

Coaching Candidates to Compete in Assessment Centers

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Presenters:

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Agenda

- Introduction
- Survey of AC Candidate Preparation Practices
- Case Study
 - SuperSTAR Coaching Demo (Building Collaboration)
 - Small Group Shared Expertise:
 - A. Interview Question on Integrity
 - B. Role Play on Difficult Conversation
 - C. Personality Testing
 - Report Outs
- Lessons Learned & Implications

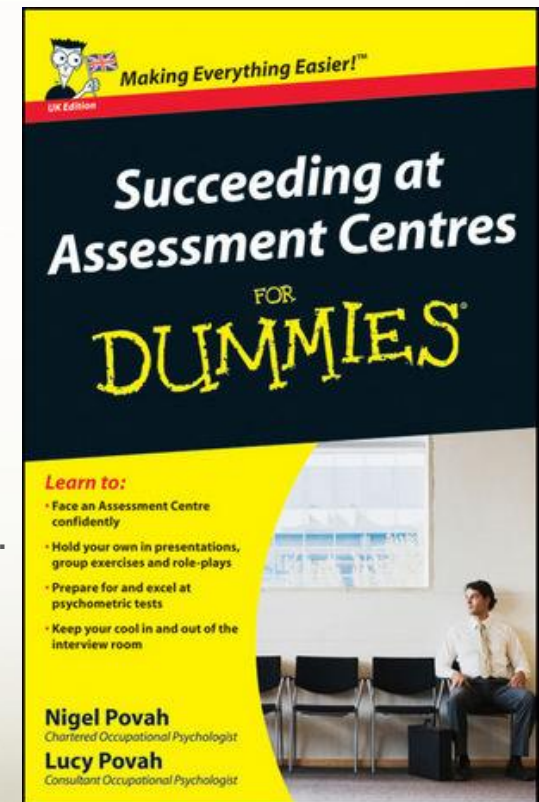
Candidate Preparation Practices

- Internet (e.g., exercise descriptions & test samples)
- Books such as *Succeeding at Assessment Centres for DUMMIES* (ADC, 2012); *The What and Why of Assessment* (PDI, 1991)
- Opportunities to practice actual assessments to “break down the fear factor” (e.g., Assessment Centre Prep)
- Orientation focused on transparency: Fine to make assumptions; be clear and specific; take action on issues; no tricks or traps
- Administration tips: Prepare well and be on time; manage your time well; avoid distractions; participate actively; be yourself
- Quasi-coaching: Think about the role you are being assessed for, and respond in that role; think about what competencies are being assessed, then use that mindset to decide what to demonstrate; consider the objective for every meeting; find data and act on it

10 Tips for Success at an Assessment Centre

<http://www.dummies.com/how-to/content/succeeding-at-assessment-centres-for-dummies-cheat.html>

1. Arrive in good time, ready for action.
2. Be positive – expect to succeed and you probably will.
3. Pay close attention to all instructions.
4. Focus on the objectives of each activity.
5. Take a moment to think before you act.
6. Make a positive impact – stand out from the crowd.
7. Monitor and manage your time (make sure you wear a watch!).
8. Don't dwell on any disappointments; stay calm.
9. Be yourself and don't act out of character.
10. Enjoy the experience – it's fun and you can learn a lot!



* These tips come from ***Succeeding at Assessment Centres for DUMMIES*** (2012) – used with permission from Lucy Povah Buck.

Sample Competency Model*

- **Delivering Results**
 - Drive for Results
 - Innovation
- **Interpersonal Effectiveness**
 - Building Collaboration
 - Motivating and Inspiring Others
- **Business Acumen**
 - Strategic Thinking
 - Industry Knowledge
- **Leading & Managing People**
 - Change Leadership
 - Team Leadership
 - Talent Development
- **Thinking and Decision Making**
 - Critical Thinking and Judgment
 - Strategic Thinking
- **Self-Management**
 - Integrity
 - Speaking Truth to Power

* This sample is a composite of many models used by clients and consulting firms.

