

Announcer (5s):

Welcome to the Maximize Business Value Podcast. This podcast is brought to you by Mastery Partners, where our mission is to equip business owners to maximize business value so they can transition their business on their terms. Our mission was born from the lessons we've learned from over 100 business transactions, which fuels our desire to share our experiences and wisdom so you can succeed. Now, here's your host, the CEO of Mastery Partners, Tom Bronson.

Tom Bronson (36s):

Hi, this is Tom Bronson and welcome to maximize business value. A podcast for business owners who are passionate about building long-term sustainable value in their businesses. This episode kicks off the series on the value of assessment tools for any organization. Now, we've all heard about various assessments like disc and culture index, predictive index, StrengthFinders, and others, and the chances are pretty good that you've had some exposure to one or more of these assessments during your career. This series explores the best ways to use these assessments to improve your business in the coming weeks, we'll dedicate time to each of five assessment tools, but today we're starting with an overview.

Tom Bronson (1m 25s):

So in this episode, I'd like to welcome our guest, Dr. Jenny Gray, an organizational psychologist who helps businesses, leverage their talent. Now I met Jenny through business navigators, the servant leadership organization in Dallas we've talked about before, Dr. Gray is a highly accomplished results, oriented talent management, organizational development executive. How do you like that? That's a mouthful with extensive experience in executive assessment development and onboarding high potential employees, identification learning, and development, leadership development, performance management, and succession planning.

Tom Bronson (2m 6s):

Now she's driven cultural transformations, instituted change management practices and leverage metrics for measuring impact. And she's used many of the tools that we'll be talking about today and in the coming weeks. So who better to talk about the value of assessments and how to use them to improve your business. So welcome to maximize business value. Jenny, tell us a little bit about your business.

Ginny Gray (2m 34s):

Thank you, Tom. What a nice introduction. I appreciate that. And thanks for having me on your podcast. Yeah. I'm in the business of everything about talent. So I've been branding my business as minding talent and as a way to remind companies that no matter how well organized you are or structured you are, it will only perform as good as the employee capabilities that you have today. So it's critical to understand the current capacity of your individuals and future ability for them to perform.

Tom Bronson (3m 17s):

And that's what you do in your practice. You know, I, I've heard recently that that a great employee can replace three good employees, and it's really important to be able to have to understand your people and,

and, and hire the right ones and maximize their value. So tell us a little bit about your background and how you got into this line of work.

Ginny Gray (3m 41s):

Yeah. Thank you for that opportunity. I've been a consultant more than I have inside companies. However, I started out at a consultancy here in town, a boutique company it's been since gobbled up by IBM, but it was called Beatrice hallway. And we did management consulting again, talent management practices across the India end to end employee life cycle. So I worked as a consultant for 10 years, and then one of my customers asked me to come on board. It was a fortune seven 50 company, and the CEO was convinced that organizational development or talent management as it's known in many practices was a key to unlocking the full potential of his company.

Ginny Gray (4m 37s):

And he asked me to help him build out the talent practices. So inside a diversified industrial company, so that we had not only the capacity for today, but could over time incrementally build the capacity to meet the strategic imperatives he had for the future.

Tom Bronson (5m 3s):

Brilliant. I'm a forward thinker. I think

Ginny Gray (5m 9s):

One of the many visionaries that are out there today, however, I'm taking a leap of faith like that in a publicly traded company can be a little bit of a risk. Not very many CEOs here in Dallas have done that, but there have been a few. Yes.

Tom Bronson (5m 27s):

Right, right. Well, let's jump right in and start talking about assessments. So, so first I'd like to debunk a myth and, and I think I hear this frequently in the circles. I, well, can you use this, you know, or is this right? How do we, you know, use these things as this legal is the use of employee-related assessments in business legal.

