Developing Organizational Simulations

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“Make or Buy”
Reasons to Make

Need for organization-specific content
Need to revise frequently
Need for high security
Financial constraints preclude buying
Desire for staff to build exercises
Purposes of this presentation

• Show how theory can be practical
• Guidance on how to build reliable and valid simulations
• Model for planning, designing, and evaluating simulation exercises
FIG. 2.1. Model for Constructing Simulation Exercises.
Situation Analysis

Dimension analysis
  Attributes, skills, competencies
Competence analysis
  Level of dimension, difficulty
Task analysis
  Duties, activities
Organization analysis
  Industry, climate, TM philosophy
Specifications

Definition of dimensions, competencies
“Problem analysis” differs across jobs

Difficulty level expected
Minimal screening or Excellence

Type of exercises and content
Type: In-box, case study, role play
Content: problem with employee or process

Setting
Bank, manufacturing, service
Stable or turbulent environment
Construction

Build rating scales
  Definition of dimension
  BARs: generic for all dimensions, exercise-specific
Build guides for role player, administer, assessors
Build stimulus materials
  Instructions: oral, written, video-tape
  Content in the items of in-box, case
  Follow up questions for assessors

Application of Trait Activation Theory (TAT)
Gamification
“There’s nothing so practical than a good theory!”
Kurt Lewin

Trait Activation Theory (TAT)
Build materials to elicit behaviors relevant to dimensions

Gamification
Include elements of games in simulations
Pilot Testing

Application

Summative Evaluation
Roles of Technology in Simulations

Presentation of stimulus material

Recording of responses

Scoring
Three “take away” points:

1. A model for developing organizational simulations helps
2. Gather a wide variety of information when studying job requirements.
3. Theories are practical when building organizational simulations.
References


THANK YOU!

Questions?
Comments?

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