

## Predicting Active Coping

Active coping is an attribute of a healthy personality. Active copers learn, they seek out criticism or insight, they take advantage of opportunities.

So, how do you identify among seemingly equally qualified candidates, who has the personality to be a great leader for your company?

You can use assessment techniques that give you a glimpse of what is going on under the surface of someone. To be an active copier, a person needs a particular alignment between their conscious and unconscious attitudes. The assessment techniques let you understand both their conscious and unconscious perspectives and draw conclusions about their active coping capabilities (or lack thereof).

The key tools are: (1) a self-reported personality inventory (conscious); (2) sentence completion test (unconscious), (3) storytelling test (unconscious); and (4) Developmental history (the person's conscious version of their own life story, crucial for understanding and making sense of the data providing by the other tests). The sentence completion and storytelling techniques present the person with vague, ambiguous situations. To perform on the test, the person must fall back on his or inner psychological resources. There are no cues for how to answer. There is no pretending, no role-playing, and no faking good. Nothing about the assessment allows the candidate to rehearse a response or give a canned answer.

It takes an executive three to four hours to go through the process, and you can learn if they are an active copier or not.

With these tests, you also learn about motivation and with one more very quick test – smarts. The whole battery of tests works as a package helping you understand if the person has the motivation, intelligence and active coping capabilities to be a great leader in the situation you are considering – and in situations that could emerge.

This assessment will identify if the executive will be able to stably cope with any circumstances they encounter and if at all times what they say is what they'll do. If the executive varies from this admittedly quite high standard, it will identify when and how that variance is likely to occur.