

Personality Assessment and Feedback Practices Among Executive Coaches (Del Giudice et al., 2014) Maria Tzortzaki

Aim of study

This article aims to review the use of Personality Assessment (PA) tools and feedback practices in executive coaching. Authors also explore the extent to which PA and feedback application is aligned to the Collaborative and Therapeutic Psychological Assessment (C/TA) approach.

Background

Use of PA and feedback in coaching

- PA is the most common type of assessment
- PA used to gather data about client - results are discussed with client to determine how they will inform coaching process
- Optimizing 360 feedback
- Improve client's self – awareness

However: evidence points to the lack of a model or conceptual tool to guide PA and feedback in coaching

Collaborative / Therapeutic Assessment

- Views psychological assessment as a means of engaging clients in revising their beliefs about themselves and the world with the aim of experimenting with new behaviours
- Provides a framework for conducting psychological assessment where:
 - a collaborative partnership is build and coaches seek client input when interpreting test data
 - relationship between assessor and client is based on trust and respect

Methodology

Measures: Survey exploring:

- Frequency of using PA in executive coaching
- Methods of PA administration
- PA feedback practices

Participants:

- Sample of 112 Psychologist –executive coaches

Data:

- Combination of quantitative and qualitative

Results

Key observations:

- PA used extensively in executive coaching conducted by Psychologist-executive coaches
- Global PA instruments most popular
- PA used at the start of the coaching engagement
- Executive coaches make a intentional use of PA in conjunction with other assessment tools
- Coaches spend time interpreting results of PA before communicating these to clients
- Coaches hold a belief that understanding clients' personality impacts on coaching process and outcomes
- Coaches' approach to PA and feedback is somewhat aligned to key principles of C/TA (building a collaborative partnership)