



Assessment as an Art TM

A Six Factor Model

*Greg Wiens, PhD and
Erin Southards*

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"God created us very like himself (in his image), but every one of us is unique. An original, not a copy. We each are made to assume the role of a particular child of God, and our uniqueness ties in with our unique purpose. God has ensured us a special place and purpose, giving us tasks that he specifically wants us to accomplish in our time and in our place."¹

"I've had to [learn that] the important thing is not what I accomplish but the person I become. ...What God gets out of my life is not what I accomplish; it's what I become."²

Assessment as an Art[®]

A Seven Factor Model

***Greg Wiens, PhD and
Erin Southards***

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1. *Life Without Lack* by Dallas Willard, February 2018

2. Dallas Willard, "Streams in the Desert and Wells of Living Water," For Such a Time as This (Baylor University, Waco, TX, February 23, 2004), MP3, 44:00.

SIX Factors

Assessor



Candidates



Information



Insights



Environment



Spirit of God





Information



Spirit of God



Assessor

Candidates



Environment



Insights



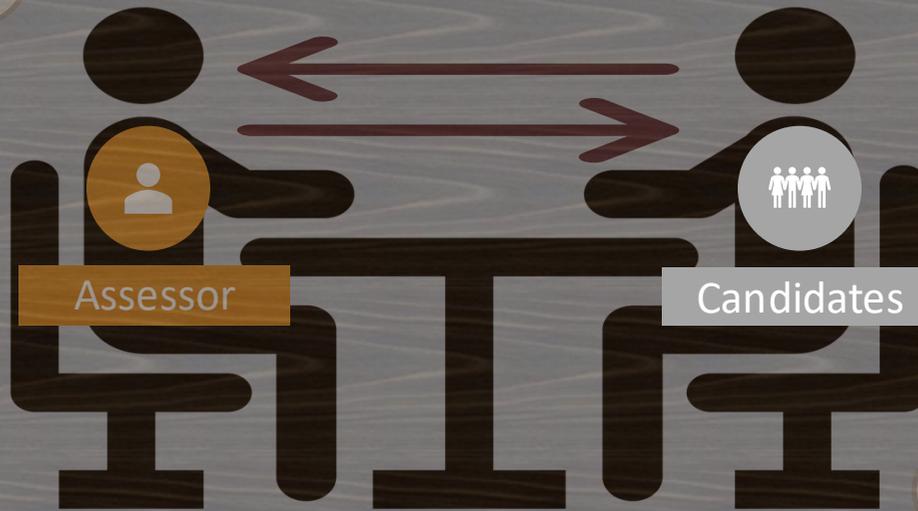
Assessor

- ✓ Suspend judgement
- ✓ Ask yourself why?
- ✓ Live with gray
- ✓ Speak the truth with love

- ✓ Know more than you share
- ✓ Refuse to label
- ✓ Get out of the way
- ✓ Ask, listen, and learn



