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# One Size Fits None: How Assessments Personalize Development

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# BETTER LEADERS. BETTER FUTURE.

Backed by Science.



**Monica Corbitt  
Rivers**

Managing Consultant

# Leadership is...

**Dynamic**

# Leadership is...

**Dynamic**

**Human**

# Leadership is...

**Dynamic**

**Human**

**Growth**

Data-driven insights  
from assessments  
focus development  
and fuel growth.





**Insights to Spark Development**

**Assessment Options: How They Work**

**Integrating Assessments in  
Development Experiences**

# POLL



## How do your leaders respond to assessments?

(Select all that sound familiar.)

- A. "What am I being evaluated for?"
- B. "Who will see these results?"
- C. "After the test, then what?"
- D. "Everyone has an opinion."
- E. "Will this be on my record?"
- F. "Yeah, but my job is different."





Assessment is  
what you do  
**for** leaders,

not **to** leaders.





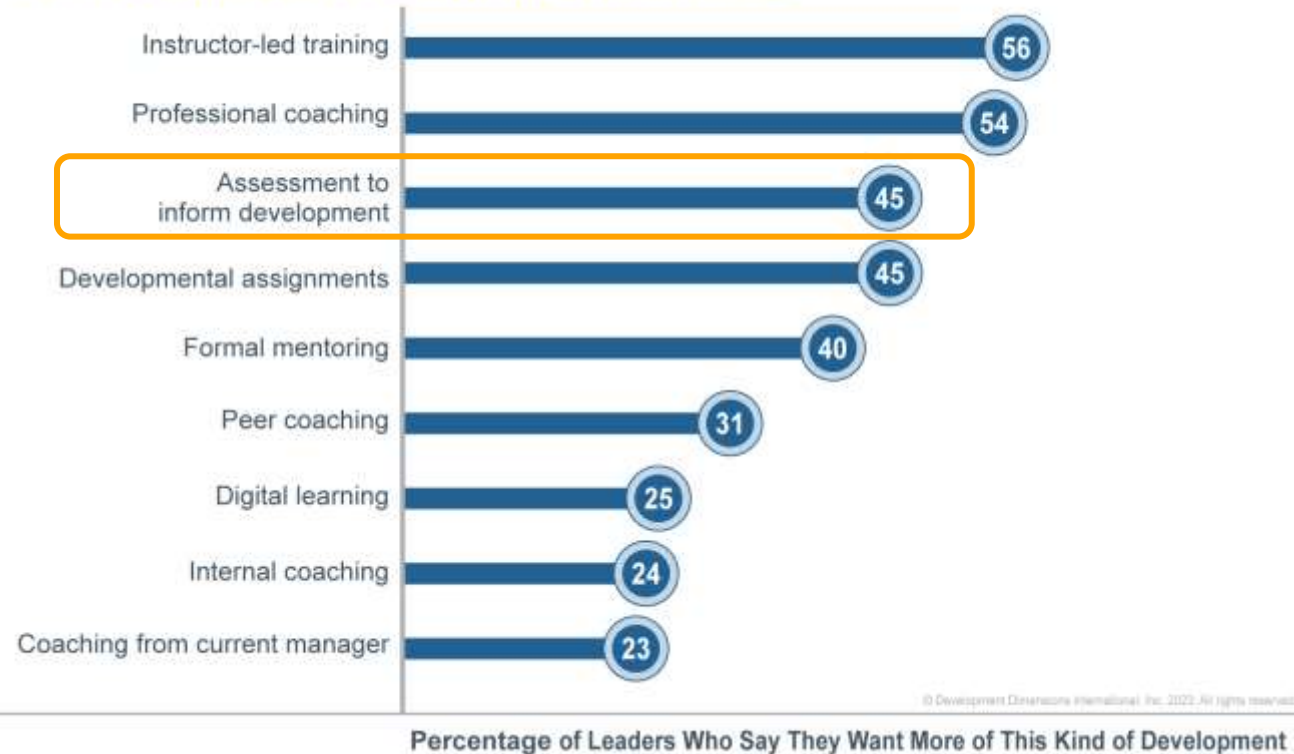
# Assessment is Development.





# How Leaders Want to Learn

## Most Sought-After Learning Experiences



Source: DDI, Global Leadership Forecast 2023

# POLL



## What's your biggest challenge around assessments?

(Select all that apply)

- A. I don't know what type of assessment to provide.
- B. A separate team administers our assessments.
- C. Lack of budget and resources.
- D. Making results relevant to what stakeholders want to know.
- E. Leaders get anxious and don't like getting "tested" on their skills.
- F. Leaders don't do anything with the data.

