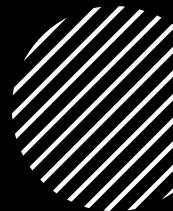# Half-Day
HR Essentials

Behavioral Assessments, Mentorship & Training Programs

A Quick Take Session Provided by:

Niki Ramirez, MBA/THRP/SHRM-CP
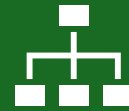Founder & Principal Consultant

HR Answers

What We'll Cover

Behavioral profiles: The What & Why?
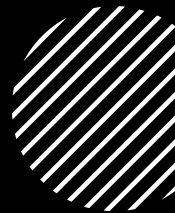
Different types of profiles and indexes.

Tips on using behavioral profiles and employment assessments.

Best practices for establishing training and mentoring programs in the workplace.

Quick Question:

-

What indexes have you taken?

Which ones do you like?

Are there any that you really dislike?

Behavioral Profiles: The What

- Comprehensive assessments that delve into an individual's patterns of behavior, personality traits, and psychological tendencies.

- Utilize various tools and methodologies to analyze how individuals think, feel, and act in different situations.

- They encompass factors such as communication style, decision-making processes, interpersonal relationships, and coping mechanisms.
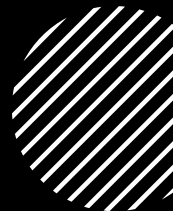
Behavioral Profiles: The Why

- Gain a better understanding individual strengths, weaknesses, and working styles within the workplace

- Optimize team composition

- Foster better communication

- Tailor management strategies to suit diverse personalities needs

Behavioral Profiles: The Why

- Succession planning

- Leadership development

- Facilitate effective conflict resolution

- Build rapport and respect across a diverse team

- Increase alignment between employee skills and organizational objectives and needs

Behavioral Profiles: The Bottom Line

Ultimately, behavioral assessments empower employers to cultivate a people-focused work environment that maximizes productivity, engagement, and overall job satisfaction among team members.

Pop Quiz! How Many Different Types of Behavioral Assessments are there?

3

27

Seems like a million!?

6 Different Types of Assessments

Personality Assessments: Evaluate individual traits, such as the Big Five personality traits (openness, conscientiousness, extraversion, agreeableness, and neuroticism), to understand how employees interact with others and approach tasks.

Communication Style Assessments: These assessments focus on how individuals prefer to communicate and express themselves, helping to improve interpersonal relationships and team collaboration.

Conflict Resolution Assessments: These assessments identify how individuals handle conflict and disagreement, providing insights into potential conflict resolution strategies and fostering a harmonious work environment.

6 Different Types of Assessments

Leadership Style Assessments: These assessments analyze leadership qualities and preferences, helping to identify potential leaders within the organization and tailor leadership development programs accordingly.

Emotional Intelligence (EI) Assessments: EI assessments measure an individual's ability to recognize, understand, and manage their own emotions, as well as understand and influence the emotions of others, which is crucial for effective leadership and teamwork.

Conative Assessments: Conative assessments show actions derived from instinct; purposeful modes of striving, volition, and conscious efforts to carry out self-determined acts.

6 Different Types of Assessments

- **Personality Assessments**
  - o <u>16 Types</u> personality test – based on the Myers-Briggs
  - o <u>Enneagram</u> personality test:

    tests.enneagraminstitute.com
  - o <u>DISC</u> personality test
  - o <u>Culture Add test</u> – Assesses how well a candidate's values and behaviors align with the organization
  - o <u>Clifton Strengths</u> – Describes an individual's talents across 34 themes

    https://www.gallup.com/cliftonstrengths/en/252137/home.aspx

6 Different Types of Assessments

- **Communication Style Assessments:** These assessments focus on how individuals prefer to communicate and express themselves, helping to improve interpersonal relationships and team collaboration.

