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The OAD Survey.

Purpose: "Measures seven work-related personality traits and seven perceptions of how an individual believes he/she must behave in his/her job."

Population: Employees.

Publication Dates: 1990–2002.

Acronym: OAD.

Scores, 7: Autonomy, Extroversion, Patience, Detail, Versatility Level, Emotional Control, Creativity.

Administration: Individual and group.

Restricted Distribution: Completion of a 3-day seminar is required for a participant to administer and use the survey within their organization.

Price Data: Available from publisher.

Foreign Language Editions: Available in 10 languages.

Time: Not timed.

Comments: Web-based scoring process is available.

Author: Michael J. Gray.

Publisher: Organization Analysis and Design LLC.

Review of the OAD Survey by JEFFREY A. JENKINS,

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DESCRIPTION. The OAD (Organization Analysis and Design) Survey seeks to measure aspects of personality relevant to the workplace as well as employees' perceptions of their current jobs in terms of these personality characteristics. It is a central part of a "management development process" through which business people and organizational leaders can diagnose the way in which the organization functions, plan by examining business goals and systems for human resource development, and provide information about the "temperaments" of the individuals within the organization in order to learn ways to maximize individual and group effectiveness. As a part of this process, the OAD is not intended as a stand-alone measurement tool, but to be used in conjunction with the program of consulting services offered by the publisher.

Specifically, the OAD assesses individuals using six personality "trait clusters," and these same six characteristics form the basis for individuals' perceptions of their jobs. The traits include Autonomy, Extroversion, Patience, Detail, Emotional control, and Creativity. An additional trait, identified as Versatility Level, is a linear combination of scores on the first four traits. These traits are used to produce a profile of the individual that may be useful for a variety of human resource management decisions in the workplace.

As a self-report measure, the instrument consists of a word list of 110 descriptors from which respondents choose to describe themselves or their job. It may be administered in a paper-and-pencil format or online, where immediate scoring and feedback is available. Completion is untimed, and consists of two sections. The first section presents respondents with the list of 110 adjectives; in a box next to each descriptor, respondents place a check mark if they would use the word to describe themselves, and a question mark if they are uncertain about the meaning of the word. The list includes, for example, such descriptors as Self-assured, Efficient, Individualistic, Demanding, Popular, Impulsive, and Respectful. The second section contains the same word list presented in the same order, but respondents are asked to select those that "describe how you must behave in your current job." The survey instrument is therefore easy to administer and complete and, although untimed, should not take more than 10 minutes for a typical respondent to complete.

Both sections of the OAD are scored by summing the selected items for each of the traits, which become subscales by converting the raw scores to percentiles based on a national norm distribution of 234 participants. The first four subscale scores (Autonomy, Extraversion, Patience, and Detail Orientation) are graphed as a profile, allowing users to make comparisons among the subscales. Versatility Level is calculated by summing the raw scores of the first four subscales and converting to a mean decile score, which is

shown on the profile to allow comparison of the four traits to their mean value. Deciles for Emotional Control and Creativity are shown separately on the profile graph. All scoring is accomplished through the publisher's website, and narrative explanatory summaries of both the individual respondent's traits and perceived job behaviors are provided. Interpretation of scores and profiles is explained in detail in written documentation available through the publisher's seminars or consulting services.

DEVELOPMENT. The OAD was developed and initial validation studies were performed from 1987 to 1990. Although the OAD seeks to measure work-related characteristics of individuals and their perceptions of work, and does not attempt the general assessment of personality, it relies on well-known approaches to personality assessment, including Cattell's theoretical work in the development of the 16PF (Cattell, Eber, & Tatsuoka, 1970) and McRae and Costa's (1987) research on the five-factor personality model.

The publisher's website (www.oadllc.com) provides considerable information about the instrument and other services, including short articles relating to the OAD and a more detailed technical manual, entitled "The QAD Survey-Taxonomy of General Traits" (referred to here as the "manual"). Although the OAD Survey can only be obtained if used in conjunction with an OAD seminar or other consulting services of the publisher, this method of distribution and use appears appropriate given the settings and purposes for which the instrument was designed.

TECHNICAL. The manual provides information regarding subscale scoring, reliability, and validity. This information is particularly helpful and necessary given the self-report nature of the instrument and the use of one-word descriptors to represent the complexity of the personality traits measured.

Reliability of the OAD Survey appears to be satisfactory. Reported internal consistency estimates based on a sample of 234 U.S. participants ranged from .77 (Patience) to .88 (Creativity), and for a larger U.K. sample (2,842) ranged from .69 (Patience) to .84 (Assertiveness). The selection process for these samples is not reported, but given the otherwise thorough work of the publisher in disclosing technical information, there is no reason to believe these samples are not representative.

The developers of the OAD Survey provide a variety of information and study results relating to validity. In addition to an explanation of the theoretical basis for the traits measured and the process of item selection, the construct validity of the instrument is discussed. The factor structure of the OAD Survey generally supports the reporting of the subscales measuring four of the six intended personality traits. The publisher notes that the Autonomy and Creativity subscales are not independent, and may be measuring a single construct. Although the manual reports factor loadings for items within each subscale, it does not give the actual word items from the survey instrument to which the factor loadings correspond. This deficiency makes it difficult to examine the factor-analytic results in any detail, which is problematic given the

possibility of interrelationships between single-word items that may be synonyms. Nonetheless, the publisher should be commended for presenting factor-analytic results at all, particularly given other evidence of validity that was also presented. The manual also summarizes a study of the relationship between the OAD Survey subscales and those of the 16PF (Form C, 1978). The reported correlation coefficients offer evidence of convergent validity by significant relationships between the OAD subscales and corresponding 16PF traits, and evidence of discriminant validity by the lack of significant relationships among dissimilar traits.

In addition, evidence of criterion-related validity is presented by reporting the results of three studies that examined the relationship between the OAD Survey and different predictive criteria. The criteria were performance measures for three different groups: fashion sales associates, retail store managers, and restaurant management staff. Generally, the results of these studies demonstrate that the OAD Survey has a reasonable degree of predictive validity for its intended purposes.

COMMENTARY. The OAD Survey has much to commend it. Grounded in personality theory, it is an instrument that is designed for assessing aspects of work-related personality for targeted populations and purposes, and appears to do that well. Although it apparently may only be obtained and used in conjunction with other services provided by the publisher, the training provided for using and interpreting results from the instrument is likely necessary and beneficial. Strengths of the OAD include its adaptation of

personality concepts to business settings, the resulting usefulness for workplace applications, and the ease of administration.

Weaknesses include the limited sample on which percentile scores are based and the potentially tenuous relationship between individual subscale scores and the same individuals' perceptions of job requirements.

SUMMARY. Attendees of an OAD seminar will undoubtedly find the OAD Survey to be an interesting approach to understanding workers and potential hires, as well as being useful in workplace decision making. The OAD Survey benefits from relatively strong technical characteristics, and clearly presented score report profiles. Although the instrument should certainly not be used as the sole basis for any decisions regarding employee or potential employee work assignments, when used in combination with other relevant information it may assist organizations in their operations.

REVIEWER' S REFERENCES

Cattell, R. B., Eber, H. W., & Tatsouka, M. M. (1970). The 16 Personality Factor Questionnaire. Champaign, IL: IPAT.

McRae, R. R., & Costa, P. T., Jr. (1987). Validation of the five-factor model of personality across instruments and observers. *Journal of Personality and Social Psychology*, 52, 81-90.