



# TOOLS FOR LIFE

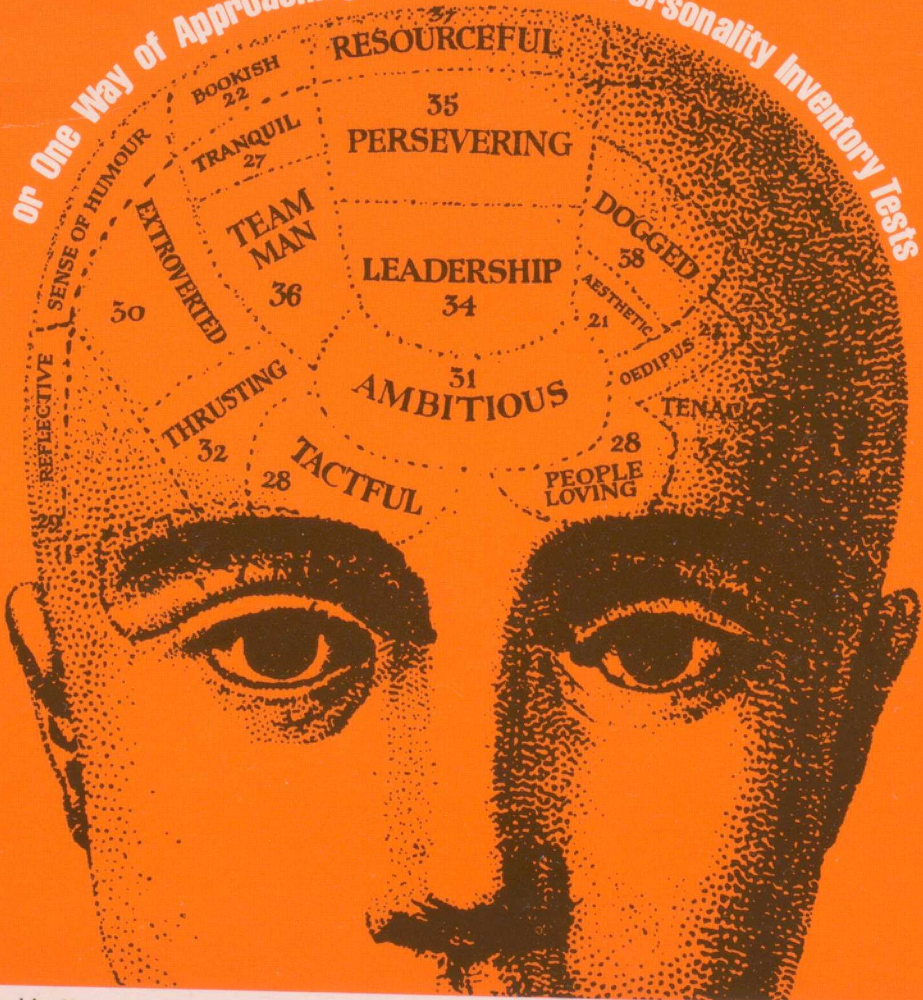
A Series of Self-Help Booklets designed to help students beyond the classroom into Life.

# 8 (1975)

No. 8

## TESTING FOR TOP JOBS

Or One Way of Approaching I.Q., Aptitude & Personality Inventory Tests





This intelligence-testing business reminds me of the way they used to weigh hogs in Texas. They would get a long plank, put it over a cross-bar, and somehow tie the hog on one end of the plank. They'd search all around till they found a stone that would balance the weight of the hog and they'd put that on the other end of the plank. Then they'd guess the weight of the hog.

—John Dewey.

*Booklets published so far in the series, written and researched by Geoff Spencer*

- (1) Creative Job Search
- (2) The Effective Job Application
- (3) Getting to See the Man and Selling Yourself at the Interview
- (4) Creating Your Own Job
- (5) Jobs: The Shape of Things to Come
- (6) You and the Energy Crisis
- (7) 3 Tools to Single you out from the Herd
- (8) Testing for Top Jobs

