

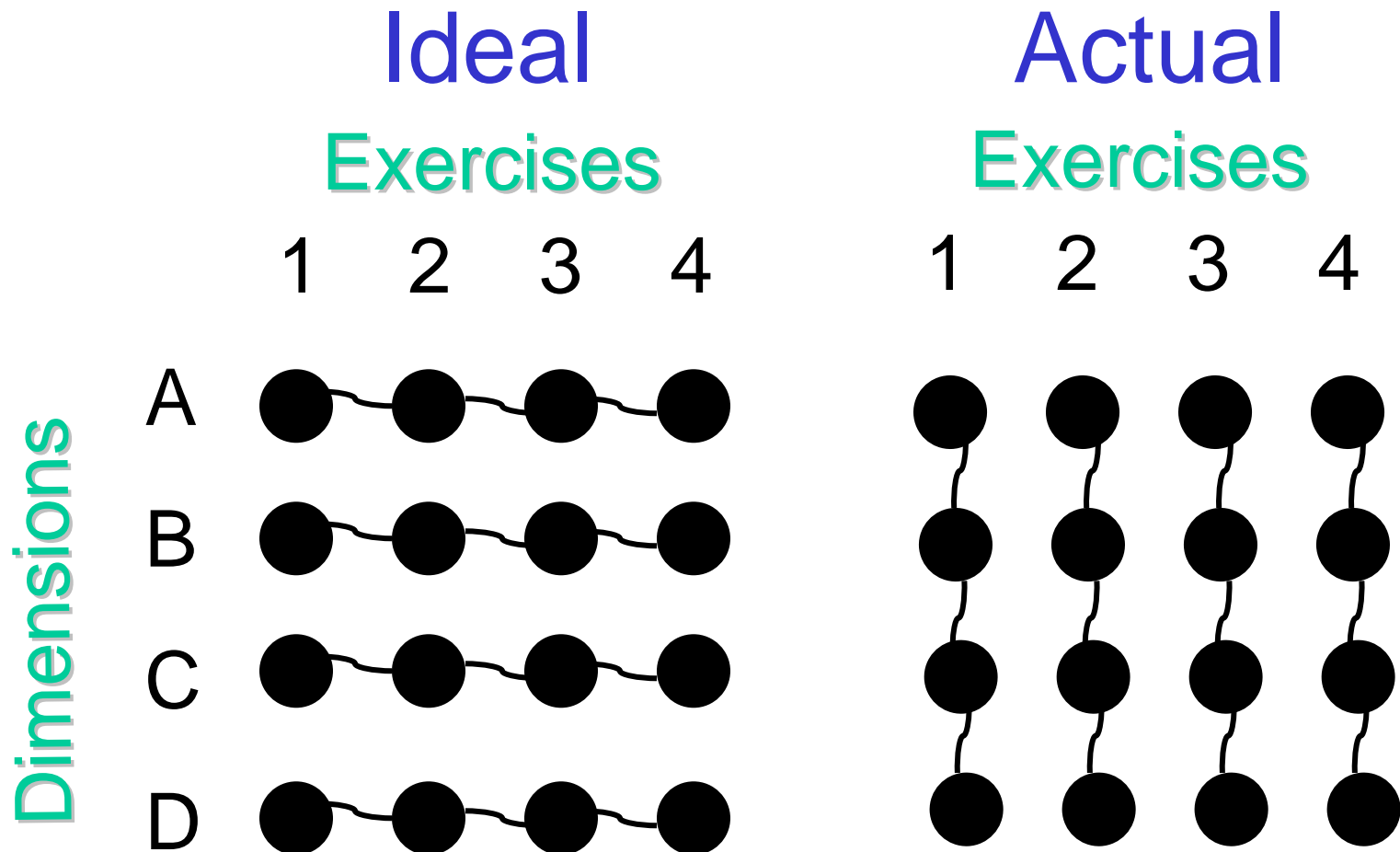


COMPETITIVE ADVANTAGE. REALIZED.