    Free quiz:

    https://www.idealist.org/en/careers/workplace-communication-style

6 Different Types of Assessments

- **Conflict Resolution Assessments:**
    - The Thomas-Kilmann Instrument
    - https://kilmanndiagnostics.com/overview-thomas-kilmann-conflict-mode-instrument-tki/

6 Different Types of Assessments

- **Leadership Style Assessments:**
  - ○ Quiz from Psychology Today (56 questions, $12.95 for the full report)

    https://www.psychologytoday.com/us/tests/career/leadership-style-test

6 Different Types of Assessments

- **Emotional Intelligence (EI) Assessments:**
  - o Global Leadership Foundation

  https://globalleadershipfoundation.com/geit/eitest.html

6 Different Types of Assessments

- **Conative Assessments:**
  - The Kolbe A™ Index

  https://www.hranswers.org/product/kolbe-a-assessment-only/

What could go wrong?!

- Considering the deeply personal information that is gleaned through behavioral assessments, what are potential issues that could arise?

Using Behavioral Assessments: Key Considerations & Cautions

- **Validity and Reliability**: Employers should use personality assessments that have been validated and demonstrate reliability for the intended purpose.

    - *Validity*: Tells us that the test is measuring _____.

    - *Reliability*: Measures the extent to which the assessment produces _____ results under _____ conditions.

    - Best Practice: Be cautious of using assessments that lack empirical evidence supporting their validity and reliability ("quizzes")

Using Behavioral Assessments: Key Considerations & Cautions

- **Avoiding Bias:** Personality assessments should be designed and implemented in a way that minimizes bias based on factors such as race, gender, age, or disability.

  - *Best practice:* Employers should ensure that assessments do not inadvertently discriminate against certain groups or perpetuate stereotypes.

Using Behavioral Assessments: Key Considerations & Cautions

- **Guarding Against Stereotyping**: Personality assessments should be used as one of multiple factors in decision-making processes, such as hiring, promotion, or training.

  - Best Practice: Employers should guard against relying too heavily on personality assessments and avoid stereotyping individuals based solely on their results. These assessments are just one point of information/data NOT a "silver bullet"

Using Behavioral Assessments: Key Considerations & Cautions

- **Transparency and Informed Consent:** Employers should be transparent about the purpose of personality assessments and obtain informed consent from employees before administering them.

  - Best Practice: Employees should understand how the results will be used and have the option to decline participation without facing negative consequences.

Using Behavioral Assessments: Key Considerations & Cautions

- **Confidentiality and Privacy**: Employers should maintain the confidentiality of assessment results and ensure that they are only accessible to authorized individuals who have a legitimate need to know.

  - Best Practice: Employees' privacy rights should be respected, and sensitive information should be handled with care.

Using Behavioral Assessments: Key Considerations & Cautions

- **Interpretation and Feedback**: Employers should ensure that managers and HR professionals interpreting assessment results are properly trained and qualified to do so. They should provide constructive feedback to employees based on assessment results and avoid using them to make unfair or punitive decisions.

  - Best Practice: Work with a certified provider.

Using Behavioral Assessments: Key Considerations & Cautions

- **Ongoing Evaluation and Adaptation**: Employers should regularly evaluate the effectiveness and impact of personality assessments in the workplace and be willing to adapt or refine their approach as needed.

  - Best Practice: Be open to feedback from employees and stakeholders and make adjustments to address any concerns or shortcomings.

Effective Uses of Behavioral Assessments in Recruitment

Use the same assessment for every candidate at the prescribed phase in the interview/screening process.

Suggestion: The top two or three candidates complete the assessment.

Provide your candidates with copies of all assessment results

If there is a certified consultant available to debrief with your candidates, offer that service

Benefit of Choosing a Single Assessment

- **Common language.**

- Common language serves as a fundamental tool for communication, connection, and collaboration.

- It enables individuals to express thoughts, share ideas, convey emotions, and transmit knowledge across cultures, communities, and generations.

- It serves as the foundation for building relationships, fostering understanding, and establishing a sense of belonging.

- Common language facilitates the exchange of important information and facilitates the development of organizations, enabling progress and innovation.

