

The Use and Effectiveness of Assessment Centers

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About MSC

- HR consultation and training service for 35years
- DDI's affiliate in Japan over 30 years
- Introduced AC at the first time in Japan (1972)
- Leading company of AC in Japan

Presentation Overview

Objective:

Introduce the use and effectiveness of AC in Japan

- How AC become popular in Japan? :Three features
- How AC is delivered in Japanese organizations :Case examples
- What is possibilities? :Outlook for the future
- Q&A

About study

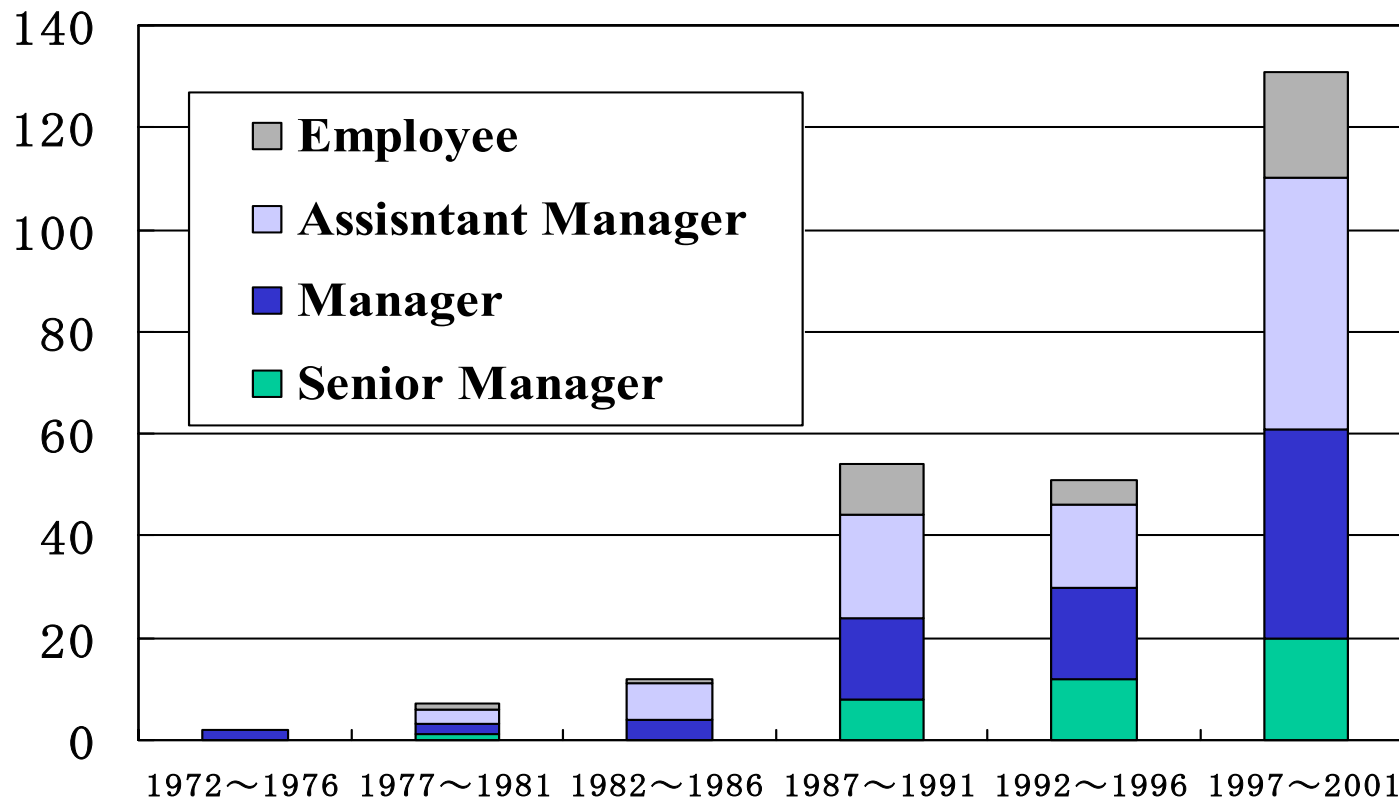
- Objectives : Research on how AC is utilized in Japanese organizations
- Sponsor: Japanese Government
- Target : 241 organizations
- Methods : Survey and Interview
- Period : Nov.2001 — Jan. 2002

