

Assessment Instruments

This overview of assessment tools presents typical instruments used to identify the strengths, competencies, leadership style, decision making approach, and other personality and skill characteristics. BDO does not endorse a particular instrument. The instruments described in this overview are shown as examples of structured inventories. For further information of some of the instruments referenced below, you may consider visiting:

<https://www.cpp.com/products/index.aspx>.

Myers-Briggs Type Indicator (MBTI)

The Myers-Briggs is the most widely used personality assessment in the world. The MBTI assessment is used to develop individuals, teams, and organizations to meet today's challenges in such areas as communication, team building, leadership and career management.

Dimensions Measured

- Favorite world - Extraversion (E) vs. Introversion (I)
- Information - Sensing (S) vs. Intuition (N)
- Decisions - Thinking (T) vs. Feeling (F)
- Structure - Judging (J) vs. Perceiving (P)

Principle Benefits

- Widely used
- Provides essential data on decision making
- Provides employees with a common language for negotiating differences
- Allows organizations to strategically delegate tasks based on preferences
- Available online

The ENTP Pattern:

Quick, ingenious, stimulating, alert and outspoken. Resourceful in solving new and challenging problems. Adept at generating conceptual possibilities and then analyzing them strategically. Good at reading other people. Bored by routine, will seldom do the same thing the same way, apt to turn to one new interest after another.

Behavioral Interview

A structured behavioral interview tends to be the most accurate of all interviews and is fully customizable to any organization's needs and job requirements. Behavioral interviews gather information on how employees performed in the past; providing a clear picture for how they will perform in the future.

Dimensions Measured

- Leadership style
- Conflict resolution style and skills
- Ability to deal with ambiguity
- Integrity
- Strategic planning
- Change management
- Operations management

Principle Benefits

- Widely used
- Most valid interview
- Highly customizable
- Flexible
- Provides information based on past performance, a key predictor of future performance
- High applicability to job

Providing Non-Threatening Feedback:

"John has been working at ABC Company for over a year now and still hasn't grasped how to delegate work to his subordinates. With fears that John would burn out, or lose what trust he had established in his short tenure, I sat him down to discuss his performance. I told him that in my view, he wasn't trusting others enough to fully develop their potential."

I explained; "In the future John, you may consider delegating lower level tasks to your subordinates, so that you can spend more time on higher level activities. This could increase your contributions and those of your subordinates to ABC Company and allow you to reach your level four performance goals."

LEA - 360

Like most 360 feedback instruments, the LEA 360 gathers information on a leader's behaviors from the leader, direct reports, boss/board of directors, peers and any relevant customers. Because the instrument is behaviorally based, any feedback can be turned into performance results benefiting the organization. The LEA 360 measures 22 behaviors that are essential in some combination to leadership roles across organizations and levels.

Dimensions Measured

- Creating a vision
- Developing followership
- Implementing the vision
- Following through
- Achieving results
- Team playing

Principle Benefits

- Supplies normative data from over 100,000 leaders in North America
- Results are actionable
- Can be customized to compare the leader's scores to the strategic needs of an organization or to the job requirements
- High reliability and validity
- Available online

According to John's Co-Workers . . .

- John is very serious about high-level performance. He has a strong task orientation that may give others the impression that he has little interest in engaging in casual socializing with his colleagues.
- John tries to influence others by adopting an interpersonal approach that is openly competitive, assertive and focused on winning rather than on being friendly and outgoing.

CPI

The CPI assessment objectively describes individuals the way others see them. It builds on the exceptional history, validity and reliability of the *California Psychological Inventory*™ (CPI™) assessment, transforming this trusted resource into a leadership development tool for today's organizations. The CPI for leaders assesses 18 Leadership Characteristics organized into five Core Performance Areas.

Dimensions Measured

- Self-management
- Organizational capabilities
- Team building and teamwork
- Problem solving
- Sustaining the vision

Principle Benefits

- Compares responses to normative data of leaders and managers
- Provides a picture of how others view the leader
- The five Core Performance Areas are key indicators of managerial success

Capacity for Collaboration:

- You may be less willing than other executives and managers to entertain and seriously consider new ideas, new approaches and nontraditional data sources.
- Most other people are likely to experience you as conservative and conventional; some may see you as consistently challenging or rejecting innovative, or merely different, ideas.

16PF Leadership Coaching Report

The 16PF Leadership Coaching Report facilitates the developmental process of individuals desiring to become more effective leaders. The measure facilitates awareness and understanding of personal behavioral traits, identifies areas for development and provides individualized developmental strategies to increase leadership effectiveness. The 16PF measures 16 primary scales, five global factors and problem solving ability.

Dimensions Measured

- Problem solving
- Influence
- Emotional resilience
- Extraversion
- Practicality
- Self-control

Principle Benefits

- Target scores (average scores of successful leaders)
- Detailed developmental suggestions
- Superior reliability and validity
- Available online

Problem Solving Ability:

- You demonstrate a strong facility for dealing with abstract concepts in a fashion that solves problems and looks for solutions. You learn new material with a fair amount of ease. These are all important aspects for a leader. You score in the range that is typical for most upper managers and leaders.
- Your thinking has a more factual, practical and applied focus rather than a visionary or innovative approach. In a leadership role, you should try to expand your imagination and imagery skills to see more creatively into the future.

SHL Critical Thinking Test

The SHL Critical Thinking Test is an ability assessment that helps to identify an individual's verbal and numerical reasoning ability. While shorter than most critical thinking tests, this test allows for faster assessment while retaining a high level of empirical rigor. The SHL Critical Thinking Test provides an appraisal that can be measured against a large number of occupational areas.

Dimensions Measured

- *Verbal Critical Reasoning* - Ability to evaluate the logic of various kinds of arguments
- *Numerical Critical Reasoning* - Ability to make correct decisions or inferences from numerical or statistical data

Principle Benefits

- Encompasses a small battery of assessments
- Supplies normative data of over 23,000 people across 95 occupational groups
- Quick and user friendly
- Contains questions that have a high degree of content relevance to jobs

Verbal Critical Reasoning:

- Scientists live in a necessary tension, holding fast to laws and regularities already discovered, while remaining alert to recognize anomalies. They must judge whether these anomalies are errors of observation, hoaxes or clues to deeper coherence that may result in a more profound law, which will change the whole outlook of science.
 1. The whole outlook of science will soon be changed (True, False or Neither True or False)
 2. The assumptions made by scientists are not subject to change (True, False or Neither True or False)

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