

# Validation Research on a Collaborative Development Centre

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# Why do Research?

- Does the Centre do what it is intended to do?
- Line Management wants to know what value has been added
- Legal Requirements



# Design Model

## PHASE 1

Needs Analysis



Job Analysis



Organization Effectiveness Analysis



Identify Competency Profiles

## PHASE 2

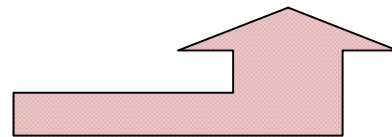
Pilot



Design Centre Process

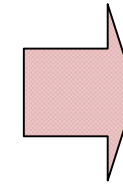
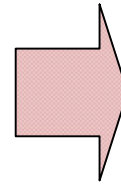


Design Simulations



## PHASE 3

Roll Out



## PHASE 4

Reliability



Content and Construct Validity



Criterion Validity



# Sequence of Statistical Processes

- Reliability
- Factor Analysis
- Criterion Validity

# Collaborative Development Centre

- **Delegates Receive Feedback after every Simulation**
- **Each Delegate Work with One Facilitator**
- **Delegates and Facilitators Collaborate on Evaluation of Behaviour**
- **Simulations:**
  - **In-Basket**
  - **Counselling Discussion**
  - **Group Meeting**
  - **Analysis Exercise (excluding Supervisors Centre)**

# Important Aspects

- Clearly Defined Competencies
- Clear Behaviour Elements and Anchors
- Weights and Norms
- Observer Training

# Round One

## Research 2002



# Research 2002

- Sample: 153, focus on Management Centre
- Procedure used:
  - Factor Analysis and Reliability Analysis
  - Pearson Correlation
  - Kendell's tau-b

# Round One

## Results



# Results: Two Factors

Interpersonal Competencies

## Factor 1

Interpersonal Sensitivity  
Persuasiveness  
Judgement  
Providing Direction  
Empowering  
Oral Communication

## Factor 2

Initiative  
Objective Setting  
Information Gathering  
Written Communication  
Presentation Skills  
Management Control

Leadership

Strategic/Business Competencies

# Reliability Coefficient

- Factor 1: Reliability  $\approx 0,8$
- Factor 2: Reliability  $\approx 0,7$

# Reliabilities: Our Centre

- Between 0,84 and 0,989
- Three competencies at 0,78
  - Information Gathering
  - Providing Direction
  - Management Control

# Which Simulation best correlates with the Final Rating

Competency	In-Basket	Counselling Discussion	Group Meeting	Analysis Exercise
Initiative	0,62			
Information Gathering	0,53			0,51
Judgement	0,66		0,49	0,49
Providing Direction	0,62		0,45	
Empowering	0,60	0,47		
Interpersonal Sensitivity		0,80	0,84	
Persuasiveness		0,69	0,67	
Oral Communication		0,81	0,79	
Written Communication				0,9
Management Control	0,38			0,39
Motivating Others		0,89	0,85	

# Round Two

## Research 2004



# Current Expectations:

- Similar Results
- If difference, why?
- How can Centre be improved?

# Research Description

## Sample size:

- Supervisors 83 (258)
- Managers 76 (202)
- Senior Managers 49 (107)
- Two companies, two years

# Procedure

- Collapsed Final Rating Scale
  - Development
  - Rounding Off
  - Acceptable
  - More than Acceptable

# Procedure Continued

- Reliability Analysis
- Correlations

# Round Two

## Results



# Results Supervisors Centre

Competency	IB	CD	GM	Cronbach Alfa
Info Gathering	Yes	Yes	No	0,212
Judgement	Yes	Yes	Yes	0,335
Providing Direction	Yes	Yes	Yes	0,460
Empowering	Yes	Yes	Yes	0,266
Sensitivity	No	Yes	Yes	0,607
Control	Yes	Yes	Yes	0,186

