Are You Gritty?

Find out now by taking the assessment at your table!

As you wait for this session to start, please complete and self-score the GRIT assessment at your table. Your answers are for your eyes only.

Assessing the Assessments

Professional Development Institute
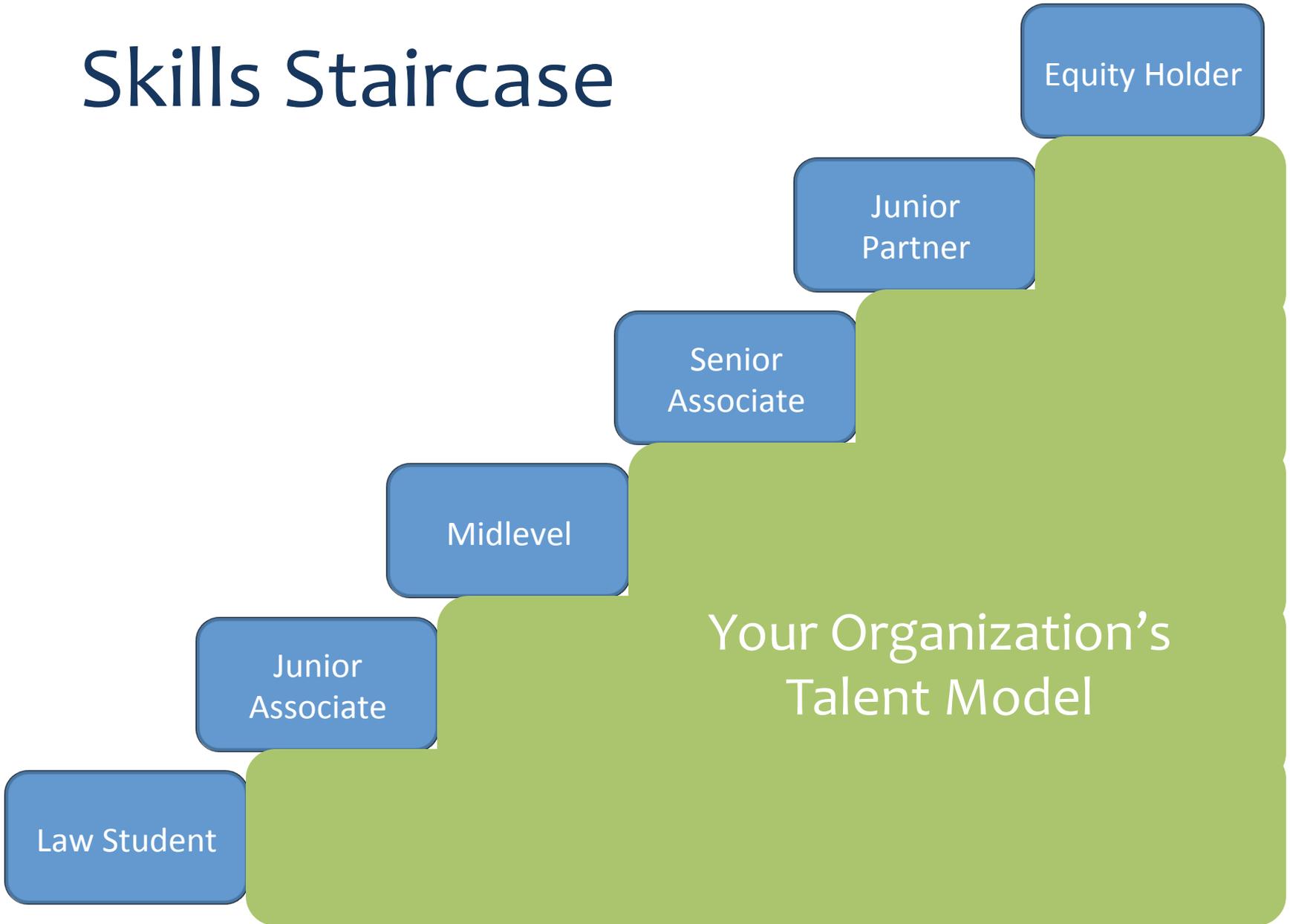
December 7, 2012

