



Göteborgs
Stad

Center för Ledarurval och –utveckling



Psykologiförlaget AB

What is Captured in an Assessment Center?



*Center for Leadership Development,
City of Gothenburg goals:*

- To identify leadership potential at all levels within the organization
- To recruit new leaders
- To further develop existing leaders



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Assessment Center

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



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Assessment Center

Strategic Managers

Operative Managers



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Competency Criteria

- Influence Others
- Sensitive to Others
- Social Assuredness
- Change Orientation
- Goal and Results Orientation
- Analytical Ability
- Comprehensive View



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Results on a Scale of 1 to 5

- 5 Strength
- 4 Strength
- 3 Competence
- 2 Area for Development
- 1 Area for Development



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Participant:

	Group	In-basket	Meeting munic. resident	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

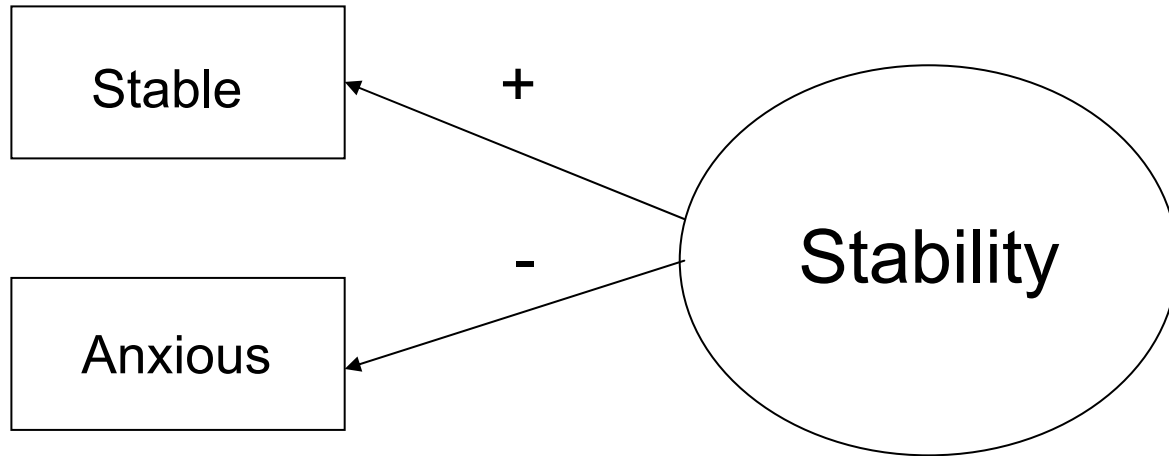
Guiding Principles in the Development of PJP

- Well thought-out recruiting and selection practices can contribute to rises in productivity, which can lead to economic growth for organizations and companies (**Economics**)
- People differ and these differences influence each individual's job performance (**Psychology**)

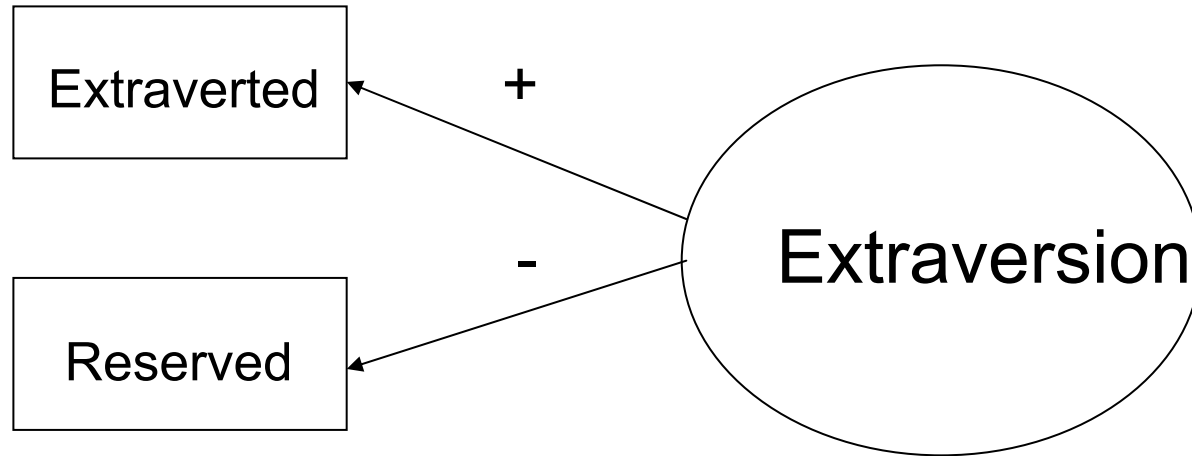
PJP measures:

- ✓ Stability
- ✓ Extraversion
- ✓ Conscientiousness
- ✓ Agreeableness
- ✓ General Mental Ability

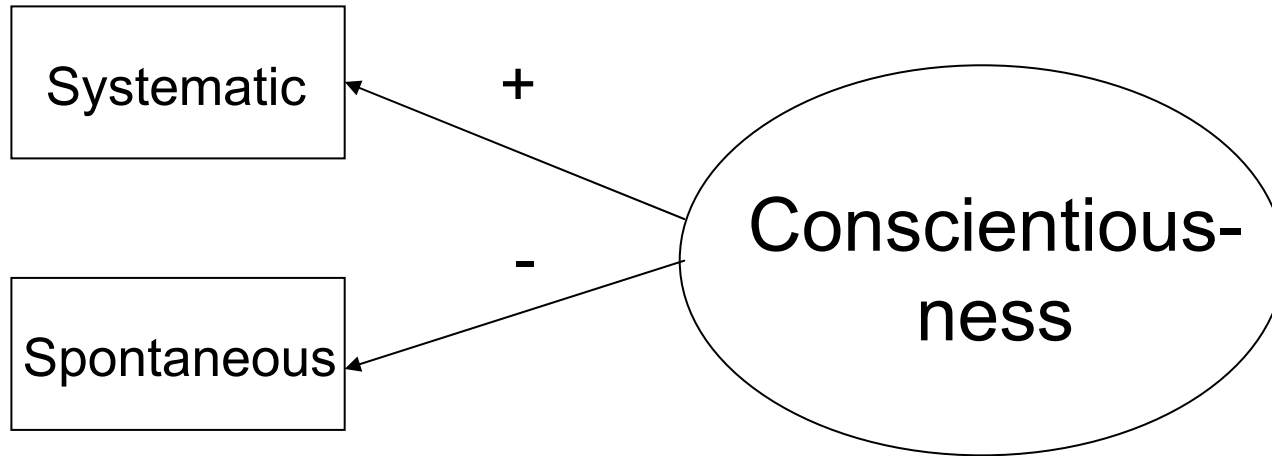
Stability