# TOOLS FOR LIFE/Number 8

## TESTING FOR TOP JOBS

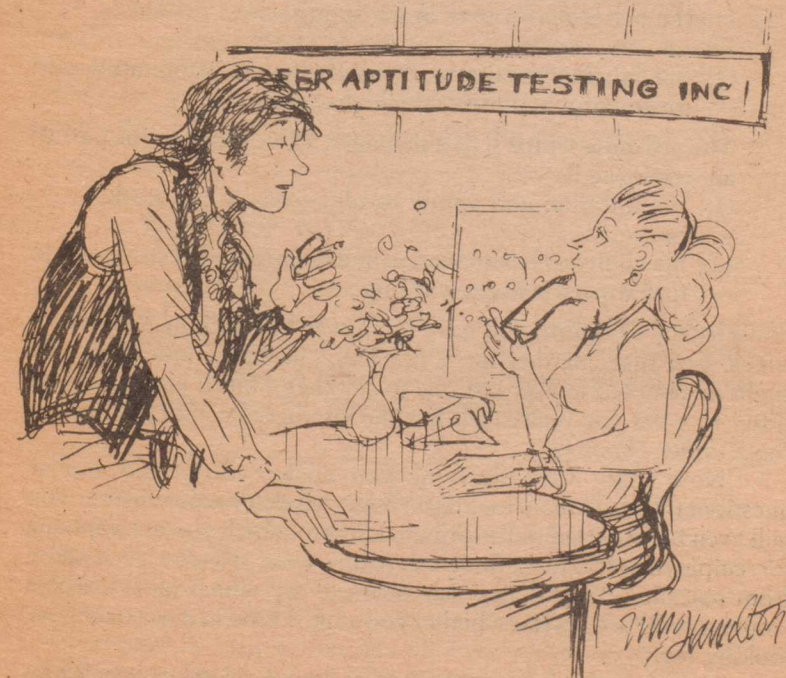
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1st Edition: October, 1975



*"I understand you guys are set up to find out what my bag is."*



For most of you graduation lies just around the corner, the long haul almost over. Clutching your certificate or diploma, you probably intend to hurl yourself at the world and start climbing the ladder of success. Unfortunately, it isn't quite that simple.

Consider, for example, the following innocent *either — or* questions which may stand between your leaving this college and the first rung of any decent job ladder:

**I am likely to work hardest and accomplish most in a job situation wherein:**

- (1) there is real *esprit de corps* in the group of employees and we all share good times and get along well with one another;  
or
- (2) there are tangible rewards and recognition for one's performance.

**Personally, I believe the real rewards in working are those which:**

- (1) reflect my own competence; that is, being recognized by others for a job well done or just knowing that I am one of the better performers in my group;  
or
- (2) are inherent in the work itself; that is, stimulating and meaningful activities which challenge me.

**The attribute which I, as a manager, value most on the part of an employee is:**

- (1) his ambition and ability to take pride in his work;  
or
- (2) his ability to be innovative and creative in his work and to find it personally rewarding.

Consider the situation: you have to answer by checking *one* of two boxes. Just that. Neither more nor less, and never mind that you might be tempted in that last one to say that a bit of both might be closer to what you really feel. But the instructions are clear: please check *either* (1) *or* (2).

Now mark this: the way you answer these and similar questions (taken from actual tests) may well determine whether you will even be admitted to the organization to which you are applying for employment. These three questions were selected at random from so-called "Personality Inventories," by which most sizeable employers these days test whether you are the kind of person they are looking for.

It may look like a game, but make no mistake: it's deadly serious in its implications for your future. You would be well advised to treat it seriously.

There are many tests. This brochure deals mainly with *Personality Inventories*, which are the ones with which you will almost invariably be confronted when applying for any job leading to top management in the larger corporation. You may come up against *Personality Inventories* as soon as you leave this college and apply for your first job. Later on, you may meet all kinds of permutations and variations as you rise within the organization or switch jobs.

It is conceivable that you may not encounter the *Personality Inventory* until you have passed through preceding stages. It is possible, for example, that as a graduate of vocational or technical training you may be required to write an Intelligence Test, or a Comprehension Test, or a Basic Aptitude Test, in order to get a job in production. You may write further tests measuring capacity or skill as you rise on the production floor. However, when you approach the invisible barrier that separates you from the management ladder, you may find that you are required to face an entirely different type of test, one which leaves behind the area of what seems both reasonable and measurable and enters the far more dubious realm of attempting to measure personality and character.

Thus, in a working lifetime, you may face many tests, but if you are heading for the top, it is the *Personality Inventory* which may form the decisive barrier, though in all fairness it should be stated that other factors such as biographical data, appearance, etc., may round out a general assessment which precedes the hiring decision.