Speakers:

Jennifer Queen ◆ Caren Ulrich Stacy ◆ Cindy Pladziewicz

Agenda

1. Framework
2. Validity & Types of Assessments
3. Three Practical Examples
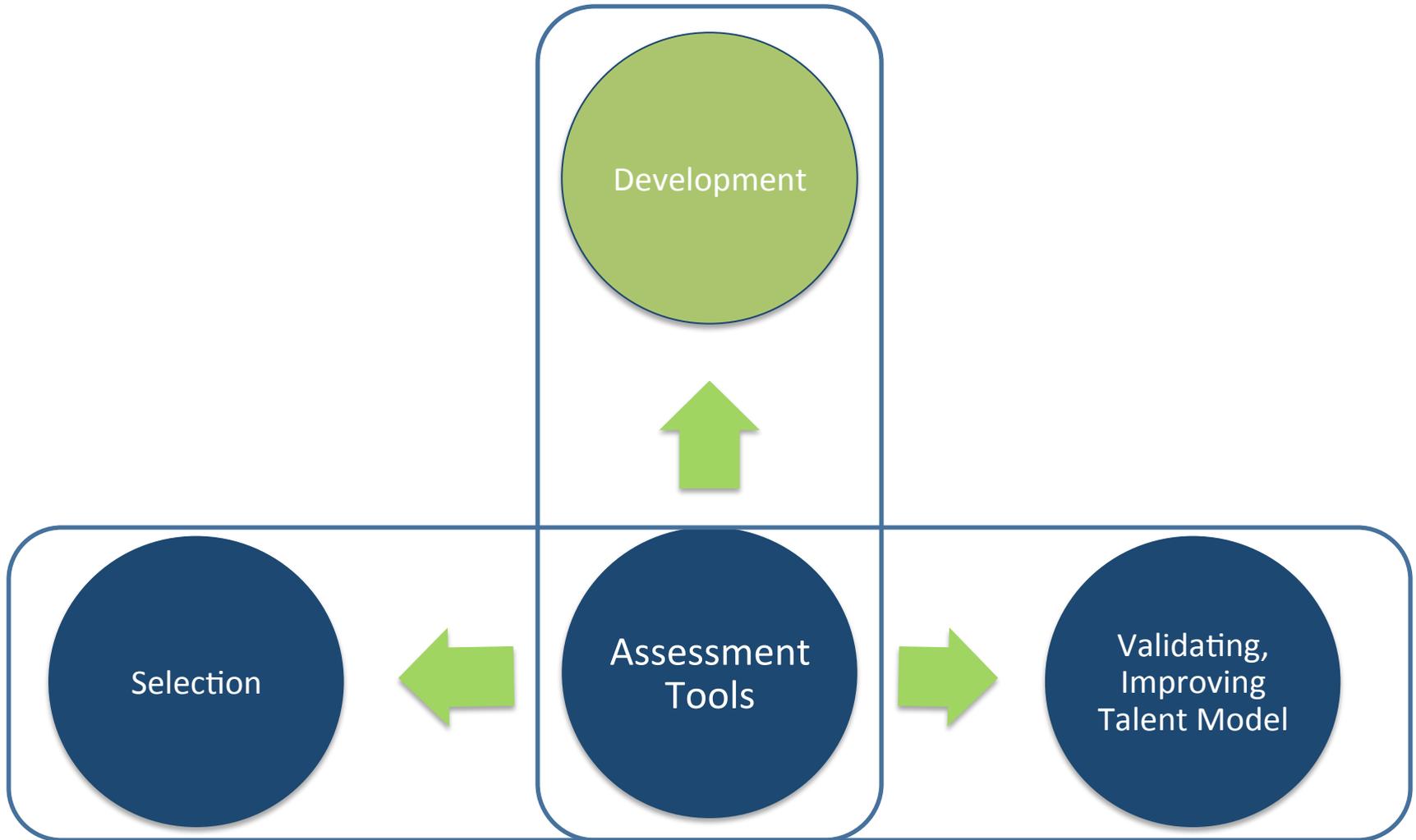4. Questions