Ginny Gray (5m 51s):

Yes, absolutely. And so that Mo myth that it is not legal does need to be debunked. So the Supreme court ruled in 1971 that not only are assessments legal, but valuable when used appropriately and recommended for businesses with 15 people or more so that it was a huge ruling and was based upon a court case between Griggs versus duke power company.

Ginny Gray (6m 37s):

And in that the African-American population was not being promoted as equally as the white population. And

so there, and they were using testing assessments in order to decide who was promoted and who was not. And so the vote by the Supreme court was that the test was discriminating against race, even though the company itself did not intend to discriminate. And they were found guilty of discrimination.

Ginny Gray (7m 21s):

So there are fair practices that they need to not only not discriminate against the class, race, age, all the things that we know of today, but that it cannot discriminate in equity as well, which they call disparate impact and disparate impact is something like you pay one amount to females for the same job as the amount for males which is done in our country, you know, at an exponential rate.

Ginny Gray (7m 60s):

However, it is actually discrimination practices of the fair employee commission act. So I'll stop there because I can get very technical and deep, but I don't think we want to go there.

Tom Bronson (8m 15s):

So even I want to be sure I understand this, the Supreme court ruled that, that in fact assessments are legal, but they said that this particular assessment was a problem. Is that what I heard you say?

Ginny Gray (8m 31s):

Exactly. And so in their ruling, you know, stating that they are good practice for business, it's good business practice to use assessments. You do need to be careful in the way that we're, that we are using them. And I think we're going to be getting into that further into the podcast.

Tom Bronson (8m 51s):

Yes, for sure. So, so I know that there are different types of, can you, what are the different types of assessments that are available?

Ginny Gray (9m 1s):

Yeah, there's different categories of assessments. One is the category of a work style and the next is four personality. And then you have a cognitive capabilities as well. And so the rationale for these is that job performance is based upon a variety of factors that come together, not only work behaviors, but values, interests, and some cognitive in some jobs, cognitive or intelligence capacity.

Ginny Gray (9m 50s):

So each of these assessments in these categories, so you had mentioned disk that falls into the work styles category. You mentioned strengths finders. That's also in the workstyles category. When you talk about culture index or predictive index or other assessments in the personality, character category, such as Hogan and the 16 PF or also there's other instruments. There's so many instruments out there that fall in those categories. There's also the aptitude category.

Ginny Gray (10m 31s):

So think about the SATs, G R E S you know, those are about your potential against your peer group. And that's also used in pre-employment assessments, as far as that type of normative scoring, which is also important to understand the types of scoring and what that scoring means and how to interpret that scoring and use it effectively.

Tom Bronson (11m 3s):

Okay. So let me just be sure, I understand and follow here. So sat, GRE, things like that, those would fall into that cognitive

Ginny Gray (11m 14s):

And into aptitude, aptitude. Yeah. Your capability. You think about it. If you get an sat score of 1100, that the colleges either choose you or do not choose you because they think you can do the work. And so that's, that's, you know, comparing your learned ability, your aptitude learned ability here to, for compared to your peer group.

Tom Bronson (11m 41s):

Okay. All right. So now, now, and the most common things I think we find in the workforce are going to either be the work style or the personality and, and the way you've described personality ones like the predictive index and the, and the, the culture index. Those to me, I, I lumped them in probably using the words incorrectly. And here you are, you can correct me if you, if I'm wrong in this, I call kind of the personality tests, the predictive tests, right? These are, are we going to be a good fit? That kind of thing. And those are, those are tests, preemployment, and work style.

Tom Bronson (12m 22s):

I call those productivity assessments of how do we work better together, right?

Ginny Gray (12m 31s):

Yeah.

Tom Bronson (12m 31s):

Those are the, those are, if I'm right, those are the most common commonly used tests. Those two categories in for business. Am I, am I correct in that?