Representative Exercises

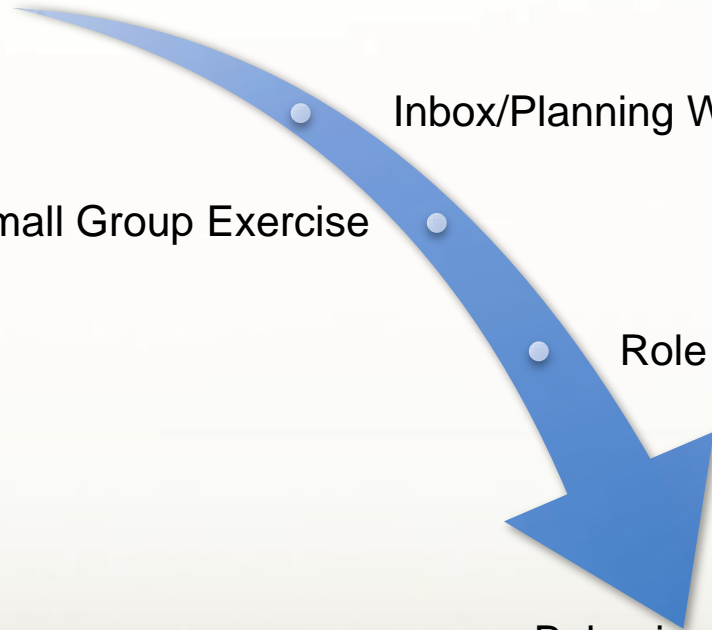
Online Personality
Testing

Inbox/Planning Work Sample

Small Group Exercise

Role Play

Behavioral Event
Interview



Behavioral Event Interview

QUESTION:

Tell us about the last time you had to collaborate with others.

WHAT COULD GO WRONG?

Building Collaboration*

	Low	High
Networking	Ineffective or uninterested in networking	Actively establishes and leverages a broad network of relationships within the organization
Engagement	Operates in isolation from others in the organization	Consistently involves other functions in discussions, decisions, and plans to ensure the whole organization is successful
Cooperation	Ignores or minimizes the need to work effectively with others	Models cooperation and inspires others to work together to produce results
Partnership	Fails to develop relationships with key stakeholders outside the organization (e.g., suppliers and customers)	Builds strong, collaborative relationships and alliances with groups outside the organization
Conflict Management	Avoids conflict; or is unable to resolve conflict in many cases	Skillfully resolves conflict by concentrating on overarching goals and business-focused outcomes

* These core practices are from the self assessment on p. 288 in ***Awaken, Align, Accelerate: A Guide to Great Leadership*** (2011) – used with permission by MDA Leadership.

SuperSTAR Coaching Demo

□ Basic STAR model:

- What was the **SITUATION**?
- What **TASK** did you need to accomplish?
- What **ACTIONS** did you take?
- What **RESULTS** did you achieve?

□ Add-ons during coaching session:

- What was the most challenging moment for you?
- What would you do differently next time?
- What did you learn?
- How will this experience help you in the new role?

Small Group Shared Expertise

- Three Groups
- Three Exercises
- Shared Expertise – debrief 1-3 recommendations

Behavioral Event Interview

- Please tell us about a time when you were called upon to demonstrate personal integrity.