Making Assessment Centers Work The Way They are Supposed To

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Construct Validity Research



Problems

Model **MISTAKEN!**

Dimensions **MISUSED!**

Practice **MISUNDERSTOOD!**

MODEL Within Dimension (Original)

Exercises

Dimensions

	1	2	3	4	5	Final Rating
A	*					X
B	*		*			X
C		*		*		X
D	*			*		X
E			*			X
F		*	*	*		X
G					*	X

MODEL Within Exercise

Exercises

Dimensions

	1	2	3	4	5	Final Rating
A	X	X		X		X
B	X		X		X	X
C		X	X	X		X
D	X			X	X	X
E			X			X
F	X	X	X	X		X
G	X				X	X

MODEL

Construct Validity (MTMM)

Exercises

	1	2	3	4	5
A	X	X	X	X	X
B	X	X	X	X	X
C	X	X	X	X	X
D	X	X	X	X	X
E	X	X	X	X	X
F	X	X	X	X	X
G	X	X	X	X	X

?? All exercises **equally measure** all dimensions

?? Why measure 5 times?

DIMENSIONS

Original (MPS)

Exercises

- Simulations
- Personality tests
- Projective tests
- Attitude surveys
- Motivation inventories
- Biographical data
- Cognitive tests
- Knowledge tests
- Interviews

Dimensions

- Behaviors
- Abilities
- Attitudes
- Traits
- Motives
- Knowledge
- Values

DIMENSIONS

Modern

Exercises

- Simulations
- Personality tests
- Projective tests
- Attitude surveys
- Motivation inventories
- Biographical data
- Cognitive tests
- Knowledge tests
- Interviews

Dimensions

- Behaviors
- Abilities
- Attitudes
- Traits
- Motives
- Knowledge
- Values

“A competency is considered a behavioral dimension for purposes of assessment in an assessment center if it is defined precisely and expressed in terms of behaviors observed in a job family and in simulation exercises.”

-- *Guidelines and Ethical Considerations for Assessment Center Operations, 2000*

MTMM – Multi-**trait**, Multi-method Matrix

Trait \neq Dimension

Personality Test



Simulation



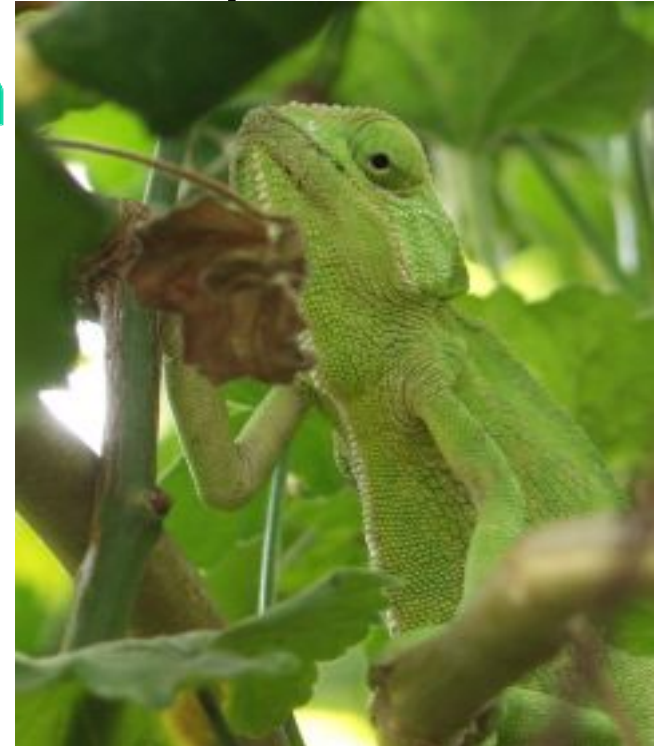
PRACTICE

What Causes Behavior?