How AC become popular in Japan? -1

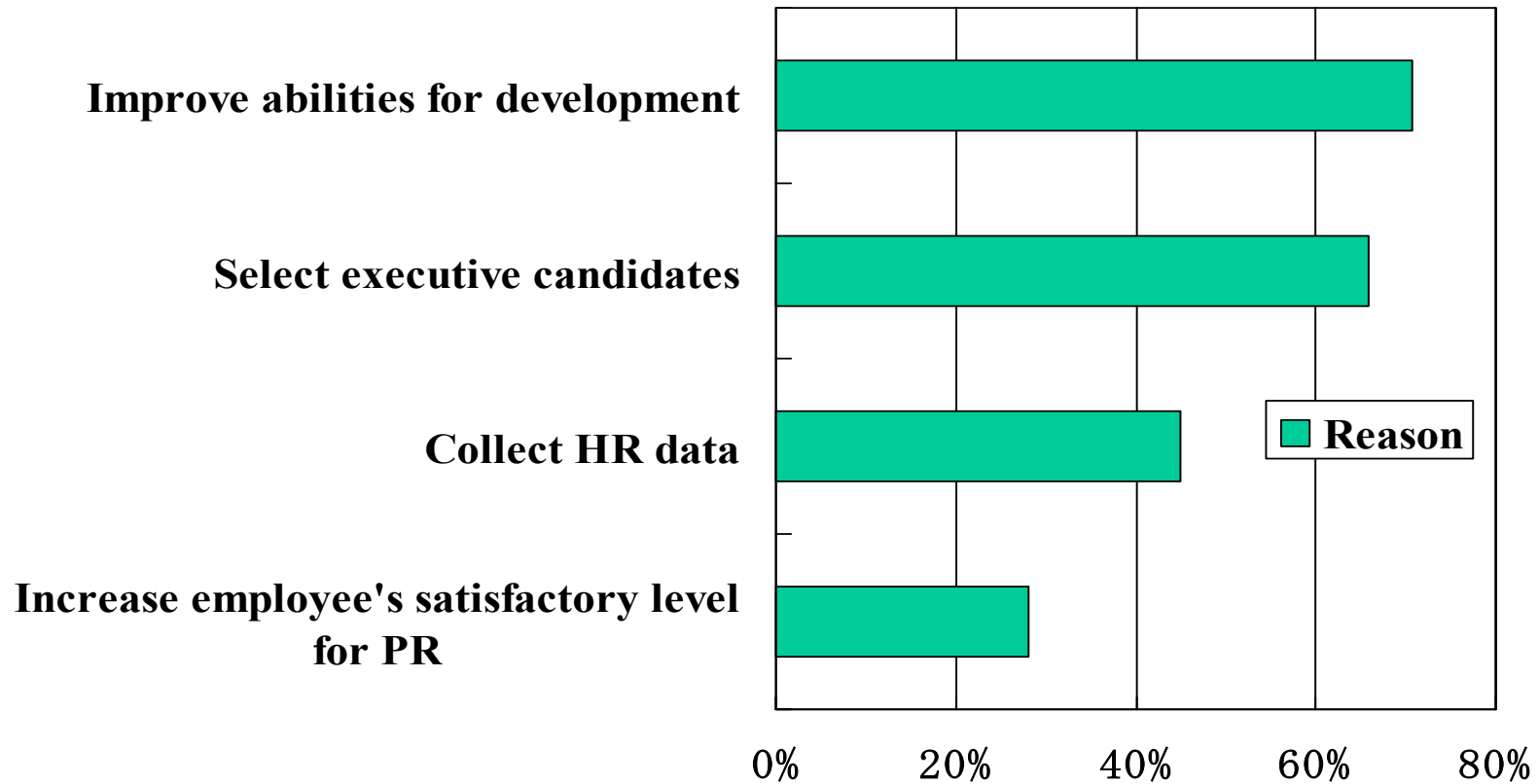
*Focus on assistant manager/manager level
(Years of employment 10 ~25 years)*

- Why?
 - Core members in “lifetime employment” and “promotion by seniority” system
 - “sequential promotion” in perfect pyramid-structured organization”. Everyone to be managers
 - Selection needs arose from the shortage of managers position for baby boomers
 - Development needs as key workforce in organization.

