

25 YEARS ASSESSMENT CENTERS IN CREDIT SUISSE: LESSONS LEARNED

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Methods

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CONTENT

CREDIT SUISSE

Numbers, history, acceptance and validity of assessments

Talent Development Process

Positioning of ACs in 2004

Competencies and Dimensions

Assessment-Types

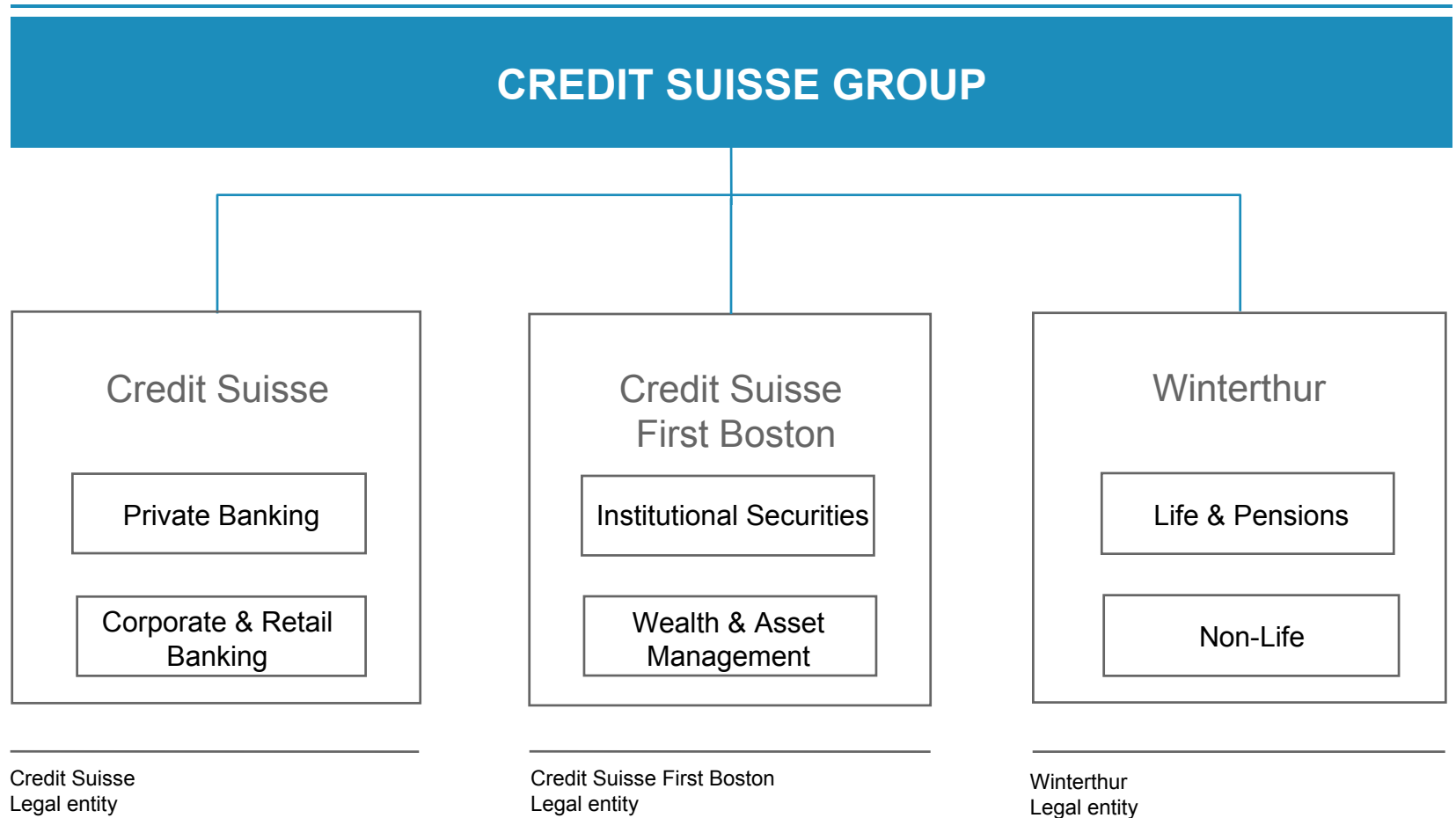
Assessment Services Team

Opinion-poll on Success Factors

Recommendations per Success Factor

CREDIT SUISSE GROUP

Structure



CREDIT SUISSE GROUP

History in brief

Established almost 150 years ago, Credit Suisse Group has evolved from a Swiss bank with an international franchise into a global financial institution with a strong Swiss home market:

