SUMMARY OF POPULAR ASSESSMENT INSTRUMENTS

Instrument	Strengths & Weaknesses	Scales Measured
1. DISC • Measures behavioral needs • Hardware • Single domain	**Pros:** • Widely known and used • Easy to understand • Four scales are independent • Useful tool for coaching and development • Inexpensive • Simple to understand • Can be compared with role behavioral needs • High reliability • High validity • Scores are environment dependent **Cons:** • Many variations of the instrument with some not properly vetted • Questionable if solely used in making hiring decisions • Self-report bias • May be biased by life events • Instrument can easily be taken out of context	1. **D**ominant— Assesses how one responds to problems and challenges 2. **I**nfluential—Assesses how one responds people and contacts 3. **S**teady—Assesses how one responds to the pace and consistency 4. **C**onscientious—Assesses how one responds to procedures and compliance .
2. Values/Spranger, 12 Driving Forces® • Focused on Internal drivers • Hardwire • Single domain	**Pros:** • Widely known and used • Six scales are independent • Scales assess internal motivation rather than external behavior • Is a strong complement to other instruments • Useful tool for coaching and development • Inexpensive • Simple to understand • Can be compared with role motivational needs • High reliability • High validity **Cons:** • Scores may be environment dependent • Many variations of the instrument with some not properly vetted • Questionable if solely used in making hiring decisions • Self-report bias • May be biased by life events	1. **Knowledge** (Theoretical). Instinctive to Intellectual 2. **Utility**. Selfless to Resourceful 3. **Surroundings** (Aesthetic). Objective to Harmonious 4. **Others** (Social). Intentional to Altruistic 5. **Power** (Individualistic). Collaborative to Commanding 6. **Methodologies** (Traditional). Receptive to Structured
3.EQ (Emotional Intelligence) • Measures emotional maturity • Software • Single domain	**Pros**: • Scales impact much of the way all other constructs from other instruments are perceived • Identifies scales which can be learned • Potentially improves the candidate's emotional impact on others • Can significantly improve social skills • Has potential to increase self-awareness • Possibility to improves candidate's decision making • Can increase candidate's leadership capacity • It can be used in various environments, situations, and circumstances **Cons** • Many variations of the instrument with some not properly vetted • Changing scales requires long-term intentional effort • Self-report bias • Significantly biased by life events • May expose candidate to emotional trauma • Due to software nature of this instrument, assessor training, experience and attention is required	1. **Self-Aware**: Identifying own emotions 2. **Others-Aware**: Identifying others' emotions 3. **Self-Regulate**: Managing own emotions 4. **Others-Regulate**: Managing others' emotions

4. TKA-Conflict • How you deal with conflict • Software • Single domain	**Pros:** • Identifies scales which can be learned • Potentially improves the candidate's emotional impact on others • Can significantly improve social skills • Has potential to increase self-awareness • Possibility to improves candidate's decision making • Can increase candidate's leadership capacity • It can be used in various environments, situations, and circumstances **Cons:** • Many variations of the instrument with some properly not vetted • Self-report bias • Significantly biased by life experiences • May expose candidate to emotional trauma • Due to software nature of this instrument, assessor training, experience and attention is required	1. Winning 2. Resolving 3. Avoiding 4. Yielding 5. Compromising
5. MBTI (Myers & Briggs Type Indicator) • Identifies dominant personality traits • Hardware within the same context • Single domain	**Pros:** • Widely known and used • Easy to understand • Four scales are independent • Useful tool for coaching and development • Inexpensive • Simple to understand • Can be compared with role behavioral needs • High reliability • Good for discussion purposes **Cons:** • Many variations of the instrument with some not properly vetted • Questionable if solely used in making hiring decisions • Self-report bias • May be biased by life events • Instrument can easily be taken out of context • Validity questionable due to ipsative nature of instrument • Ipsative nature creates a bimodal distribution of each construct which is not reflective of the general population • Over simplifies all humanity into 16 possible categories	1. **E**xtraversion and **I**ntroversion 2. **S**ensing and i**N**tuition 3. **T**hinking and **F**eeling 4. **J**udging and **P**erceiving
6. Spiritual gifts • Reveals God-given gifts and relative strengths based on a norming population of more than 4,000 participants • Software • Single Domain	**Pros:** • Can help a person explore their possible Spirit-given gifts • Confirm apparent gifts • Improve understanding of how to support your local body of Christ • Gain appreciation for the variety of gifts • Increase self-awareness in giftedness • Decrease gift projection with self-awareness • Increase motivation to serve in gifted areas **Cons:** • Self-report bias • Many variations of the instrument with most not properly vetted • Construct confusion over gifts, talents and skills • Overly optimistic responses blur distinction between gifts and aspirations • Gifts reported at the lower end may lead to disappointment • Some may desire other gifts • Biased by church/life experiences • Theological sensitivity to gifts usage	The 17 Spiritual Gifts most often demonstrated in local churches include: 1. Administration 2. Apostleship 3. Discernment 4. Encouragement 5. Evangelism 6. Faith 7. Giving 8. Helps and Service 9. Hospitality 10. Knowledge 11. Leadership 12. Mercy 13. Prophecy 14. Shepherd 15. Shepherd-Teacher 16. Teaching 17. Wisdom

