

Under What Conditions Are Supplements to Behavioral Assessments in the Assessment Center Method Appropriate?

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Panelists:

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Agenda

Introduction: 5 minutes

Prepared questions for panel: 30 minutes

Added comments by panel: 2 minutes per
panelist

Questions/Comments from audience



Theme of Congress

**Insights in High Definition: Using Multiple Assessment
Instruments for a Sharper Image of Leadership**

Byham - Opening

Case studies

Scott – Synthesizing

Purpose of Panel Discussion

When and where and why
to use (or NOT use) supplements
to behavioral observation in simulations
in the Assessment Center Method



Potential Supplements to Simulations

Cognitive ability tests

Personality questionnaires

360 multi-source ratings

Situational judgment tests

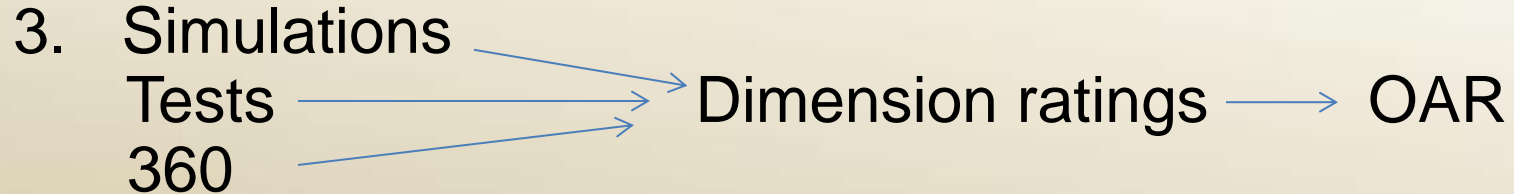
Situational judgment interviews

Projective techniques



Alternative ways to use supplements:

1. Do NOT use methods other than behavioral
2. Screen with (knowledge) test before entry into AC



5. Other options panel may discuss



General Approach to Discussion

Analytical

There may be places where supplements are (or are not) appropriate

Different types of supplements may be appropriate

Supplements may be combined in different ways

No “one best way”

We will seek “if...then” analysis. For example:



“If the purpose of the AC is diagnosis for developmental planning with managers and there are psychologists to interpret findings, psychometric tests may be appropriate
but
if the purpose of the AC is selection for promotion of supervisors in a high-stakes highly litigious environment and all assessors are managers, IQ and personality tests may be ill advised.”



In what way might the

PURPOSE of the AC

affect

whether or not

you would use supplements
and how you would use them?



In what way might the

**LEVEL AND COMPLEXITY OF
THE JOB and
THE DIMENSIONS BEING ASSESSED
(CRITERION SPACE)**

affect
whether or not
you would use supplements
and how you would use them?



In what way might the

BROADER ORGANIZATIONAL CULTURE

And CLIMATE for ASSESSMENT

for example, History of assessment

Sophistication of HR

affect

whether or not

you would use supplements

and how you would use them?



In what way might the

**INTEGRATION OF THE AC
WITH THE BROADER
TALENT MANAGEMENT SYSTEM**

affect
whether or not
you would use supplements
and how you would use them?



In what way might the

COST

affect

whether or not

you would use supplements
and how you would use them?



In what way might the

X?

affect

whether or not

you would use supplements
and how you would use them?



What other factors would influence your decision to use supplements to the behavioral observation in organizational simulations?



Audience

What **factors influence your decision** about whether or not to use supplements and how to use supplements to the behavioral observation in organizational simulations in an AC?

