

# **Leadership Certification: An Innovative Approach to Self-Directed Development**

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# Overview

- Case for Change
- New Approach to Leadership Development
- Overview of Leadership Certification
- Deep Dive: Leadership Assessments
- Critical Considerations

## About PDRI

- Established 1975
- Subsidiary of SHL
- Industrial/Organizational Psychologists
- **Core mission:**
  - Develop innovative, high-quality customized human resource solutions for a variety of public and private sector organizations
- Locations
  - DC (Arlington and Chantilly)
  - Tampa, FL
  - Minneapolis, MN



# The Case for Change: Today's Challenges

**At a time when good leaders are in great demand, they are in short supply**

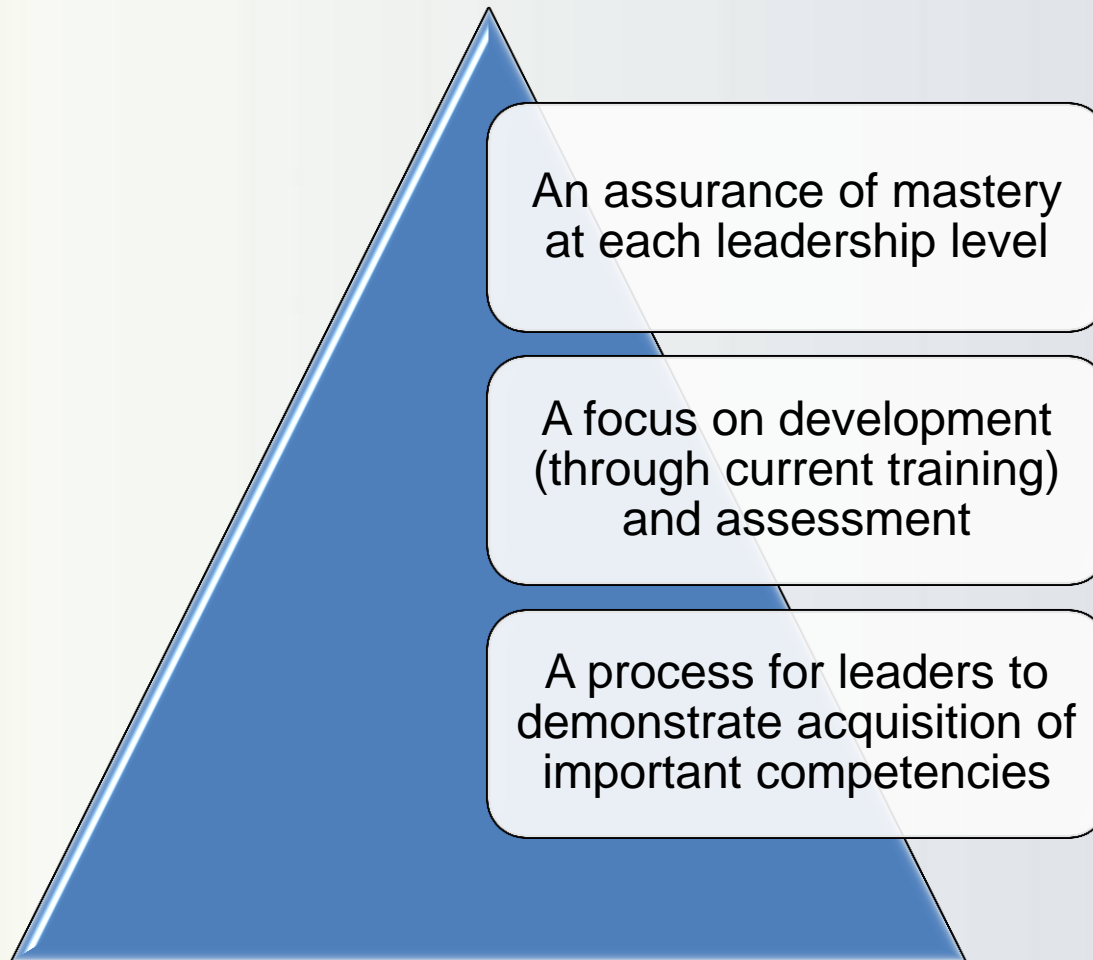
- Many agencies are facing increases in volume and complexity of service demands
- No consistent approach to ensuring development activities produce intended results
- Leadership pipeline is inadequate
- Formal leadership development programs reach only a limited audience
- Other leadership development efforts are fragmented

## The Case for Change: Desired State

- Improve leadership preparedness and diversity
- Use a standard (e.g., competency model) to set expectations, provide feedback, measure progress, and build pipeline
- Easy identification of qualified leaders
- Early career identification of employees with high probability to succeed as leaders

# Leadership Certification Concept Overview

# What is Leadership Certification?



# Certification v. Certificate: What's the Difference?

Term	Definition*
Certification	A process, often voluntary, by which individuals who have demonstrated the level of knowledge and skill required in the profession, occupation, role, or skill are identified to the public and other stakeholders.
Certificate	A training program on a topic for which participants receive a certificate after attendance and/or completion of the coursework.

