

Spring 2026

KCP NEWS

...making psychology accessible

If you don't know what you are looking for, how will you know if you've found it?

Last summer I met a highly successful entrepreneur at a social event. He told me a sad tale of a succession of recent mis-hires that had caused both financial and reputational damage to his organisation. When he learned that I am an organisational psychologist he asked "why do people get selection wrong?" My immediate response was "...because you don't know what you're looking for".

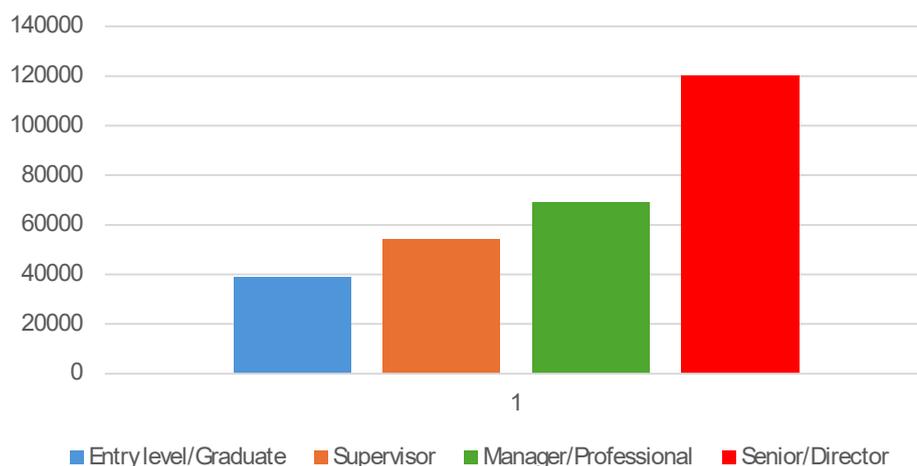
And this is the costly truth.

Very few organisations carry out a rigorous job analysis to identify the real behavioural characteristics that lead to success or failure. Meanwhile, CVs are increasingly enhanced by AI; many recruiters have limited assessment expertise, and too many hiring decisions are influenced by whether a candidate is "liked". In my 50+ years of experience I have found that "liking" colleagues is a bonus not a goal! That conversation encouraged KCP to embark on a major development programme. The outcome is the KCP Job Analyser – a tool designed to help organisations understand what really matters in a role before they make decisions that carry real cost.

The KCP Job Analyser

This software is **not** a wish-list or yet another dictionary of competencies. It is grounded in two proven psychological techniques that focus on real people and the observable behaviours that distinguish outstanding from ineffective performance.

£ cost for mis-hires by level



KCP Job Analyser Software Solution

At the heart of our exciting new job analysis software there are two proven psychological techniques:

Repertory Grid Technique

Based on George Kelly's Personal Construct Theory, RGT helps identify the key attributes associated with job roles. Participants compare and contrast job-related elements in different domains (e.g., task delivery, interpersonal influence, judgement, leadership, self-management, values & motivation) and categorise them according to their effectiveness in terms of observable behaviour. This reveals how people actually perform the job and highlights the qualities that matter most.

Critical Incidents Technique

CIT gathers detailed, real-life examples of behaviours that significantly impact job performance – both positively and negatively. These "critical incidents" help identify the factors that contribute to success or failure in any role. Together, these methods form the foundation of the KCP Job Analyser: a practical, evidence-led way to understand what you should be looking for before you start looking.

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KCP JOB ANALYSER – PROCESS AND PROCEDURE

Goal: To gather rigorous behavioural evidence that discriminates between effective and ineffective job performance.

Respondents: In an ideal scenario respondents will include boss, peers, and subordinates (where relevant). It can also be informative to include external contacts. There is no maximum nor minimum number of informants but obviously limited numbers will provide less rich data.

Identifiers: We do need the respondent's name and email address so that we can contact them if there are any technical issues. No names are collected for the people who are the "elements" in the Rep Grids or Critical Incidents. The report makes no reference to either respondents or individuals.

Setup: Each role under consideration will be allocated a Reference Number by KCP. If you are conducting several studies, each one will require a unique Reference Number. Commissioning clients are asked to notify the number of informants for each project so that we can produce the report as soon as the final data is received.

Reports: Each report contains a synthesis of the analysis data structured by domains: Task Delivery, Judgement & Decision Making, Interpersonal Influence, Self-management and Values & Motivation. The domains are ordered by "criticality" - those behavioural areas that have been flagged as the greatest risk in terms of effective job performance. This section is followed by detailed, structured behavioural interview questions based on domain evidence and then the benefit of relevant, guided assessment techniques.

Access: To access the online analyser - email: andy@kcpltd.com or telephone **07860 734689**.

Buy: The program is available for use on a one-off/infrequent basis via a pay-by-project structure or for larger users there is an annual unlimited use subscription scheme.

Proctored remote assessment

The days of paper-and pencil, face-to-face testing are long gone.

Good news!

However, online assessments are now potentially more vulnerable to cheating.

At KCP we have developed versions of both ability tests and personality/motivation and inbox exercises assessments that are remotely proctored.

On logging in, candidates are advised that their assessment will be recorded.

The test/questionnaire is monitored visually and audibly and also records tabbing away from the test page. This aids monitoring of other people helping or these days using AI assistance.

The client receives a video recording, audio and tabbing report with a time-line of possible incidents.

This provides reassurance to assessors and candidates alike and, of course, is no different from traditional testing with invigilators.