

BancFirst MPA Webinar
Session I
Questions and Answers

1. How can a Behavior Cluster result be considered a “Caution” or a “Concern” if most of the underlying personality characteristics (for that Cluster) are in the green or “Strength” range?

Answer: For each of the five Behavior Clusters, even if most of the personality characteristics are in the “strength” Benchmark Range, there may be another characteristic(s) that is so far outside the Benchmark Range that it will likely have an overall negative effect on behavior in the area described by the Behavior Cluster.

The MPA results are not “scores” in the sense of traditional tests with right and wrong answers. The MPA results describe the person’s underlying preferences. Actual behavior on the job, though, is affected by many other factors, such as motivation, personal issues, business relationships, and even weather.

2. If a candidate has results in the “Caution” or “Concern” area for one or more Behavior Clusters, does that mean they are not well-suited to the job?

Answer: Not necessarily. Behavior Cluster results in the “Caution” or “Concern” area draw attention to the possibility or likelihood that the person may have difficulty in this area. Details in the bottom half of the Behavior Cluster page give you more information about *which* job-related behavior that may be problematic.

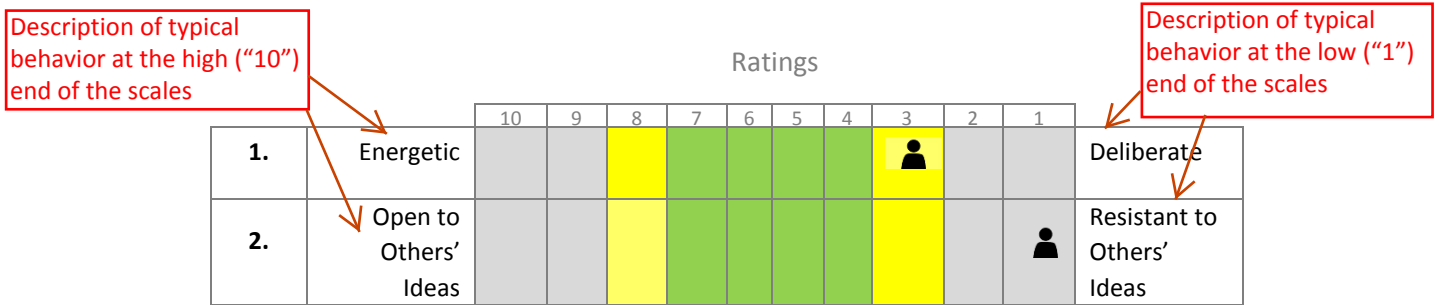
Use the information in “caution” and “concern” areas to think about what the job requires of the person, and what demands it will place on the person. This can help you coach the person to work around those cautions or concerns.

The MPA doesn’t make hire/don’t hire recommendations. Use the information from the MPA in addition to everything else you know about the person’s job-relevant knowledge, skills, and abilities to make hire/don’t hire decisions. Then use the MPA results to help you coach him or her to be as productive and successful as possible.

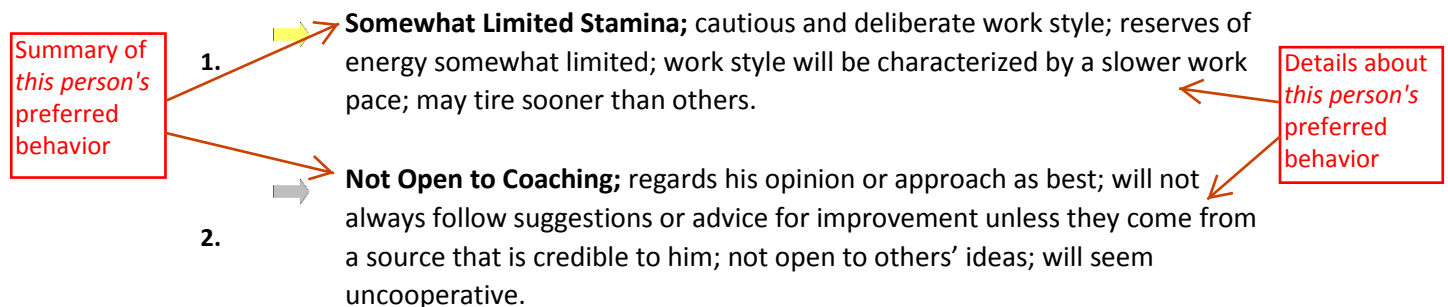
3. On the Behavior Clusters pages, the descriptions of the extreme ends of each personality characteristic don’t match the description for the person’s results that is printed at the bottom of the page. Why is there a difference?