1. Framework

Skills Staircase

Equity Holder

Junior Partner

Senior Associate

Midlevel

Your Organization's Talent Model

Junior Associate

Law Student

Assessment tools are _feedback_ to help ascend the staircase

Your Organization's Talent Model

Uses of Assessment Tools

Development

Selection ← Assessment Tools → Validating, Improving Talent Model

2. Validity & Assessment Examples

A Simple Success Model

$$\boxed{\text{Job Performance}} = \boxed{\text{Cognitive Ability}} + \boxed{\text{Personality Motivation Character}}$$
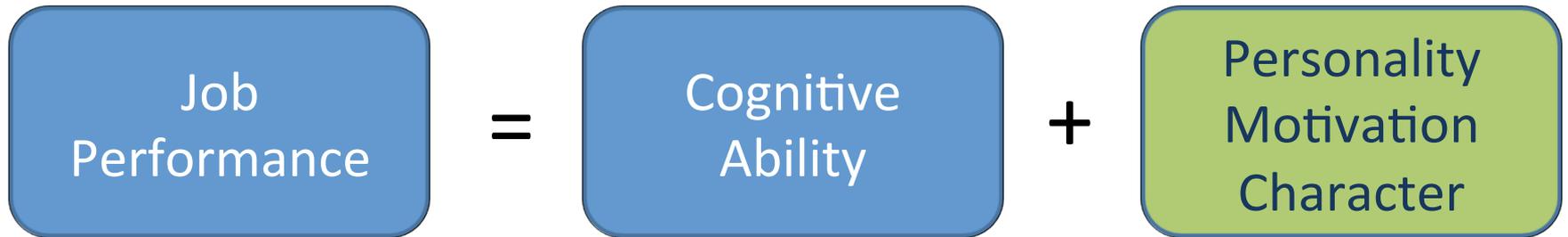
See Shultz & Zedeck, *Identification, Development, and Validation of Predictors for Successful Lawyering* (2008)

Checklist for Selecting an Assessment

❑ **What problem are we trying to solve?** (i.e., how will it be used?)

❑ **Predictive validity?** (i.e., does it predict performance?)

❑ **Maps accurately onto our job analysis/competencies?**

❑ **Developmental reports?** (i.e., clear, useful?)

❑ **Cost?** (~ free to $500 per assessment)

❑ **Time duration?** (5 minutes to 2 hours)

❑ **Risks?** (i.e., defensibility, impression management, high/low stakes situation, adverse impact)

❑ **Ability to do follow-up statistical analysis?** (i.e., what works and what doesn't?)

Selecting an Assessment Requires "Mapping"

Job Analysis/ Competency Model

e.g., initiative, teamwork, responsiveness, confidence
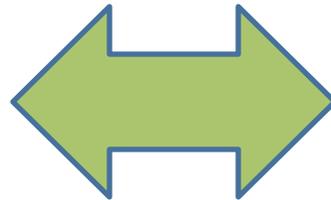
Personality Assessments

- 16 PF
- California Psychological Inventory
- Management Development Questionnaire (MDQ)
- Hogan (HPI, HDS, MVPI)

Assessment Examples:

- Myers Briggs
- EQ
- CPI 260
- PF16
- Highlands Ability Battery
- Thomas-Kilmann Conflict Mode Instrument
- Hogan Assessment (HPI, HDS, MVPI, HBRI)

Take a Big Five Assessment Online (no cost):