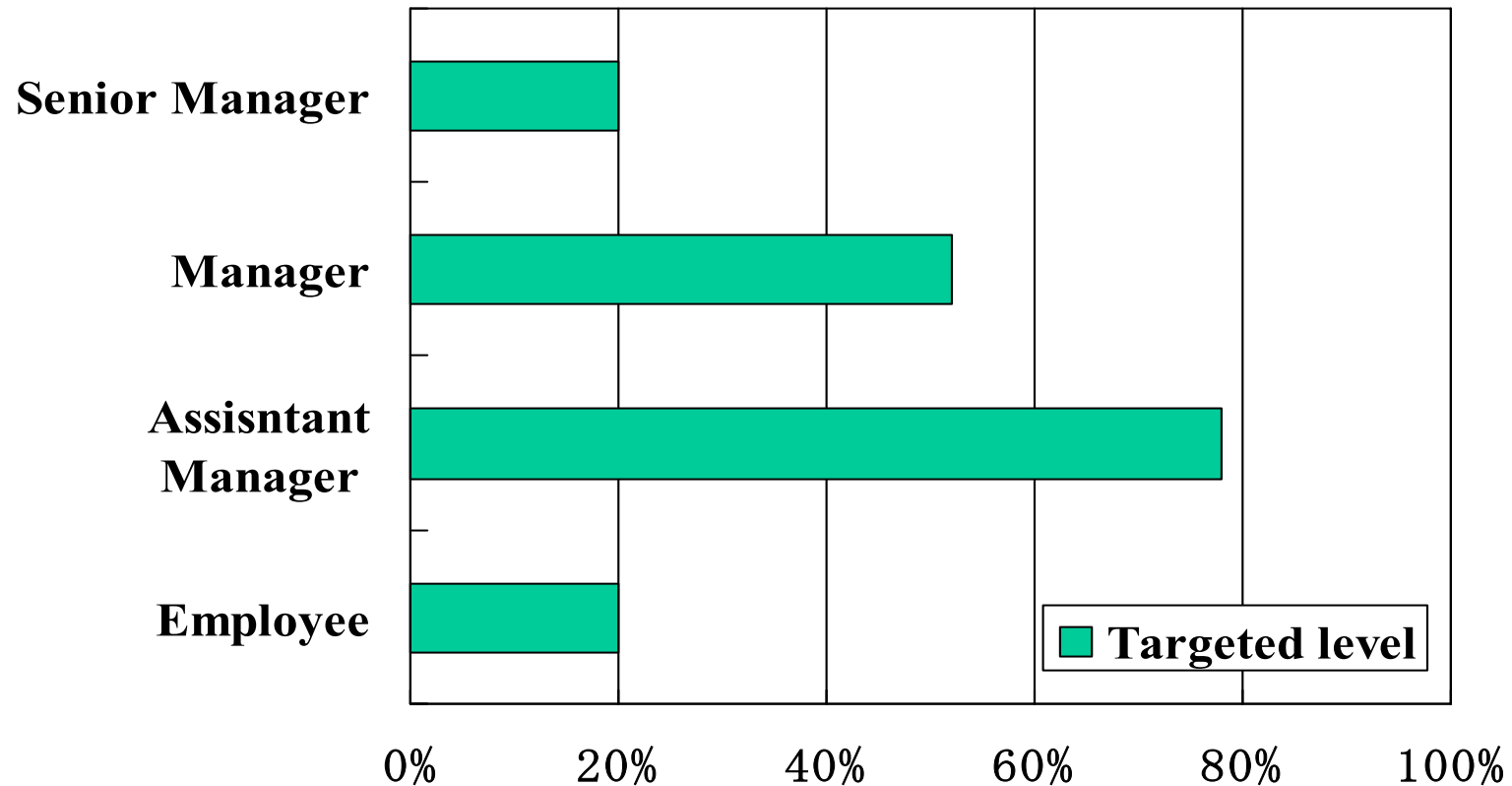
AC growth and target breakdown



Why introduced AC?



What is target position/level?



