

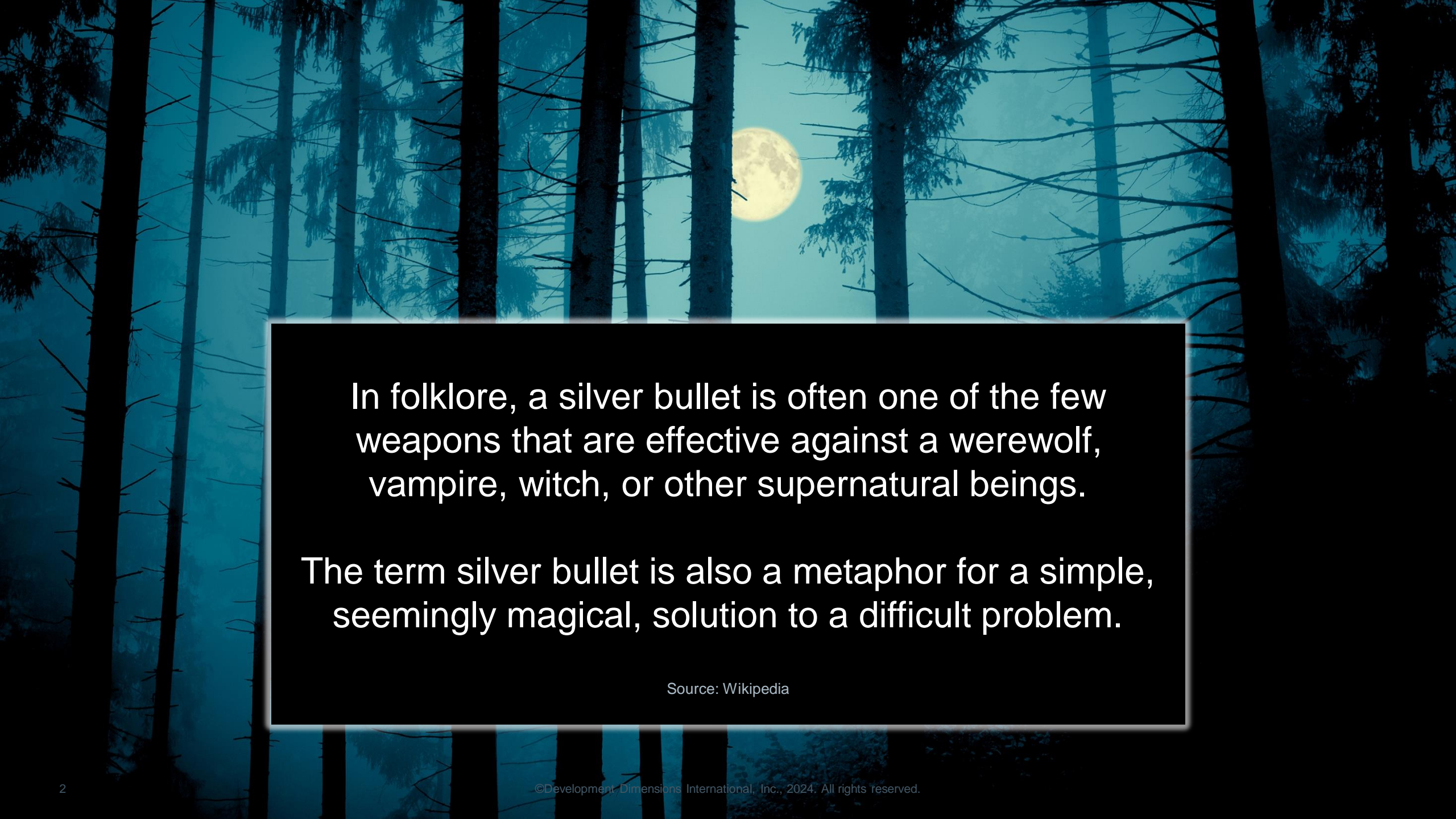


• Assessment: The Silver Bullet to Personalized Development



**Scan for
additional
resources**





In folklore, a silver bullet is often one of the few weapons that are effective against a werewolf, vampire, witch, or other supernatural beings.

The term silver bullet is also a metaphor for a simple, seemingly magical, solution to a difficult problem.

Source: Wikipedia

BETTER LEADERS. BETTER FUTURE.

Backed by Science.



Verity Creedy
Vice President
Product Management
She/Her

Look Familiar?



