



## THE ASSESSMENT PROCESS

We often hear the following from clients:

"I got promoted last year but I'm really not sure how I'm doing."

"I hired a new manager last year and I think he really needs to listen better to his direct reports."

"I'd love it if our HR Department would provide some new management development options."

If you've moved up in your organization, you may have noticed that feedback becomes less frequent. For those who are in positions of leadership, feedback can be an essential component to success on the job. A leadership assessment process can assist you to discover or confirm your strengths and weaknesses. Additionally, assessment results become a useful tool for creating a development plan and making changes that enhance results workplace.

- In our Leadership Development package, we offer The Highlands Ability Battery, Myers-Briggs Type Indicator, and California Personality Indicator. Each of these can be taken on-line. Links are sent to participants so they can take the assessments at work or home, whichever is most congruent with the organization's philosophy.

- Detailed descriptions of these assessments follow:

California Personality Inventory (CPI-260): This test measures a variety of work related personality traits and applies this to the work setting. It measures how an individual interacts with others and manages him/herself. It also reports personality-related motivations, thinking styles and personal characteristics (e.g., flexibility, insightfulness).

Highlands Ability Battery (HAB): The HAB assesses human abilities or aptitudes. Developed from the pioneering clinical studies of Johnson O'Connor, it is a three-hour objective inquiry into the abilities and ability patterns of the individual who completes it. The Battery consists of nineteen different work samples. Each work sample is timed to measure the speed with which the individual is able to do a particular series of similar tasks. The individual's score on each work sample establishes whether a particular task is more or less easy for that individual. Shown together on a personal profile and bar chart, the scores achieved by each individual reveal patterns or "clusters" of abilities which require analysis by a skilled interpreter.



Myers-Briggs Type Indicator® (MBTI-Step II): This is a personality inventory that is based upon the theory of psychological types described by C. G. Jung. The MBTI makes this theory understandable and useful in people's lives. The essence of the theory is that much seemingly random variation in the behavior is actually quite orderly and consistent, being due to basic difference in the way individual prefer to use their perception and judgment. Its utility is most often found in helping individuals to understand their own preferences and to interact with others more effectively using the MBTI model as a guide. The Step II is a special report provided to participants that allows them to understand their in a more detailed manner than in a traditional MBTI profile report.

- In addition to these assessments:
  - A one-hour interview is conducted one-on-one with a Ph.D. level psychologist who has experience in assessment interview and feedback methodology. The interview focuses on the participant's background and professional history, career goals or desires, personal and professional expectations of the leadership assessment. In addition, the interview includes behavioral-based questions related to critical leadership competencies relevant to client organization.
  - A multi-rater feedback assessment can also be included. This assessment provides constructive feedback about workplace behaviors from an individual's boss, direct reports, peers, and/or customers.

#### ASSESSMENT FEEDBACK

Results of the assessment process can be delivered one-on-one with a participant or in a group setting.

##### *One-on-One Setting*

Each participant meets one-on-one with a Ph.D. psychologist to review his/her summary report, discuss the results and begin creating a development plan. Based upon the outcome of the meeting, the participant is asked to prepare his or her development plan for a discussion with his/her immediate supervisor.

##### **Fees:**

- Assessments, interview with the participant, written report, and feedback with a coach: \$700
- The above with a multi-rater survey: \$900



### Group Setting

Results are presented in an 8-hour, large-group setting with participants. The background and format of the assessment content and reports are presented to the group. Questions regarding the assessments, the report format or purpose of the process are addressed in this session.

#### **Fees:**

- Assessments, interview with each participant, written report for each participant, and group feedback with a coach: \$600/person
- The above with a multi-rater survey: \$800

### Boss Meeting

Whether the feedback is given one-on-one or in a group, a meeting between the participant and his/her immediate supervisor is recommended so that the participant can receive further direction and feedback and discuss his/her development plan. This meeting ensures effective communication and goal setting take place.

#### **Fees:**

- For an additional \$100 per participant the coach will hold a thirty-minute debrief with the participant's boss. The participant is often part of this meeting as well.