Ginny Gray (12m 40s):

Yeah. They're the most common use. There are some cognitive, some intelligence. I wouldn't necessarily call them all intelligence. I call them cognitive because they're about how you reason it's not your IQ. It's, it's your verbal reasoning or your mathematical reasoning, your business reasoning, strategic reasoning, things like

that. Yeah. So those are used and typically the cognitives used at the higher level of the organization. So if you're in a publicly traded company, that's very large, those come into play at the higher levels. But so you're absolutely right. I think you've category categorize them correctly. You've got the work style or the, the, how we are productive together.

Ginny Gray (13m 25s):

And then the personality, those are the most common.

Tom Bronson (13m 30s):

Got it, got it. So under what circumstances should assessments be considered and what issues are they, are they attempting to resolve?

Ginny Gray (13m 41s):

Yeah. So for me, they're resolving any business issue. Right. But you, but what the first question is, what is the business issue you're trying to resolve? Are you trying to get the right people in, in your company that are good, cultural fits? That's a business problem. Are you having excessive turnover? Let's find out why and use assessments are you, do you have people accelerating in their professional development at the level that you desire and that's necessary for the changes and acceleration of your company?

Ginny Gray (14m 23s):

Are you wanting to improve communication among your team members or to your point that you said earlier, the productivity of a team getting together and producing an outcome, have you identified leaders in your leadership pipeline coming up and argue, continuing to develop them appropriately? Is that one of the business issues? Do you have a gap in your succession planning, you know, that you didn't hire during a downturn. And so you ended up with a higher aged population, no middle folks and a early career.

Ginny Gray (15m 3s):

And how do you bridge that gap when your retirees are starting to exit out? So almost any time you have an issue around people and that it's impacting inefficiencies or the risks of your business is a time for you to really focus on putting resources towards talent rather, and investing in your talent and in your training and your learning and in your development activities, not taking away funding for those areas.

Tom Bronson (15m 45s):

Interesting. I was with a, a friend who recently sold his business just this week, recently sold his business to a private equity firm. And one of the things that, that they did even before the, the acquisition was my friend and all of his senior managers were required to do an assessment. I failed to ask which one it was, and now I'm now I'm kicking myself because I failed to do that. But it was, you know, multiple hours with a industrial psychologist after the assessment. And he said, it was liberating. He said, now they know how to work with us.

Tom Bronson (16m 26s):

We know how to work with them. And, and so to me, I, I think that that's super important, but I also point out even from my own experience, you know, asking employees to take an assessment when they haven't been used in the past can cause some anxiety, I think, right. I recall when, when my company was purchased by a publicly traded company, years ago, they sent in a team to do assessments on all of the senior executives. And while certainly now I understand that's kind of a practice.

Tom Bronson (17m 7s):

It caused an amazing amount of anxiety for me and for the other executives that, that were to take part in these assessments. And they were, they were actually done mostly via interview. And so, so I guess my question is then how can business owners, if they decide that they want to use tests to improve productivity. And some of the things that we've talked about here already, how can business owners minimize the anxiety for their employees when they're introducing assessments into their company?

Ginny Gray (17m 43s):

Yeah. It is very anxiety provoking for most people. And I think the very first thing is always start at the top. Always have your executives take the assessments first, so they can then be the supporter of it going down. Now that's not always possible because sometimes you have a leader inside a company or inside a business and you want to pilot the assessment, right? And so you identify a group or department that would go through it first, rather than the executives. Again, I prefer executives go first. However, not always cut the possible.

Ginny Gray (18m 24s):

I think the first thing is never coerce or force someone to take it, allow people to bow out that said there, you know, you, you can't have 50% of your folks bow out, but I think giving them the option can sometimes just enable them to feel like they've got control. And that's what a lot of people are concerned about is control. And they're concerned about how this is going to be used, who sees the information, where is it gonna be? Is it gonna be used long-term or just short term?