**A WORD OF WARNING . . .** before we set out to consider an interesting and controversial subject. This booklet is NOT gospel. It represents a personal view based on reading, reflection and some measure of experience. As with all printed matter that comes your way, it should be filtered through your own mind with due allowance for varying circumstances.

If you have penetrated the outer defences and hurdled a job interview successfully, you may still have to face what in most large organizations has become the clincher: the written test. However much the Man may like the cut of your jib, his hands may be tied by company policy which has elevated the written test to holy writ. If the 'results' of your written test don't lie within acceptable bounds, all may have been in vain. The written test is the final, formidable and almost universal barrier to the executive job.



*How universal?* Without bandying around statistics, let's just say that in 1975 testing has blossomed into a hundred-million-dollar-a-year business. You'd be hard pressed to find any sizeable organization that isn't doing it. Let's take nice round figures and say nine out of ten.

Some employers buy "standard" tests from specialist publishing houses, or have their own custom-designed tests made up to fit what they believe to be their special circumstances. Some administer and evaluate the tests themselves. Others employ outside "consultants," some of whom number their corporate clients in the thousands and operate internationally.

Wherever and however administered, it seems reasonable to suggest that in the foreseeable future tests are here to stay. They are a fact of life. Tests can make you or break you — or at least get you the chance to prove whether you can get to the top. As pervasive as crabgrass in the corporate lawn, it's unlikely you'll be able to avoid them. What you can do, however, is to learn how to outflank them. More of that in a moment.

First, let's be clear what is under discussion. I'm NOT talking about an *I.Q. Test* which seeks to establish whether you can add 2 and 2, or demonstrate reasoning ability by completing a given progression of figures, or pick out the one word among six of a word family that doesn't belong. An employer has every right to check whether the educational system he supports has done its job in qualifying an applicant to give verifiable answers.

Nor am I discussing an *Aptitude Test* which might, for example, require you to assemble a jigsaw puzzle or push blocks into holes in seeking to measure aptitude for manual skills. In skilled jobs requiring coordination of hand and eye, there are tests which can genuinely measure aptitude.

What I want to examine primarily is the dominating position of the so-called *Personality Inventory* which often masquerades as a science but in my opinion at least, is far from it. It's a football game played by men with clay feet. However, if the scientific claims advanced for it are open to challenge, there can be no disputing that it has been successful in persuading a near-clean sweep of sizeable employers that it delivers the goods. *Personality Inventory Tests*, it is claimed, will establish beyond reasonable doubt whether a man will be any good at selling insurance, whether he is management material, or in fact suitable for any worthwhile job above the level of hewing wood and drawing water.

## MEASURING THE IMMEASURABLE . . .

The problem is, to my mind, that personality and temperament cannot be measured positively in any way that might even remotely be labelled 'scientific.' Both the person tested, and the person testing, are human.

It is, however, generally conceded that while certain tests such as the MMPI and CPI, *in the hands of a skilled psychologist*, may be able to identify performance potential in certain specific types of work (e.g. selling), their negative value in screening out aberrant characteristics such as high anxiety, neuroticism etc., have come to overshadow the identification of positive characteristics. Both because of their complexity and the need of a skilled psychologist, these tests are seldom used, and the type that is most commonly given tends to lack even this limited validity.

The fact is that on the basis of the run-of-the-mill *Personality Inventory*, the tester very often finishes up by saying that the person tested is either suitable or unsuitable for a given job. As a result those judged to be unsuitable are in most cases rejected, and those alleged to be suitable are hired. More often than not the consultant may produce impressive figures on how many 'suitable' candidates he has placed, most of whom, he may claim, made good the promise foreshadowed on paper.

It seems a pity that the majority of *Personality Inventories* that fall into this category appear to lack the one thing that might give them a veneer of 'science.' A 'scientific' approach would surely dictate that ALL the candidates submitting to the test in a given organization be hired, both those who 'pass' the test as well as those who don't. Then, and only then, would subsequent job performance of the whole batch produce possible meaningful guidelines for the screening of future applicants.

## SOME SAY NAY . . .

There is, incidentally, increasing criticism of tests and testing procedures being voiced from within the camp of the 'experts' themselves, some of whom hold that the upshot of it all is a test of conformity and mediocrity that tends to screen out the intelligent and thoughtful non-conformist who may be the very type the system claims to be looking for.

Thus, for example, Dr. Robert McMurray, of the Murray Company, Chicago, after commenting that techniques have been developed that 'strip people psychologically naked,' goes on to call many of his fellow-testers "burglars."

