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Cross-Cultural Assessment Center Performance Using a Virtual AC Method

Aaron Stehura, Ph.D.
Jing Jin, Ph.D.

October 24, 2014

38th International Congress on
Assessment Center Methods

Our Agenda

- The GLOBE studies
- Virtual assessment centers
- Our method and data
- Analyses and results
- Practical implications

The GLOBE Studies

- How is culture related to leadership effectiveness?
- Explored culture by looking at current practices as well as values.
- Also measured culturally endorsed theories of leadership, or common beliefs about effective leadership within a culture.
- 17,300 middle managers
- 951 organizations
- 62 countries



The GLOBE Results

- Derived 21 leadership scales defined by 6 higher level leadership styles
- Differed in how desirable they were across cultures, some universally desirable, some universally undesirable, and others culturally dependent.
 - Charismatic/Value Based
 - Team Oriented
 - Self-Protective
 - Participative
 - Human Orientation
 - Autonomous



The GLOBE Results

- Established nine cultural dimensions that capture similarities and differences between cultures in norms, values, and beliefs.
 - Power Distance
 - Uncertainty Avoidance
 - Humane Orientation
 - Institutional Collectivism
 - In-group Collectivism
 - Assertiveness
 - Gender Egalitarianism
 - Future Orientation
 - Performance Orientation



The GLOBE Results

- The nine cultural dimensions allowed for the grouping of countries into 10 different clusters
 - Anglo (United States, Australia, England)
 - Germanic Europe (Germany, Austria, Netherlands)
 - Latin Europe (France, Spain, Israel)
 - Sub-Sahara Africa (Nigeria, Zambia, Namibia)
 - Eastern Europe (Russia, Poland, Greece)
 - Middle East (Turkey, Egypt, Kuwait)
 - Confucian Asia (China, Japan, Singapore)
 - Southern Asia (India, Thailand, Indonesia)
 - Latin America (Mexico, Brazil, Argentina)
 - Nordic Europe (Denmark, Sweden, Finland)

Where do Virtual Assessments Vary?

Areas of Innovation for Assessment Items

(Parshall, Davey, and Pashley, 2000)

- **Item format** – multiple choice, constructed responses
- **Response action** – mechanism used to provide responses (e.g., laptop, touchscreen)
- **Media inclusion** – use of video, audio, graphics
- **Level of interactivity** – extent of adaptation (e.g., ART) and interaction (e.g., dynamic response, involvement of the participant)
- **Scoring algorithm** – automated, assessor ratings

Our Virtual Assessment Center

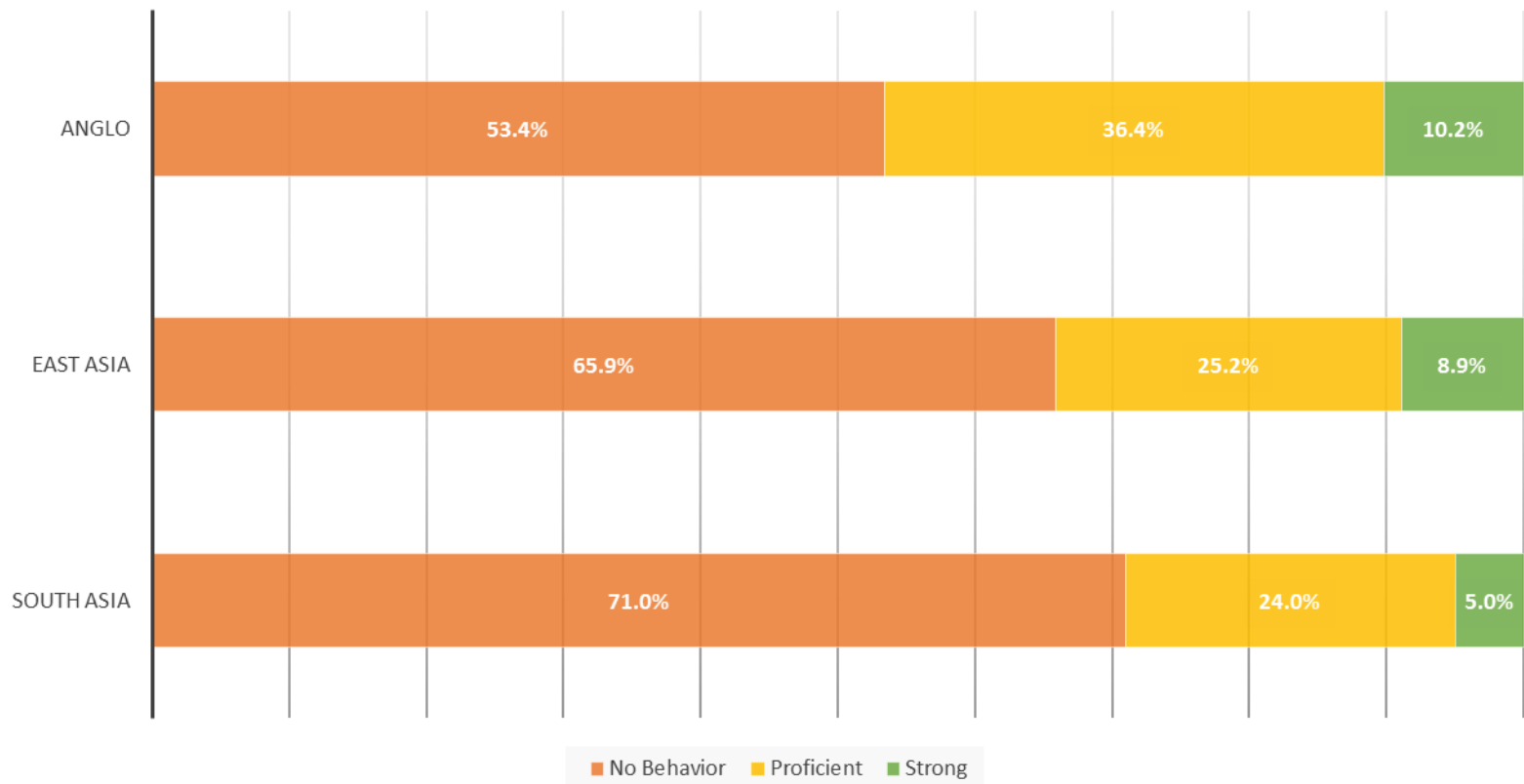
- Computer Based
- Extensive use of video for stimuli
- Several different items types
 - Constructed Responses
 - Multiple Choice Responses
 - Prioritizing, Ordering, and Arranging Options
 - Tracking of Activity within a Interface
- About 240 observations of behavior
 - Approximately half score by trained assessors and the other half using computer based scoring
- Algorithmic data aggregation

