AWARENESS: ASSESSMENT TOOLS

We always hold a free of charge preliminary 'no obligations' meeting that covers initial thoughts on the service user's situation, objectives and challenges. Mutual concerns and expectations are discussed before deciding to go ahead (or not).

The next stage involves questionnaires that help clarify our start position. Awareness is a key part of any development process and the list below describes some of the primary instruments we use. Not all of these tools are used all of the time. Some illuminate aspects of the client's personality and competencies; some help to diagnose the culture and stage of growth of the organisation The tools are selected based on the needs of the organisation, the client, and other factors influencing their practical application. Certified practitioners, such as Kevin Conroy apply and interpret the tools so that they become the starting point of positive, solution focused conversations. Most are included in the standard fee. However those marked with an asterisk carry a charge as they are analysed by highly reputable companies such as HayGroup, Lominger & Management Research Group.

Individual Talent Survey
A form that indicates your perceived Self as you see yourself 'really' and as you think others' see you. This form is used as a basis for a 'real' conversation that includes your Ideal Self, your mental energy and judgement quality. It is particularly useful to become aware of natural talents you can build on and also of automatic assumptions that affect your performance at work. It can also be very effective in identifying areas of emotional intensity or areas of mental confusion / personal conflict.

Myers Briggs Type Indicator® (MBTI)
The MBTI is primarily concerned with the valuable differences in people that result from where they like to focus their attention, the way they like to take information in, the way they like to make decisions, and the kind of lifestyle they adopt. People with opposite preferences tend to be opposites in many ways. Understanding this helps you to form strategies that work in complementary ways. The MBTI describes 16 personality types with most adults fitting more than one type. Each type has its own set of inherent strengths that have a big impact on career choices. A qualitative application of MBTI is offered.

Career Anchors™
This inventory is designed to help people identify their career anchors and to think about how values relate to career choices. Career Anchors™ is a combination of perceived areas of competence, motives, and values that one would not give up. Without knowledge of anchors, outside incentives tempt people into situations or jobs that subsequently are not satisfactory because they feel that "this is not really me." Regardless of present job or career, future decisions will be easier and sounder with a clear understanding of orientation toward work, motives, values, and self-perceived talents

 I-Speak *Your Language*®: This is an easy to use self-assessment tool that gives people a profile of their predominant communication style. Self-aware people can become skilled at modifying their style, regardless of their personality type, to communicate from where others are and so build rapport – particularly important for job interviews, negotiations and influencing meetings / presentations.

Learning Style Inventory
This self-report uncovers the different learning styles that prove effective for different people.

Career Architect®
Career Architect® is an expert assessment system designed to assist the learner in defining personal competencies, identifying career stallers and stoppers, and creating a career development plan. Users assess skills and weaknesses by sorting 67 competencies and 19 career stallers and stoppers.

*The **Lominger Voices®** 360^0 feedback instrument is based on the 67 Competencies and 19 Career Stallers and Stoppers of **Lominger's Leadership Architect**. A detailed report of up to 115 pages matches the competencies needed in the job with the learner's competencies. This on-line confidential feedback, based in years of high quality research provides a framework for action with the guidance of an executive coach. A book "For Your Improvement" may be purchased as a development aid for each of the 67 competencies.

*Emotional Competence Inventory® (ECI) from the HayGroup is based in research by the Daniel Goleman consortium that identifies 18 emotional competencies (or job skills) within 4 clusters of general emotional intelligence abilities. ECIs are fundamental to the relationship between employee engagement and quality of leadership, particularly as complexity of people management issues increase up the organisational ladder. It is often the case that managers leverage their strengths over and over because they believe they are rewarded for doing so. Consequently the development of leadership competencies often does not keep pace with the needs of each career progression. A programme that includes on-line support and cues, called **Pathfinder**®, may be included.

*Leadership Effectiveness Analysis® from Management Research Group (MRG)
This 360^0 process begins with an assessment or diagnosis of strengths and weaknesses, and provides feedback on those elements in a non-threatening and helpful way. A detailed report of 41 pages is supported by an 80 page resource and action plan guide.The tool is comprised of 22 behavioural leadership practices grouped under six core leadership functions. Feedback, however, goes beyond a simple description of an individual's leadership behaviour to present a variety of potential strategies for personal goal setting and action planning.

*__Leadership Development Framework® (LDF)__ from the Harthill organisation
This is a unique development diagnostic tool, based on leading edge research in adult development. The stage of development of the leaders determines the effectiveness of their organisation. As managers progressively develop (and, by extrapolation, their group and organisation) they make ever more complex meaning. In the Harvard Business Review, April 2005, David Rooke & William Torbert describe 7 stages of leadership maturity.

Tools for Organisational Understanding:

- o **Stage of Growth**
  - ▪ Using Adizes' Organisational Passage framework to consider the relevance of key activities to the organisation's stage of growth.
- o **Mode of Operation**
  - ▪ Gauging the extent to which the organisation displays

	Reactive, Adaptive, Responsive or Generative characteristics.
o **Corporate Character**	▪ Assessing the different cultures present in an organisation in terms of the balance between task focus and relationship focus.

Belbin Team Roles
R.Meredith Belbin found nine roles in successful teams. These team roles can be used to match people to the job roles that suit their preferred preference. Qualitative evaluation in discussion.

*16 Personality Factors (16PF)
Awareness and acceptance of ourselves the way we are is the first step toward a sound career choice. Also, this is the foundation for managing our behaviour and gradually acquiring new alternatives. This is a growth experience that transcends the immediate task of job finding; it opens new potential in our life plan. The goal is not to label "good or bad," "right or wrong," or "sane or crazy." The purpose of 16PF is to give insight into how people operate in their business personality and how to manage weaknesses, particularly those that might have been problems in past experience.

Strong Interest Inventory
The Strong Interest Inventory is used to help you understand your work interests and to show you some kinds of work in which you might be comfortable. Examining a list of jobs, activities, school subjects, and so forth, users are asked to show whether they like, are indifferent to, or dislike each of them. The answers are compared with the answers given by people already working in a wide range of jobs, and scores show how similar interests are to the interests of these people. The Strong Interest Inventory is not a test of abilities; it is an inventory of interests.

*FIRO-B™ (Fundamental Interpersonal Relations Orientation-Behaviour)
The FIRO-B™ is a powerful tool that assesses how someone's personal needs affect the employee's behaviour towards other people. The theory behind the FIRO-B™ is based on the assumption that all human interactions may be divided into three categories: issues surrounding inclusion, issues surrounding control, and issues surrounding affection. Each item is measured in two dimensions: the expressed behaviour of the employee, and the behaviour they want from others. The FIRO-B™ provides insight into the employee's compatibility with other people, as well as their individual characteristics. The FIRO-B™ is used in any situation requiring interpersonal behaviour measurement, including management development, team building, and employee development.