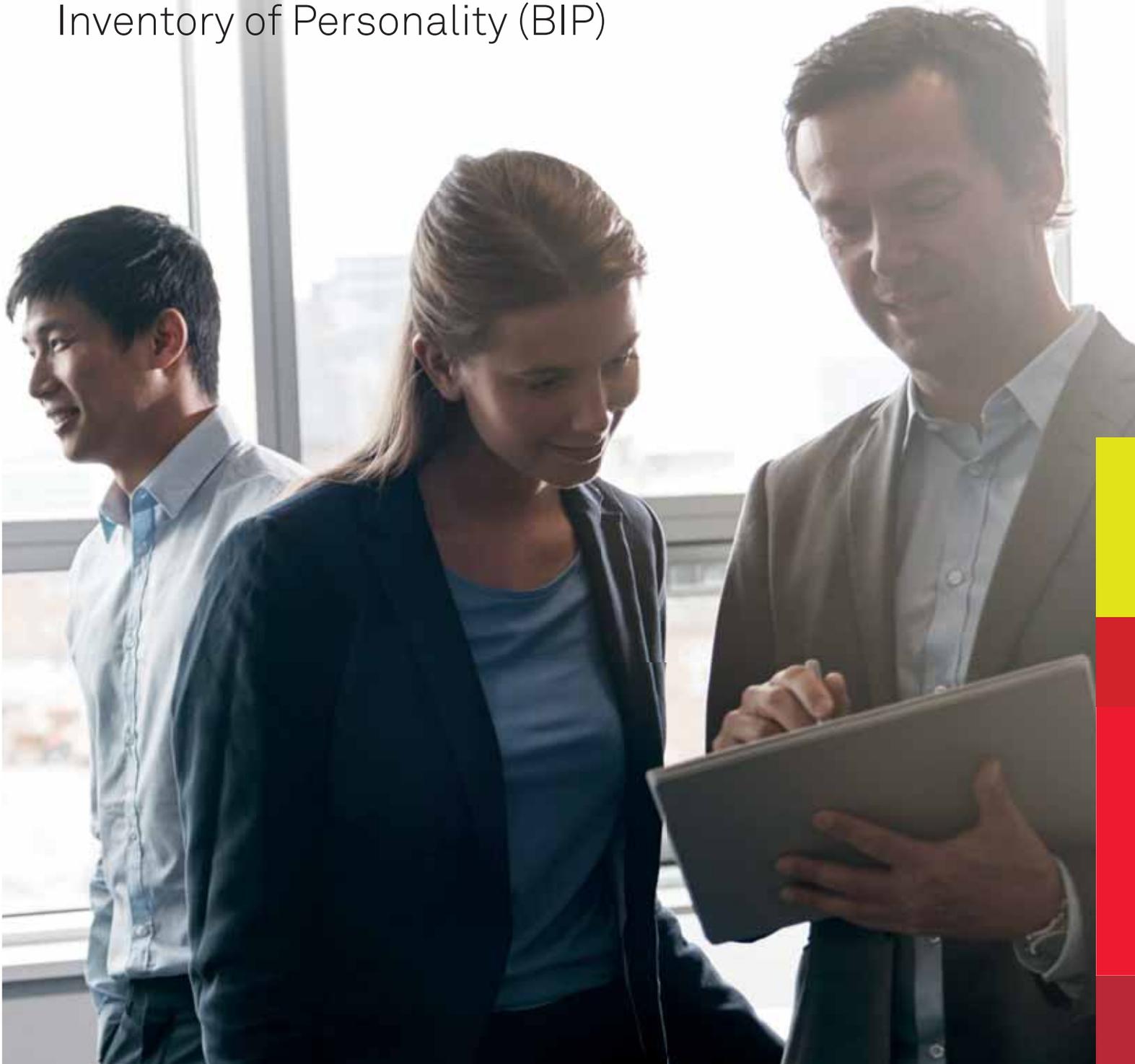


# Hogrefe Case-Study

T-BIP – Aligning the Deutsche Telekom AG competency framework with the Business-Focused Inventory of Personality (BIP)



The BIP (Business-Focused Inventory of Personality) is successfully used by Deutsche Telekom AG to recruit specialists and managers suited to their requirements.

**Summary**

Deutsche Telekom AG uses the Business-Focused Inventory of Personality (BIP) to assess against their competency framework in different personnel selection and development processes. In 2011, the Telekom competencies were aligned with the BIP, adding eight additional, Telekom-specific, scales to the assessment. The instrument was developed as an online solution and initially implemented in one area of the organisation. The so-called T-BIP has since been used in assessment and development centres throughout Deutsche Telekom AG in both German and English.

