

Welcome!

The Management Potential Assessment Webinar I:

**How to Use the MPA Results Report and the MPA Interview
Suggestions Guidebook**

September 2017



The purpose of this webinar is to go over *how to use* these two Management Potential Assessment (or MPA) reports:

- **MPA Results Report**
- **MPA Interview Suggestions Booklet (ISB)**

What Does the MPA Measure?

The MPA measures a person's preferences for how he or she behaves on the job.

Why Measure Work-Related Preferences?

We measure work-related preferences because they affect a manager's choices and actions on the job.

Leadership and management positions require that a person be able to operate more independently, and communicate and coordinate with others to accomplish goals and objectives.

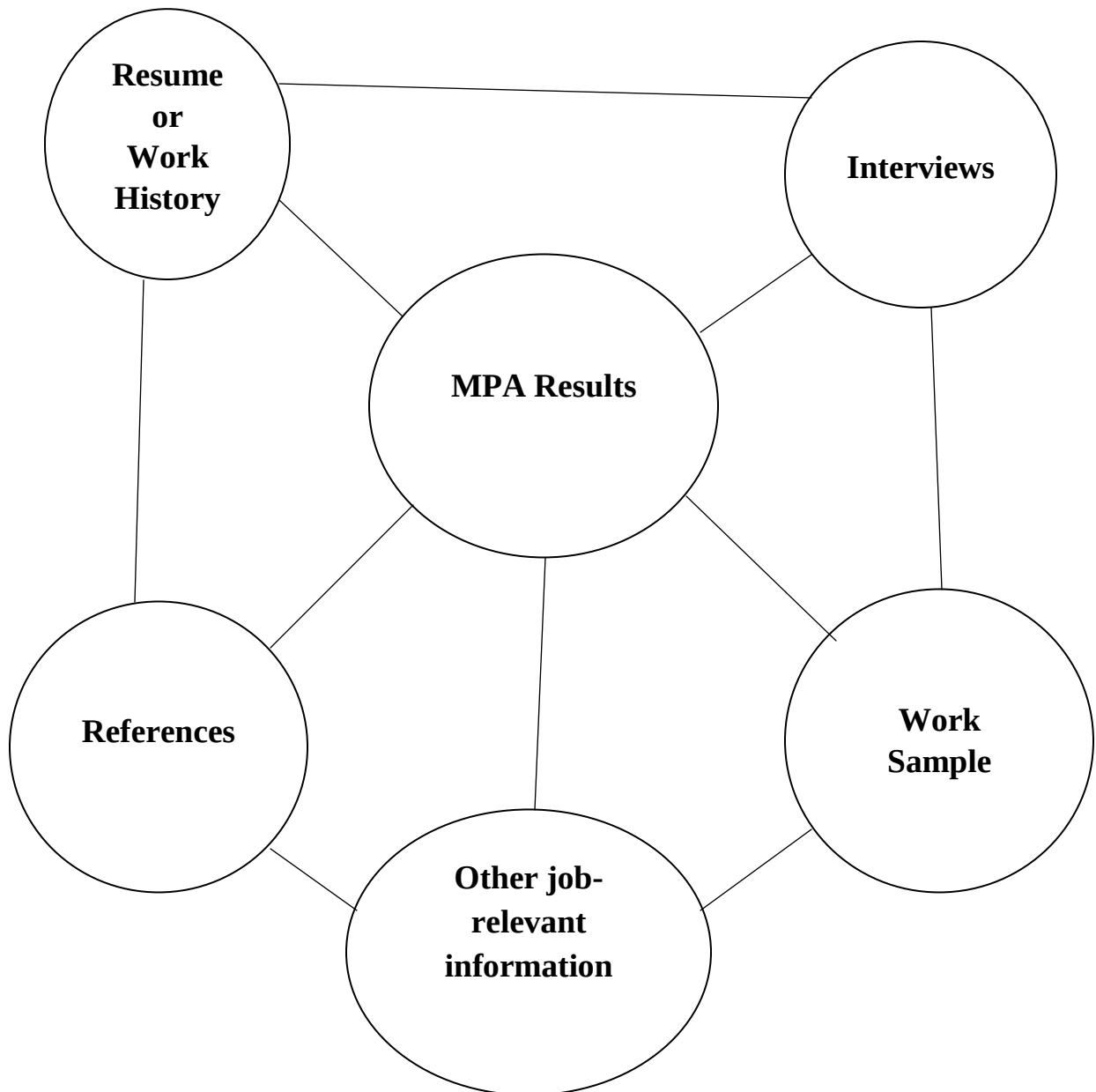
The MPA provides information about a person's strengths and areas of caution or concern with respect to leadership and management potential.