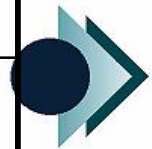
# Results Managers Centre

Competency	IB	CD	GM	AE	Cronbach Alfa
Initiative	Yes	No	Yes	Yes	0,480
Info Gathering	Yes	Yes	Yes	Yes	0,471
Judgement	Yes	Yes	Yes	Yes	0,435
Providing Direction	Yes	Yes	Yes	Yes	0,306
Empowering	Yes	Yes	Yes	Yes	0,454
Sensitivity	No	Yes	Yes	No	0,583
Control	Yes	Yes	Yes	Yes	0,391



# Results Senior Centre

Competency	IB	CD	GM	AE	Cronbach Alfa
Initiative	Yes	No	Yes	Yes	0,579
Info Gathering	Yes	Yes	Yes	Yes	0,617
Judgement	Yes	Yes	Yes	Yes	0,571
Providing Direction	Yes	Yes	Yes	No	0,617
Empowering	Yes	Yes	Yes	No	0,236
Control	Yes	Yes	Yes	Yes	0,428



# Comparison

- Previous Lowest Reliability: 0,78
- Current Highest Reliability: 0,617

# Possible Reasons for Difference

- Aspects to be investigated:
  - Simulations and Centre
  - Observers
  - Client Companies
  - Delegates

# Possible Reasons

## Simulations and Centre



# Simulations and Centre

- Design Logic
- Behaviour Anchors, Weights and Norm  
Tables
- Previous Results

# Possible Reasons

## Observers



# Observers

- Correlations by leaving out Observers show no Meaningful Differences
- Thus, Observers not the source of low Reliabilities

# Possible Reasons

## Companies



# Companies

- Differences between Companies:

- Cronbach Alfa:

