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# A Structured Approach in AC Design and Development

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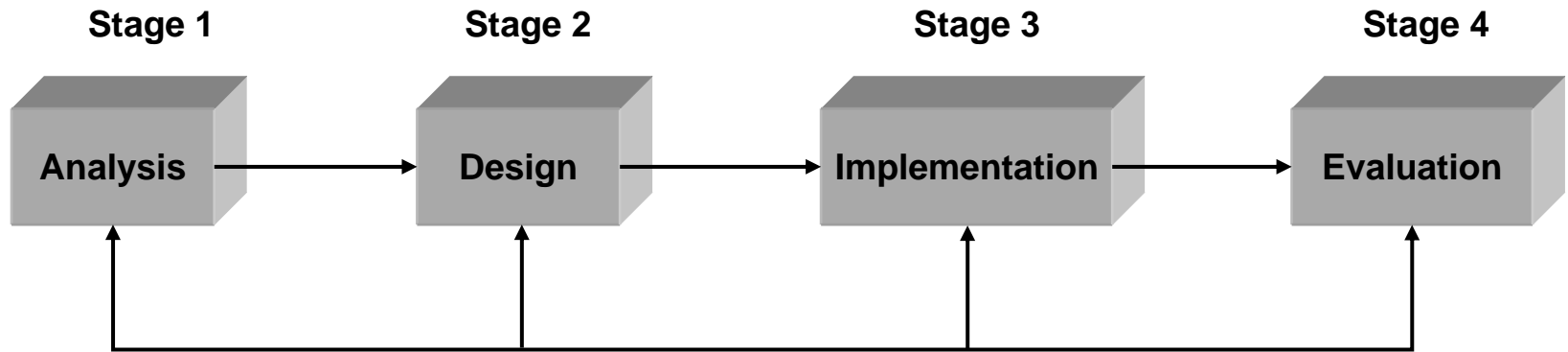
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## Purpose of Presentation:

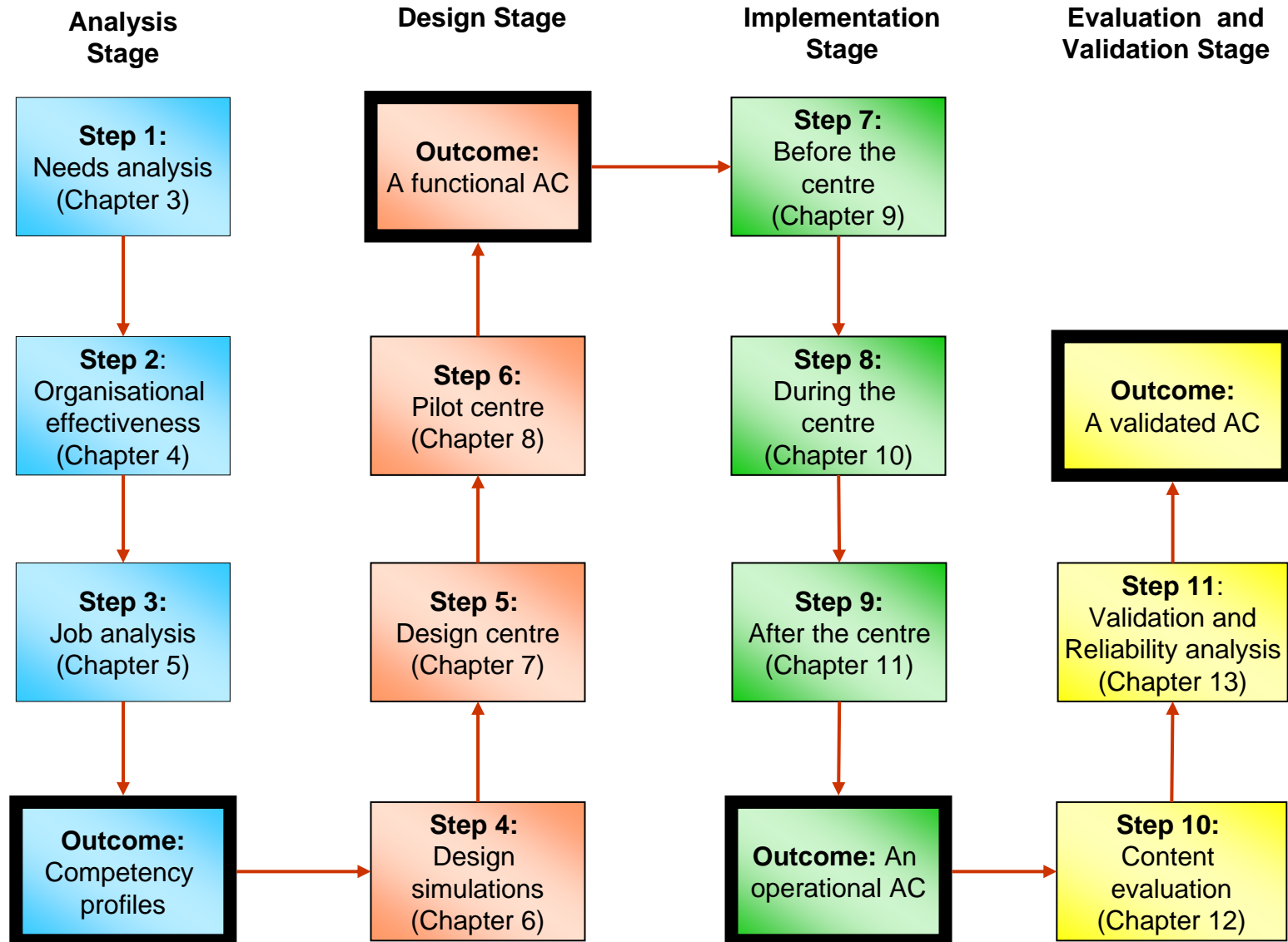
- To share a design and implementation method that:
  - Is structured
  - Logical
  - Practical
  - Enables research