Let's start with the basics.

**There are 5 key points to keep in mind when you are looking
at MPA results:**

The Five Basics

1. Always use information from the MPA *in addition to* all other job-relevant information you have about the candidate:



The Five Basics

2. Start with an understanding of what the job requires

- **Specific skills**
- **Specific knowledge or experience**
- **How will the person in this job spend his or her time?**
- **What demands (physical, mental, etc.) will the person in this job work under?**

The Five Basics

3. Pay attention to the *purpose* of the MPA...

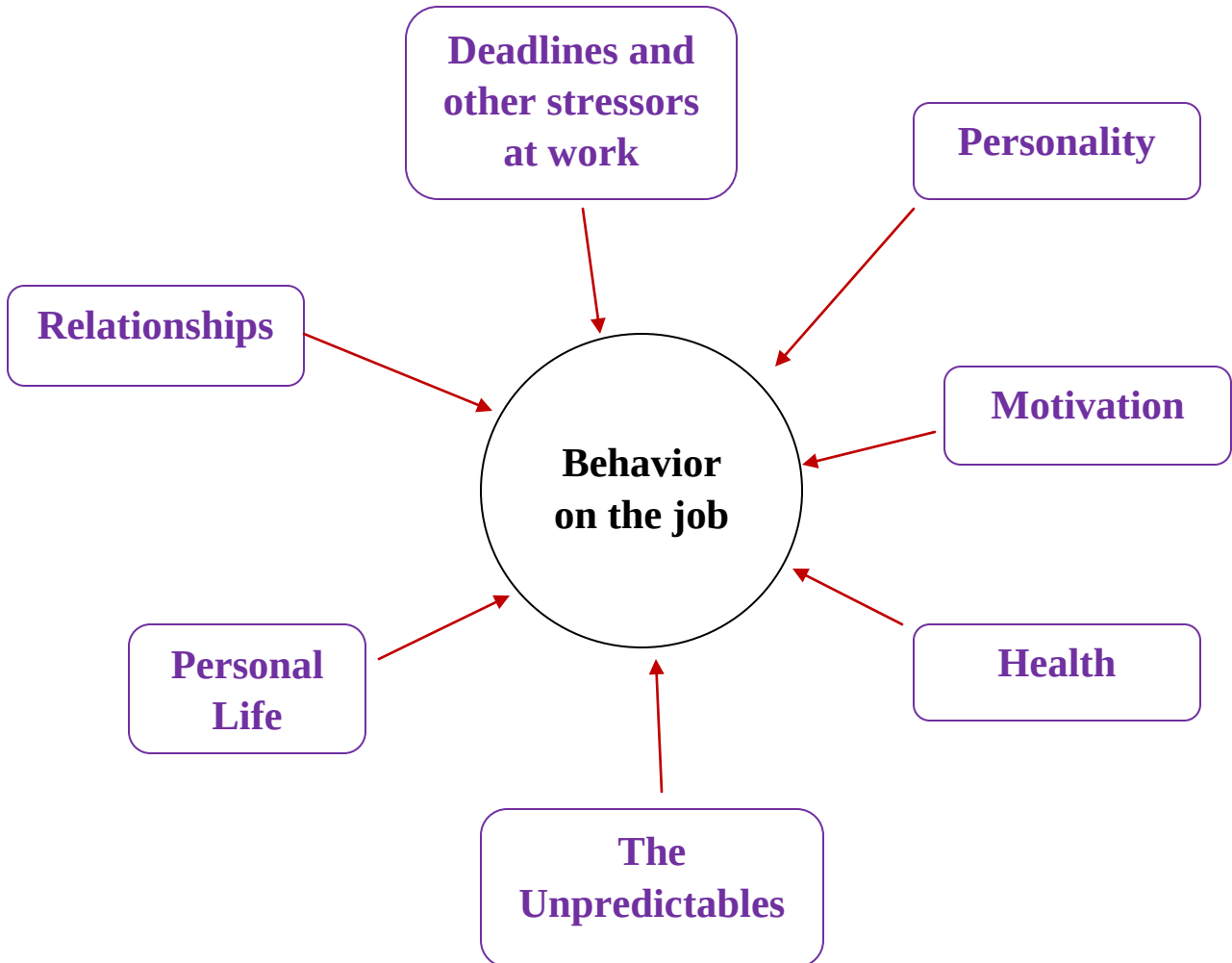
because this is where you match up what the MPA tells you about the candidate with what the job requires of the person who fills it.