Spirit of God



Assessor

Candidates



Environment



Insights



Candidates

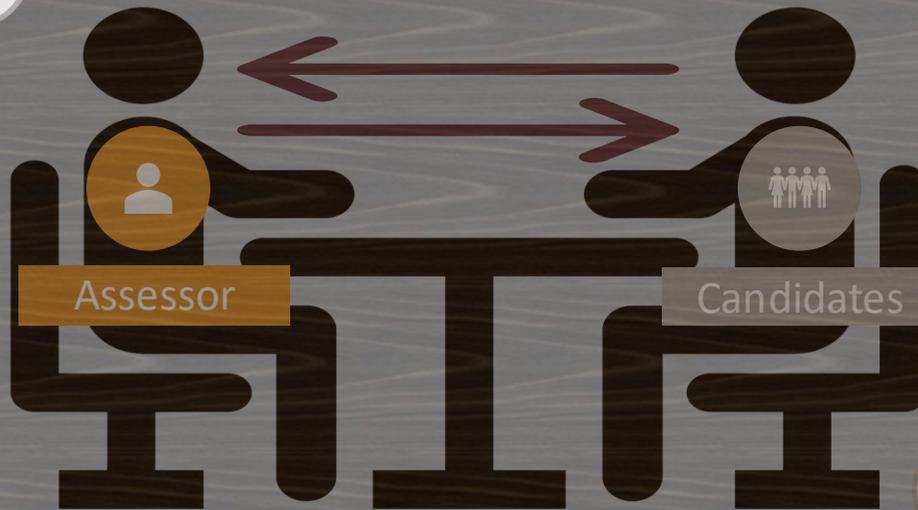
- ✓ Safe
- ✓ Trust
- ✓ Affirm



Information



Spirit of God



Assessor

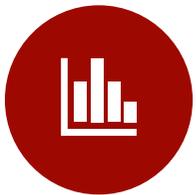
Candidates



Environment



Insights



Information

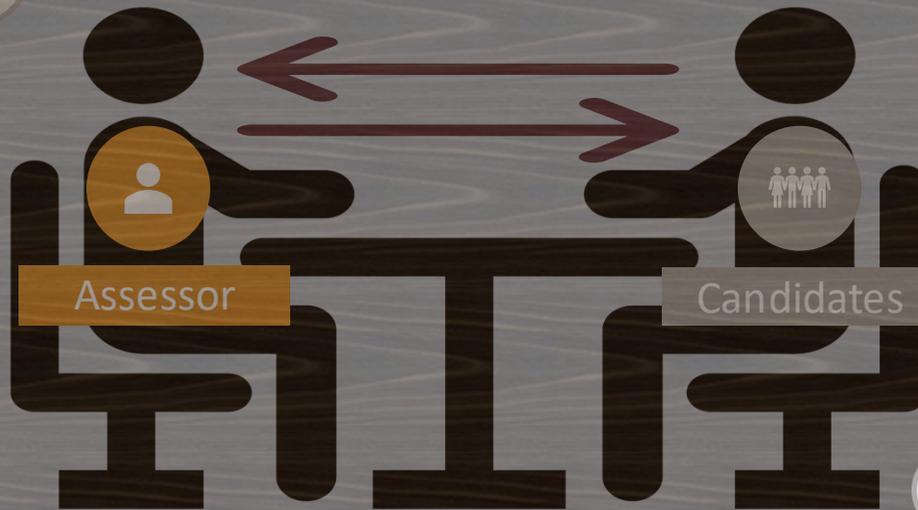
- ✓ *Instruments*
- ✓ *Questions*
- ✓ *Statements*
- ✓ *Knowledge, Skills & Abilities*
- ✓ *AI queries for prework*



Information



Spirit of God



Assessor

Candidates



Environment



Insights



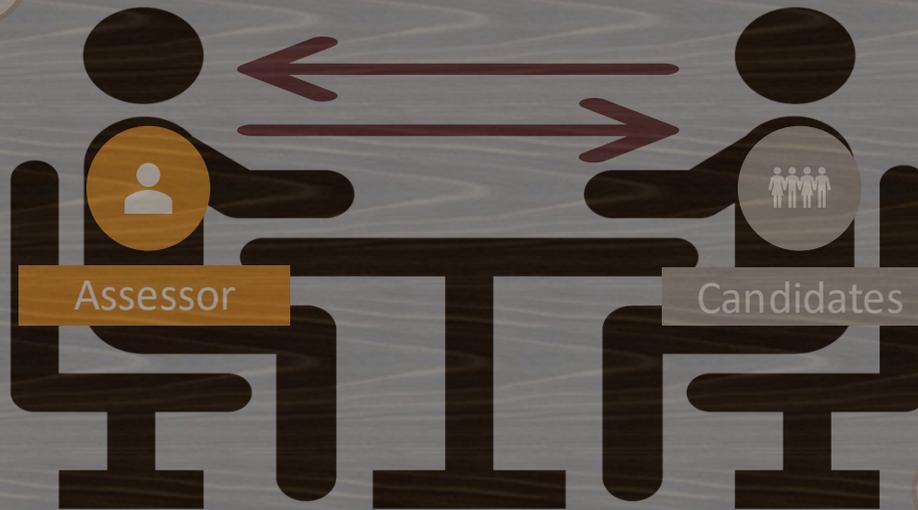
Insights

- ✓ *Intuitions*
- ✓ *Body Language*
- ✓ *Observations*
- ✓ *Experiences & Memories*

- ✓ *Beliefs & Biases*
- ✓ *Emotions*
- ✓ *Moments*



Spirit of God



Environment



Environment

- ✓ *Relaxing*
- ✓ *Confidential*
- ✓ *Free of Distractions*
- ✓ *Professional*



Spirit of God



Environment



Spirit of God

- ✓ The Power
- ✓ The Enemy
- ✓ Supernatural Honesty
- ✓ Blessing

1. Find to others that you do not know well for our integration exercises.

2. Discuss the importance of the marshmallow experiment.

- **Why would we have you read it?**
- **Be prepared to offer how this shows some of the dangers of assessments that look for a single factor to produce success.**
- **How does the “silver bullet” expectation influence assessments?**



Assessor



**What do *you* bring to the
assessment process?**



ASSESSOR

Suspend Judgement

- This is a primary attribute of an assessor
- It is the ability to believe one thing based upon evidence, but looking for evidence which does not fit
 - *The Art of Scientific Investigation* by W. I. B. Beveridge
 - *The Laws of Medicine* by Siddhartha Mukherjee
 - Norms confirm what we believe
 - Outliers teach us new truths



ASSESSOR

Ask yourself why?

- Asking why allows you to connect dots not previously identified when debriefing an individual
- Inquisitive rather than confirming
 - Looking for what DOES NOT fit, rather than what does
 - Look for inconsistent scales
- Force yourself into a continual internal stance of asking why
 - Five levels of why
 - Illustrate with someone



Live with gray

- Black/white individuals will struggle here
 - They may not ask questions to better understand
 - They tend to see what confirms their understanding
 - We all do this
 - Therefore, we must guard against confirmation bias
 - Adam Grant – *Think Again*
 - Tim Harford – *How to Make the World Add Up*
- Ask yourself:
 - Why do I have this propensity?
 - How can I be aware of it when it happens?
 - What can I do to ensure it doesn't happen to the detriment of the process?