Our Sample

- Data represents participant completing the virtual assessment center between January 2011 and September 2014
- Front-line leadership level
- Approaching 16,000 participants representing all ten GLOBE cultural clusters
- Analyses will focus on the three clusters with the largest sample sizes
 - Anglo: 10308 participants
 - East Asia: 3396 participants
 - South Asia : 1287 participants

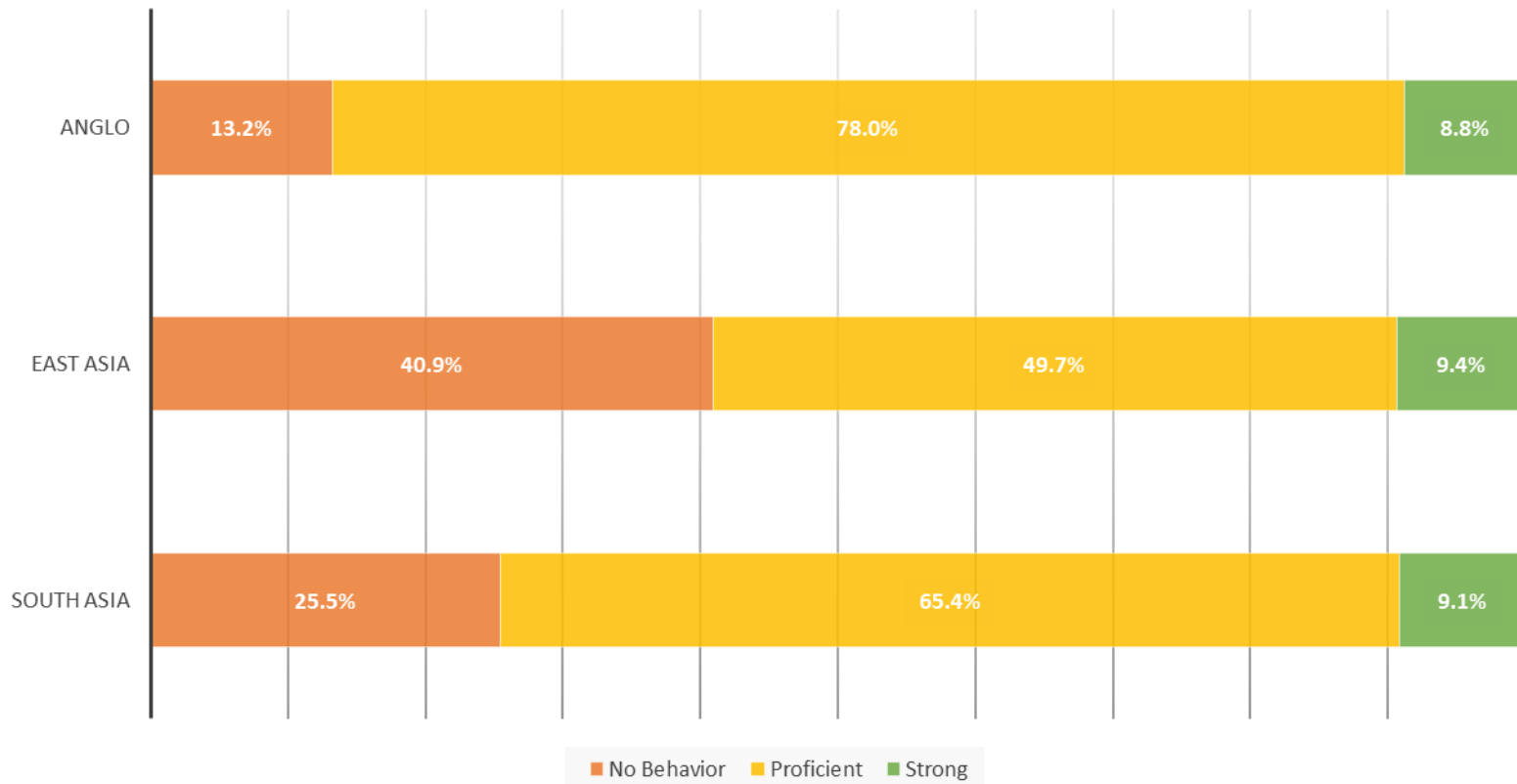
Results

Gather Information



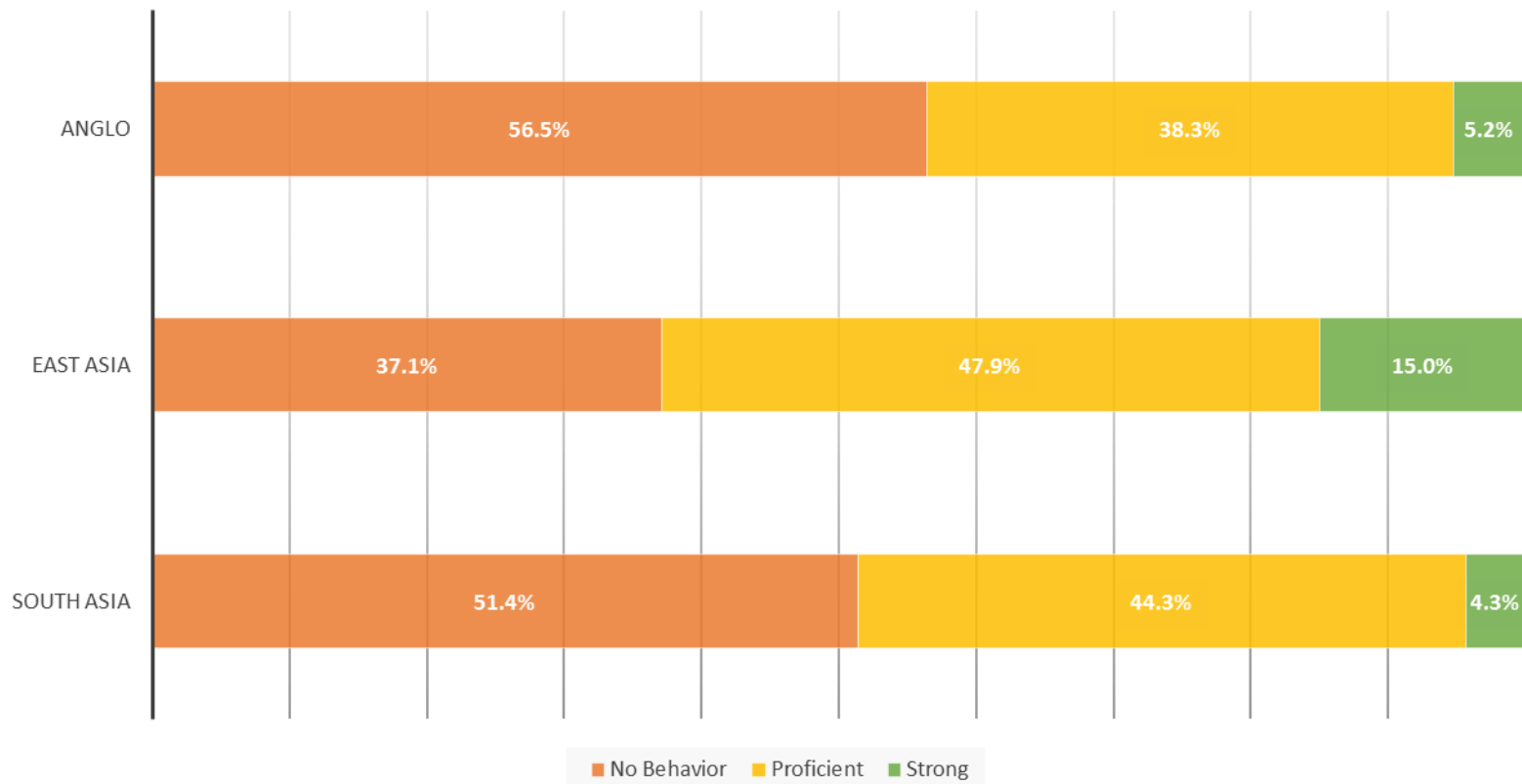