In England a fairly recent (August 1971) series of articles in the widely respected and influential "Sunday Times" says much the same thing under the headings: "Beware! Mind Rakers at Work."



## EXAMPLES FROM PERSONAL EXPERIENCE . . .

During World War II the organization for which I worked set itself the task of locating a network of clandestine radio operators in enemy-occupied territory. It soon became apparent that there were problems involved in requiring a person to remain concealed in a cellar or in an attic for long periods of time, cut off from the world. The urge to get out occasionally became obsessive. Those who did frequently got caught. A team of psychologists thereupon devised a rudimentary series of tests which were supposed to determine whether a person's temperament was such that he would willingly remain buried alive for lengthy periods without becoming unhinged. From about the middle 1942 onwards, potential clandestine radio operators were given the test. As it happened, as often as not we had to use both those who passed the test as well as those who didn't. Measured in terms of survival, the result was about 50/50. Some of those predicted to stay put, didn't, and vice versa.

More recently I worked for a company in the field of business systems design which, after several mergers, became a division of Litton Industries. A test battery was the order of the day for all job applicants, usually given by the District Manager. Apart from a valid I.Q. test, there was a *Personality Profile Inventory*, which consisted of a single sheet printed on both sides. On one side were printed roughly 100 personality-descriptive adjectives such as "bold," "ambitious," "shy," "dominating," "honest," "quiet," "ruthless," etc. Beside each adjective was a box. The heading read: 'Check the words below which describe you *as other people see you*! After wrestling with that, the applicant was asked to turn over the sheet. On the other side were exactly the same words in exactly the same order, but this time the heading read: 'Check the words below that describe *the way you see yourself*! On the basis of this test the likelihood of a man making good as a systems salesman was determined.

Now here is an interesting fact. Before successive mergers led to conforming rigidity, District Managers still had considerable authority in choosing their men. Company policy required that they use the test battery, but if a man failed the test, and that notwithstanding, the District Manager had a visceral feeling that he'd do well, he'd hire the man anyway. Over a period it was the consensus of all District Managers expressed at one meeting that the result was about 50/50 — about 50% of those who were accepted on the basis of a 'successful' test subsequently failed to make good, and about 50% of those who 'failed' the test subsequently made good salesmen.

To my mind, this points to a conclusion. Your innate qualities, reacting with circumstance, will determine your success in a chosen career. 'Passing' a *Personality Inventory* won't automatically guarantee success, but the evaluation nestling in your Personnel File subjectively conditions the employer to *expect* 'success.' So you've got to 'pass' the test to be given the chance to prove what you're made of. Conversely, if you 'fail' the test, you won't be given that chance, as relatively few major employers remain who choose to override test results.



Why does a fireman wear red suspenders?

- A. ☐ The red goes well with the blue uniform.
- B. ☐ They can be used to repair a leaky hose.
- C. ☐ To hold up his pants.



## A SLIGHTLY SHARPER TOOL: THE ASSESSMENT CENTRE . . .

One authority consulted, Dr. Vance Mitchell, of the Department of Business Administration at the University of British Columbia, believes that the increasing use by the larger corporations and government of Assessment Centres offers some hope that applicants may in future be tested with greater validity. They may represent the difference between the faith healer and the qualified medical practitioner, the faith healer being the equivalent of the organization that buys over-the-counter patent medicines for self-administration, as opposed to the organization that gets a prescription drug for a specific ailment. Among the large corporations using Assessment Centres such as Personnel Decisions Inc., of Minneapolis, are reputed to be General Electric, Bell, and 3M.

## CONSIDER THE NATURE OF THE BEAST . . .

Before going on to suggest a few things that may help you to write a 'successful' *Personality Inventory*, I want to pause for a minute to consider the nature of modern Big Business. It has been forecast that by the end of this century the Western World may be ruled by not more than 300 large corporations, of which at least 200 may be American. We seem to be steadily moving in that direction. Mergers are the order of the day.

This trend may increasingly rule out the smaller independent employers who today may still hire on eye appraisal and a gut feeling about the applicant. Unfortunately, this too produces at best a 50/50 chance of getting the man you think you want. There are no easy answers in either direction.