ASSESSOR

Speak the Truth in Love

- Ability to address *matters that need to be managed and issues to be resolved* WITH LOVE
- 90/10 rule
 - OFTEN, I see assessors share 90% and withhold the tough 10%
 - This is the time to love, but not necessarily to be kind
 - Difference between hurt and harm
 - Ask yourself, how can I be helpful?
 - Must be honest
- Say:
 - “The scores indicate...”, *NOT* “You are...”
 - I sense you are...is that true? If not help me understand
- Pace yourself: Allow them to answer
 - Don’t allow them to hook you emotionally



Know more than you share

- Know what numbers mean
 - e.g. Confluence of scales across instruments
- Social Psychology versus Trait Psychology
 - Know the difference
 - Seminary Students
 - Beating watched by dozens
 - *The Person and the Situation* by Lee Ross & Richard Nisbett
 - Social context matters
- Two dangers in this area:
 - The one using the instruments has little knowledge of the target competencies.
 - The one making decisions on the future of the candidate has little experience with the instruments.



Refuse to label

- Don't assume a number/letter describes what a person will do
- They may lean into a type of behavior, but context will greatly influence
 - Greg—Engineering/Statistics
- Do not identify an individual by a letter or number:
 - DI or 9



Get out of the way

- Don't assume the person is like you
- Even if they share similar scales scores to you, your spouse or someone you know well
 - Me—DI
 - MK—SC
- Do not assume you understand others by their scores alone
 - *Talking to Strangers* by Malcolm Gladwell
 - *Chatter* by Ethan Kross



ASSESSOR

Ask, Listen, and Learn

- Humble Confidence
 - The attitude belies the words
- Ask Questions, don't tell what you know
 - Biggest downfall of assessors is talking too much
- Listen for:
 - Aspirational
 - Historical threats
 - Cultural threats
- Learn something through every assessment

What in your wiring causes you to miss things?



Information



Spirit of God



Assessor

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Assessor

- ✓ Suspend judgement
- ✓ Ask yourself why?
- ✓ Live with gray
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- ✓ Ask, listen, and learn



Case Study

Chris Brown

Chris Brown's early years were marked by severe instability, abuse, and separation from his siblings after his father went to jail and his family fled Florida. At two years old his father threw him out of a second story window and landed on concrete. The father was incarcerated. He and his siblings lived apart with different relatives until reuniting at age 13 with a new stepfather. He never had a bedroom, bed or even a closet to call his own. Despite this difficult start, summer camps became a pivotal anchor, seeding his faith and leading to a decisive encounter at 17 or 18 when he powerfully experienced the Father's love and received his call to ministry.

About six years ago, a Freedom Weekend brought major healing, shifting him from a life shaped by shame to one rooted in sonship. Out of his own story of trauma and transformation, Chris developed a deep passion to help others experience God moments, discover their God-given purpose, and find the freedom and belief in themselves that he once lacked.

- **What more would you like to know about Chris?**
- **What leadership coaching points would you make?**
- **What would you tell the sponsoring agency about him potentially planting a church?**



Candidates



**What does the candidate bring
to the assessment process?**



CANDIDATES

Safe (they must feel...)

- Emotionally
 - This is a challenge for most candidates
- Cognitively
 - They already feel intimidated by the many scales
- Financially
 - Challenging with career on the line
- Professionally
 - Challenging with Sponsoring agency present



CANDIDATES

Trust (they must possess...)

- The Assessor
 - I am here to help you find your A-game
 - I refuse to fill a position over find a passion
 - Though this may be paid for by ____, I am committed to helping you find your best fit.
 - Signature exercise
- Candidates need to feel trusted
 - Honor their responses
 - Lack of sarcasm/skepticism
 - Help me understand...
- Honesty
- Authenticity & Transparency
 - Assessor share personal stories



Affirm (they must possess...)

- Candidates need to feel affirmed
 - Honor their prior accomplishments
- Lack of criticism
 - Help me understand...
- Treat them with dignity
- Seek to affirm them throughout the process
 - Do not pass up an opportunity to affirm the candidate
 - This earns you the right to share the final 10%



CANDIDATES

Affirm (they must possess...)

- The goal of an Assessor is to have the Candidate own the results of the entire process
 - *Own* them, but not *Resolve* them
 - It may take a lifetime to resolve them, but it begins with identification & recognition
 - Help them understand that there is no intent to resolve issues in the assessment, only to identify issues

So how can you personally create these factors for candidates?



Information



Spirit of God



Assessor

Candidates



Environment



Insights



Candidates

- ✓ Safe
- ✓ Trust
- ✓ Affirm



Information



What does the information gathered prior to and during the assessment bring to the process?



