

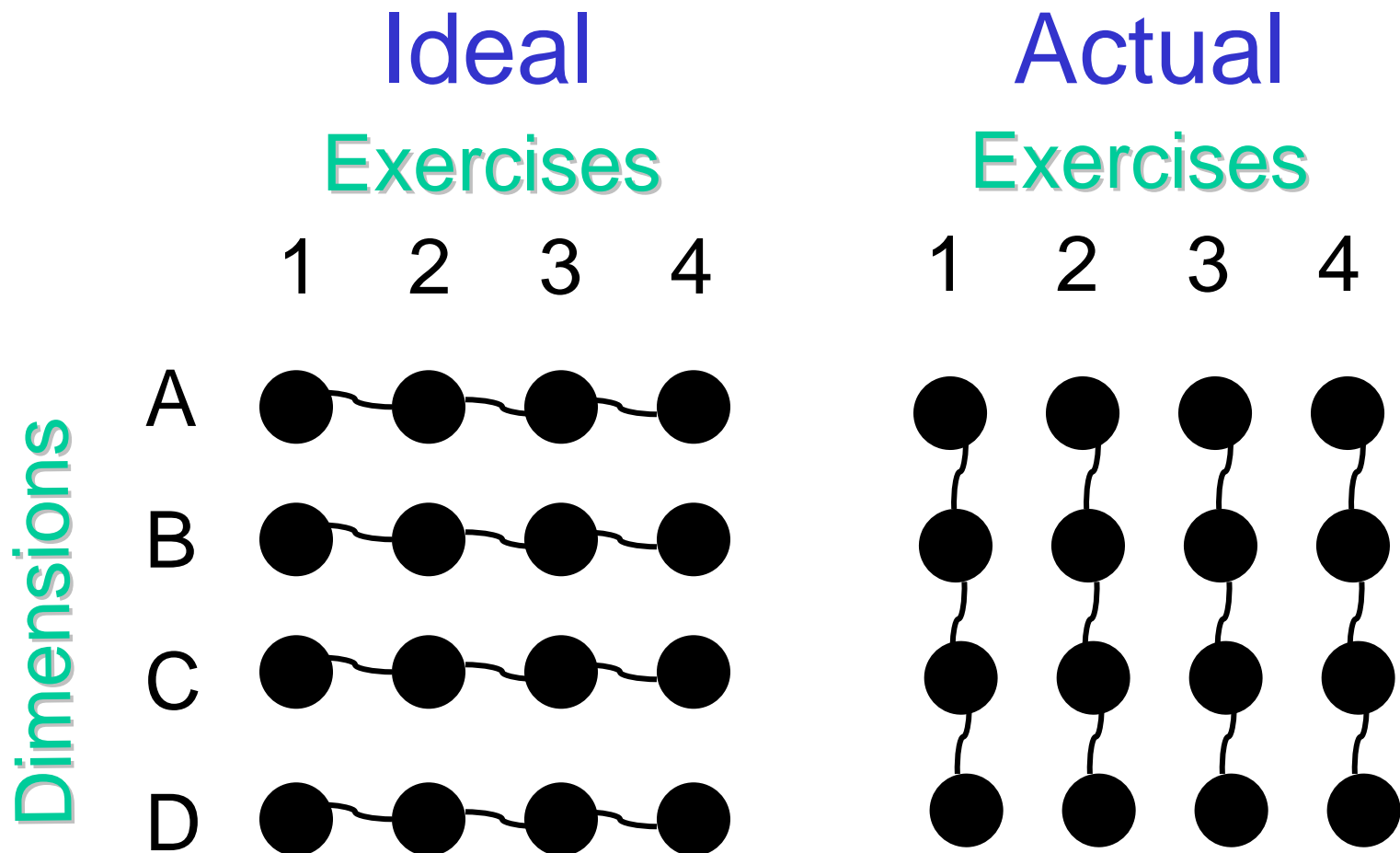


COMPETITIVE ADVANTAGE. REALIZED.