Leaders



HR

The #1 Thing Leaders Want: **Personalized Development**



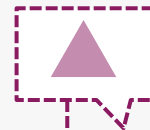
DDI's Global Leadership Forecast | 13,695 Leaders | 1,827 HR Professionals | 1,556 Organizations | 529 CEOs



“It’s relevant.”



“It’s authentic.”



“I can use this right now.”

What Makes a Learning Experience Feel Personal?



“It’s mine.”



“This is so me!”

What Makes a Learning Experience Feel Personal?



Insights
from assessments
spark development
and **growth.**





Insights to Spark Development

Assessment Options: Pros and Cons

**Personalizing Development
Experiences at Scale**



Assessment is
what you do
for leaders,

not **to** leaders.







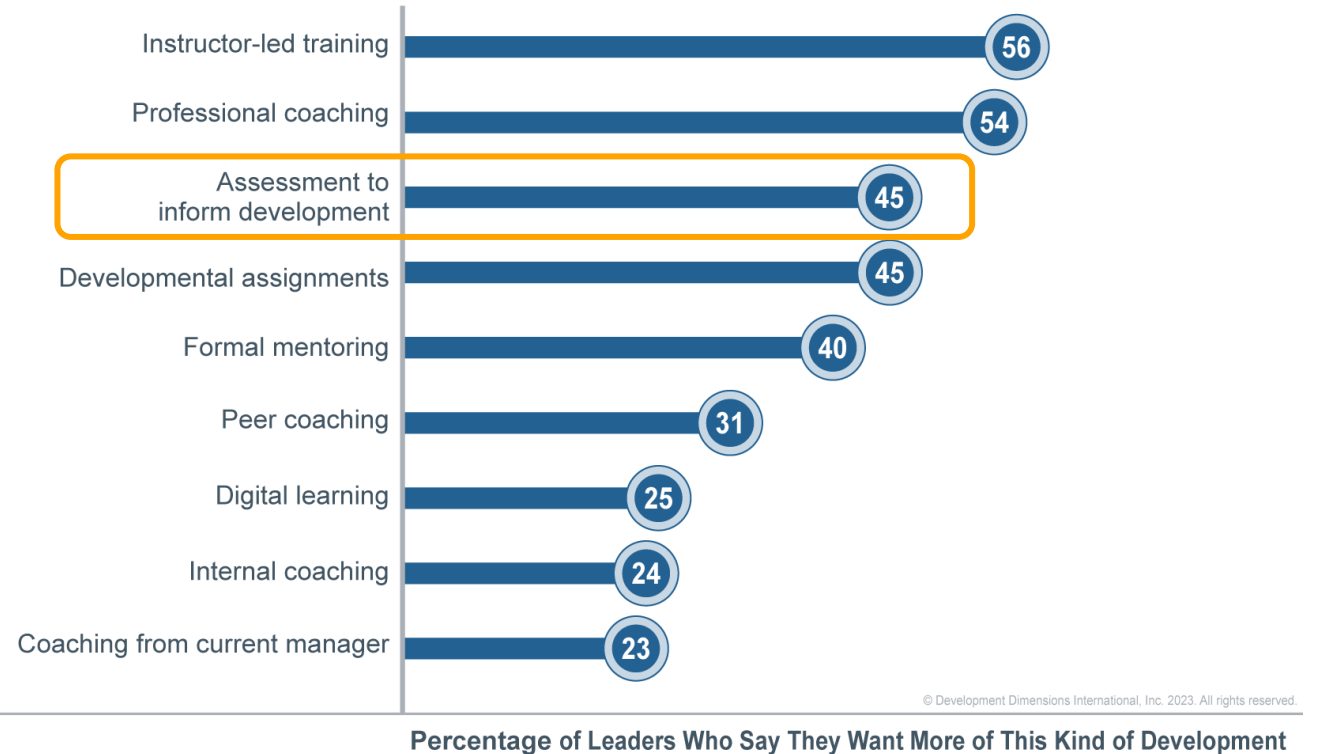
Assessment

is Development



How Leaders Want to Learn

Most Sought-After Learning Experiences



Source: DDI, Global Leadership Forecast 2021



Assessments Boost Bench Strength

Combining high-quality
assessment with any
development program
boosts bench
strength by

30%



Source: DDI, Global Leadership Forecast 2021



Assessments Help to Fill Talent Gaps



56%

of companies with strong formal assessment programs could fill critical roles immediately

