

ASSESSING PEOPLE

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1. YOU ARE AN ASSESSOR!

TAKE A MINUTE TO SIGN YOUR NAME

Assessments and instruments have the capacity to set us free to be who God created us to be, when we use them correctly.

"I praise you (God) because I am fearfully and wonderfully made; your works are wonderful, I know that full well." (Psalm 139.14-NIV).

THE DANGERS OF ASSESSMENTS

EXAMPLE 1: THE MBTI

EXAMPLE 2: THE IQ TEST

2. WHAT ARE ASSESSMENTS?

The best predictor of future performance is past behavior
-- Peter Drucker

APPROXIMATIONS TO PERFORMANCE IN ONE VENUE FROM ANOTHER VENUE

3. USING ASSESSMENTS: STRENGTHS AND LIMITATIONS

STRENGTHS OF ASSESSMENTS

- Save time, money, energy & collateral damage

LIMITATIONS OF ASSESSMENTS

- Applied to an area an area for which it was not designed
- Trait Psychology vs Social Psychology
- Using one instrument to make decisions
- Self-reporting leads to aspirations rather than actual behavior
- Margin of error

DANGER! A WORD OF CAUTION

*ALL ASSESSMENTS HAVE AN ELEMENT OF SUBJECTIVITY REGARDLESS
OF THE MEASUREMENTS MADE OR THE INSTRUMENTS GIVEN*

4. EVERYONE HAS AN A-GAME

WIRING IS NOT CALLING, BUT IT INFORMS CALLING

A FEW BIBLICAL EXAMPLES

PAUL AND BARNABAS

KING DAVID

BIBLICAL PEOPLE OF INFLUENCE

- Apollos—A writer and scholar who was studious and reflective
- Barnabas—A relational leader who was warm, accepting and restoring
- David—A team leader who was creative and passionate
- Deborah—A leader and warrior who was decisive and direct
- John—A loving shepherd apostle who was stable and consistent
- Luke—A researcher and writer who was educated and analytical
- Lydia—A gatherer and influencer who was a risk taker and hospitable
- Nehemiah—An organizational leader who was methodical and organizational
- Paul—A serial entrepreneur-apostle who was dominant and direct
- Peter—A singular entrepreneur-apostle who was outspoken and impulsive
- Priscilla—A disciplinarian and teacher who was articulate and assertive
- Thomas—A traveling apostle who was calculating and committed
- Titus—An organizer and builder who was strategic and organized
- Timothy—A shepherd leader who was reserved and introverted

5. UNDERSTANDING THE BASICS

ISSUES TO BE MANAGED AND PROBLEMS TO BE RESOLVED

One who uses assessment instruments should understand and address the difference between issues to be managed (hardware) and problems to be resolved (software). This difference is best understood as ends of a continuum as opposed to distinct categories. This is because some scales (and instruments) may fall more toward the middle.

ISSUES TO BE MANAGED

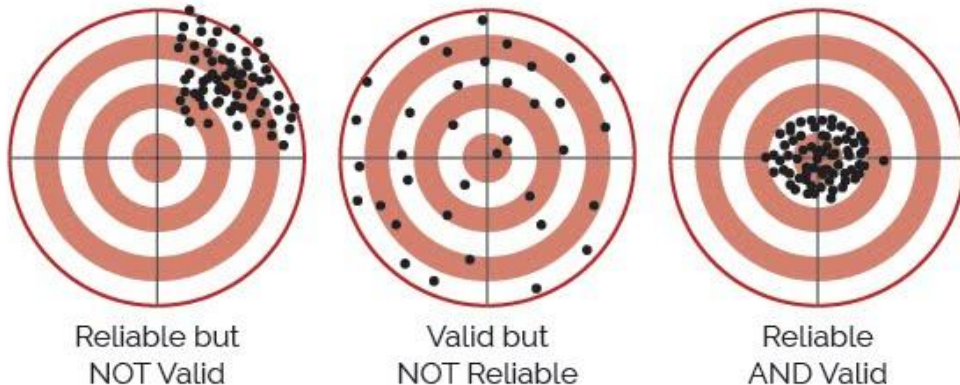
HARDWARE

PROBLEMS TO BE SOLVED

SOFTWARE

VALIDITY & RELIABILITY

Reliability vs Validity



6. TARGETING ASSESSMENTS WITH MULTIPLE INSTRUMENTS

THE IMPORTANCE OF HAVING A TARGET

It is essential is that a specific role is described by these three characteristics: Knowledge, Skills, and Abilities

KNOWLEDGE

- Is it important they understand how individuals learn?
- Is it important that understand theological nuances?
- Is it important they know church history?
- Is it important they understand how organizations change?
- Is it important they know math, science, humanities? If so, to what degree?
- Is it important they know how to lead a team of leaders?

SKILLS

- Leading a team to goal completion
- Performed annual staff reviews
- Preaching weekly through series-based messages
- Putting together and operating within a budget
- Writing a weekly communication
- Organizing a youth camp
- Operating within a balanced budget

ABILITIES

- Paying attention to details
- Enjoying meeting new people
- Handling the unpredictable
- Organizing various projects and tasks
- Seeing the strategic goal and driving for it
- Persuading people to your position

SHOOTING FOR THE TARGET

THE DANGER OF NOT HAVING A TARGET

OTHER FACTORS: LIMITING ASSUMPTIONS

WONDERFULLY MADE

*Suffice it to say everyone has an A-game,
God tells us that we are fearfully and wonderfully made and that he
created us with specific kinds of good works for only us to accomplish.
(Psalm 139.14, Ephesians 2.10)*

The **PRIMARY GOAL** of the assessment process is to identify the individual's A-game, then compare and contrast that to the characteristics of the target to which they are being assessed.

HOW TO HANDLE MISMATCHES

1. **Staff.**
2. **Systems.**
3. **Training.**
4. **Accountability.**

7. THE DANGER OF RELYING ON ONE INSTRUMENT

It is critical that assessment instruments are triangulated.

NO PERFECT CANDIDATES

ASSESSMENTS IDENTIFY ISSUES, NOT RESOLVE THEM

Again, let me emphasize that in the assessment the goal is to identify these kinds of issues not resolve them.

REAL WORLD EXAMPLE

- The one using the instrument had little knowledge of the target competencies.
- The ones making decisions on the future of the candidate had little experience in the instruments.

8. WHERE TO BEGIN

THE SCIENCE AND THE ART OF ASSESSMENTS