Ginny Gray (19m 6s):

How is, how am I going to be presented through the assessment? Like, what is it going to say about me? Right. And, oh my gosh, it might say something negative about me. And I have been trying for years not to have something negative about me, you know, like, you know, it's, it's amazing to me, people who think that their weaknesses don't shine through, they shine through every day, every day. So, you know, for me, I'm a perfectionist. So I overwork, I go into way too much detail, you know, I'm researching way too much based on the needs of the event.

Ginny Gray (19m 51s):

And so, you know, for me, I, I need to back off and people see that in me every day. It's not a secret, but I think it's a secret, I think, oh, nobody knows. But they do know, but people are very afraid that now the assessment says, it says Jenny's a perfectionist. Well, yes, it's going to say that, but everybody sees it. And that's sort of the dichotomy about this. But I think being transparent about the data is very important. Help them understand where it's going to be used. Who's going to see it when it's going to be used. Is it going to be used against me? So, you know, a promotion that's a could be against me.

Ginny Gray (20m 33s):

It could be, for me, could make the difference. I say the other thing is always let people know what the information is. Always give them feedback, always go over the results with them first, before you share anything publicly as a team or into the HR group.

Tom Bronson (20m 52s):

Interesting. Now, like those

Ginny Gray (20m 54s):

Are my recommendations. Yeah.

Tom Bronson (20m 56s):

I like that. I mean, all of those things, the, the assessment that I referred to that caused all of the anxiety for me and for the other executives, they never shared their results with us. Never. It was for a, we had a parent company. It was for them and we never heard another word about it. And that's, that was wildly destructive.

Ginny Gray (21m 18s):

Yes. It breeds mistrust. It breeds mistrust. Right. And that's not what you're trying to do in your business. You're trying to have an open, transparent, authentic engagement in your company. And by hiding information like that, it just destroys it instead of building it.

Tom Bronson (21m 38s):

Exactly. You know? And, and before we take our break here, I just wanted to say a word about perfectionism. You already know that that's one of your things. My, my sidekick, Kim Benson, wonderful, wonderful, where we worked so well together. And in fact, I can, I can give maybe an example when we're onto a different, one of our tests in the coming episodes, I'll give an example of how we understand one another, a little bit better as a result of having assessments done. But she also is a perfectionist. And I don't know if you happen to be at Dave. Cobb's a great, great business leader here in Dallas who spoke at business navigators. And he said, perfectionism is like trying to teach a, a gorilla karate.

Tom Bronson (22m 22s):

If you're successful, it will kill you. So FairWarning on the perfected

Ginny Gray (22m 33s):

Heart attack city is yes. That's the way it happens. Yes,

Tom Bronson (22m 37s):

Exactly. Exactly. All right. Well, we're up against the break. We're talking with Dr. Jenny gray. Let's take a quick break. We'll be back in 30 seconds.

Announcer (22m 47s):

Every business will eventually transition some intermediate employees and managers and some externally to third party buyers, mastery partners, equipped business owners to maximize business value so they can transition their businesses on their terms. Using our four step process. We start with a snapshot of where your business is today. Then we help you understand the way you want to be and design a custom strategy to get you there. Next, we help you execute that strategy with the assistance of our amazing resource network. And ultimately we'll be able to transition no business on your terms. What are you waiting for more time, more revenue, if you want to maximize your business value, it takes time.

Announcer (23m 28s):

Now is that time get started today by checking us out at www.masterypartners.com or email us at info@masterypartners.com.

Tom Bronson (23m 41s):

We're back with Dr. Jenny gray and organizational psychologist. And we're talking about employee assessments and how to use them properly. So once I've decided to use an assessment and my business, Jenny, how long can I use the results of that assessment for decision-making? Is it evergreen?

Ginny Gray (24m 4s):

Yeah. Excellent question, Tom. And one that doesn't get asked very often, it will depend on the assessment itself. So you always want to ask the consultant that you're using or investigate by getting the technical manual. And in every technical manual, every assessment will have a technical manual that shows how it was designed, how it was used, the reliability and validity factors, which we'll get to a little bit later. And in there also is administration how to administer it accurate correctly, so that you'll get accurate information.