How AC become popular in Japan? -2

Mostly in classroom (18 ~50 people/class)

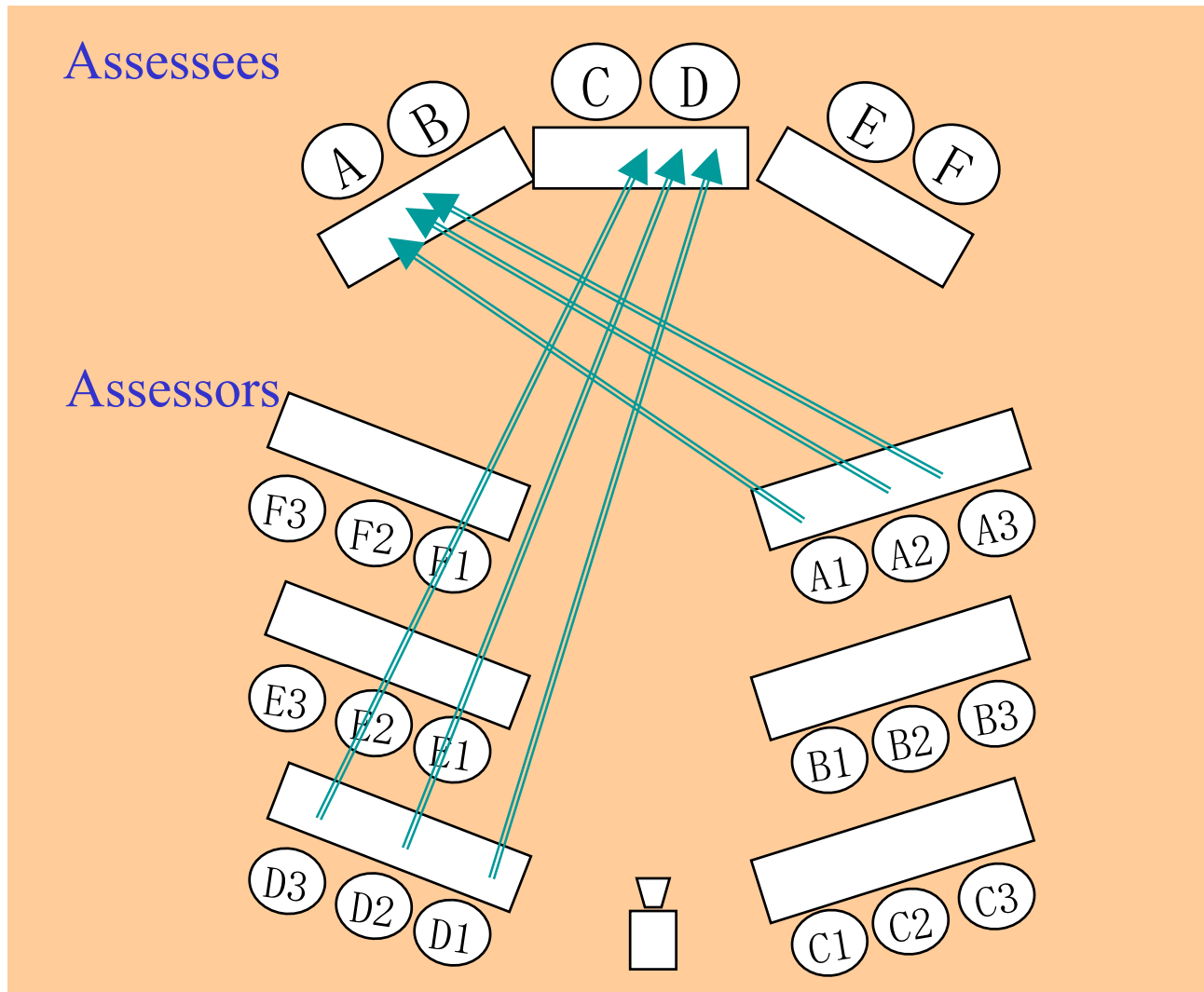
Why?

- Hire new graduates → Regular transitional training training
- Japanese style mind-set. Feel ease at the sameness



Mutual stimulation part in AC grow.