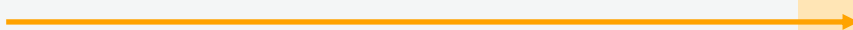


**From**



**To**

Lack of Purpose



Clear Position for Development vs. Decision-Making

Irrelevant



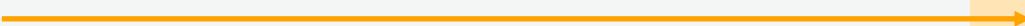
Personalized and Prioritized

Evaluative Experience



Insights from Feedback to Grow as a Leader

Episodic



Frequent and Easily Available

No Action



Next Steps and Necessary Resources

**Are you providing “pulse check”  
assessments to your leaders today?**



# Assessment Options for Development

## Perceptions

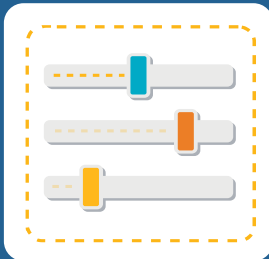
Self-Assessments



360-Degree Feedback

## Tests

Personal Attributes Inventories



Skill Knowledge and Application

## Simulations

Practice Scenarios



Day-in-the-Life Assessment Centers

## Who I Am

- Self-Assessments
- Personal Attributes Inventories

## What I Know

- Skill Knowledge and Application Tests

**Deeper  
Insights,  
Better  
Leaders**

## How Others See Me

- 360-Degree Feedback

## What I Can Do

- Practice Simulations
- Day-in-the-Life Assessment Centers





Insights to Spark Development

Assessment Options: How They Work

Integrating Assessments in Development Experiences



# Self-Assessments

Who I Am

## REFLECTION POINT:

*Never really thought about my confidence level as a leader...*

Hello

What kind of leader am I?  
A short self-assessment to determine your leadership tendencies, strengths, and opportunities.

I seek critical feedback from both higher and lower ranking coworkers.

STRONGLY DISAGREE | DISAGREE | AGREE | STRONGLY AGREE

I am competitive even in situations without competition.

STRONGLY DISAGREE | DISAGREE | AGREE | STRONGLY AGREE



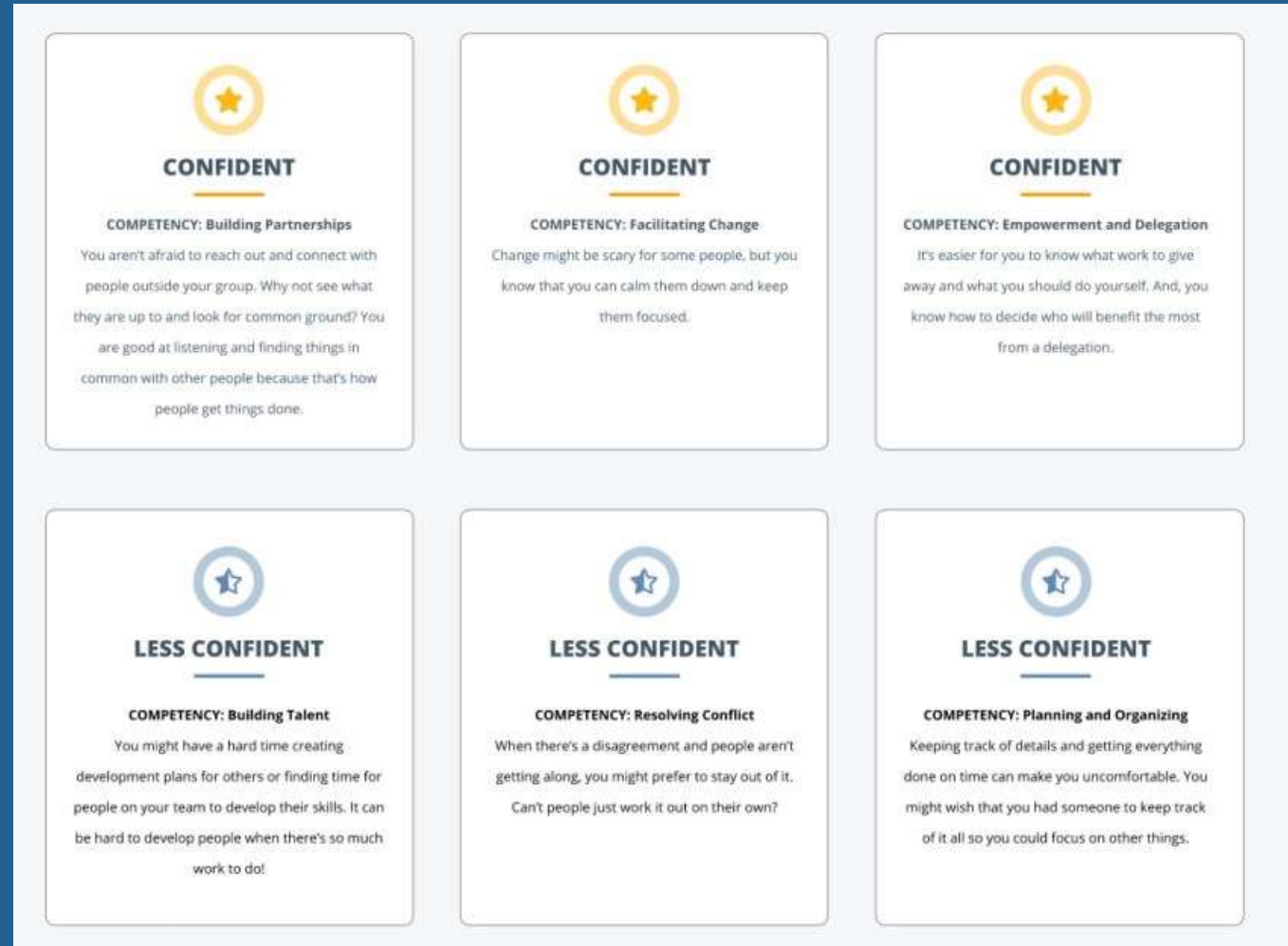
# Self-Assessments

Who I Am



**INSIGHT:**

*This is a bit surprising... I'm glad no one else can see my confidence levels.*





# Self-Assessments

Who I Am



**INSIGHT:**

*Now I know what to focus on and where to start.*

**YOUR ITEMS** **REPORT & PROGRESS**

### RECOMMENDED FOR YOU

These items are recommended for you based on the responses you provided during the assessment. It's recommended that you focus on:

