

## **PPG EVALUATION AND ASSESSMENT INSTRUMENTS AND TOOLS**

Self-evaluation, peer feedback and interpretation of results by a qualified instructor, executive coach or consultant are critical components that raise the level of self-awareness and lead to behaviorally specific and organizationally relevant personal growth and development. Peak Performance Group options include:

### **A. Myers Briggs Type Indicator (MBTI)**

A well-validated and researched personality styles self-assessment instrument based on the work of Carl Jung. The MBTI provides insight into preferred ways of information processing, energy orientation, decision-making as well as work and lifestyle patterns.

### **B. NEO PI-R**

The NEO PI-R measures the *Five Factor Model* of personality. One of the most respected psychological instruments, the NEO provides distinct insights into one's behaviors and innate capabilities in reference to the situations and environments in which they work and live. The NEO provides a focus on leadership characteristics and can be employed as a group instrument measuring the dynamic of intact work teams. Additionally, a NEO peer feedback instrument is available to compare and contrast experiences and perceptions.

### **C. EQI and ECI**

The EQI and ECI are instruments that measure an individual or group's Emotional Quotient. A peer feedback option is also available. Research over the last 20 years has clearly suggests that a leader's emotional intelligence is more important than IQ.

### **D. Hogan Personality Inventory (HPI)**

Personality assessment is rapidly becoming a best practice for selecting and developing talented employees. The Hogan Personality Inventory (HPI) is the industry standard for measuring normal personality; it has a 25-year history of successfully predicting employee performance and helping companies reduce turnover, absenteeism, shrinkage, and poor customer service. It was the first inventory of normal personality based on the Five-Factor Model and developed specifically for the business community. The Hogan Personality Inventory identifies the bright side of the personality - what we see when people are at their best.



## **E. Hogan Development Survey (HDS)**

The Hogan Development Survey (HDS) assesses eleven behavioral tendencies that impede work relationships, hinder productivity, or limit overall career potential. These career derailers - deeply ingrained in personality traits - affect an individual's leadership style and actions. When under pressure, most people will display certain counterproductive tendencies or risk factors. Under normal circumstances these characteristics may actually be strengths. However, when an individual is tired, pressured, bored or otherwise distracted, these risk factors may impede effectiveness and erode the quality of relationships with customers and colleagues. The Hogan Development Survey identifies tendencies that are often referred to as the dark side of the personality - what we see when people are stressed.

The Hogan Development Survey assessments provide valuable feedback for strategic self-awareness, which is the key to avoiding the negative consequences associated with these tendencies.

## **F. Hogan Motives, Values, Preferences Inventory (MVPI)**

The Motives, Values, Preferences Inventory (MVPI) reveals a person's core values, goals and interests. This is invaluable information for determining the kinds of environments in which the person will perform best, and the kind of culture the person will create as a leader. Organizations can use this information to ensure that a new hire's values are consistent with those of the organization. The Motives, Values, Preferences Inventory can also help diagnose areas of compatibility and conflict among team members. These ten core values, goals, and activities are part of a person's identity. Consequently, they are a person's key drivers - they are what a person desires and strives to attain. People's values also influence their choice of jobs and careers. People like others who share their values and prefer to work in jobs that support their values.

The Motives, Values, Preferences Inventory is an excellent tool to determine how well a person will fit with a job and with a team, department, or organization.

## **G. Hogan Business Reasoning Inventory (HBRI)**

The Hogan Business Reasoning Inventory evaluates a person's ability to solve problems and make business-related decisions using textual, graphic, and quantitative data.

Many psychologists believe that cognitive ability (intelligence) is the best single predictor of occupational performance and other important outcomes, including health, wealth, and life satisfaction.



The Hogan Business Reasoning Inventory (HBRI) is a significant advance in this measurement tradition and should become the industry standard for assessing cognitive ability. It is the first measure of cognitive ability to be based on evolutionary psychology and designed exclusively to predict real-world performance.

## **H. Strong Interest Inventory**

The Strong Interest Inventory is the most respected and widely used career planning instrument in the world. The report and coaching the individuals receive enables them to discover their natural interests and chart a plan of action for achieving the most satisfying career possible. The information can be employed to help employers optimize an individual's potential as well as support an individual's career development.

## **I. Leadership Effectiveness and Adaptability Description (LEAD)**

Based on Situational Leadership theory, the LEAD is a self-assessment instrument that assesses two important dimensions of leadership behavior—task and relationship. Results are plotted on a 4-quadrant grid to show individual preferences toward task and relationship when leading a group or team effort. Analysis and interpretation looks at style range and adaptability as well as alignment with a team's needs depending on its stage of development.

## **J. Conflict Management Styles Survey**

This self-assessment instrument identifies tendencies or styles when approaching interpersonal, group and inter-departmental conflicts. The assessment is interpreted using a situational approach with the goal of identifying ways of increasing personal flexibility by adapting one's approach to the situation at hand.

## **K. 360° Behavioral-based Feedback**

One-on-one interviews are conducted with a pre-determined number of colleagues, supervisors, subordinates and key stakeholders to assess leadership behavior in the context of real-life situations. The feedback results are behaviorally specific and contextualized. Effective and ineffective behavior patterns are identified and used to create individual development plans.

## **L. Leadership Versatility Index (LVI)**

This on-line 360 survey is based on a clarifying framework to account for the complexities of the manager's job. It covers the tensions and trade-offs, the balances to be struck on the interpersonal aspects of leading as well as the business side. The LVI pairs up the key opposing but complementary skills and behaviors of how you lead (forceful v enabling) and what you lead (strategic v operational). It picks up overkill as well as deficiencies and strengths. It is based on over 20 years of action-research and quality tested with statistical rigor.



## **M. Leadership Capability Assessment**

Through focused, intensive interviews respondents analyze problems, create solutions and essentially demonstrate the manner in which they cognitively and intellectually assimilate and process information.

The Leadership Capability Assessment (LCA) assesses the level of complexity an individual is capable of leading and managing. Additionally, executive job requirements and the enterprise are assessed for their complexity requirements then a comparative assessment measures the individual's effectiveness and ability to support the requirements of his or her position in the organization.

## **N. Managing Change Assessment**

This assessment focuses on the areas of personal flexibility, implementing change and reinforcing change skill categories. Detailed feedback results identify strengths to build on, areas for development, and are used in developing a self-directed action plan.

## **O. Leadership and Individual Contributor Competency Assessment**

Using behaviorally-based interviews, respondents are evaluated for their ability to perform against those specific competencies using a standardized six-point scale. Results are presented graphically to show gaps between desired and current competency levels. Also included is a narrative that helps formulate individual and team development goals. An up front assessment is also completed for the explicit purpose of identifying competencies and linking associated skills, knowledge and behaviors to current and future business strategy.

## **P. Personal and Organizational Diversity Assessment**

This inventory provides insight into the ability of individuals and the work environment as a whole to motivate employees from diverse backgrounds. Assessment categories include accommodating employee differences, creating workplace choices, management flexibility, respect for competence and initiative and encouraging retention. Individual scores are compared and contrasted to that of the organization for the purpose of individual and organizational action planning.

## **Q. Personal and Organizational Stress Assessment**

The Hanson Scale of Stress Resistance coupled with individual and organizational stress questionnaires distinguish physical, psychological and organizational symptoms associated with unhealthy levels of stress. Results focus on identifying stress promoters and specific forms of stress that negatively impact individual motivation and organizational effectiveness.