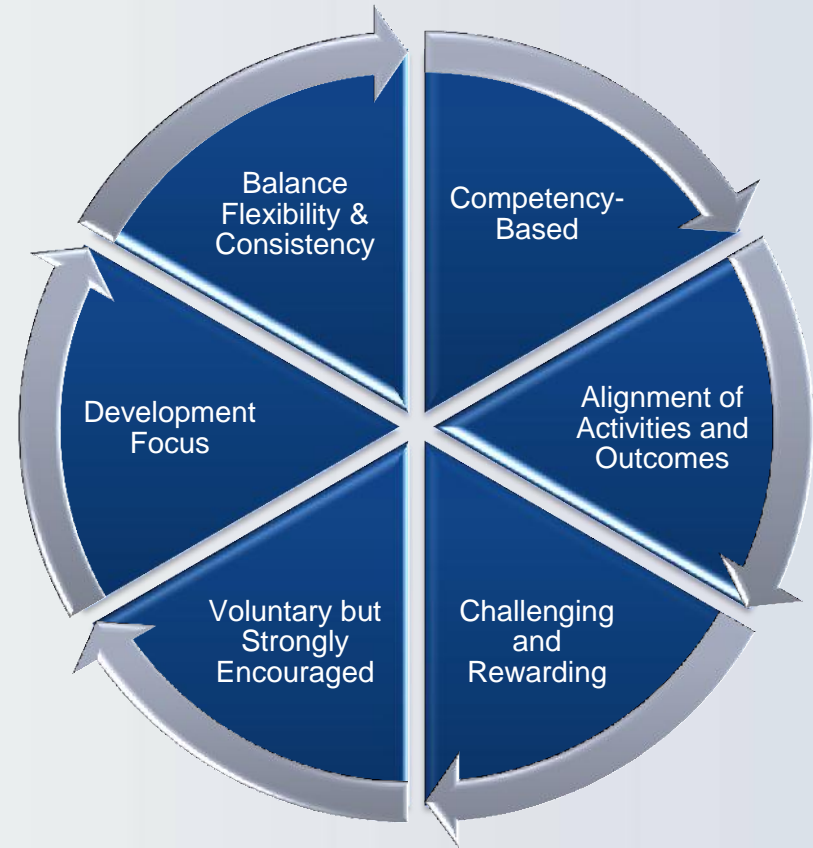
***The emphasis in certification is on assessment and not on preparatory training***