Ginny Gray (24m 48s):

And so in there, it will generally tell you rule of thumb is because we're human beings and we are constantly changing because of our relationships change. Our world changes, stressors, change us and make us better, hopefully, right? We overcome them. We get stronger, better after our hardships. So we're learning, we read books, you know, all of this information comes into us constantly every day and we change our minds, right? We, we shift who we are. We always have a base of who we are, but, you know, we have other

characteristics that sorta in traits that lie on top of that, that can shift.

Ginny Gray (25m 38s):

And so if you're looking at something like a behavioral skills, like a disc or a Myers, Briggs, or strengths binder, it's going to shift a little bit based on how you transition through your life. It's not going to be dramatic. It's not going to be a one to 80, unless you've had a huge hardship and you learn something totally different. And, and because of that, everyone around you had to change. In other words, you had to change your wife or husband. You had to change your friends. You know, it, it just was life changing, but most of us don't have that. We have little changes then it's usually every two years now, personality it's every two to five years.

Ginny Gray (26m 29s):

If you're looking at promotions, I would never use data. That's over five years old, I would much rather err towards the two year and have them retake. It.

Tom Bronson (26m 44s):

That's a, that is solid by so many folks kind of do their own. They don't pay attention. You pointed out something really good here. And that is, I didn't even realize this, the technical manual. I mean, how is this to be used and how to use it? And I guess, I guess then the answer is really, it depends on the type of test and, and the specific test. But I think that that is great advice for people to really understand how is this being used? You know, so many people will take a test and then they, they're, they're self interpreting. There are people that are professionals out there that do this for a living. And we'll talk about that in just a second, but where, if I, if I've decided to start doing assessments, where can I get access to various assessments for my business?

Ginny Gray (27m 31s):

Yeah. Certainly, you know, the standard answer, almost everything today is go to the internet. Right? I had a doctor even tell me the day gave me a little diagnosis. And I said, well, do you have a pamphlet? And he said, no, go to the internet. So, you know, the internet has sort of the answer for a lot of things. So I would say, certainly checked with your colleagues and see what they're doing, but you need to know what business issue you're trying to solve first. Right? So if it's team performance, you look for the work styles, assessments. If it's anything to do with employment, promotions, succession planning, you use the personality or the predictive assessments.

Ginny Gray (28m 17s):

Most of the assessments are required for you to have some sort of certification to give them an interpret them. There are categories of assessments, there's an, a, B, C, and an M. And so I'm just going to cover a and B the A's are, you don't have to have any certification at all. You pick it up on the internet, you learn it yourself and you give it. And that's the strengths finders that falls in that a category. You just have self study. And as you build capability and you personally feel like you can do this effectively because of your

experience, then that's fine.

Ginny Gray (29m 4s):

When you go into the disc, a disc is under the B all the rest that we've been talking about today are under the category. B category B assumes a bachelor's degree in psychology, occupy occupational, like a career of occupations or physical occupations or education. Did I say that psychology education or a occupational therapist type of role, those bachelor's degrees or a certification. So many of these like disc Myers-Briggs offer certifications and people go to get certified.

Ginny Gray (29m 47s):

They learn about it. They've read the technical manual. They understand the uses and the limitations, and they understand how to interpret it. And so they are allowed to do it. Then we get into category C and then you have to have masters level and PhD level certifications. Most of those are not used in businesses today. Occasionally they are, but most are not. So category a and B it will serve us.

Tom Bronson (30m 20s):

Okay. So

Ginny Gray (30m 22s):

Always ask if the person is certified, that is one of the things you want to ask your consultants, are they certified,

Tom Bronson (30m 30s):

Right? Right. Well, let's, let's ask that. And what questions let's say that we've decided to do an assessment and we're researching these, what kind of questions should we ask our vendor or consultant when using, you know, when, when attempting to identify which assessment to use, what are the questions we should be asking?