INFORMATION

Instruments: Confidently Humble

- Referenced?
 - Criterion or Norm referenced
- Psychometric indices
 - Validity
 - Reliability
- Multiple Instruments
 - Always read one in context of others
 - Low C & High I impact all other scores
- Low EQ impacts all other instruments
 - Research shows that EQ impacts: Creativity, Physical health, Judgments, Cognitive processes
- High D with high Maximizing and low Relational theme with low EQ is a PROBLEM waiting to happen!
- High S with Relational Theme and low Directional Theme would be a wonderful friend, but struggle giving leadership



INFORMATION

Instruments (cont'd)

- Know intended domain
- Find the upside of a scale score
 - Before you share the downside
- Always keep in mind the difference between Hardware and Software
 - Embrace Hardware, don't try to change it
 - Change Software, don't embrace it
- Know limitations
 - Social Psychology
 - Self Report
 - Cultural
 - Under (high C)/Over (high I) Reporting
 - Aspirational
 - Woundedness
 - Margin of Error
 - Medications (SSRIs)



Instruments (cont'd)

- What do the instruments tell you that are not readily obvious?
 - Un-Motivators (UMs)
 - Spiritual Un-Gifts (SUGs)
 - Most likely they are more accurate than top gifts
 - Top gifts can be aspirationally or inspirationally motivated
- Assessment instruments evaluate wiring but not calling.
 - Wiring informs one's calling but doesn't determine it
- Be open to other instruments with which the candidate is familiar.



Instruments – Compressed

- Express the scores appear to be compressed
 - i.e., Not much variation
 - All Lower
 - All Higher
 - All Mid
 - Don't judge, after explaining the scores begin to ask questions..
 - Such scores result from several factors, and you are trying to understand them.



Instruments – Compressed (cont'd)

- Ask
 - Tell me about growing up...good, bad...how do you think it impacted how you see yourself?
 - Were you allowed to express yourself?
 - Were you allowed to be yourself?
 - Did you feel picked on?
 - Did you feel people made fun of you?
 - Do you currently feel you are fearfully and wonderfully made?
 - What do you do better than most others around you?
 - If I were to give you \$10M what would you do tomorrow, the next day and next year?
 - How/when do you experience shame in your life?



Instruments – Various Compressed Profiles

- **Survivor Profile**
 - Had to survive, therefore did what was needed
- **Restricted Profile**
 - Had to work on weaknesses, the lowest rung on the ladder, never allowed to develop strengths
- **Minority/Discriminated Profile**
 - Not just ethnically, gender (female), could not show weaknesses or be ridiculed, never allowed to develop strengths



Instruments – Various Compressed Profiles (cont'd)

- **Youthful Profile**

- Those who haven't experienced enough life. We spend the first half of our lives figuring out what we are good at, and the second half we get to do it.

- **Medicated Profile**

- Important to identify, if this is the case. Ask the question: Are you currently taking anti-depression or anti-anxiety prescription medications (Selective Serotonin Reuptake Inhibitors (SSRI))? These medications, by design, regulate emotions and often result in compressed scores.



INFORMATION

Instruments – Inconsistent Scales

- Biased
 - Elevated scores on one instrument—Aspirational
 - Socially Desirable responses: High I (D)
 - Behavioral Questions:
 - Planting—yet never started anything
 - Outgoing—yet others don't confirm
 - Detailed—yet details not covered
 - Depressed—Lowered scores
 - Look for alignment on other instruments
 - Poor Self Esteem
 - e.g., High C (S)
- From one instrument to another
 - e.g., DISC-low S or C, but high on M-Organizational, SG-Administration
 - e.g., DISC-low I or S, but high on M or SG-Relational theme, Confirm across multiple instruments or another instrument: 16PF



Instruments – Questions for Scales

- When you notice **consistency** across scales, ask questions to confirm
 - In many people with your scale scores, it would describe it this way, and yet I hear you saying...
- When you notice **inconsistency** across scales, ask questions to explore **if** and **why?**
 - What would cause this inconsistency?
 - Let me suggest...does this seem to fit?
 - This scale suggests you might rage, is this true?
- Examples:
 - These are two separate questions
 - The instruments say this, can you help me understand...
 - I don't see this, but I hear you say...
- Don't ask leading questions, ask exploring ones
- Only ask threatening questions after trust established

With your AP each should select a Biblical character to describe using the DISC, Motivators, EQ and CP scales

- **Given what you know about this character, what would be some of their potential strengths and weakness?**
- **What questions would you like to ask them?**
- **What leadership coaching points would you recommend for them?**



INFORMATION

Questions – Personal Questions

1. Tell me about your spiritual Journey that has led you to where you are today? How do you grow spiritually?
2. If I gave you \$10,000,000 what would you do tomorrow, next year and the year after?
3. How would you want to be remembered?"
4. When have you felt God's pleasure?
5. Tell me about the 5-10 most significant events in your life?
6. What experiences (good and bad) have shaped you?
7. Who had the most significant influence on your life? How did they influence you?
8. What have been some turning points/ defining moments in your life?
9. What was life like growing up?
10. Describe your home life.
11. What wounds do you carry from your culture of origin?
12. Are you or have you been through counseling?
13. What addictions do you wrestle with?