International Personality Item Pool
http://www.personal.psu.edu/j5j/IPIP/

Hexaco Personality Inventory
(Big Five plus and honesty-humility scale)
http://hexaco.org/index.html

a. Practical Example

Caren Ulrich Stacy
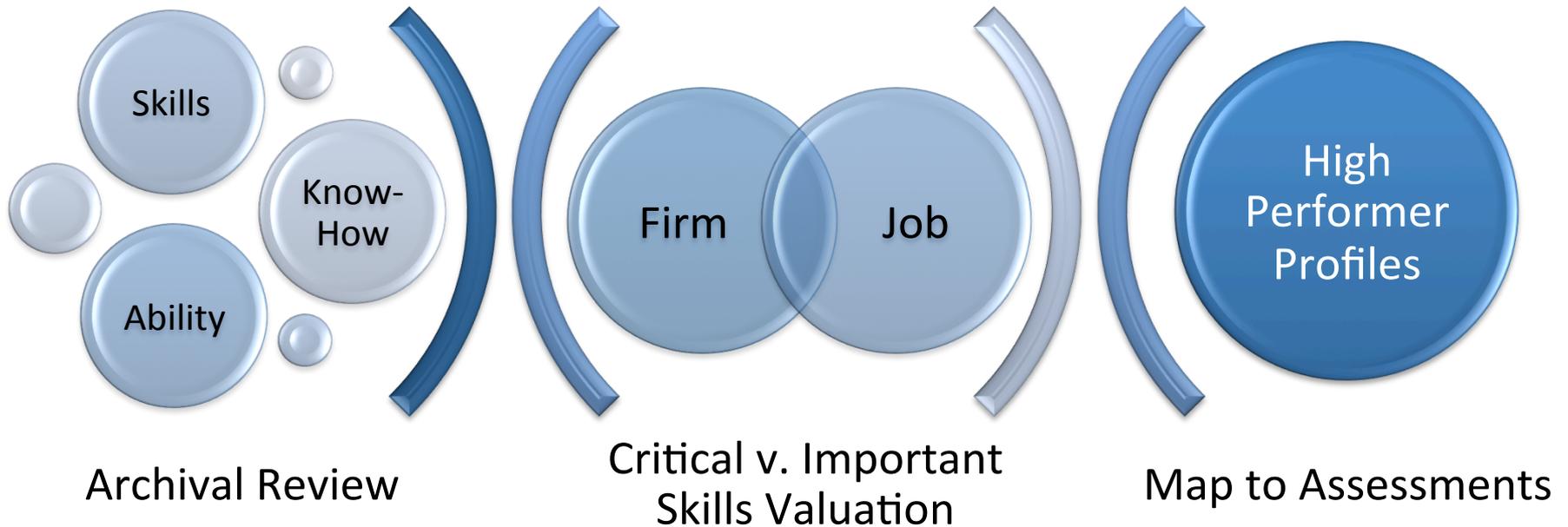
Principal & President

Lawyer Metrics LLC

Firm A: The Challenge

*"The firm is hiring too many
C player lateral associates."*

Costs Associated with Bad Hires Highlighted by the Firm:

- Headhunter fees

- Lost billable time during the hiring, rehabilitating/counseling and outplacement efforts

- Partner angst (i.e. extra time redoing work, additional billable hours "doing it themselves")

- Client service/quality of work issues

Job Analysis

"What are the traits and behaviors of A, B and C players?"

Skills
Know-How
Ability

Firm   Job

High Performer Profiles

Archival Review

Critical v. Important Skills Valuation

Map to Assessments

MDQ Assessment Scales (Behaviors)

Managing Change	Planning and Organization	Interpersonal Skills	Results Orientation	Leadership
1. Initiative	5. Analytical Thinking	9. Oral Communications	13. Achievement Orientation	17. Authority Presence
2. Innovation	6. Decision Making	10. Sensitivity to Others	14. Business Awareness	18. Developing People
3. Flexibility / Adaptability	7. Planning	11. Developing Relationships	15. Customer Focus	19. Motivating Others
4. Risk Taking	8. Quality Focus	12. Team Work	16. Learning Orientation	20. Resilience

AMI Assessment Scales (Traits)

Self Assurance	Ambition	Self Control
1. Confidence in Success	7. Competitiveness	15. Internality
2. Dominance	8. Compensatory Effort	16. Persistence
3. Fearlessness	9. Eagerness to Learn	17. Self-Control
4. Flexibility	10. Engagement	
5. Independence	11. Goal Setting	
6. Preferences for Difficult Tasks	12. Flow	
	13. Pride in Productivity	
	14. Status Orientation	