- ★ BUILDING TALENT
- ★ FACILITATING CHANGE
- ★ PLANNING AND ORGANIZING

**Recommended**  
From "Meh" to "Yeah!"  
Building Talent  
21 - 30 minutes

**Recommended**  
Who's Right for the Job?  
Building Talent  
21 - 30 minutes

**Recommended**  
Setting SMART Goals to Manage Performance (microc...  
Planning and Organizing  
11 - 20 minutes

**Recommended**  
Stand and Huddle: Short Meetings that Address Tea...  
Planning and Organizing  
11 - 20 minutes

**Recommended**  
Coaching Challenges: Tips from a Coach (microcour...  
Facilitating Change  
11 - 20 minutes

**Recommended**  
Boost Your Resilience (microcourse)  
Facilitating Change  
9 - 10 minutes



# 360-Degree Feedback

How Others See Me

## REFLECTION POINT:

*How do others see me as a leader?*

### Coaching

Engaging an individual in developing and committing to an action plan that targets specific behaviors, skills, or knowledge needed to ensure performance improvement or prepare for success in new responsibilities.

	Very Low Level	Low Level	Moderate Level	High Level	Very High Level	Not Applicable
<b>Aligns expectations for the discussion</b> Opens the coaching session by describing the purpose and importance of the discussion; checks for understanding.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Defines the performance challenge</b> Explains and clarifies the need for improvement or preparation required for a new opportunity; articulates the impact on the individual, team, and organization; shares specific examples and relevant data.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Maintains motivation</b> Acknowledges the individual's value, progress, and contributions without minimizing the performance challenges; empathizes with individual concerns while emphasizing accountability for agreed-upon actions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Engages and involves</b> Asks questions to further clarify the issues and their causes; collaboratively develops a plan by seeking and building upon the other person's ideas; balances seeking and telling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
<b>Offers support</b> Provides assistance (directly or through others) by sharing suggestions for improvement, best practices, development resources, positive models, or opportunities for experimentation; expresses confidence in the person's desire and ability to perform effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Gains agreement</b> Emphasizes the anticipated positive impact of planned actions on the individual, team, and organization; confirms the individual's commitment and buy-in to addressing the performance challenges.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>