Questions – Personal (cont'd)

14. Tell about how your family upbringing has impacted you? And your sense of calling.
15. Who modeled healthy emotions for you?
16. Where/how did you learn to deal with conflict?
17. How do you express your emotions? Anger: how long does it take you to cool off?
18. How has having children changed you?
19. What concerns you about _____?
20. When have you felt successful?
21. What has been the biggest transition in your life?
22. What has been your greatest disappointment?
23. Tell me about a time when you were depressed
24. Describe the most difficult season of your spiritual journey.
25. What was your view of God growing up?
26. In recent years, how has your relationship with God grown and changed?
27. Tell me about SSRI medications you are currently taking? Or have taken?



INFORMATION

Questions – Ministry Questions

1. Tell me about when you started something from scratch?
2. Tell me sometime when you have turned something around?
3. Tell me sometime when you have put a team together to accomplish something?
4. Tell me about a time you experienced failure and how did you respond?
5. Tell me about what would your preferred environment for ministry look like?
6. Tell me what would be your preferred environment?
7. Tell me about a time you have personally led someone to Christ (not through church programming)?
Tell me how you disciplined them to reproduce?
8. Tell me about a time you have led a small group of people that grew and multiplied?



INFORMATION

Questions – Genogram*

1. How would you describe each family member (parents, caretakers, grandparents, siblings, etc.) with two or three adjectives?
2. How would you describe your parents' (or caretakers') and grandparents' marriages?
3. How was conflict handled in your extended family over two to three generations?
Anger? Gender roles?
4. What were some generational themes (for example, addictions, affairs, losses, abuse, divorce, depression, mental illness, abortions, children born out of wedlock, etc.)?
5. How well did your family do in talking about feelings?
6. How was sexuality talked or not talked about? What were the implied messages?
7. Were there any family "secrets" (such as an unwed pregnancy, incest, or financial scandal)?
8. What was considered "success" in your family?
9. How was money handled? Spirituality? Relationships with extended family?
10. How did your family's ethnicity, race, culture shape you?

*Scazzero, Peter. Emotionally Healthy Discipleship (pp. 170-171). Zondervan. Kindle Edition.



Questions – Genogram (cont'd)

11. Were there any heroes or heroines in the family? Scapegoats? “Losers”? Why?
12. What addictions, if any, existed in the family?
13. What traumatic losses has your family suffered? For example, sudden death, prolonged illness, stillbirth/miscarriage, bankruptcy, or divorce?
14. What additional losses or wounds resulted from those traumatic losses? For example, loss of a nurturing childhood, loss of an emotionally available mother or father, loss of trust, etc.?



INFORMATION

Statements (used reservedly)

- It can be helpful to make statements and watch for reactions. Such as:
 - “The scales would indicate you rage, do you?”
 - “It appears to me considering everything that I have heard you say, that you are developmentally delayed”
 - “I sense there is anger in your soul, if so, where does this come from?”
 - “It would appear that you may be living with a lot of shame, what would cause this?”
 - “I am going to recommend you NOT be allowed to pursue the role until...”
- The statement isn’t as important as the response it elicits
 - At times I must warn sponsoring personnel in advance
- Less than 5% of the time do I have to state something is wrong with the candidate



INFORMATION

Knowledge, Skills & Abilities (KSA)

- Understand the Target
 - Limitation of not assessing Knowledge & Skills
- Knowledge:
 - What does the person need to know for this role?
 - What can he/she learn?
 - e.g., Accounting skills
- Skills
 - What habits of behavior are required for the role?
 - e.g., Team member evaluation
 - EQ & Conflict Profile
- Abilities
 - What natural or God-given proficiencies are essential for this role?
 - DISC, Motivators, SG & 16PF



Knowledge, Skills & Abilities (KSA) (cont'd)

- Responding to mismatched Abilities
 - **Team**
 - Staff (paid/nonpaid)
 - **Techniques (Systems)**
 - Software, Apps, devices
 - Habits (Atomic Habits by James Clear)
 - **Training**
 - Coaching
 - Mentoring
 - Blogs/Webinars
 - **Accountability**
 - Authenticity



Information

Case Study

Merideth Brown

Meredith Brown grew up in a stable pastor's home, shaped by early Spirit-filled experiences and the example of parents who modeled study, prayer, and practical service. While this nurturing environment gave her a strong foundation, it also fostered perfectionist tendencies that she has since reframed through repentance, forgiveness, and maturing in grace toward others.

Her parents' intense work ethic has led Meredith and Chris to ask how they might live and lead differently, seeking balance and sustainability in ministry. She desires to be a therapist. When reflecting on the idea that "greatest passion comes from greatest pain," she acknowledged discomfort and recognized this as an area for gentle, ongoing discovery. Only after a lot of digging did she share that she had experienced sexual abuse from a brother in adolescence and that possibly could be a reason for her desire to be a therapist.

- **What can you conclude from her instruments?**
- **What more would you like to know about Merideth?**
- **What leadership coaching points would you make?**
- **What would you tell the sponsoring agency about her being the wife of a church planter?**
- **Why did she not share of her abuse in regard to her pain?**
- **How would you create a safe space for her.**



What is wrong with this picture?





How to utilize AI?