# Basic Design Model





# The Design Model



## Analysis Stage

**Step 1:**  
Needs analysis  
(Chapter 3)



**Step 2:**  
Organisational  
effectiveness  
(Chapter 4)



**Step 3:**  
Job analysis  
(Chapter 5)



**Outcome:**  
Competency  
profiles



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## Analysis Stage

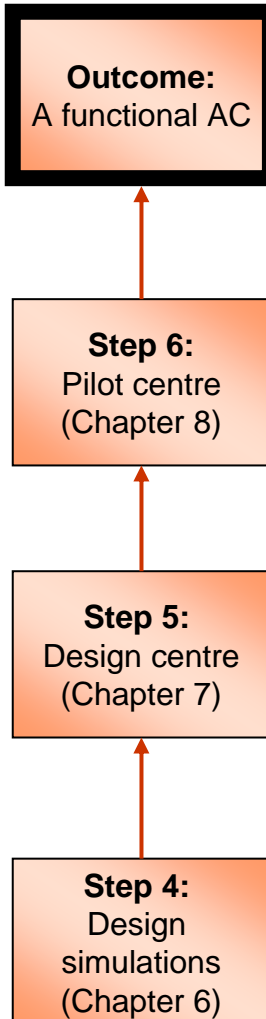


### Check Questions:

**Do you -**

- ❖ **Know the management performance problem**
- ❖ **Know how a contextual needs analysis will inform the required competencies**
- ❖ **Know the company's current and future competency needs**
- ❖ **Know the exact competency needs from the perspective of managers on different levels**

## Design Stage



### Check Questions:

Do you –

- ❖ Have a competent design team
- ❖ Know the purpose of the AC
- ❖ Know on which level the AC is focused
- ❖ Know which competencies to assess
- ❖ Know which behavioural elements to assess in each competency
- ❖ Know which simulations are best suited for assessing each competency

### Check Questions Continues:

**Do you –**

- ❖ **Know which rating scale format is best suited for the AC**
- ❖ **Have the required documentation –**
  - ❖ **for the role-players (scripts, guidelines)**
  - ❖ **for the observers (assessment tables, observer guidelines, report forms)**
  - ❖ **for the participants (participant report form, participant instructions, feedback forms)**



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## Design Stage



### Check Questions Continues:

Do you –

- ❖ **Have results from the pre-pilot of each simulation**
- ❖ **Know whether a chosen simulation will elicit the right frequency of behavioural elements**
- ❖ **Know the methods for capturing the criteria data**
- ❖ **Know which feedback format to use (rating format and narrative feedback)**



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## Design Stage



### Check Questions Continues:

**Do you -**

- ❖ **Have the results from the AC pilot**
- ❖ **Know that the correct participants and observers attended the pilot**
- ❖ **Have a written programme for participants and observers**