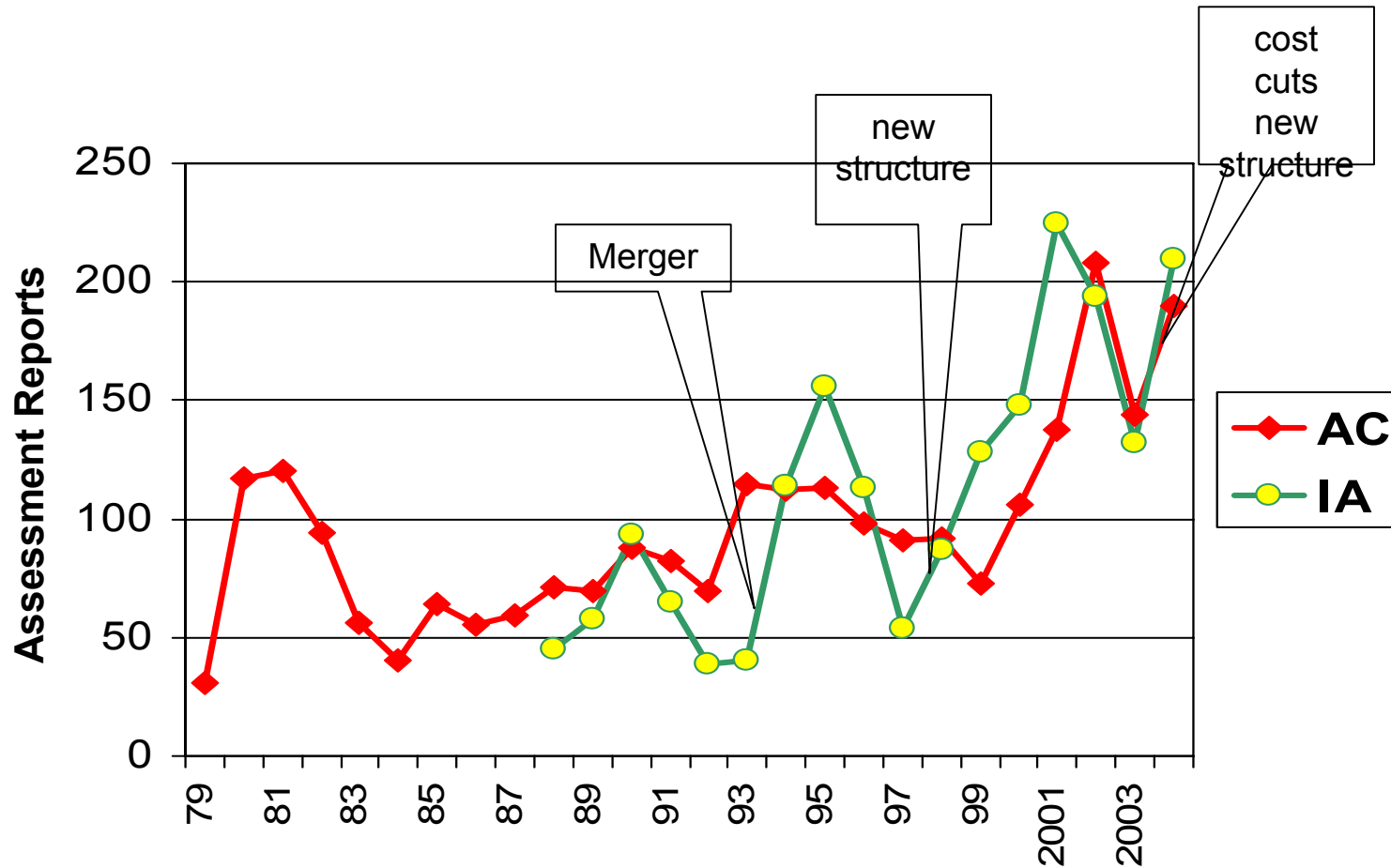
- 1856** Credit Suisse founded
- 1905** First branch (Basel)
- 1940** First branch outside Switzerland (New York)
- 1978** Start of co-operation with The First Boston Corporation
- 1988** Controlling stake in The First Boston Corporation

- Since 1990** Acquisitions and strategic alliances
 - 1991** Merger with Swiss Volksbank
 - 1997** Merger with Winterthur Group
 - 2000** Acquisition of Donaldson, Lufkin & Jenrette (DLJ)

- 2003** Focus on the Group's core businesses; divestiture of the Credit Suisse First Boston subsidiary Pershing and the Winterthur companies Republic in the US, Churchill in the UK and Winterthur Italy

- 2004** Creation of three business units Credit Suisse, Credit Suisse First Boston and Winterthur. Strengthening of the Group.