Ginny Gray (30m 53s):

We careful,

Tom Bronson (30m 53s):

Because you know, if someone calls you, they're going to be asking these questions. Right.

Ginny Gray (30m 57s):

I know. I know. So I'm gonna have to be ready for it. Yeah. You know, some of this is a little repetitive, but, you know, I would say to ask the consultant, I would say, which one are you certified in? Or ones, you know? And hopefully they're certified in at least two or three, because then you have options, right? So if, if the person is only certified in the disc or Myers Briggs, that's fine. We can only use it for team building and

performance enhancement. If they're not certified in any of the predictives, like culture index or performance index or Hogan, then they can't help you with solving the problem of getting the right people in the door and screening.

Ginny Gray (31m 46s):

So you can't use disc in Myers, Briggs to screen people for jobs because they don't predict performance. They may predict a behavior, but they don't predict how you're going to perform on a job. And if you can perform on a job,

Tom Bronson (32m 8s):

That's excellent. So many people use those for that type of assessment. So, so keep going, what other things?

Ginny Gray (32m 15s):

Yeah. So the next is the audience. Who's the audience. What was it? Who did they use as their background to develop this assessment? We all, as organizational psychologists have to get a group of people to take these things in order to get them ready. Right. So there are, and our next question, I'm going to talk about all the different organizations that are involved in how to design assessments, so their standards, right. That you have to follow. And so they use audiences. So every test vendors, as an audience, they have a theory of performance.

Ginny Gray (32m 56s):

They've tested out their theory of performance on organizations over time. And so you want to understand what audience was it a manufacturing audience? Was it retail? Was it healthcare? Was it accounting? You know, where was, where did they do their studies? Did they do a broad audience so that it doesn't matter. So for example, one of the assessments I used had a broad audience. And so I could use it across the organization freely over time, they decided they were going in a different direction.

Ginny Gray (33m 37s):

So they changed the audience in which they got their predictive outcomes to retail and customer service while I was in manufacturing. So I could no longer feel comfortable that the results were going to work in my setting. Does that make sense? Absolutely. So when they built, which then the questions are, what is the reliability and validity when they built it, the reliability, which is the consistency over time that I'll get the same result over time. So when I take that test on January 1st, and then I take it again in June, it's the same result, right?

Ginny Gray (34m 25s):

It's a short period of time, even three months, six weeks, same results in a longer period of time. As I said, it's not going necessarily going to do that because we change. We're flexible, but the reliability should be a

factor. It should be a factor number. And that number needs to be 0.7 or above. In other words, 70% of the time we get the exact same results. And then you want to ask about validity, which is in the predictives, the work styles do not have a liquidity. They might have face validity. It looks good. It sounds good. I can relate to it. Generally. It, it has a content validity.

Ginny Gray (35m 6s):

In other words, it's not asking math questions when it's asking you, when it should be asking me about a job or skills related to a job. And now if math is skill, then great, I should be tested on it. But if math is not the skill, then there's no reason to test me on it. So it's the validity, you know, what's the validity of these things as well. And they usually get, should be 0.7 or above. So those are the, that's the standard measuring stick,

Tom Bronson (35m 40s):

Should a, a business consider using multiple different assessments, vendors, things like that.

Ginny Gray (35m 52s):

Yeah, absolutely. Absolutely. And so let me give an example of, of me and my experiences is that each one of these assessments has a theory. So if you look in the technical manual, it'll tell you what the designer was thinking and what they are, they hypothesized is happening. So they ha they typically observed something and they went, ha I see a theme. Now I'm going to test out that theme. Yes, I see it's testing out. Now, I'm going to build an instrument like a disc Myers-Brigg to verify it so that I can measure it among people and discriminate among people.

