PI FEEDBACK GUIDE

GENERAL ADVICE WHEN GIVING FEEDBACK

- Make sure the setting is pleasant and relaxed
- Explain what the assessments measure and predict (without explaining technicalities)
- Inform the assessment taker that the assessments are scientifically validated psychometric tools designed for the workplace.
- Emphasise that the assessment results are just some of the data points you use and that there are no right or wrong results.
- Expect questions, but don't go into technical details (do not explain the factors, e.g.)
- Remember to be aware of your own profile compared to that of the assessment taker
- Share the results in writing if this is in accordance with your company guidelines
- If giving feedback on both assessments, start with the PI Cognitive Assessment

FEEDBACK ON PI COGNITIVE ASSESSMENT

- Explain that the PI CA measures general cognitive ability which tells you how fast a person can be expected to acquire new knowledge and handle complexity.
- Explain that the result is just one of many factors you look at
- Tell them that there are no right or wrong scores, but that it is a question of matching the person to the role they are applying for
- If they express concern, inform them that the PI CA is designed to put people under pressure; most people find it stressful, and you did not expect them to answer all 50 questions
- Initiate the feedback by asking about the experience, strategy etc.
- Ask if they used any aids when filling in the assessment, such as AI
- Present the result by telling them they answered xx questions and xx of them were correct. Tell them that their score is converted to a scaled score fitting them into the scale from 100-450, and that their scaled score is xx.
- Compare the results with a reference group when relevant but do not reveal the job target score
- Do not be afraid to tell people who scored low on the cognitive their results. Like everyone else, they would like to know how they did.

FEEDBACK ON A PI PROFILE

<u>General advice:</u>

- Spend at least 15 minutes on the feedback, preferably 25-30 minutes
- Try to be conversational – remember it's a dialogue!
- Avoid using PI terminology (such as the name of the factors)
- Don't point at the PI graph
- Don't judge; use positive words – do not tell them what they are not.
- Describe the person, not the pattern
- Say things like: "The words you chose suggest…", "your responses indicate…" etc. instead of 'you are this' or 'you prefer that'
- Allow time for to process the feedback. Take breaks and ask, "Do you have any questions?"
- Listen well and dive deeper where necessary. Does what they say match what you see in their profile? If not, ask clarifying questions.

PI FEEDBACK GUIDE

PREPARATION: ANALYSIS OF A PI BEHAVIORAL ASSESSMENT

Being well prepared is essential for giving a good feedback on a PI profile!

Start with the Self pattern

- Which factors are high and low and what needs/behaviours are associated with that?
- What is the widest factor combination?
- What is the second widest etc.?
- Which reference profile is it?

Next, look at the Self-Concept

- Have any factors changed?
- Have any factor combinations changed, especially the A:D relationship?
- Is it an easy, a moderate or a difficult change?
- Note: If the assessment was taken a while ago, the Self-Concept is probably no longer relevant to address.

Synthesis

- Look at the E factor

Tip: For candidates, generate the Interview Guide to ensure a systematic approach

FEEDBACK ON A PI PROFILE

- Start by asking what it was like to complete the assessment
- Reassure the individual that there are no right or wrong answers
- If a hiring situation, inform them that the profile is just one of several factors you are looking at. Say something like: 'This assessment helps us get to know you better and to find the best fit with the job requirements that we have determined for this position, so that the person we hire has the best chance of thriving and performing in the role.'
- Say something like: 'As you may recall, you were asked to choose some words on a checklist. Based on your selection, the scientific algorithm produces a PI profile which helps us identify your motivational drives. These are core traits within you that affect the needs you have and the behaviours you are likely to express.
- Explain that the drives are fluid scales and not an either-or
- (Optional): Ask if they have completed any personality assessments before? (If yes, ask if they remember what it said about them. You can tell them if you see the same in the PI BA.
- To start the dialogue, ask open-ended questions, such as:
    - *What do you consider your primary strengths?*
    - *Tell me what you like most about your current / previous job*
    - *Tell me how you would typically approach a new task or assignment*
- Give feedback on the Self pattern, starting with the highest factor, moving on to the lowest factor, then the next-highest and lastly the next-lowest.
- Then move on to the widest factor combination, the next widest etc.
- Address the E factor if relevant (located in the Synthesis)
- Use several words to describe each aspect of the profile, not just one. There may be one or two words that do not resonate with the person while all the rest do.