**Background and challenge**

The Deutsche Telekom AG competency framework is based on the organisations’ guiding principles and is the foundation for personnel selection and development decisions. In addition to the existing observer rating, a standardised and scientifically valid self-report questionnaire was required to ensure each candidate’s competence is correctly assessed.

“We have been successfully using the T-BIP version of the Business-Focused Inventory of Personality as part of our assessment and development centres for several years. The alignment with our competency framework ensures an ideal fit between our organisation and our applicants. Valid and reliable data is important in finding applicants who meet our core requirements – therefore ensuring the high quality of our personnel decisions.”

Gerd Diesing, Head of Recruiting Executives, Recruiting & Talent Service, Deutsche Telekom AG

**Deutsche Telekom AG competency framework**

Competencies – derived from Guiding Principles	Additional competencies
<ul style="list-style-type: none"> <li>• Inspiring customers</li> <li>• Living integrity and appreciation</li> <li>• Open for decisions – implementing together</li> <li>• To the top! Honouring achievements – creating opportunities</li> <li>• “I am Telekom” – trust me</li> </ul>	<ul style="list-style-type: none"> <li>• Leading excellently</li> <li>• Thinking and acting interculturally</li> <li>• Effective communication</li> <li>• Keeping know-how up to date</li> <li>• Striving for best results</li> <li>• Being active in the process of change</li> </ul>

## Requirements and solutions

Below, the Deutsche Telekom AG requirements and their solutions as provided by Hogrefe are outlined.

### 1. Adaption of individual dimensions of an already existing psychometric tool to the Deutsche Telekom AG competency framework

After thorough examination of several available psychometrics, the Business-Focused Inventory of Personality (BIP) was chosen. The BIP measures 14 professionally relevant personality traits and thus enables the assessment of an individual's suitability in an organisational context. In cooperation with the authors of the BIP at Ruhr-Universität Bochum and experts at Hogrefe, the BIP dimensions were modified to align with the Deutsche Telekom AG competency framework.

### 2. Possibility to enhance the BIP to cover as many Telekom competencies as possible

The process resulted in allocation of items to eight Telekom scales, which allowed the creation of a tailored Telekom version of the BIP: Telekom-BIP (T-BIP). The T-BIP includes eight Telekom scales in addition to the 14 existing BIP scales.

### 3. Online-based assessment with an easy to use and intuitive tool

The assessment was integrated into the Hogrefe Testsystem (HTS). This enabled Deutsche Telekom AG to use up to date and comparable norm groups, of specialists and managers, in addition to the T-BIP. The T-BIP is administered by qualified users through the HTS online platform. Access to the platform is restricted and secure. Candidates complete the questionnaire online (they receive an email with a link to access the T-BIP) in advance of a development centre. When completing the online questionnaire, personal data can, but doesn't have to, be captured.

### 4. Development of an English version of the tool

Since 2011, the T-BIP is available in both English and German. Both versions are available through the HTS online platform.

## The T-BIP dimensions

BIP dimensions	BIP scales
Occupational Orientation	<ul style="list-style-type: none"> <li>• Achievement Motivation</li> <li>• Power Motivation</li> <li>• Leadership Motivation</li> </ul>
Occupational Behaviour	<ul style="list-style-type: none"> <li>• Conscientiousness</li> <li>• Flexibility</li> <li>• Action Orientation</li> </ul>
Social Competencies	<ul style="list-style-type: none"> <li>• Social Sensitivity</li> <li>• Openness to Contact</li> <li>• Sociability</li> <li>• Team Orientation</li> <li>• Assertiveness</li> </ul>
Psychological Constitution	<ul style="list-style-type: none"> <li>• Emotional Stability</li> <li>• Working under Pressure</li> <li>• Self-Confidence</li> </ul>
Additional T-BIP dimensions	Personal requirements
	<ul style="list-style-type: none"> <li>• Intercultural Competence</li> <li>• Communication Skills</li> <li>• Focus on Results</li> <li>• Willingness to Change</li> <li>• Customer Orientation</li> <li>• Ability to Work in a Team</li> <li>• Performance Orientation</li> <li>• Leadership</li> </ul>

## **Results and conclusion**

Since 2011, the T-BIP has been successfully used as part of assessment and development centres. On the basis of T-BIP, indicators of potential can be identified. These indicators provide insight into a participant's personal strengths and motivation and enable the organisation to determine the most suitable work environment as well as individual development opportunities. The T-BIP results provide assessors with important additional information, which is taken into account for selection and development decisions. Candidates perceive the T-BIP as a user-friendly tool. The difficulty of the assessment as well as its ability to assess against the Deutsche Telekom AG competency framework is considered appropriate by candidates. Given the successful implementation of the T-BIP as part of the Deutsche Telekom AG Recruiting & Talent Service, the use of the tool has been intensified – not only is the number of selection processes making regular use of the T-BIP growing, but other parts of the group will also be introducing the T-BIP.

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