

**BancFirst MPA Webinar**  
**Session II MPA Post-Hire Reports**  
**Questions and Answers**

The second sessions of the BancFirst MPA Webinars, “Post-Hire Reports and How to Use Them,” were held in late October 2017. In these webinars, we discussed the MPA Coaching Suggestions Guidebook and the MPA HELM Summary. No specific questions were asked at the end of the webinars, but several important points were brought up by participants:

- One participant remarked that when the MPA was first presented to CSOs, it seemed to be mainly a selection tool, but after listening to the second webinar, it appeared to that participant that it would be even more useful as a coaching/development tool.

Dr. Helm explained that he believed it was important to make the information that the MPA provides be useful for selection/promotion decisions, and for ongoing coaching and development. Information in the MPA reports is useful throughout an employee’s tenure.

- A participant remarked that the MPA, and especially the post-hire reports, will be extremely useful in the guiding the development of the person who will succeed her in her job.

The MPA Coaching Suggestions Guidebook is especially useful in succession planning, and especially if both people have completed the MPA and put some thought into how their strengths help them work together successfully, and into how to support each person’s growth opportunities.

- Another participant remarked that it seemed that the biggest challenge would be in presenting the MPA results to the person who had completed it because of the defensiveness that might be encountered from that person if he or she didn’t agree with what the results said.

Dr. Helm emphasized that it’s important to help the person get past that defensiveness in order to get the benefit of the coaching tips and insights into how others may see the person’s behavior.

*What can you do to help the person overcome defensiveness?* There are several things:

1. Take the MPA yourself! Particularly if you disagree with your own results, show your report (preferably the HELM Summary) to at least 3 people who know you

well and whose opinion you respect as honest. What do they say? They may not completely agree with the report, but if you get responses that range from, “Well, I can see how someone might say that about you...” to “I’ve seen that sometimes, and while I think you’re not always that way, I do think it sometimes comes out” then you should pay attention to it.

2. If you can tell the person who took the MPA but doesn’t agree with the results that you took it yourself, and felt somewhat the same way but got feedback from other people that reinforced the importance of the report, it will help the person overcome some of that defensiveness.
3. Remember, the MPA reports are based on what the person said himself or herself about personal preferences in response to *many* (166) work-related statements. The MPA results reports don’t *predict* how the person will always behave; instead, they reflect attitudes that will *influence* behavior, and it always helps a person improve performance if they understand what will influence their behavior choices.
4. Finally, remember that the Coaching Suggestions Guidebook provides suggestions for how to help mentor or coach the person, *if the need arises*. It should not be used as a checklist for all the things a person could do to improve performance.