



What is Captured in an Assessment Center?

What does it cost and do participants like it?



Assessment Center in Gothenburg

- To identify leadership potential at all levels within the organization
- For recruitment of new leaders
- For development of leaders



Assessment Center for two levels of leadership



Strategic
Executives
Higher Management level

Operative
Lower management
level
Line managers



Both levels of Assessment Center have

- Simulation exercises
 - Group exercise
 - In-basket/Planning
 - Role playing
- OPQ and PJP
- BasIQ and PJP
- Self-assessment based on competency criteria



Assessment Dimensions

- Influence Others
- Sensitive to others
- Social Assuredness

- Change Orientation

- Goals and Results Orientation
- Analytical Ability
- Comprehensive View





Results on a Scale of 1 to 5





Participant:

	Group	In-basket	Meeting	Fact-finding	Politic. meeting	BasIQ	OPQ 32	Reults	Self-assess.
Influence Others									
Sensitive to Others									
Social Assuredness									
Change Orientation									
Goal and Results Orientation									
Analytical Ability									
Comprehensive View									

OPQ Outcome _____



PJP Predicting Job Performance Principles

A test for recruiting and selection in organisations and companies that is short and easy to administrate
(Economics)

The big 5 theory is well known and accepted and is the theoretical basis for PJP (Psychology)



PJP measures:

Stability

Extraversion

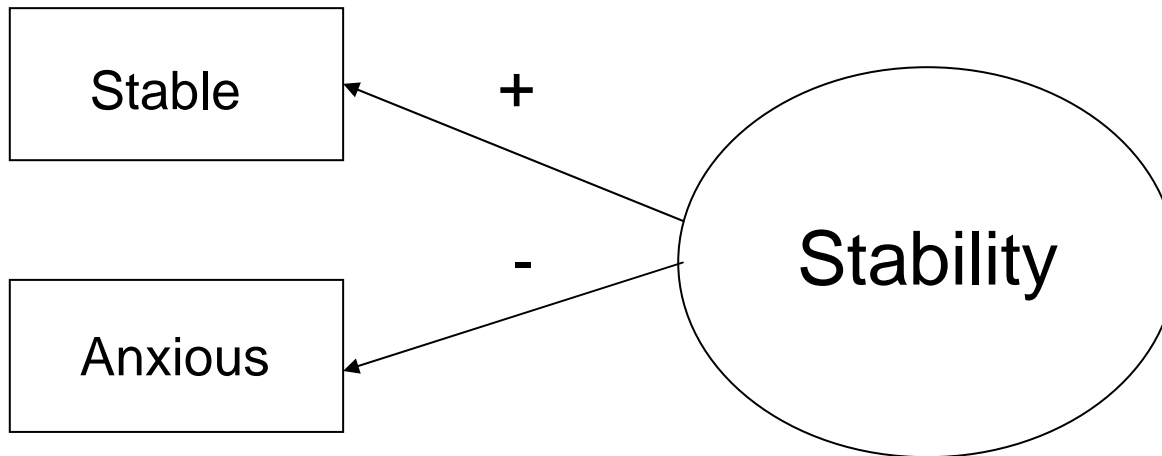
Conscientiousness

Agreeableness

General Mental Ability

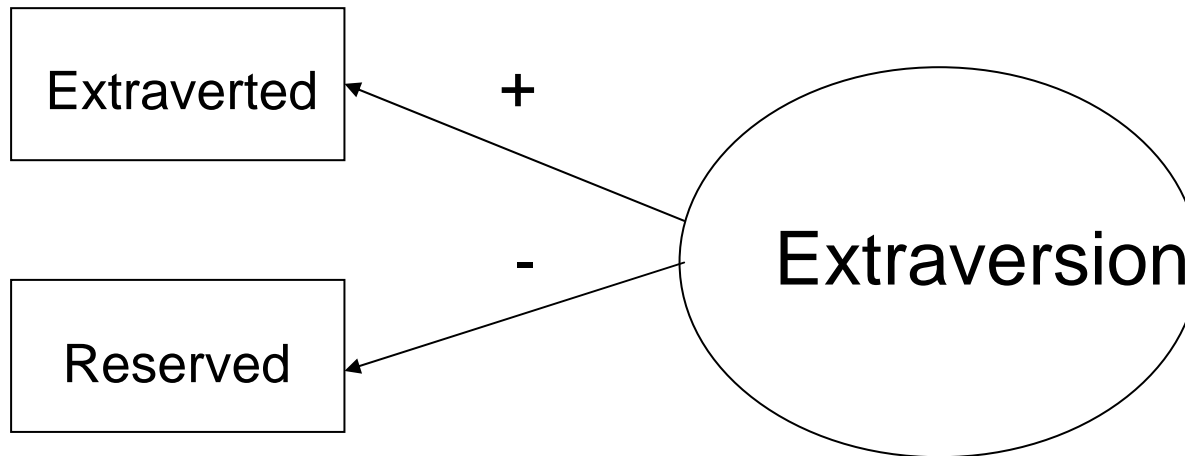


Stability



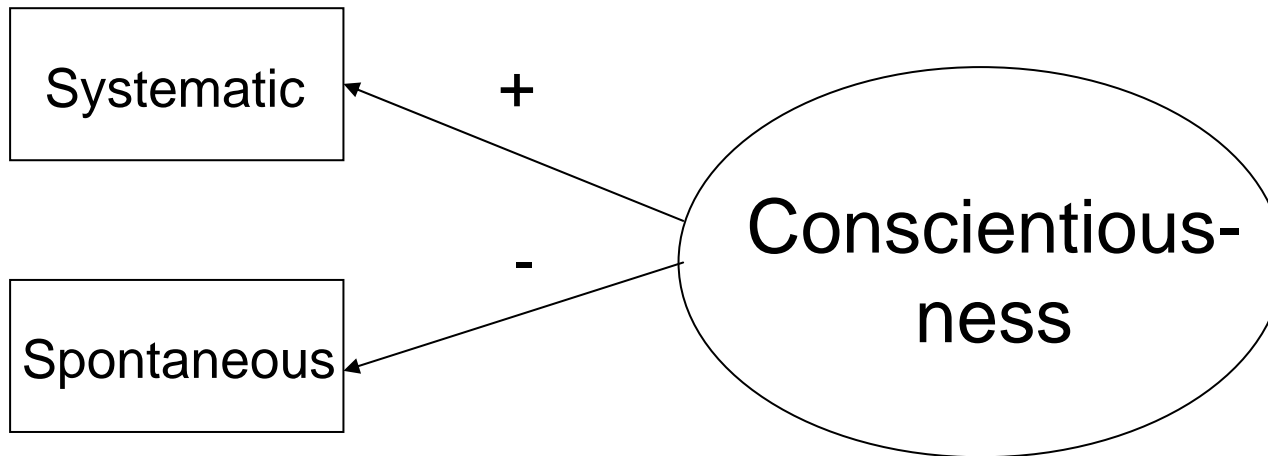


Extraversion



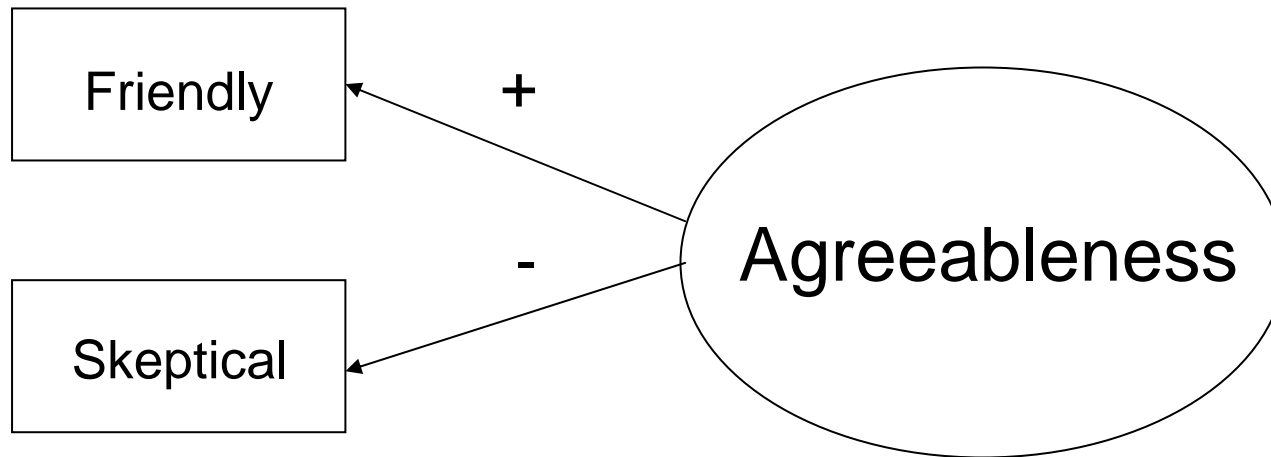


Conscientiousness



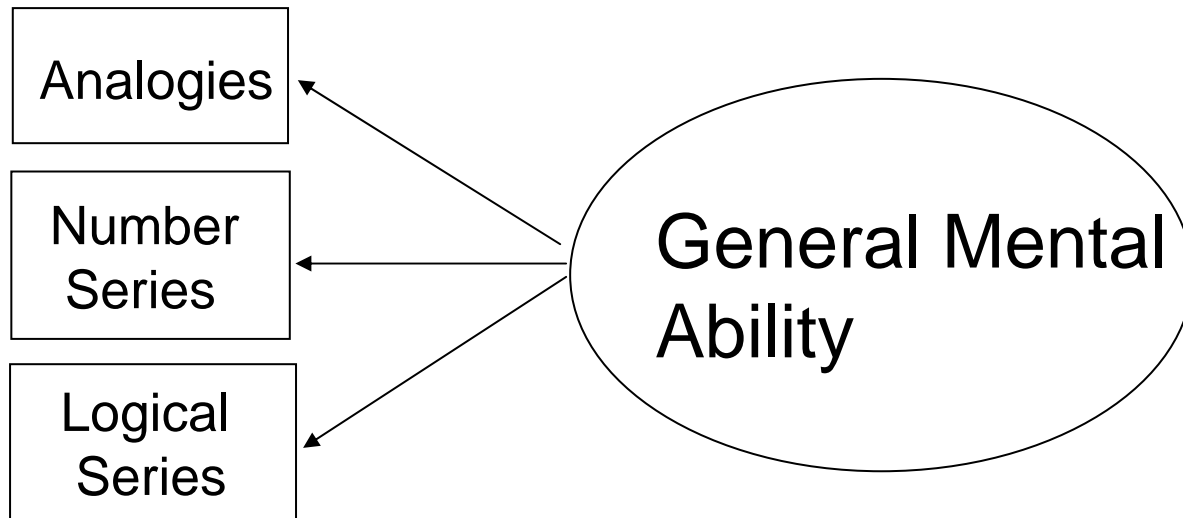


Agreeableness





Ability



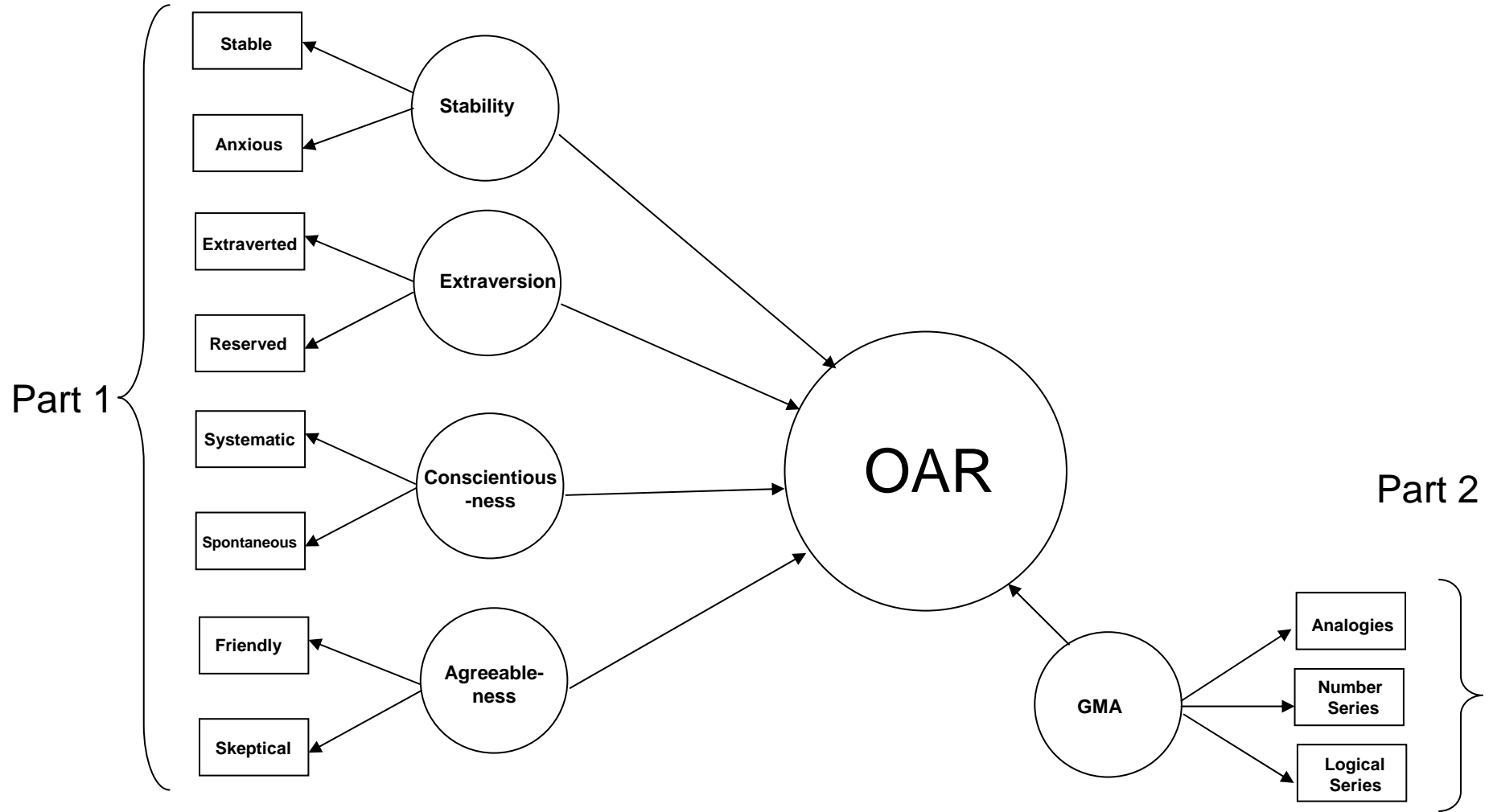




Table 1. Correlations between the five factors of the PJP and AC competence criteria; Influence Others (A), Sensitivity to Others (B), Social Assuredness (C), Change Orientation (D), Goal and Results Orientation (E), Analytical Ability (F), and Comprehensive View (G).

	A	B	C	D	E	F	G
PJP							
1. Stability	.32*	.07	.22*	.16	.21*	.11	.20
2. Extraversion	.29*	.15	.39*	.22*	.18	.17	.32*
3. Conscientious.	.11	-.04	.12	.14	.19	.09	.09
4. Agreeableness	.22*	.05	.17	.03	.12	.03	.01
5. GMA	.23*	.19	.09	.13	.08	.63*	.01
<i>Multiple R</i>	.44*	.26	.41*	.27	.27	.64*	.39*
<i>R squared</i>	.19*	.07	.17*	.07	.07	.41*	.15*

N=90. Note; * p<.05



Table 2. Correlations and Regression Analysis with OAR as the Dependent Variable.

PJP	r	β
1. Stability	.28*	.17
2. Extraversion	.37*	.26*
3. Conscientiousness	.15	.00
4. Agreeableness	.14	.01
5. GMA	.34*	.33*
<i>Multiple R</i>		.50*
<i>R squared</i>		.25*

