Analyzing the development needs (at individual and team levels) is a phase which is often not conducted very systematically within the company.

To make this phase more effective and efficient and to provide support for making decisions for development purposes, you can use assessment tools which allow all the necessary data collection in order to do a complete and thorough analysis.

The assessment tools used for development can be subdivided into two main types: tools used for analyzing individual characteristics or competencies of individuals and of the team.
Assessment Tools for individual and team development

Characteristic Assessment

The objective of this tool type is to analyze the strengths and development areas in relation to the work role regarding personal characteristics, attitudes, behavior style and motivational factors.

Characteristic analysis is important for decision making in development for example relating to adequate planning of individual career paths, evaluating a change in role or cultural context within a company or to another company abroad.

If the tool provides the possibility also to compare the individual profiles of the team members, the objective gets larger and involves also the analysis of the strengths and development of the work group.

Assessing the team allows to identify similar needs and to identify the impact of eventual changes within the group (such as the introduction of a new member or moving a member of one team to another).

Competency Assessment

The objective of this type of tool is to provide a complete view of the strengths and development areas in terms of individual competencies (such as leadership, communication, emotional intelligence etc.).

If the tool provides a synthesis of the competency evaluation at a team level, the objective enlarges and includes the analysis of the strengths and areas for development of the work group as well.

To maximize the effectiveness of this type of assessment, the evaluation should include conducting a 360° analysis which requires involving a self-evaluation by the individual as well as all the people that work or interact directly with them: the direct supervisor, peers, direct reports etc.

In this way, the output will be complete and impartial, the process is more uniform and transparent and the person is actively involved in their own professional development.

What do I measure to identify individual and team development needs?

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The use of combined assessment tools listed above provide the ability to identify a complete picture of the areas for individual and team intervention and therefore the creation of professional development plans.

The tools offered on the market are very diverse and wide, making it difficult to identify which tool best fits company needs.

We suggest the following guidelines in order to make the best choices for your tools.

**General guidelines for the choice of assessment tools**

Give preference to tools that have the following characteristics:

- Validated using a reference pool as extended as possible;
- Based on theoretical models/empirical research which is universally recognized;
- Applied to the work environment;
- Distributed online to reduce timing for gathering and elaborating the results;
- User-friendly which means easy to use both by the people who have to administer it and for those who have to complete (ask for a free trial to test this aspect);
- Applicable at the individual and team level;
- Reporting which is easy to understand that does not require interpretation of experts (e.g. Psychologists).

**Specific guidelines for assessment tools which are aligned with your own specific needs**

- Whenever specific reference models exist (such as competency models, company values etc.) that you prefer are respected by the assessment tools, give preference to tools that are already sufficiently aligned with or that allow for personalizing or adapting content to those models;
- In multicultural environments, choose multi-lingual tools which allow the possibility of the individual to complete his/her questionnaire in their own mother tongue in order to guarantee an effective level of understanding of the questions posed and consequently to have accurate results.

An increasing number of companies are beginning to use assessment tools to support the individual and team development with the objective of keeping talent within the company.

For more information

Business cases that use assessment tools for development

Examples of assessment tools for development