- Company 1: 0,37 – 0,84

- Company 2: 0,18 – 0,86

- Final MDC Rating Company 1: 0,80

- Final MDC Rating Company 2: 0,71

**No meaningful Difference**

# Possible Reasons

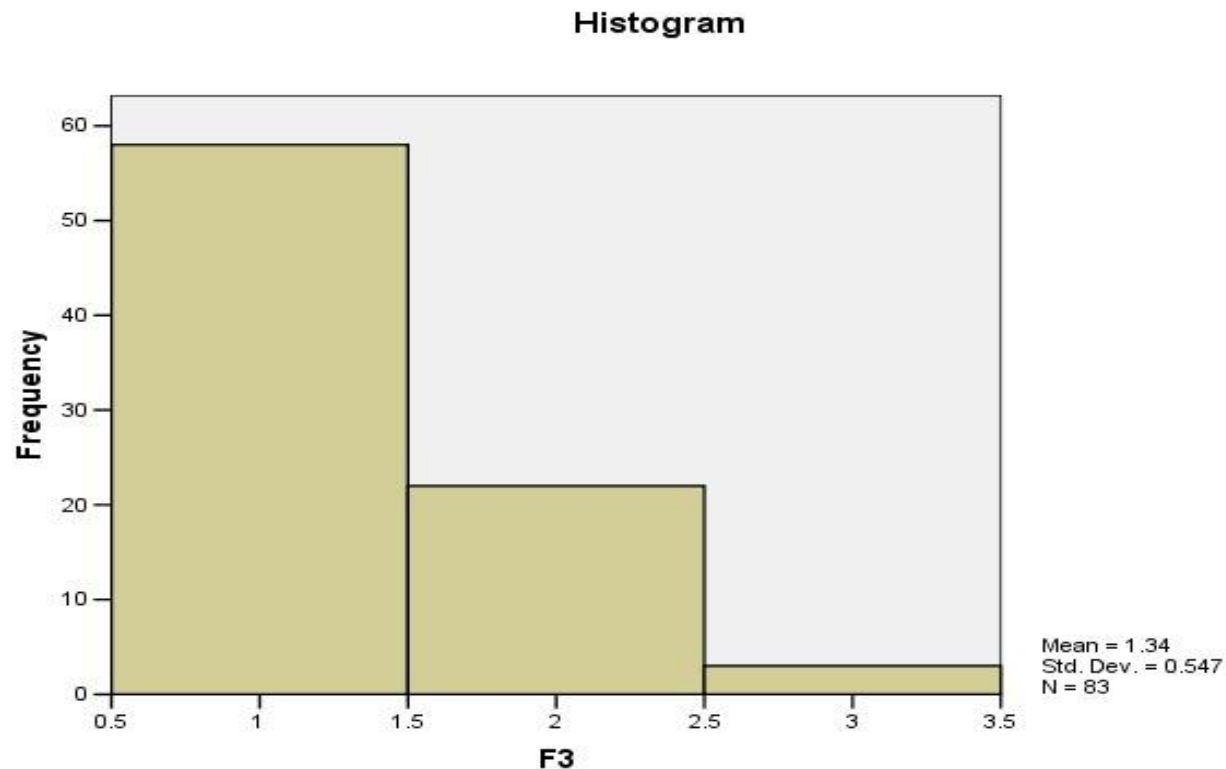
## Delegates



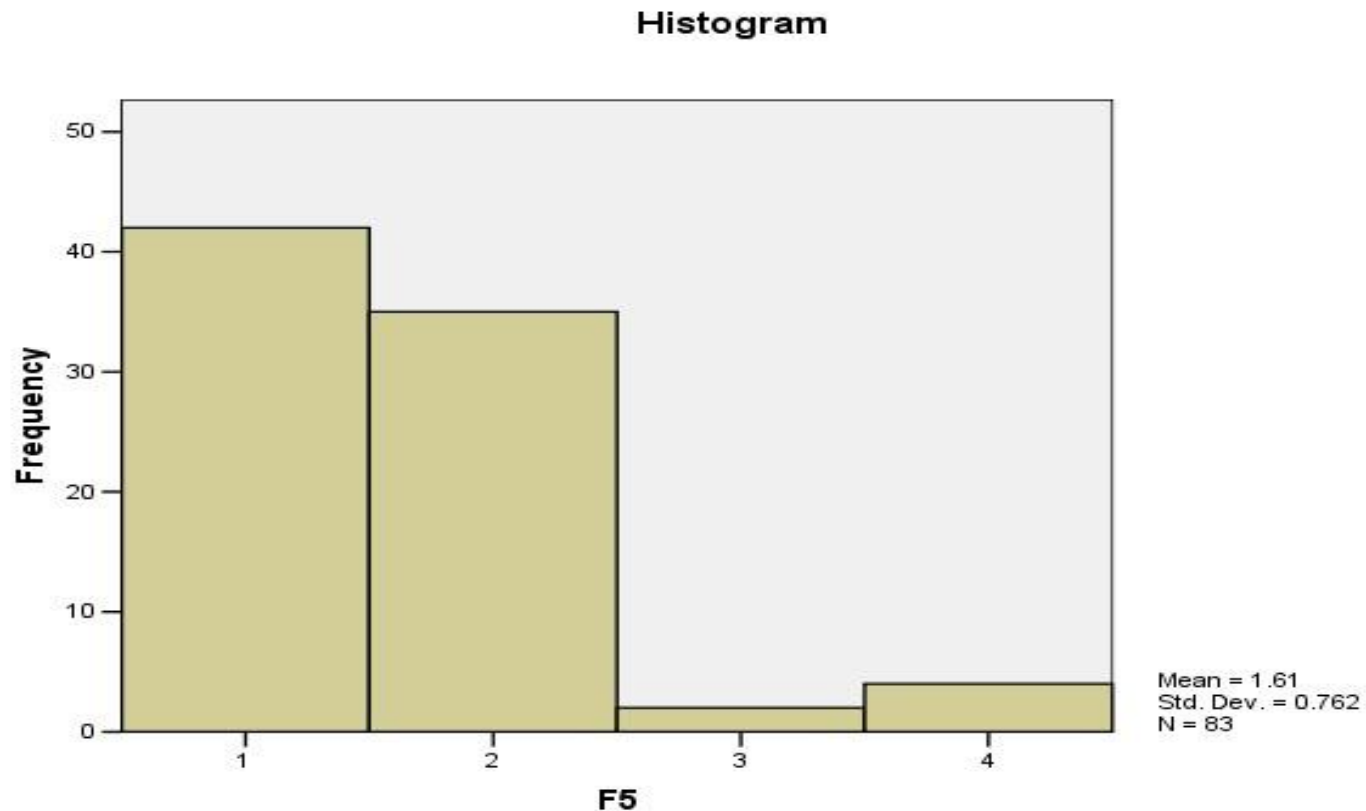
# Delegates

- Company #2 Delegates:
  - Delegates attend a Centre **at least** one job level higher than their Current Job Level
  - Question Frequency Distribution of Ratings