NUMBER OF ASSESSMENT REPORTS

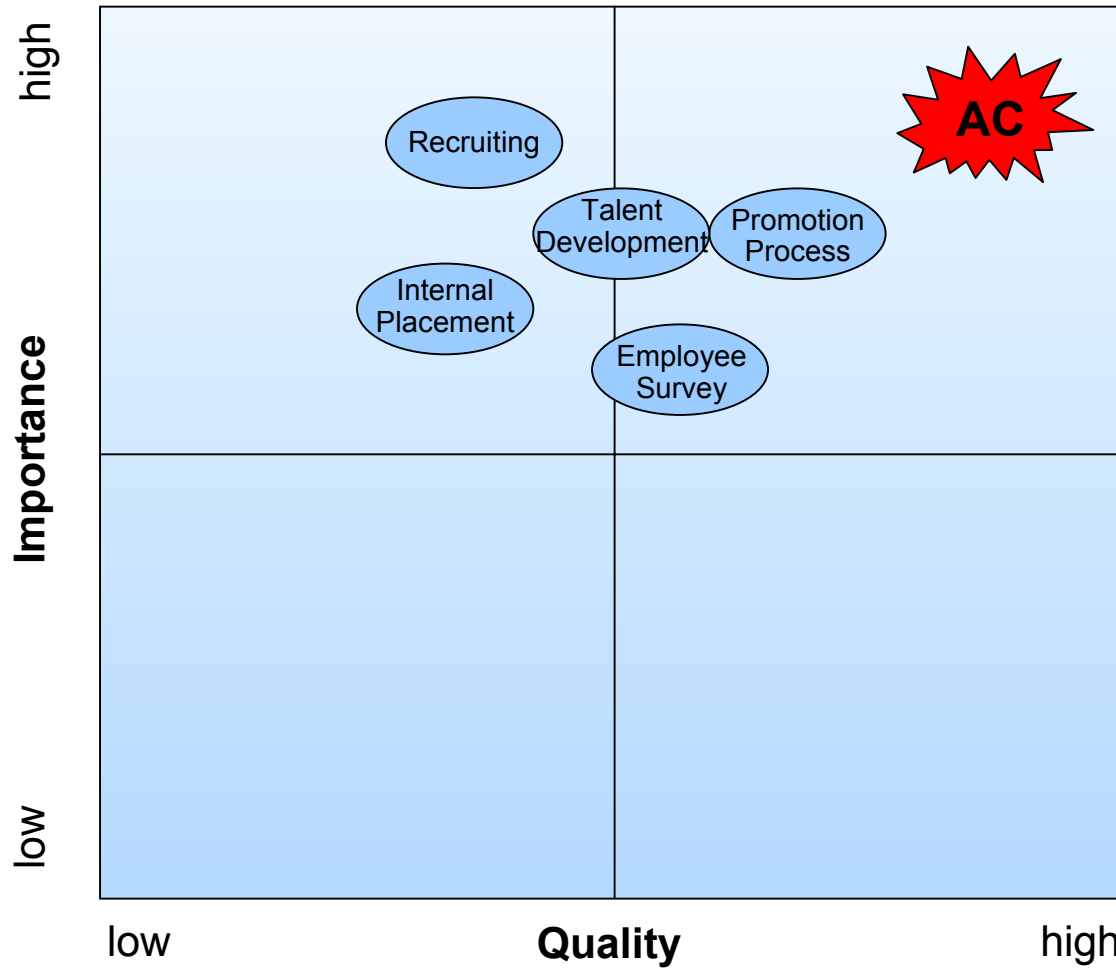


plus 1711 AC1
plus 1759 pre-screenings

from 1988 to 2002
from 1987 to 2000

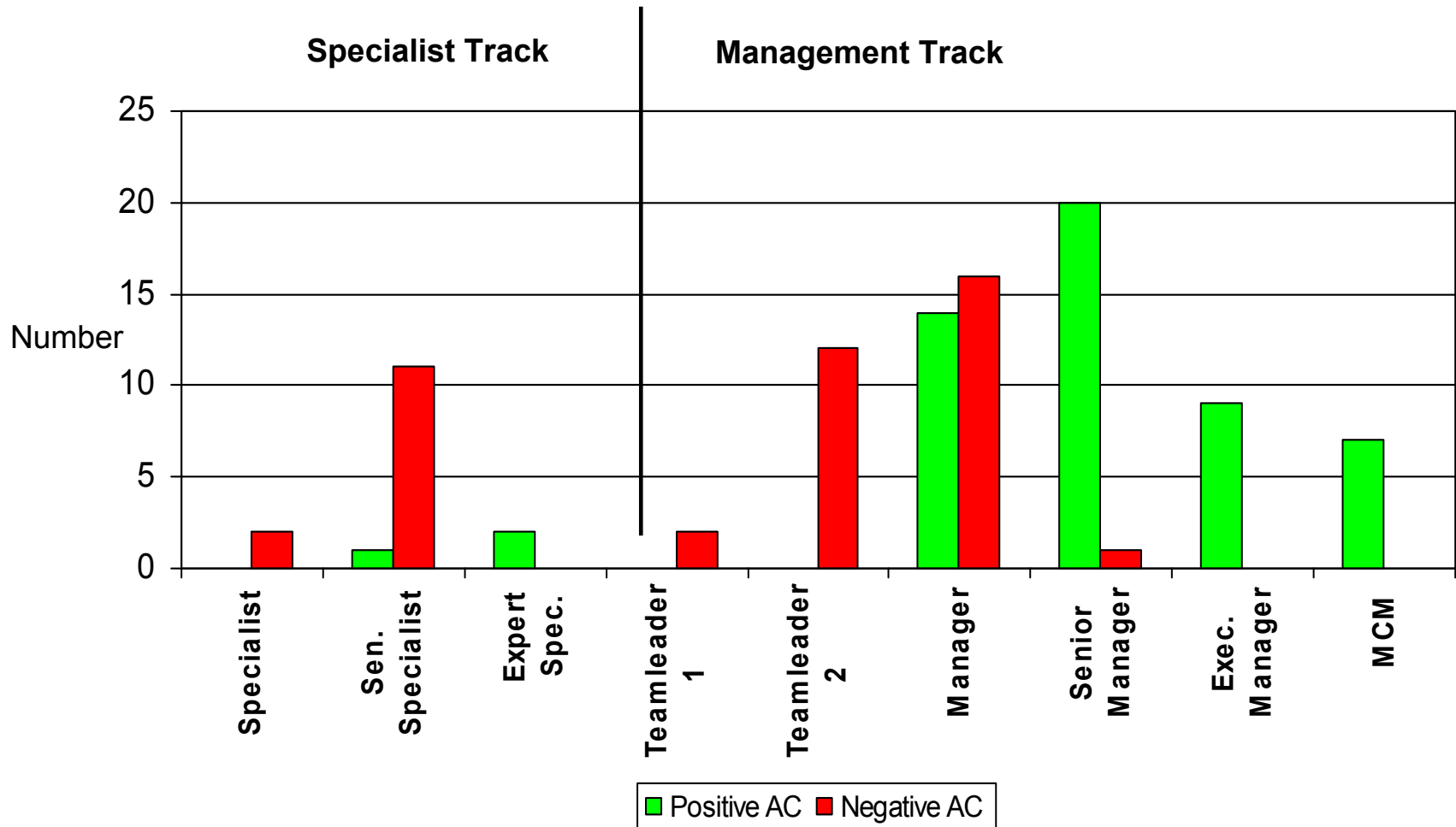
INTERNAL RATING OF ASSESSMENT SERVICES 2004