Source: DDI, Global Leadership Forecast 2021



Where It's Easy to Go Wrong With Assessment

Purpose

Experience

Strategy

Episodic

Action



What Assessment Should Be

Deeper, bolder
development
experience

Objective
perspective

Opportunity
for feedback

Create
insight

Drive focus
and growth

Assessment Options for Development

Perceptions

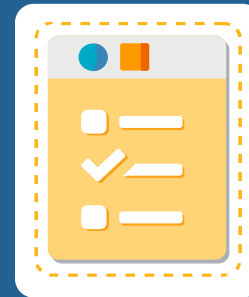
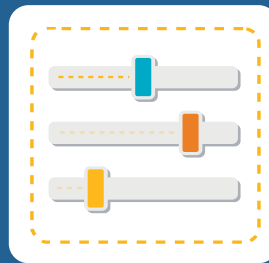
Self-Insight
Tools



360-Degree
Feedback

Tests

Personal
Attributes
Inventories



Skill
Knowledge
and
Application

Simulations

Practice
Scenarios



Day-in-
the-Life
Assessment
Centers

What I Know

- Skill Knowledge and Application Tests

What I Can Do

- Practice Simulations
- Day-in-the-Life Assessment Centers

Who I Am

- Self-Insight Tools
- Personal Attributes Inventories

My Insights as a Leader

How Others See Me

- 360-Degree Feedback



What I Can Do

Practice Simulations

REFLECTION POINT:

What would I say in this situation? (Yikes, this is harder than I thought...)

The simulation interface consists of three overlapping panels. The top panel shows a video player with a woman's face and a play button. The middle panel shows a video player with a 'Message from Karen' slide and a transcript box. The bottom panel shows a text input area with instructions and a 'Next' button.

Message from Karen
Hi, Barbara. I wanted to contact you a lot sooner,

Transcript
Important! Your response should address Karen directly.

Before moving on, confirm that you've reviewed your response for spelling and grammatical errors. **Next →**

Transcript
Reply to your manager, Victor, about your Clean Air 3000 initial launch plan, including how will you address operations and production issues. Additionally, describe what is most important for your team to address, and how should they proceed. Finally, decide which of your team members and other groups (for example, sales and marketing) should be involved.

Before moving on, confirm that you've reviewed your response for spelling and grammatical errors. **Next →**



What I Can Do

Practice Simulations



INSIGHT:

It's good to practice first... now I know what I did well and where I can improve the next time I'm in a similar situation.

What You Did Well	Where You Can Improve
<p>Empathizing with others EP</p> <p>Empathizing can help you effectively build trust. Particularly, it can help the direct report feel like their perspective is being considered. For example, acknowledging or relating to how a direct report is feeling and what they are dealing with. You could express understanding of the challenges Lilly faces in balancing her work schedule with personal obligations, acknowledging that it can be difficult to manage competing priorities and that you appreciate her efforts to improve her punctuality despite these challenges.</p>	<p>Developing ideas by establishing an action plan IG</p> <p>Developing ideas in a discussion can ensure the discussion has actionable outcomes. For example, explicitly outlining follow-up steps with a direct report can help you stay informed of their progress and ensure they will improve. You could work with Lilly to create an action plan that includes setting calendar reminders, identifying and addressing recurring conflicts, and establishing a system for brief updates when she is unavoidably late, and then schedule a follow-up meeting to review her progress.</p>

Your Skills: Where You Are Today

What You Did Well	Where You Can Improve
<p>Empathizing with others KP</p> <p>Empathizing can help you effectively build trust. Particularly, it can help the direct report feel like their perspective is being considered. For example, acknowledging or relating to how a direct report is feeling and what they are dealing with. You could express understanding of the challenges Lilly faces in balancing her work schedule with personal obligations, acknowledging that it can be difficult to manage competing priorities and that you appreciate her efforts to improve her punctuality despite these challenges.</p>	<p>Developing ideas by establishing an action plan IG</p> <p>Developing ideas in a discussion can ensure the discussion has actionable outcomes. For example, explicitly outlining follow-up steps with a direct report can help you stay informed of their progress and ensure they will improve. You could work with Lilly to create an action plan that includes setting calendar reminders, identifying and addressing recurring conflicts, and establishing a system for brief updates when she is unavoidably late, and then schedule a follow-up meeting to review her progress.</p>

IG = Interaction Guideline **EP** = Key Principle

your discussion with Lilly, including her commitment to prioritizing punctuality, the specific strategies you've identified together to help her manage her schedule more effectively, and the timeline for your follow-up meeting to review her progress.



