

Evaluating the Client's Developmental Climate

Goal	Provide consultants using KSA Products with tips and questions to determine the development climate in the organization
Issue	If clear expectations are not set at the beginning of an engagement, a host of problems will follow. Individuals will not understand why they are being asked to do sorts or surveys. Worse, their frame of mind when doing the sorts or surveys generate cognitive noise that distorts the outcome and ultimately the value of the products and services.
Pre-Set	After the customer has agreed to use the sorting or surveying process, be sure to ask: ❖ Who, how, and what will be communicated to the participants about the outcomes and the process itself? ❖ How will the message of value be framed for individuals engaging in the process? ❖ What has been the experience of participants in the past related to completing surveys? ❖ What are the computer capabilities of the participants? ❖ What kinds of computer support is there for participants? ❖ What is the developmental perspective of the leadership in the organization and how has this been communicated and acted on in the past? ❖ What is the general profile of the participants—age, education, years of service, etc.?
Guides	Using the following “if, then” table consider the tips when launching a sort or survey:

If	Then	Consider
Participants are not computer savvy	Problem solve with the HR/TM staff arranging the service	There are no pencil/paper options for completing surveys.
Cybersecurity issues exist	Arrange to be “white listed” so emails will come through servers	Failure to address this early will waste a great deal of time.
There is no plan to message participants	Problem solve with the HR/TM staff to have a statement of goals and outcomes communicated.	Without a statement about the purpose and value of the process, participation rates will be low and results poor.
The organization has done a lot of surveys	Discuss the pros/cons of previous surveys and plan how to avoid the problems. Make a plan for how to communicate this as a different value add process.	Make sure the organization does not have survey fatigue and if a lot of people are going to be completing lots of surveys, launch the surveys in agreed upon waves of release.

If	Then	Consider
The organization has NOT done many surveys or it has been some time.	Framing with participants is ESSENTIAL to get the most from the experience.	Individuals will be skeptical or hypercritical if they do not understand what and why.
If development focus is light	Use the Likert or Absolute sort	Relative sort creates distress.

Orientation The developmental orientation of the organization is generally affected by the following considerations:

- ❖ General pattern of investment in development initiatives in the organization.
- ❖ Recency of developmental engagement (e.g. programming, coaching, skill metrics, etc.).
- ❖ Stated value of individual development in the enterprise.
- ❖ History related to the use of development strategies like surveys or assessments.
- ❖ Degree of involvement of upper management in communication development import for future of the enterprise.

Evaluate When the stage has been set, messages sent, and the sorting or surveying has been launched, have sessions with client representatives to evaluate trends in responses and any new messaging that may be needed.

Questions Contact info@talenttelligent.com