\*Source: Institute for Credentialing Excellence

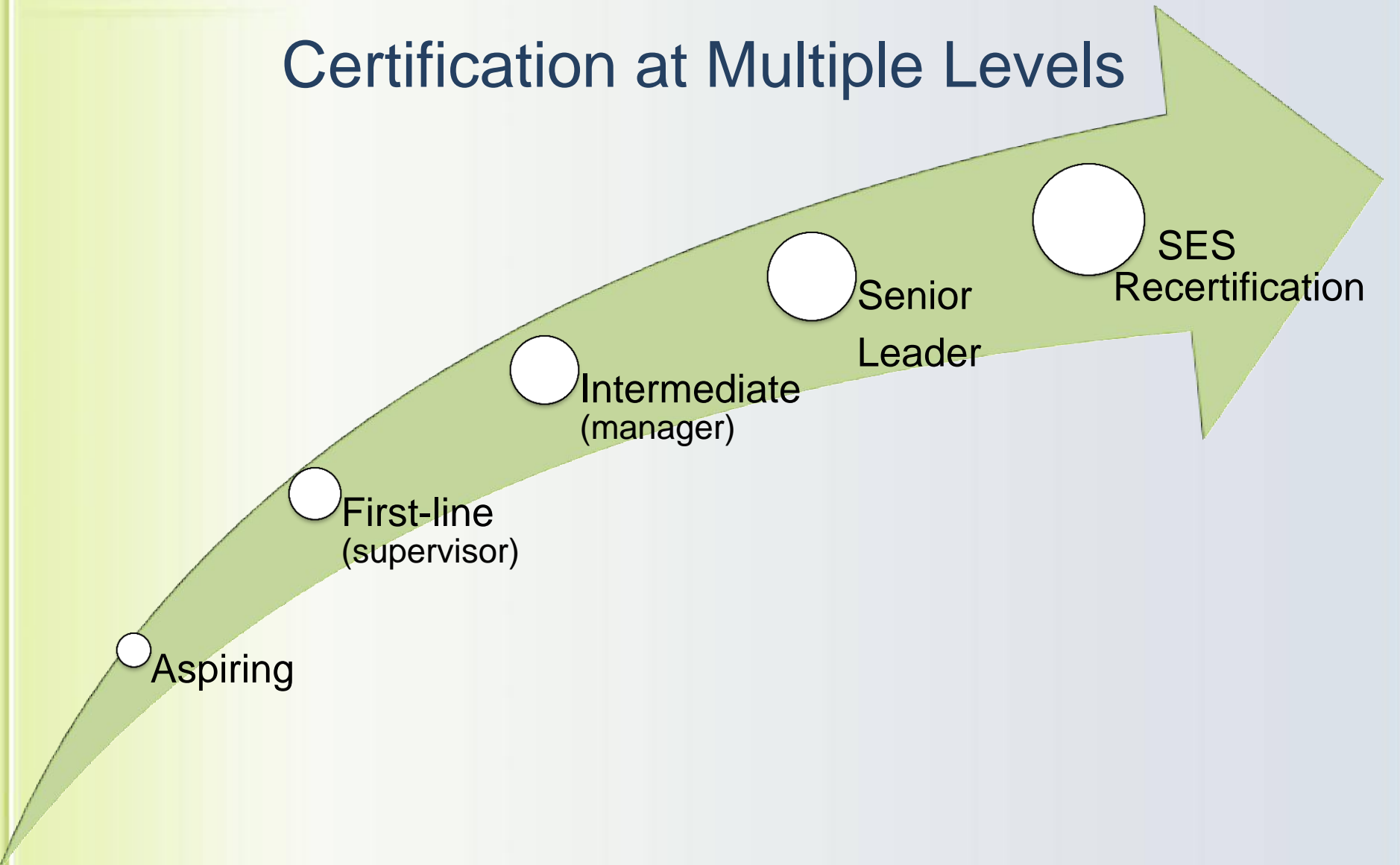


# Why Leadership Certification?

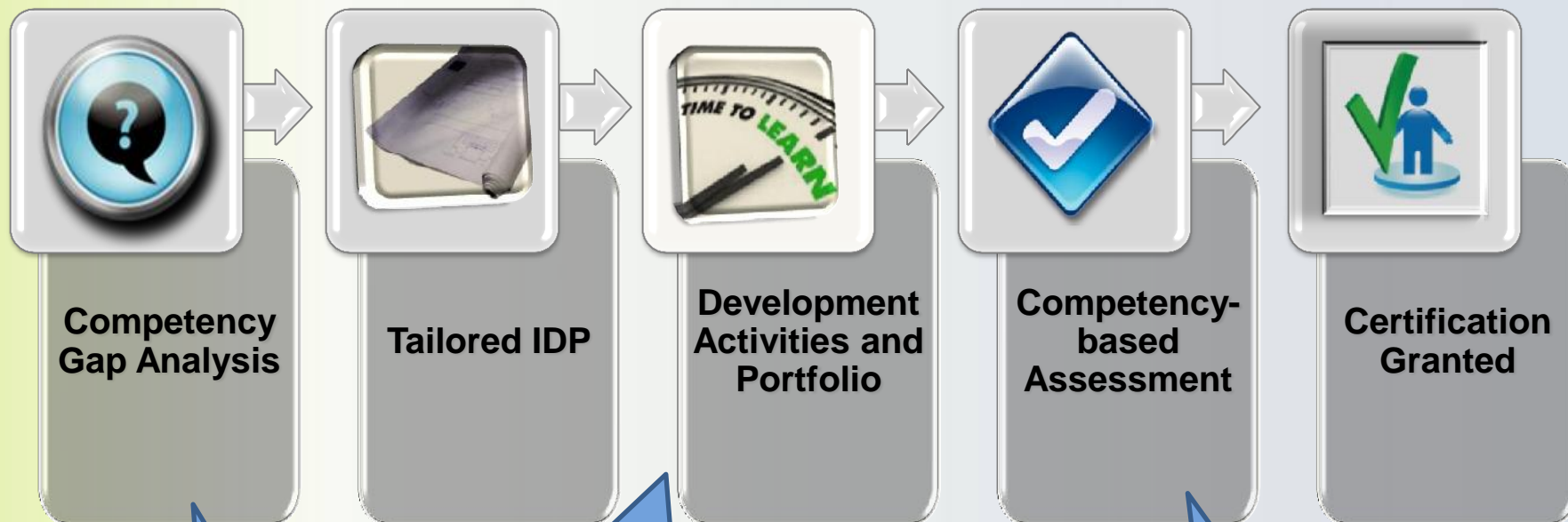
- Hold **leaders accountable** for demonstrating mastery of leadership competencies
- Provide a comprehensive framework for leader development that **reinforces learning via multiple methods**
- Demonstrate a **commitment to developing people** – critical to recruitment and retention
- Reinforces **importance of continuous learning**



# Certification at Multiple Levels



# Leadership Certification at a Glance



Where am I  
now?

Where do I need to be?  
How am I going to get  
there?  
How's it going?

Am I there yet?

# Baseline Assessment:

## Where am I now?

# Best Practices for Developmental Assessments



Focus on competencies that can be developed rather than stable traits



Assess level of proficiency and compare to that required for success



Results from separate instruments integrated for clear feedback



Feedback reports are clear, comprehensive, and easy to interpret



Specific competency-based development recommendations linked to results

*PDRI is recognized thought leader in developing leadership competencies, assessments, and development programs, recently at OPM (HR professionals), CIA, GAO, FBI, NASA, and Army; Currently developing VA's Leadership Certification and Assessment Program*

# Competency Proficiency: Multi-Source Feedback Assessment

**Leadership Certification**

Category	Last Name	First Name	Email
Other	Doe	John	Doe.John@cpms.gov
Other	Fletcher	Greg	Fletcher.Greg@cpms.gov
Peer	Harrison	Kevin	Harrison.Kevin@cpms.gov
Peer	Hamilton	Richard	Hamilton.Richard@cpms.gov
Peer	Jefferson	Allen	Jefferson.Allen@cpms.gov
Peer	Jordan	Josh	Jordan.Josh@cpms.gov
Self	Allen	Jason	Allen.Jason@cpms.gov
Supervisor	Starks	Brian	Starks.Brian@cpms.gov

If you would like to add additional reviewers please do so below.