The purposes of the MPA:

- **to provide *additional information* during the hiring or promotion process**
- **to provide feedback to the employee so that he or she can use strengths effectively and strengthen cautions and concerns.**

The Five Basics

4. Behavior on the job is affected by many factors, not just personality

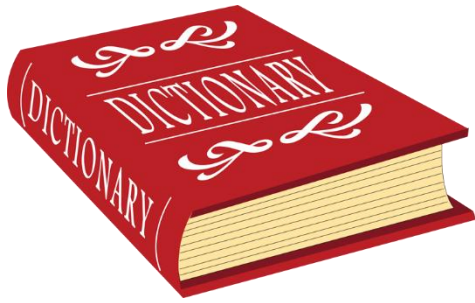


The Basics

5. The MPA tells you about the person's underlying work-related preferences, but it doesn't predict exactly how the person will behave on the job.

The MPA *helps you understand* on-the-job behavior that you are likely to see.

Even more important, it helps you understand how to work with the person to help him or her be effective on the job.



Let's define some terms that you will hear me use, and that are important parts of the MPA:

- **Personality Characteristic**
- **Benchmark Range**
- **Behavior Cluster**

What Is A “Personality Characteristic”?



The MPA measures 15 underlying characteristics. You can find them listed and then defined in the MPA Training Workbook on pages 6-9.

➡ The online MPA questionnaires measure the strength of each of these characteristics by asking *many questions* about how the person prefers to act on the job.

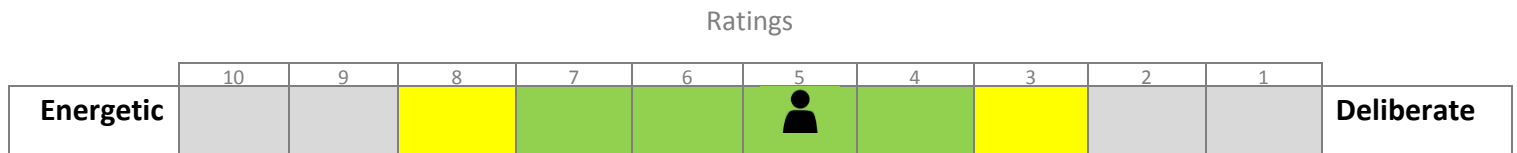
What Is A “Personality Characteristic”?



The MPA measures 15 underlying characteristics. You can find them listed and then defined in the MPA Training Workbook on pages 6-9.

The online MPA questionnaires measure the strength of each of these characteristics by asking *many questions* about how the person prefers to act on the job.

The strength or “amount” of each characteristic is shown by an avatar (👤) on a scale from 1 to 10:



 Remember: don’t assume that you understand a characteristic based only on its name. Be sure to read about the characteristics in the MPA Training Workbook on pages 6-9.

What Is A “Benchmark Range”?

We’ve analyzed the responses of thousands of people who have answered the MPA questionnaires.

We compare those responses to what is required for similar kinds of positions and figure out the patterns that work best for those positions.

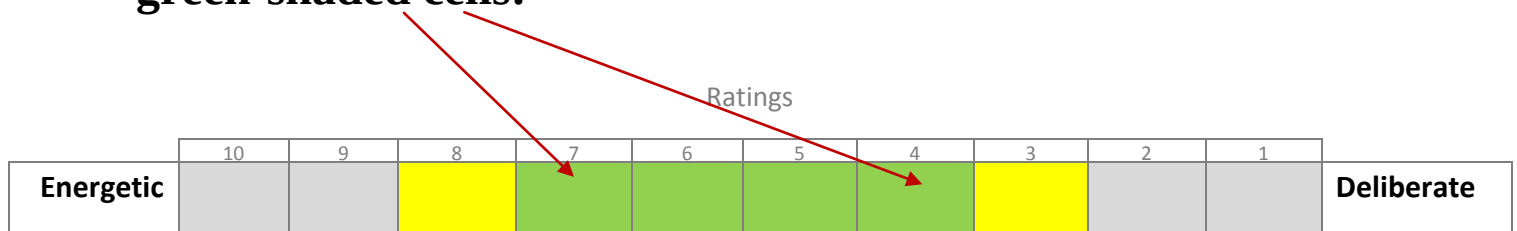
These patterns are called “benchmarks.”