by 30 top level internal clients



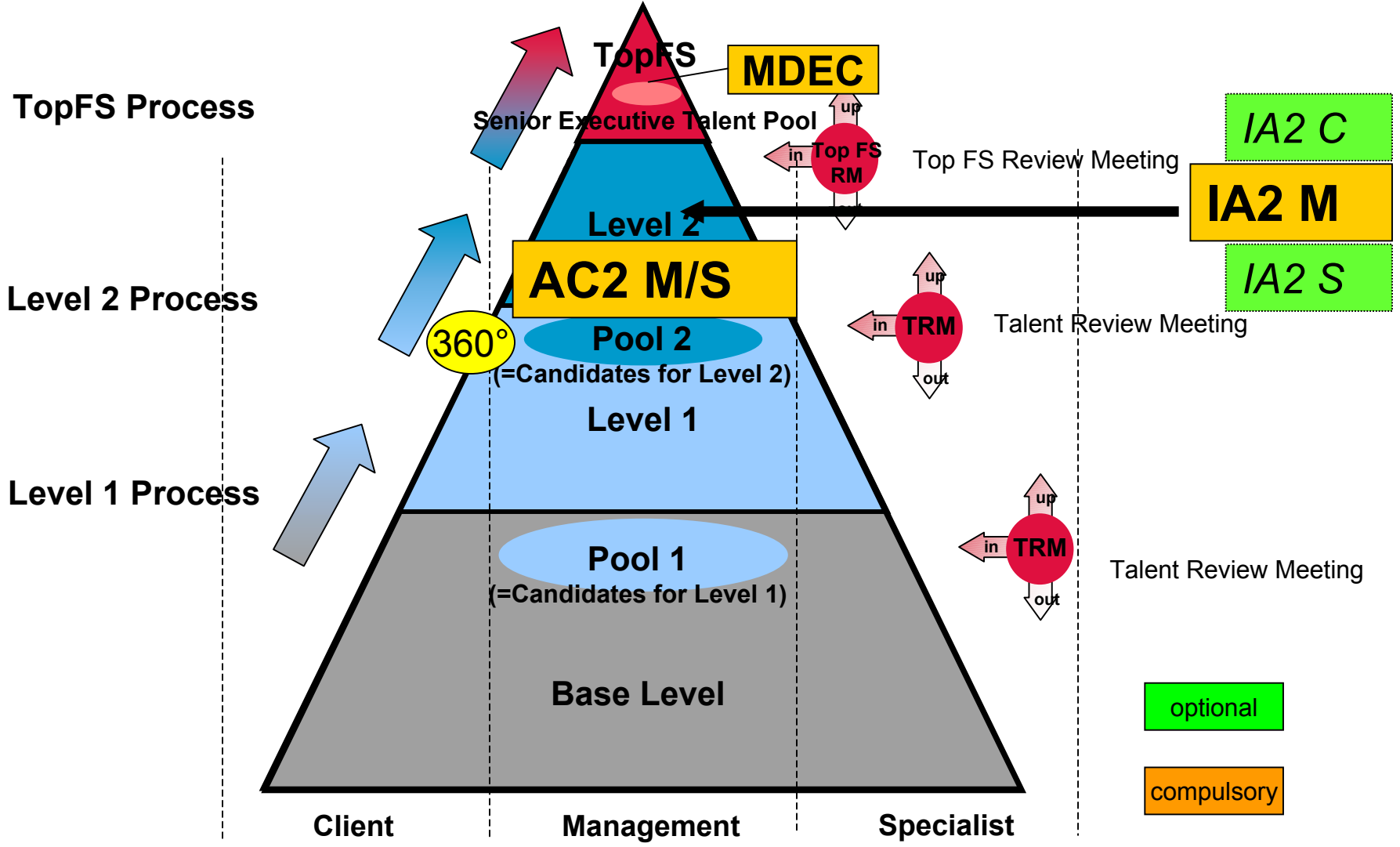
PROGNOSTIC VALIDITY

Assessments 1990-1998 / Functional Level 2004



















N=97

POSTIONING ASSESSMENT INSTRUMENTS 2004



COMPETENCIES: PROFILES LEVEL 2

<ul style="list-style-type: none"> ▪ Competencies ▪ Track 	<ul style="list-style-type: none"> ▪ Client Focus 	<ul style="list-style-type: none"> ▪ Delivering Results 	<ul style="list-style-type: none"> ▪ Business and Functional Expertise 	<ul style="list-style-type: none"> ▪ Innovation 	<ul style="list-style-type: none"> ▪ Drive for Excellence 	<ul style="list-style-type: none"> ▪ Integrity and Ethics 	<ul style="list-style-type: none"> ▪ Teamwork 	<ul style="list-style-type: none"> ▪ Leading People
<ul style="list-style-type: none"> ▪ Management Track 								
<ul style="list-style-type: none"> ▪ CRM Track 								
<ul style="list-style-type: none"> ▪ Specialist Track 								

 Competencies to be focused on

AC-DIMENSIONS UP TO 2001

Interpersonal Dimensions

■ **GROUP BEHAVIOR**

- Integrate into a team
- Activity / Presence
- Attitude towards others
- Making contact
- Dealing with conflict

■ **LEADERSHIP**

- Claims to leadership
- Means of influence
- Goal orientation
- Agreement
- Realization/Activation
- Result check

■ **ASSERTIVENESS**

- Own viewpoint
- Courage and concern
- Argumentation
- Tactics
- Closing the deal

■ **ORAL COMMUNICATION**

- Manner of speaking
- Language
- Body language
- Structure
- Discussion
- Visual Aids

AC-DIMENSIONS UP TO 2001

Conceptual Dimensions and Personality

- **PROBLEM SOLVING**

- Recognition of problem areas
- Gathering information
- Causes and Interrelations
- Conclusions/Overview
- Solutions

- **PLANNING / ORGANISING**

- Priorities
- courses of action
- timing
- delegation
- resources
- monitoring
- tools

- **FEATURES OF THE INDIVIDUAL**

- aura
- manners
- scope of interest
- independence
- confidence
- responsibility
- dealing with change
- tolerance of stress
- engagement

(not rated)

AC2 M/S TRACK

- **Duration** 3 days, Tuesday until Thursday, off-site
- **Participants** 12 candidates, 6 assessors, 4 moderators
- **Languages** German (French, Italian, English as requested)
- **Info for candidates** INTRANET
- **Exercises**
 - Scenario, several simulations of management situations (bilateral, group)
 - case studies, fact finding and planning tasks
 - S-Track with 30% separate simulations
- **Assessors** line managers N-2 and higher, trained
- **Result scale**
 - each competency evaluated on a four-level scale