Mutual Stimulation (Group Discussion)



Observation Form

Group : _____ Exercise : GD

time

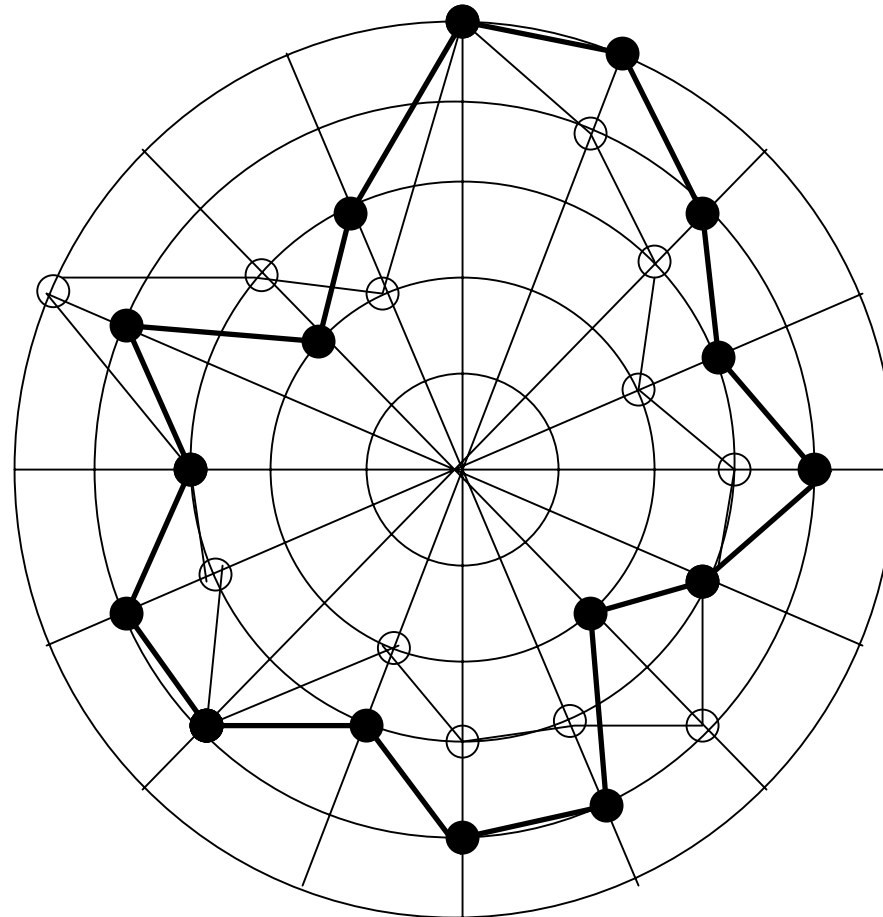
00

name	Takahashi	Aoki	Shirakaw	Doi
	<p>Nod as response to Aoki's remark</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>Open discussion.Suggest the way of discussion going</p> <p>“Shall we start now? As time is limited, how about clarifying the problems in 10-15 mins first” (Looking around)</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>a</p> <p>No response</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>No response</p> <p>Look sheets</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>