What Is A “Benchmark Range”?

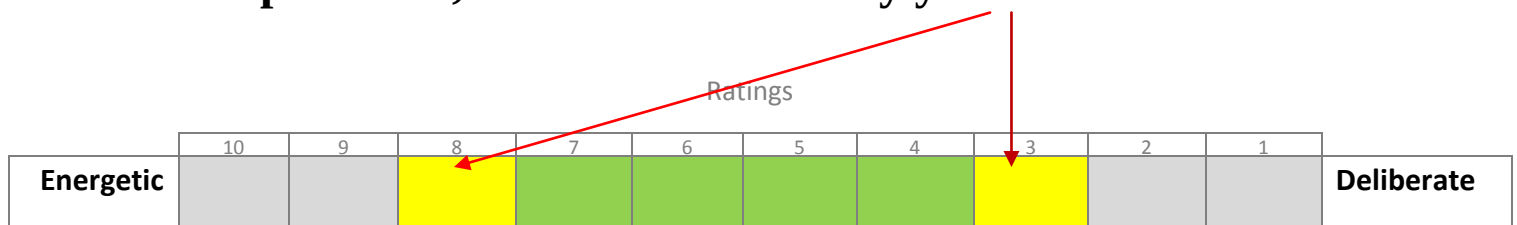
There are three benchmark areas:

- Strength
- Caution
- Concern

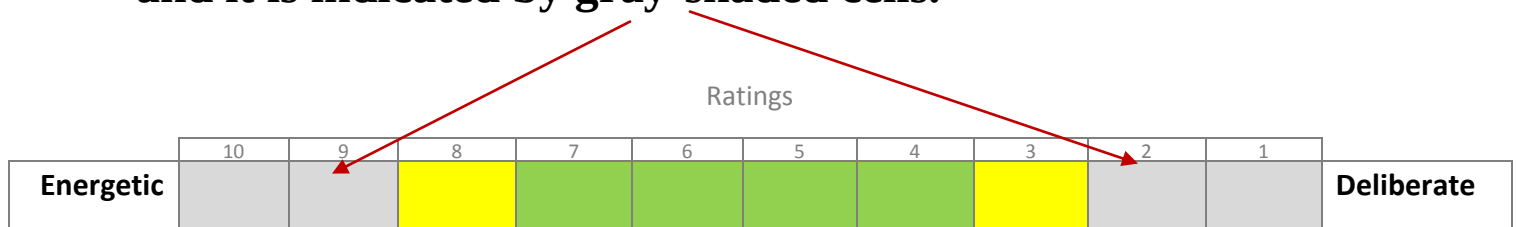
“Strength” means *desirable*, and this range is indicated by green-shaded cells:



“Caution” means that this person’s behavior on the job *may* cause problems, and it is indicated by yellow-shaded cells.



“Concern” means “out of benchmark range.” This characteristic will likely have a negative effect on behavior, and it is indicated by gray-shaded cells.



What Is A “Benchmark Range”?

 **Remember:** results that are in the “Caution” or the “Concern” area are not necessarily a disqualification for the candidate.

Always keep in mind what the job requires and the person’s other qualifications:

- **How important is this characteristic for successful performance on the job?**
- **What other characteristics may be more important, or may tend to offset this one?**
- **What skills, knowledge, experience, or other abilities will tend to offset these cautions and concerns?**

What Are “Behavior Clusters”?

The 15 personality characteristics combine to affect job-related behavior in 5 key Behavior Clusters:



What Are “Behavior Clusters”?

For each of the five Behavior Clusters, we show you whether that area is, *for this person*, a strength, a caution, or a concern.