N=90. Note; * $p < .05$



Conclusions

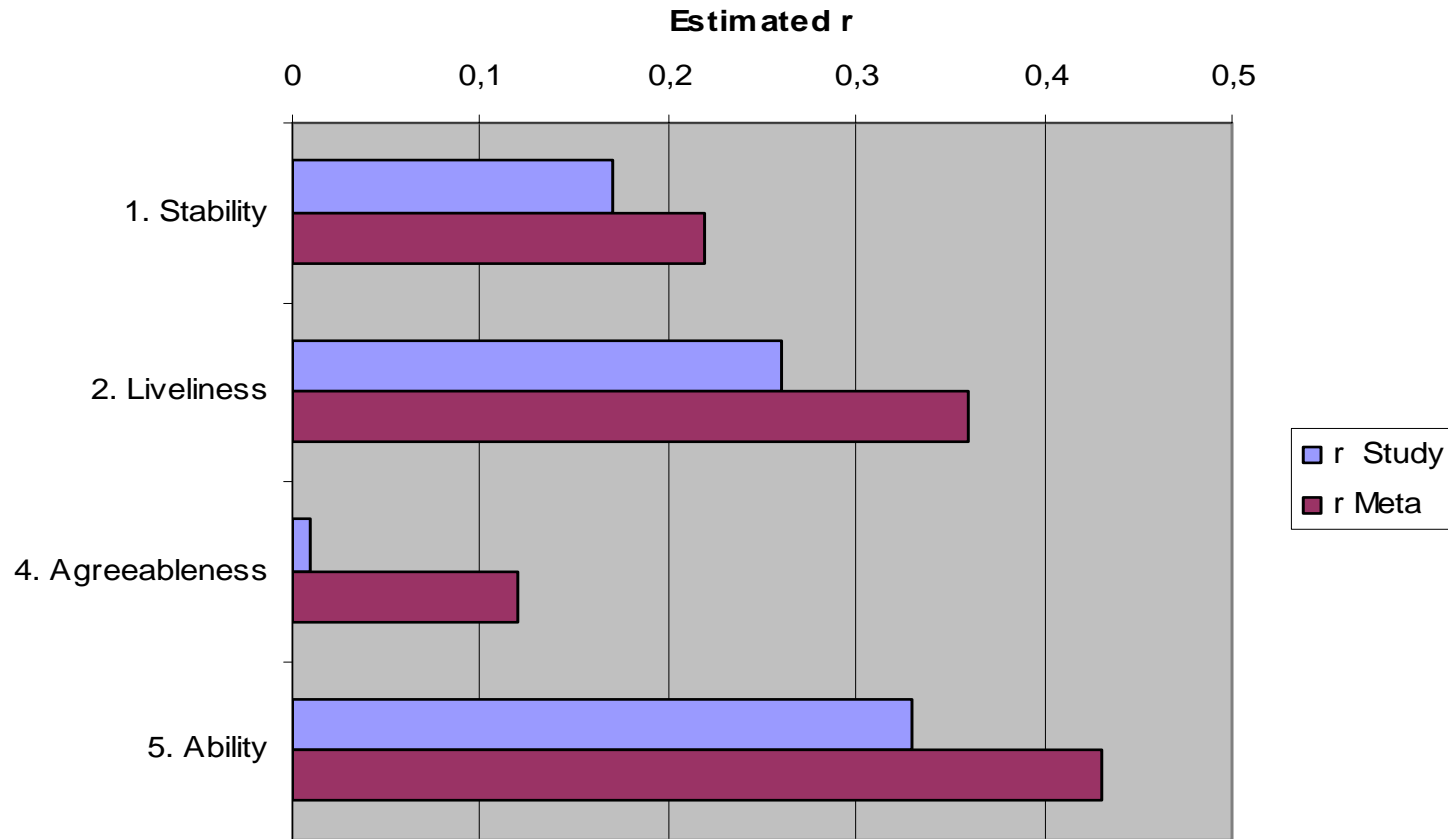
AC measures General Mental Ability & Extraversion

Stability is weakly related to AC

Conscientiousness & Agreeableness are not related to AC



Comparison Meta-Analysis Collins et al, 2003





- How reliable are the assessments?
- What is the predictive validity of AC?
- Question answered tomorrow



