SQ-Lead
Online Multimedia Situational Judgment Test
# for People Management Ability

What is SQ-Lead?
The SQ-Lead (SQ=social quotient) is a multimedia Situational Judgment Test that measures social insight in people management effectiveness.

The test represents interactions between managers and co-workers in work situations. These interactions are played by professional actors. After some background information about the interaction has been given, the interaction movie can be started. After that, four multimedia-presented responses of the manager can be observed. Each response has to be rated on its effectiveness. The situation and action scenes can be repeated and answers can be revised.

The two screenshots below offer some examples of how an interaction is presented and how a reaction has to be rated.

Screen of SQ-Lead: interaction
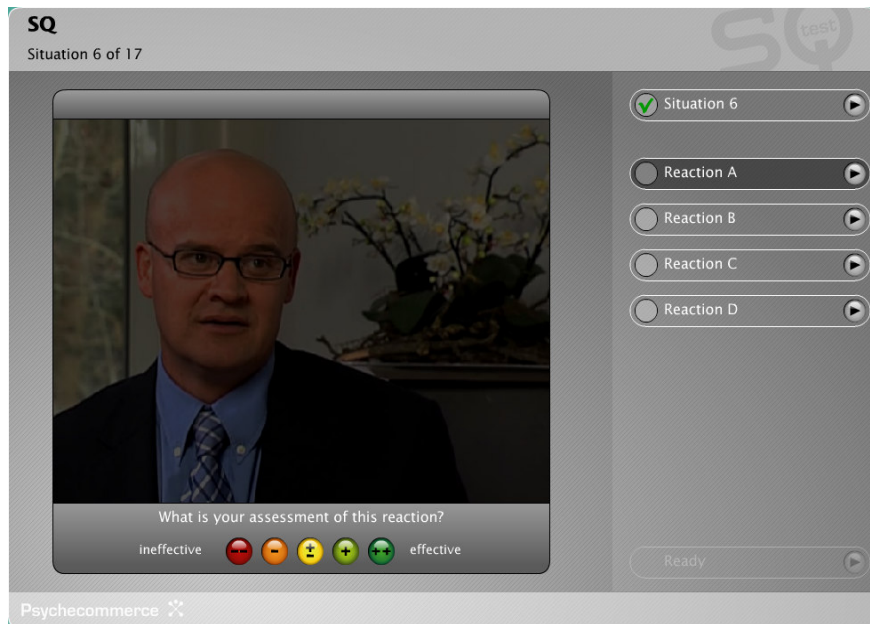
Screen of SQ-Lead: rating

How SQ-Lead has been developed
Scenes are developed by first interviewing subject matter experts (SME's), experienced managers and consultants who were involved in management recruitment. While interviewing, we used a taxonomy of people management skills as an heuristic. This taxonomy is based on *Philips Leadership Competencies' Model*. Three of Philips' management competencies have to do with people management: 'Managing Others', 'Motivating Others' and 'Developing Others'. We divided 'Managing Others' in 'Management with regard to Progress and Results' and 'Management with regard to Social Behaviour'. The SME's provided us with critical incidents. These incidents were put on a list. SME's rated each of the incidents on relevance. We made a selection based on rated relevance and on heterogeneity of incidents. We grouped the scenes into these four competencies.
Scripts of situations and reactions were written. Reaction scripts were developed on the basis of information of SME's about effective and less effective behaviors. Furthermore, these actions are constructed with the help of several principles of social effectiveness, such as the model of interpersonal styles of Leary.

Test administration and duration
The SQ-lead contains 17 scenes and 4 actions per scene. This makes the number of items to be answered 68. SQ-lead can be started by logging in with a unique login code on a website.
Before the test starts, there is an introduction about the purpose of the test, the way of handling the mouse, and about the scoring of answers. The introduction provokes a maximal performance test attitude: the maximal score can be achieved when the applicant can most accurately predict the ratings of experts. There is an exercise situation to practice with the test.
Testing time is not restricted. The whole test, including the instruction and exercise, on average takes about three quarters to complete.
When internet fails, the SQ-Lead can be restarted by logging in. The candidate can proceed with the test from the point where he has left the application.

How SQ-Lead is scored
The ratings of the applicant will be compared with ratings of "experts". These are persons who have much expertise in people management. Ratings of these experts are analysed, outliers are removed. Next, ratings are aggregated.
The difference between candidate ratings and aggregated expert ratings is computed and summed over 68 items.
Scores are computed for overall ability and for ability on four competencies. These scores are normed on a representative sample of candidates.

How SQ-Lead scores are reported
The test coordinator can download the report immediately after administration of the SQ-Lead. The report is in rtf-format which permits a client to implement it in each type of editor and to adapt the text to his own purposes.

Intended use of SQ-Lead
The SQ-Lead is meant to be used as a recruitment test for management positions.

Psychometric properties of SQ-Lead
The Dutch equivalent of SQ-Lead had been administered for recruitment to thousands of candidates. Research had revealed psychometric results as follows:
- homogeneity (Cronbach's alpha) is relatively high: .86
- distribution is normal (Mean=48.8; Standard deviation=8.7)
- scores for female candidates are somewhat higher (.34SD) than for male candidates; there is a slight effect of educational level on the score (higher levels higher scores)
- a criterion validation study on N=106 students at the psychology department of Erasmus University Rotterdam was conducted. Students by turns had to take the role of coordinator and leader of a work group. Effectiveness of their behaviors in doing so was rated on structured rating scales by tutors. The Dutch SQ-Lead had an uncorrected correlation of .27 with the sum of effectiveness ratings.
- face validity of SQ-tests, perceived user-friendliness and perceived fairness of SQ-tests are very high; typically, the score of 4 on a 5-point Likert scale is exceeded.

Van der Maesen & Koch HRM-Consultancy
Van der Maesen & Koch is a Dutch firm that is specialized in developing and validating innovative tools for recruitment and development of personnel. Core task is developing of multimedia tools, such as SQ-tests and online Webcamtests. Our tests are delivered via assessment portal www.psychecommerce.nl

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