

INSIGHT ASSESSMENT will:

- Offer objective, clear, and compelling feedback to employees regarding development opportunities – supported by specific development suggestions, and/or
- Reduce the likelihood that a chosen candidate doesn't fit your company's culture.

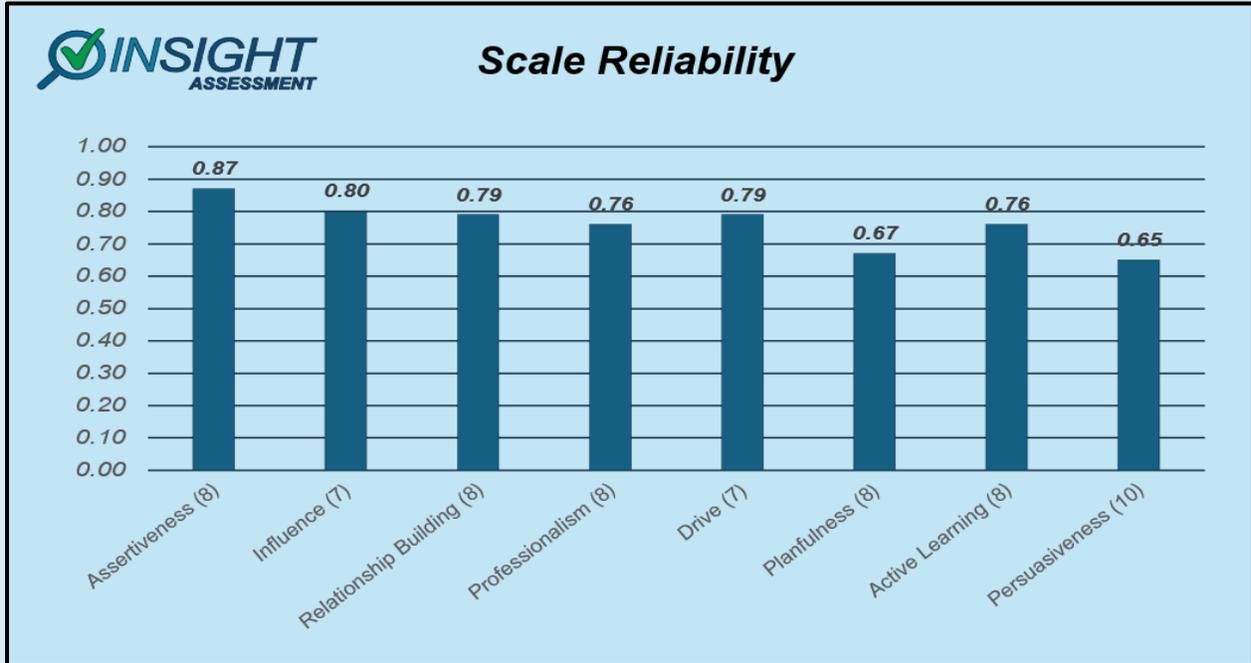
The **INSIGHT ASSESSMENT** was designed by a team of Industrial Psychologists who regularly improve selection and development scenarios in organizations. Here's what they did to validate the tool:

- **IDENTIFIED CRITICAL SKILLS VIA JOB ANALYSIS** - Asked professionals, managers, and executives what skills they need to perform their jobs. They said:
 1. Assertiveness
 2. Influence
 3. Relationship Building
 4. Professionalism
 5. Drive
 6. Planfulness
 7. Active Learning
 8. Persuasiveness