 - (4= excellent / 3= good / 2= needs development / 1= needs significant development)
 - notification of results on-site
 - report and feedback discussion with line manager and candidate later

AC2: SCHEDULE

- ***Tuesday:***
 - introduction into szenario
 - initial project meeting
 - case study & decision recommendation
 - negotiation (bilateral with peer)

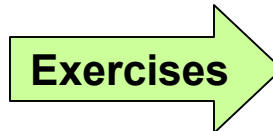
- ***Wednesday:***
 - management planning task
 - bilateral meeting with direct report
 - group discussion
 - project setup

- ***Thursday:***
 - fact-finding and decision-making
 - drafting of report
 - final integration meeting
 - notification of results

INDIVIDUAL ASSESSMENT IA2 (M, S or C)

- **Duration** 1 day
- **Participants** 1 candidate, 2 assessors (internal assessment specialists)
- **Languages** German, French, Italian, Englisch,
- **Content**
 - simulations of management / specialist situations (role plays, case studies, in-basket ..)
 - tests
 - structured Interview / questionnaire
- **Result**
 - report analogue to AC2 (within two days) each competency evaluated on a four-level scale
 - feedback discussion with candidate (min. 1 week later)

COMPETENCY-EXERCISE-MATRIX IA2 S



	Exercises									
	Observation total	Negotiation Meeting	Planning Task	Project Meeting	Test Critical Reasoning	Intervista	OPQ	Case Study A-Bank	Test Productive Thinking	
2. Delivering Results	7									
2.1. Recognising problems and calls for action, setting priorities	2		X					X		
2.2. Analysing and structuring	2				X		(X)	X		
2.3. Planning and organising work systematically	1		X				(X)			
2.4. Working towards solutions and results in a targeted and determined manner	2							X	X	
4. Innovation	2									
4.1 Taking an open and constructive approach towards changes; being confident	2					X	(X)		X	
5. Drive for Excellence	6									
5.1. Displaying high willingness for performance and commitment	2	X				X				
5.2. Displaying ability to cope with pressure and staying power	1							X		
5.3. Showing independence and taking responsibility	2	X		X						
5.4. Reflecting on own behaviour, looking for new challenges in order to develop further	1					X				
7. Teamwork	10									
7.1. Making contact with others quickly and skilfully, being accessible to others	2	X				X	(X)			
7.2. Passing on information in a way suitable for the addressee, communicating effectively	3			X		X		X		
7.3. Showing sensitivity and understanding	2	X		X			(X)			
7.4. Working co-operatively towards common goals	3	X		X		X	(X)			
Observation total	25	5	2	4	1	6	(6)	5	2	