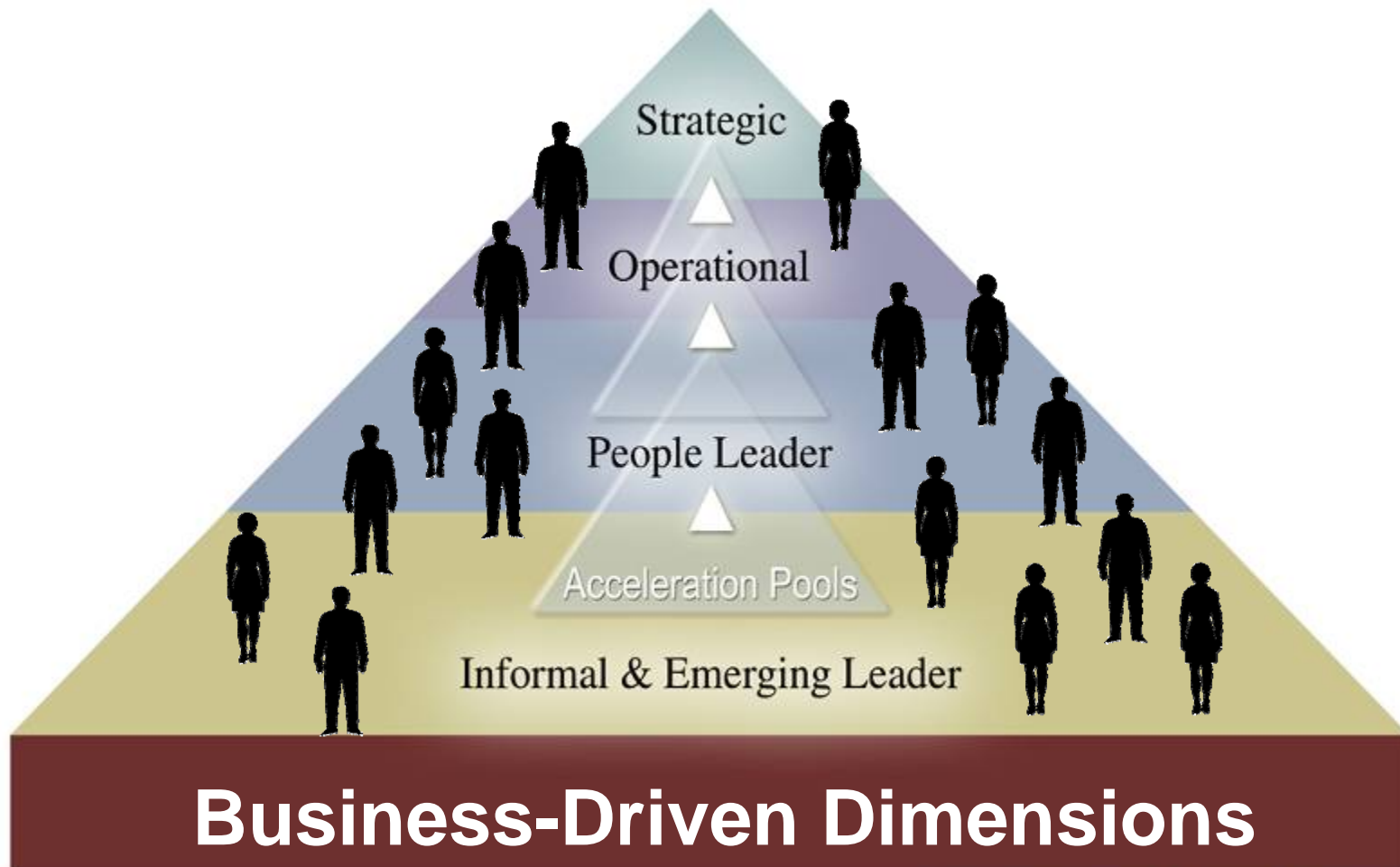
Person (**T**rait)
[Rigid]

X Situation
[Both] (**T**ask) [Inconsistent]

Dimension



Dimensions Let You Generalize



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WHAT NOW?

Design for Dimension Types

- Role-oriented
- Cumulative activities
- Basic interpersonal skills
- Cross-situational

Purposeful Design

Exercises

Dimensions

	1	2	3	4	5	Final Rating
Role	X					X
Cum.	X		X			X
Cum.		X		X		X
Role	X			X		X
Role			X			X
Basic		X	X	X		X
Cross	S			S	X	X

Research

Best Designs



Criterion-Related Validity