Note: Please select the correct category so that your raters are:

Category:  First Name:  Last Name:

User Selected Raters:

No user selected raters have been added.

Once you have completed this process please click the "Finalize" button. Once you finalize your reviewers, the system will send you and your reviewers an email with instruction on completing the 360 feedback survey.

**Leadership Assessment**

**Specific Behaviors**

Select each behavior below that is a development need:

**Customer Service**

- ☐ Effectively identifies and assesses customer requirements.
- ☐ Effectively manages customer expectations and addresses questions and concerns.
- ☐ Provides timely, flexible, and responsive services to customers.

**Oral Communication**

- ☐ Orally communicates in an accurate, clear, concise, well-organized, and timely manner.
- ☐ Makes effective oral briefings by tailoring communication (e.g., language, tone, level of specificity) to the audience's level of understanding and to the communication medium.
- ☐ Actively listens and appropriately responds to the questions, ideas, and concerns of others.
- ☐ Communicates in an influential and/or persuasive manner, as appropriate.

360-degree development tool

Self and other (supervisor, peers, subordinates) proficiency ratings collected for each competency

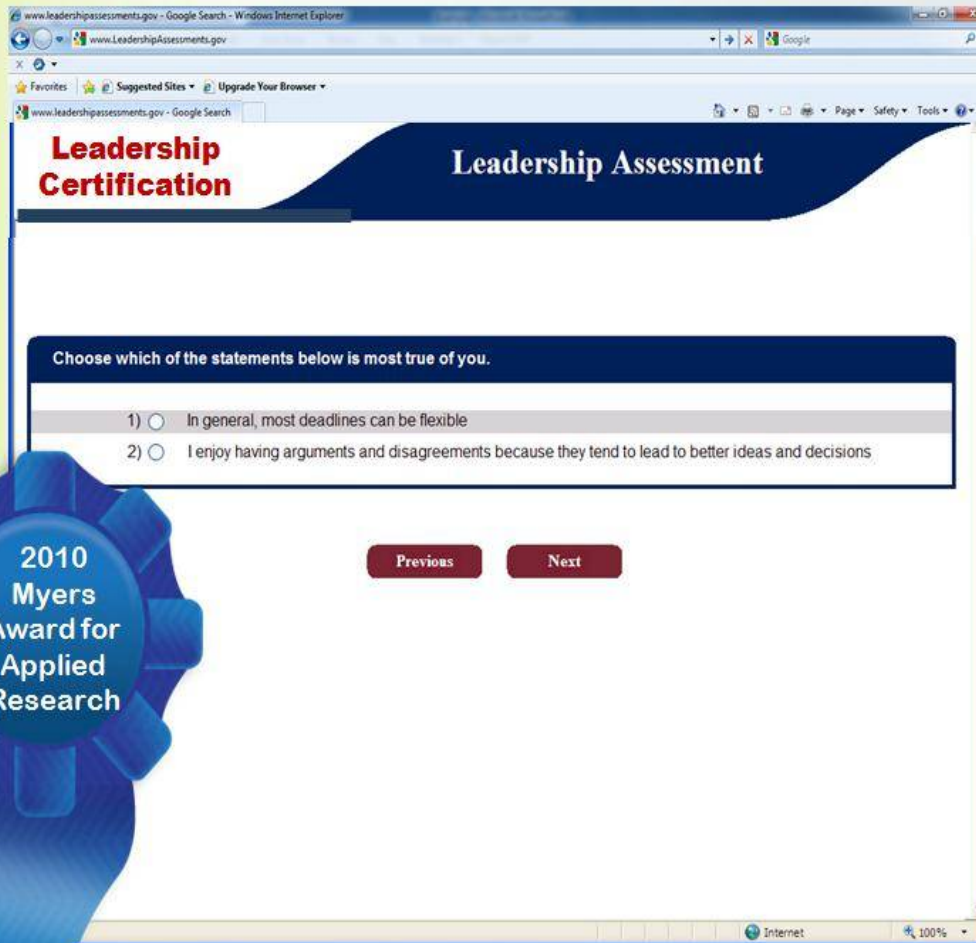
Where gaps exist, short drill-down checklist used to provide more specific feedback

Gaps against target proficiency levels immediately calculated

Assesses current proficiency compared to desired proficiency for current and future roles



# CAT Leader Work Styles Assessment\*



The screenshot shows a web browser window with the URL [www.leadershipassessments.gov](http://www.leadershipassessments.gov). The page has a dark blue header with the text "Leadership Certification" in red and "Leadership Assessment" in white. Below the header, a dark blue box contains the instruction "Choose which of the statements below is most true of you." Below this, there are two radio button options:

- 1) ☐ In general, most deadlines can be flexible
- 2) ☐ I enjoy having arguments and disagreements because they tend to lead to better ideas and decisions

At the bottom of the assessment area, there are two red buttons labeled "Previous" and "Next".