Candidate Assessment Results

Planning and Organizing		
Low (1-3)		**High (8-10)**
+ "Right brained" + Spontaneous - May jump to conclusions	**Analytical Thinking** `1 2 3 4 5 6 7 8 9 10` Analyzes issues and breaks them down into their component parts. Makes systematic and rational judgment based on relevant information.	Analyses things carefully + Makes logical and rational decisions + May not act spontaneously - May be slow to take action when there is incomplete information -
+ Seen as prudent and careful + Makes decisions deliberately - May hold things up - May be seen as indecisive	**Decision Making** `1 2 3 4 5 6 7 8 9 10` The ability to utilize available information, past experience, and sound judgment to select the best approach in a timely manner despite ambiguity.	Makes decisions quickly + Displays confidence + May rush into decisions - May be seen as risky -
+ Able to make things up as he/she goes - May not anticipate problems - May waste resources	**Planning** `1 2 3 4 5 6 7 8 9 10` The ability to plan and organize resources efficiently.	Plans work + Prioritizes tasks + May find it difficult to act on spur of moment - May have difficulty when things do not go according to plan -
+ Interested in primary goals rather than details - Allows people to make mistakes + Easy to work for - May make mistakes in details	**Quality Focus** `1 2 3 4 5 6 7 8 9 10` Takes pride in work, does job well, and gets the details correct.	Has high standards + Gets things right the first time + May alter others' work unnecessarily - May be seen as inflexible and uncompromising -
Interpersonal Skills		

Structured Panel Interview

Learning Orientation – Behavioral Questions

An assessment of the candidate's (a) approach to learning new and more complex concepts, processes, and material matters; (b) ability and interest in teaching others; and the (c) preferred method of self-learning and teaching others.

Questions:

1) When you started a new project or activity, how did you learn it? Give us a specific example to show us how this worked.
2) When you've had the opportunity to train someone, what process did you use? Again, please give us a specific example.
3) What outside hobbies or interests do you have? How did you get involved in them? Tell us how you learned about the hobby or interest that is most complex.

Candidate Scorecard

Skill/Process	Assessment	Panel Interview	One-on-One Interviews	Overall Score
Initiative	3	4	7	Discuss
Analytical Skills	4	5	8	Discuss
Confidence	8	7	6	Discuss
Client Focus	4	4	8	Discuss
Oral Communications	7	8	6	Discuss

Development Implications

Job Analysis/ Selection Tool

Bridge the Hiring

and

Development Gap

Career Planning

Mentoring
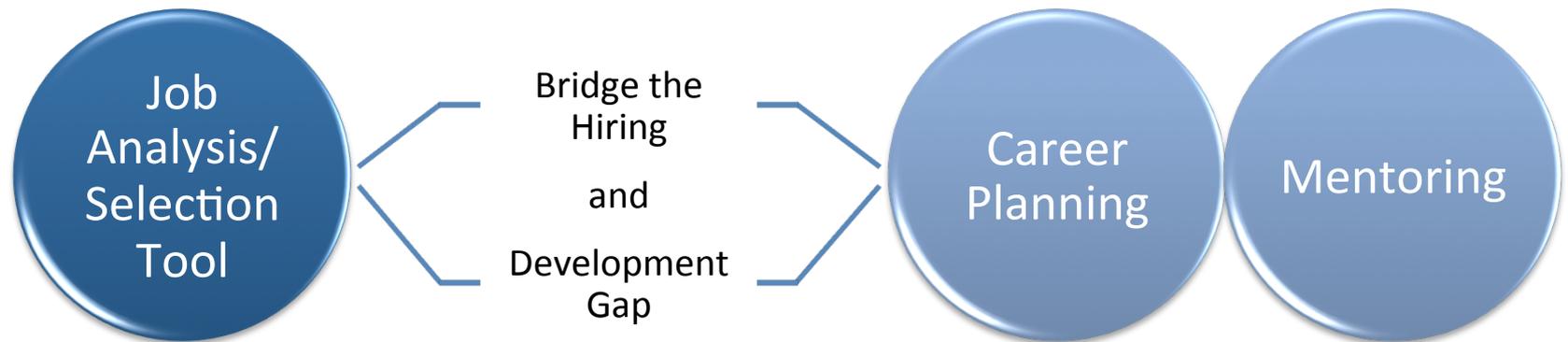
b. Practical Example

Jennifer Queen

Chief Recruiting & Development Officer

McKenna Long & Aldridge LLP

MLA Competencies

- <u>Professional Judgment/Growth</u>: Provides sound, balanced and practical legal advice