And then, for each Behavior Cluster, we show you the personality characteristics that affect it and describe the person's likely behavior.

We'll look at an example in just a minute, but let's go over the definitions of each Behavior Cluster first.

Behavior Clusters



Work Style

The person's overall work style on the job: energy level and stamina, willingness to accept direction or advice from others, approach to planning and understanding problems, overall ability to learn new information.



Management Style

How this person will lead and direct the activities of others: willing to take charge of situations, delegate tasks and follow up, comfortable asking questions, presenting unwelcome information, likely to plan before taking action.



Dealing with People

How this person will interact with people: energized by being around people or prefers to work independently, willingness to make an effort to get along with others, straightforward or not, diplomatic or tactless.



Problem Solving

How this person uses information to solve problems and challenges: ability to control emotional reactions in order to focus on finding solutions, able to blend logical and intuitive thinking.



Mental Toughness

This person's ability to manage his or her emotional reactions and moods: able to remain calm in stressful situations, ability to focus on the situation.

See page 10 in the MPA Training Workbook for these definitions.



Here's where you can find this information in the MPA Training Workbook:

Pages 6-9 – definitions of each of the 15 personality characteristics.

Page 10 – definitions for each Behavior Cluster.

Pages 12-13 – explanation of Benchmark Ranges

Now let's look at where you will find all this information in the MPA Results Report:

Management Potential

Assessment

For Banks

Results Report

For:
Sample Bank

Name: Sample, Samuel D.
Position Applied For:: Loan Manager

Date Completed: 08/31/16
Location: Main

REALITY
TECHNOLOGY

HELM

AND ASSOCIATES, INC.

© Copyright 2004, 2010, 2013, 2014, 2016. Helm and Associates, Inc.
P.O. Box 2822, Rowlett TX 75030-2822. All rights reserved.

The cover provides confidentiality in case you print the report.

MPA Results Report Behavior Clusters Overview Page

Sample Bank

MANAGEMENT ASSESSMENT POTENTIAL FOR BANKS RESULTS REPORT

Name: Sample, Samuel D. Date: 08/31/16 Page: 3

Behavior Clusters Overview

What STRENGTH, CAUTION, AND CONCERN mean:

“Strength” in a Behavior Cluster suggests that the person is able to balance his or her underlying preferences for the most part effectively.

“Caution” in a Behavior Cluster suggests that the person has some underlying preferences that may result in uneven performance on the job if they are not addressed through training and coaching.

“Concern” in a Behavior Cluster suggests that the person has underlying preferences that are strong enough to result in more problematic performance in this area than most people display.

1. Work Style (p. 4)

2. Management Style (p. 5)

3. Dealing with People (p. 6)

4. Problem Solving (p. 7)

5. Mental Toughness (p. 8)

Concern

Caution

Strength

Concern

Caution

Strength

Concern

Caution

Strength

Concern

Caution

Strength

Concern

Caution

Strength

Note: A behavior cluster is based on several basic personality preferences, some of which may be stronger than others. A preference that suggests concern (gray area) should not automatically be seen as a significant liability. Its potential impact should be evaluated in terms of the requirements of the job.