**Assess and leadership competency with personality and biodata items**

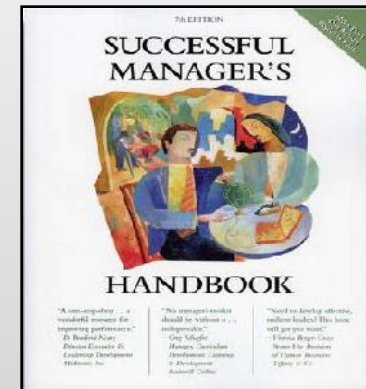
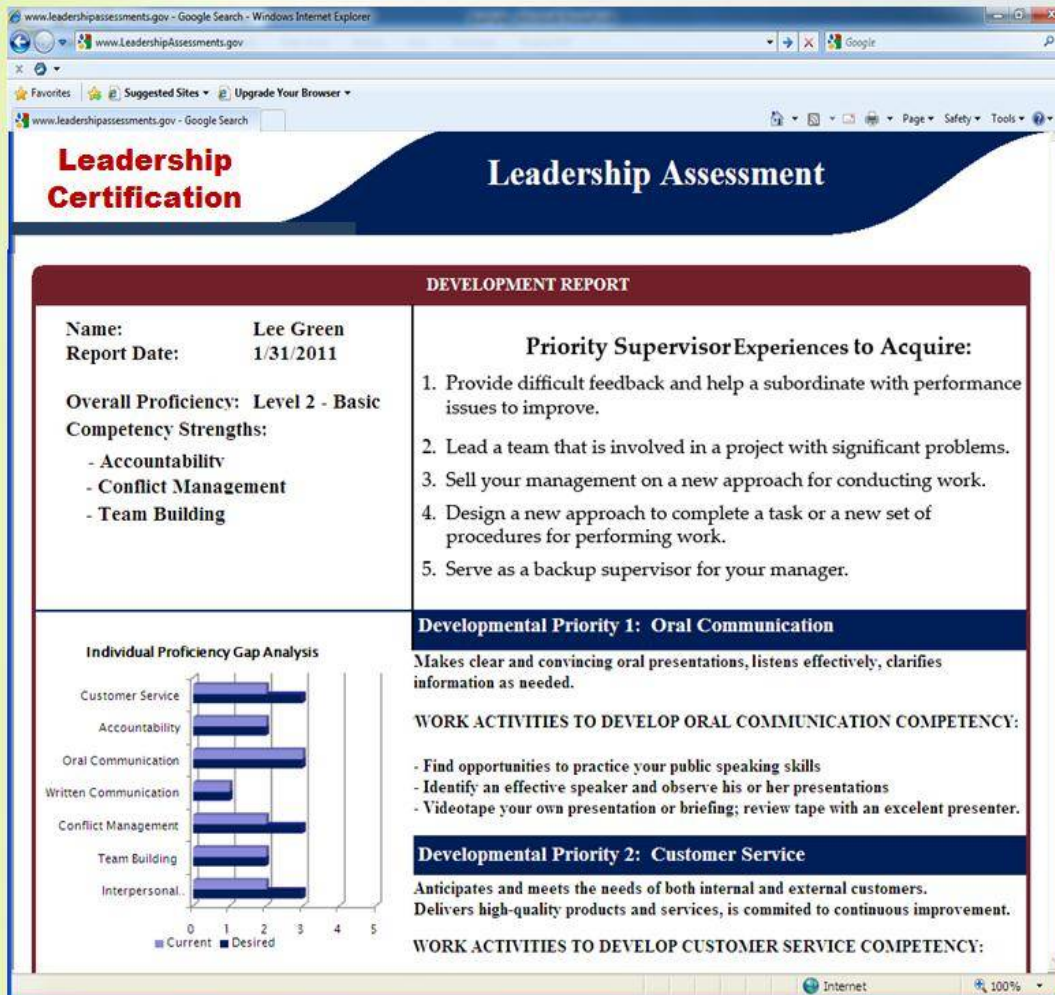
**More difficult to distort than static assessments, thus mitigates faking and positive self-promotion**

**Proven effectiveness in Navy and Fortune 500 Companies**

**Creates a unique assessment experience for every participant**

**\*Can also be administered as static assessment**

# Example Development Report and Gap Analysis



Assessment results, proficiency gap analysis, suggested development activities and resources from *PDR Leader Development Library*, and Agency training catalog



# IDP and Portfolio: Tailoring development to identified needs

# Development Requirements

- 200 total points required
  - 1 point roughly equals 1 hour of activity
- Each activity tied to at least one leadership competency
- At least one activity from each of the following areas:
  - Formal training
  - On-the-job leadership activities (emphasis here)
  - Self-development activities (e.g., multi-rater feedback tools)
  - **Mentoring/Coaching (receive, provide, or both depending on certification level)**
  - **Higher level leaders required to be a mentor**
- Log of reflections, accomplishments, and future goals in portfolio

# Notional Development Plan

## Example Development Activities by Certification Level

### Front-line Leader

- Courses in basic supervision and leadership
- Portfolio and reflection
- Receive mentoring
- Experiential activities (on-the-job)
- Self-development activities
- Job-specific leadership experiences (e.g., conferences, etc.)