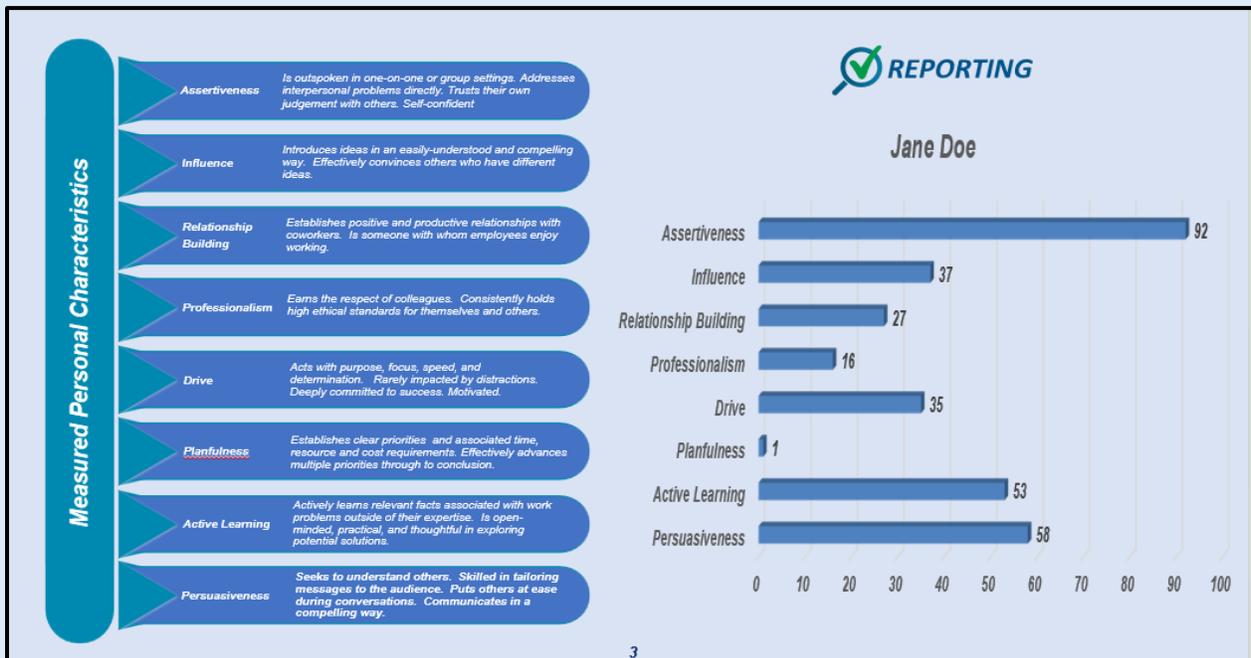
Skill definitions on page 2

- **PREPARED A PILOT TEST** - Wrote 20 preliminary assessment items for each of the eight critical skills (160 items total).
- **ADMINISTERED THE 160 ITEM PILOT TEST TO 600 EMPLOYEES**
- **LEVERAGED THE 600 EMPLOYEE RESPONSES TO FIND THE MOST PRECISE (RELIABLE) ITEMS** – Only the most precise items were retained for the final version (64 from the original 160). See chart below for scale precision metrics.
- **FINALIZED THE 64-ITEMS AND 8 SCALES.**
- **CREATED PERCENTILE NORMS FOR EACH SCALE** – Scores for any person who completes the 64-item final version will be compared to scores from the pilot test sample (600 employees for the same 64 items). Reports reflect the percent of the original 600 employees who scored below the current employee (test taker).

Meets or Exceeds Professional Precision Standards (coefficient Alpha depicted):



Skills Measured, Definitions, and Sample Percentile Chart (sample page from individualized INSIGHT Report):



SELECTION REPORT

Interpretive Guidance and Behavioral Interview Questions for Each Skill (sample page from *INSIGHT* Selection Report; percentile score carried forward):



Relationship Building Establishes positive and productive relationships with coworkers. Is someone with whom employees enjoy working.



Lower Scores Suggest

- May be challenged working in a group setting.
- Appears somewhat uncomfortable with colleagues.
- Is more reserved when working with others.

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Higher Scores Suggest

- Keeps conversations lively and engaging.
- Has a significant number of trusted colleagues.
- Is a trusted source of what happens "behind the scenes."

Recommended Interview Questions

LOOK FOR: Evidence of ability to establish and maintain work relationships. Evidence of a broad network of business associates. Stories that reflect an appreciation of people and the importance of relationships. Did you feel a connection in the interview?

1. Describe your professional network. Which professional associations do you currently belong to? What benefits do these memberships bring you?
2. Provide an example of an occasion in which you were able to establish a good working relationship with an individual or group of individuals to get better results or faster service.
3. Tell us about a time you needed to build internal commitment before launching a project. What steps did you take?

DEVELOPMENT REPORT

Interpretive Guidance and Development Suggestions for Each Skill (sample page from *INSIGHT* Development Report; percentile score carried forward):



Professionalism Earns the respect of colleagues. Consistently holds high ethical standards for themselves and others.



Lower Scores Suggest

- May have a difficult time establishing trust.
- Might take shortcuts that impact quality.
- May ignore the unprofessional behavior of others.

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Higher Scores Suggest

- Challenges those who promote rumors.
- Readily admits mistakes and fixes them.
- Does the right things even if unpopular.

	On the Job	Reading	Learning
Development Suggestions	<p><i>Integrity starts with "I". Know yourself. Ask yourself: Am I consistent? Have I clarified my value system? Do I act respectfully toward others? Am I objective when making judgments? Do I treat everyone fairly and equitably? Follow through. Be consistent.</i></p>	<p><i>Principle Centered Leadership by Stephen Covey.</i></p> <p><i>Trust in the Balance: Building Successful Organizations on Results, Integrity, and Concern by Robert Bruce Shaw.</i></p> <p><i>Meeting the Ethical Challenges of Leadership: Casting Light or Shadow by Craig E. Johnson.</i></p>	<p><i>Explore and solidify your values through self-tests (e.g., Career Anchors by Edgar Schein) or experience (e.g., case studies). Respect starts with listening. Learn to be a good listener. Being reliable is also being professional.</i></p>