1. The prompts are critical

- 1. Developing Universal Prompts***

2. Predebriefing work

- 1. Upload the instruments:***

- 1. Ask AI to suggest points of inconsistencies across the scales?***
- 2. Ask AI to identify issues that it feels are important to review with the candidate for _____ (Pastor, planting pastor...)***

3. Use AI to generate helpful resources

- 1. We are hesitant to start assessors with AI initially because it robs you of learning the art***
- 2. AI is most helpful where you are most knowledgeable***
 - Assessor must be discerning in the moment***
 - Sam Altman...AI will not replace top 20%, but only the 80% mediocre***

4. AI note taking for debrief summary

- 1. Reporting Time—Fathom***



INFORMATION

All sources must be considered together

1. *Instruments*

2. *Questions*

1. *Personal*

2. *Ministry*

3. *Genogram*

3. *Statements*

4. *Knowledge, Skills & Abilities*

5. *AI*

Each source is important and a piece of the puzzle

Which area do you feel most informed? Do you need to develop?



Information



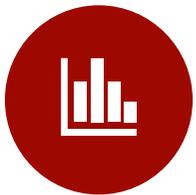
Spirit of God



Environment



Insights



Information

- ✓ *Instruments*
- ✓ *Questions*

- ✓ *Statements*
- ✓ *Knowledge, Skills & Abilities*
- ✓ *AI*



Insights



**How does the candidate
respond to the assessment and
what can we learn?**

Intuitions

- Intuition comes through experience
 - Repeatedly asking what did I intuit? Was it correct? Why or why not?
 - Reading widely
 - The more widely one reads, the better one intuits
- Annotated Booklist (resource hub)
- This may come more naturally for some, but still can and must be developed and trained
- Examples
 - Something doesn't make sense, but I am not sure what.
 - I am uncomfortable and don't know why.
 - Why do I feel off-balanced?
 - Let me suggest...does this seem to fit?
 - This scale suggests you might rage, is this true
- Pray for wisdom, ask questions, look for insights and most of all; listen with all your senses

Body Language and Tone of Voice

- We must be careful with this:
 - “Social Scientists have done versions of this kind of experiment for years. You have a ‘sender’- a subject - and a ‘judge,’ and you measure how accurate the judge is at spotting the sender’s lies. What Levine discovered is what psychologists always find in these cases, which is that most of us aren’t very good at lie detection. On average, judges correctly identify liars 54% of the time—just slightly better than chance. This is true no matter who does the judging. Students are terrible, FBI agents are terrible. CIA officers are terrible. Lawyers are terrible. There may be a handful of “super-detectors” who beat the odds. But if there are, they are rare. Why? (Pg 171, *Talking to Strangers* by Malcolm Gladwell)
 - We default to the truth
 - Mismatched between truth telling and truth showing
 - Emotional skewing of memories
- Restraint and humility are required
 - e.g., Eyes darting conclusions should be made cautiously



Observations

- This is where most candidates start to share about themselves
 - What they observe about themselves and/or others
 - Record these as they will later be useful in the insights section
 - **Start with nonthreatening observations**
 - Tell me about your spiritual journey? In other words, give me a 10-minute synopsis of your life.
 - Why did they choose these events from their life?
 - Listen for low points
 - What are they communicating by what they share? And don't share?
- As you hear their observations:
 - Confirm back to them what you hear
 - Listen to their observations with all your senses

Observations (cont'd)

- You are collecting more information than what is in the instruments
 - What do you notice?
 - What do you see?
 - What do you hear?
- Debriefing is based upon collecting information in a myriad of ways
 - Exhausted after a Level 3
 - Not as much by a Level 1
 - Why?
- How does their clothing, countenance, or interactions inform the scales of their instruments?
- When you ask questions, what do you notice?
 - To whom do they look for approval?
- The difference between matters to be managed and issues to be resolved.
 - How do you tell the difference?

Experiences & Memories

- Why do they choose the experiences they do?
 - As they respond, are they open and freely sharing negative experiences or memories?
- Family/Culture of origin
 - Are they aware of how influential it was?
 - Have they sought to mature beyond?
 - Counseling
 - Church
 - With your (Assessor's) experience, what do you know about this church culture?
 - Are they aware of how it is impacting them today?
- Memories
 - Why do they choose to share?
 - Some ignore children? Why do they choose to share?
 - What do they share from their childhood and why?

Beliefs & Biases

- Beliefs are different than observations. Observations are reporting facts/events. Beliefs are interpretations about these facts/events.
 - As they respond to your questions/statements what beliefs underly their responses
- Biases are beliefs that influence them to respond or act in a way that may not be justified
 - Do they have an accurate view of themselves?
 - Are they open to hearing information different from their own biases?
 - Candidate desires to be a Lead Pastor of a large church rather than a smaller reproducing
 - Is either Campus pastor or Planting pastor preferred? Why?

