

EVALUATION TOOLS

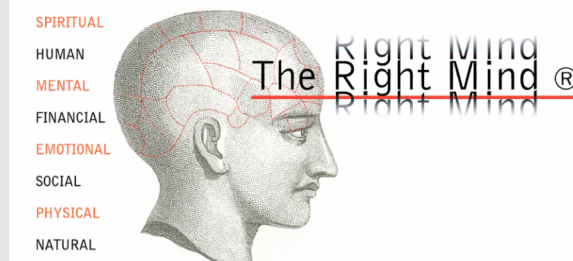
TOOLS THAT DIAGNOSE BUSINESS AND PERSONAL ABILITIES AND PERCEPTIONS

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ABOUT THE TOOLS AND DIAGNOSTIC AIDS

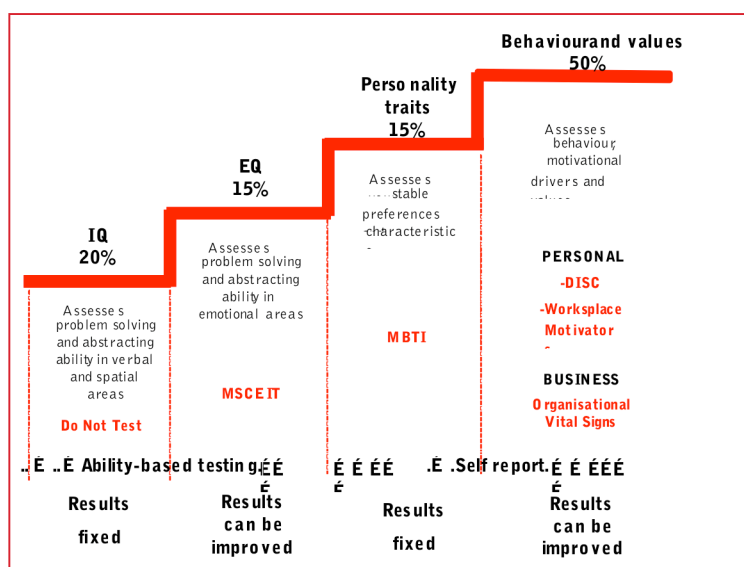
Our suite of tools are drawn from a wide range of sources to ensure international best practice diagnostic and monitoring is available to our clients.

These tools are selected on the basis of providing clients and their businesses with a consistent approach to establishing the baseline for capability and capacity.

The relationship between these features is illustrated in the following chart and described in more detail on the following pages.

1. Intelligence Measures

Most people have heard of IQ (Intelligence Quotient) yet few have a real understanding of what it means. Originally, IQ tests were used to detect persons of lower intelligence, and to detect children of lower intelligence in order to place them in special education programs. Today IQ testing is used not primarily for children, but for adults where the tests are developed to determine an adult's true mental potential, unbiased by culture, and compare scores to the scores of



Understanding the measures of our Performance

Outside of workplace performance reviews many people are unaware of what types of testing provide indicators of our performance. The main areas are: intelligence, emotions, personality and behaviours.

These tests cover different aspects of our personal and organisational performance. Some are ability tests whilst others are self-reports. Importantly, there are features of our make-up such as our intelligence and our personality that **DO NOT CHANGE THROUGHOUT OUR LIFE**. Other features such as our emotional intelligence and behaviours **CAN CHANGE THROUGHOUT OUR LIFE**.

other adults who have taken the *same* test.

What does it measure? IQ measures the following: your ability to problem solve in areas such as short-term memory, verbal knowledge, spatial visualization, and perceptual speed. True IQ tests are an ability test, not a self-report.

How important is IQ? IQ is believed to account for around 20% of our total performance base. As such, it is the single biggest contributor to our total makeup.

Can it be improved? General consensus is your IQ is your IQ for life.

2. Emotional Measures

Emotional intelligence is a very recent measure made popular by Daniel Goleman's best seller, *Emotional Intelligence*.