ASSESSMENT SERVICES TEAM

- Head Assessment Services approved by CEO
 - 2 administrative staff
 - 8 specialists (psychologists with management experience)
 - each specialist has 4 to 10 years assessment experience in Credit Suisse
 - minimum one native speaker per language (french, italian, english)
 - reporting line to head of HR Development
 - body-leasing of specialists from external assessment providers if necessary
-
- 160 assessors (line managers)

SUCCESS FACTORS FOR SUSTAINABILITY ?

Which factors have contributed how much, that ACs have been used in CREDIT SUISSE consecutively for over 25 years ?

- opinion-poll of 35 experienced assessors and internal clients
- method:
 - questionnaire with predefined factors and open remarks
 - ratings from 1 to 5 per factor
 - 90% response rate within 10 days !
- list of 32 factors in 6 groups
 - compiled by specialists
 - compared with questionnaires (eg. Colorado State University)
 - complemented by test-respondents

SUCCESS FACTORS FOR SUSTAINABILITY (1/2)

Results

	Average (max = 5)	Rank	Span	
Assessors = high level Line Managers	4.62	1	1	people
Professionalism and acceptance of internal AC specialists	4.62	1	1	people
AC-result= standard overall benchmark	4.61	3	2	second opinion
Assessors benefit for their leadership-job	4.59	4	3	training
Independent evaluation for a second opinion	4.57	5	2	Second opinion
Internal Center of Competence	4.56	6	3	people
Professional processing of assessments	4.47	7	3	quality
Direct straight-forward behavioral descriptions	4.44	8	2	Second opinion
Interpersonal and conceptional competencies as well as personality	4.32	9	3	Second opinion

SUCCESS FACTORS FOR SUSTAINABILITY (2/2)

Results

	Mean (max. 5)	Rank	Span	
Diagnostic quality / prognostic validity	4.2	10	2	quality
Internal 'AC-career', lobby of assessors	4.2	11	3	lobby
Integration into formal HR-processes	4.15	12	3	HR- processes
Standardized types of Assessments / consistent dimensions	4.1	13	4	quality
...				
CEO support at crucial times	3.3		4	
Cost	3.3		2	
Reason for starting ACs	2.1	31	3	
Luck / Coincidence	1.6	32	2	

SUCCESS FACTORS FOR AC-SUSTAINABILITY

Resume

1. No single silver bullet
2. 'get the right people on the bus'
3. produce standardized, independent and straight-forward 'second opinion' for interpersonal, conceptual and motivational behavior
4. make it a leadership training for assessors
5. produce visible process and diagnostic quality
6. make it a central part of Human Capital Management processes
7. make it a self-sponsored runner, not a great man initiative

2. GET THE RIGHT PEOPLE ON THE BUS

- carefully select assessors
- do not admit non-management-assessors
- carefully mix experienced and new assessors
- provide adequate training (1 day plus brush ups)
- give visibility to assessor status

- recruit specialists with experience in target function and training in psychology
- do not outsource Assessment Services
- strive for continuity in management of AC-specialists
- combine internal anchorage with external exchange and benchmarking
- admit no IA assessors without thorough experience in AC

3. PRODUCE STANDARD, INDEPENDENT AND STRAIGHT-FORWARD 'SECOND OPINION' FOR CONCEPTUAL, INTERPERSONAL AND MOTIVATIONAL BEHAVIOR

- define standardized types of assessments
- keep assessors independent and separate from participants
- make it a cross-divisional event
- produce simple and behavioral statements in short reports
- give quantitative ratings
- define reports as a team-product of 6 assessors
- assessors concentrate on candidate, no involvement in recruiting process and future position
- include conceptual exercises
- limit involvement of assessment specialists in Leadership/Management