Ginny Gray (36m 38s):

Well then, so Myers-Briggs came at it with a theory. Disc has a theory. These are different psychological theories. Hogan has a different theory. Culture index has a different theory. So it's almost like personalities. It's almost like each instrument has its own personality. So when you only use one instrument, you only get one theory of personality may not be sufficient. So for me, I used a battery. I pulled in multiple instruments. So I used the Hogan. I used the disc I used and not always for the same business need, right.

Ginny Gray (37m 23s):

But I built a whole category together so that I had a battery it's called a battery that I could rely on. And I could look at five different assessments. So I could measure you time, Tom, on five different assessments and look at you and find the themes that run across those

Tom Bronson (37m 46s):

And

Ginny Gray (37m 46s):

Not confuse you, right. And not confuse you, but to bring it together into some, a cohesive understanding of

you and help you in your career and help you navigate the organization to help you navigate the business challenges that you're facing. So that's the value of multiple assessments. You can solve different business problems in different ways, and you can look at people in through different theories.

Tom Bronson (38m 19s):

I love that because that's a, that's a great setup for this over the coming weeks, the various assessments that we've got folks coming on to talk about. These are all certified folks for these different assessments. I'm the Guinea pig. So taken all of these assessments and we'll get to hear the results over the next couple of weeks as we talk through it, because I wanted to have a real life example and hurtful and all, they were going to hurt my feelings. I feel certain, but, but we'll see how that goes. The, are there some risks that we should look out for as a business owner that are associated with using assessments?

Tom Bronson (39m 3s):

I know we talked about the, kind of the legal risk before which, which we debunk that myth, but are there some other risks that we should be thinking about?

Ginny Gray (39m 11s):

Yeah. There, there are, the use risk is probably one of the biggest ones. Are you using it for the right purpose? You know, I, I, I don't want to go into too much detail, but I want to get it at a high level idea of the kinds of issues that have been mitigated already for you. So for example, if you've been using a popular instrument, you know, that a lot of companies use the probability is pretty high, that they have adhered to the principles of appropriate assessment, design and delivery.

Ginny Gray (39m 51s):

And so there's guidelines. So the us labor department, for example, has a document called testing and assessments and employer's guide to good practices. And those state, the measures that are important, like the reliability measures and the validity measures that a vendor test vendor needs to prove to you in the tactical manual provide to you, making sure it's fair that it does not treat different poppy SA segments of the population in a discriminatory fashion. So the EEOC has a, which is the, I always mess up that acronym, but

Tom Bronson (40m 40s):

Opportunities

Ginny Gray (40m 41s):

Commission, right? Exactly. Thank you. And they also have a, a uniform employee selection guideline, and that can be found online. All of these can be found on the American educational research association and the American cycle psychology association has guidelines and evaluation documents. So they all focus on what is the appropriate way, how to design them. So they're, they're sort of like a teaching method. So if I wanted to design assessment, because I have a theory about what I think is important to look at in the

business world, I would have to follow the guidelines in all of these documents.

Ginny Gray (41m 30s):

But the bottom line again, is if it's a popular tool already out there in the market, it's probably already overcome these, but you always want to check that the reliability and validity and have they followed these guidelines.

Tom Bronson (41m 44s):

That's awesome. Hey, before we run out of time, I want to give an opportunity to let's have a shameless plug for your business. So, so what sets you apart from other organizational psychologists?

Ginny Gray (41m 55s):

Well, you already know I'm a perfectionist, but you know, I'm also very creative, which doesn't always come in the same package. So I love solving business problems and I love taking some of the best practices and shifting them and molding them. And recrafting them in a way that makes sense for a business and what a business is trying to accomplish, and that it fits into their culture and their values. And so I really enjoy that process of connecting that all together so that, and I get excited. You can always see me get excited about it right now. That's what excites me about being in this business.