What I Can Do

Day-in-the-Life Assessment Center

REFLECTION POINT:

*Am I ready to
move up?
Is this role right
for me?*

59:45 Hide

Business Plan: AirTrace by MagicHands

Please evaluate each statement and indicate if it is a:


Threat: Will likely lead the proposed business to failure.
Potential Problem: May develop into a problem.
Neutral: Will neither help the company's success nor develop into a problem.
Asset: Will help the company's success.

Value Proposition

AirTrace is a completely novel way of interacting with computers. Instead of using a keyboard, touch pad or even touch screen, AirTrace allows the user to control a computer through gestures that are performed without touching the screen.

AirTrace is a small scanner that is mounted to the computer screen. It constantly monitors the user's hands to detect gesture commands. At its heart is a small high speed camera (200 fps) and a sophisticated algorithm. The AirTrace is connected via USB.

Users can perform simple gestures to perform mouse clicks, drag and drop actions and zoom in or out. A virtual on-screen keyboard allows typing text without ever touching any surfaces.



Your Tasks

- Cooper Harris
Market Awareness
- Emily Ramsey
Your Nanotech Presentation

Completed Tasks

Reminders 1

- Your Meeting at 2:00 PM

00:14:45

Cooper Harris
Market Awareness 7:48 AM

Good day, regional operations leaders.


I met recently with Maria Vidal to discuss the importance of creating a company-wide, deeper industry and market awareness. We are seeing a trend toward more facility-level involvement in sales opportunities, and over the last year our win/loss ratio has improved by 15% when an operations expert participates in a sale.

However, while our operations experts can clearly describe development and production processes, many seem to lack an understanding of how Wellstone's products are perceived in local markets, how our products work best in certain industries, and how competitors are uniquely differentiating against us.

While it's important for our engineers to develop greater awareness, we would like to ensure that all facility

Your Response
Answer the question(s) below.

Reply to Cooper. What ideas do you have for how to build employees' industry/market awareness? Which option do you recommend as the best approach, and why?

B I U 

[Switch to Voice Response](#)

[Save Draft](#) [Submit](#)



What I Can Do

Day-in-the-Life Assessment Center




INSIGHT:

A director role feels like a stretch... But I know I can do it if I focus on my operational decision-making skills.

Results Summary

Provides an at-a-glance view of the competencies evaluated in the assessment process. The list of competencies includes ratings of your performance, which will aid in creating and executing your development plan.

To download a PDF version of these results, click the download icon  located at the top-right of this page.

RATING CATEGORY

◆◆◆ STRONG	◆◆ MODERATE	◆ LOW
<p>📌 ◆◆◆—</p> <p>Coaching and Developing Others</p>	<p>📌 ◆◆+</p> <p>Leading Change</p>	<p>📌 ◆+</p> <p>Business Savvy</p>
<p>📌 ◆◆◆—</p> <p>Driving Execution</p>	<p>📌 ◆◆</p> <p>Building Organizational Talent</p>	<p>📌 ◆</p> <p>Entrepreneurship</p>
<p>📌 ◆◆◆—</p> <p>Emotional Intelligence Essentials</p>	<p>📌 ◆◆</p> <p>Cultivating Networks and Partnerships</p>	<p>📌 ◆</p> <p>Operational Decision Making</p>



What I Know

Skill Knowledge Test

REFLECTION POINT:

Do I know what it takes to be a good leader?



Influencing

Do you know which involvement & persuasion strategies are most effective to gain commitment? Let's see...



You want to introduce a new process-improvement idea that impacts your partners in the organization's six other regions. If implemented well, the idea will make the company more successful

Ask each region's leader individually for their perspective on the process change.

Very Ineffective **Somewhat Ineffective** Neither Effective or Ineffective Somewhat Effective Very Effective

Disclose the reasons behind why you thought a process change was needed.

Very Ineffective Somewhat Ineffective **Neither Effective or Ineffective** Somewhat Effective Very Effective

Outline reasons why the process change will increase revenue for the organization.

Very Ineffective Somewhat Ineffective Neither Effective or Ineffective Somewhat Effective Very Effective

Remind your partners that collaboration is an organizational value.

Very Ineffective Somewhat Ineffective **Neither Effective or Ineffective** Somewhat Effective Very Effective



What I Know

Skill Knowledge Test



INSIGHT:

I definitely need to influence others better—and now I know what specific actions to focus on to grow.

