



How to Make Your Development Assessments a Better Investment

*Aware
and Willing*
"You, Better" Via Assessments,
Coaching, and Development

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Who I Am

Dick Hannasch

- Coach & owner
- Associate Certified Coach, Board Certified Coach
- 35 years in Fortune 200 financial services firm
- Certified in multiple assessment instruments
- Located in Iowa, central USA



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Questions for You



- What development assessments have you or your organization used?
- What challenges have you experienced?
- What positive results have you seen?



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Objectives



- Choose an assessment that suits your purpose, is valid, & is reliable
- Identify challenges with how people respond to assessments
- Identify tactics to overcome those challenges
- Identify tactics to ensure assessment results get turned into plans & actions that result in professional & personal development



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Choosing an Assessment

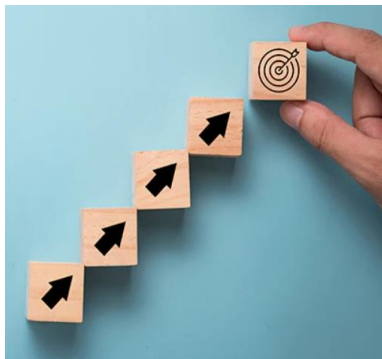


- What is your goal or purpose?
- What is the assessment's:
 - Validity?
 - Reliability?
- Who might you check in with?

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Choosing an Assessment – Goal or Purpose



- What is your business reason for assessment use?
 - Professional development?
 - Personal development?
 - Team development?
 - Selection?
- Where might you have the greatest impact?

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Choosing an Assessment – Validity

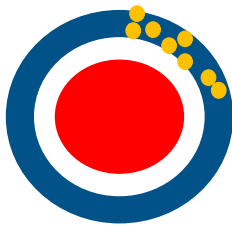


- Validity = Does it measure what it is supposed to measure?

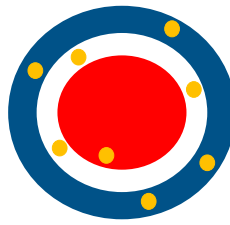
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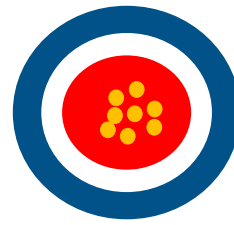
Choosing an Assessment – Reliability



Reliable But Not Valid



Valid But Not Reliable



Reliable & Valid

- Reliability = Will results be consistent each time?

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Choosing an Assessment – Check In



- Check in with HR, Law, IT, or others to assess risks, such as:
 - Adverse impact on protected classes
 - Privacy rights
 - Data security
 - Internal sharing
 - Records retention
 - Language



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Challenges for Participants & Organizations



- Participants' fear & doubt:
 - Will I be judged?
 - Who will see my data & how will it be used?
 - Does it really tell me anything?
- Organization's cost vs. value
 - What will it cost?
 - What return on investment may we receive?



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Tactics to Overcome Challenges



- Before the assessment is given:
 - Seek to involve leaders of people assessed
 - Orient people being assessed & people who will see results:
 - Why we are doing this
 - How results will be shared, used, & retained
 - How it ties to development & accountability



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Tactics to Overcome Challenges



- During the debrief:
 - Send results in advance if possible
 - Encourage curiosity, not judgment
 - Balance asking & telling without judging
 - Consult to interpret & reframe where needed



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Exercise – Interpret or Reframe

From StrengthsFinder: Woo

Woo stands for "**W**inning **O**thers **O**ver". You enjoy the challenge of meeting new people and getting them to like you.

You are rarely at a loss for words when you meet new people, and you greatly enjoy starting conversations with them. You want to learn their names, ask questions, find common interests, and build rapport.

You bring energy to social situations and help others connect. In your world, there are no strangers, only friends you haven't met yet.

• Pair & discuss one trait:

- What would your **best friend** say about you?
- What would your **biggest critic** say about you?
- What would a **neutral party** say about you?

From Hogan Assessments: High score on Adjustment

Even in times of high stress, you weather the storm. You are calm, self-confident, and steady. You are optimistic that things will turn out well, and you don't need much input or support from others. You accept praise, and you handle criticism like water slides off a duck's back.



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Tactics to Overcome Challenges



• During and after the debrief, consider asking:

- What may be helping you succeed?
- What may be getting in your way?
- Where may adjusting your mindset & behaviors help you succeed even more?
- What needs to be highest priority?
- Where might you get significant returns first?
- What actions tie to your vision of doing better work & having better working relationships?



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Tactics to Overcome Challenges



- After the debrief:
 - Encourage further reflection – Ask people to re-read, take notes on what matters to them
 - Tie to development plans – Provide support & materials for condensing key insights & converting it to development plans
 - Establish expectations for actions & accountability – Partner with people assessed & leaders or assign it to them

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Tactics to Overcome Challenges



- After the debrief:
 - Document actions in a development plan
 - Have people assessed discuss plans with leader or others (e.g., mentor, colleagues, team, or coach) as accountability partner
 - Have people assessed & accountability partners meet multiple times to discuss progress & sustain the effort

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Measuring Outcomes – Tied to Goals



Participant & Leader Reactions

- The program was completely worth our time.
- I appreciate that the company is investing in me.
- It made me uncomfortable, but in helpful ways.



Participant Insights

- I clearly see I must grow in thought leadership.
- I'd thought of myself as "just a sales person" and now realize I bring more to the table as a leader.



Participant Behavior Change

- I'm trying to influence more rather than argue my points.
- I'm deliberately doing more networking, investing in building relationships.

Richer Talent Conversations & Outcomes

- Gained more objective talent insights & look at talent in a more consistent way.
- Held more informed & objective discussions with senior leaders & HR.
- Conversations are aiding succession plans, assignments, & rotations.



HR Analytics

- Analyze data in aggregate for insights into leader readiness, succession plans, & development needs for individuals & groups.
- Bring more data-drive insights to C-suite & board of directors about organization's talent & succession plans.



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Awareness & Action – Pair & Share



- **Awareness:** What was a valuable insight for you?
- **Action:** What will you do to apply what you learned?



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What Questions Do You Have?



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Contact Me



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