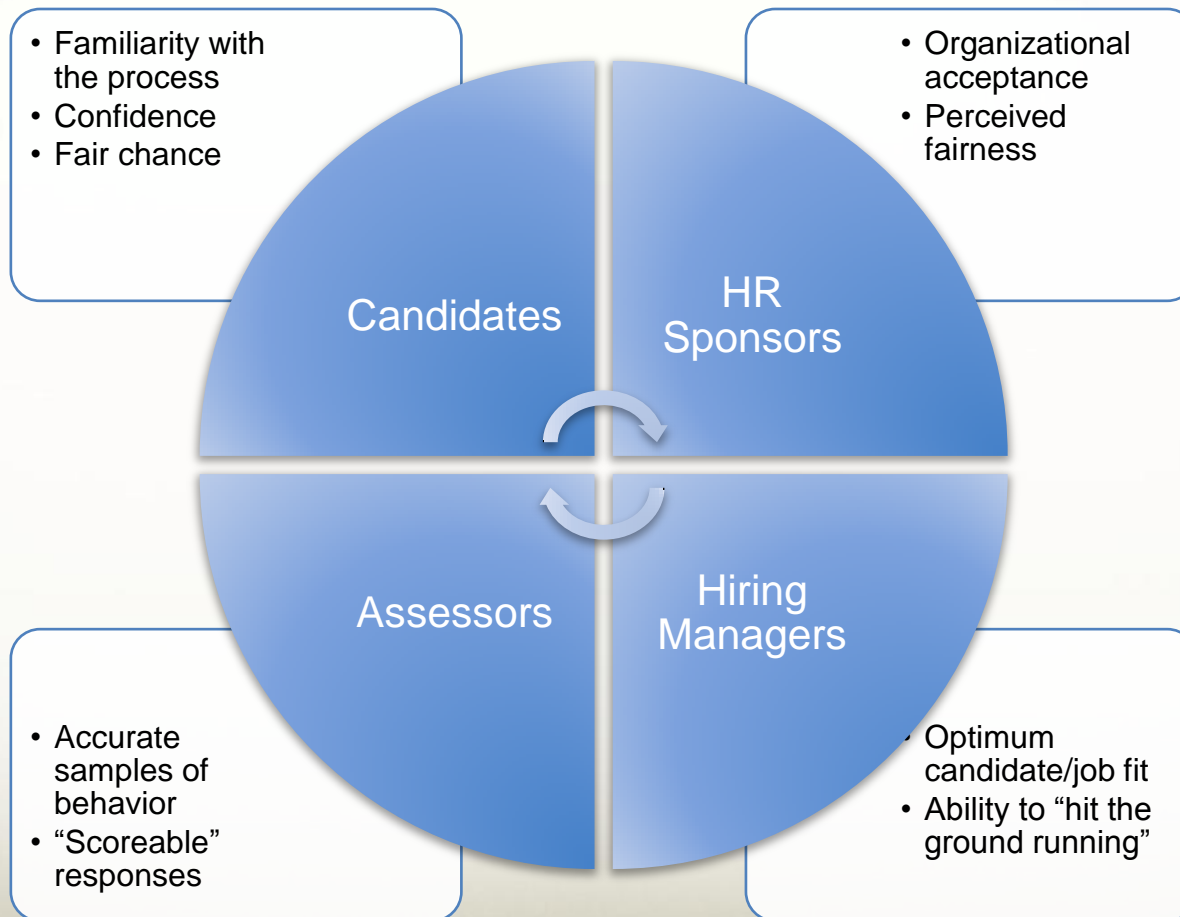
Role Play

- Conduct a role play in which you must provide difficult feedback on a team member's apparent lack of drive for results.

Personality Testing

- How would you coach an individual about to complete an online personality inventory (e.g., Hogan, California Psychological Inventory, etc.) prior to attending his/her Assessment Center?

Stakeholder Perspectives & Desired Outcomes



About the presenters...



Katherine Holt has coached leaders throughout Asia-Pacific and the USA for more than 20 years. Change, innovation and sustainability are her paradoxical passions – along with supporting organizations whose mission is to create a better world. Her broad talent management consulting background includes

designing assessment centers, conducting behavior interview training, and assessing leaders in a variety of industries. Katherine received her Ph.D. in Industrial Relations from the Carlson School of Business at the University of Minnesota.

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Mary Kralj came to coaching from a career in consulting where she integrated individual and team coaching into large-scale change initiatives and organizational redesign. In addition to coaching, she is an expert in the design and delivery of executive assessment solutions for large organizations. She has worked across many industries with

special emphasis on banking and financial services during times of significant change. Mary received her Ph.D. in Psychology and certificate in Business from the University of Virginia.

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