Actions to Effective Influencing

To level up on a Action, select it for additional information



Glow Area

CLARIFY THE SITUATION

Clarifying the situation ensures everyone is on the same page

What does it look like?

- Use questions
- Understand concerns
- Summarize for mutual understanding



Grow Area

BUILD A CASE

Building a compelling case helps the other person accept an idea

What does it look like?

- Communicate benefits
- Engages emotionally and rationally
- Leverages evidence
- Summarizes benefits



Keep An Eye On

When you're trying to convince someone, do you have a tendency to bulldoze through the conversation? Are you extremely passionate, or maybe what you're advocating for is just so obvious or sensible? Others might not think so. Take the time to learn more. What are the other person's goals, perspectives, motivations, and concerns? Ask questions like: "What do you want to get out of this, personally and professionally?" and "What obstacles do you foresee?" Then, in return, share similar information from your point of view.



Keep An Eye On

When making your case, discuss the implications for the individual, team, and organization, making sure that the person sees how what you're suggesting benefits them personally. Also, craft arguments that balance positive and negative perspectives. Describe the good things that could happen if the idea or approach is adopted but also acknowledge—without taking a "doomsday" approach (motivating through fear is rarely effective)—possible negative consequences of not making a change. Consider how you pose consequences. If you push your ideas



How Others See Me

360-Degree Feedback

REFLECTION POINT:

How do others see me as a leader?

Coaching

Engaging an individual in developing and committing to an action plan that targets specific behaviors, skills, or knowledge needed to ensure performance improvement or prepare for success in new responsibilities.

	Very Low Level	Low Level	Moderate Level	High Level	Very High Level	Not Applicable
Aligns expectations for the discussion Opens the coaching session by describing the purpose and importance of the discussion; checks for understanding.	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Defines the performance challenge Explains and clarifies the need for improvement or preparation required for a new opportunity; articulates the impact on the individual, team, and organization; shares specific examples and relevant data.	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintains motivation Acknowledges the individual's value, progress, and contributions without minimizing the performance challenges; empathizes with individual concerns while emphasizing accountability for agreed-upon actions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Engages and involves Asks questions to further clarify the issues and their causes; collaboratively develops a plan by seeking and building upon the other person's ideas; balances seeking and telling.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>
Offers support Provides assistance (directly or through others) by sharing suggestions for improvement, best practices, development resources, positive models, or opportunities for experimentation; expresses confidence in the person's desire and ability to perform effectively.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>	<input type="radio"/>
Gains agreement Emphasizes the anticipated positive impact of planned actions on the individual, team, and organization; confirms the individual's commitment and buy-in to addressing the performance challenges.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input checked="" type="radio"/>	<input type="radio"/>