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## Design Stage



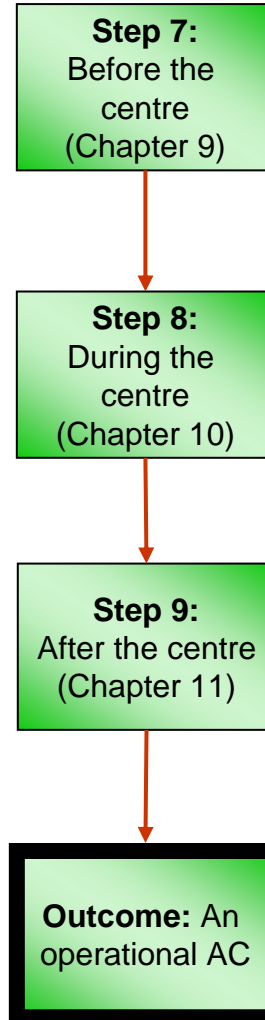
### Check Questions Continues:

**Do you -**

- ❖ **Have systematic evaluation from all stakeholders on:**
  - **the content**
  - **the process**

**of each simulation and on the programme as a whole**

## Implementation Stage





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## Implementation Stage



### Check Questions:

**Do you -**

- ❖ **Have the right quality and quantity of observers**
- ❖ **Have trained and suitably qualified observers**
- ❖ **Have the correct number of participants per AC**
- ❖ **Have the appropriate physical facilities and resources**
- ❖ **Have all the practices, procedures and policies in place**



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## Implementation Stage

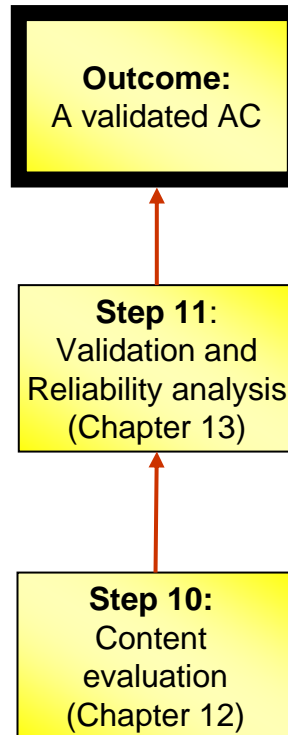


### Check Questions Continues:

Do you -

- ❖ **Successfully conduct ACs on a specified level**
- ❖ **Conduct consecutive ACs in a consistent manner**
- ❖ **Know all the different feedback versions and formats**
- ❖ **Have a post-centre feedback process in place for participants and observers**
- ❖ **Have a clear format for capturing feedback from both participants and observers**
- ❖ **Have a post-centre debriefing process in place**

## Evaluation and Validation Stage



## Evaluation and Validation Stage

### Check Questions:

**Do you know that –**

- ❖ **The different simulations are content valid (perfectly aligned with the needs analyses)**
- ❖ **The content of the simulations and the overall AC are face valid**
- ❖ **The procedures and the overall process for executing the simulations are applied in a consistent manner**
- ❖ **The simulations are conducted in such a manner that they are viewed as procedurally equitable and fair to all participants**
- ❖ **You have kept a full set of records of all the assessment data**

## Evaluation and Validation Stage

### Check Questions Continues:

**Do you know that -**

- ❖ **You can supply all the assessment data upon request**
- ❖ **Any of the ratings obtained exhibit any systematic bias against any group of the participants**
- ❖ **You have a complete record of the predetermined set of criterion data**

## Evaluation and Validation Stage

### Check Questions Continues:

Do you know that -

- ❖ You can establish (and proof) a clear link between the observed ratings and the criterion ratings of each participant
- ❖ You can establish (and proof) a clear link between a participant's overall rating and his/her overall management performance criterion

