



# ACSG March 2013



Stellenbosch, Western Cape, South Africa

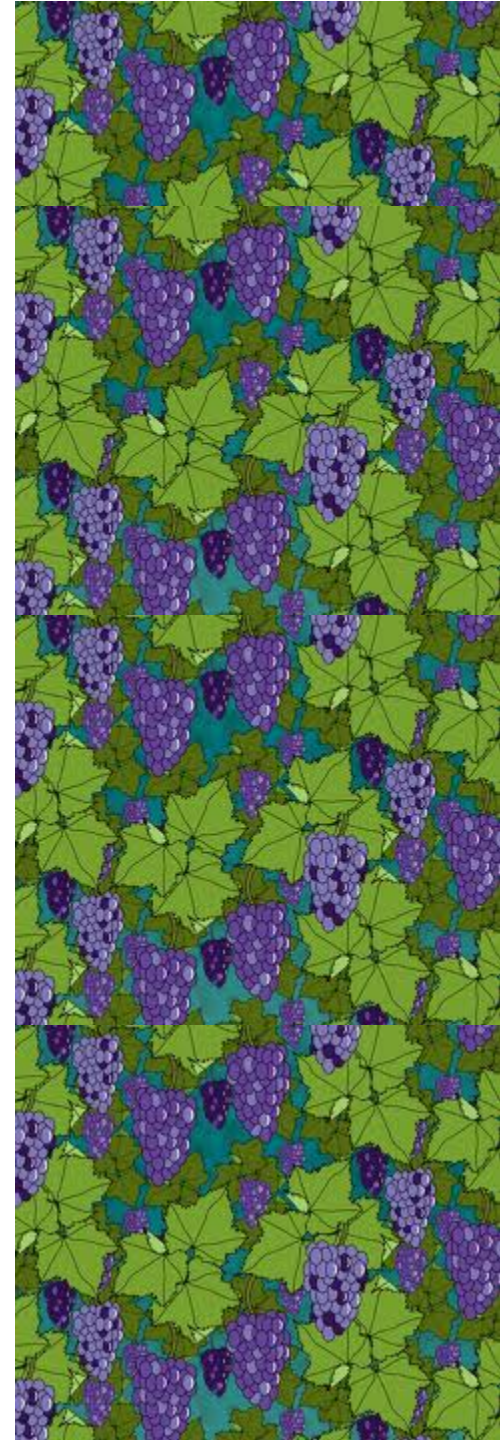


# Reflections on Assessor Processes & Experiences with Technology-Enabled Assessment Centres

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ASSESSMENTS



# TRADITIONAL WAYS

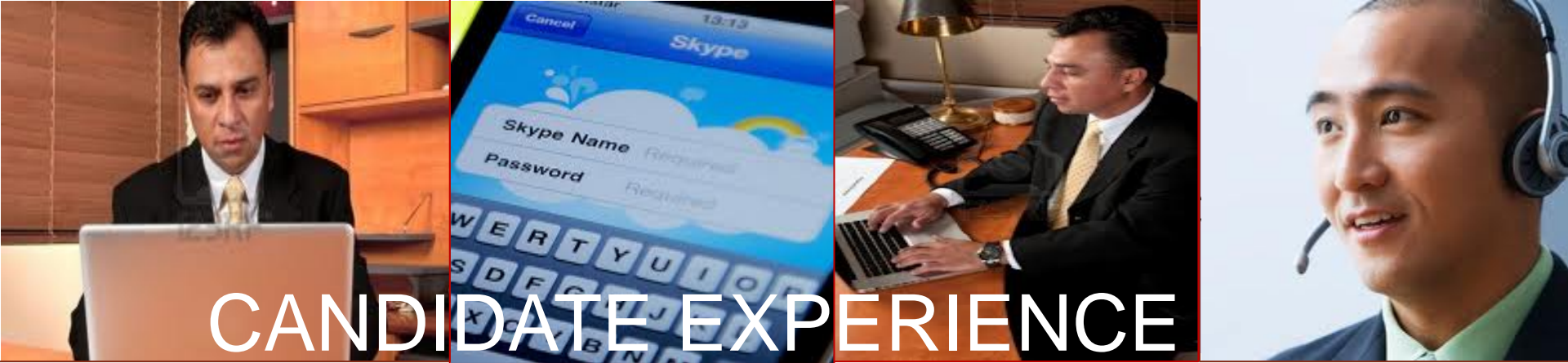


# Traditional AC processes

- Pen & paper
- Candidates must travel to the assessment venue
- Lengthy & laborious
- Candidates exhausted
- Tedious & time consuming reports

