

# Using Assessment to Drive Executive Development

**A presentation to the  
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# Overview



- **Assessment defined**
- **How people learn: A model**
- **What assessments provide**
- **Boosting the impact of assessment**
- **ROI: What does it take?**

# Assessment Defined



**For our purposes we define an assessment as...**

- **A psychological profile**
- **Participation in an assessment center**
- **Style, motive, and competency inventories**

**These can be administered...**

- **Pre-development**
- **In phases during development**

# Your experiences

- **How do you use and ensure the impact of assessment instruments?**
  - ⇒ **Take five minutes**
  - ⇒ **Take notes**

# How people learn

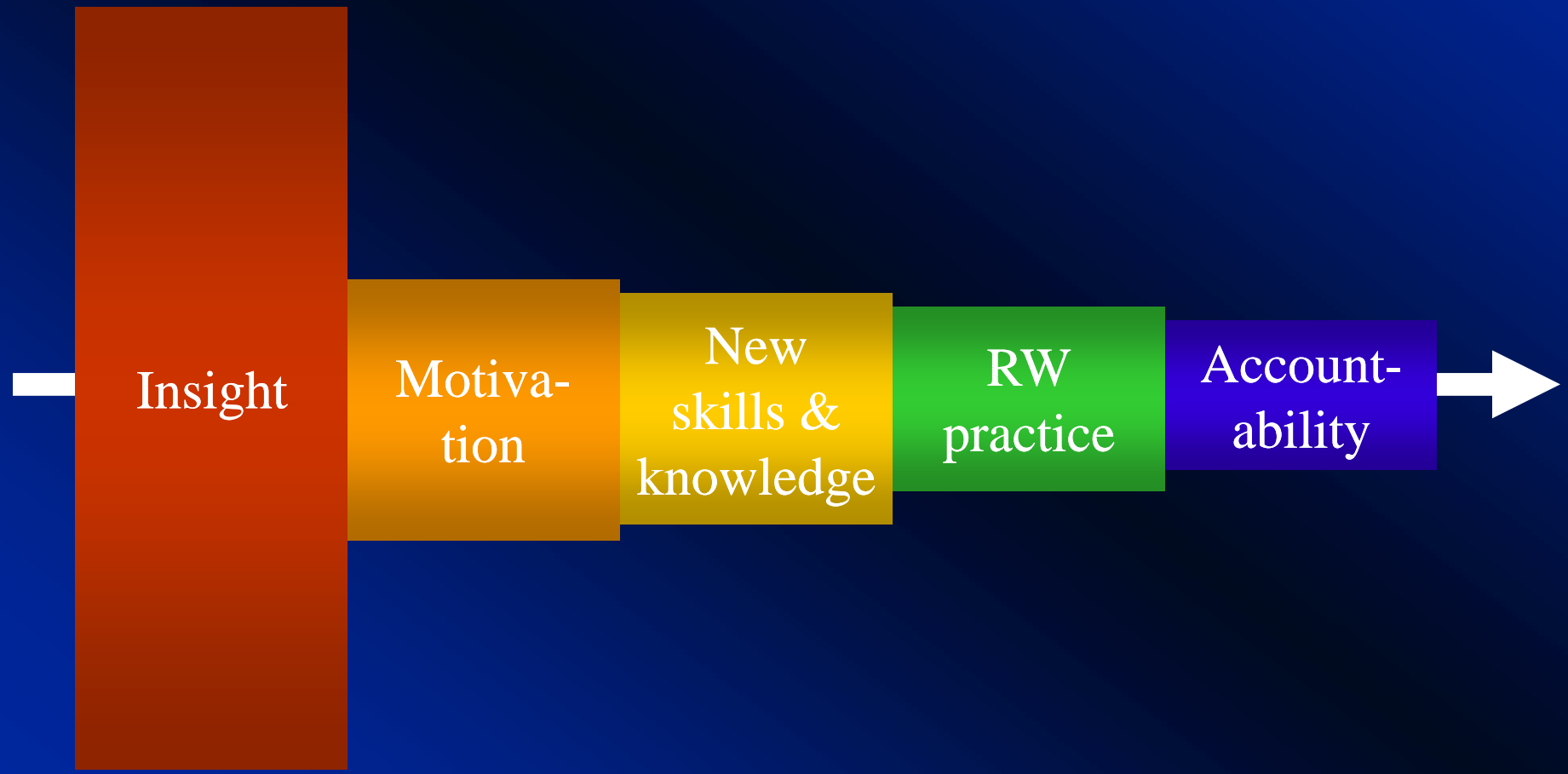