Making Assessment Centers Work The Way They are Supposed To

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Construct Validity Research



Problems

Model **MISTAKEN!**

Dimensions **MISUSED!**

Practice **MISUNDERSTOOD!**

MODEL

Within Dimension (Original)

Exercises

Dimensions

| | 1 | 2 | 3 | 4 | 5 | Final Rating |
|---|---|---|---|---|---|--------------|
| A | * | | | | | X |
| B | * | | * | | | X |
| C | | * | | * | | X |
| D | * | | | * | | X |
| E | | | * | | | X |
| F | | * | * | * | | X |
| G | | | | | * | X |

MODEL Within Exercise

Exercises

Dimensions

| | 1 | 2 | 3 | 4 | 5 | Final Rating |
|---|---|---|---|---|---|--------------|
| A | X | X | | X | | X |
| B | X | | X | | X | X |
| C | | X | X | X | | X |
| D | X | | | X | X | X |
| E | | | X | | | X |
| F | X | X | X | X | | X |
| G | X | | | | X | X |

MODEL

Construct Validity (MTMM)

Exercises

| | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|
| A | X | X | X | X | X |
| B | X | X | X | X | X |
| C | X | X | X | X | X |
| D | X | X | X | X | X |
| E | X | X | X | X | X |
| F | X | X | X | X | X |
| G | X | X | X | X | X |

?? All exercises **equally measure** all dimensions

?? Why measure 5 times?

DIMENSIONS

Original (MPS)

Exercises

- Simulations
- Personality tests
- Projective tests
- Attitude surveys
- Motivation inventories
- Biographical data
- Cognitive tests
- Knowledge tests
- Interviews

Dimensions

- Behaviors
- Abilities
- Attitudes
- Traits
- Motives
- Knowledge
- Values

DIMENSIONS

Modern

Exercises

- Simulations
- Personality tests
- Projective tests
- Attitude surveys
- Motivation inventories
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- Cognitive tests
- Knowledge tests
- Interviews

Dimensions

- Behaviors
- Abilities
- Attitudes
- Traits
- Motives
- Knowledge
- Values

“A competency is considered a behavioral dimension for purposes of assessment in an assessment center if it is defined precisely and expressed in terms of behaviors observed in a job family and in simulation exercises.”

-- *Guidelines and Ethical Considerations for Assessment Center Operations, 2000*

MTMM – Multi-**trait**, Multi-method Matrix

Trait \neq Dimension



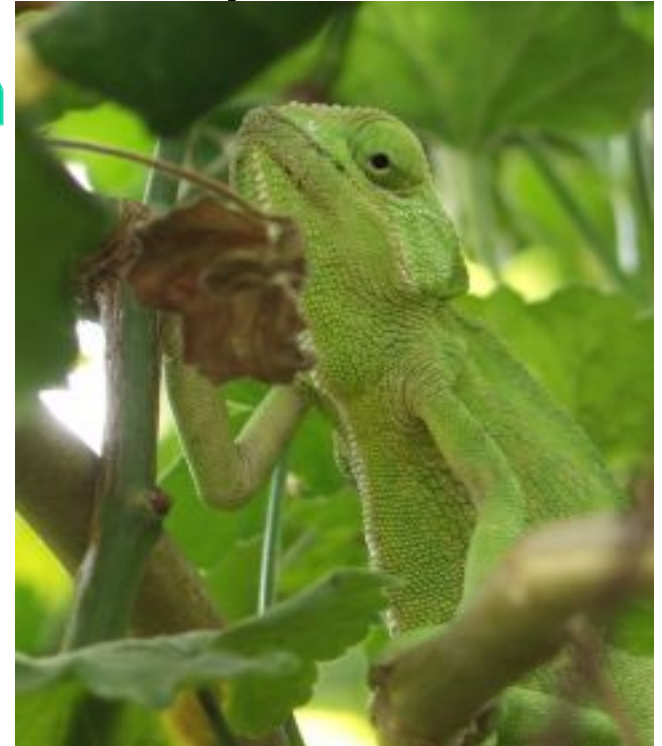
PRACTICE

What Causes Behavior?