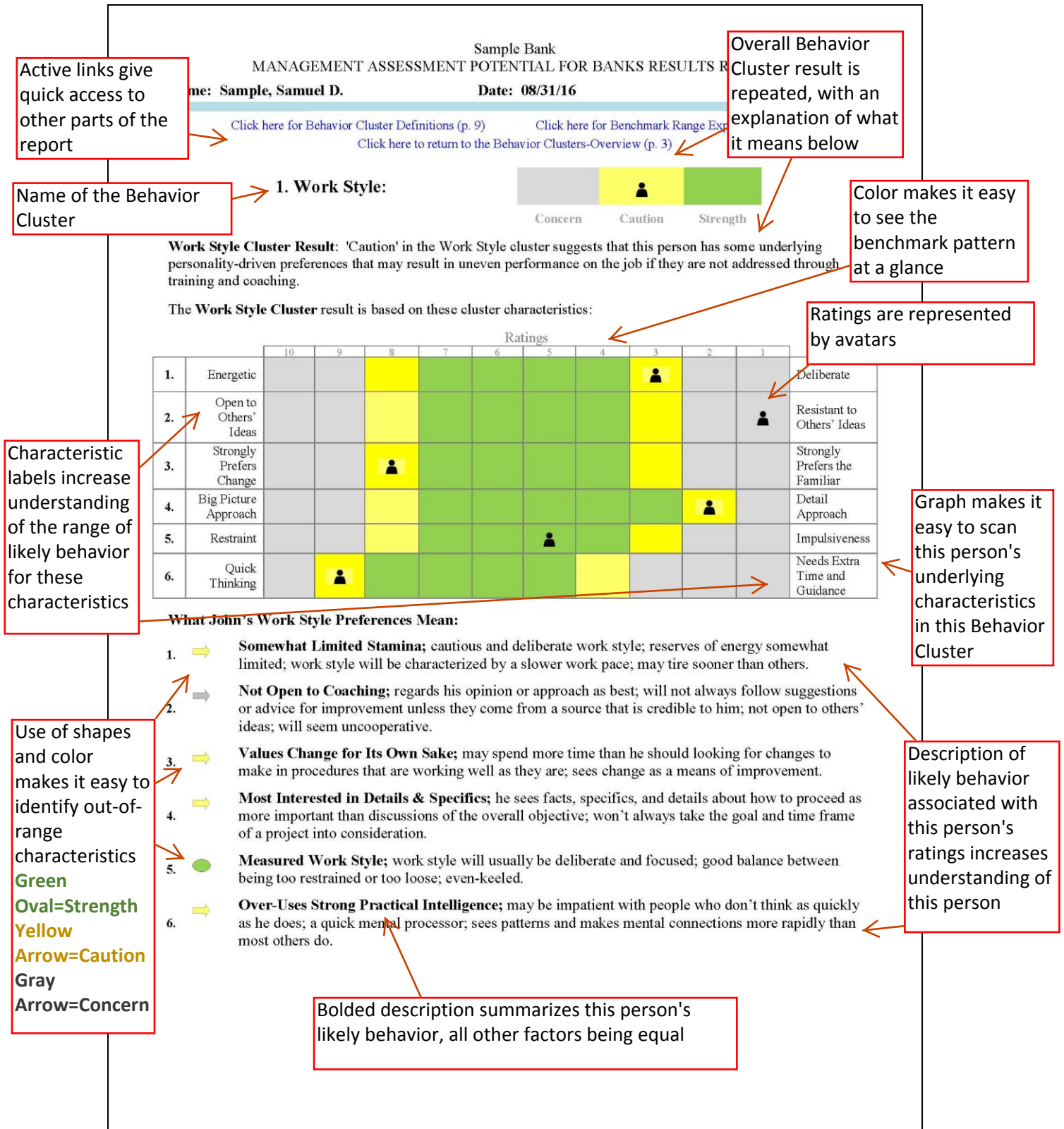
Note: John’s performance on the job will depend on the interaction of his or her basic work preferences, the requirements of the job, relevant work experiences, life experiences, etc. The degree to which John’s behavior varies will depend on the specific circumstances at that time.

Explains what “strength”, “caution”, and “concern” results mean for the Behavior Clusters

Active links to each Behavior Cluster page where there is detailed explanation about what it is about this person's preferences that makes his or her Cluster result a strength, a caution, or a concern

Gives this person's Behavior Cluster results, represented by an avatar for each of the Clusters

MPA Behavior Cluster Detail Page



MPA Interview Suggestions Booklet

This is the report that helps you prepare for follow-up interviews with a candidate.



For Banks

Interview Suggestions

For:
Sample, Samuel D.

Sample Bank
08/31/16

© Copyright 2014. Helm and Associates, Inc.
P.O. Box 2822, Rowlett TX 75030-2822. All rights reserved.

H E L M
AND ASSOCIATES, INC.

MPA Interview Suggestions Booklet

Sample Bank Interview Suggestions

Name: Sample, Samuel D.

Date: 08/31/16

Page: 2

How to Be an Effective Interviewer

You have a position to fill, and to fill it you are going to have to talk to a number of applicants. As the interviewer, you have a role to play and the applicant has a different role to play. Let's look at these different roles and what they demand of the person who is in each of them.