Results

Begin with Purpose/Importance



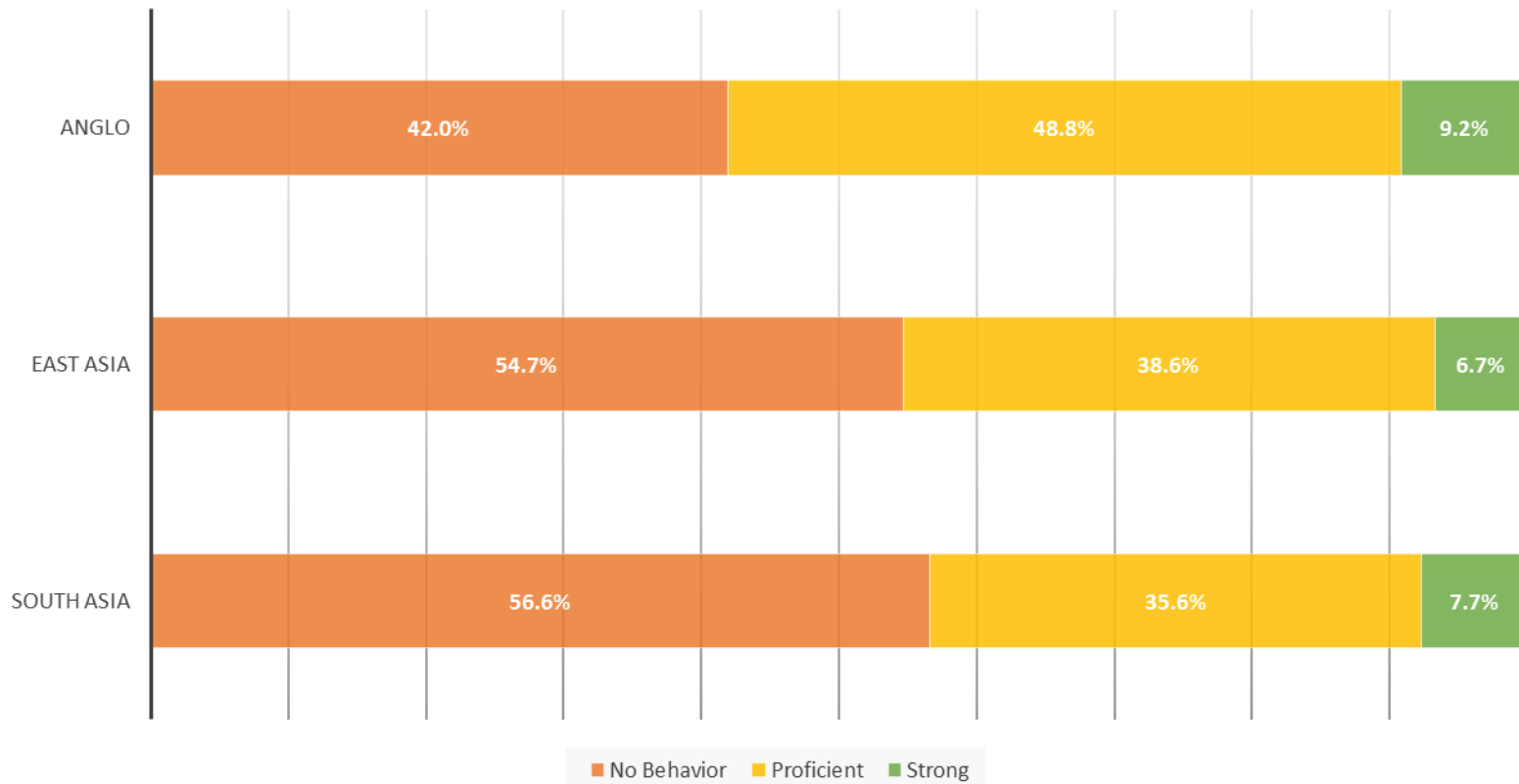
Results

Involve the Target for Problem Solving



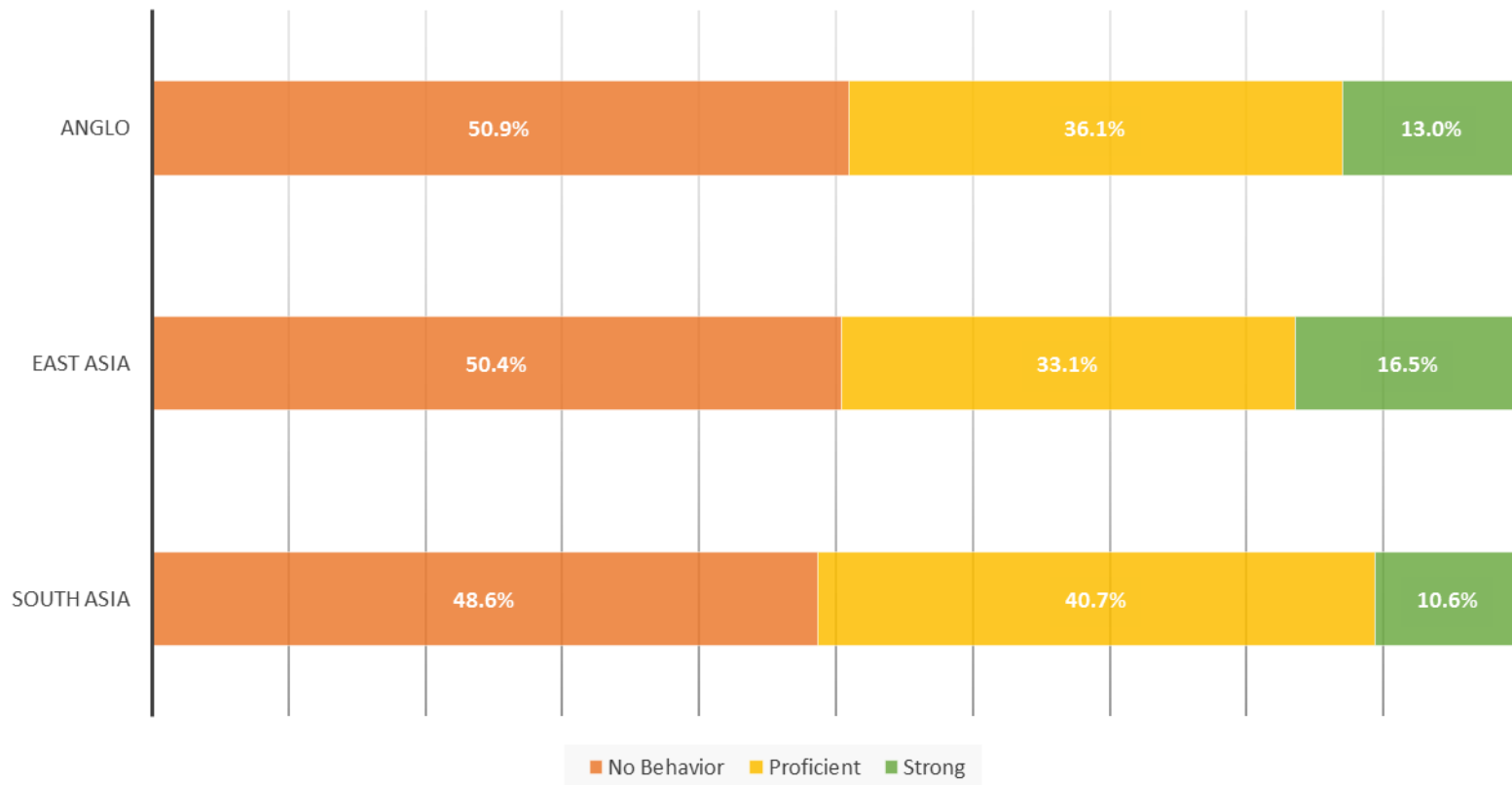
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Set Follow-Up Actions