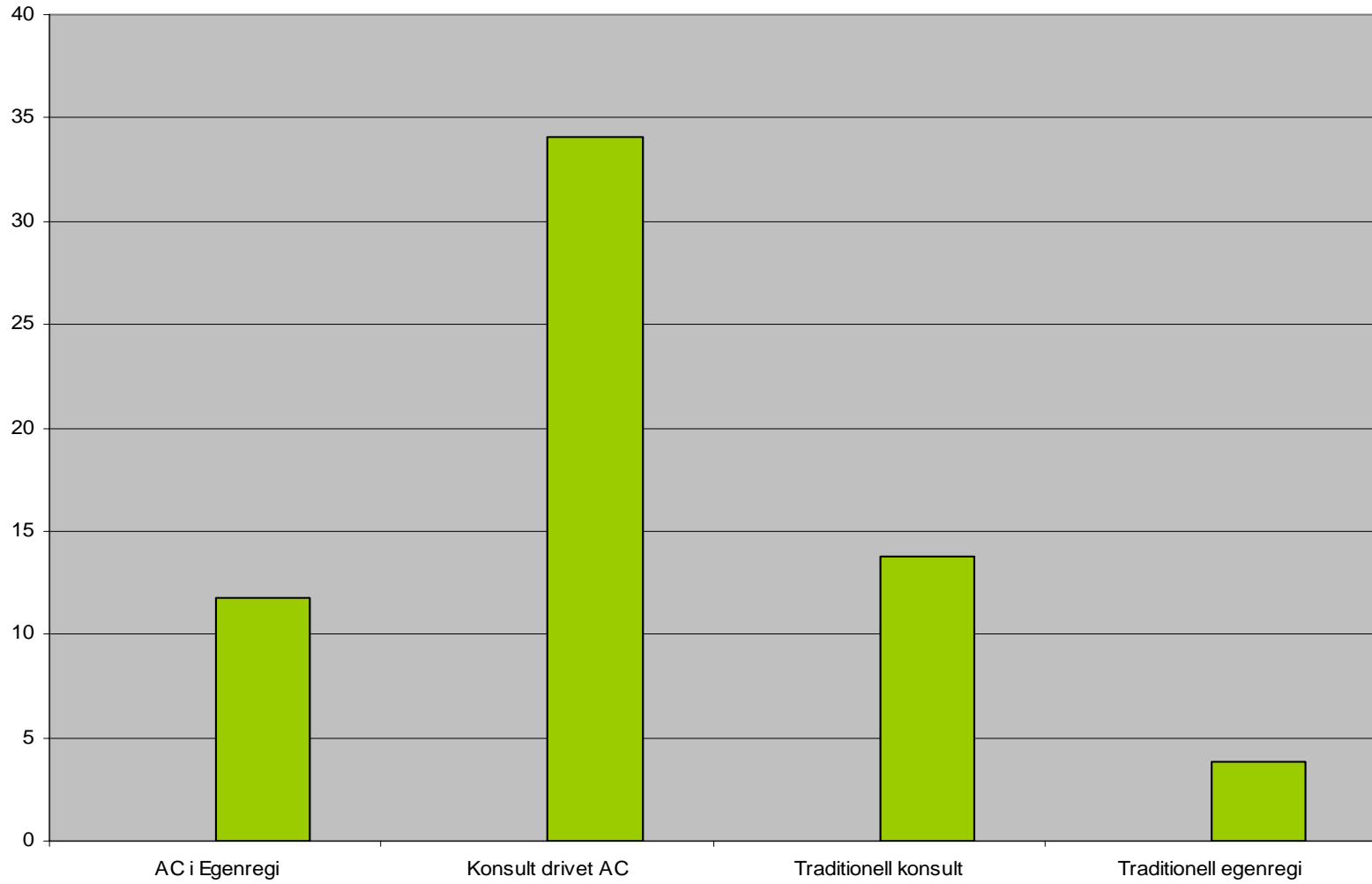
Comparison of Costs 2006

AC internal

AC external with Consultants

Traditional consultants

Traditional HR department





Cost per Assessment

External

134 assessed 63.200:-

194 assessed 62.000:-

223 assessed 61.000:-

Internal

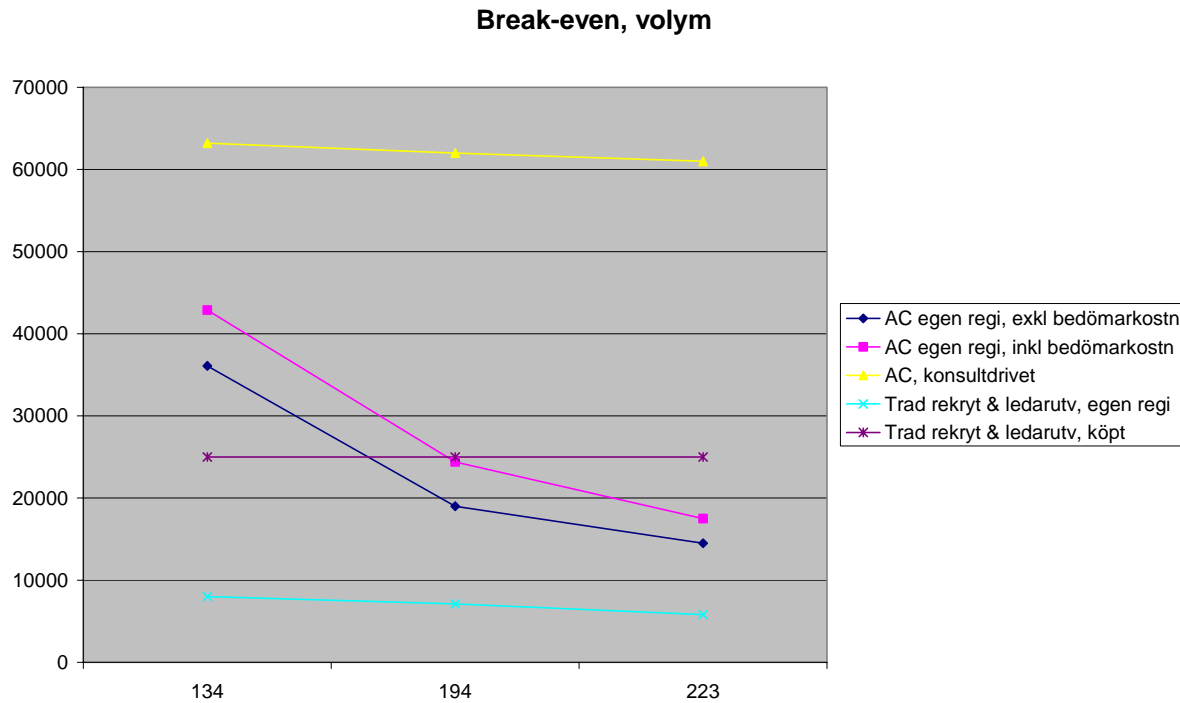
42.900:-

24.400:-

17.500:-



Break-even is at a total of 160 Assessments





Assessments since 2003

Total Number

Selection

54

201

228

382

422

105

138

159

200



What does the assassee think about the Assessment Center

Partipants 2004 and 2005

247 assassees