Although a corporation cannot be personified, it tends to reflect the attitudes of its dominating personalities. It becomes known for certain philosophies. Sometimes single powerfully motivated individuals may point it in a given direction, with the corporate mass merely adding momentum. One thinks of Tom Watson of I.B.M., or Joseph C. Wilson of the Xerox Corporation. Others are moulded in the image of a pre-existing philosophy, such as the paternalistic structure of Cadbury's, the British candy manufacturing giant, who are Quakers. In any event, there's not only an outside 'look' and 'feel' to a corporation, but the corporation itself tends to look for people who will conform to its imagined image and perpetuate it. They are looking for similar building blocks to add to the structure. The *Organization* looks for its *Organization Man*.

Thus, one major U.S. automobile manufacturer instructs its college interviewers to determine if the applicant 'looks like us'

# Why Johnny can't hide. And doesn't want to anymore.



See Johnny hide. But not anymore.  
Now Johnny works at 3M.

Once he thought all big organizations got that way by encouraging anonymity. Not because anyone ever told him that. But because he once had worked for one. Which will, of course, be nameless.

No one in that first organization actually told him the way to do well was to do as little as possible. Sort of stay out of the way.

But then, they never told him otherwise, either.

So he looked around. Made his own appraisal. And concluded there was a theory in operation.

To wit: Never state an opinion or take a risk and you'll never make a mistake.

Now, Johnny's no dope. He took what he thought was the hint.

He got lost in the crowd. Blended in with the background. And never, never attracted attention.

But 3M doesn't believe in crowds.

We believe in people. One at a time. And we'd like to think Johnny knew that the day he started here.

Our whole atmosphere says it. You don't stand out here unless you stand up. And speak up.

We believe in our people. Really believe. And Johnny must have seen it.

We encourage individual ideas and intelligent risk. The more 3M people innovate and accomplish, the more we reward them and the faster they advance.

We will not even hire relatives of our officers and directors. Here at 3M a better job is earned. Not awarded.

And our long and growing customer list is witness to the way 3M has always come up with products in advance of their time.

Like "Scotchgard" Fabric Protector. And "Dinoc" Decorative Trim on the most popular station wagons. And "Scotch" Brand Hair-Set Tape.

Every new employee comes with a mind of his own. Could it be the way we treat our people has a lot to do with the way they produce ideas?

Johnny thought so. He looked around and liked what he saw and adopted a whole new approach.

Johnny came out of hiding.

And finally came into his own.

People still count here. **3M**

3M Co., 3M Center, St. Paul, Minnesota 55101



(Lawrence Bloomgarden, Institute of Human Relations), while the key phrase in a typical test evaluation quoted by Vance Packard in "The Pyramid Climbers," made by a Stamford consultant on a promising candidate for the vice-presidency of a large company, was "no significant deviations from the norm were uncovered."

Each organization has its stereotype of the ideal. These will vary considerably, but they tend to have this in common: They are looking for a member to add to an existing 'team,' one who will fit in with the rest. Sometimes the 'scientific' basis of *Personality Inventories* is defended by pointing to special tests devised by analysing the 'success factors' of the top men in a given organization. These men, the argument runs, have *proved* their success. To ensure a continuance of corporate success, the formula merely calls for more of a proven mix.

### ANOTHER LINK, SAME SAUSAGE CHAIN . . .

The corollary is that the modern corporation, given a choice, tends to prefer another standard link rather than somebody so individualistic that he might rock the boat. Or worse yet, upset it. There are, of course, exceptions. In the great slough of mediocrity that is most corporation research, two laboratories are known to be exceptional in the rate of discovery: General Electric and Bell, both of which seem out of step with their times in encouraging individualism, however outrageous. Others pay lip service to individualism. A recent issue of "Harpers Magazine" had a full-page ad devoted to the "Johnny" they are looking for. (See page 9.) It is interesting to note, however, that this company also uses a test battery, including a *Personality Inventory*. Thus the exceptions probably only prove the rule. To sum up: the employing organizations of our time seem to be married to *Personality Inventories*. Each organization tends to have its own characteristics, its own 'profile.'

### CAN THIS HELP YOU TO HURDLE THE BARRIER?

I think it can. If *Personality Inventories* may be preventing good men and women from proving themselves, then a socially useful purpose may be achieved by revealing ways in which this non-scientific barrier may be surmounted. Much of what follows is owed to an outstanding American, William H. Whyte, Jr., a senior editor of "Fortune Magazine," whose book "The Organization Man," published in 1956 and available in a paperback, is required reading if you want to arm yourself with a few key facts about life in the modern corporate jungle.

