

abilities, such as verbal, quantitative, reasoning, and so on, appear to reflect general intelligence (sometimes referred to as GMA [general mental ability], IQ, or "g").²⁹ One of the facts that best illustrate this finding is the relatively high correlations among scores on measures of specific facets of intelligence. Someone who scores well on a measure of one specific ability is more likely to score well on measures of other specific abilities. In other words, general intelligence causes individuals to have similar scores on measures of specific abilities.

Measures of Cognitive Ability. Many cognitive ability tests measure both specific cognitive abilities and general mental ability. Many test publishers offer an array of tests. The Psychological Corporation sells the *Employee Aptitude Survey*, a test of 10 specific cognitive abilities (e.g., verbal comprehension, numerical ability, numerical and verbal reasoning, and word fluency). Each of these specific tests is sold separately and takes no more than five minutes to administer to applicants. Each of the 10 specific tests is sold in packages of 25 for about \$44 per package. The Psychological Corporation also sells the *Wonderlic Personnel Test*, perhaps the most widely used test of general mental ability for selection decisions. The Wonderlic is a 12-minute, 50-item test. Items range in type from spatial relations to numerical problems to analogies. Exhibit 9.4 provides examples of items from one of the Wonderlic forms. In addition to being a speed (timed) test, the Wonderlic is also a power test—the items get harder as the test progresses (very few individuals complete all 50 items). The Wonderlic has been administered to more than 2.5 million applicants, and normative data are available from a database of more than 450,000 individuals. One prominent organization that has used the Wonderlic for more than 30 years is the National Football League (NFL). Each year, potential recruits are given the Wonderlic, and although scores are supposed to be kept confidential, they inevitably are leaked to the press. Much is then made about top prospects who "bomb" the Wonderlic versus those who "ace" it, although it seems that players' scores often do not play a major role in their eventual draft position.³⁰ Cost of the Wonderlic ranges from about \$1.50 to \$3.50 per applicant, depending on whether the organization scores the test itself. Costs of other cognitive ability tests are similar. Although cognitive ability tests are not entirely costless, they are among the least expensive of any substantive assessment method.

There are many other tests and test publishers in addition to those reviewed above. Before deciding which test to use, organizations should seek out a reputable testing firm. An association of test publishers has been formed with bylaws to help ensure this process.³¹ It is also advisable to seek out the advice of researchers or testing specialists, many of whom are members of the American Psychological Association or the American Psychological Society.

Evaluation of Cognitive Ability Tests. The findings regarding general intelligence have had profound implications for personnel selection. A number of meta-analyses have been conducted on the validity of cognitive ability tests.