

HR Consultant Betina Merete Larsen demonstrates on her iPad how the Group's new online test is carried out in practice.

Tests should **never** stand alone

It's all about minimising uncertainty in recruitment in the most optimal way. This is the short answer as to why the Group still relies on tests in its recruitment processes. According to the Head of Talent Management in Group HR, Maersk's internal data is clear.

"The more intelligent you are, the higher the probability is that you will perform – especially as complexity in the job rises," Maria Pejter says, underlining that tests can never stand alone but should be applied with common sense and HR expertise.

"Your CV, references and previous performance are indicators that are equally important – we should never exclude anyone purely based on tests," Pejter says.

Testing: Myth **versus** reality

BY CHRISTINE DRUD VON HAFFNER

Maersk Post asks Head of Talent Management in Group HR, Maria Pejter, to comment on four typical myths related to Maersk's use of tests:

Myth: "If you don't score extremely high in the intelligence test, this will hinder you in your future career with Maersk"

"Actual performance matters – not your odds. Once within the organisation, performance is king. By passing the initial stage, we know in advance that our hired pool of talents all have the cognitive abilities to rise through the ranks. As an employee, the world is your oyster, and we know that we can work with all. The Group will not test for selection later in the job. Group HR sees it as a true advantage that Maersk – in contrast to many other companies – tests in the recruitment phase instead of later in the career".

Myth: "Maersk will only hire people with the same personality traits"

"We don't have a catalogue of specific Maersk profiles that we hire exclusively. In a conglomerate as large as ours, there are jobs available for all kinds of people. It all depends on the job content. A job in the container factory is very different from an HQ desk job. Maersk may, however, have a preponderance of people who are open to change and change process.

Myth: "If you score highly in the intelligence test, your social skills are likely to be lower."

"Nothing indicates this. The more intelligent you are, the higher the probability is that you will perform in all aspects of your leadership role. Leaders with a high cognitive intelligence are, for instance, statistically more inclined to receive a higher engagement score than leaders with a lower cognitive score."

Myth: "Your cognitive intelligence and personality traits mean everything for your performance."

"No. Leadership and context is twice as important. Maersk's data shows that the employee's cognitive intelligence is an important factor, but that 65% of the candidate's performance will depend on other indicators such as leadership and context. If we don't have the right working environment and set the right leadership team, recruiting the best individuals will not help much". ■