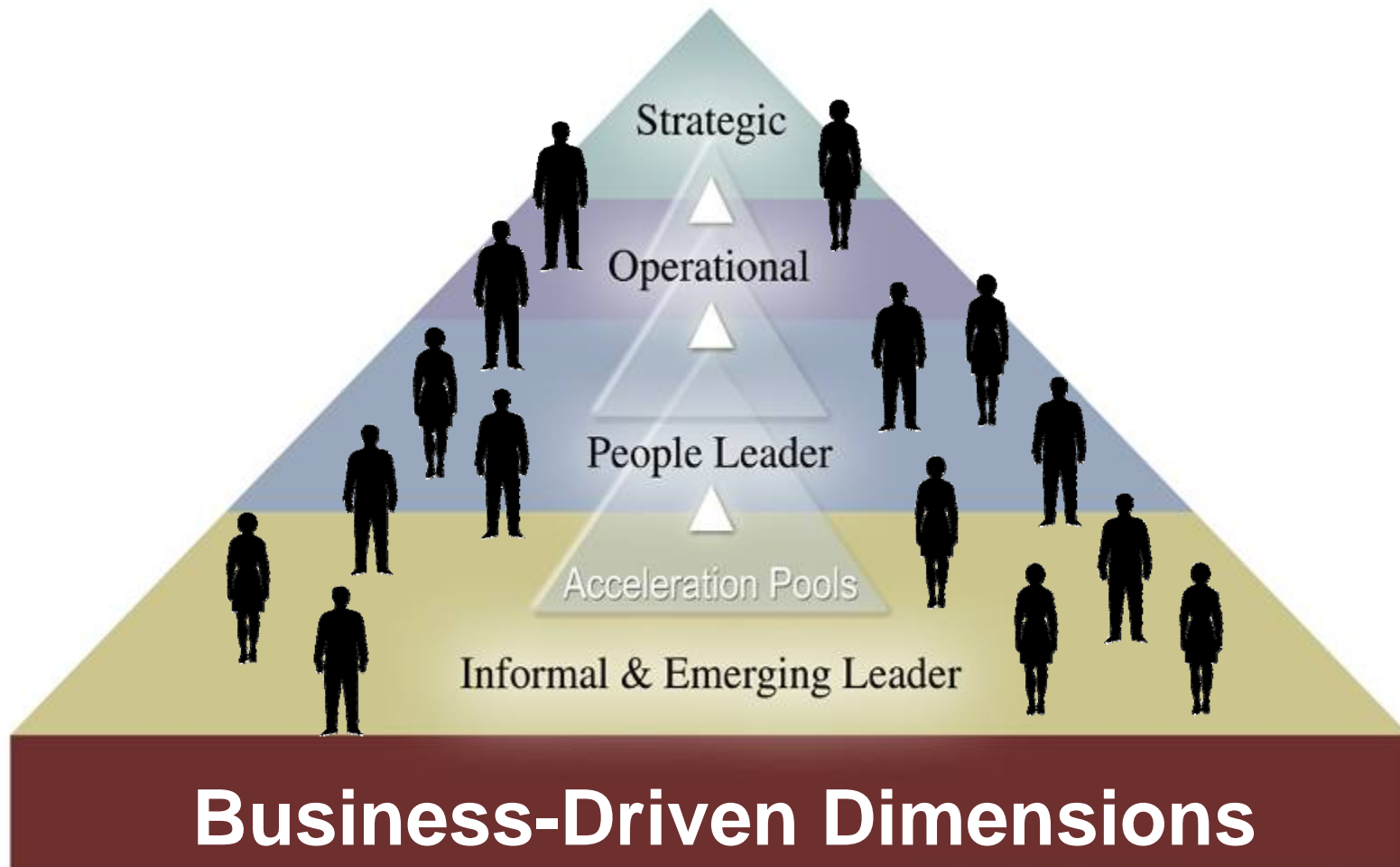
Person (**T**rait)
[Rigid]

X Situation
[Both] (**T**ask) [Inconsistent]

Dimension



Dimensions Let You Generalize



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WHAT NOW?

Design for Dimension Types

- Role-oriented
- Cumulative activities
- Basic interpersonal skills
- Cross-situational

Purposeful Design

Exercises

Dimensions

| | 1 | 2 | 3 | 4 | 5 | Final Rating |
|-------|---|---|---|---|---|--------------|
| Role | X | | | | | X |
| Cum. | X | | X | | | X |
| Cum. | | X | | X | | X |
| Role | X | | | X | | X |
| Role | | | X | | | X |
| Basic | | X | X | X | | X |
| Cross | S | | | S | X | X |

Research

Best Designs



Criterion-Related Validity