## PDI's Development Pipeline™



# How organizations develop people



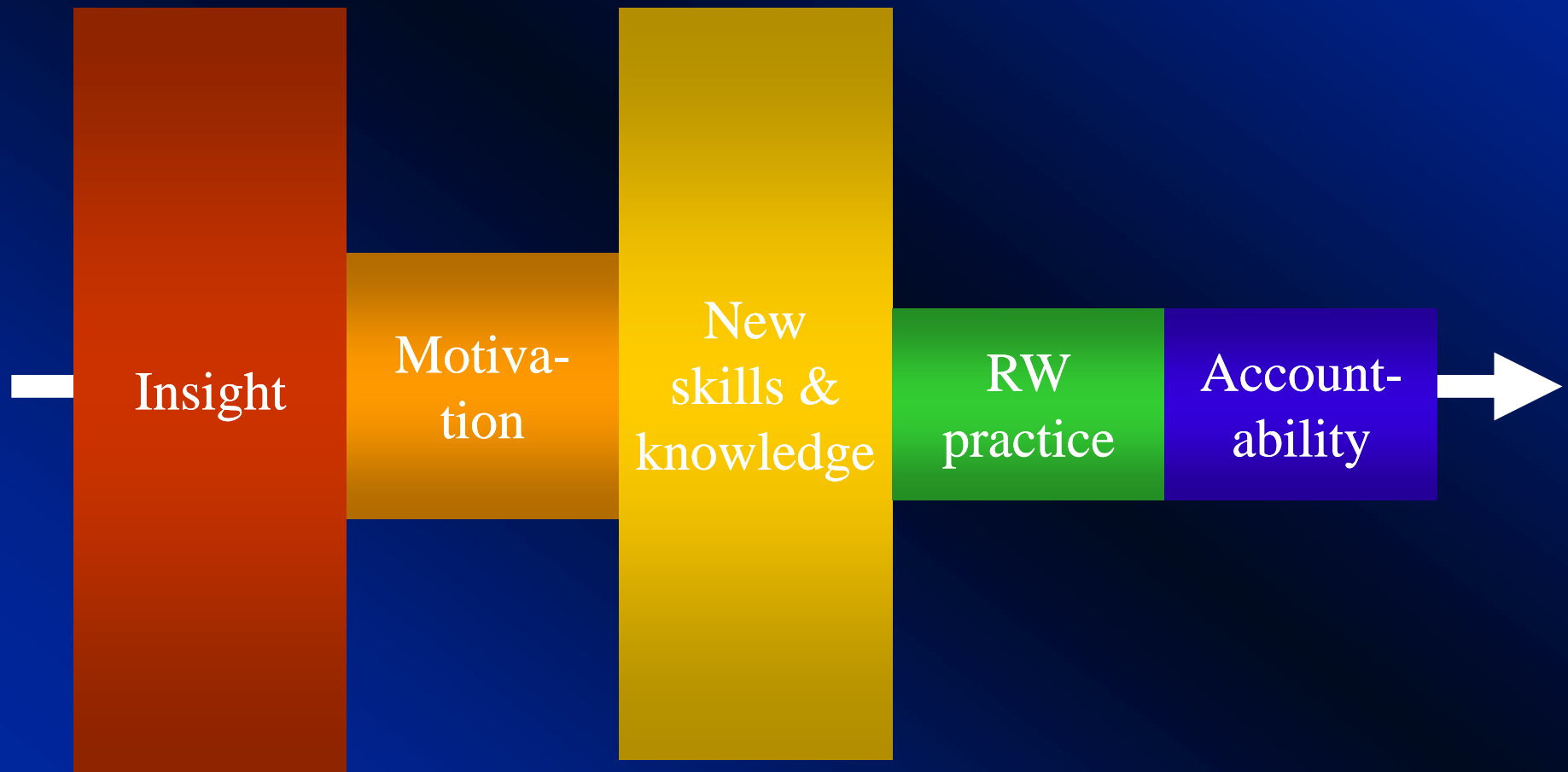
## The “feedback rich” organization



# How organizations develop people



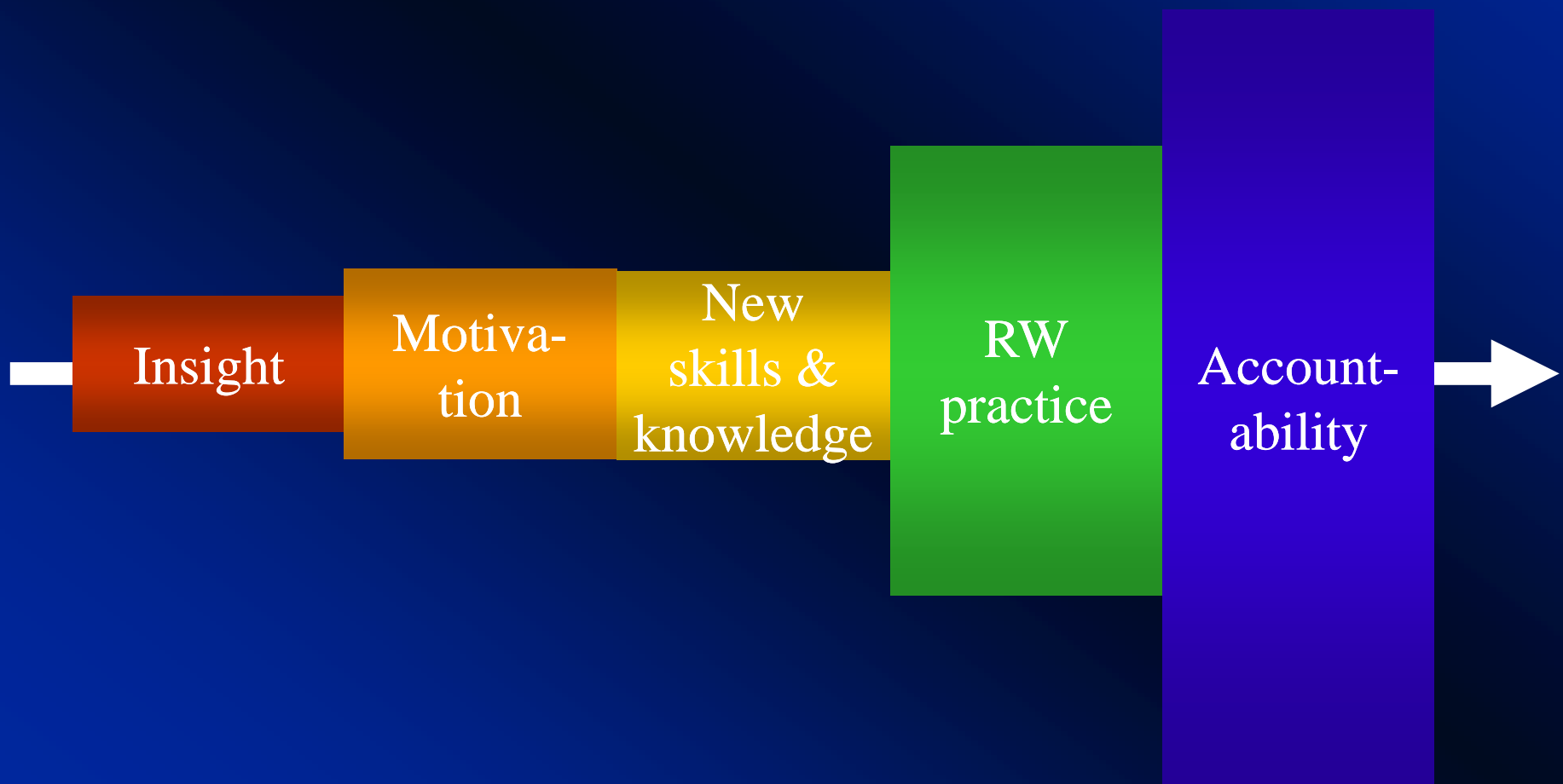
## The “HR driven” organization



# How organizations develop people

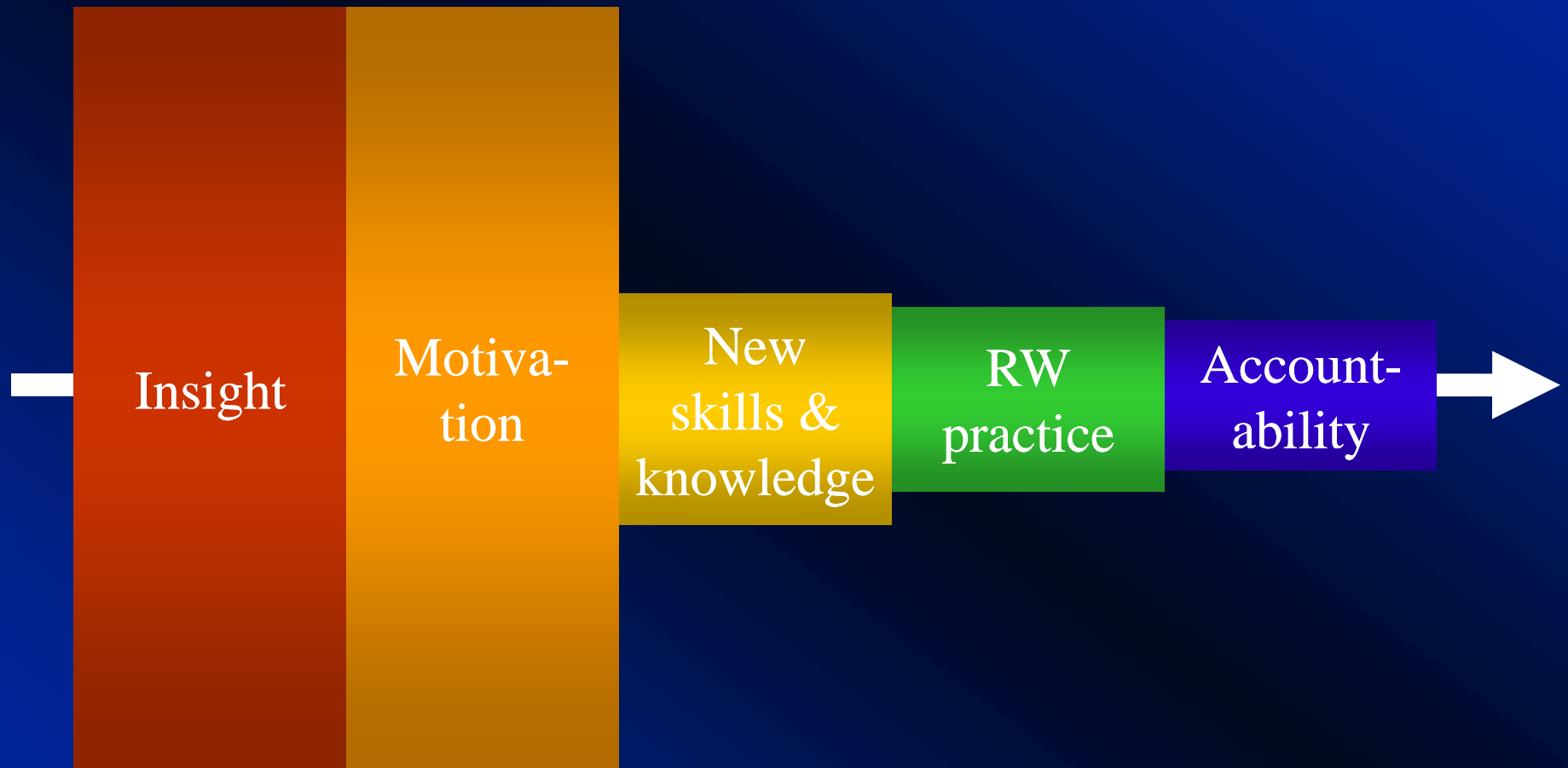