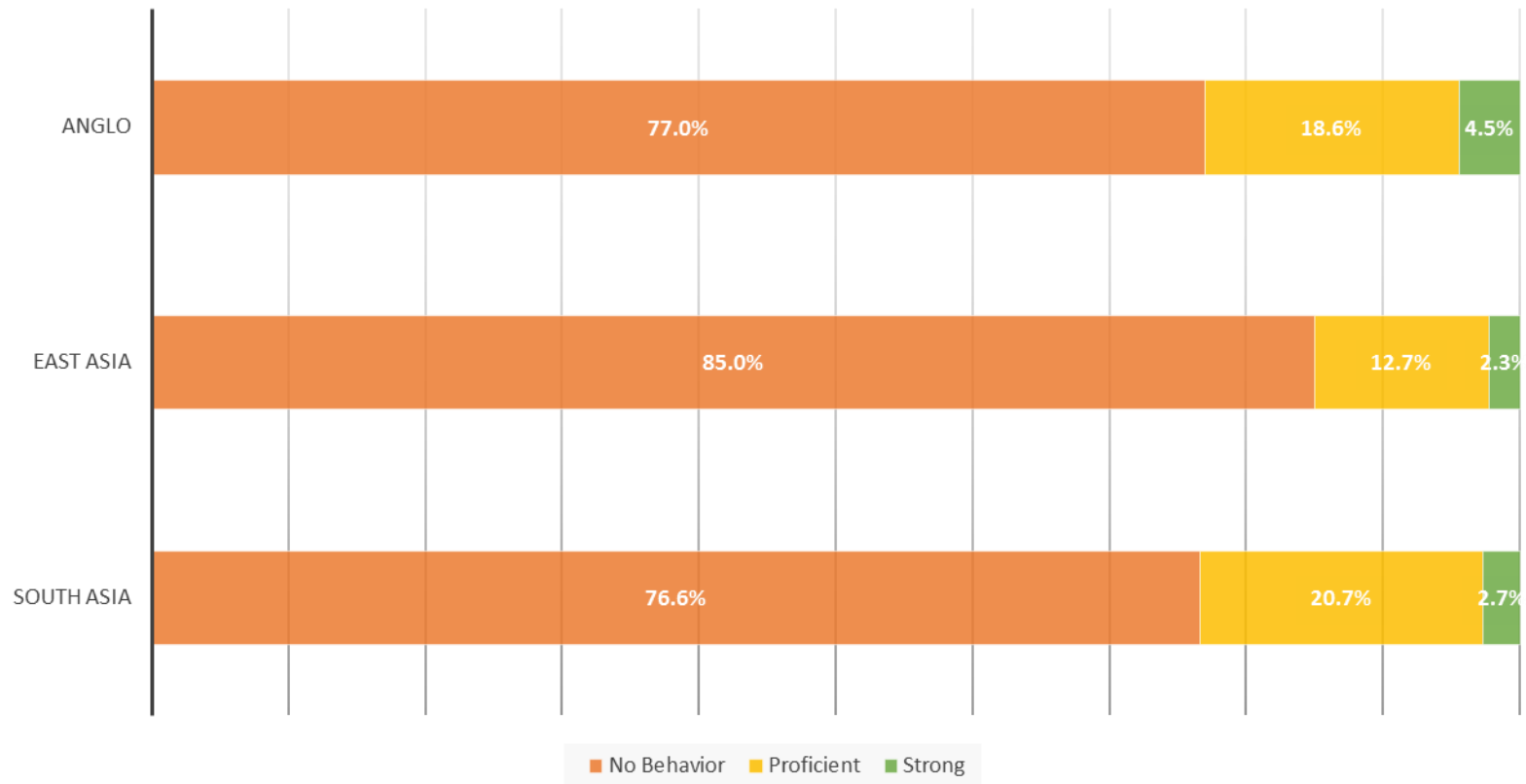
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Maintain The Target's Esteem