Answer: The descriptions at each end of the scales for the personality characteristics *briefly* describe probable behavior at the extreme ends of the scale. The description at the bottom of the page that corresponds to each scale describes what *this person's* results typically mean for behavior on the job. The bolded descriptions at the bottom half of the page are brief summaries of this person's likely behavior.

For example, here is partial detail from the Work Style Behavior Cluster page:



What Samuel's Work Style Preferences Mean:



4. How can you tell if someone is "gaming" the MPA questions – that is, just answering in the most positive way rather than how they really feel?

Answer: Our web site monitors the pattern of responses a person makes while answering the MPA questions. If it detects that the person is choosing unrealistically positive responses, the session is interrupted and the web site explains that such a pattern is unlikely, encouraging the person to use the full range of response choices to more accurately show how he or she feels.

In addition, we developed Reality Check technology that is embedded in the MPA questionnaires that monitors how realistically the person is answering the questionnaires. This technology is based on over 30,000 individuals who have completed the MPA

questionnaires. It adjusts the person's results depending on the degree to which he or she was unrealistic in the way they answered the MPA questions.

5. How can I tell how I did on the timed portion of the MPA?

Answer: The timed portion of the MPA questionnaires is the General Information Appraisal. It measures a person's thinking skills and ability to use information to solve problems. The results are shown in three of the Behavior Clusters: Work Style, Management Style, and Problem Solving. The results are shown as either being a strength, a caution, or a concern, just like all the other personality characteristics.

6. BancFirst is working on succession planning. How can we use the MPA to help in our succession planning efforts?

Answer: Leadership development requires in-depth job, company, and banking industry knowledge and skills. Often overlooked is the equally important need for development of the essential performance and interpersonal preferences that the MPA evaluates.

Succession planning depends on identifying employees with leadership and management potential as early as possible in their employment tenure. Armed with this knowledge, an individual can be provided with the specific kinds of growth opportunities necessary for his or her growth as a leader.

The MPA helps you identify leadership and management potential by showing you a person's strengths that otherwise may not be apparent. In addition, it provides customized coaching suggestions that can be incorporated into development programs.

7. How do you suggest we use our MPA results to help in training the younger (millennial) generation?

Answer: This question is closely related to question 6 above, but it also raises the issue of *how* MPA results help make training more effective.

The MPA results show you how a younger person prefers to approach new situations and problems, and how well the person uses information to solve problems.

For example, some people prefer to be given detailed, step-by-step procedures in a new situation, and others prefer to understand the overall objective before being able to make sense of detailed procedures. The person in the first case will typically come to an

understanding of the overall objective by following the procedures, whereas the person in the second case needs an overall understanding before the procedures will make sense.

This example shows how you can adjust training to fit a person's learning style in order to make the training more effective.

8. Can we use the MPA results to help an employee with a bad attitude or poor work habits?

Answer: Yes, the MPA results will help you understand *why* the person has a bad attitude, or *why* the person's work habits seem poor. Very few people intend to have bad attitudes or bad habits, and understanding the person's underlying preferences will help you find a way to discuss the problematic behavior in a constructive, non-confronting way.

Remember, you should always discuss MPA results in terms of behavior on the job, not in terms of "what the MPA said."

9. How much does the MPA cost? Who gets the results reports?

Answer: The base price of the MPA is \$85, and volume discounts are applied based on total number of MPAs processed during a month. The results for an individual CSO are sent only to that CSO and to Dara Wanzer; results for a specific location are sent according to the TELLER/BCSS distribution list for that location and to Dara Wanzer. If an area president requests an MPA, results are sent to the area president and Dara Wanzer.