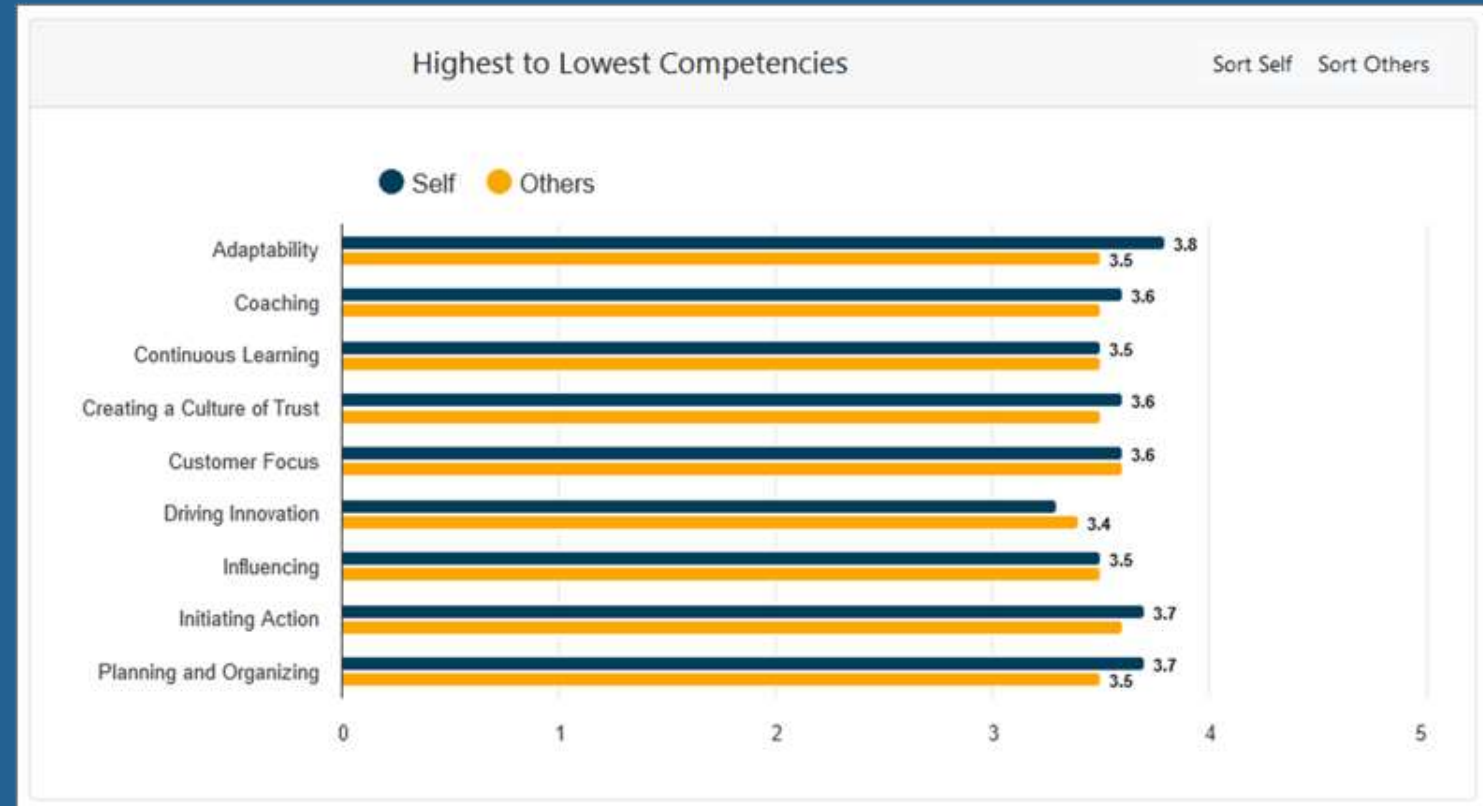
# 360-Degree Feedback

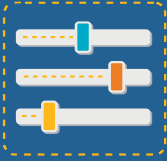
How Others See Me



## INSIGHT:

*It's good that others see my strengths, but I'm surprised about some of my gaps. What can I do differently...?*





# Personality Inventory

Who I Am

## REFLECTION POINT:

*Who am I as a leader?*



### Leadership Personality Insights

Leadership Personality Insights examines various traits that can influence your leadership performance. Upon completion, you will receive actionable insights into your Leadership Style.

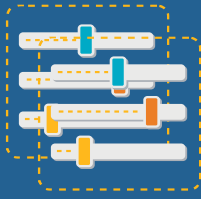


1/60



Please select *one* "**Most Like Me**" statement and *one* "**Least Like Me**" statement. Once you've made your choices, select the **Next** button to continue.

	Most Like Me	Least Like Me
People should pay attention to me.	<input type="radio"/>	<input type="radio"/>
Most of my friends are very competitive people.	<input type="radio"/>	<input type="radio"/>
I have full control over the things that happen to me.	<input type="radio"/>	<input type="radio"/>



# Personality Inventory

Who I Am



## INSIGHT:

*This recent promotion is fantastic but a lot. I need to be more mindful how I come off to others when I am stressed out.*

### Executive Presence Insights Report

Your Executive Presence Insights Report provides practical feedback about your personality tendencies for your scheduled classroom session. Your report is personalized based on your Leadership Personality Insights.

## WHAT'S UNIQUE ABOUT YOU?

Before you join the upcoming *Amplifying Executive Presence Impact Session*, take a few minutes to review this Insights Report. It was prepared especially for you, and it highlights key personality traits that can impact your executive presence. The results are based on your responses in DDI's Leadership Personality Insights.

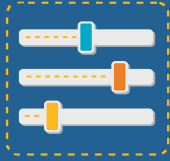
This report will help you understand how *who you are*—your personality traits—can impact *what you do*. You'll receive a rating for each trait that reflects your tendencies. The rating scale is:

Very Low - Low - Moderate - High - Very High

Remember, traits are your intrinsic preferences and motivations. They can *influence*, but *don't determine*, your actions or how others perceive you. Successful leaders adapt their actions to situational demands, which might call for more or less of any given trait. Higher ratings are not always better. Your personality will always shape what you do, so understanding your tendencies is key to your personal and leadership development.

In your upcoming Impact Session, you and your peers will learn more about how behavioral strategies, when paired with your personality traits, can improve your leadership impact.





# Personality Inventory

Who I Am



## INSIGHT:

*It's good to talk about this with other leaders. Now I know that I'm not the only one struggling with this.*



Part I:  
Self-Directed Learning



Pairs



Time  
10 minutes

## Activity: Your Scenario and Personality

- Consider your own high-stakes, high-pressure scenario and discuss the following items:
  - How will one aspect of my personality help me in this situation?
  - Which aspect will get in the way?
  - What is one action I can take to leverage a strength of my personal style and one action to manage an opportunity?



## AUTHENTIC

**Your Tendency: Moderate**

Authenticity is consistently and sincerely exhibiting your true self, including your intentions and motivations. It's especially important when you're demonstrating your personal advocacy for organizational decisions and strategies. **This trait relates to the degree to which you:**

- Are forthright with your feelings and motives.
- Use reason rather than emotional tactics to influence others.
- Show others your "true self."

Chances are you're comfortable sharing your intentions and motivations, and others will likely

know exactly where you stand. Sometimes, though, it can be tempting—especially in high-stakes, high-visibility scenarios—to protect your own interests, have ulterior motives, or to use manipulative tactics. It's not easy to be frank, ask for help, or admit mistakes, but showing that vulnerability, being forthright, and sharing exactly what outcomes you're aiming for and why will help others trust and respect your decisions, especially the difficult or unpopular ones.

### Ask Yourself:

Can I identify any factors that determine how willing I am to share my true motivations and intentions?