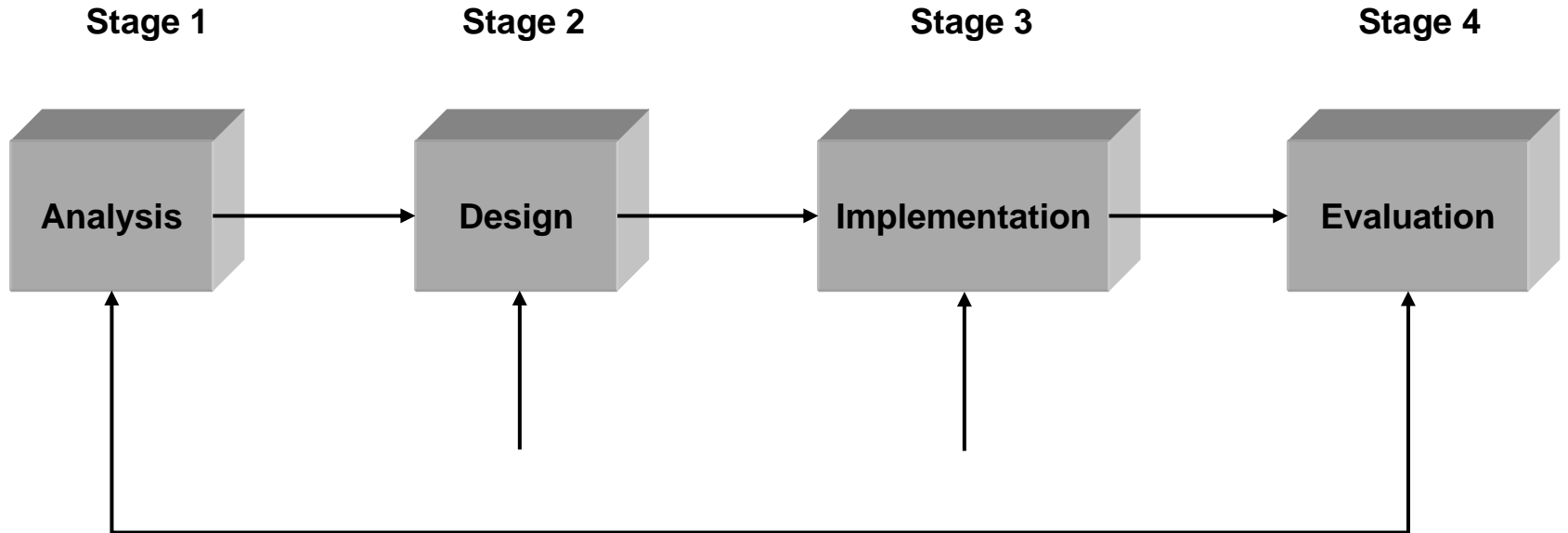
## Evaluation and Validation Stage

### Check Questions Continues:

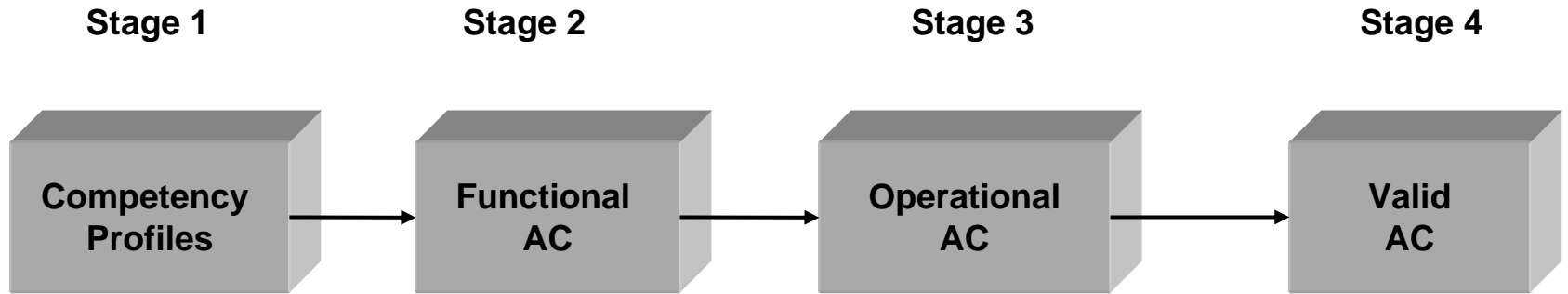
Do you know that -

- ❖ The AC served its overall purpose
- ❖ You have kept records of the costs incurred for conducting each AC
- ❖ You can demonstrate the cost-benefit ration of the AC compared to other alternatives

# In Conclusion:



## In Conclusion Continues:





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**In Conclusion Continues :**



**Use each Stage's Check Questions**



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