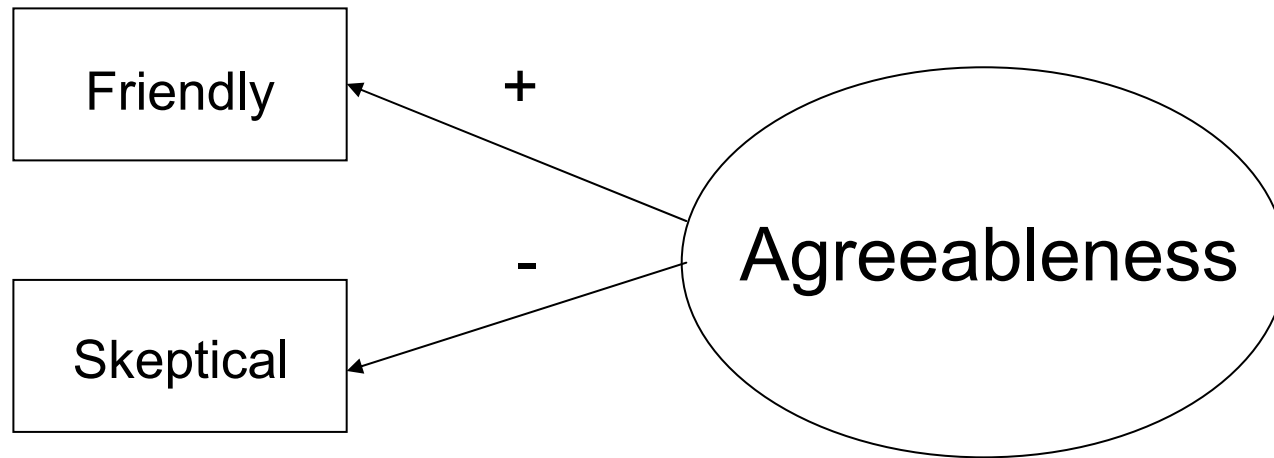
Extraversion



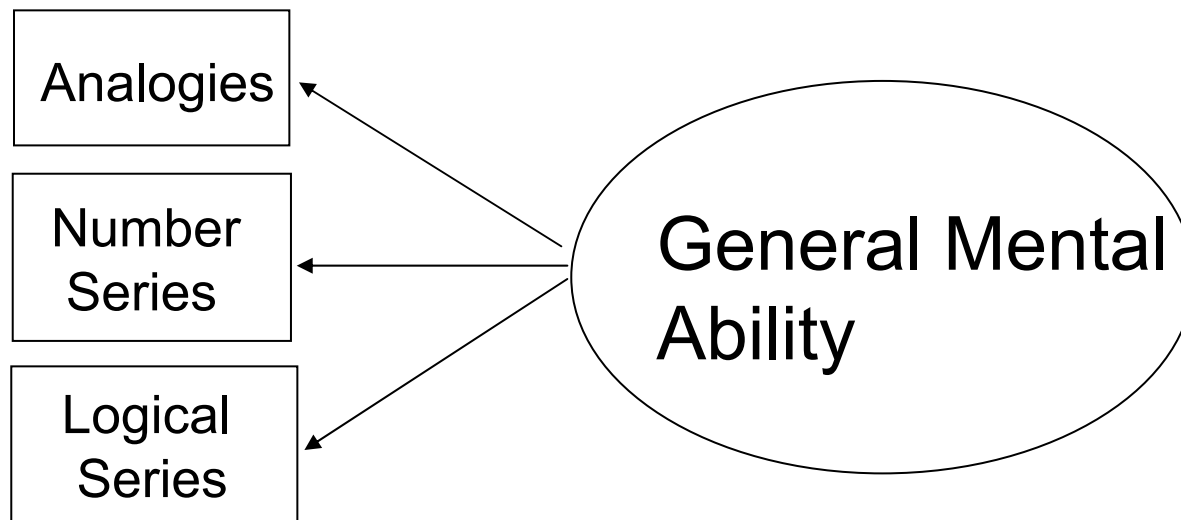
Conscientiousness

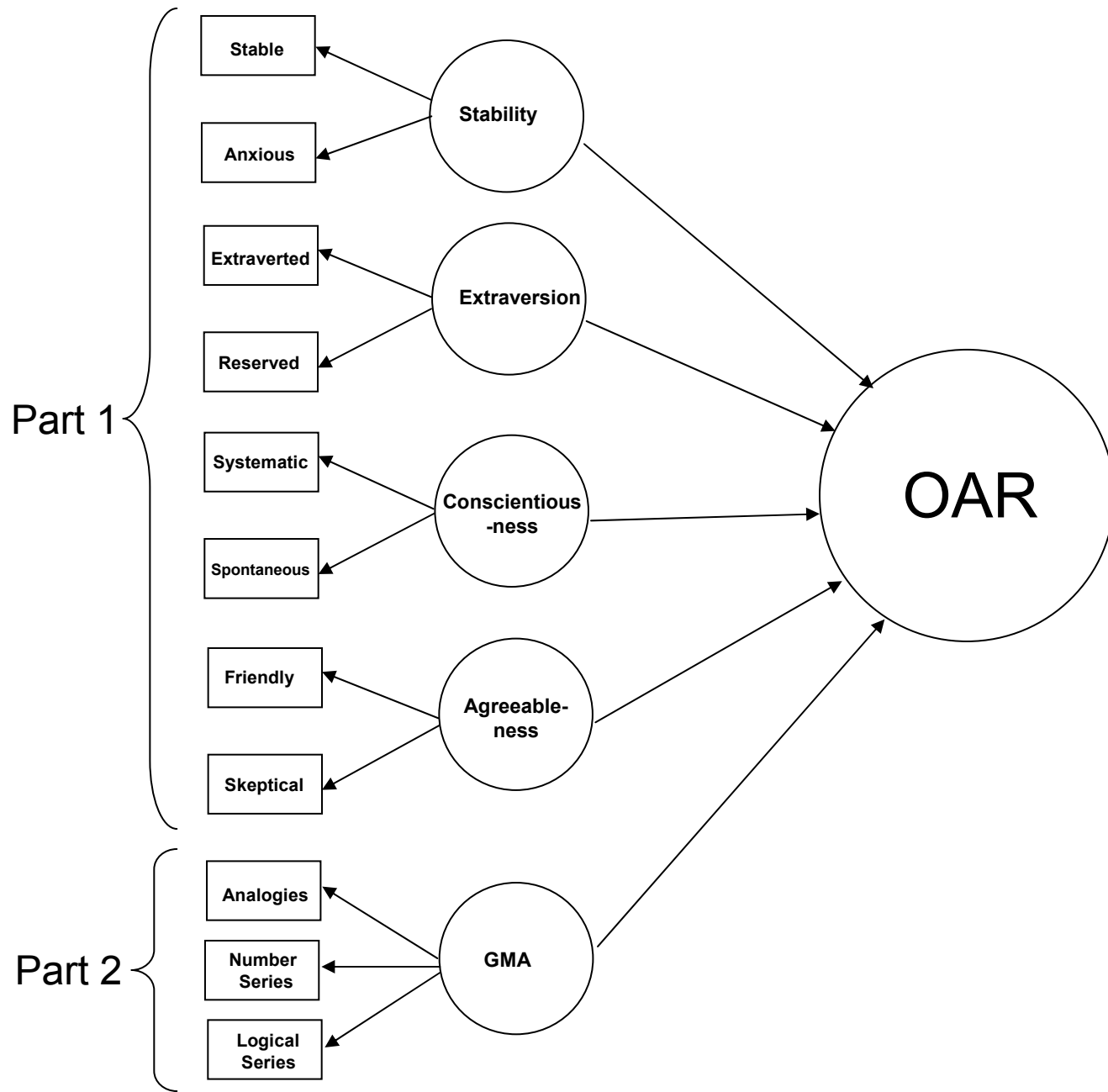


Agreeableness



Ability





