



## Political decision 2000 Why

No systematic Leader Development for the whole city

Organisations had their own programs

Selection was done in different ways by different consultants

Very differing quality



## Center for Assessment and Development

- Need to Identify new leaders within the organisation
- Need to improve the recruitment process
- Need for Development of existing leaders in the organisation



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Creation of Assessment Dimensions

Construction of Exercises

Finding and educating Assessors  
Assessment



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## Step 1 Assessment Dimensions

2001 - 2003

Criteria for Leadership

(Leadership the Volvo way)

From 9 to 7 dimensions



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Many Interests

Important leaders in the organisation

Groups of leaders

Trainées

Unions



## Dimensions 2002

- Will to lead
- Transparant
- Ability to grasp the Entirety
- Relations builder
- Teamoriented
- Structured
- Analytical ability
- Confidence inspiring
- Determined



## Dimensions 2007

- Influence others
- Sensitivity to others
- Social Confidence
  
- Orientation to Change
  
- Goal and Results orientation
- Analytical ability
- Comprehensive view



## Influence others

The leader is a transparent and good communicator, that has the ability to get attention and acceptance for thoughts and ideas.

The leader can, through persuasive arguments and by enthusiasm and energy, encourage achievement, cohesion and motivation.



## I Sensitivity to others

The leader can be sensitive and flexible with other people.  
He/she shows respect, consideration and support

The leader likes to work with others and has the ability to  
affiliate with others.



## Social Assuredness

The leader is easy to contact.

He/she feels comfortable with new people and can be persuasive, trusting and independent in both formal and informal situations as well as in conflicts.



## Orientation to Change

The leader has the ability to see opportunities for change

The leader can give suggestions for change that leads to improvement



## Goal and Results orientation

The leader can make both shortterm and longterm plans. The targets contain measures to take and how the results will be evaluated.

The leader is quality conscious. By making decisions of high quality and by setting standards, the leader assures that the goals and targets are accomplished.



## Analytical Ability

The leader can break down problems, see them from different angles and differentiate between core issues and small matters.

The leader can identify and analyse what is essential and draw the right conclusion from available information.



## Comprehensive View

The leader has good overview and a strong general interest in society

The leader has the ability to understand complexity and the essential in a situation by considering different sources of information and various perspectives

The leader sees the importance of his/her own activity in a larger context



## Creation of Exercises

Critical Incidents

Meetings in groups

Meetings with subordinates that is problematic

Planning and organisation of work

Presentations for higher managers

Setting of priorities



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Distinction between Centers

Alternatives

Mixture of Assessment and Development  
Purposes

Separate Centers for different Purposes



## Assessors 2003

Offer to become an assessor to all organisations  
HR officers very interested

Problems for assessors to participate

Should you assess only at lower levels than you  
own?



## Assessors

- Offer after assessment
- Experience of Leadership
- Continues education 2 days/year
- Continues attendance 8 days/year
- Social events twice a year