# Skill Knowledge and Application

What I Know

## REFLECTION POINT:

*Do I know what it takes to be a good leader?*

**Influencing**  
Do you know which involvement & persuasion strategies are most effective to gain commitment? Let's see...

You want to introduce a new process-improvement idea that impacts your partners in the organization's six other regions. If implemented well, the idea will make the company more successful.

Ask each region's leader individually for their perspective on the process change.

Very Ineffective   **Somewhat Ineffective**   Neither Effective or Ineffective   Somewhat Effective   Very Effective

Disclose the reasons behind why you thought a process change was needed.

Very Ineffective   Somewhat Ineffective   **Neither Effective or Ineffective**   Somewhat Effective   Very Effective

Outline reasons why the process change will increase revenue for the organization.

Very Ineffective   Somewhat Ineffective   Neither Effective or Ineffective   Somewhat Effective   Very Effective

Remind your partners that collaboration is an organizational value.

Very Ineffective   Somewhat Ineffective   Neither Effective or Ineffective   Somewhat Effective   Very Effective



# Skill Knowledge and Application

What I Know



**INSIGHT:**

*I definitely need to influence others better—and now I know what specific actions to focus on to grow.*

## Actions to Effective Influencing

To level up on a Action, select it for additional information



Glow Area

### CLARIFY THE SITUATION

Clarifying the situation ensures everyone is on the same page

**What does it look like?**

- Use questions
- Understand concerns
- Summarize for mutual understanding



Grow Area

### BUILD A CASE

Building a compelling case helps the other person accept an idea

**What does it look like?**

- Communicate benefits
- Engages emotionally and rationally
- Leverages evidence
- Summarizes benefits



**Keep An Eye On**

When you're trying to convince someone, do you have a tendency to bulldoze through the conversation? Are you extremely passionate, or maybe what you're advocating for is just so obvious or sensible? Others might not think so. Take the time to learn more. What are the other person's goals, perspectives, motivations, and concerns? Ask questions like: "What do you want to get out of this, personally and professionally?" and "What obstacles do you foresee?" Then, in return, share similar information from your point of view.



**Keep An Eye On**

When making your case, discuss the implications for the individual, team, and organization, making sure that the person sees how what you're suggesting benefits them personally. Also, craft arguments that balance positive and negative perspectives. Describe the good things that could happen if the idea or approach is adopted but also acknowledge-without taking a "doomsday" approach (motivating through fear is rarely effective)-possible negative consequences of not making a change. Consider how you pose consequences. If you push your ideal

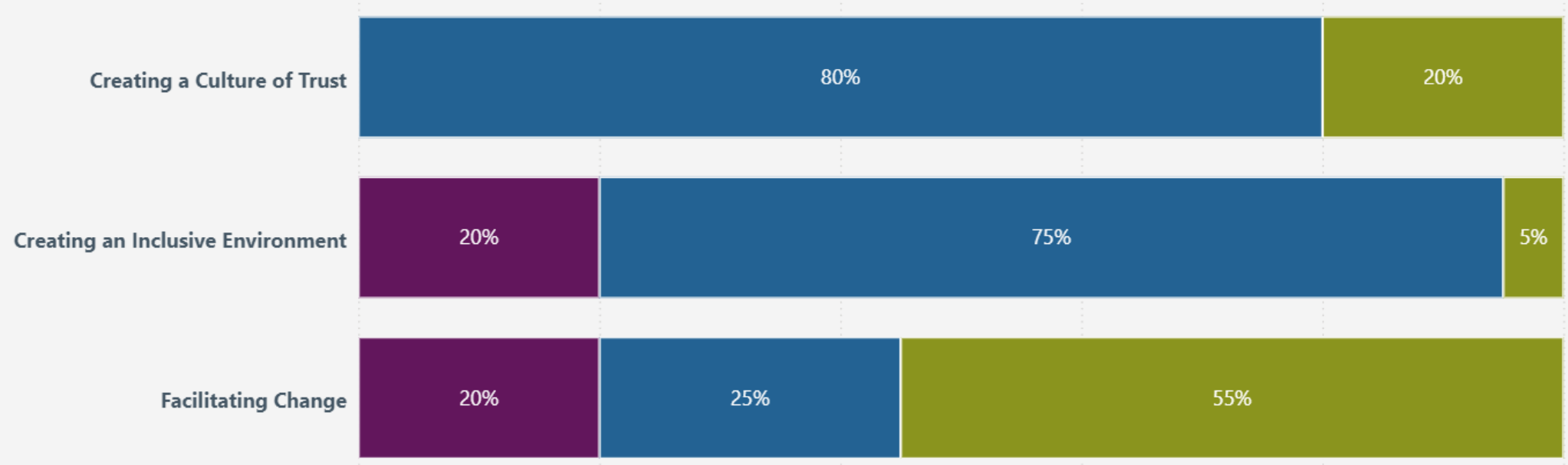


*“I love that you kept [the results] anonymous, so leaders have the confidence it’s safe to complete.” – HR Team*

### Competency Scores Summary

Here are the competency score count and percent distributions for assessments your participants have completed. The anonymity threshold to display your organizations' scores is 5 or more participants per competency.