## The “line driven” organization





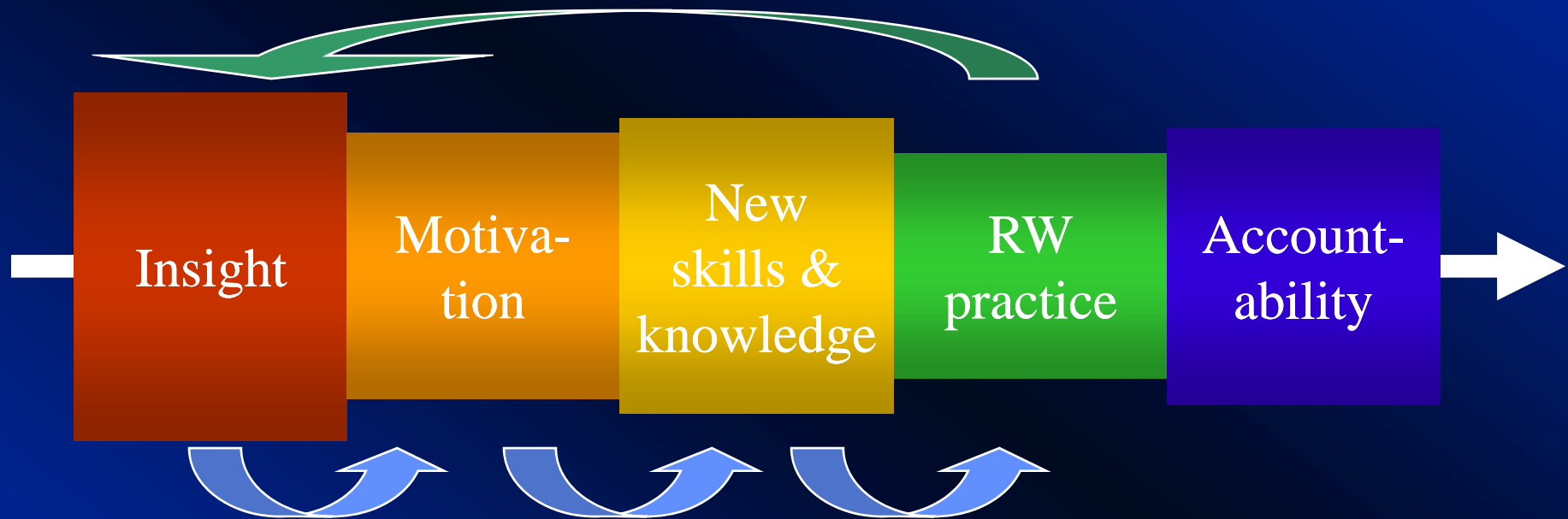
# What assessments provide



**Assessment provides *Insight* and *Motivation* when delivered competently.**

# Boosting the impact of assessments

## ➤ Bring the assessment into the program



Example: Cycle back to assessment results several times in an action learning program to process real world applications and refine new skill learning.