Using Assessment in On-Going Employment

1

Be as consistent as possible administering the same assessment per position, department, across the organization, etc.

2

Provide leaders with the training to work with/interpret results properly.

3

Ask employees for feedback on how they are applying training; and what the impact of the learning has been.

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Best practices for establishing training and mentoring programs in the workplace.

1) Carefully Identify Needs

Survey employees

Assess work performance across positions/departments by reviewing performance evaluations

Identify skill gaps in feedback sessions with employees/leaders

2) Set Clear Objectives & Tailor the Content
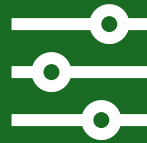
Align objectives with organizational goals.

Provide customized training that speaks directly to your team members, in your organization, and aligns with company policies, procedures, mission, vision, and values.

3) Provide a Varied Delivery

Incorporate individual, small and large group learning.

Provide hands-on, classroom-style, case studies, role-playing, and e-learning opportunities

4) Evaluate Training & Offer On-Going Support

Encourage honest, candid feedback on training offered.

Training that is in-and-out is not a good investment: provide on-going support.

Interactive follow up discussions, Q&A in communication platforms (like Slack, Teams, etc.)

Provide additional job aids

Offer 1:1 or small group coaching

5) Adjust & Adapt Regularly

As with all successful programs… Continual evaluation, adjustment, and adaptation is key!

Leading Training Programs

3 Reasons that Having Qualified Trainers is Key **(Participant Benefits)**

1. Highly qualified trainers possess the expertise, knowledge, and experience necessary to deliver high-quality instruction and facilitate meaningful learning experiences for participants.

2. Great trainers understand adult learning principles, instructional design methodologies, and best practices in their field, enabling them to tailor training content to meet the specific needs and objectives of the organization.

3. Highly qualified trainers are adept at engaging participants, fostering active learning, and effectively transferring skills and knowledge.

3 Reasons that Having Qualified Trainers is Key **(Organizational Benefits)**

1. Maximize the return on their training investment, enhance employee performance and productivity, and maintain a competitive edge in the marketplace.

2. Highly qualified trainers uphold professional standards and ethics, ensuring that training programs adhere to industry regulations and standards of excellence.

3. … Which leads to greater confidence in the training outcomes and reinforces the organization's commitment to employee development and success.

Mentorship Programs

Mentorship Programs Strengthen Teams

Mentorship fosters a culture of continuous learning and knowledge sharing within the workplace, promoting collaboration, innovation, and employee engagement.

The Importance of Qualified Mentors

- Mentors provide guidance, support, and expertise to less experienced employees, helping them navigate challenges, develop new skills, and advance in their careers.

- Mentors offer insights based on their own experiences and knowledge, enabling mentees to learn from real-world examples and avoid common pitfalls.

- Mentors serve as role models, demonstrating professional behaviors, attitudes, and values that contribute to success in the organization.

Let's Keep This Conversation Going!

- *Your Facilitator:*
  Niki Ramirez, MBA/PHR

- call: (602) 715-1300

- email: nramirez@hranswers.org

- schedule a 30-Min Touch-Base Call:
  https://go.oncehub.com/NikiRamirez

Meet Your Facilitator:
Niki Ramirez, MBA/PHR/SHRM-CP/THRP

Niki Ramirez is an industry expert and certified human resource professional with over 25 years of successful experience in leadership and human resources management. Central to everything that she does is the belief that all success that is accomplished is through the dedication and efforts of great employees.

Niki is a firm believer in the powers of collaboration and communication. She carries with her a strong desire to empower employers and their employees to work in partnership to design and implement meaningful workplace and human resources programs rooted in collaboration, respect, trust and open communication. Niki's ultimate goal is to create a positive ripple in the world, through her unique approach to human resources.

Niki's professional background includes serving in operational management and leadership roles, as a corporate human resources consultant, as well as community college adjunct faculty, and a human resources executive.