● Low ● Medium ● High





# Practice Simulations

What I Can Do

## REFLECTION POINT:

*What would I say in this situation?  
(Yikes, this is harder than I thought...)*

The simulation interface consists of three overlapping screenshots. The top screenshot shows a video player with a play button and a progress bar at 2/4. The middle screenshot shows a video player with a 'Message from Karen' slide and a transcript button. The bottom screenshot shows a text input area with instructions and a 'Next' button.

**Message from Karen**  
Hi, Barbara. I wanted to contact you a lot sooner,

**Transcript**

Write a message to Karen to get her to understand the importance of the job rotation program and working together.

Important! Your response should address Karen directly.

Before moving on, confirm that you've reviewed your response for spelling and grammatical errors. **Next** →

**Transcript**

Reply to your manager, Victor, about your Clean Air 3000 initial launch plan, including how will you address operations and production issues. Additionally, describe what is most important for your team to address, and how should they proceed. Finally, decide which of your team members and other groups (for example, sales and marketing) should be involved.

Important! Craft your response as if you are writing directly to Victor.

Before moving on, confirm that you've reviewed your response for spelling and grammatical errors. **Next** →



# Practice Simulations

## What I Can Do



**INSIGHT:**

*It's good to practice first... now I know what I did well and where I can improve the next time I'm in a similar situation.*

What You Did Well	Where You Can Improve
<p><b>Empathizing with others</b> <b>KP</b></p> <p>Empathizing can help you effectively build trust. Particularly, it can help the direct report feel like their perspective is being considered. For example, acknowledging or relating to how a direct report is feeling and what they are dealing with, you could express understanding of the challenges Lilly faces in balancing her work schedule with personal obligations, acknowledging that it can be difficult to manage competing priorities and that you appreciate her efforts to improve her punctuality despite these challenges.</p>	<p><b>Developing ideas by establishing an action plan</b> <b>IG</b></p> <p>Developing ideas in a discussion can ensure the discussion has actionable outcomes. For example, explicitly outlining follow-up steps with a direct report can help you stay informed of their progress and ensure they will improve. You could work with Lilly to create an action plan that includes setting calendar reminders, identifying and addressing recurring conflicts, and establishing a system for brief updates when she is unavoidably late, and then schedule a follow-up meeting to review her progress.</p>

### Your Skills: Where You Are Today

What You Did Well	Where You Can Improve
<p><b>Empathizing with others</b> <b>KP</b></p> <p>Empathizing can help you effectively build trust. Particularly, it can help the direct report feel like their perspective is being considered. For example, acknowledging or relating to how a direct report is feeling and what they are dealing with, you could express understanding of the challenges Lilly faces in balancing her work schedule with personal obligations, acknowledging that it can be difficult to manage competing priorities and that you appreciate her efforts to improve her punctuality despite these challenges.</p>	<p><b>Developing ideas by establishing an action plan</b> <b>IG</b></p> <p>Developing ideas in a discussion can ensure the discussion has actionable outcomes. For example, explicitly outlining follow-up steps with a direct report can help you stay informed of their progress and ensure they will improve. You could work with Lilly to create an action plan that includes setting calendar reminders, identifying and addressing recurring conflicts, and establishing a system for brief updates when she is unavoidably late, and then schedule a follow-up meeting to review her progress.</p>



# Assessment Centers

## What I Can Do

### REFLECTION POINT:

*Am I ready to  
move up?  
Is this role right  
for me?*

**Business Plan: AirTrace by MagicHands**  
Please evaluate each statement and indicate if it is a:  
**Threat:** Will likely lead the proposed business to failure.  
**Potential Problem:** May develop into a problem.  
**Neutral:** Will neither help the company's success nor develop into a problem.  
**Asset:** Will help the company's success.

**Value Proposition**

- AirTrace is a completely novel way of interacting with computers. Instead of using a keyboard, touch pad or even touch screen, AirTrace allows the user to control a computer through gestures that are performed without touching the screen.
- AirTrace is a small scanner that is mounted to the computer screen. It constantly monitors the user's hands to detect gesture commands. At its heart is a small high-speed camera (200 fps) and a sophisticated algorithm. The AirTrace is connected via USB.
- Users can perform simple gestures to perform mouse clicks, drag and drop actions and zoom in or out. A virtual on-screen keyboard allows typing text without ever touching any surfaces.

**Your Tasks**

- Cooper Harris  
Market Awareness
- Emily Romney  
Your Nasdaq Presentation

**Completed Tasks**

- Your Meeting at 2:00 PM

**Reminders**

- Your Meeting at 2:00 PM

**00:14:45**

**Cooper Harris**  
**Market Awareness** 7:45 AM

Good day, regional operations leaders.

I met recently with Maria Vidal to discuss the importance of creating a company-wide, deeper industry and market awareness. We are seeing a trend toward more facility-level involvement in sales opportunities, and over the last year our win/loss ratio has improved by 15% when an operations expert participates in a sale.

However, while our operations experts can clearly describe development and production processes, many seem to lack an understanding of how Wellstone's products are perceived in local markets, how our products work best in certain industries, and how competitors are uniquely differentiating against us.

While it's important for our engineers to develop greater awareness, we would like to ensure that all facility

**Your Response**  
Answer the question(s) below.

Reply to Cooper. What ideas do you have for how to build employees' industry/market awareness? Which option do you recommend as the best approach, and why?

