



Comparisons of Assessments Used in Talent Management

Key: ↑ = Advantage, ↓ = Disadvantage, ↔ = neutral

I evaluated a tool based on the need for an organization to get maximum benefit from their investment at a reasonable cost

Assessment	Cost	Expert			Uses					Comments
		Need to interpret	Availability	Develop Internal expert?	Team	Individual	Performance Issues?	Manager	Executive	
DiSC®	↔	↑	↑	↑	↑	↑	↓	↓	↓	Cost advantage is more in being able to get away from consultants vs the tool. Basic one is reasonable, but it is easy to be up sold.
Myers-Briggs (MBTI®)	↔	↔	↑	↔	↓	↑	↓	↑	↑	Hard to incorporate results into normal conversation because explanation of different types uses more academic terms – one reason it is popular in universities.
Predictive Index® (PI®)	↓	↓	↓	↓	↑	↑	↔	↑	↔	Business model limits use by small organizations and output is hard to understand without expert.
Gallup StrengthsFinder	↑	↑	↑	↑	↔	↑	↓	↔	↓	Books to support and low cost (one assessment per book and StrengthsFinder 2.0 is \$13 on Amazon). Applications are limited, but a great place to start.
BarOn EQ-i®	↔	↓	↓	↓	↓	↑	↓	↑	↑	Great emotional quotient (EQ) tool, but limited usefulness because of limited experts relatively new topic area.
Birkman Method®	↔	↑	↓	↓	↑	↑	↔	↑	↑	Great tool for people in transition, and the amount of data requires having an expert around. Very readable reports. Just launched a less expensive version – making it reasonable to use throughout company.
CPP	↓	↓	↓	↓	↓	↑	↓	↔	↔	Output in letters that are not intuitive for normal person which inhibits use beyond normal session.
Kolbe A® / Kolbe B® / Kolbe R®	↓	↓	↓	↓	↑	↑	↓	↑	↑	Great team tool. Needs an expert and very few are around, which results in higher cost and difficult to use below leadership level.
Enneagram	↑	↑	↓	↔	↓	↑	↓	↓	↓	Book makes it easy to use and reuse. The number of different profiles makes learning and using with teams more difficult than most.



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What the headings mean:

Cost: The StrengthsFinder and Enneagram come with a book, so they are under \$20, which is very affordable for most organization and an expert is not necessarily needed to understand. Anything running >\$100 per person including cost of assessment and expert is rated as having a disadvantage related to cost.

Expert

Need for an expert: Refers to how easy it is get something from the results without an expert. Taken into account is the helpfulness of output and availability of support material.

Availability of expert: Refers to the number of experts available to assist in using within an organization. Some assessments have just not been widely adopted, so finding an expert is a challenge. MBTI is a good example of having lots of experts because of how colleges/universities have made it their preferred tool. Kolby and the Enneagram have much smaller networks.

Ease of developing Internal expert: The key parts of doing this are: 1) The frequency of use needed to build/keep expertise 2) The friendliness of the output to support/direct the conversation (some output is easy to read and, even if not done more than a few times a month it is easy to use) 3) Cost or availability of certification.

Uses

Team: How strong is the team reporting piece of the tool?

Individual: How strong are individual reporting tools? This includes how broad the range of reports are – including career planning and job alignment.

Performance Issues: How easily can it be used to address performance issues? Many experts would say yes to this – but some tools are built to do comparisons between a leader and a team member.

Executive: Are there barriers with some executive teams using a tool like this? Some tools are so simple that more learned audiences/c-suite audiences would have a negative view of the tool. DiSC is probably an example of this – it generally does not work with groups where MBA/PhD standards exist for leaders.

Manager: Is it an effective tool for new managers to understand their leadership style and get valuable input on how to lead others on their team? Most experts would say yes, but certain tools have great reports to make this very easy and something a manager can readily discuss with their people.



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