



LEADERSHIP DEVELOPMENT FOR PROFESSIONALS: A SUMMARY OF ASSESSMENT TOOLS.

By **Mark Beese**, [Leadership for Lawyers, LLC](#)

Increasingly, firms are finding that leadership **assessments are remote-friendly** and can be effectively administered and debriefed in groups in a virtual environment. Here are a few options:

- 1. Myers-Briggs Type Indicator (MBTI)** - a personality assessment that provides insights and on how people gain energy, gather and interpret information, make decisions and organize their world. MBTI is the most-used personality assessment in the world.
<https://www.myersbriggs.org/my-mbti-personality-type/mbti-basics/>
- 2. DiSC** - a personality assessment that provides insights on four behaviour types - dominance, influence, steadiness and conscientiousness. While MBTI may focus more on internal motivations, DiSC is more focused on external behaviour. MBTI and DiSC can be useful in helping leaders learn more about themselves and how those around them think and behave. I often use these assessments in teaching communication skills, managing difficult conversations, and basic management skills. Both assessments have versions designed for leadership development and effective team training.
<https://www.discprofile.com/what-is-disc>
- 3. Smart Collaboration Assessment (SCA)** - A few years ago, Harvard researcher Heidi Gardner published a book called, "[Smart Collaboration: How Professionals and Their Firms Succeed by Breaking Down Silos](#)". This year she launched an assessment tool for individuals and teams to help them identify ways to improve collaboration that results in increased revenue, profitability, client loyalty, and retention. I expect this will be widely used over the next few years.
- 4. Change Style Indicator (CSI)**
The CSI assessment illustrates how people lead change differently. This is a popular assessment for firms and groups facing significant change (and who isn't?), ranging from succession planning and transition, innovation, culture change, mergers and client service. In the debrief, participants gain an understanding for how they might improve their change leadership effectiveness by adjusting their style to the situation and other people.
<https://www.profileassessments.com/change-style-indicator/>
- 5. Influence Style Indicator (IFI)** - Influence and persuasion are critical skills for law firm leaders. The IFI shows individuals their preferences for how to influence others through five archetypes: rationalizing, Asserting, Negotiating, Inspiring and Bridging.

In the debrief, participants see how they can influence more effectively by using different tools and tactics based on the situation. This is an excellent assessment for associate, of-counsel and new partner academies.

<https://hbr.org/2012/01/whats-your-influencing-style>

- 6. Thomas-Kilmann Conflict Instrument (TKI)** - How leaders deal with conflict can have a tremendous impact on their effectiveness and capacity to lead change. The TKI gives participants insight into their preferred conflict style: competing, collaborating, compromising, avoiding or accommodating.

In the debrief, we look at how to match the conflict situation with the proper conflict management style. Leaders feel like they have more control and options when dealing with conflict, making them more confident and effective.

<https://kilmanniagnostics.com/overview-thomas-kilmann-conflict-mode-instrument-tki/>

- 7. Leadership 360 Assessments** We offer several options for developmental feedback assessments for leaders. Leaders take an online self-assessment and they ask those who work around them (peers, direct reports, "supervisors", partners, etc.) to evaluate them on the same behavioural criteria. Reports then illustrate a "360" view of their leadership effectiveness, which results in a written report that forms the basis for one-on-one coaching.

Other assessments. Mark Beese has access to a number of other assessments, including FIRO-B, Hogan, Tracom Social Styles, Leadership Circle Profile and others. Most assessment publishers have released updated methodologies for online group and one-on-one debriefings, using zoom or other video communication tools.

If you're interested in using one or more of these assessments in your professional development efforts, drop Mark a note – mark@leadershipforlawyers.com.

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