



The Consulting Team, LLC
Facilitating Positive Change

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Leadership Tips September-October 2022: How to Turn Assessments into Action

Message from Dr. Marilyn Manning



Dear Friends,

Do you ever feel overwhelmed with articles about assessments, including personality tests, emotional intelligence assessments, customer service or employee satisfaction surveys, pre and post meeting questionnaires, environmental scans, or 360° evaluations?

What is an assessment anyway? It's not a test. It's a group of questions designed to get relevant information about people or situations. Choosing the right assessments can enhance your tool kit for success.

Over my career, I took many courses to become an expert in consulting, training, facilitation, executive coaching, and conflict mediation, with an emphasis on soft skills. The insights gained from various assessments are one of my most valuable tools.

In this *Leadership Tips* issue, we share how different assessments have helped organizations and professionals understand strengths and limitations, realize the diversity of their team and how to work best with their different styles, uncover blind spots, and identify key opportunities for growth.

Warm Regards,

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In this issue of *Leadership Tips*...

1. Article: How to Turn Assessments into Action
2. October 13 mini-training: *Managing Conflict with Emotional Intelligence* facilitated by Susan Schwartz, Noon-12:30pm Pacific (No Charge. Register below.)



How to Turn Assessments into Action

You may have heard these names: DiSC[®], EQ-i[®], Myers-Briggs Types Indicator[®], SWOTs, StrengthsFinder 2.0 (AKA CliftonStrengths by Gallup), FIRO-B[®], and many more. Assessments can cover:

- Personality tests
- Emotional intelligence assessments
- 360° leadership assessments
- Customer service inventories
- Employee satisfaction surveys
- Environmental scans

Why Use Assessments

We use assessments for many reasons, often to identify soft skill requirements for staff or to measure the value of training programs. TCT often starts with an informal free assessment called the SWOTs Environmental Scan. We've found this assessment to be extremely valuable in laying the foundation for a strategic planning process, an organization-wide change initiative, or a team-building. It provides an easy framework to gather input.

Some of the most popular assessments are about personalities and human behaviors. They include DiSC[®], EQi[®] (Emotional Intelligence), Myers-Briggs, Thomas-

Kilmann, FIRO-B®, Enneagram, to name a few. Assessments can be useful for certain purposes, if they have valid databases, and if used prudently.

Assessments Can Measure Success

We've learned that soft skills development is challenging to measure. And management expects metrics. They want to measure and benchmark the output of their personnel. They ask questions like:

"How will I know that the team-building worked and the team is more engaged?"

"What evidence do we have that your executive coaching is successful and the executive is now more effective?"

"We have a really dysfunctional Council that has lots of power struggles and infighting. How can your facilitation solve our problems?"

"Will anyone really change after going through your process?"

The common theme is "How do we measure success?"

Evaluating Assessments

At the beginning and end of The Consulting Team's emotional intelligence trainings we issue a short survey to obtain each participant's emotional intelligence quotient (EQ). In our coaching relationships, we often administer EQi® (inventory) assessments to learn starting points and later growth of our clients, whose emotional quotient for change improves over time, and can be measured. There is often significant growth in several areas resulting from coaching.

Professionals seek new and innovative ways to measure the impact of coaching and training, and document progress. Assessments can help do this if administered carefully.

While in graduate school, I researched many business-related assessments in the marketplace. There are many choices, making it vitally important to have sound criteria before deciding which ones to use:

- *What is the supporting database?*
- *Its reliability?*
- *The expertise of the authors?*
- *The reputation of the provider?*

When you dig deep, you'll find that researchers question the validity of most popular assessments. Besides validity, it's essential to research the best use and application of each assessment. Does it meet your specific needs? You can find reviews of the effectiveness and how it could be misused and potentially cause more damage than positive outcomes. In other words, find reliable sources that give you data on the assessment's track record and appropriate application.

Choosing the Right Assessment Tool

Doing your homework and choosing the proper assessments can enhance your tool

kit. As we mentioned earlier, TCT often uses the SWOT Environmental Scan assessment. SWOT is an acronym for “**S**trengths, **W**eaknesses, **O**pportunities, and **T**hreats.”

For groups and departments, we’ve found this free, informal assessment extremely valuable in laying the foundation for a strategic planning process, an organization-wide change initiative, or a team-building. It provides an easy framework to gather input for most planning processes.

	Helpful to achieving the objective	Harmful to achieving the objective
Internal origin (attributes of the organization)	Strengths	Weaknesses
External origin (attributes of the environment)	Opportunities	Threats

SWOT Meet

We worked with one local government agency recently on a SWOT analysis.

Strengths: Diversity, a positive history, and balance of skills.

Weaknesses: Silo thinking and bottlenecks, and lapses in communication with the public as well as internally.

Opportunities: Increasing trust, improving public opinion and creating happier external and internal customers.

Threats: Eroding external confidence, internal inefficiencies and employees leaving.

We identified and worked on these priority goals:

1. Improve internal and external communication
2. Re-dedication to customer service
3. Implement a formal training program

Some of the most popular assessments are about personalities and human behaviors. When working with teams, beginning with an assessment helps identify their skills and challenges and provides data about how they’re currently collaborating. Knowing the personality ‘types’ on a team helps identify how to meld styles and personalities for maximum cohesion and productivity.

The DiSC Dimension

We coached a pair of consenting leaders with distinctly different personality types to work more effectively together. Applying the DiSC[®] personality profile for each revealed one to be an inspirational type (D/I) and the other an objective thinker type (High C).



diversity and help teams to communicate better, and EQ 360° to show leaders how their behaviors impact others and discover their blind spots.

We hope you will explore the power of using assessments and find the right fit. It's a rewarding journey.

*To learn more about our
Assessment and Coaching Services
visit our website's Coaching page
or call Dr. Manning at 650-965-3663*

**Free
30-min.
Coaching**

Schedule a
complimentary
30-minute 1:1 coaching session
with one of our senior associates.

Request A Session
Here

Click here to register for our free October 13 mini-training

FREE 30-min. online event
Thursday October 13, 12:00-12:30PM Pacific:

Managing Conflict with Emotional Intelligence



Facilitated by Senior Associate Susan G. Schwartz, PMP

How do you move from a Win/Lose debate to a Win/Win solution? How do you change your mindset and provide an opportunity for your opponent to change theirs? Conflict can be the start for positive change.

Join us to learn:

- Identify what you want out of the conflict
- Prioritize what is important to you
- Develop your and their mindset to transform conflict

Thursday, October 13
12:00-12:30 PM Pacific

Confirm your seat and receive log-in details
when you register using the button below.

Register for this free 30-min. next week, on Thursday, Oct.
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Our Team of Trainers, Facilitators, and Coaches



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and [consulting](#) for leaders and employees.*

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