



Assessor Development – Are You Doing The Best You Can?

Emphasising Multicultural Assessor Teams



Agenda Today

- 1 What Does The Research Tell Us?
- 2 Our Context
- 3 Ideas From Our Learning
- 4 Using Technology To Support Calibration



What Does The Research Tell Us?

**Briscoe
1997**

- Growing research suggests management and leadership styles are different across cultural and national groupings.....very little attention has been paid to the impact of culture and international issues..in AC's.



**Guidelines
2009**

- ...should strive to have diverse assessors, both in terms of demographics (race, ethnicity, age, gender) and experience (organisational level, functional work area etc.).



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What Does The Research Tell Us?

**Melchers,
Leihnardt,
Von Aarburg
& Kleinman
2011**

- That Frame of Reference training and Descriptively Anchored Rating Scales were both effective in improving rating accuracy and inter rater reliability.



**Schleicher,
Day, Mayes
and Riggio
2002**

- Techniques such as frame-of-reference training have been shown to enhance the convergent and discriminant validity of assessor judgments.



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What Does The Research Tell Us?

**He, Chen &
Zhang
2004**

- Organisational context can have a greater influence than culture-specific factors on relationships.



**Lopez
2002**

- Culturally informed assessment – a way of critically thinking about the role of culture in human behaviour.



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What Does The Research Tell Us?

**Melchers,
Kleinman
& Prinz
2010**

-aspects that are related to the cognitive demands of the assessors influence the quality of their ratings.



**Thornton &
Krause
2009**

- Detailed study identifying differences in practices across the globe, however....data from this study is too limited to allow conclusions about cross-cultural comparisons.



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Our Context



Our Context

The Emirates Group



164 nationalities



110 nationalities



15 nationalities



Sparkly, Brand New Assessors!!



Should We Make Cultural Allowances as Assessors??

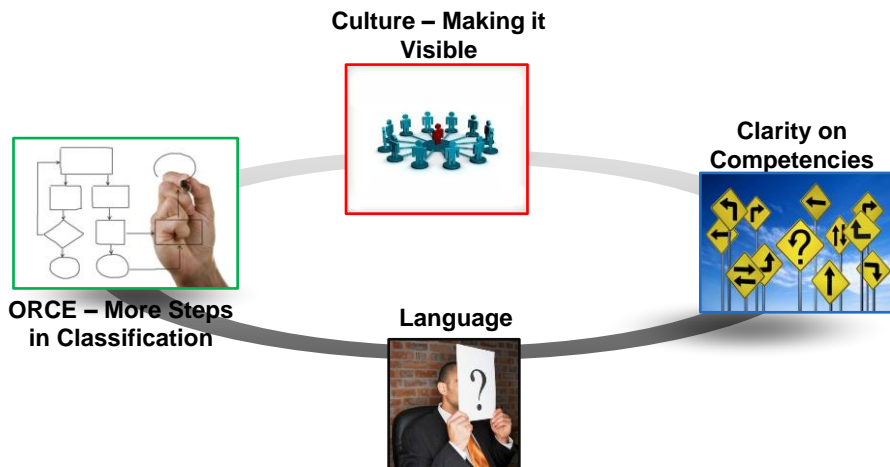




How Should We Make Cultural Allowances as Assessors??



Ideas From Our Learning



Culture – Making it Visible

- Power Distance Index in the Arab world is very high.
- Collective Vs Individualistic also very high. (Hofstede)



Schmidt & Yeh (1992) concluded that many specific work-related social skills and attitudes are highly culture-bound e.g. leadership style and behaviours.



Culture – Making it Visible



- Understand models for describing cultures
- Explore where the candidates fall in the cultural landscape
- Be clear on the organisational culture
- **SEEK TO UNDERSTAND THE INDIVIDUAL!**



Clarity on Competencies



- Country? Global? Blended?
- FOR Training useful here
- Lots of discussion around 'what good looks like'
- Additional level under the indicators almost necessary (can be too prescriptive!!)



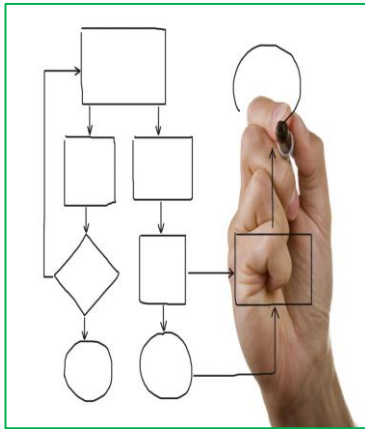
Language



- Problem!
- Use videos in training
- Use transcripts A LOT
- Reinforce need to know the exercises and competencies very well



ORCE – More Steps in Classification



- Understand competencies in much more detail
- Use additional exercises e.g. debating where a behaviour fits
- Classify transcripts having watched videos



Using Technology To Support Calibration



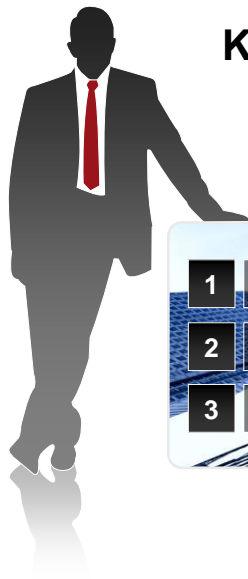
- Video – multicultural role players
- Conference calls
- Soon – webinars!



Opportunities for Research



Key Points



- 1 Understand the Competencies
- 2 Understand the Individual First
- 3 Continue Learning!





Thank You!