Training

EXAMPLE OF A REPORT

Individual Assessment Specialist Track, Level 2

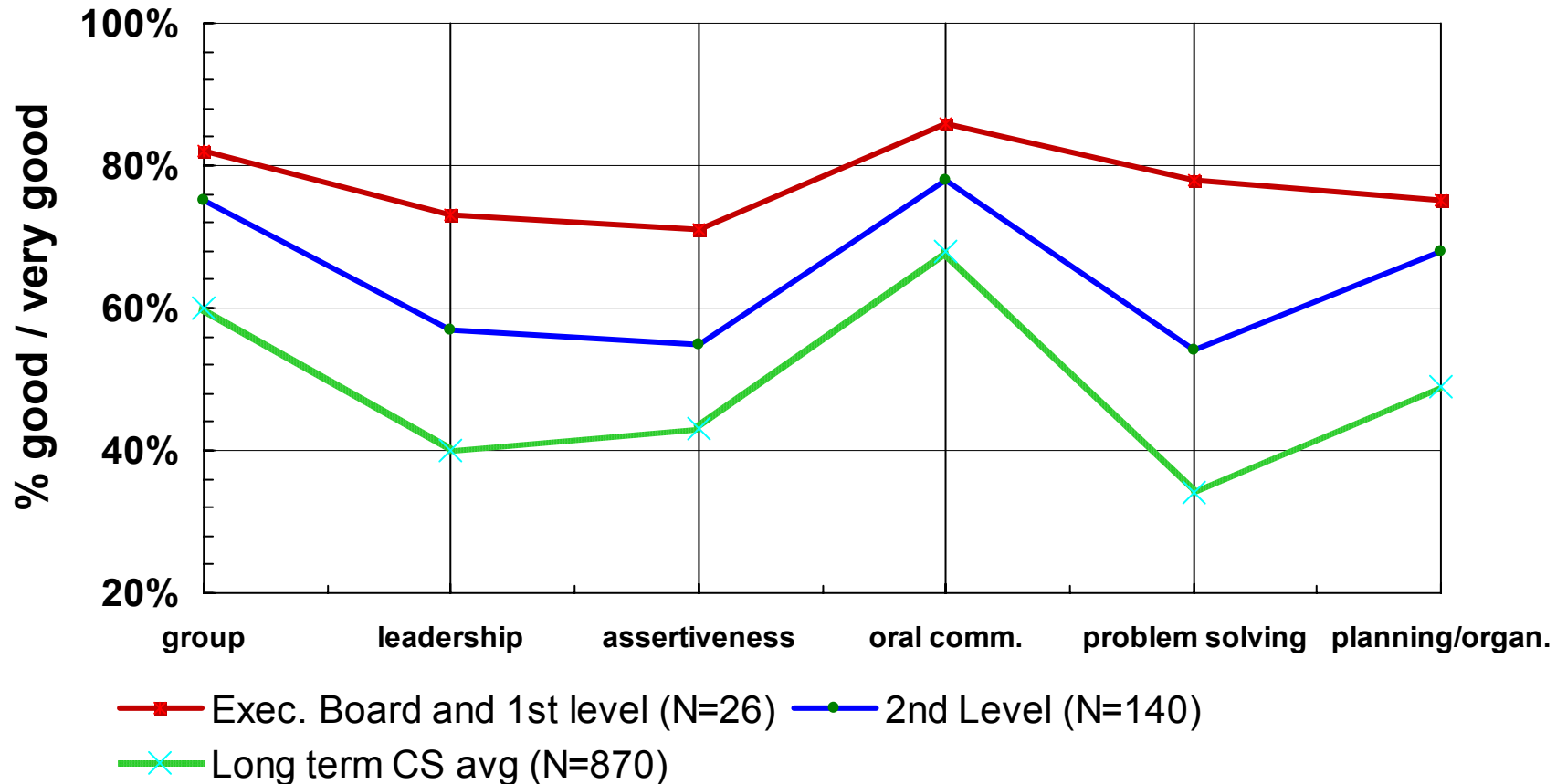
4 = very good 3 = good 2 = needs some development 1 = needs significant development Rating 4 3 **2** 1

Delivering Results	Summary of Strengths	Summary of Limitations
<i>Making quick and sound business decisions. Doing what matters and pushing for results and profitability. Demonstrating energy and determination in getting things done.</i>	Recognizes some important issues; In a planning task he understands tasks in their context; after thorough evaluation has clear idea what has to be done; develops logical sequence of partial assignments; has good feeling for whom to be involved; pays much attention to personal and financial resources...	Needs time; misses out on relevant issues; proceeds linear, not always efficiently; sets priorities rather by hierarchical status of people involved; does not transform into concrete actions. In a case-study he undertakes superficial analysis, not always drawing adequate conclusions

Rating 4 **3** 2 1

Teamwork	Summary of Strengths	Summary of Limitations
<i>Working together effectively towards shared business goals, within and across organizational units. Supporting others when in difficulty and pro-actively sharing information.</i>	Approaches others openly, appears socially on ease; attentive, polite, shows genuine interest; adapts swiftly to situations and people involved; always stresses common grounds; promotes constructive atmosphere; listens attentively; communicates openly, takes clear position; shows great deal of sensitivity, acts kindly towards others; negotiates consistently and partner-oriented....	Sometimes leaves initiative to others, responding and reacting to their agenda; occasionally speaks long-windedly; tentatively avoids interpersonal conflicts or polarising situations....