Tom Bronson (42m 36s):

That's awesome. Well, one last business question here, this podcast, of course, is all about maximizing business value. Jenny, what is the one most important thing you would recommend business owners do to build value in their business,

Ginny Gray (42m 51s):

Make investing in talent, your strategic imperative. The analogy here is, you know, it's it's location, location, location, it's talent, talent, talent. So if you think about this, you're a business and you have a vision and a mission of what you want to accomplish. That's Mount Kilimanjaro right there in front of you. Are you going to hire Serpico to get you there who have never done this truck before? Or are you going to get people who are knowledgeable experience, have an admin ability to intuitively and potential to get you to reach the top?

Ginny Gray (43m 37s):

Are you going to get in physical condition to reach the top, or are you just going to go from your everyday activities to try and claim the mountaintop you're not. And so it's the same thing. It's an investment of time of energy, of money, of practice to attain your goals. So invest, invest, invest in talent.

Tom Bronson (44m 1s):

I love that. And a great analogy too, by the way, you can do that without, without really practicing and getting in good shape. So I have to ask our bonus question. I always ask this of our, of our folks that join our

podcast and people listen, just to hear this answer to this question. So Jenny, what personality trait has gotten you into the most trouble through the years?

Ginny Gray (44m 26s):

That has not been my perfectionism. People love perfectionism because I overdue for others. However, my independence has gotten me in trouble. If I'm being very authentic. Yeah. I'm very strategic and I can see the future and I understand quickly what needs to be done to get there. And sometimes I have to slow down and bring others along and remember that it is a journey with others. I can't get it done alone. And I know I can't get it done alone, but I do have to be mindful of where everybody else is in their thinking and in their belief system and their value system in their, in their potential.

Ginny Gray (45m 12s):

And we all have to work together.

Tom Bronson (45m 16s):

I love it. I love it. I am accused of being a little bit independent myself every now and then. So

Ginny Gray (45m 22s):

Yeah, you need, like you said earlier, you need feedback, right? And so the only way to get it is to have somebody else in front of you.

Tom Bronson (45m 29s):

That's it. That's it. How can our viewers and listeners get in touch with you?

Ginny Gray (45m 33s):

Oh, certainly. Please look me up on LinkedIn. Jenny it's Ginny, G I N N Y gray, G R a Y P H D. That's my LinkedIn. And then my phone number. I'll go ahead and give it to your users is a great way to get ahold of me. And I will answer the phone or you can leave me a voicemail, 2 1 4 7 3 4 7 1 7 7.

Tom Bronson (45m 59s):

Excellent. Thank you for, for sharing that. I've put my cell phone right on our website as well. So thank you Jenny, for being our guest today and educating us as we kick off this great series on assessments.

Ginny Gray (46m 12s):

Thank you so much. I've enjoyed being here, Tom, and hopefully it has benefited your listeners.

Tom Bronson (46m 18s):

Absolutely. I I'm just, I'm reeling in all the new information that I even have here. So you can find Dr. Jenny gray on LinkedIn. Of course you can always reach out to me and I will be happy to make a warm introduction

next week, we'll start exploring individual assessments in depth, and you're going to learn a lot about me in the coming week. So don't, don't miss that. This is the maximize business value podcast, where we give practical advice to business owners on how to build long-term sustainable value in your business. Be sure to tune in each week and follow us wherever you found this podcast. And give us a comment or a suggestion for a future podcast or another series that you'd like to hear.

Tom Bronson (47m 2s):

So until next time, I'm Tom Bronson reminding you to use assessments wisely while you maximize business value.

Announcer (47m 14s):

Thank you for tuning into the maximize business value podcast with Tom Brunson. This podcast is brought to you by mastery partners, where our mission is to equip business owners to maximize business value so they can transition on their terms on how to build long-term sustainable business value and get free value building tools by visiting our website, www.masterypartners.com that's master with a Y mastery partners.com. Check it out.

4 (47m 60s):

That was perfect. I wouldn't make any changes.