**B I U**

**Save Draft** **Submit**



# Assessment Centers

What I Can Do

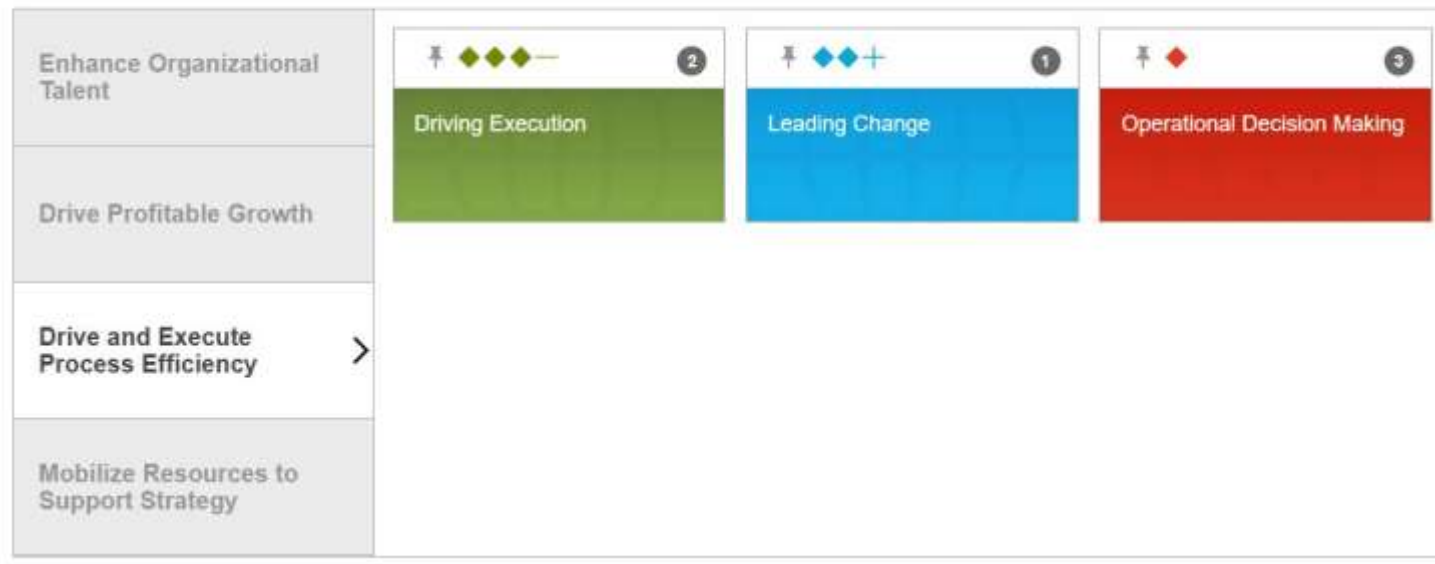


## INSIGHT:

*A lot of headwinds in this director role...it's refreshing to see my execution skills are paying off! It also confirms my hunch that I need to pull others into decisions more.*

## Help Your Organization

Outlines key business objectives that your organization identified as important to its ongoing strategy and shows how you performed in the competencies linked to driving those objectives. By focusing your development on those competencies, you can help the organization meet its goals.





## POLL



# Which assessments are you most excited about using to personalize development?

(Select all that apply)

- A. Self-assessments
- B. 360-degree feedback
- C. Personality inventories
- D. Test of knowledge and application
- E. Practice simulations
- F. Day-in-the-life assessment centers



**Insights to Spark Development**

**Assessment Options: How They Work**

**Integrating Assessments in Development Experiences**

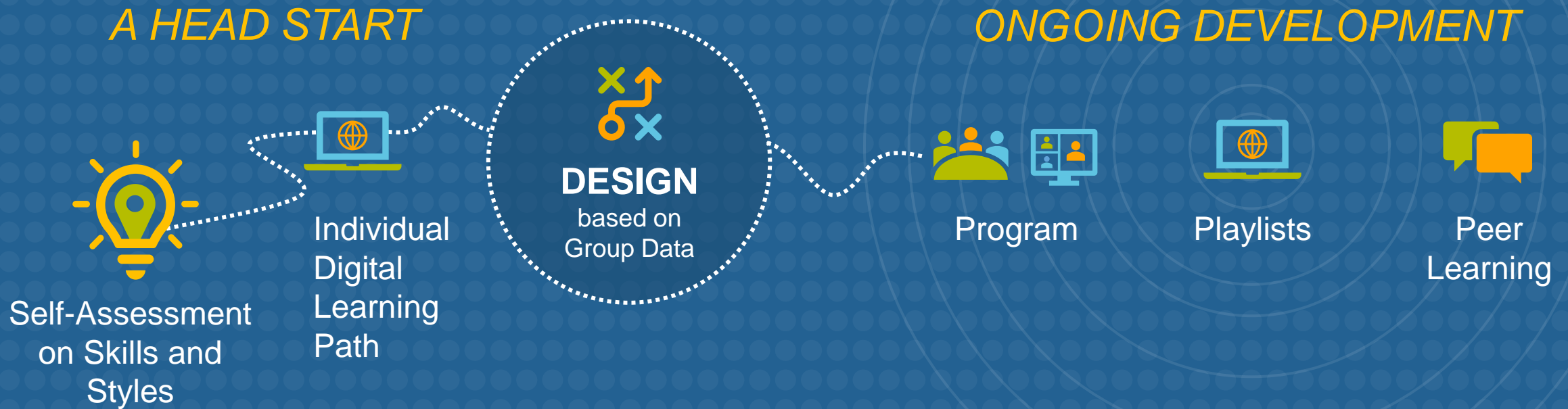


**“But... where do I start?”**

(Because we all could use more time, too.)

