People Dynamics and Development: Using Assessments to Help People Grow and Thrive at Work

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OVERVIEW

People and work environments are **dynamic**

People develop in response to their work in order to better **fit** work demands

Development is needed to **thrive**: it affects people’s motivation, engagement, action, and well-being

Self-awareness through **assessment** enables and supports development

To allow people to thrive at work, we must see their profiles as **dynamic**, and help them develop
People who are thriving experience... “growth and momentum marked by both a sense of feeling energized and alive (vitality) and a sense that they are continually improving and getting better at what they do (learning)” (Porath, Spreitzer, Gibson and Garnett, 2012).
DYNAMIC WORK

An Example from Sales
PEOPLE ARE DYNAMIC: Their personalities and other characteristics change over time.
People respond to the demands of work, and develop to better fit to their work.

The process is a “TRANSACTION” between the person and their work.
Trait Behaviour Expressed

Reinforcement, Deepening Strengthening

Demand-Affordance Transaction

Trait Activation

Fit
ABA PEOPLE DEVELOPMENT DYNAMICS MODEL

WORK DEMANDS & CHARACTERISTICS

Goals (Personal and External)

TRANSACTION

Activation → PE Fit → Adjustment

PERSONAL TRAITS & RESOURCES

Action ↔ Engagement
Motivation ↔ Satisfaction
ENABLING THRIVING

USING ASSESSMENT TO HELP PEOPLE TO DEVELOP

Building self-awareness

Understanding fit and misfit to work and how to better fit

Setting development goals and learning objectives

Adopting effective learning strategies