- <u>Client Service</u>: Clients respect the associate's intellect and advocacy capabilities

- <u>Work Management</u>: Demonstrates the ability to implement alternative strategies quickly and smoothly to meet changing circumstances and client needs

- <u>Interpersonal Traits</u>: Able to appropriately criticize or disagree with positions taken by peers and partners in a constructive and tactful manner
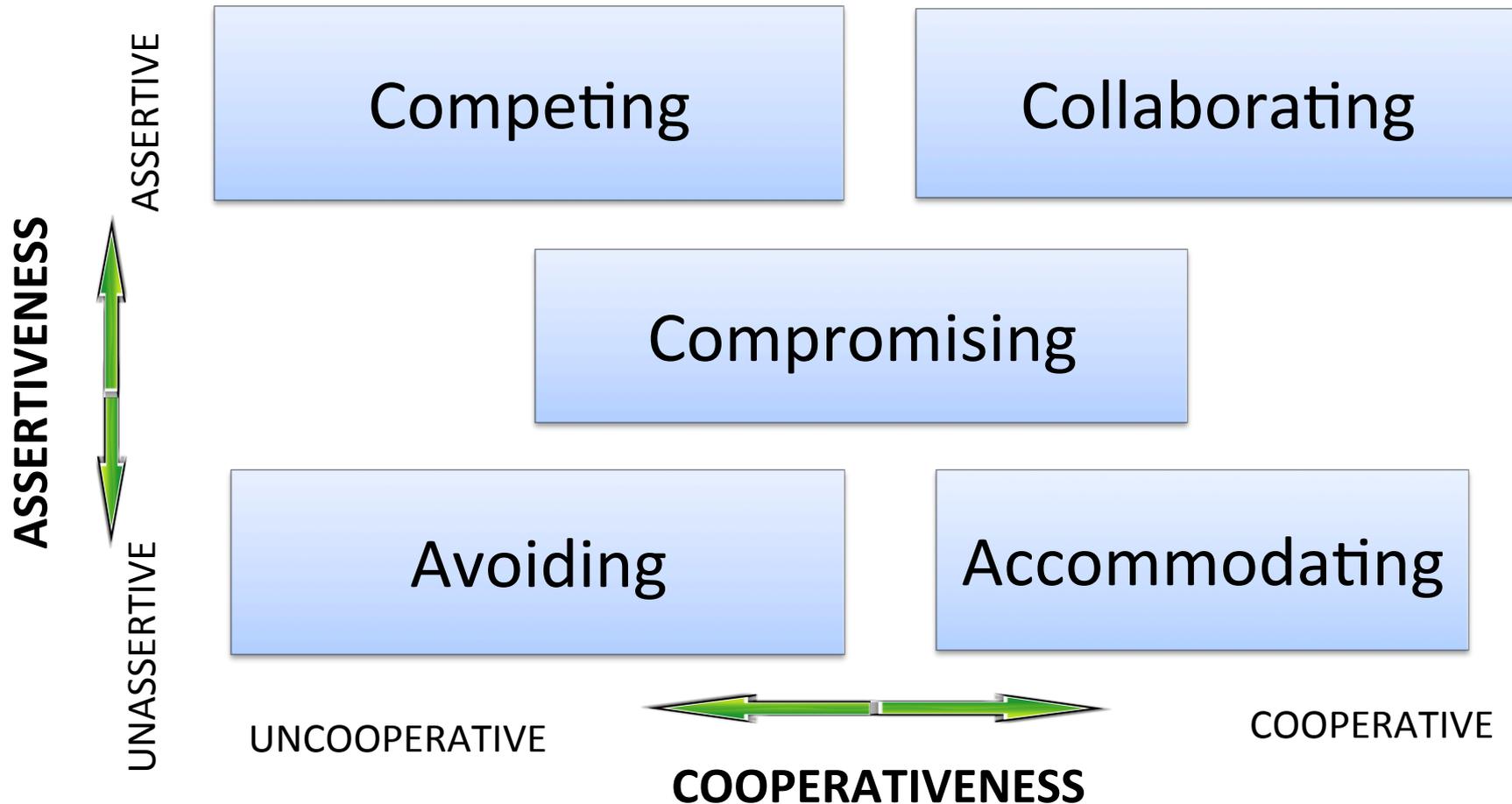
Is the associate aware or unaware of the issues?

