

International Congress on Assessment Center Methods

International Congress on
the Assessment Center Method

What Do We Mean by “Methods?”



Some Questions to Consider at the Congress

- Do non-simulation data sources (e.g., cognitive or personality tests) add significant value to the validity of assessment center insights in different situations? Which source? How much do they add?
- Should information from other sources form part of the data integration process where simulation data is considered and competency ratings are made? How?



Polling Question:

Do you use data from non-simulation instruments (e.g., tests, background interviews, 360° surveys) to supplement data in your assessments for:

- First-level manager (supervisors) assessments?
- Mid-management assessments?
- Senior management assessments?

Polling Question:

The purpose of assessment centers where non-simulations are used is:

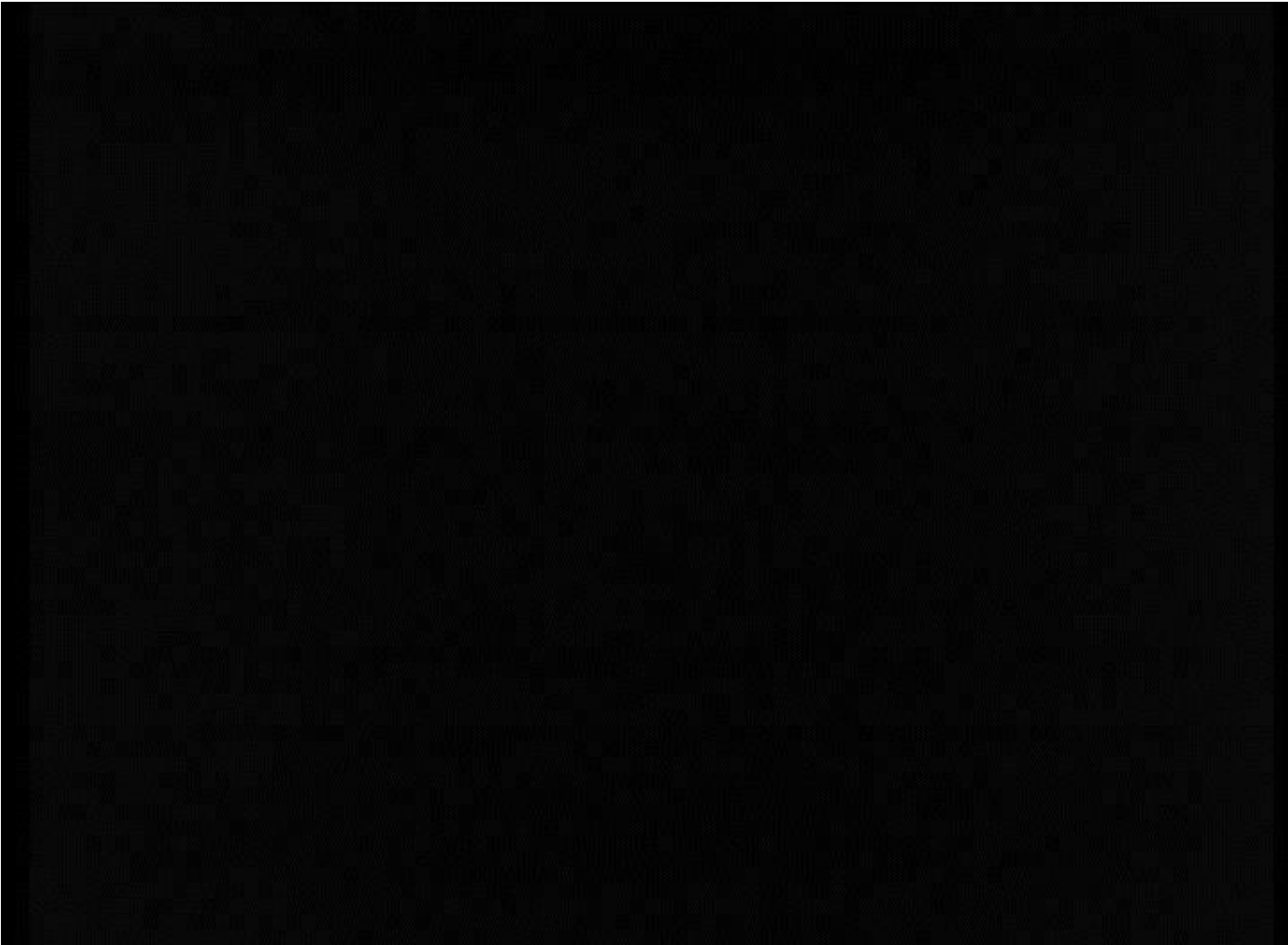
- Selection?
- Diagnosis of development needs?
- Development?
- Combination of the above?

Polling Question:

Is the non-simulation data considered in the data integration session?

- Yes – part of data integration session
- No – presented to participants as free-standing information or to provide insights into the findings from the simulations.