# Boosting the impact of assessments



## ➤ Engage participants in the instruments

⇒ Move from discovery and reflection to discovery, reflection, and decisions

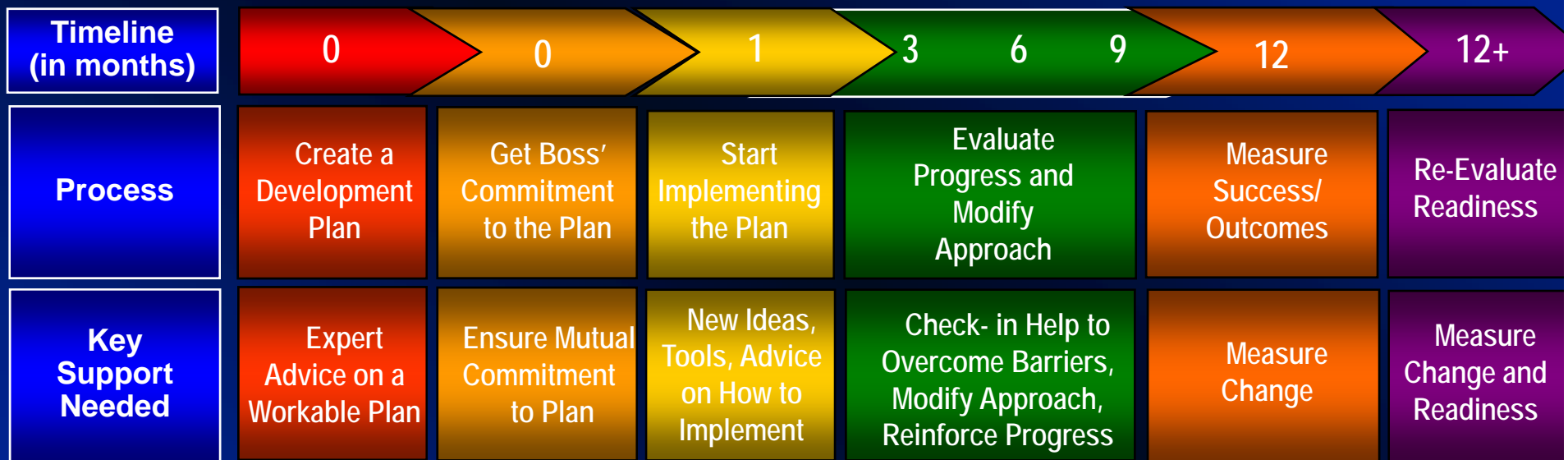
⇒ Drive exercises off the tools

- Tools as stand-alone “feedback” tools only yield insight
- Operationalize tool results—how they can be used

