



Assessment Center Methods In Japan

**Presented at
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Assessment Center Methods**

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History of Assessment Center Methods in Japan

- ◆ Introduced in Japan in 1972
- ◆ Adapted to Japanese Culture
- ◆ Became popular since 1980's
 - Over 500,000 managers and management candidates have been assessed by MSC in past 40 years

Japanese Traditional Culture

◆ Management Style

- “Lifetime” Employment
- Seniority-based

◆ Organizational Culture

- Family-like environment

◆ Communication/Interpersonal Style

- High-context
- Harmony-oriented

Target of Assessment Center in Japan

- ◆ Mid-level Managers
 - Enhancing proficiency in their current role
- ◆ Newly Promoted Mid-level Managers (pre- or post-assignment)
 - Preparing them for a new role
- ◆ Candidates for Mid-level Management
 - Building readiness for mid-management role

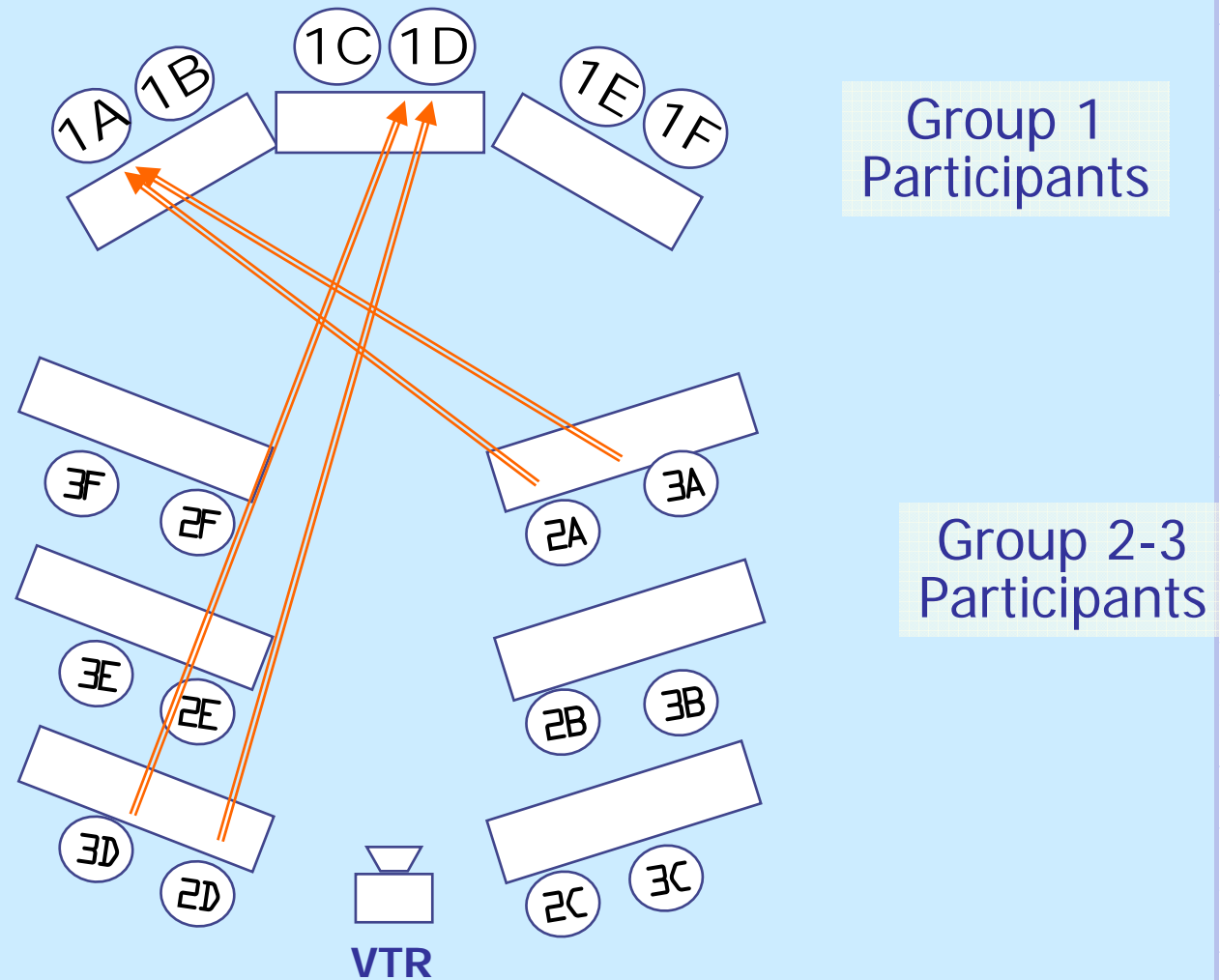
Dual-objectives for Assessment Center

- ◆ Primary Objective - Development
 - Identifying strengths and development needs
 - Providing learning opportunity during AC
- ◆ Additional Objective - Gathering supplemental data for personnel decisions

