to be repenting on a few things done in the past .Apparently he was not careful enough in doing the cross checking and had to face the bitter consequences. So, in the form of a story he seems to be giving advice to the reader.</p>	<p>Need:                  B.1.N                  Press:                  B.3.P                  B.2.P                  C.2.P</p>



Observation: The respondent seems to be positive minded and hopeful. He seems to be very strong willed and wants to acquire many things fearlessly. He is also proactive by nature.

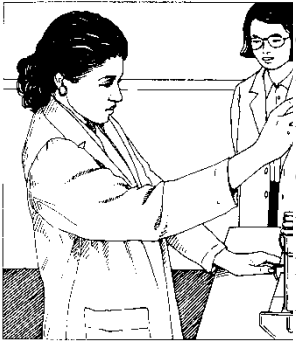

End of TAT Analysis for Karan.

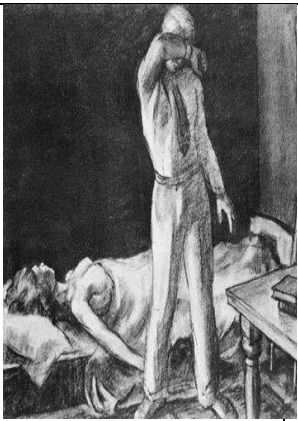
**TAT Scoring & Interpretation for Ravi**

	Picture	Ravi Story	Story Outcome	Need/Press
1		Gina was getting ready to go out with her friends one evening and wanted to look the best. While she was getting ready her aunt Linda was there and asked her about the event. Linda leaned in and saw Gina near the mirror, Linda (Aunt) thought about her younger days and how pretty she would be many years ago. Linda was thinking about how pretty she was and Gina was thinking how pretty she is now.	The respondent is introspective about past and also talks about present. The main aim is to look or be the best irrespective of the past or present. This means that the respondent is achievement oriented.	Need: A.1.N, A.2.N
2		Mary was sliding on the stairs and happened to take a fall. Her mother Martha, ran to her rescue to check what had happened to her daughter. Mary is non responsive and is unconscious because of the fall. Martha is feeling so bad that she didn't keep a check on Mary while she was playing at home. Martha held her close to her heart and prayed. Martha then took care of Mary and tried to revive her and bring her back to normal.	The respondent is feeling bad for the loss which has happened and is very sad about what happened to her daughter. This shows her deep love for her daughter and is also a positive person focusing on getting her daughter back to normal.	Press: E.4.P
3		James was an alcoholic and would come home drunk every night. His wife Julie would beg him not to drink but James wouldn't listen to her. James had planned a very important trip with Julie a while back as a surprise for his wife, but sadly the night before James drank his heart out and did not get up at all, James died that night in his sleep. When Julie woke up that morning, she found James lying dead next to her, she	The respondent is repenting on what has happened. He is pessimistic in approach and considers loss as an irreparable damage.	Press: E.4.P

		opened the door and cried asking herself just one question. Why didn't she stop him from drinking? Julie could have stopped him from drinking that night before.		
4		<p>Little Timmy was playing outside his house all by himself on his bike. He loved to ride his bike up and down the street for hours and hours. Timmy went back inside his house to get a glass of water for himself, but when he came out someone stole his bike. Timmy felt very bad and sad and did not know what to do. The one thing that meant a lot to him was his bike. Now what will Timmy play with. Timmy sat near the door thinking to himself, how will he tell his mom and dad about the bike being stolen? HE also thought about the punishments/scolding he would get from his parents for losing the bike. Timmy should have been more careful by locking the bike.</p>	The respondent seems to get affected by materialistic possessions and gets deeply affected if he loses such possessions. He is also afraid of the consequences which he will face , so it shows that his mind is occupied with a lot of apprehensions.	Need: A.1.N. Press: B.2.P., B.2.P
5		<p>George was a handyman and was working on finishing the plumbing work for his house. He had fixed all the pipes and hinges for all the water clogged areas of his house. There was one room upstairs for which one lug nut wasn't available. George thought he had an extra nut and put a small rope around to hold the two pipes together, he went to all the affected rooms and checked one last time, after that he went outside and released the main water valve. He was happy with what he did. Few minutes later he went upstairs to his room and was in shock, he small rope gave way and had leaked his entire bathroom, George stood there gazing into the washroom thinking to himself, he should have waited to get a correct nut for his room before turning on the main valve. Patience is virtue</p>	The respondent seems to be introspective of what has been done hastily and out of impulse without thinking much. He seems to be repenting for not showing/having patience earlier.	Need: A.1.N B.3.N