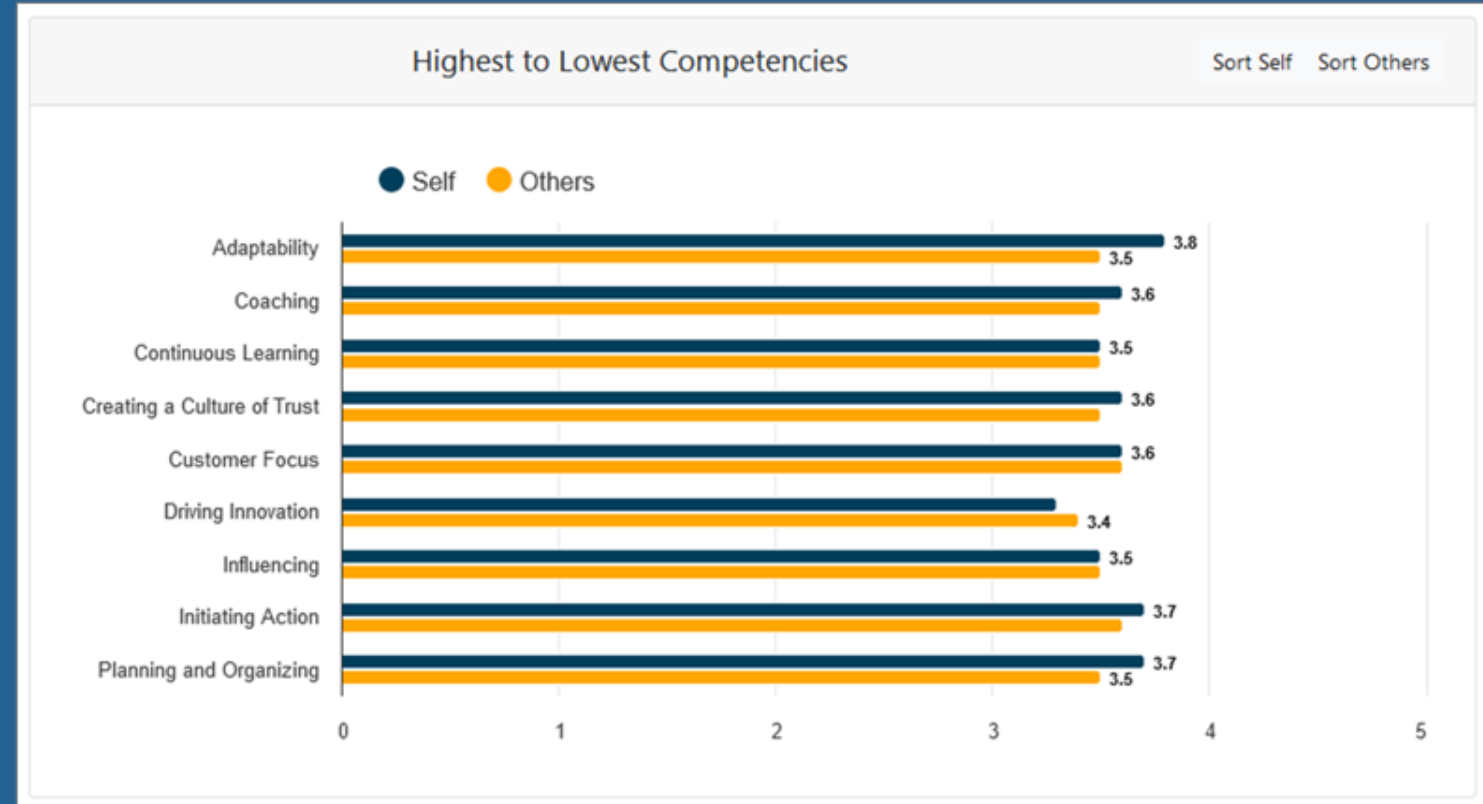
How Others See Me

360-Degree Feedback



INSIGHT:

It's good that others see my strengths, but I'm surprised about some of my gaps. What can I do differently...?





Who I Am

Self-Insight Tools

REFLECTION POINT:

*What am I like
as a leader?
How do I engage
my team?*

Engaging and Retaining Talent Course Prep

Begin to assess how you help your employees feel engaged in their jobs.

Engaging and Retaining Talent Course Prep(1) -

▶ Rate each statement. Then, save this self-assessment and bring it with you to the session. You'll continue to work on it in the session.

1 Statements 1-7 **2** Statements 8-14 **3** Statements 15-21 **4** Results

1. I work with people to set challenging, yet achievable, goals.

Seldom Some of the time Frequently Almost Always

2. I ensure that people on my team have the resources they need to do their jobs.

Seldom Some of the time Frequently Almost Always

3. I discuss how people's jobs contribute to the organization's goals.

Seldom Some of the time Frequently Almost Always

4. I immediately share information that affects my group.

Seldom Some of the time Frequently Almost Always

5. I create opportunities for people to learn about other functions in our organization.

Seldom Some of the time Frequently Almost Always

6. I allow individuals to have control over how they perform their work.

Seldom Some of the time Frequently Almost Always

7. I explain how individuals can demonstrate the organization's values.

Seldom Some of the time Frequently Almost Always



Who I Am

Self-Insight Tools



INSIGHT:

Now I know what to do more of if I want to engage and retain my team members.

▶ Here are your scores for Part 1 of this self-assessment. During the *Engaging and Retaining Talent* session, you'll interpret these and complete Part 3 of the Course Prep. Remember to bring these results to the session.



7 Statements 1-7

8 Statements 8-14

3 Statements 15-21

Which Driver Do You Use Most? *(to be completed during the session)*

Which Engagement and Retention Driver do you use the most?

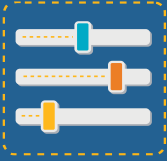
Which Engagement and Retention Driver do you use the least?

Which two Engagement and Retention Actions will you use as soon as possible to increase your team's overall engagement?

← Back

Save

View/Print



Who I Am

Personal Attributes Inventories

REFLECTION POINT:

Who am I as a leader?



Leadership Personality Insights

Leadership Personality Insights examines various traits that can influence your leadership performance. Upon completion, you will receive actionable insights into your Leadership Style.