# Technology enabled AC

- State-of-the art web-based technology
- Candidates location
- Developing African results & data
- 3 hours in the life of ...
- 3-in-1: IB, Role Plays & Case Analysis
- Assessor experience
- Scoring practical & behaviour based
- Automated report generation system



# CANDIDATE EXPERIENCE

- “You need to do the pre-work”
- “Fast paced and interesting”
- “Similar to real life – hectic, emails, phone calls, urgent documents, not enough time”

# Interactive Telephonic / Skype Role Plays

- Interactive roles plays
- Assessors follow the role play script
- Asks questions
- Listens carefully
- Probes for clarification
- Prompts if information overlooked





# HARVESTING



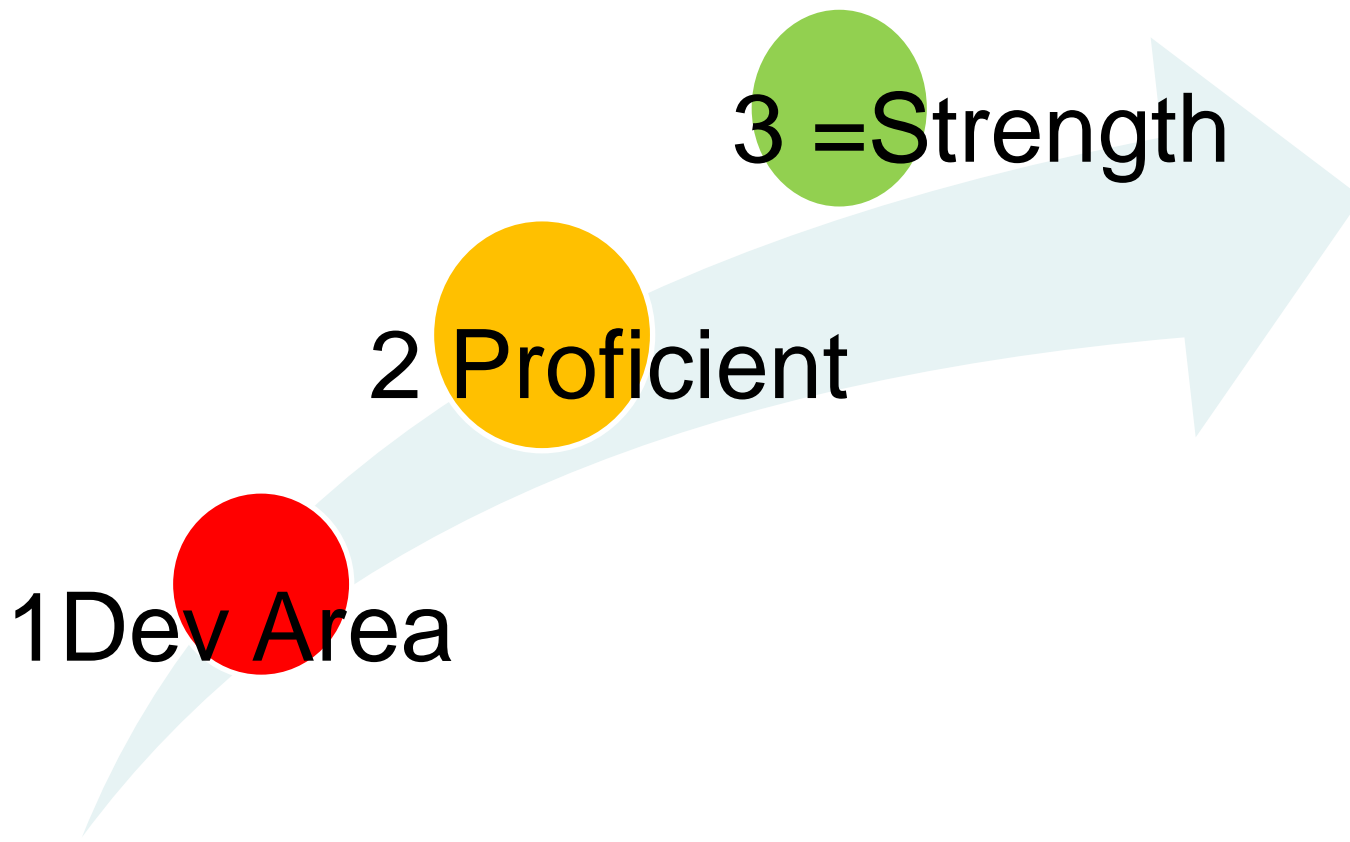


# Collecting Information

- Check time files downloaded
- Candidate email responses
- Role plays recorded & analysed
- Case studies analysed



# Evaluating Results



# INTEGRATION SHEET

## Leading Teams

Competency  
Rating

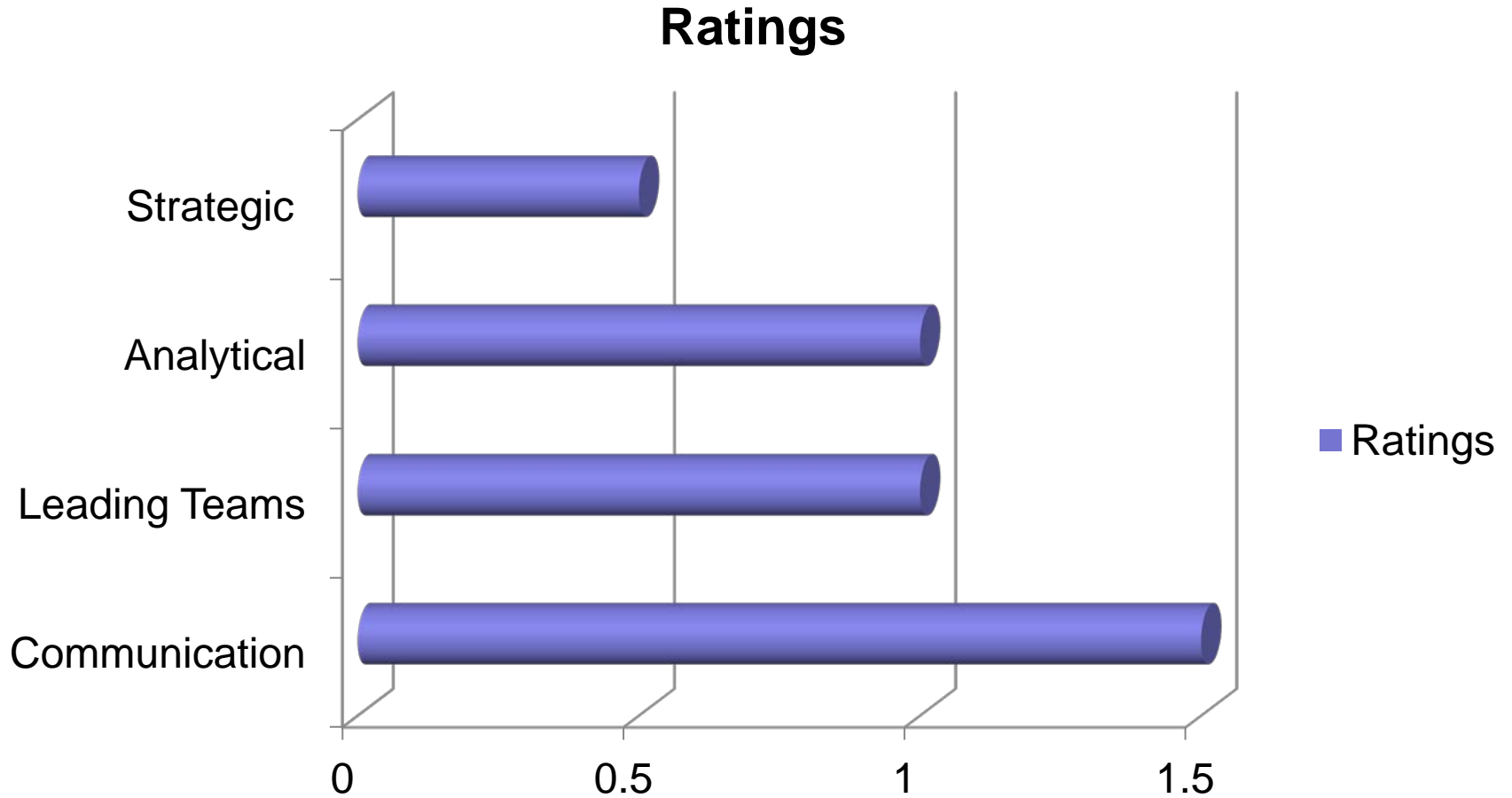
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1.25