Here then are a few guidelines on how to face up to a *Personality Inventory*:

First, the important thing to recognize is that you don't *win* a good score: you *avoid* a bad one. Your score is usually a percentile rating, i.e. how you answer questions in relation to how other people have answered them.

Though in rare instances you may be safe in scoring in the 80th or 90th percentile (a 'reflective' tendency in the case of a good chemist might justify this), generally speaking safety lies in scoring somewhere between the 40th and 60th percentile. This means that *you should try to be like everybody else is supposed to be*. This isn't always easy to determine. However, when in doubt there are two general rules worth following:

1. When asked for word associations or comments about the world, give the most conventional, run-of-the mill, pedestrian answers;
2. To settle on the most 'acceptable' answer to any question, repeat to yourself:
  - a) I loved my father and my mother, but my father a little bit more.
  - b) I like things pretty well the way they are.
  - c) I never worry much about anything.
  - d) I don't care for books or music much.
  - e) I love my wife and children.
  - f) I don't let them get in the way of company work.

### Stay in Character

An important part of most *Personality Inventories* attempts to establish the degree of introversion. Almost invariably this will apply where the job involves meeting the public, i.e. selling or public relations or management at any level. The trick here is to *stay in character*. Try to get a score as near to the norm as possible without departing too far from your own true self. It won't necessarily hurt you to answer that you have enjoyed reading books as much as entertaining friends. But it will hurt you to answer *every* such question in that vein if you are, in fact, the kind that *does* enjoy books and a measure of solitude. Strive for the happy mean; recognize that, on the one hand, a display of too much introversion, a desire for reflection, or sensitivity, is to be avoided. On the other hand, don't over-compensate. If you try too hard to deny these qualities in yourself, you'll end up at the far, equally undesirable, end of the scale and be rated as excessively insensitive or extroverted.

### Be Consistent

You'll most likely face a battery of tests, some of which will contain built-in "L" scores (Lie-scores) to try to catch inconsistencies. If you've said in one place that you like to be the life of the party, it



would be inconsistent to say somewhere else that you are an excellent follower.

*Don't give yourself the benefit of the doubt* in such loaded questions as: "Do you frequently day-dream?" Most of us do, sometimes in Technicolour, but for your own sake, don't say so. No go-ahead, thrusting corporation wants a day-dreamer.



**Be emphatic to the values of the test-maker.** If you have some idea of what the test-maker is after, give it to him. If, for example, you're applying for a job with a sober-sided publishing house and you're asked: "Do you prefer serious motion pictures about famous historical personalities to musical comedies?" there isn't much doubt which way to go, is there? Or if, fancifully, you're applying for a teaching job with a famous Cordon Bleu School of Cookery and you're asked: "Are great chefs born or made?" you might well

believe in the divine spark and say so at your peril, when the organization's whole business consists in proving the contrary.

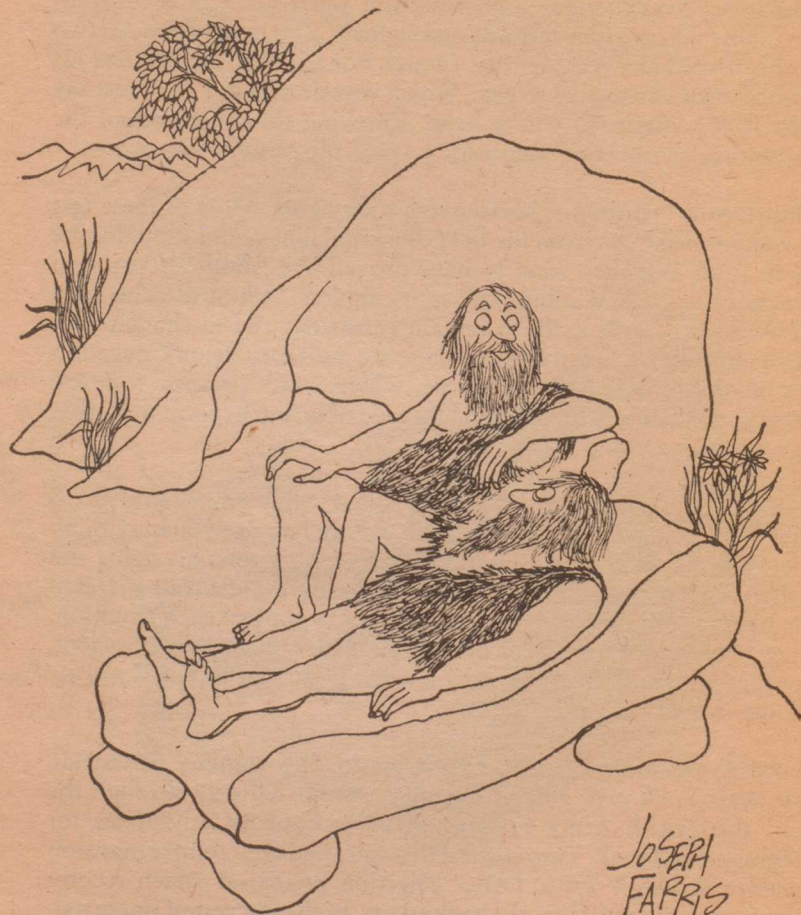
Again, suppose that you are applying for a selling job with a company known for its aggressive sales approach. You are asked this question: "You've made a presentation and your man is ready to buy. How big an order should you ask for?" You hover between two of the printed answers (1) 'Just enough not to scare him off' and (2) 'Twice what you expect to get.' Which way do you go? Let's just say this. If you check (1) you're dead. Knowing something about the reputation of the company helps to pick the answer they want.