| 7. **CliftonStrengths® (aka StrengthsFinder)**
• Focuses on identifying individual's strengths
• Hardware
• Single domain | **Pros:**
• Widely known and understood
• Easy to understand
• Many combinations of the 34 strengths
• Accentuates strengths
• Each strength can be developed
• Provides labels that invigorate self-discovery
• Useful tool for coaching and development
• Inexpensive
• Simple to understand
• Can be compared with role needed strengths
Cons:
• Testing fatigue
• Self-report bias (Self projection)
• Questionable if solely used in making hiring decisions
• May be biased by life events
• Instrument can easily be taken out of context
• Often used for a "one size fits all" instrument
• Questionable if solely used in making hiring decisions
• Biased by life experiences | This assessment identifies 34 strengths which fall into four overall themes:
1. **Strategic Thinking (8):** Analytical, Context, Futuristic, Ideation, Input, Intellection, Learner, Strategic
2. **Executing (9):** Achiever, Arranger, Belief, Consistency, Deliberative, Discipline, Focus, Responsibility, Restorative
3. **Influencing (8):** Activator, Command, Communication, Competition, Maximizer, Self-Assurance, Significance, Woo
4. **Relationship Building (9):** Adaptability, Connectedness, Developer, Empathy, Harmony, Includer, Individualization, Positivity, Relator |

| 8. **Enneagram**
• Distills your personality into one of nine dominant types
• Hardware with substantial software overwriting
• Multiple domain | **Pros:**
• Is becoming widely known and used
• Nine distinct scales
• Useful tool for coaching and development
• Inexpensive
• Simple to understand
• Can be compared with others
• Scores are environment dependent
• Helpful discussion for one's shadow needs
Cons:
• Many variations of the instrument with most not properly vetted
• Very questionable if solely used in making hiring decisions
• Self-report bias
• Is biased by life events
• Instrument is easily be taken out of context
• Oversimplifies all humanity into 9 possible categories
• Often misunderstood as a comprehensive assessment as an identity e.g., people refer to themselves as a 2 as a definitive descriptor | The 9 dominant type descriptors are:
1. Reformer
2. Helper
3. Achiever
4. Individualist
5. Investigator
6. Loyalist
7. Enthusiast
8. Challenger
9. Peacemaker |

| 9. MMPI-2
• Clinical instrument widely used for critical employment screening
• Combination of hardware & software
• Across domain | **Pros:**
• Is widely accepted in clinical venues and seminary admissions processes
• Very high psychometric indexes of Validity and Reliability
• Can be a useful tool for counseling
• Extensive research base
• Can identify deep pathological issues
• Can help identify deeply disturbing issues unknown to the candidate
Cons:
• Pathologically based
• Most often not appropriate for making hiring decisions
• Expensive
• Can be subjective when used by inexperienced assessors
• Extensive training required to be certified to administer and interpret the instrument
• Can be difficult to integrate all scales for inexperienced clinicians
• Can be threatening to candidates unless there is a high level of trust | 10 clinical subscales are measured by this instrument:
1. Hypochondriasis
2. Depression
3. Hysteria
4. Psychopathic Deviate
5. Masculinity/Femininity
6. Paranoia
7. Psychasthenia
8. Schizophrenia
9. Hypomania
0. Social Introversion |
| **10. 16PF**
• A taxonomy of 16 different personality traits used to describe and explain individual differences between personalities
• Combination of hardware & software
• Across domain <br>. | **Pros:**
• Is becoming widely known and used
• 16 distinct scales (Primary Factors-16PF)
• Very high psychometric indexes of validity and reliability
• Extensive research base
• Useful tool for coaching and development
• Health based (rather than pathological)
• Very appropriate to use in hiring decisions based upon the role factors
• Helpful discussion for one's shadow needs
• Many different reporting options based upon research
Cons:
• Expensive
• Is influenced by life events (software scales)
• Extensive training required to be certified to administer and interpret the instrument
• Can be difficult to integrate all scales for inexperienced assessors
• Can be threatening to candidates unless there is a high level of trust | This instrument has five global scales comprised of 16 personality factors.
1. **Global factors**: Extroversion, Independence, Tough-mindedness, Self-control & Anxiety
2. **Primary factors**: Abstractedness, Apprehension, Dominance, Emotional Stability, Liveliness, Openness to Change, Perfectionism, Privateness, Reasoning, Rule-Consciousness, Self-Reliance, Sensitivity, Social Boldness, Tension, Vigilance, Warmth, |