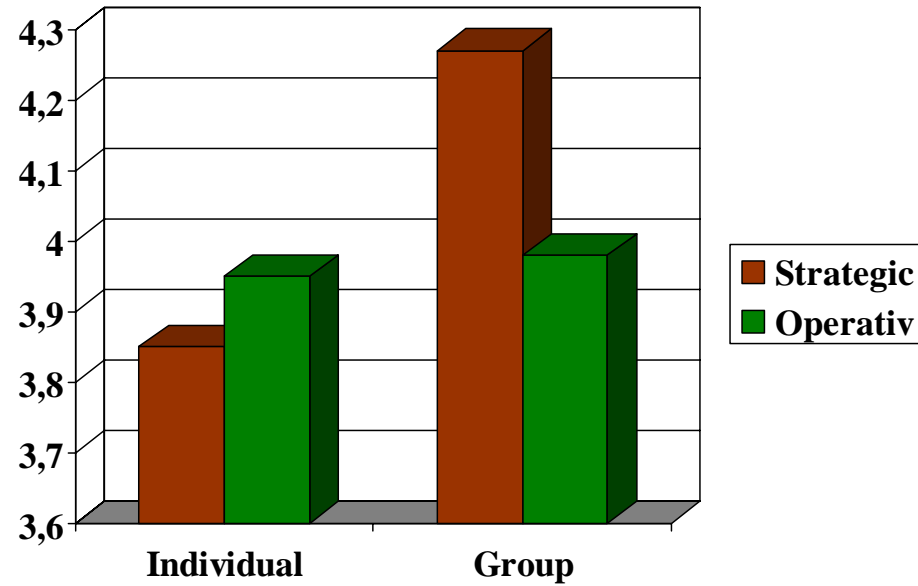
208 assessors





Results

Average for all participants 4,02!





Results

Was the Assessment Center nice to do?

M=3.58 – 4.19

Was the Assessment Center difficult to complete?

M=3.02 – 3.33

Did the assessment Center show a correct picture?

M=3.40 – 3.97





Results

Was the Assessment Center nice to do?

M=3.58 – 4.19

Was the Assessment Center difficult to complete?

M=3.02 – 3.33

Did the assessment Center show a correct picture?

M=3.40 – 3.97





Assessors evaluation of participants

M=4.31

No difference before or after feed-back