**Choose your neurosis.** This is a very tricky area. Most of these test questions are strays from the field of mental illness and shouldn't be there at all, but they seem to have proved irresistible. If you find yourself being asked about pink spots, spiders, or how attached you were to your mother, try to remain consistent and in character — these tests almost always have a lie-score built into them. Concede a few mild neuroses here and there, which won't penalize you too heavily, particularly if you err on the side of being 'hypermanic,' that is, too energetic and active.

**Don't be too dominant.** If you're asked what you would do if somebody barged in ahead of you in a store line-up, you may think that the organization would prefer a man who asserts his rights and hollers. Not necessarily. As always, choose the middle course. Resist the temptation to show yourself as trying to control each situation. They may be looking for the permissive leader (in itself inconsistent, but there you are). In any case, you won't go too far wrong if you err on the side of acquiescence.

**Word Association Tests.** Again, strive for the ordinary pedestrian association. I'll give you an example. About halfway through the war, the British Army ran out of old school tie candidates for commissioned rank. They instituted a weekend at a country mansion called a W.O.S.B. (War Office Selection Board) at which recommended candidates from the ranks were, in the interest of impartiality, numbered rather than named. They were given exhaustive tests, mental and physical, to determine their suitability for officer status. Word association tests were a key element. Words were flashed on to a screen. You had three seconds to respond with an associative word. Thus, in the spirit of the times, when the word "knife" flashed on to the screen, I responded with "blood." A close friend from the same unit, who had come up with me, answered "fork." I passed. He failed. Remember the bit about being emphatic to the values of the test-maker?





"The way this works is that you say the first thing that comes to your mind . . ."

Whyte mentions a tip that might be useful. In a written test, before examining any one question closely and reading from left to right, read *vertically* through the whole list of questions. You may detect the pattern. Testers frequently tailor tests to ease in scoring. Thus the most conventional responses may be found in one column, the next most conventional in the next, and so on. All you have to do is to go down the list and pick, alternately, the most conventional, and the second most conventional. This will likely get you into the end zone: "normal way of thinking."

**Don't split hairs.** Sometimes tests involve areas of practical judgement. This is probably the most difficult of all, because the tester is after 'correct' answers — at least in his terms. As an example, you might be asked what you would do if you find yourself outside a burning building, and a woman appeared at the window on the second floor with a baby in her arms. Half a dozen alternatives might be listed. Bear in mind that the more you think about it, the worse it gets. Practical judgement some say, is uniquely and statistically independent of such factors as intelligence and academic or social background. The searching mind may be severely handicapped. You may miss what may be meant to be the "right" answer. The trick is to answer as quickly as possible without time for reflection.

Know your company. I've already touched on this. If you have some idea of the way a company thinks of itself, the image it tries to present to the outside world, you'll have a shrewd idea how to deal with questions that seek to establish the emphasis you attach to certain values — aesthetic, economic, religious, and social. The profile revealed in your answers will be matched against the profile the organization thinks desirable. In a competitive world, you will probably do best when you emphasize economic motivation most, and aesthetic and religious least. Example: a skyscraper should make you think of industrial growth and not the perhaps lamentable consequences of cooping people up in concrete honeycombs. If you're after a job in a research lab., Newton or Leonardo or Galileo did more for mankind than Shakespeare. If you're headed for advertising or public relations, you might conceivably reverse the order.