Mutual stimulation feedback sheet

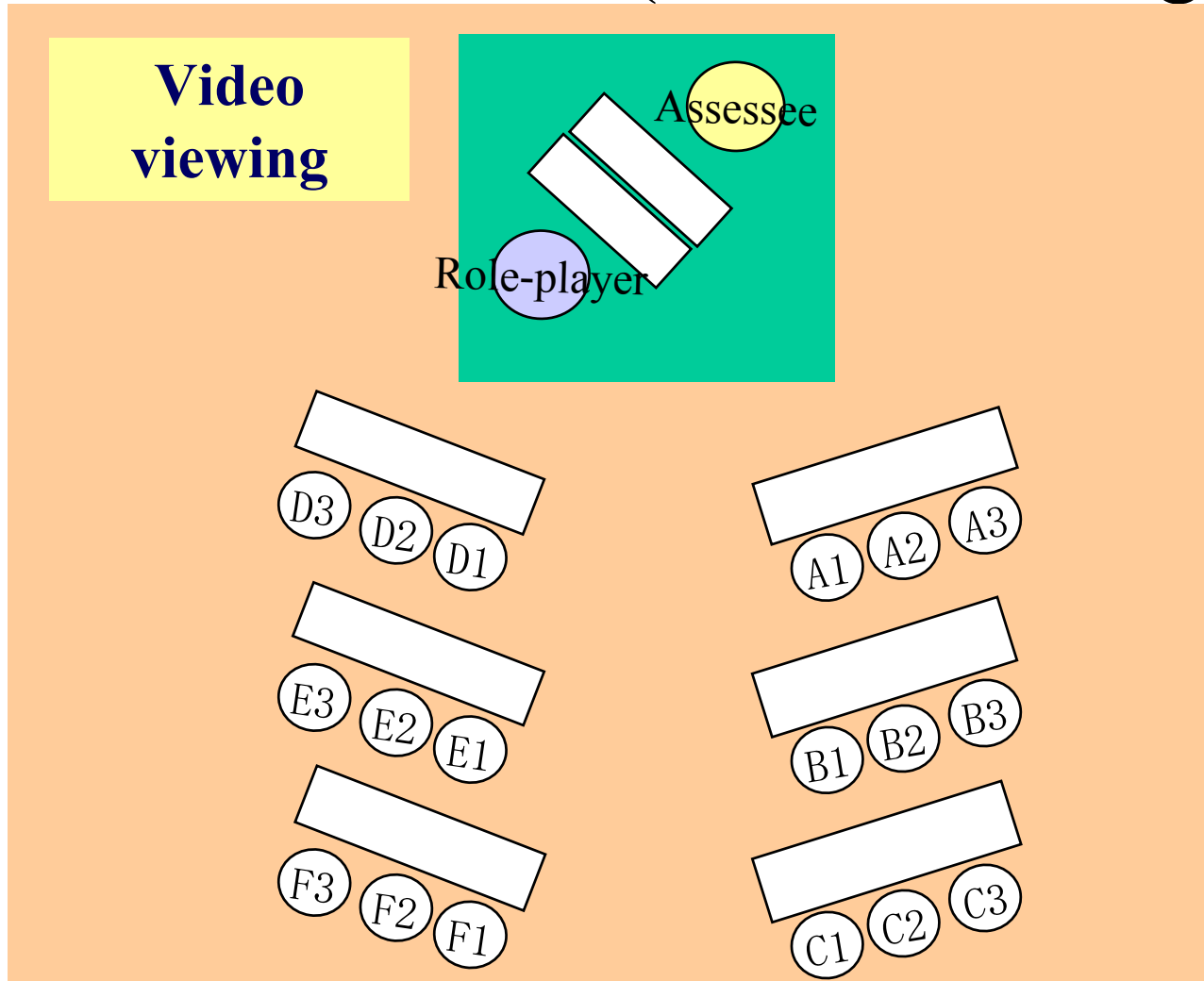
Dimension	Feedback points		Rating
	Strength	Development needs	
Group Influence	<p>Suggested how discussion proceed and facilitate.</p> <p>Played a coordination role well for member's conflict.</p>	<p>Not able to convince and get agreement from a few members.</p>	4
Communication skill	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	3

Rating agreement radar chart



——— Observer rating
——— Self rating

Mutual Stimulation (feedback using Video)



Why in classroom ?