Example clients

- > Coca Cola
- > KPMG
- > Telstra
- > Holiday Inn
- > City of Yarra
- > Alcan
- > Talent2
- > BMW



The tests used vary from a range of popular "self-reports" to more credible ability tests. The MSCEIT (Mayor-Salovey-Caruso Emotional Intelligence Test) is the benchmark test, and it is increasingly being used by organisations to assess and understand the ability of their people to use and manage emotions.

What does it measure? The test measures your ability to be intelligent with and about emotions in four areas: (1) recognising emotions, (2) using emotions, (3) understanding emotions, and (4) managing emotions.

How important is EQ? EQ is believed to account for around 15% of our total performance. It is therefore an important contributor to our total make up.

Can it be improved? General consensus is your EQ management skills **can be** improved which is one of the main reasons for the interest in developing a better understanding of this facet of our makeup.

Our staff are accredited in the interpretation and use of this test and it is the only EQ test that is an internationally accepted ABILITY test.

3. Personality Measures

Tests such as the **Myers-Briggs Type Indicator (MBTI)** have popularized our understanding of personal preferences. Katherine Briggs and her daughter Isabel Briggs Myers developed the Indicator during WWII. Despite criticism within the academic community about personality tests (and the MBTI in particular), a large percentage of businesses and organisations use such tests, either in their recruitment procedures or to help team members develop a better understanding of their own personality traits.

The benchmark test is referred to as the **Big Five factors** and this test is used frequently by the recruitment profession.

What does it measure? Personality measures assess our stable preferences and characteristics.

How important is Personality? Personality factors are believed to account for around 15% of our total performance.

Hence they are also an important contributor to our total make up.

Can it be improved? General consensus is your personality **CAN NOT** be changed, however through better EQ understanding, our management skills **can be** improved which is one of the main reasons for the interest in developing a better understanding of how emotions impact our behaviours.

Our staff are accredited and have taught the MBTI to businesses over the past 15 years.

4. Behavioural Tests

DISC is the "*Universal Language of Observable Behaviour*". **DISC** is 'HOW' we behave. In other words, it provides an understanding of **how we sell, how we manage**, etc.

The **DISC** instrument examines 4 behavioural traits and the intensity of each:

- **Dominance.** How you deal with problems and challenges
- **Influence.** How you approach people and contacts
- **Steadiness.** How you cope with pace and consistency
- **Compliance.** How you handle procedures and constraints

The **DISC** model was developed by William Moulton Marston whose research continued from the theories of Carl Jung. Marston was interested in why people behaved the way they did and received his PhD from Harvard University where he conducted most of his research.

The **DISC** profile is not a personality test. Rather it provide a solid understanding of how we **BEHAVE** as a result of our personality.

The profile will provide you with valuable information on:

- General characteristics
- Value to the organisation
- Do's and don'ts of communicating
- Keys to managing

Example clients

- CapGemini
- AMP Ltd
- National Hire
- GJ Gardner Homes
- Ernst and Young
- Perpetual Trustees
- Morgan Stanley



- Keys to motivating

The **DISC** instrument is an ideal tool for **self development and understanding**. These profiles are available in many different forms focusing on different applications including:

- Sales
- Management and leadership
- Customer service
- Conflict resolution
- Team building
- Communications

The strength of the in-depth DISC test (there are many forms on the market) is that it illustrates quite clearly the differences between our natural states and our adapted states – where the differences are larger, the greater the energy required to maintain roles in these areas.

5. Values Assessment

The **Workplace Motivators** examines what drives an individual to action. By understanding a person's values we can uncover or illuminate their hidden motivators.

The Workplace Motivators shows **WHY** people act the way they do. **The** Workplace Motivators provides an assessment in six core **areas**:

- **Utilitarian** - the drive for return on investment
- **Theoretical** - the drive to understand and systemise knowledge
- **Social** - the drive to invest resources and time into others
- **Individualistic** - the drive to lead and be different
- **Aesthetic** - the drive to let experiences mould you into all you can be
- **Traditional** - the drive to search for and find the highest meaning of life

Based on the intensity of each of these drivers or motivators the report that is produced will give you valuable feedback on the driving forces behind your actions. Understanding this will help you understand why you can instantly connect to some people and find it more difficult with others.