6		<p>Mark was a wealthy man who enjoyed the good taste of music. He often worked real hard to get to where he is right now. After a tiring day, he comes back to his place of peace and sits back near the fire place to enjoy some good old fashioned songs to ease his mood. He listens to his favorite track, Country Roads by John Denver. When the music starts, Mark is in a zone where he is at peace and he is not worried about anything around him. He has left all his worries of work behind him and is enjoying every word of the song. Music tends to soothe a person's mind however stressed they are.</p>	<p>The respondent seems to be quite at peace with himself. He seems to be an achiever in the true sense. No matter what, the respondent has complete control mentally on the situation /conditions in which he is living. This shows he is quite calm and composed person.</p>	<p>Need: D.7.N. Press: F.3.P., A.1.P</p>
7		<p>Alice was getting ready to go out and had forgotten where she put her keys. She had to go to the local market to get groceries for the rest of week as a few friends would be coming over for dinner sometime during the week. She is searching for her keys all over the place but couldn't find it anywhere. She searched her bag, her coat, her jacket but it wasn't there anywhere. She finally moved towards the bed and moved to the sofa, when she bent over to search she found it under the sofa. She tried to reach it by putting her hands between the floorboard and the sofa, but her palm got stuck. She tried to lift the sofa to get herself free but the sofa was too heavy, she waited until her roommate came to free her. Alice should have kept her keys in a known place rather than throwing it everywhere around the house.</p>		<p>NIL</p>

<p>8</p>	 <p><i>Just look at the picture briefly (10 to 15 seconds) and write th</i></p>	<p>The doctor and the intern were both working on making a new drug to better the medical world. The intern who was supposed to make the drug in a quicker way did not deliver it on time. This caused a delay and made sure that the final step was taken by the doctor herself, the doctor stepped in and showed her the correct way of creating a drug and the intern silently watched how easily and seamlessly the doctor could do it. The intern should have asked for help if she was unable to create it. Help will be provided, if asked upon.</p>	<p>This shows that the respondent was a bit hesitant in asking or taking help/guidance when required. So, he realizes that help is just a call away. So, next time if he needs help it can be asked for.</p>	<p>Press: C.2.P.</p>
<p>9</p>		<p>Hillary and David have been happily married for a very long time. When David was away on a business trip, Hillary felt lonely and found solace in the arms of another man (Nick). When David was away from work, Nick would come home and spend time with Hillary and take her out to keep her company. Hillary realized that Nick was helping out and being friendly, as a thank you for everything Hillary leaned over and kissed Nick on the cheek. At that very moment, David happened to see this from the window of his house near the door, David confronted Hillary on this. Hillary was very upset that David was sad and heartbroken, Hillary tried to convince him that there was nothing between her and Nick. But David wasn't keen on understanding. Outcome : Seeing isn't believing.</p>	<p>The respondent seems to be very negative in his approach toward life. Feeling of lacking something and feeling of rejection is there in the inner most feeling. Such feelings are responsible for feeling negative.</p>	<p>Need: A.1.N. Press: B.3.P.,B.1.P.</p>

10		<p>Jill wasn't keeping too well for a while and was suffering from an illness which was making her weak. She had tried a lot of medicines and tonics but nothing helped her. As the day grew, her situation was weakening by the day. One day she called upon the village chief to perform a ritual which would save her from her illness, she had reached out to him only because she had heard stories of his work before. The village chief has arrived and tried everything possible on her to make Jill normal. But alas, Jill left his world in an agonizing painful way by carrying her illness with her. Outcome: One shouldn't believe everything what one hears.</p>	<p>The respondent seems to be trusting more what others say rather than trusting one's own instinct and gut feeling. This leads to some physical injury or physical danger to him/her which can be avoided by rational thinking.</p>	<p>Press:                  E.4.P.,E.4.P.,                  E.3.P.,E.4.P.</p>

Observation: The respondent seems to be very negative in his approach toward life. He seems to be trusting more what others say rather than trusting one's own instinct and gut feeling. He is pessimistic in approach and considers loss as an irreparable damage.

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