Construct Validity

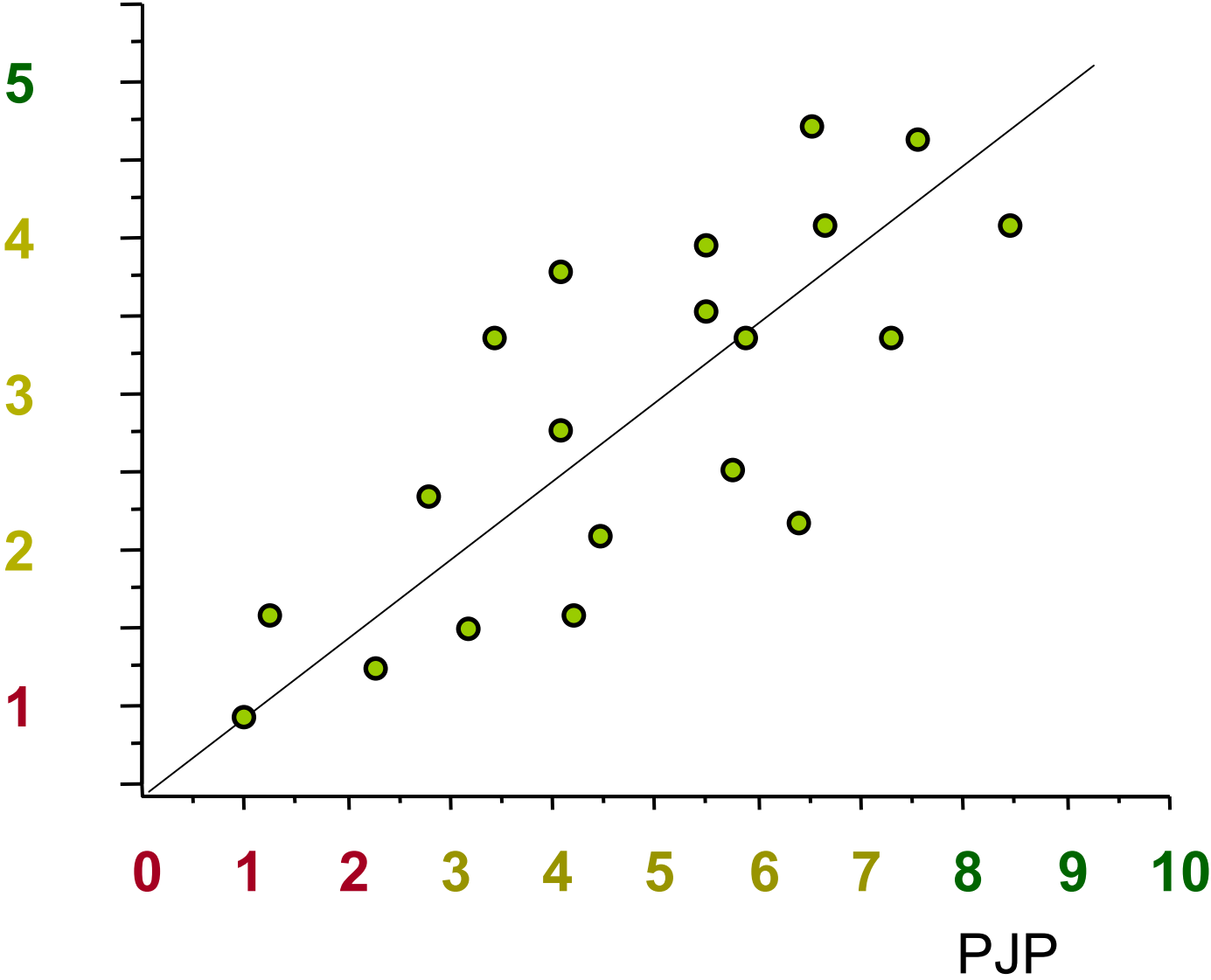


Table 1. Correlations between the five factors of the PJP and AC competence criteria; Influence Others (A), Sensitivity to Others (B), Social Assuredness (C), Change Orientation (D), Goal and Results Orientation (E), Analytical Ability (F), and Comprehensive View (G).