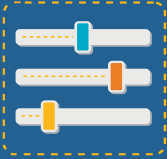


1/60



Please select *one* "**Most Like Me**" statement and *one* "**Least Like Me**" statement. Once you've made your choices, select the **Next** button to continue.

	Most Like Me	Least Like Me
People should pay attention to me.	<input type="radio"/>	<input type="radio"/>
Most of my friends are very competitive people.	<input type="radio"/>	<input type="radio"/>
I have full control over the things that happen to me.	<input type="radio"/>	<input type="radio"/>



Who I Am

Personal Attributes Inventories



INSIGHT:

Heep... I didn't realize how my personality impacts how I coach. I'll try to listen and seek ideas first the next time...



Following Through

Pragmatic Leaders have a tendency to be **Dependable**. They do what they say they will do and will foster a team culture of accountability and support.

Your Tendency: Very High



Self-Direction

Pragmatic Leaders have a tendency to be **Autonomous**. They believe strongly that their abilities and effort will successfully achieve desired outcomes.

Your Tendency: High



Always Growing

Pragmatic Leaders have a tendency to be **Feedback Seeking**. They are open to others' input, and they use feedback to fuel their own personal growth and performance improvement.

Your Tendency: High



How This Can Make You a Great Leader:



How This Can Make You a Great Leader:



How This Can Make You a Great Leader:



Too Much of a Good Thing
Lacking a Personal Touch




Too Much of a Good Thing
Doing it All



Too Much of a Good Thing
Giving in Too Easily

Integrating Assessments in Your Development Strategy

	PERCEPTIONS		TESTS		SIMULATIONS	
	Self-Insight Tools	360-Degree Feedback	Personal Attributes Inventories	Skill Knowledge and Application	Practice Simulations	Day-in-the-Life Assessment Center
Sample Use	<i>Reflect before formal learning</i>	<i>Focus development plans</i>	<i>Understand how traits make a difference</i>	<i>Know how to apply leadership skills</i>	<i>Try out skills in a safe space</i>	<i>Determine readiness for a stretch or new role</i>
Insights	Who I Am	How Others See Me	Who I Am	What I Know	What I Can Do	What I Can Do
Availability	On-Demand	Assigned	Assigned	Assigned	On-Demand	Assigned
Immediacy of Results	Instant	At a Later Time	Instant	Instant	Instant	At a Later Time
Objectivity	✓	✓	✓✓	✓✓✓	✓✓✓	✓✓✓✓
Time and Effort	+	++	+	+	++	+++
Cost	\$	\$\$	\$-\$\$\$	\$	\$-\$\$	\$\$\$

Assessment Options for Development

Perceptions

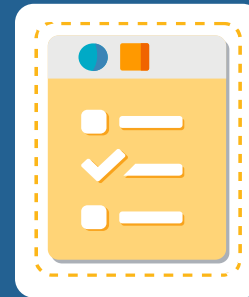
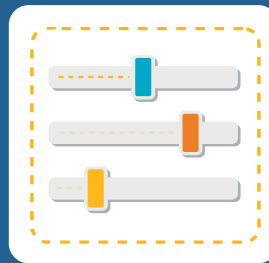
Self-Insight
Tools



360-Degree
Feedback

Tests

Personal
Attributes
Inventories



Skill
Knowledge
and
Application

Simulations

Practice
Scenarios



A Day-in-
the-Life
Assessment
Center

What I Know

- Skill Knowledge and Application Tests

What I Can Do

- Practice Simulations
- Day-in-the-Life Assessment Centers

Who I Am

- Self-Insight Tools
- Personal Attributes Inventories

**Deeper
Insights,
Better
Leaders**

How Others See Me

- 360-Degree Feedback



But It's So Tough

Where do I start? How do I scale?

