



The Contribution of Intellectual Abilities to a Manager's Success: The Correlation Between the Results of Ability Tests and Assessment Center

Svetlana Simonenko

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The Basic Statements

- Manager's success depends on many organizational factors. Corporate competency framework describes the desired leadership model (if it was based on job analysis and designed focusing on strategic business targets).
- Assessing competencies we can predict manager's success in a certain organization.



Current Market Dilemma

Ability & Personality Tests

- Quick (Up to 2 hours)
- Distant (online)
- Cheap (from \$10)
- Easy to organize

Assessment Center Methods

- Time consuming (1 day + FB)
- Face to face (travel requirement)
- Expensive (from \$ 500)
- Organizing complexity



Research 2010 - 2015

- 383 managers (Top & Middle)
- Age: 27 -62
- Assessment/Development Center: 1 day+ cognitive ability tests
- Russia



Ability Tests Results and Assessment Center (1)

Average score in Assessment Center

Corr. 0.37

T-scores sum of 2 tests (verbal and numerical)

For different assessment projects correlation ratio varies from 0.1 to 0.56



Ability Tests Results and Assessment Center (2)

| No | Group | Sum of T- scores | N | Corr. with AC/DC average score | |
|----|---------------|------------------|-----|--------------------------------|-------------|
| 1 | High | 133 - 120 | 28 | | 0.14 |
| 2 | Above average | 119 -106 | 88 | | |
| 3 | Average | 91 - 105 | 124 | 0.38 | |
| 4 | Below average | 78 - 91 | 81 | | |
| 5 | Low | 77 - 64 | 62 | | |



Cases

Company 1 (Middle)

| Groups | N | Corr |
|--------------|----|-------|
| ALL | 71 | 0.1 |
| High-Average | 53 | -0.12 |
| Low-Average | 35 | 0.37 |

Company 2 (Middle)

| Groups | N | Corr |
|--------------|----|------|
| ALL | 75 | 0.53 |
| High-Average | 35 | 0.26 |
| Low-Average | 59 | 0.41 |

Company 3 (Top)

| Groups | N | Corr |
|--------------|----|------|
| ALL | 27 | 0.56 |
| High-Average | 8 | 0.32 |
| Low-Average | 23 | 0.45 |

Company 4 (Top)

| Groups | N | Corr |
|--------------|-----|------|
| ALL | 211 | 0.2 |
| High-Average | 120 | 0.06 |
| Low-Average | 144 | 0.31 |



Conclusions

- The link between cognitive tests results and AC/DC scores is variable from one organization to another.
 - It could be a matter of:
 - Competency model
 - Skills of managers (corporate training programs)
 - Purpose of assessment (HiPo selection, recruitment, development)
 - Anything else?
- Low-level intellectual abilities adversely affect the effectiveness of a manager's behavior.
- High-level of intellectual abilities does not result in an increase in effectiveness.



Questions are welcome

Simonenko@detech-group.com