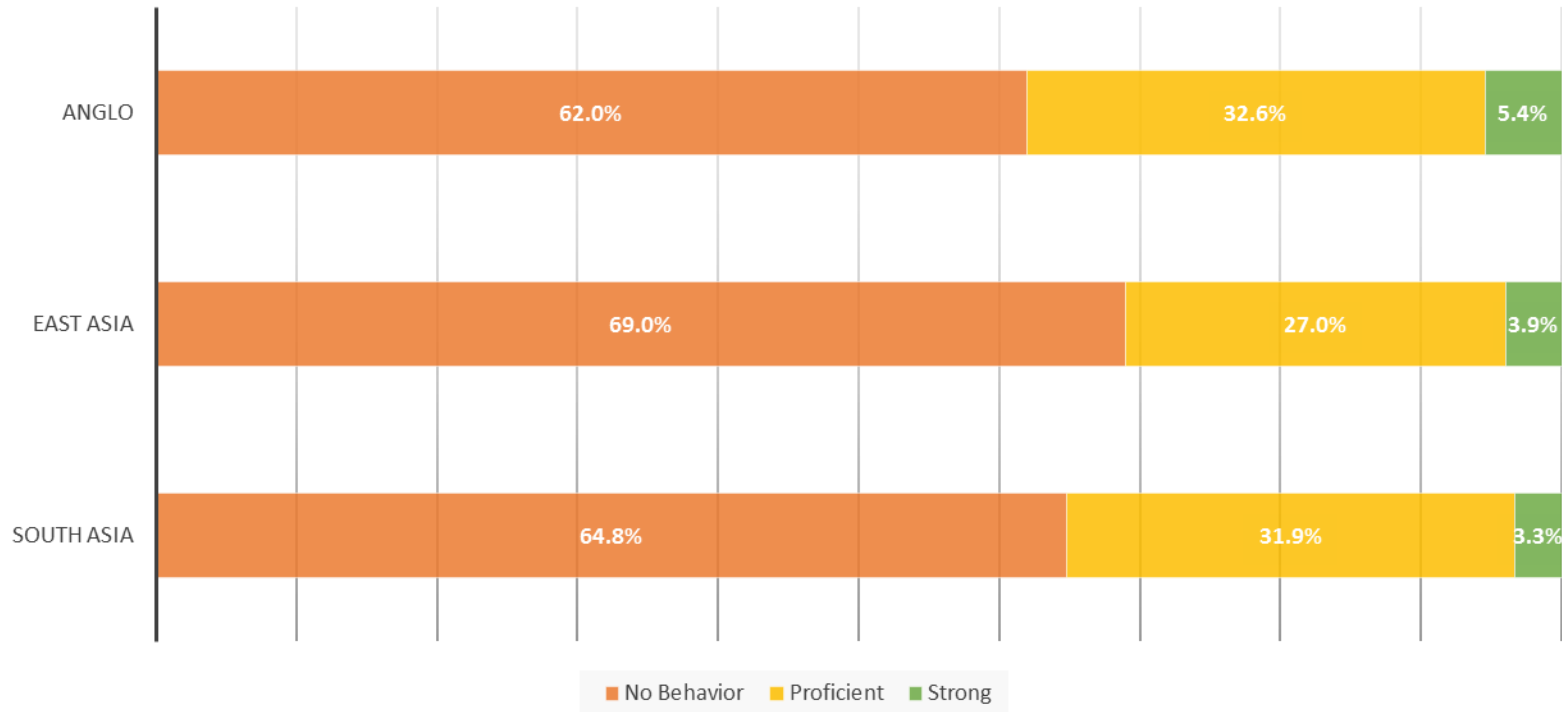
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Express Confidence