Emotions

- Fears seldom will be stated, but most often result from beliefs
 - As they respond, are they open and freely sharing negative information? If not, why not?
 - Of what are they afraid?
 - Do they believe one has to be perfect to assess well?
 - e.g. Unable to express how they were changed by children
 - With prodding...“anger and emotions”. She rages!
- Anxiety/Depression/Anger
 - Are they aware of it?
 - “What concerns you about this potential assignment?”
 - “Tell me about a time when you were depressed”
- Be vulnerable with your own fears, anxieties, or depression
- Not only concerned with their answers but also how they respond

Moments

- This is the Aha moment!
 - This is what I am leaning towards
- It is where they understand themselves, their wiring and their calling from a new perspective
- Often 75% through process
 - After candidate feels safe, trust and affirmed
 - They're able to integrate new information into their previous paradigm.
 - Sometimes they embrace a new paradigm for whom they are created to be
- Important to have them voice the insights
 - Confirm by stating back what you are hearing
- It is critical to identify issues, but not resolve them
 - It is best if they can come to see the issues through questions and processing all the previous information
- **Cognitive impairment may be a limiting factor**

Which of these insights do you have the best grasp?
Which do you need to develop?



Information



Spirit of God



Assessor

Candidates



Environment



Insights



Insights

- ✓ *Intuitions*
- ✓ *Body Language*
- ✓ *Observations*
- ✓ *Experiences & Memories*

- ✓ *Beliefs & Biases*
- ✓ *Emotions*
- ✓ *Moments*



Case Study

Scott Wise

Scott grew up in a broken family. Parents navigated the broken relationship by ensuring they never interacted with each other in front of the kids. Through great pains to ensure this lack of interaction, they even hired a neutral third-party nanny where each parent would drop the kids off for the other to pick up. Scott described this as healthy, explaining that his parents never wanted the kids to feel like one parent was taking them away from the other.

Scott did not speak much about his mother, except to say that both she and his sister were lawyers and high achievers. Scott spoke of his father mostly in the context of failure and how it was unacceptable. His father's approach to failure was to avoid wasting time on things he wasn't quickly good at, so as not to fail at anything. Scott referenced this repeatedly in the debrief, taking pride in his success in relationships, business, and most things he put his hands to. It is obvious that his father's influence had a significant impact on Scott's upbringing.

Scott tells a story with pride about how he felt compelled to help his girlfriend at the time, which he discovered was very unhealthy. Out of a self-confessed need and call to save and rescue her, he even had her move in with him and his family, though he ended the dating relationship. He further tells of how he gave her his bed and himself sleeping on the floor, where he would often wake up to her hovering over her with a demonic look on her face, declaring thoughts of harm toward him. This story came from his need to describe his ability to long suffer and see things through.

Scott, later, in describing his wife and his relationship with her, made an intriguing comment that though she fights with him, he has never fought with her in their years of marriage. In his role of presenting his wife Holy to the Lord, he took great pride in his ability to stay neutral and not fight back

- **What more would you like to know about Scott?**
- **What can you conclude from his instruments?**
- **What leadership coaching points would you make?**
- **What would you tell the sponsoring agency about him becoming a pastor?**



Environment



How does the environment impact the assessment process?



ENVIRONMENT

Relaxing

- The environment must be comfortable
- The environment must be warm or cool depending on the climate. The candidates will be under stress and therefore temperature extremes will be magnified
- The seating should promote engagement
 - e.g., Table to lean in and/or take notes
- The environment should allow recording via zoom and/or audio for reports



Confidential

- Explain the reason for recording and get consent
 - Assure them the discussions to be recorded and presented in the report are for their use as well as the sponsoring organization.
- Help them feel at ease with recording.
 - For me, “Say hi to the recording”
- There will be nothing in the debrief report that wasn’t stated in this debrief.
- There must not be others who can hear the conversations. This would also include visual privacy.



Free of Distractions

- Not a great place if children are present.
 - Sometimes can not be avoided. In these times realize that this is a limiting factor in the debrief
- No Animals!
- Limit Cell Phone usage
- Others coming and going are difficult to accommodate in the debriefing session



ENVIRONMENT

Professional

- Not a great place to do in the candidate's home
 - They become worried about details
- Preferably Assessor is not close friends with candidate
 - If so, one should refer
- Limit prior time socially because it may cause a blurring of the Assessor/Candidate relationship.
 - It is too easy to lose the objectivity needed to assess well if one spends time together the previously OR stays in their home
 - Best to stay in a hotel and use a third place for the debrief (Hotel Conference Room, Embassy Suites room, etc.)

Which of these are most difficult for you?



Information



Spirit of God



Assessor

Candidates



Environment



Insights



Environment

- ✓ *Relaxing*
- ✓ *Confidential*
- ✓ *Free of Distractions*
- ✓ *Professional*



Spirit of God



How does the Spirit of God
impact the entire assessment
process?