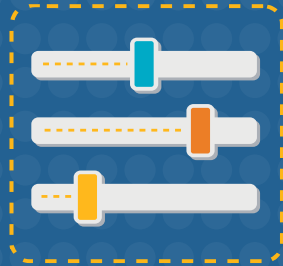
Example 1: BEFORE

Assessment Recommends Learning Path



Example 2: DURING

Assessment Insights Integrated in Courses



Assessment

Leadership Personality
Insights Inventory



Reflection

Who I Am Impacts How
I Show Up as a Leader



Live Group Session

Learning and
Debrief with Peers



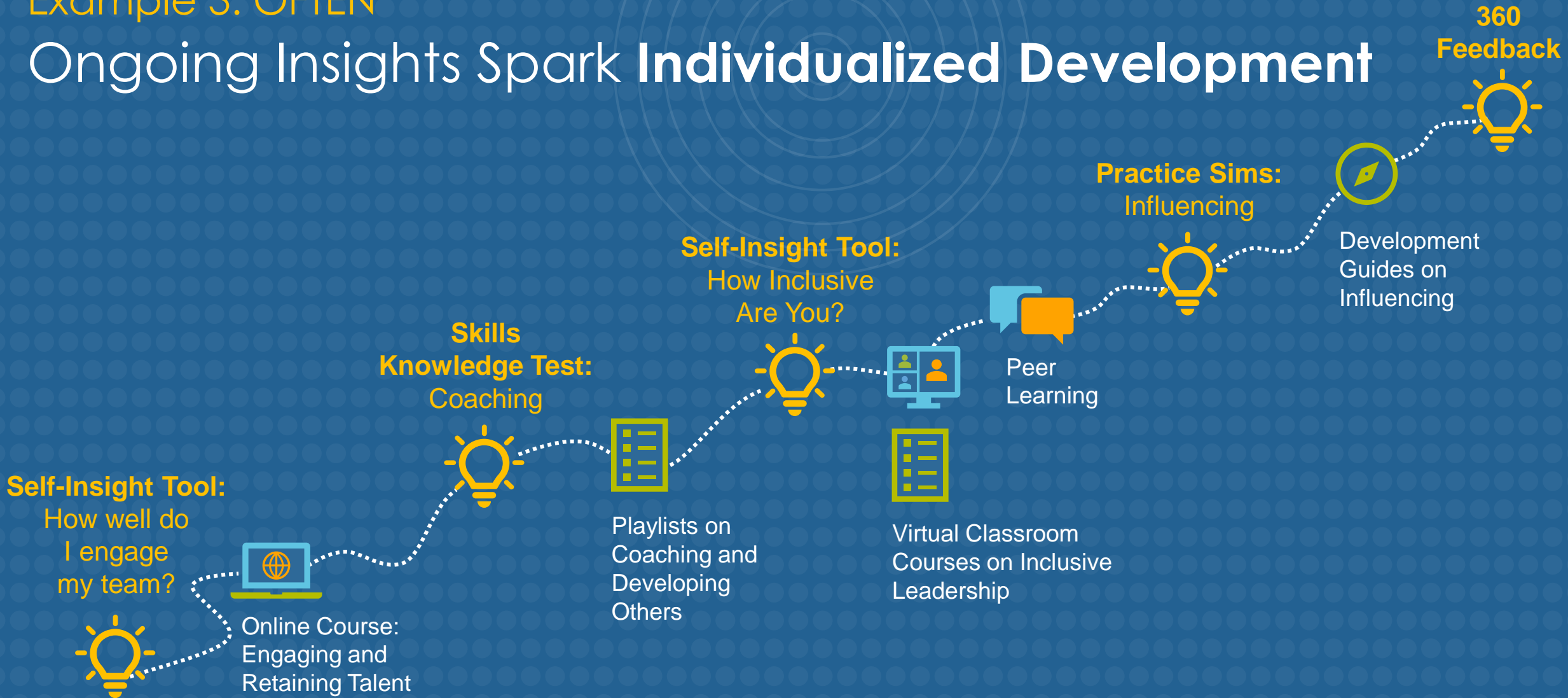
“What’s unique
about me?”

“I see what helps and
hinders how I coach and
lead change...”

“When I coach my team,
here’s what I do to help
manage some traits...”

Example 3: OFTEN

Ongoing Insights Spark Individualized Development



Insights from
assessments spark
personalized
development and
growth.



- **Leadership** is Deeply Human and Personal
- **Assessment** Has to Be Human and Personal
- **Design Development** as Human and Personal

DEVELOPMENT

Assessment



BETTER LEADERS. BETTER FUTURE.

Backed by Science.

Contact us: info@ddiworld.com

Visit us at booth #2701

○ Join our remaining sessions:

May 20, 1:00 – 2:00 PM

5 Key Principles of Leadership to Change Your Life

May 20, 4:30 – 5:30 PM

Demystify AI: What's Hype, What's Real, and What to Do

May 21, 10:30 – 11:30 AM

Unlock the Secrets to Make Digital Learning Work

May 22, 8:00 – 9:00 AM

We've Been Doing It Wrong: Fresh Approaches to High-Potential Programs

Scan bar code

Resources to make
your job easier.

