



**A Selection of
slides from**

**The ABC of
Assessment Centres**

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What we'll cover today

- Purpose and Aim of the AC
- AC Design
- Exercise Types
- Competencies/Dimensions
- Assessors
- Reports
- Policy
- Further reading

The AC or DC: a combination of information from several sources about a participant's

- **behaviour** (e.g. what participants actually do, how they solve problems, carry out tasks, gather information)
- **ability** (what they can do when given standardized tests)
- **personality** (what they report that they prefer to do, how they act and some of the reasons why)

Some Generic Competency Models: how they were determined

Boyatzis, 1982	Behavioural Event Interview
Schroder, 1989	Behavioural Observation Method
Dulewicz, 1996	360° ratings (supervisors, peers and subordinates)

Bar-On's EQi

Intrapersonal	Self Regard Emotional Self Awareness Assertiveness Independence Self Actualization
Interpersonal	Empathy Interpersonal Relationship Social Responsibility
Adaptability	Problem Solving Reality Testing Flexibility
Stress Management	Stress Tolerance Impulse Control
General Mood	Happiness Optimism

Typical In-tray contents

- Memos
- Letters
- Telephone messages
- Reports
- Balance sheets
- Faxes, Maps, Charts, Organograms
- Red Herrings

Usually between 10 and 30 items

The Assessment Matrix

COMPETENCIES	In-tray	Group	Presentati on	OPQ 32 i	Verbal Reasoning	Numerical Reasoning	Overall Rating
Leadership		4		1			3
Planning and Organizing	2			3			2
Persuasiveness		3		3			3
Problem Solving Analysis	2			2	4	1	2
Oral Communication			4	3			4
Written Communication	4			3	4	2	4
Action Orientation	1			2			2
Strategic			3	4	4	1	3
Interpersonal Sensitivity		4		3			4
Flexibility		3		3			3
Personal Motivation			3	2			3
Commercial Awareness			3	3			3

Example of a part of an in-tray report

His action plans, while they would have served as a personal aide memoir, or “to do” list, would have failed as a blueprint from which he and others could work, since they contained no timelines, deadlines or names of accountable persons

The Policy Statement should indicate:

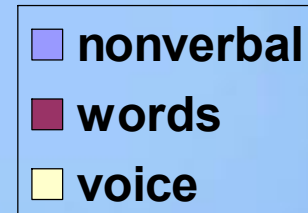
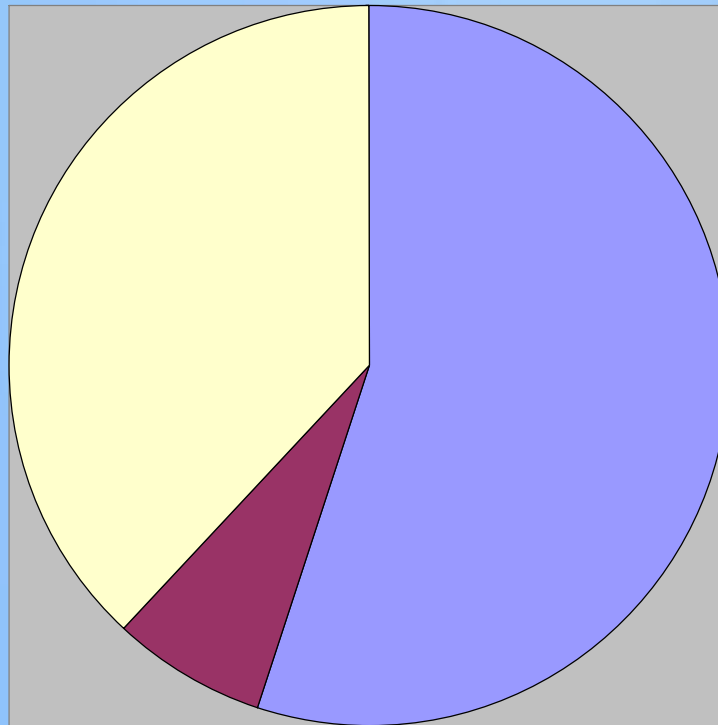
RIGHTS OF THE PARTICIPANT

- Participants should receive feedback and be informed of recommendations.
- Rationale and validity data should be made available upon request.
- If the AC results are being used for other purposes (than contracted) the participant's consent must be obtained.

Assessors

must have a demonstrated ability to observe, classify and rate behaviours and perform such things as competency-based, structured interviews and roleplays

How meaning is typically derived from first impressions



Predictable sequence of observation in first meetings

- Skin colour (if it stands out)
- Gender
- Age
- Facial impression
- Eye contact
- Body movement

Checklist:

Activity Selection

- Will the activities and simulations prove equally challenging to all participants e.g. males and females, young and old, black and white, able-bodied and physically challenged?
- Have you pretested your activities and simulations to ensure they will provide reliable information and that you have written the instructions correctly?