The **Workplace Motivators instrument is ideal for use by managers, consultants, coaches and trainers** interested in working in the fields of:

- Selection
- Sales
- Management and leadership
- Team building
- Conflict resolution

Workplace Motivators examines what drives an individual to action. By understanding a person's values we can uncover or illuminate their hidden motivators.

Our staff are accredited in the interpretation and use of DISC and the **WORKPLACE MOTIVATORS** tests.

6. Organisational Vital Signs

This test, only just introduced to the Australia by The Right Mind, has been developed by emotional intelligence expert Josh Freedman (author of "At the heart of Leadership – How to get Results with Emotional Intelligence") and used by major US firms. As Professor Peter Salovey (the person who co-developed the MSCEIT program) puts it, "Josh knows how to translate cutting-edge research into applicable tools."

Organizational Vital Signs (OVS)

is a web-enabled research tool to measure and improve organizational climate. OVS creates a snapshot of the current organizational climate - an overview of the employee's relationship with the organization. The climate is the context in which employees work each day; our research shows it strongly influences how they do their jobs.

The survey addresses six aspects of the organizational climate:

- **Accountability:** To what extent do people in the organization see themselves and others following through on commitments? Are they motivated and do they take responsibility?
- **Collaboration:** How well do people communicate with one another and share information? Do they work and solve problems together?
- **Leadership:** What level of commitment do employees have to their leaders? How do they perceive their leaders and leadership throughout the organization?

Example clients

- US Navy & Marine Corps
- FedEx
- Media General
- Schlumberger
- Make-A-Wish Foundation
- SUNY Medical Center



- **Alignment:** To what extent are people involved in their organization's stated mission and the execution thereof? Do they feel a sense of belonging to the organization?
- **Adaptability:** Are people seeking change? Are they ready to adapt?
- **Trust:** Do people have a sense of faith and belief in the organization and its leaders? Are people squandering time watching their backs - instead of doing their best?

These factors predict 57.7% of overall performance (based on regression analysis against self-reported outcomes). The OVS predicts:

- 46% of Customer Service
- 28% of Performance
- 45% of Retention

In other words: Improving the climate is likely to offer significant benefits to your ability to meet your mission and achieve your financial success.



DAVID HANLON



David Hanlon has been involved with business development, business benchmarking and market assessment for the past 30 years; both in Australia and nationally. He is ranked as one of the Asian

Development Bank's leading strategic business analysts as a result of his long-term involvement in project assessment for the ADB.

He works with a strategic mindset and builds strength in people's abilities through challenge and support.

He designed the Supply Chain ExecutiveLink™ program, which won the Logistics Association of Australia's Training and Education Award. More recently he designed the Indigenous Young Leader's Program for the Lower Gulf and is the driving force behind Conversations for Growth. In 2010, Conversations for Growth was short-listed for Training Innovation Award by the Australian Institute of Training and Development.

David is a Fellow of the Australian Institute of Management and a Chartered Management Consultant with the Institute of Management Consultants in Australia.

JILL RIGNEY



Jill Rigney grew up on a mixed farming business west of Goondiwindi. She commenced her career in business support and in this role managed national benchmarking projects.

Her extreme perceptiveness has resulted in her now recognised as a national leader in group facilitation. Jill is a leader in presenting and analysing differences in communication styles for individuals and groups.

Jill is trained to apply the principles of Neuro Linguistic Programming (NLP) in her professional responsibilities, presenting programs and facilitating meetings across Australia. This training enables her to introduce the subtleties of our communication styles to achieve cultural shifts within individuals and organisations. She is also accredited to deliver and interpret both the DISC Management Profile and the Mayor Salovey Caruso Emotional Intelligence Test (MSCEIT).

Jill is a Certified Professional member of the Australian Human Resource Institute and a member of the Australian Institute of Training and Development.

FOR FURTHER INFORMATION

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