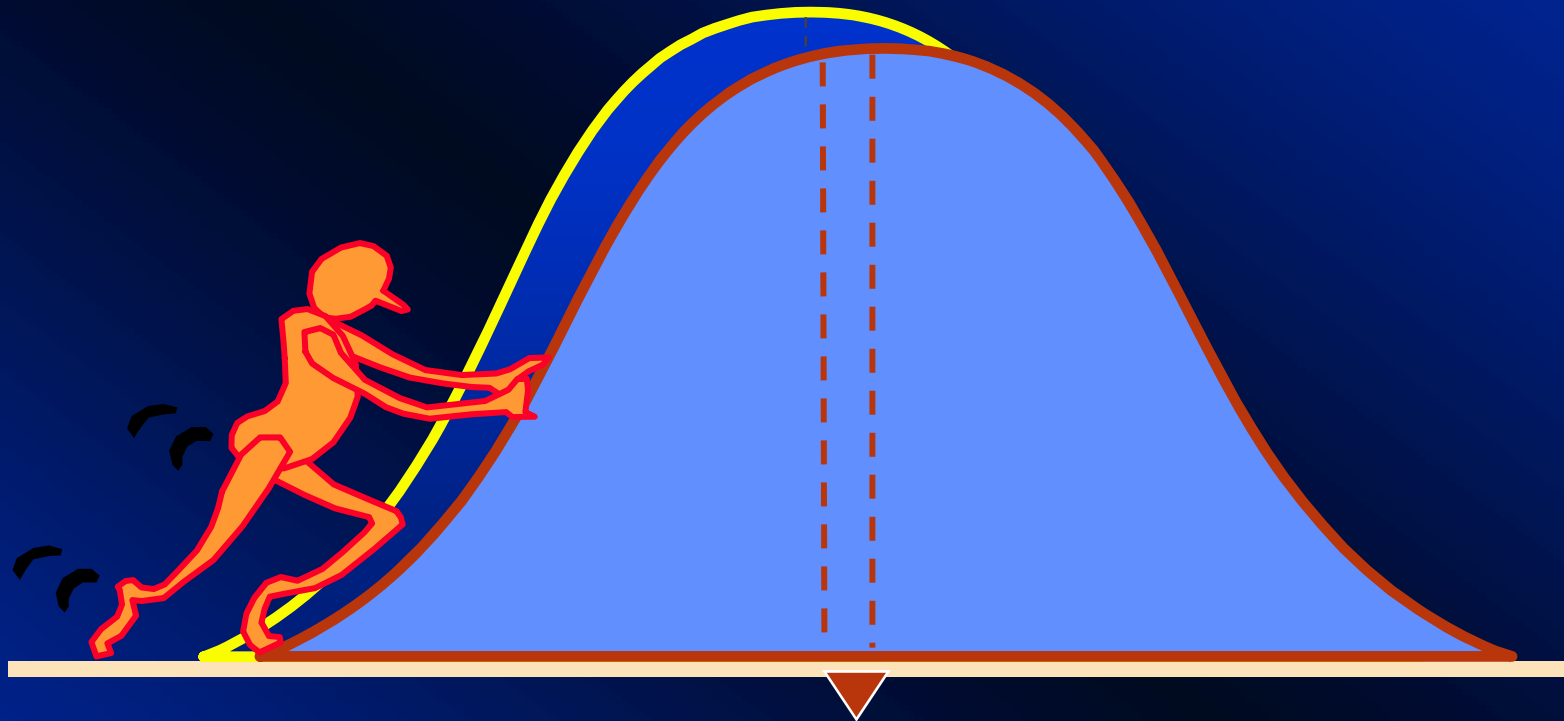
⇒ Talk person, not instrument

- Focus on the themes

# ROI: What does it take?



# ROI: How much does it take?



**Average On-the-Job Performance Change Required  
to Achieve Threshold ROI Hurdle Rate**

# ROI: How much does it take?



➤ **To achieve a 20% ROI at validities typical of assessment and development interventions, you need a performance improvement of only .032 standard deviation**