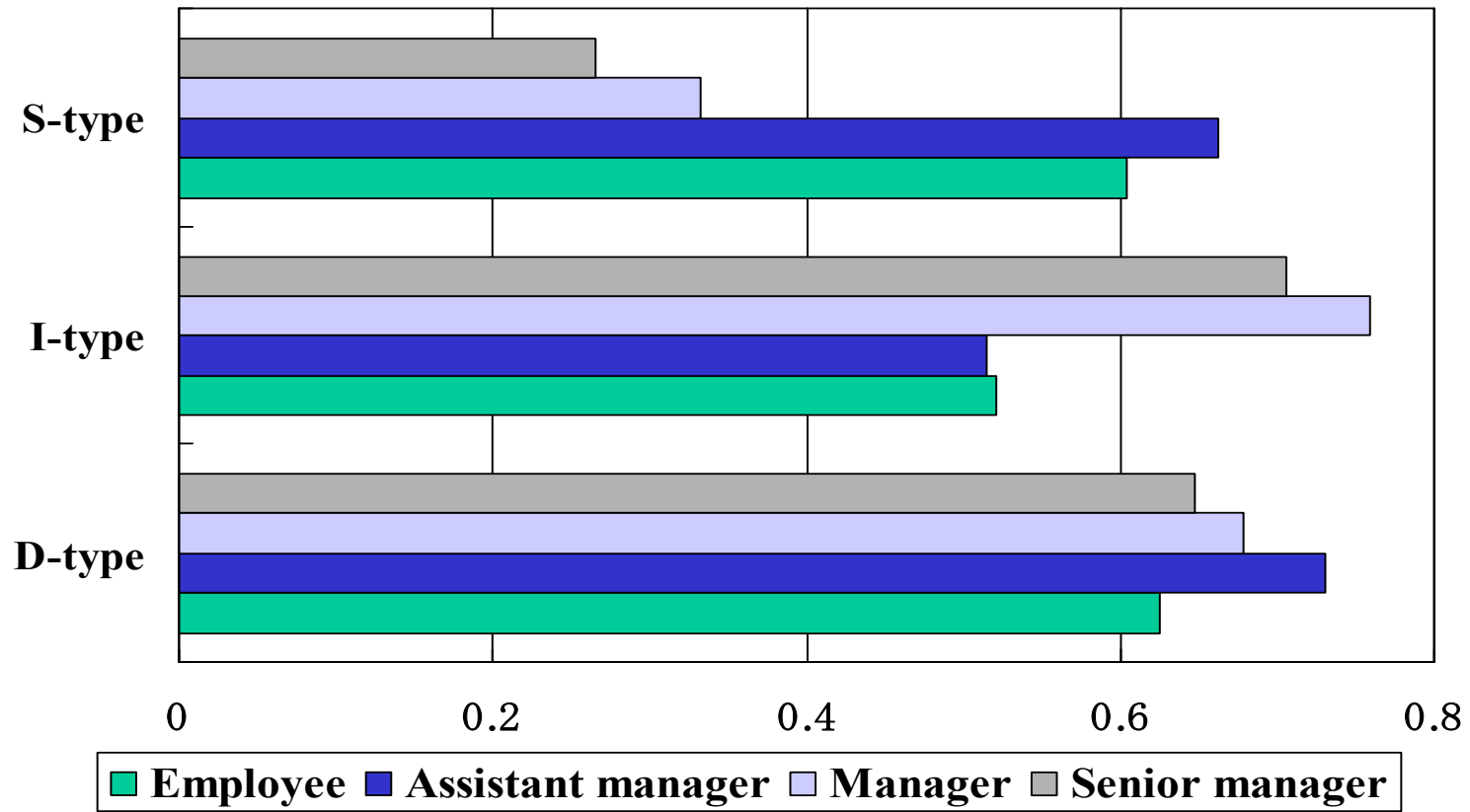
- Better understanding own strength / development needs 93%
- Standardize measurement of competency 40%
- Better understanding of tendency of competency levels among job family/functions 28%
- Better understanding of gaps in competency 10%

How AC become popular in Japan? –3

Complex objectives (S-type, I-type, D-type)

- Selection type : Use for selection, promotion, and placement decisions
- Inventory type: Use as HR data
- Development type: Use for development

What is Objectives of AC ?



