

Volume 18**What I'm hearing**

"We use [insert popular assessment tool here] for developing personality profiles with our team, but it hasn't provided the benefit we expected. Now what?"

What it means

I've heard this question repeatedly over the last month from organizations in very different places. The most common complaints about these assessment tools are:

- They're too expensive to cascade down an organization.
- The debrief was great for the leadership team and everyone left energized, but the action plans went nowhere without an ongoing relationship with a coach or consultant.
- Every time I want to use it for something else it costs me money because no one in our organization is an expert.

I preach self-knowledge, and using an assessment is a quick way to arm an individual with the self-awareness to become a better teammate, to grow as a leader, or to make career choices. There are great reasons to integrate an assessment into your talent-management strategy, but too often people make decisions based on *being sold* on a particular tool instead of making a *great buy*.

What you should do

This is a big topic, so I've written some extra blog posts to address some key questions. If I miss one, just ask and I will blog an answer.

- [Using Assessments to Save Pain in Hiring – and Provide an ROI](#)
- [Four Traps and One Truth about Assessments](#)
- [Product Reviews: Pros & Cons of Tools I Have Used](#)

In order to get the maximum benefit from an assessment tool, you have to select it for the right reasons. Consider the following:

- What are the top three objectives of using an assessment in our organization? Can I achieve these using internal people as experts? If yes, are they capable, do they have time, and do we have the money and time to train them? If no, do I have the budget to keep an expert around long enough to hit my objectives?
- Have we been successful in the past using assessments? If yes, great! If no, why will this time will be different?
- How much does it cost per person to use? Is that an acceptable expense for an executive? A mid-level manager? An individual contributor? Leaders typically want to cascade the use of these assessments, so be ready with a plan B if the price is too high.

Do you need help building or optimizing an assessment strategy for your talent management efforts? Contact me. Scott@thetrugroup.com