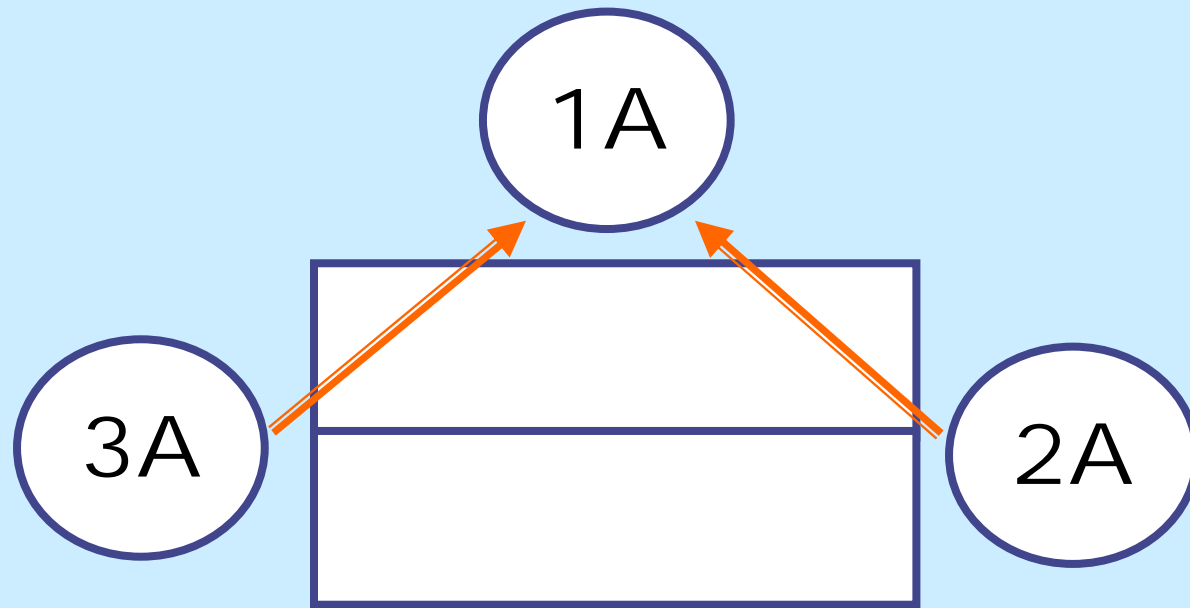
Unique Characteristics of Japanese Assessment Centers

1. Self- and Peer Assessment/Feedback
2. Mini Assessor Training for Participants
3. Presentation of Best Practices and On-site Feedback by Professional Assessors
4. Drafting Personal Development Plan
5. Balanced Focus on Verbal & Non-verbal Messages

Peer Assessment in Group Discussion Exercise



Peer Feedback Session



	DAY 1	DAY 2	DAY 3
9:00	Orientation <ul style="list-style-type: none"> Purpose and Process 1.Role of Manager and Required Skills/ Dimensions	4.In-Basket (cont'd) <ul style="list-style-type: none"> Group Discussion Presentation of Group's Recommendations Assessor Feedback & Debrief 	6.Analysis & Presentation (cont'd) <ul style="list-style-type: none"> Presentation Watch Video Assessor Feedback & Debrief
12:15	Lunch	Lunch	Lunch
13:00	2.Group Discussion #1 (Group 1) (Group 2 & 3) <ul style="list-style-type: none"> Group Discussion Watch Video ● Peer Feedback <ul style="list-style-type: none"> Observe & Record Behaviors Complete FB Form 	5.Group Discussion #3 (Group 3) (Group 1 & 2) <ul style="list-style-type: none"> Group Discussion Watch Video ● Peer Feedback <ul style="list-style-type: none"> Observe & Record Behaviors Complete FB Form 	7.Coaching Interaction (cont'd) <ul style="list-style-type: none"> Watch Video Assessor Feedback & Debrief
	3.Group Discussion #2 (Group 2) (Group 1 & 3) <ul style="list-style-type: none"> Group Discussion Watch Video ● Peer Feedback <ul style="list-style-type: none"> Observe & Record Behaviors Complete FB Form 	6.Analysis & Presentation <ul style="list-style-type: none"> Individual Analysis 	7.Coaching Interaction <ul style="list-style-type: none"> Preparation Coaching Roleplay
18:00	Dinner	Dinner	<div style="border: 1px solid black; padding: 5px; text-align: center;"> Individual Feedback Sessions </div> <p style="text-align: right;">17:00</p>
19:00	4.In-Basket <ul style="list-style-type: none"> Individual Work 	6.Analysis & Presentation (cont'd) <ul style="list-style-type: none"> Individual Analysis 	

Current Trends

- ◆ Globally consistent assessment processes and evaluation standards for multinational companies
- ◆ Shorter, more efficient assessment process



Thank you.