### Intermediate Leader

- Courses in finance, project management, leading change
- Portfolio and reflection
- Receive mentoring/mentor others
- Action learning projects and stretch assignments
- 360-degree feedback
- Self-development activities
- Job-specific leadership experiences (e.g., conferences, etc.)

### Senior Leader

- OPM Lead Program
- Portfolio and reflection
- Receive mentoring/mentor others
- Outside experiences (industry, War College, etc)
- Executive coaching
- 360-degree feedback
- Self-development activities
- Job-specific leadership experiences (e.g., conferences, etc.)

**All activities are linked to critical leadership competencies**

# Development Portfolio

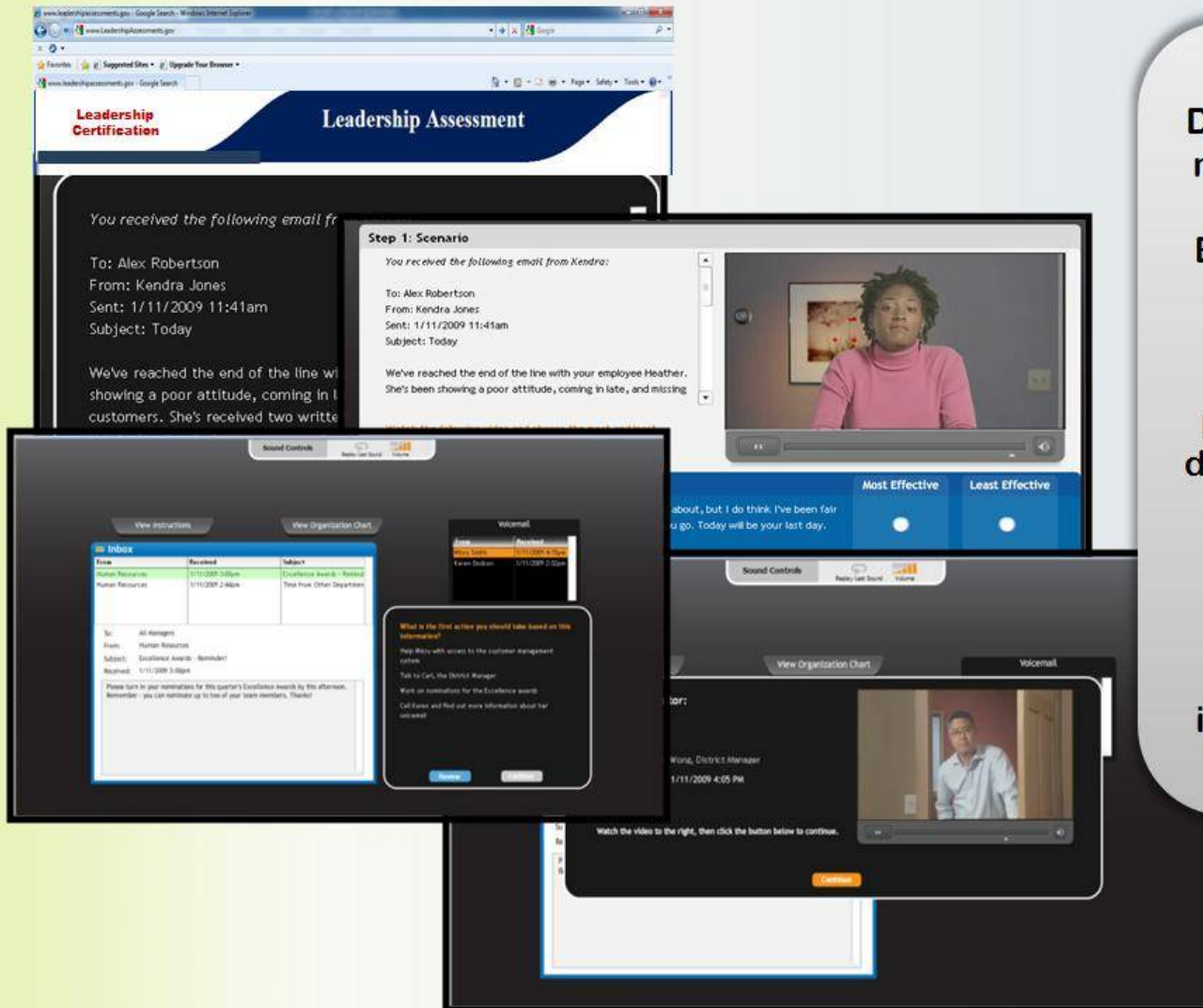
- Serves as the basis for holistic leader development
  - Standardized, yet flexible requirements
  - Activities must be linked to leadership competencies
  - Leverages existing courses; emphasis on a blend of activities
  - Credit for activities completed within the last year
- Benefits of the portfolio process
  - Tracks developmental milestones and showcases accomplishments
  - Challenges candidate to reflect on lessons learned and application
  - Facilitates setting concrete plans for further development
- Portfolio must be reviewed by supervisor, mentor, or other designated official