ASSESSMENT RESULTS (1990-1999) OF UPPER FUNCTIONAL LEVELS 2002



4. MAKE IT A LEADERSHIP TRAINING FOR ASSESSORS

- provide consecutive assignments
- thoroughly structure and moderate integration sessions
- let assessors write reports and keep them involved end-to-end (including result notification)
- keep dimensions/competencies consistent, provide detailed thesauri (language)
- enable networking during AC
- be careful in feedbacking assessor-quality to line management

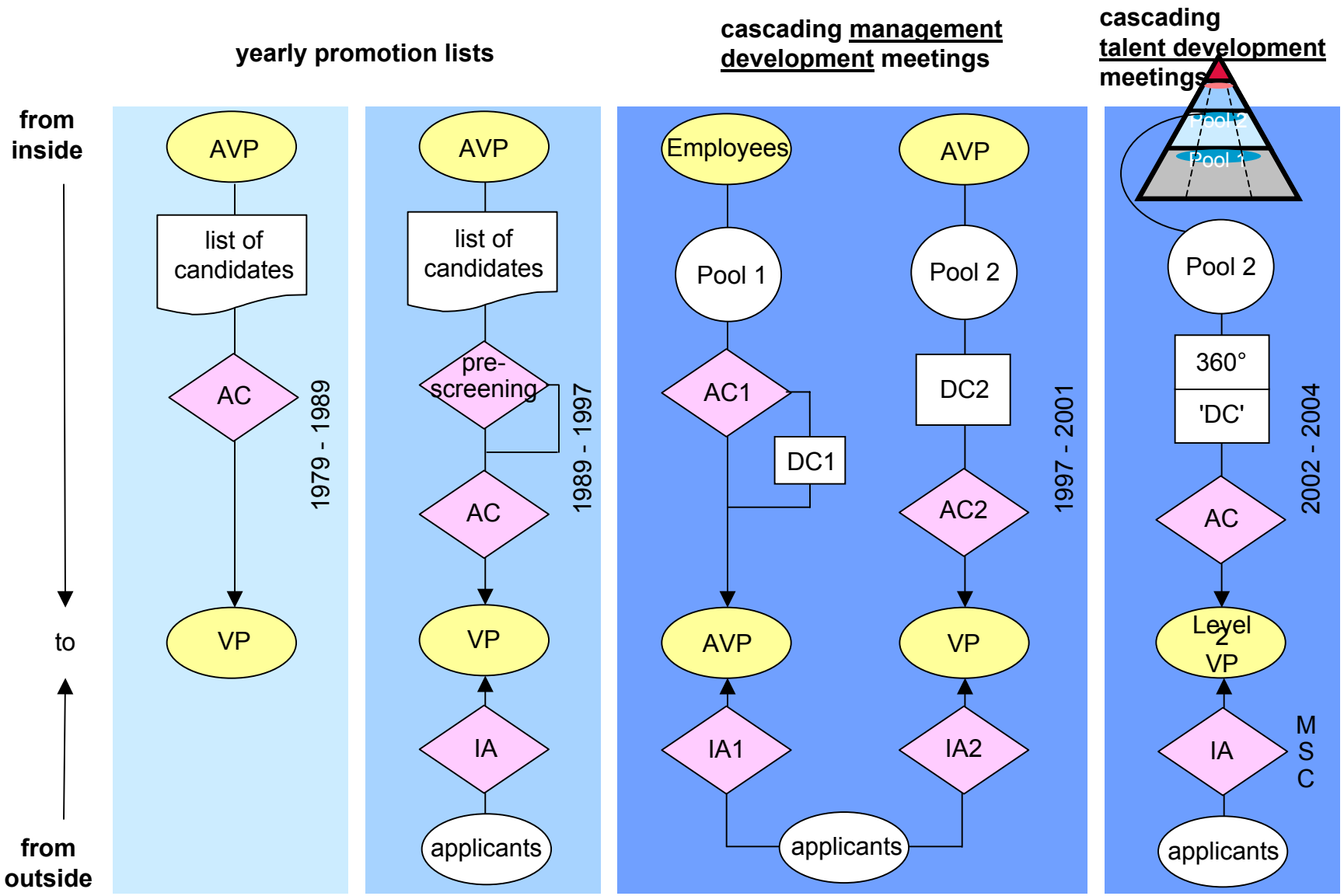
5. PRODUCE VISIBLE PROCESS AND DIAGNOSTIC QUALITY

- periodically evaluate validity (academic and pragmatic)
- ask participants and assessors for feedback
- produce yearly reviews and reports to assessors and top management
- involve assessors in design and testing of exercises
- optimize process efficiency (early invitations, standby-assessors, efficient and consistent program, notebooks with DB for report-writing, 'butler services')
- combine statistical and judgemental integration of findings
- distribute reports shortly after assessment (1 day for IA, 3 days for AC, e-mail with ratings at the assessment-day)

6. MAKE IT A CENTRAL PART OF HUMAN CAPITAL MANAGEMENT PROCESSES

- clarify positioning and influence of AC-result out of the perspective of assessors, line management and participants
- adapt to HR Development Processes
- clarify relationship to other evaluation instruments (e.g. 360°)
- use competencies or AC-dimensions as a common language

AC IN HR PROCESSES



7. MAKE IT A SELF-SPONSORED RUNNER

- consider numerous owners and beneficiaries
- continuity produces quality
- do not change a winning team
- keep and use assessment reports as long as possible/allowed
- ...