SPIRIT OF GOD

The Power

- Ephesians 2 ⁸*For it is by grace you have been saved, through faith—and this not from yourselves, it is the gift of God—* ⁹*not by works, so that no one can boast.* ¹⁰*For we are God's workmanship, created in Christ Jesus to do good works, which God prepared in advance for us to do.*
- Ephesians 3 ¹⁶*I pray that out of his glorious riches he may strengthen you with power through his Spirit in your inner being,* ¹⁷*so that Christ may dwell in your hearts through faith. And I pray that you, being rooted and established in love,* ¹⁸*may have power, together with all the saints, to grasp how wide and long and high and deep is the love of Christ,* ¹⁹*and to know this love that surpasses knowledge—that you may be filled to the measure of all the fullness of God.* ²⁰*Now to him who is able to do immeasurably more than all we ask or imagine, according to his power that is at work within us,* ²¹*to him be glory in the church and in Christ Jesus throughout all generations, for ever and ever! Amen.*



SPIRIT OF GOD

The Process

- Ephesians 4 ¹¹So Christ himself gave the apostles, the prophets, the evangelists, the pastors and teachers, ¹²to equip his people for works of service, so that the body of Christ may be built up ¹³until we all reach unity in the faith and in the knowledge of the Son of God and become mature, attaining to the whole measure of the fullness of Christ.
- Ephesians 5 ¹Follow God's example, therefore, as dearly loved children ²and walk in the way of love, just as Christ loved us and gave himself up for us as a fragrant offering and sacrifice to God.



The Enemy

- Ephesians 6 ¹⁰*Finally, be strong in the Lord and in his mighty power. ¹¹Put on the full armor of God so that you can take your stand against the devil's schemes. ¹²For our struggle is not against flesh and blood, but against the rulers, against the authorities, against the powers of this dark world and against the spiritual forces of evil in the heavenly realms.*
- The enemy uses deception, lies and “good” things during an assessment debrief.



Supernatural Honesty

- The presence of the Spirit of God creates the opportunity for supernatural honesty
- Truths are spoken that would otherwise go unsaid
- Sacred moments happen when we continually pray for wisdom and discernment



Blessing the Candidates

- How do individuals feel blessed?
- I seek to bless everyone whom I assess
 - Affirmed in their God creativeness
 - Armed with a calling criteria
 - Actions with steps to full implementation of coaching points

Which of these are you most comfortable with?
Which do you need to develop?



Information



Spirit of God



Assessor

Candidates



Environment



Insights



Spirit of God

- ✓ The Power
- ✓ The Enemy
- ✓ Supernatural Honesty
- ✓ Blessing

Summary of Main Points



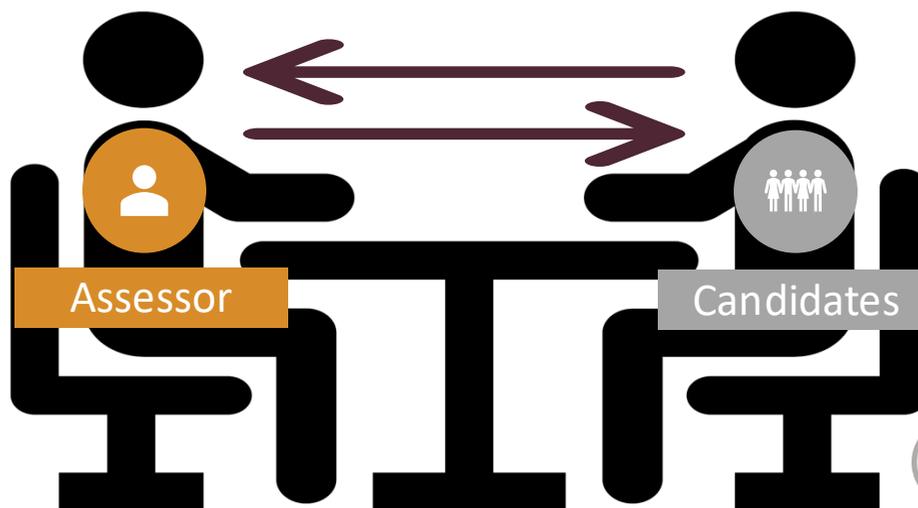
Information

- ✓ *Instruments*
- ✓ *Observations*
- ✓ *Questions*
- ✓ *Intuitions*
- ✓ *Body language or Tone of voice*
- ✓ *Statements*
- ✓ *Knowledge, Skills & Abilities*
- ✓ *AI queries for prework*



Environment

- ✓ *Relaxing*
- ✓ *Confidential*
- ✓ *Free of Distractions*
- ✓ *Professional*



- ✓ *Suspend judgement*
- ✓ *Ask yourself why?*
- ✓ *Live with gray*
- ✓ *Speak the truth with love*
- ✓ *Know more than you share*
- ✓ *Refuse to label*
- ✓ *Get out of the way*
- ✓ *Ask, listen, and learn*

- ✓ *Safe*
- ✓ *Trust*
- ✓ *Affirm*



Spirit of God

- ✓ *The Power*
- ✓ *The Enemy*
- ✓ *Supernatural Honesty*
- ✓ *Blessing*



Insights

- ✓ *Observations*
- ✓ *Experiences & Memories*
- ✓ *Beliefs & Biases*
- ✓ *Emotions*
- ✓ *Moments*

BLESSING

The Blessing of the New Assessors

- Much like the ancient Levitical priests
 - You have now been given the knowledge
- Prayer of Commissioning

Six Factors

Assessor



Candidates



Information



Insights



Environment



Spirit of God





Thank You!

Assessment
as an Art[®]

A Six Factor Model

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