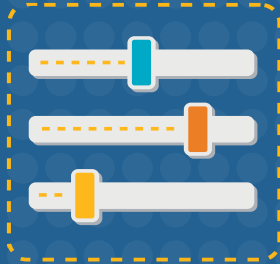
## Example 1: BEFORE

# Assessment Recommends Learning Path



## Example 2: DURING

# Assessment Insights Integrated in Courses



### Assessment

Leadership Personality  
Insights Inventory



### Reflection

Who I Am Impacts How  
I Show Up as a Leader



### Live Group Session

Learning and  
Debrief with Peers



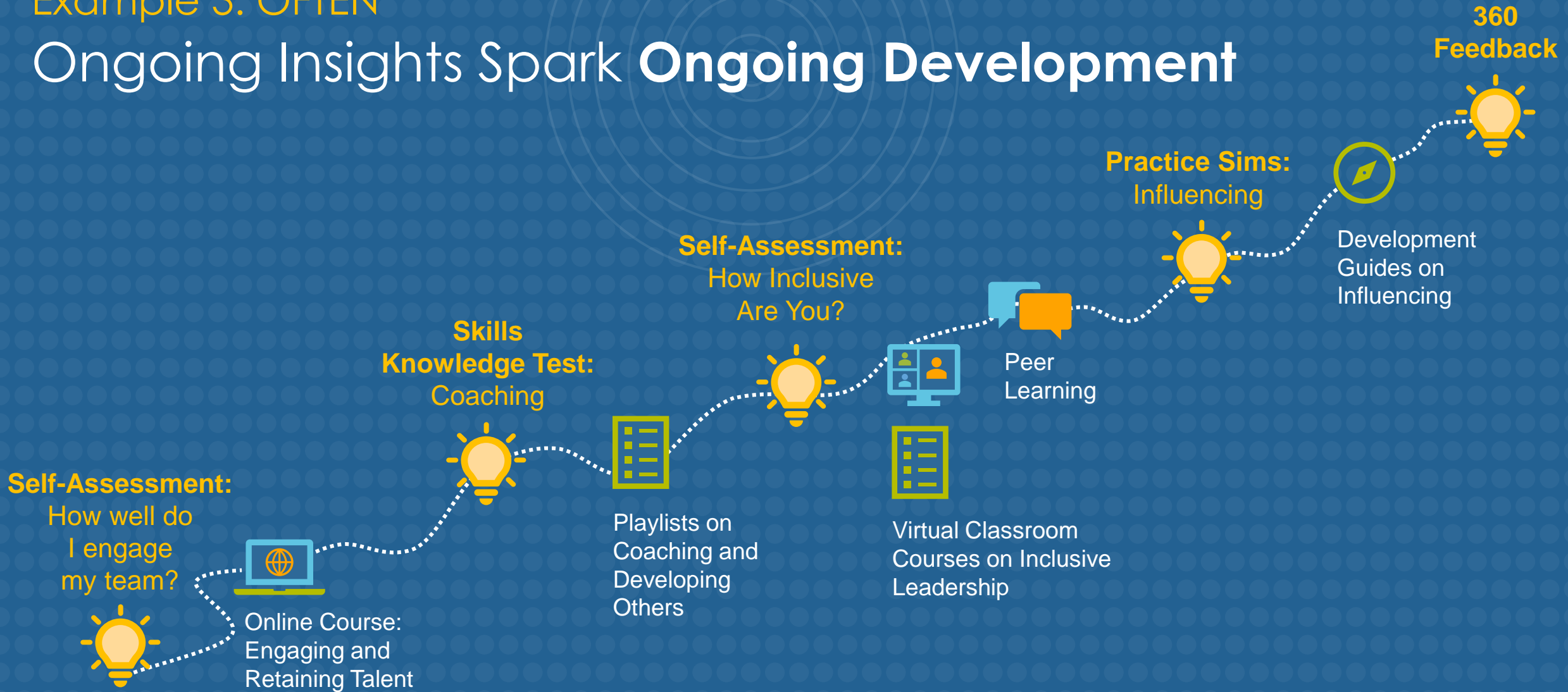
“What’s unique  
about me?”

“I see what helps and  
hinders how I coach and  
lead change...”

“When I coach my team,  
here’s what I do to help  
manage some traits...”

## Example 3: OFTEN

# Ongoing Insights Spark Ongoing Development





## Next Steps

**Prioritize the most significant leadership skill gaps to close against business needs.**

**Reposition assessments as opportunities to focus development and growth.**

**Ensure high-quality assessments are integrated in leadership development experiences.**

# Personalized Development Drives...

**Dynamic**

**Human**

**Growth**



 **Thank YOU!**