	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*

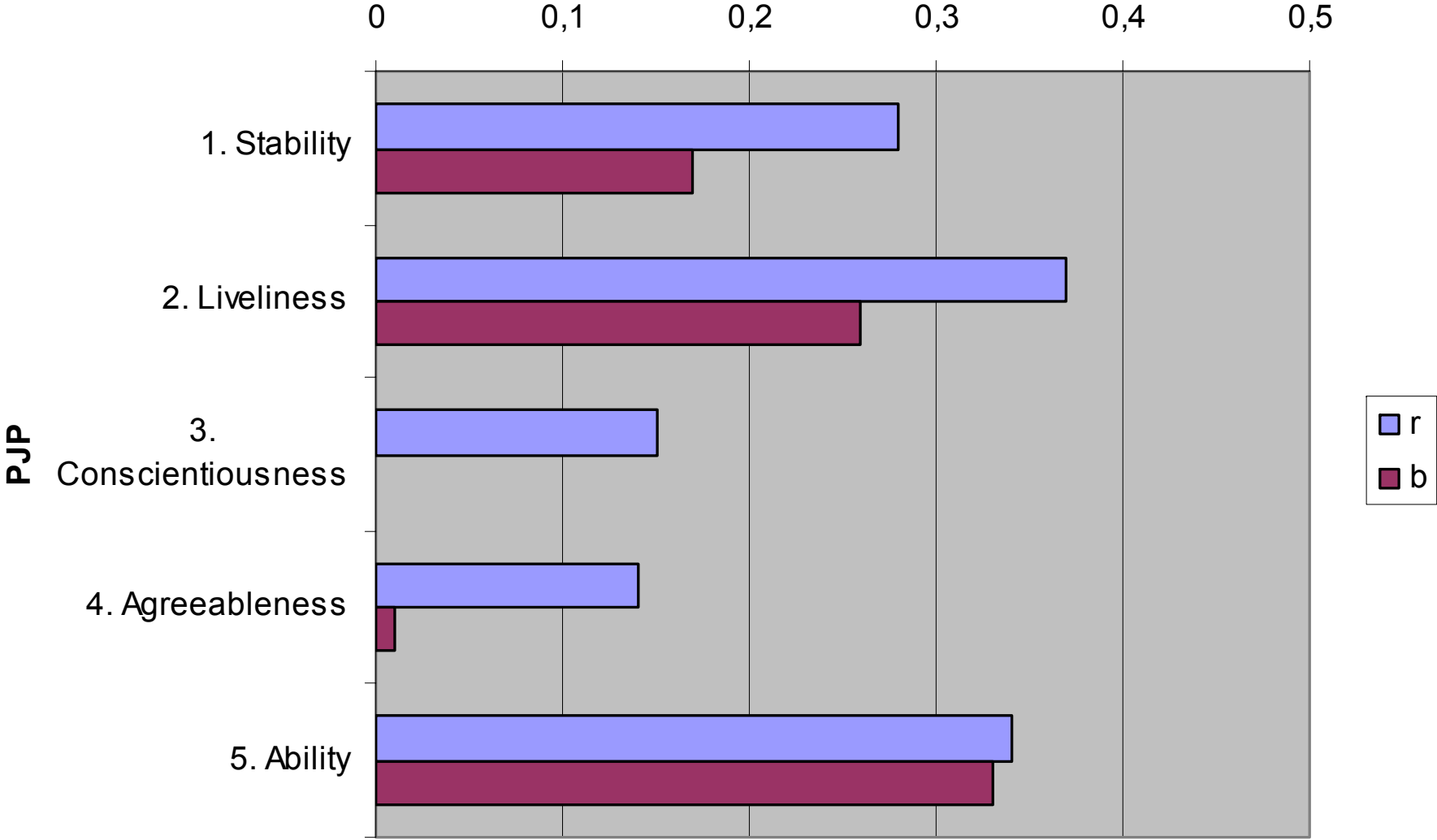
N=90. Note; * p<.05

Factor	M	SD	1	2	3	4	5	6	7	8	9	10	11	12	13
1. Stability	62.92	6.16	1.00												
2. Extraversion	61.21	6.73	0.45	1.00											
3. Conscientiousness	57.91	5.15	0.40	0.30	1.00										
4. Agreeableness	63.52	4.14	0.36	0.27	0.21	1.00									
5. GMA	24.60	5.79	-0.04	0.09	0.04	0.00	1.00								
6. Influence Others	2.79	0.71	0.32	0.29	0.11	0.22	0.23	1.00							
7. Sensitive to Others	2.99	0.69	0.07	0.15	-0.04	0.05	0.19	0.54	1.00						
8. Social Assuredness	3.09	0.76	0.22	0.39	0.12	0.17	0.09	0.58	0.28	1.00					
9. Change Orientation	2.39	0.70	0.16	0.22	0.15	0.03	0.13	0.51	0.50	0.23	1.00				
10. Goal & Results	2.80	0.75	0.21	0.18	0.19	0.12	0.08	0.49	0.27	0.46	0.51	1.00			
11. Analytical Ability	2.87	0.78	0.11	0.17	0.09	0.04	0.63	0.27	0.04	0.17	0.24	0.36	1.00		
12. Comprehensive	2.52	0.66	0.20	0.32	0.10	0.00	0.21	0.34	0.24	0.18	0.51	0.46	0.27	1.00	
13. OAR	19.44	3.37	0.28	0.37	0.15	0.14	0.34	0.79	0.61	0.63	0.74	0.77	0.52	0.63	1.00