# Competency Simulation Assessments:

An assurance of mastery

# Leadership Simulation Assessments



Pioneered by PDRI at  
DEA, commercial version  
named 2009 HR Product  
of the Year by HR  
Executive Mgr Magazine

Uniformly positive  
reactions and  
perceptions of fairness  
due to high job-relevance

Provides realistic job  
preview

Can administer same  
items with lower fidelity,  
less interactive tools



# 21<sup>st</sup> Century Inbox

**VALU**  
VALU LEARNING UNIVERSITY

VA Leadership Certification Assessment 21st Century InBasket

Answered	From	Subject	Received
	Willie Gilligan	Hiya Skipper	01/05/2009
	Jonny Rotton	What were you thinking?	01/05/2009
	Fred Jones	We got a real mystery	01/04/2009
	Bob Nedson	Uo this for me	

**Preview Message**  
Click on a message above. It will appear here.

**Question 1**  
What the heck is this? Aliquam erat volutpat. Pellentesque euismod felis. eu ornare leo nisi vel felis. Mauris consectetur tortor et purus. Aliquam erat volutpat. Pellentesque euismod felis. eu ornare leo nisi vel felis.

- ☐ Mauris consectetur tortor et purus. Aliquam erat volutpat. Pellentesque euismod felis.
- ☐ Mauris consectetur tortor et purus. Aliquam erat volutpat. Pellentesque euismod felis.
- ☐ Mauris consectetur tortor et purus. Aliquam erat volutpat. Pellentesque euismod felis.
- ☐ Mauris consectetur tortor et purus. Aliquam erat volutpat. Pellentesque euismod felis.
- ☐ Mauris consectetur tortor et purus. Aliquam erat volutpat. Pellentesque euismod felis.
- ☐ Mauris consectetur tortor et purus. Aliquam erat volutpat. Pellentesque euismod felis.

**Actions**  
List all of the actions you would take to handle the email. Identify related items by specifically stating related to this email (e.g., related to items 1 and 2).

**Email**  
From: 2. Douglas Walker  
To: Chris Robinson  
Subject: Community Safety Issue  
Sent: Thu 9/13/2007 4:47 PM

Hello ASAC Robinson,

As President of the Southside Citizens Group, I want to bring to your attention a very important safety matter in our community. The area around Wheeler Road on Jefferson Avenue has become a hot spot for dealers on every corner and there have been numerous accidents in the past three months. Our children have to walk past this way to school and we are very concerned about their safety.

We have frequently appealed to the local police department to take action on this issue. We have been told that they are doing their best to handle the situation.

**Knock Knock- multi choice**  
From: Joe Kim  
Sent: 10/12/2011 10:00 am

**Question:** Which of the following options are correct?

- ☐ This is SJT item
- ☐ This is multiple choice item

**Record Answer**

# Business Case Assessment

VA LEARNING UNIVERSITY

# VA Leadership Certification Assessment Business Case Analysis

## Question 1

What the heck is this? Aliquam erat volutpat. Pellentesque convallis. Maecenas feugiat, tellus pellentesque pretium posuere, felis lorem euismod felis, eu ornare leo nisi vel felis.

Mauris consectetur tortor et purus. Aliquam erat volutpat. Pellentesque convallis. Maecenas feugiat, tellus pellentesque pretium posuere, felis lorem euismod felis, eu ornare leo nisi vel felis. Mauris consectetur tortor et purus.

☐ Mauris consectetur tortor et purus. Aliquam erat volutpat. Pellentesque convallis. Maecenas feugiat, tellus pellentesque pretium posuere, felis lorem euismod felis, eu ornare leo nisi vel felis.

☐ Mauris consectetur tortor et purus. Aliquam erat volutpat.

☐ Mauris consectetur tortor et purus. Aliquam erat volutpat. Pellentesque convallis. Maecenas feugiat, tellus pellentesque pretium posuere, felis lorem euismod felis, eu ornare leo nisi vel felis. Mauris consectetur tortor et purus.

☐ Mauris consectetur tortor et purus. Aliquam erat volutpat. Pellentesque convallis. Maecenas feugiat, tellus pellentesque pretium posuere, felis lorem euismod felis, eu ornare leo nisi vel felis. Mauris consectetur tortor et purus.

☐ Mauris consectetur tortor et purus. Aliquam erat volutpat. Pellentesque convallis. Maecenas feugiat, tellus pellentesque pretium posuere, felis lorem euismod felis, eu ornare leo nisi vel felis. Mauris consectetur tortor et purus.