History of Non-
Simulations Used in
Assessment Centers and
How Data Was
Integrated



War Office Selection Board (WOSB) 1941

- Purpose
 - Selection of military officers (in/out)
- Assessors
 - Professionals and non-professionals
- Data sources
 - Simulations
 - Personality instruments/interviews
 - Cognitive test
 - Background interviews
 - Ratings by fellow participants in assessment center
- Data integration of all inputs

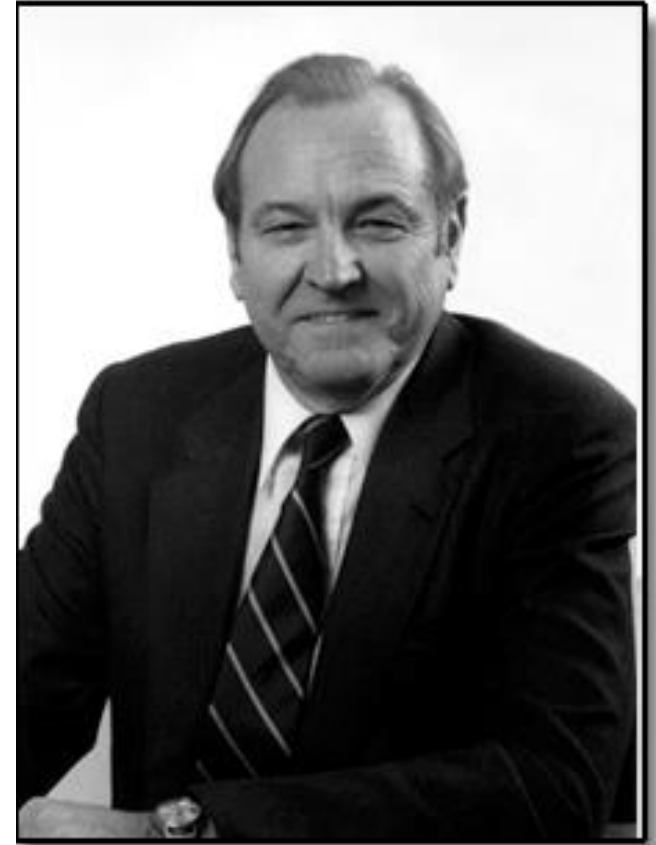




OSS (CIA) 1943

- Purpose
 - Selection of spies (in/out)
- Assessors
 - Professionals
- Data sources
 - Simulations
 - Personality instruments/interviews
 - Cognitive ability test
 - Background interviews
 - Ratings by fellow participants in assessment center
- Data integration of all inputs

AT&T Management Progress Study (1956)





AT&T Management Progress Study 1956

- Purpose
 - Research on the development of managers (competency insights)
- Assessors
 - Professionals
- Data sources
 - Simulations
 - Personality instruments/interviews
 - Cognitive ability test
 - Background interviews
 - Ratings by fellow participants in the assessment center
- Data integration of all inputs on competencies and on overall rating



AT&T Selection of First-Level Supervisors

- Purpose
 - Selection (not diagnosis of development needs)
- Assessors
 - Well-trained, non-professionals
- Data sources
 - Simulations
 - Background interviews
 - Cognitive ability test
 - Rating by fellow participants in assessment center
- Data integration of all inputs on competencies and on overall rating

Worldwide Expansion of Usage

- *Harvard Business Review* article
- DDI
- Articles and speeches
- International Congress on the Assessment Center Method
- Universities teach the method



Assessment Centers Between 1970 - 1990

- Purpose
 - Selection/Identification of first-level managers
- Assessors
 - Well-trained, middle managers in using organization
- Data sources
 - Simulations
 - Background interviews (first behavioral interview)
 - Ratings by fellow participants in assessment center
- Data integration of all inputs on competencies and overall rating
- Because of EEOC
 - Few cognitive tests
 - Few personality tests
- Huge increase in use of assessment centers to replace tests
- EEOC uses assessment center to select top managers

Changes in the 1990s and Onward

- Use of professional assessors (↑↑)
- Diagnosis of development needs (↑↑)
- Selection (↓↑)
- Ratings by fellow participants (↓↓)
- Cognitive ability tests (↓↓)
- Background interviews except at very high levels (↓↓)
- Middle and high-level participants (↑↑)
- Personality tests (↑↑)
- 360° instruments (↑↑)
- 360° interviews (↑↑)



...But Personality Test Results, 360° and Interview Data, NOT Part of Data Integration

Data from non-simulation methods used by feedback giver to interpret insights from simulations. Thus, it is one person's judgment.

Problems in Using Personality Instruments and Other Methods in Feedback Sessions Only

- Reliability (one person's judgment)
- Lose insights on specific competencies
- Different weighting of insights from various sources makes research difficult

Some Questions to Consider at the Congress

- Do non-simulation data sources (e.g., cognitive or personality tests) add significant value to the validity of assessment center insights in different situations? Which source?
- Should information from other sources form part of the data integration process where simulation data is considered and competency ratings are made?
- **Have we gone too far, or not far enough with the use of non-simulation data sources?**





QUESTIONS? COMMENTS?

Arigato

Mahalo

Grazie

Spasiba

THANK
YOU

Thinks
Moite

Gracias

Merci

Danke

Shukran

What does the research say?

- Meta-analysis of validity (Dilchert & Ones, 2009; Kuncel, Klieger, Connelly, & Ones, 2013).
 - Simple sums of scores 50% more valid than results of consensus discussions.
 - Simple sums of scores had incremental validity over personality and cognitive ability tests.
 - Consensus discussion results had not incremental validity over personality and cognitive ability tests.
 - How can we justify the time and expense of wrap-up meetings?