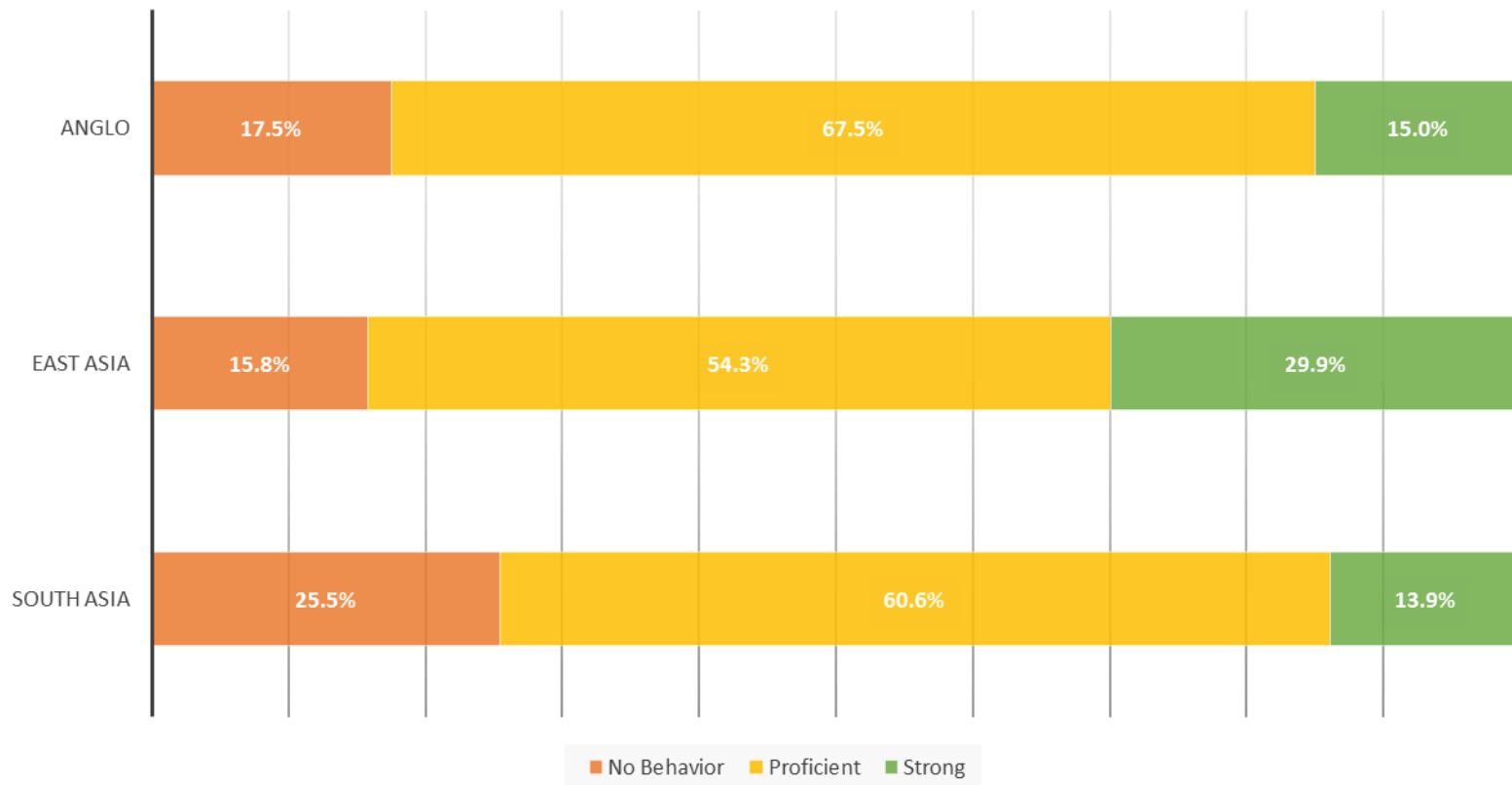
Results

Empathize/Acknowledge Emotions and Feelings



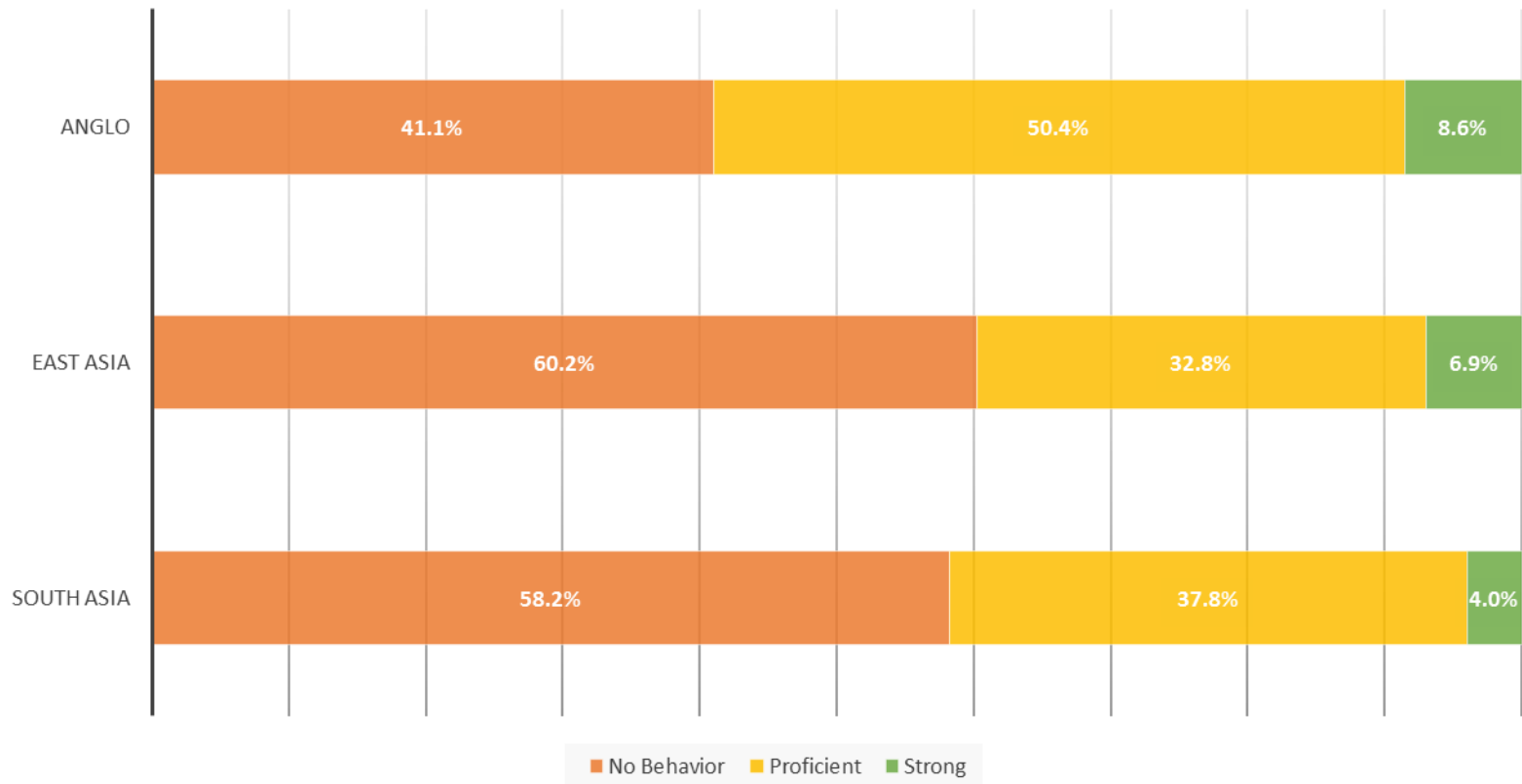
Results

Empower to Maintain Accountability