### 'EYELESS IN GAZA' . . . PROJECTIVE TESTS

These leave you relatively defenceless, involving, for example, situations in which you are asked to draw pictures of a house, a man, a tree, your favourite animal, last night's dream . . . All that you can do here is to play along and hope that the test interpreter didn't get scared in the woodshed when he was five and isn't hellbent on proving a point.



Vance Packard, when submitting to test in the course of researching his book, says that he was asked to draw a picture of a house. He drew an odd-looking chalet with everything centred upstairs, only a small doorway to the lower area and a huge outside staircase to the main upper living area.

The tester promptly concluded from this that the applicant found it 'difficult to develop close relationships with others.'

In point of fact the house actually existed, with everything centred upstairs not because of a desire to avoid human contact, but simply because that was the only way to enjoy the seaview.

To crown matters, the tester added the comment that if he'd been a 'true marketing-executive type,' the lines of the drawing would have been rendered more aggressively.

So you see, it's difficult to win in this area. Do what you think is right and hope for the best.

### HOW LONG WILL A TEST TAKE?

This will vary, but a relatively simple test may take half a day, most will likely take a full eight-hour day, and some, probing in greater depth, may take up to sixteen hours.

### WHAT WILL IT COST YOU?

The answer, most likely, is nothing. Practically all companies consider the testing fee as part of their overhead. If by personal initiative you choose to have yourself tested by a consultant, a charge will probably be made which will vary with the consultant.

As a guide, it has been stated that some consultants charge their corporate clients anything up to \$250 per test, with those operating a mass volume business charging considerably less.

### AND IN CONCLUSION . . .

Bear this in mind: Tests are the tollgates along the career road. Ever more are likely to be conceived and injected into the corporate stream until, some time in the future, the counter movement sets in. Meanwhile, though tests may change, their aims remain constant, as do the underlying principles. If you observe these general precepts and get yourself into the right frame of mind, you can adapt to any new testing situation.

The dodo didn't. But YOU CAN.

To repeat the earlier warning: **EVERYTHING IS POINT OF VIEW.** If this particular view, skimming a complex and controversial subject, comes down strongly on one side of the fence, it is only fair to state that an equally strong case may be advanced by the other side. Use your own judgement.

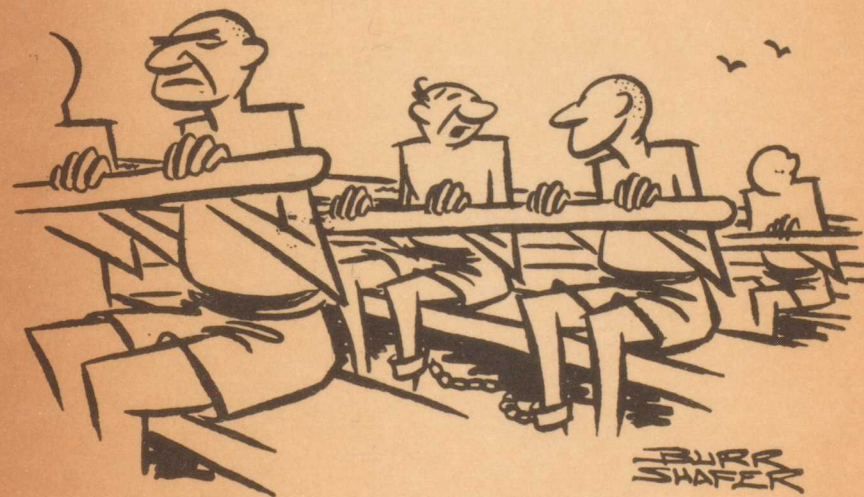
### Background Reading, available in paperback:

*The Organization Man*, William H. Whyte, Jr., (1956) Anchor.

*Life in the Crystal Palace*, Alan Harrington, (1959) Avon.

*How to Beat Personality Tests*, Charles Alex, (1966) Avon.

*The Pyramid Climbers*, Vance Packard, (1962) Crest.



"No, I didn't commit any crime—they just gave me an aptitude test."

Written and researched by Geoff Spencer, Director of Information Services, Vancouver Community College, and designed by Martin Jackson.

Grateful acknowledgement is made to "The New Yorker" for reproducing various cartoons.



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- The Langara Campus,
- The Vancouver School of Art,
- The Vancouver Vocational Institute,
- King Edward Campus,
- The Community Education Services Centre.

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