The Applicant's Role in the Interview

The applicant's role is to make a good enough impression on the interviewer that the interviewer will either offer the job (if he is qualified to do so) or pass the applicant to the next stage in the selection process with a positive recommendation. The applicant's motivation to get the job means that he or she will try to make a good impression by the way he or she answers the interviewer's questions. The impression an applicant makes in the interview may not match his or her behavior on the job, particularly after the "honeymoon" period of employment has past.

The Interviewer's Role in the Interview

The interviewer, on the other hand, must try to get behind this "Smile, Look Good, and Say the Right Thing" façade and determine what the *real* person looks like and whether there is a good fit with the job. The interviewer must be skeptical about claims of experience and education until such claims are verified.

Who Has the Advantage in the Interview?

Applicants who prepare well often have an advantage in the interview. They usually make a stronger positive impression and may be so well-prepared to emphasize their potential that an interviewer does not press them about areas of concern.

Interviewers, on the other hand, bring relevant knowledge and experience to the interview, and they also usually have a much better idea of the company's expectations for the person who is hired. Most people think of themselves as good interviewers, but this assumption can actually be a liability to an interviewer. If an interviewer assumes, based on the fact that they have interviewed people in the past, that they will do a good job, they may make one or more of several common mistakes.

Learning who the prepared applicant really is and what assets and concern areas he brings to the job if hired can be tough. You can make the interview more job-relevant and productive by following these five basic guidelines:

1. **Make sure that you let the applicant do most of the talking.** The more you talk, the less you will learn about the applicant.
2. **Ask open-ended question; avoid questions that can be answered "Yes" or "No."** Yes/no questions help the applicant make a good impression, but you still don't learn much about him or her. Phrase your question so that it cannot be answered with a "yes" or "no." If the answer you get seems uninformative, follow up by saying something like, "Tell me more about that...."

MPA Interview Suggestions Guidebook

We give you specific suggestions for open-ended questions that you can use, or modify, for results that are outside the Benchmark Range (in the gray shaded area):

Sample Bank
Interview Suggestions

Name: Sample, Samuel D. Date: 08/31/16 Page: 7

I would like to call your attention to this person's LOW rating on the characteristic of "TEAM ORIENTATION." Team Orientation appears in the following Behavior Clusters with these labels:

The labels for the characteristic in these Behavior Clusters give an idea of how the characteristic affects behavior

Label	Behavior Cluster
Willing to Delegate Tasks vs. Micromanaging	Management Style Cluster
Trusting vs. Cynical	Dealing with People Cluster

The underlying characteristic is identified

The Behavior Cluster(s) affected by this characteristic

Individuals with a rating like this are not very trusting and, as a result, they may find it difficult to delegate tasks because they seldom trust other people to follow through as well as they would. They often say things like, "If you want something done well, you have to do it yourself." In addition, their tendency to see others as untrustworthy until they "prove themselves" can make it hard for them to commit to the role of team member. Their lack of trust may show as a tendency to be overly critical and fault-finding, although they will likely explain this in terms of their desire to "help others do a good job."

Due to the potential negative effect on the candidate's on-the-job behavior, a follow-up interview that would allow you to probe in these concern areas could help you understand the likelihood of this behavior occurring. To help with the follow-up interview, I have included some interview questions that you can use as they are, modify them to suit a specific interview situation, or let them guide you in creating your own follow-up questions. It is not necessary to use all of the questions I have suggested.

- How do you feel about the expression, "if you want a job done right, you have to do it yourself?"
- If you've ever been disappointed by something a subordinate did, how did you handle it?
- How many times do you believe you should give a person another chance after they have let you down? Please explain why.

Explanation of this person's result for this characteristic

Suggested open-ended questions

What to listen for: Listen for answers that indicate the person recognizes the necessity of delegating tasks to others and then following up with co-workers or subordinates to check on progress and offer suggestions in a non-threatening way. It would be reassuring if the person indicates that they are aware of their personal preference to do things right themselves, but have learned ways to delegate and follow through supportively.

What to listen for in the candidate's answer



The Management Potential Assessment is a *tool*:

- **To add objective information to your knowledge and understanding of a candidate;**
- **To increase your understanding of a candidate's likely behavior on the job;**
- **To help you understand how to help the person who is selected adjust to the job, to the company, and to be productive on the job;**
- **To give the employee feedback and suggestions about how to improve his or her job-related performance.**

And that's our subject for the second webinar: How to use the HELM Summary and the Coaching Suggestions Guidebook.