Mean r = .22

Mean r = .36

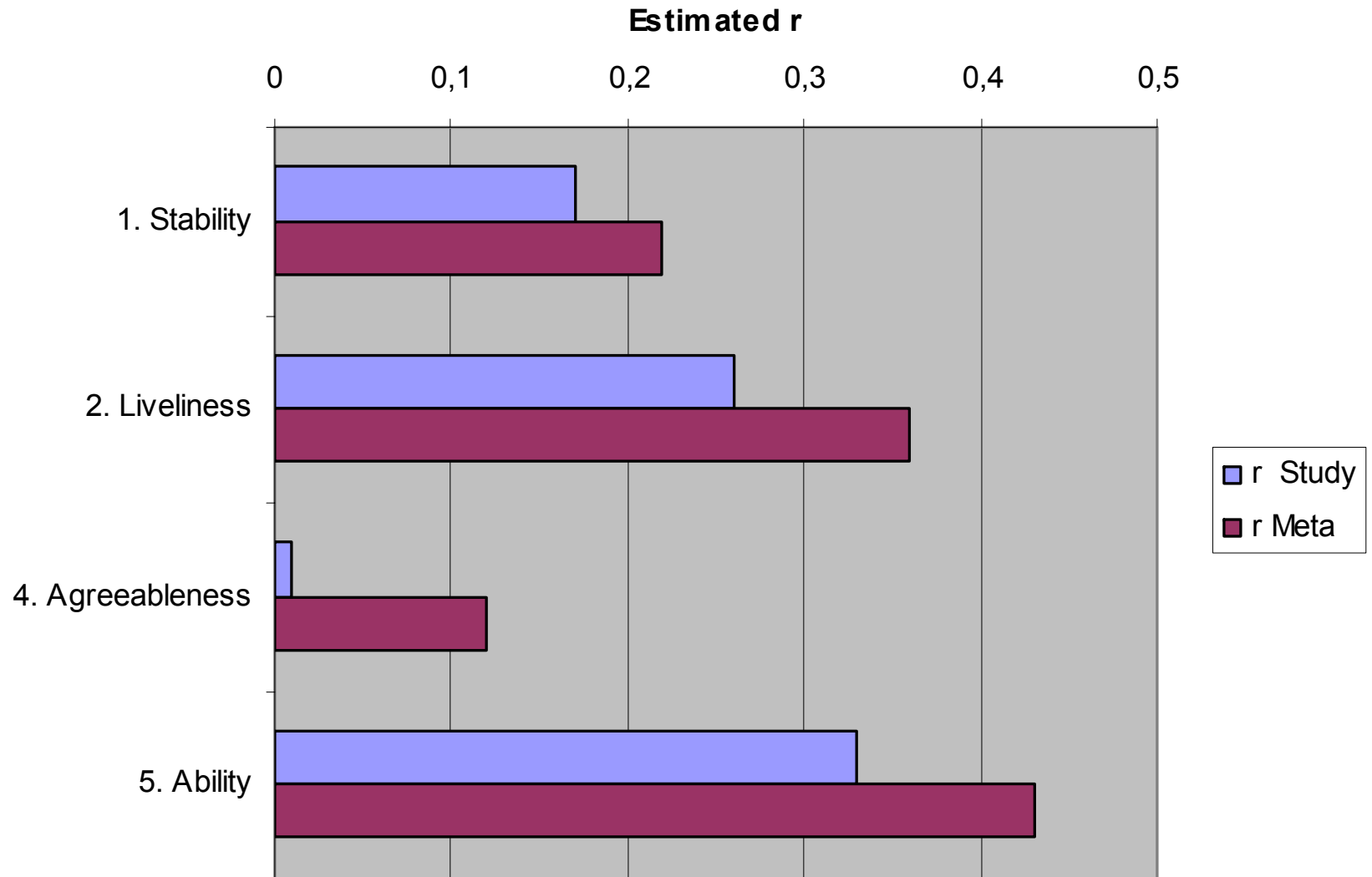
Comparisons & Beta

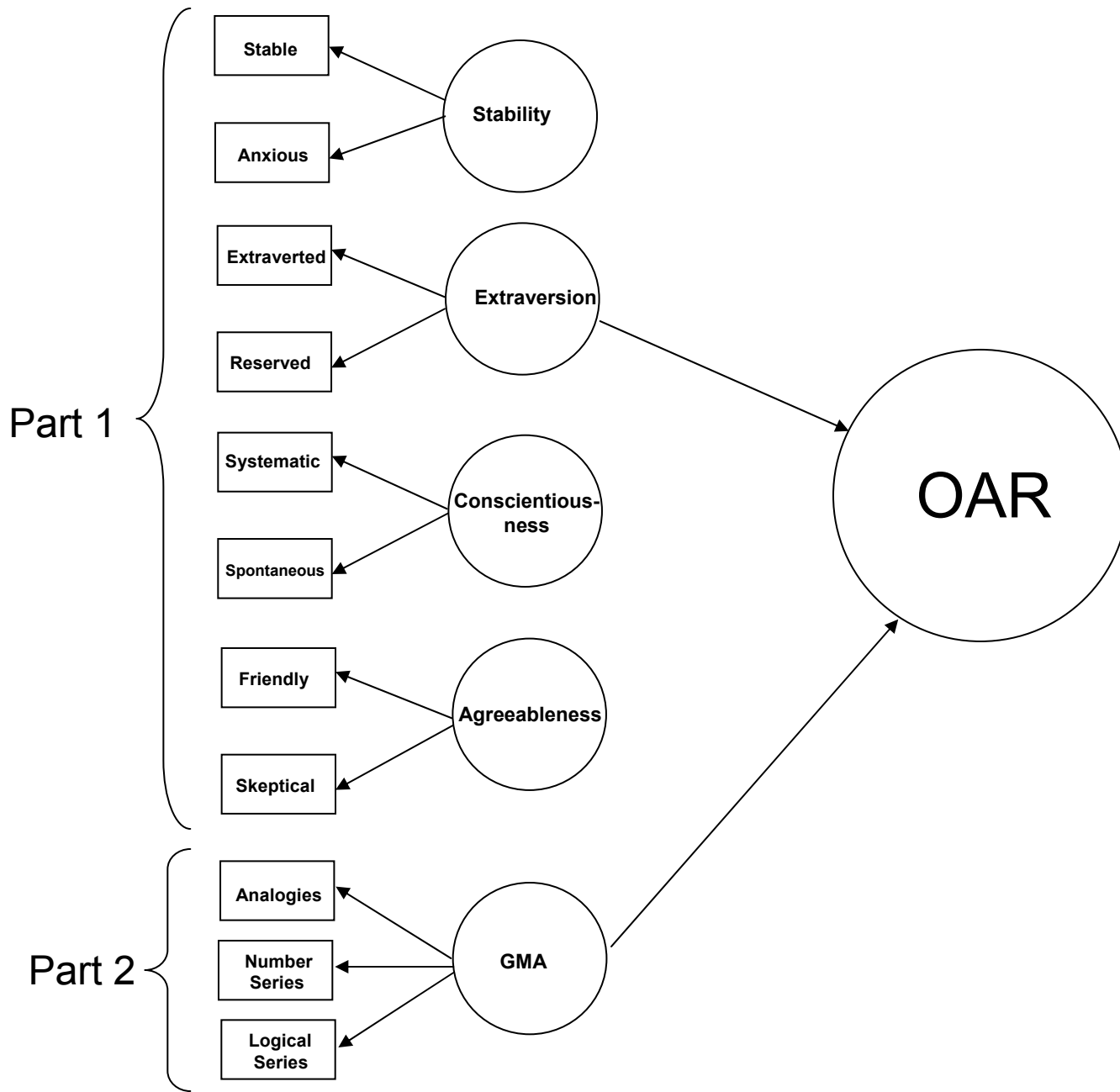


Conclusions

- 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





Conclusion

Definitions

Definition g

- A general factor that runs through all types of mental performance (A Jensen)
- What you do when you don't know what to do (R Haier)
- One's ability to adapt to one's environment (B Regosin)

Intrapersonal Characteristics

Stability & Conscientiousness

Ability to Control One's
Feelings and Behavior

Unstable Personality

Manager:

is self-critical and worried about making mistakes

is sensitive and very contemplative

Stable Personality

Manager:

has a positive view on life

does not doubt his/her abilities or worry about things

Spontaneous Personality

Manager:

is spontaneous and likes to make the most of the moment

can make hasty decisions without considering the consequences

may not bother with things considered to be of little interest to him/her

Systematic Personality

Manager:

works hard to finish things, even if the task is uninteresting

likes order

gathers information systematically and trusts in him/herself to make well-founded decisions

Interpersonal Characteristics

Extraversion & Agreeableness Relations with Other People

Reserved Personality

Manager:

is a bit aloof and may hesitate to make
contact with unfamiliar people
prefers smaller groups or working alone

Skeptical Personality

Manager:

does not automatically think the best of
others and is somewhat cautious
expresses things bluntly and can be
seen as callous

Extraverted Personality

Manager:

is stimulated by new people and new situations
is talkative, extraverted, and enjoys being the
center of attention
can make a strong impression in social contexts

Friendly Personality

Manager:

is seen as being easy to deal with
is a flexible person who trusts others
may have difficulties standing up for a diverging
opinion or facing conflict



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