Capacity to motivate and guide teams toward successful execution of tasks and business objectives.

| Builds Team Spirit   | Team Morale | Conflict | Final Rating |
|--|-------------|----------|--------------|
| Advocate for team cohesion.  | 2           |          | 2            |
| Suggest procedures and processes to accomplish team goals.                             | 2           |          | 2            |
| Link team's mission to organization's strategy.  | 1           |          | 1            |
| Establish team-building activities to strengthen cohesion.                             | 1           |          | 1            |
| Manages Conflict   |             |          |              |
| Argue for benefits and importance of conflict resolution.                              |             | 2        | 2            |
| Remain objective rather than picking sides.  |             | 2        | 2            |
| Recognize when conversation is unsafe and steer the discussion to re-establish safety. |             | 1        | 1            |
| Ask questions that allow one to see the other side of the story.                       |             | 1        | 1            |
| Focus the discussion on the future rather than the past.                               |             | 2        | 2            |
| Gain commitment from both sides to a resolution.                                       |             | 2        | 2            |
| Recognizes Success   |             |          |              |
| Proactively search for team success stories.   | 1           |          | 1            |
| Share team success stories with individual team members.                               | 1           |          | 1            |
| Shows a Flexible Leadership Style  |             |          |              |
| Show understanding of different leadership styles.                                     | 2           |          | 2            |
| Recognize maturity level and needs of followers.                                       | 1           |          | 1            |
| Adapt own leadership style to best fit the situation.                                  | 2           |          | 2            |

# Competencies & Ratings



# Traffic Light Report: Ensures Targeted Development

## Communicating with Impact

Expressing ideas in a stylistically appropriate, clear and concise manner that keeps the audience engaged.



### Uses Proper Language



#### What you did well

Write without any grammatical errors.

Speak without any grammatical errors.

#### What you did okay

Write without any spelling errors.

#### What you did not do

### Sends a Clear Message



#### What you did well

Include only relevant thoughts in your message.

Sufficiently explain main points and define technical terms.

#### What you did okay

Focus the message on your key points.

Present messages in different ways to ensure understanding.

#### What you did not do

Adapt the message to the audience.



# FEEDBACK OF RESULTS

# Translating Actions into Ratings

## 1. Decision-making

| Development need   | Proficiency   | Strength  |
|--|---|---|
| <ul style="list-style-type: none"><li>• Jumps to a quick conclusion</li><li>• Only considers one side of the story</li></ul> | <ul style="list-style-type: none"><li>• Only refers to information from the initial email</li><li>• Supports own decision with good rationale</li></ul> | <ul style="list-style-type: none"><li>• Seeks additional information</li><li>• Considers the potential consequences of his/her action</li></ul> |

## 2. Interpersonal skills

| Development need   | Proficiency  | Strength   |
|--|--|--|
| <ul style="list-style-type: none"><li>• No attempt to build rapport</li><li>• Doesn't address emotions</li><li>• Seems disrespectful</li></ul> | <ul style="list-style-type: none"><li>• Some attempts are present to build rapport or address emotions but these are awkward or don't seem genuine</li></ul> | <ul style="list-style-type: none"><li>• Builds rapport (small talk, humor, etc)</li><li>• Effectively addresses fear of losing her job</li></ul> |



# Assessor Training Pre-Work

- Download email with attachments
- 3-4 hours to study information
- Complete the online AC





# Rigorous Assessor 2-Day Training

- ❖ Training material
- ❖ Score
- ❖ Compare scores
- ❖ Discuss differences
- ❖ Automated report generation system
- ❖ Score own results in pairs
- ❖ Feedback & coaching in pairs



# CERTIFICATION

- Scoring assistance
- Assessors quality managed
- Certification valid for a year

# Calibration & Inter-Rater Reliability

- Calibration sessions
- Score & discuss variations
- Rater-bias temptations
- Celebrate successes