FEEDBACK ON A PI PROFILE, CONTINUED

Addressing situational factors:

- Tell them that the words they chose indicate that they prefer a combination of the needs associated with high and low. For example:
  - *A: Teamwork / being in charge*
  - *B: Time to reflect and opportunities to talk things through with others*
  - *C: Variety / change and predictability / stability*
  - *D: Some flexibility and some structure*
- Explain that based on their responses, they would likely be comfortable both e.g.:
  - *A: Taking the lead on tasks or projects and helping when others make the decisions*
  - *B: Working alone and with other people*
  - *C: Working under time pressure and more methodically*
  - *D: Looking at the big picture / thinking outside the box and being precise / following the rules*
- Say something like: 'Whether you tend to be more [high behaviour] or [low behaviour] normally depends on the situation or context. Have you thought about when you tend to be more one or the other?'

Addressing caution areas and exploring self-awareness:

- When giving feedback on a PI profile, it can be relevant to explore the person's level of self-awareness and/or the potential caution areas associated with the profile.
- Tip: If you are exploring this is relation to a hiring interview, we recommend establishing the job target to explore fits/gaps, and we refer to our guide 'Asking the right questions'.
- Otherwise, ask them open-ended questions like: 'What do you consider your personal development areas?' or 'what is something you think you need to be mindful of in the way you work / communicate / collaborate / manage people?'
- Ask questions to each of their factors, for example:
  - **Low A: '**How do you handle difficult conversations or confrontations?' Or say: 'Sometimes people who have these traits are uncomfortable with conflict or tough / unpopular conversations. Is this something you recognise in yourself?'
  - **High A: '**Tell me about a time where you had to collaborate with other people on an equal basis and you didn't necessarily get to decide the way forward'. Or say: 'Sometimes people with these traits have difficulty delegating authority / can be perceived as confrontational or intimidating. Have you ever had this feedback?'
  - **Low B:** 'How do you build relationships with colleagues or stakeholders?' Or say: 'Sometimes people with these traits tend to be slow to trust others or appear overly task-focused as opposed to being people-focused. What are your thoughts on this?'
  - **High B: '**How would you handle a situation where you had to put the work / goals / results before personal concerns?' Or say: 'Sometimes people with these traits tend to be too talkative or overly trusting of other people. Is this something you recognise in yourself?'
  - **Low C: '**Tell me about a time where a project took longer than expected.' Or: 'How do you handle operational / routine tasks?' Or say: 'Sometimes people with these traits tend to get impatient when there are delays / get frustrated if things are too stagnant. Is this something you recognise in yourself?'

FEEDBACK ON A PI PROFILE, CONTINUED

- **High C:** 'How do you react if something unexpected comes up and you have to shift focus immediately to address it?' Or say: 'Sometimes people with these traits tend to struggle under time pressure / be reluctant to accept change. Does this resonate with you?'
- **Low D:** 'How do you address tasks that require attention to detail?' Or: 'How do you react to tasks where you need to follow a certain process to the letter?' Or say: 'Sometimes people with these traits overlook important details / tend to bend the rules. Is this something you recognise in yourself?'
- **High D:** 'How do you handle ambiguous situations where you do not have access to all the information you'd like to have?' Or say: 'Sometimes people with these traits can lose sight of the big picture or the more strategic view / appear overly focused on details or doing things by the book. Have you ever had this feedback?'

Self-Concept:

In a hiring interview/feedback, remember that we are hiring based on the person's Self (the stable traits/drives). Sometimes, it can be relevant to explore the Self-Concept in addition, particularly in development talks also in some hiring situations. Remember that the Self-Concept is a snapshot of where they were at the time they took the BA, and that it changes with their environment.

- Say something like: 'We've talked about what motivates you and what your preferences are in the workplace. Let's talk about a different aspect of the assessment. We also measure your perception of a need to adapt to the current environment. Again, there are no right or wrong answers.'
- Refer to page 29 in the People Data Toolkit to ask questions like: 'Based on the words you chose, it looks as if you feel you need to be more / less …'
- Ask: 'Why do you think that is?'
- Then ask: 'How do you feel about that?'
- If it is a hiring situation and there is a gap between their profile and the job target that would require the same stretch / adaptation they seem to be making based on their Self-Concept, ask more questions about how they have handled this in the past and what coping strategies they have come up with for themselves.

ADDITIONAL RESOURCES

ATTEND OUR FOCUS WEBINAR ON GIVING FEEDBACK

DOWNLOAD OUR GUIDE TO ASKING THE RIGHT QUESTIONS

CONTACT US AT HUMANOSTICS – WE'RE HERE TO HELP YOU!