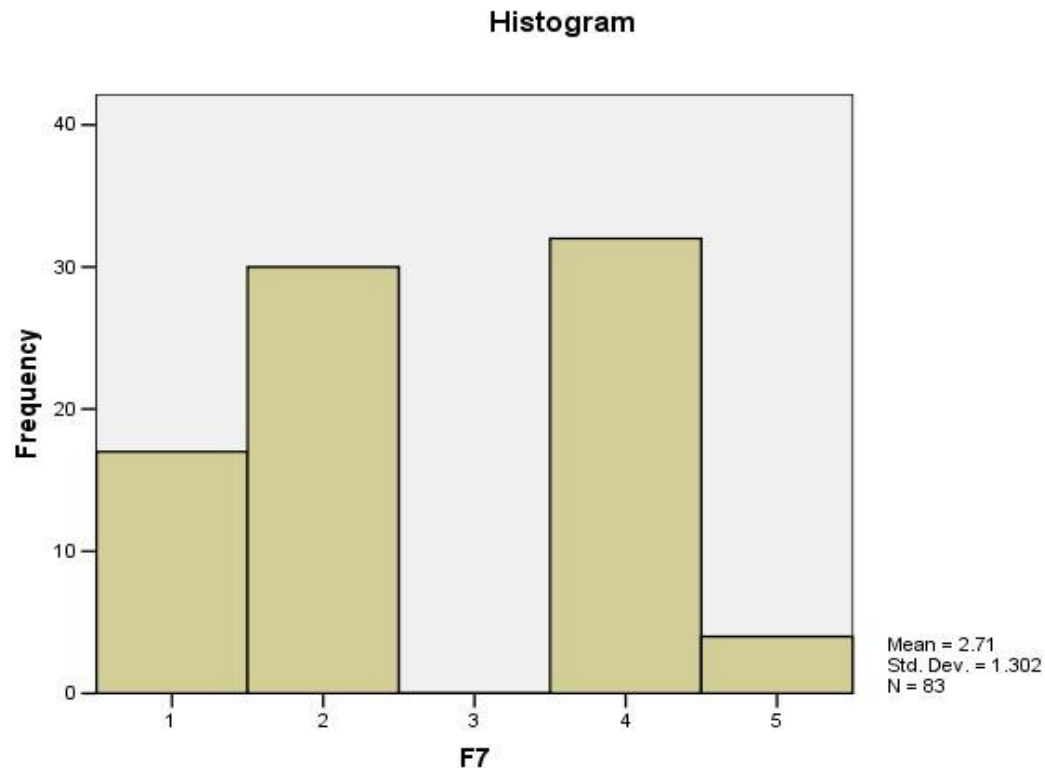
# Information Gathering – 0,212



# Providing Direction – 0,460



# Interpersonal Sensitivity – 0,607



# Emerging Picture

- Frequency Distribution:
  - Skew Left
  - Most delegates receive low ratings
- As Distribution Increases, so does Reliability

# Reason For Delegate Low Scores

- Delegates part of Succession Development Pool
- Delegates Attend Centre at time of Entry into Pool
- Delegates Attend Centre at Least One Level Higher than their Current Position
- Delegates have limited, if any leader-manager competence

# Conclusions

- More than One Possible Reason for Low Reliabilities – Be a Detective
- Consider the Company practise of selecting Centre Delegates
- Be careful to use Development Centre Results to Validate a Centre

# Recommendations to Improve Reliabilities

- Current Job Incumbents to attend Centres to gather data for Validation Research
- Investigate all possible sources for low Reliabilities: Centre Design; Simulations; Observers, Company and Delegates

# Recommendations to Improve Delegate Scores

Delegates first need to attend certain training programmes before attending a Centre



# QUESTIONS?

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