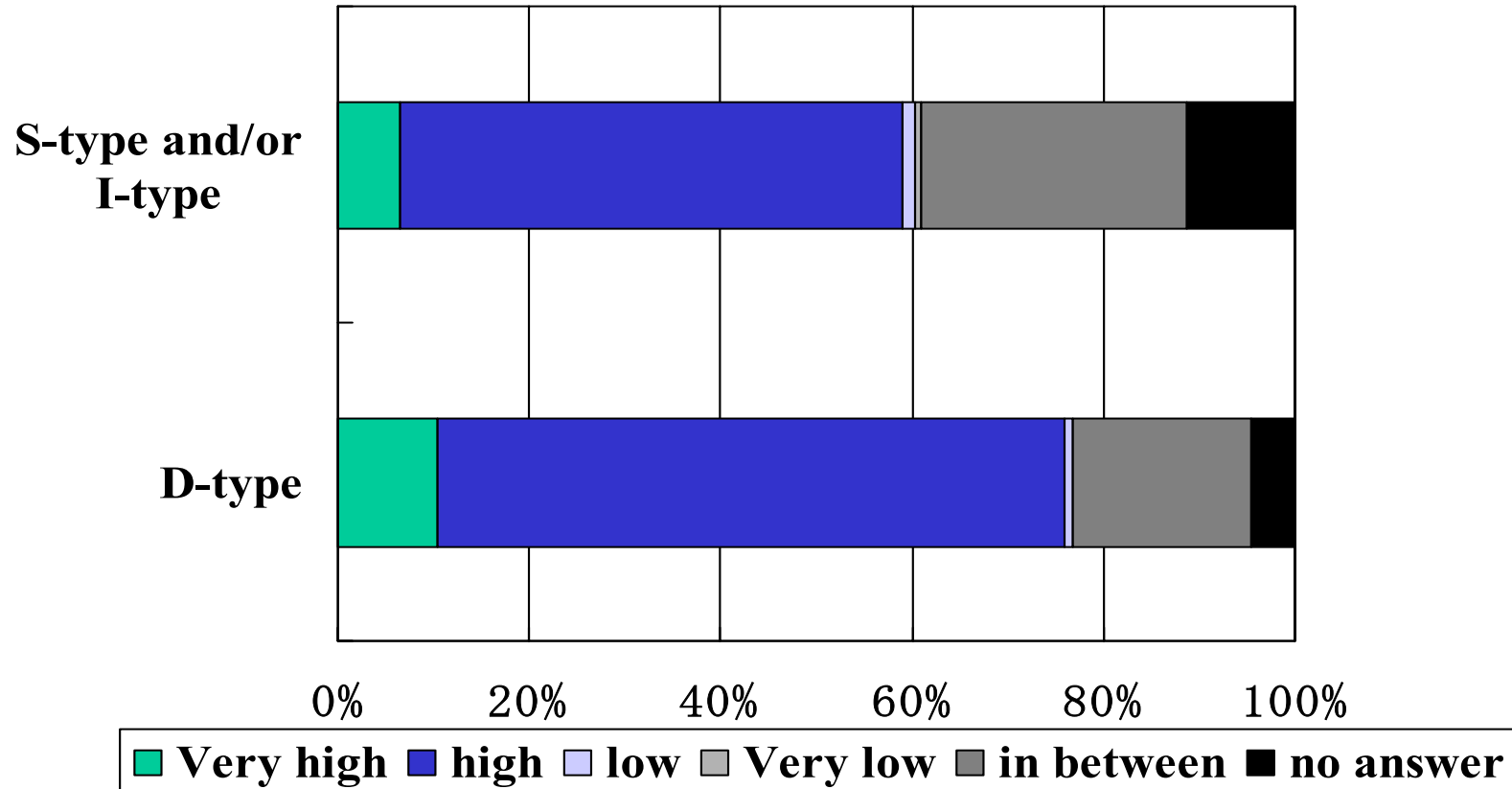
Using for Selection...

- The objective communicated to Assesseees?

Yes 73% No 17%

- The weight of AC in the Promotion criteria is 30%, the second highest behind the 35% of personnel appraisal.

Assessee satisfactory level



Case example: Cannon for Manager level

	Day 1	Day 2
9 : 00	Orientation What is Management? Dimension Introduction	●Analysis/presentation exercise Individual work Presentation
10 : 10	●Group Discussion Exercise Introduction Group discussion Feedback using video	
12 : 00	***** lunch *****	***** lunch *****
13 : 00	●In-basket Exercise Individual work <div style="border: 1px solid black; padding: 5px; display: inline-block;"> ●Interview exercise </div>	Debriefing Feedback using video ●Cont:Interview exercise Debriefing
16 : 00	Group work Presentation Debriefing	Feedback using video Summary
19 : 00		

Case example: Cannon for Senior manager level

	Day 1	Day 2
9 : 00	Orientation	●Cont: Presentation for vision and strategy (Analysis/presentation)
	Introduction of Executive dimension	Presentation
10 : 00	●Management Decision -making (In-basket)	Q & A
	Introduction	●Strategy Meeting(Group discussion)
	Individual work	
13 : 00	***** lunch *****	***** lunch *****
13 : 45	●Cont: Management Decision -making (In-basket)	●Vision Making Training
	●Coaching (Interview simulation)	●EQ profiling
15 : 15	●Presentation for vision and strategy (Analysis/presentation)	
	Individual work	
18 : 30	●Interview with supplier	

●Press conference

Summary and What is future?

- How AC become popular in Japan? :Three features
- Change
 - Speed
 - Breakdown of sequential promotion system
 - Diversity in individual value
- AC needs will grow in Japan
 - Organizations want to continue :94%
 - Will be implemented to Japanese government
 - Needs for systematic Succession Management is high