The screenshot shows a web browser window with a document titled "Department of Veterans Affairs Washington, DC 20420". The document is an "AUTHORIZATION OF SIGNATURE OF THE SECRETARY AND DEPUTY SECRETARY OF VETERANS AFFAIRS". It contains two main sections: "1. REASON FOR ISSUE" and "2. SUMMARY OF CONTENTS". The "REASON FOR ISSUE" section states that the directive is to amend the policy regarding the use of a signature machine, electronic, digital, or other devices may be used by any VA employee without the need for a signature. The "SUMMARY OF CONTENTS" section states that the directive gives the Secretary and Deputy Secretary the authority to sign documents on behalf of the Secretary and Deputy Secretary. The document is dated May 21, 2010.

Below the document is a "Project Implementation Timeline" chart. The chart shows a timeline from February to August. The timeline includes the following tasks:

- Develop Signature System (February)
- Develop Signature System (March)
- Develop Signature System (April)
- Develop Signature System (May)
- Develop Signature System (June)
- Develop Signature System (July)
- Develop Signature System (August)

The chart also includes a "Project Implementation Timeline" section with a table of tasks and their completion dates.

Submit



# Branching Role-Play



What would you do?

- Actively Listen
- Provide Feedback
- Speak to the Person
- Disagree



Actively  
Listen

Provide  
Guidance



Actively  
Listen

Provide  
Guidance



Can assess many  
competencies,  
especially  
interpersonal

Branching yields a  
more interactive and  
realistic simulation

Immediate feedback  
on the effectiveness of  
the supervisor's  
decisions facilitates  
development

# Automated Written and Oral Assessments

**Leadership Certification** **Leadership Assessment**

**Auto-Scored Writing Prompt**

Please Describe why you are a good fit for this role. Please include relevant background experiences, and highlight what you consider to be your greatest strength.

**Leadership Certification** **Leadership Assessment**

Library Name: None  
 Started: 3/4/09 12:05 PM  
 Candidate: **Sigtest Test**  
 Email: sguberrez@previsor.com  
 City: \_\_\_\_\_  
 Completed: 3/4/09 12:08 PM  
 External Code: \_\_\_\_\_  
 Phone: \_\_\_\_\_  
 State/Province: \_\_\_\_\_

**Test: Automatically-Scored Written Essay Test**

Score:	Proficient (2.51 - 3.50)
Overall Score: 3.1	Proficient (2.51 - 3.50)
Message: 3.4	Proficient (2.51 - 3.50)
Organization: 2.4	Basic (1.51 - 2.50)
Grammar/Mechanics: 3.7	Advanced (3.51 - 4.50)

**Score Comparison:**

Company Wide Comparison:		0 Scores:		
Score	Average	High	Low	
Time (mm:ss)	00:00	00:00	00:00	

**System Wide Comparison:**

Score		0 Scores:		
Average	High	Low		
Time (mm:ss)	00:00	00:00	00:00	

**Time Summary:**  
 Time Taken (mm:ss): 03:01  
 Started on: 3/4/09 12:05 PM  
 Completed on: 3/4/09 12:08 PM

**Candidate's Response**  
 There are a number of reasons why I am a good fit for the role of a Customer Service Team Lead at Company ABC. In the following paragraphs, I will explain my experiences and strengths that justify my qualifications for this position. Two of the most important traits of a Team Lead are to be able to solve ambiguous problems, as well as work with other people. I have been a customer Service Representative at Company ABC for the last five years. While in this role I have worked with customers to expand their wireless plan, as well as solve issues that they have had. This experience has increased my ability to think through issues that others have trouble with.

Time Remaining: **15:46**

**Leadership Certification** **Leadership Assessment**

Test Identification Number: 12345678  
 Test Completion Date: January 1, 2010  
 Test Completion Time: 1:23 PM (UTC)

**OVERALL SCORE**  
**52**

SKILL AREA	SCORE	20	30	40	50	60	70	80
Overall	52	<div></div>						
Sentence Mastery	47	<div></div>						
Vocabulary	59	<div></div>						
Fluency	57	<div></div>						
Pronunciation	44	<div></div>						
Listening Comprehension	53	<div></div>						

**DESCRIPTION**

Overall: The Overall Score of the test represents the ability to understand spoken English and respond appropriately.

Candidate's Capabilities: [Image of a woman on a phone]

## Assessment Results

- Feedback report after every assessment
  - Can be an integrated report if taken as a battery
- Must pass all assessments to be certified
- Can retake assessments if failed (after waiting period)
  - Specific feedback provided to develop areas still needing improvement



# Key Considerations

# Engagement

- Shape the key messages and communication tactics around engaging, educating, and empowering stakeholders
- WIFM (What's in it for me?)
  - What Leadership Certification mean to leaders
  - How leaders use Leadership Certification to support career development (e.g., promotion)
  - What are the rewards tied to Leadership Certification
- How Leadership Certification support's organizational goals

# Supporting Infrastructure

## Oversight

Accreditation

Agency Senior  
Leadership

## Governance

Agency  
Learning Office

Advisory  
Committee

Regional  
Boards

## Administration

Applicant and  
Candidate  
Processing

Communication  
and Education

Automation  
Platform (TMS)



# Contact Information

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