Thomas-Kilmann Conflict Mode (TKI)

Competing

Collaborating

Compromising

Avoiding

Accommodating

ASSERTIVE

UNASSERTIVE

ASSERTIVENESS

UNCOOPERATIVE

COOPERATIVE

COOPERATIVENESS

Adapted from "Conflict and Conflict Management" by Kenneth Thomas in *The Handbook of Industrial and Organizational Psychology*. (Chicago: Rand McNally, 1976)

c. Practical Example

Cindy Pladziewicz, J.D., Ph. D., PCC

Professional Development Perspectives

Example: Assessment as Development Tool in Group Setting

Should You Use an Assessment?

$$E + R = O$$

- Event (orientation program) plus Response (agenda and execution) Equals Outcome (value to attendees)
- Is this Assessment (or any assessment) the Best Response to Get to Your Desired Outcome?

Example: Using Strengths Finder at Attorney Orientation

- Event?
- Outcome Desired?
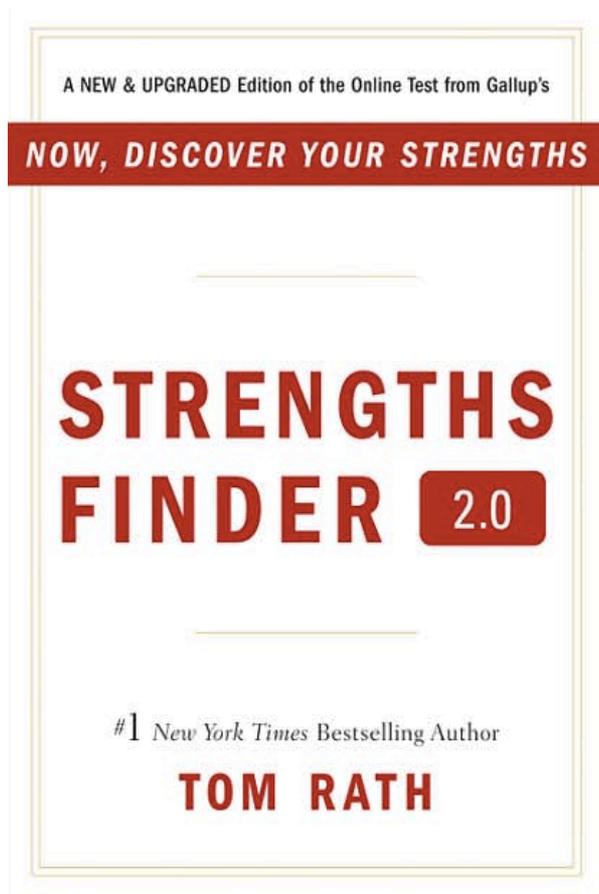- Is this the best Response to get to Outcome Desired?

Which Criteria Matter Most to Your Outcome?

Reliable? Valid? Fair? Acceptable?
Cost Effective? Easy to Use? Outcome Measurement?

Example: Using Strengthfinder at Attorney Orientation

- Reliable?
- Valid?
- Fair?
- Acceptable?
- Cost Effective?
- Easy to Use?
- Outcome Measurement?

4. Questions