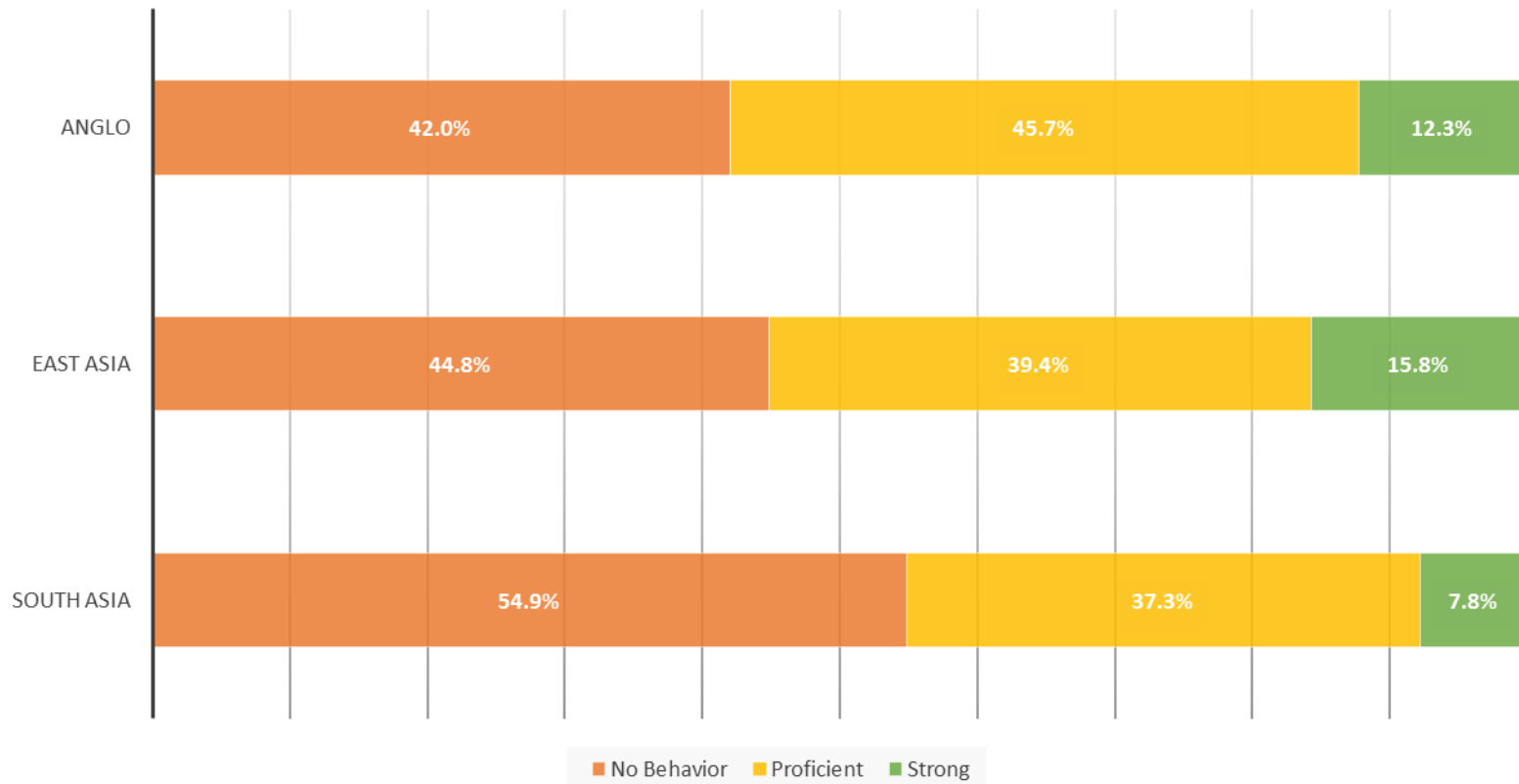
Results

Offer Support, Time, and Resources



Results

Describe the Impact



Conclusions

- Practical Implications
- Limitations
- Future Research
- Questions?

