



TTI SUCCESS INSIGHTS®

*Are You Ready to*  
***TRAIN in the  
FAST LANE?***

A Guide to  
Assessments  
in Training and  
Coaching



PREPARED BY TTI SUCCESS INSIGHTS FOR COACHING AND LEARNING OFFICER PROFESSIONALS

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# Are Assessments a Worthy Investment for a Trainer?

As a trainer or learning officer, you inherently know the composition of any team or audience includes a wide spectrum of contrasting behavior styles, interests, motivators, and skills. Everyone is unique.

**Each individual employee or audience member is unique in their behaviors, attitudes, skills and in the way they think and act.** This impacts everything from listening to problem solving to goal achievement to training to how they respond to coaching.

**Given this diversity, how does one effectively provide training for so many different behavior types?**

It's a challenge to say the least. It could also be the reason why so much money is spent on training each year. (According to ATD, companies spent \$1 billion on training and employee learning annually.)

Part of your skill as a trainer depends on your ability to quickly and accurately identify the needs of individuals you are addressing — including their skills, their behavior, what motivates them — essentially, what makes them tick. In fact, your success in training, coaching or speaking may be entirely dependent on how you encode the material you have been tasked with delivering, inspiring true “ah-ha” moments for people of different behavioral styles.

Unlike any other time in business history, tools exist that allow us to better understand the individual involved in the training — and thereby tailor content, presentation style, and improve resonance to that individual. We have the power, using human capital analytics and assessments, to accurately identify job fit, skills and potential development areas like never before.



*“According to ATD, companies spent \$1 billion on training and employee learning annually.”*

*How much more powerful and effective would training be if you knew **exactly** the strengths and areas of development for each individual?*

## The Research

**That was the question we began asking when we undertook research to test the accuracy of assessments to identify entrepreneurs.**

Knowing that each employee brings a unique perspective to the workplace, trainers, learning officers and leaders can now gain a better understanding of these individuals through a multivariate analysis — the study of more than one statistical measure at a time — to determine their behaviors and motivators. TTI's research team used a multivariate analysis in this research.

Using this approach, an independent statistician analyzed a database of 176 serial entrepreneurs on the basis of a DISC (Dominance, Influence, Steadiness or Compliance) assessment (originally developed by Harvard researcher and scientist William Marston) a motivators evaluation (theoretical, utilitarian, aesthetic, social, traditional, individualistic) developed by Eduard Spranger and a soft skills assessment.

**The following results were recorded:**

1. *Using DISC alone to identify serial entrepreneurs, the assessments correctly identified the entrepreneurs 60 percent of the time.*
2. *Using motivators alone, the assessments correctly identify serial entrepreneurs 59 percent of the time.*
3. *Using both DISC and motivators, the assessments correctly identified this group 80 percent of the time.*
4. *Adding soft skills, our success rate of accurately identifying serial entrepreneurs was 94 percent.*

In addition to uncovering the accuracy of assessments, this research also revealed entrepreneurs shared five key skills in common and tended to lack four particular skills. **This aspect of the research was covered twice in the Harvard Business Review blog, and Inc. online.**

# Assessments = Training Engagement

At issue here is the accuracy of the assessments. Given our findings, we realized when used independently, the accuracy of the assessments was strong at 60 percent. **But, when paired with multiple social science assessments, the accuracy and success in identifying individuals with a given skill set was a significantly higher 94 percent.**

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DISC or Motivators assessments alone

**60% SUCCESS RATE**

DISC & Motivators assessments used **TOGETHER**

**80% SUCCESS RATE**

DISC & Motivators assessments **PLUS** Soft Skills

**94% SUCCESS RATE**

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*“According to a 2013 Gallup poll, only 13 percent of employees worldwide are engaged at work.”*

## But why does this really matter to you as a trainer?

The higher the accuracy of an assessment, the better you are able to identify the unique characteristics of that person and the better you are able to train them, to reach them, to speak to their hearts.

Imagine a group of 100 employees attending a mandated training session. Most often, the training would simply begin, perhaps with self-introductions, but most likely with the introduction of the trainer and then the presentation of materials. All that is required of the trainees is their passive attention and basic presence. If an exam is required at the conclusion, the employees may pay just enough attention to pass the exam. How many of these individuals will be engaged in the process? According to a 2013 Gallup poll, only 13 percent of employees worldwide are engaged at work. So it is likely only 13 people in this training (maybe those individuals in the front row) are active, engaged participants.

Now, imagine that same group of 100 employees have first taken an assessment of themselves. **Following that, their assessment reports are explained to them in detail, providing them with accurate insights into:**

- *Who they are*
- *What they do*
- *Why they do it*
- *What skills they have*
- *What skills they need to develop*

# 7 Signs You or Your Company Can Use Assessments

1. *Engagement during training is low.*
2. *Due to poor results, training programs have to be repeated to the same groups over and over.*
3. *You are frustrated by the lack of requests for follow-up coaching or consulting following training.*
4. *Your company is going through a transition and job roles are shifting.*
5. *Your company is going through a growth phase and are hiring rapidly.*
6. *You are leading a group for development of future leaders.*
7. *A company leader has asked, “There must be a better way to hire/train/develop our employees. What is it?”*

These are common indicators we have heard frequently that cause people to seek out and implement assessments into their workplace.

Imagine again that these assessments have the accuracy mentioned above. **Now, consider the engagement level of the room. Given the accuracy of the engagement, it is possible, 94 percent the participants will feel understood, engaged, and primed and empowered to learn more.**

In addition, because you gave them a chance to learn about themselves (most people’s favorite topic) they have developed the sense that you, as the leader — care about them, are attuned to their behavioral style and are protective of their needs as an individual. Their 94 attitudes will most likely be those of openness, willingness to learn and a propensity toward the highest engagement.

Beyond speaking to the accuracy of assessments, this research proves TTI SI’s approach to using multiple assessments is much more effective than using just one assessment, as other assessment companies may claim. **Prior to our research, it was widely believed using one general assessment could be just as accurate as using several assessments.**

## Why Take the Fast Lane?

It is our belief assessments will put you in the fast lane of training, coaching and team or individual development. Why? Because the assessments are so accurate, they impact people in a very powerful personal way, opening them up for growth, change, learning and future development. **That’s why we’ve invested 30 years in research and validation of our assessments. We believe in the power of understanding oneself as a catalyst for improvement. We make people better.**

In addition, assessments provide organizations with a distinct advantage in better understanding their employees’ knowledge, intrinsic motivators, personal attributes, behaviors and soft skills required for the job and job training. They also increase engagement, increase retention, improve hiring, provide for faster development of star employees, improve workplace communication and function.

After putting assessments to work in training, organizations could implement them with their teams and provide development plans for each team or department, turbocharging engagement across the organization and boosting ROI for training efforts.

## Tell us what you think!

Our white papers are the basis for engaging conversation. If they don't spur dialogue, why write them?

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