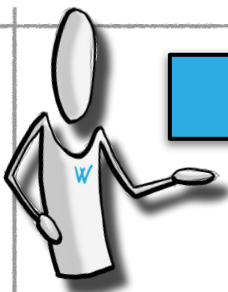




Assessment Center

content to strengthen skills such as
conceptual Systematic methodical approach Specialist knowledge

Essentials



Method for **personnel selection and personnel development**



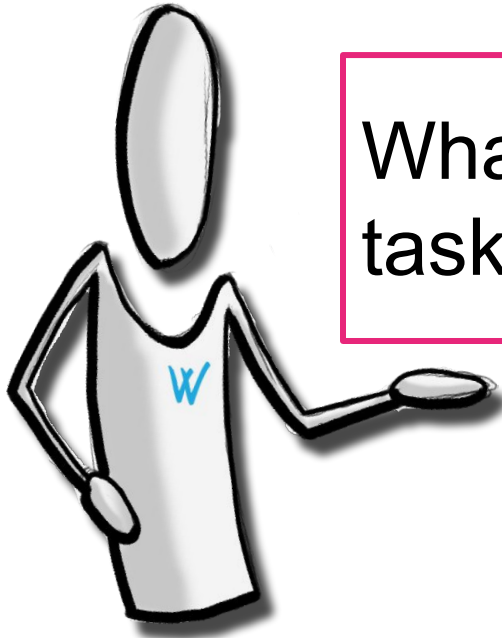
Various exercises, tasks, and tests to **observe** behavior and **evaluate** it based on a predefined **requirement profile**



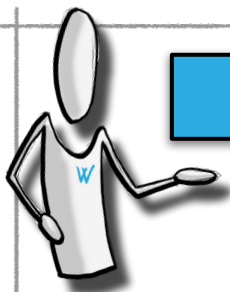
Must adhere to **quality standards** and **realistic applicability**



Meaningful use + appropriate task design = key success factors

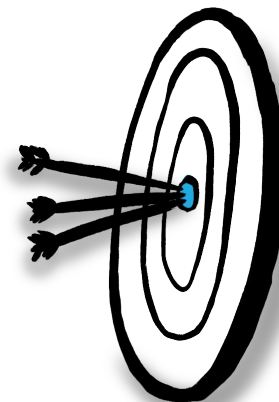


What typical assessment center tasks do you know?



Objectives

- **Complementary** and **in-depth** to the 'traditional' applicant interview, as an assessment center reveals **realistic behavior**
- Primarily observing **social and personal** competencies as well as **cross-disciplinary** skills
- Can have internal or external participants to **recruit, select and develop** personnel





Areas of application in companies



**Personal
selection**

**Recruitment and acquisition of
suitable personnel**

- **External and internal (re)staffing** of management positions, specialist positions, project management
- Internal **promotion** decisions
- **Aptitude** assessment

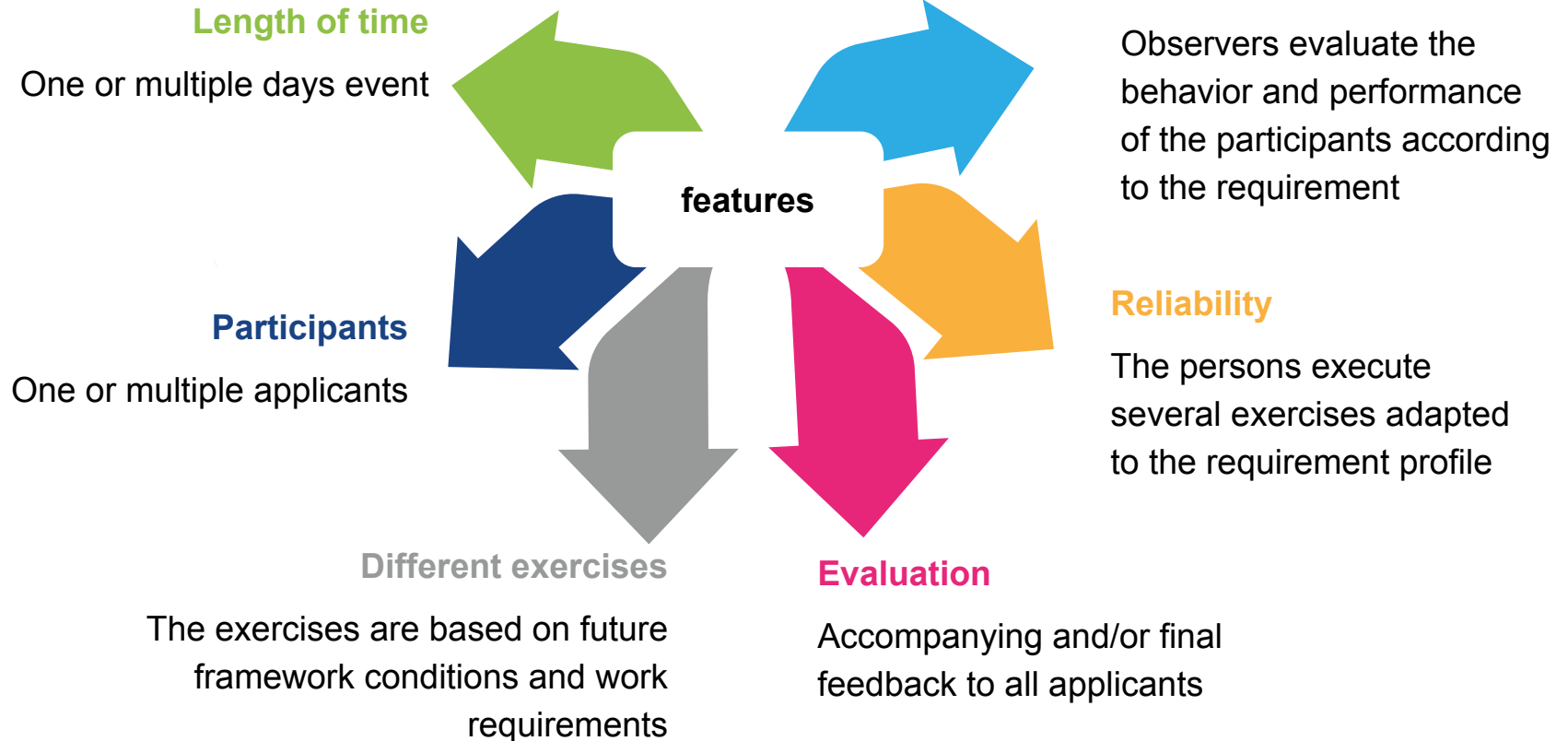
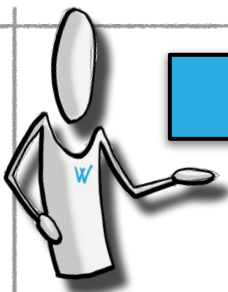


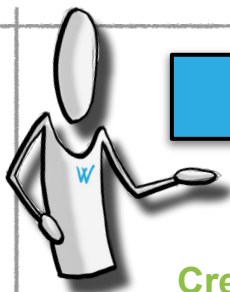
**Potential
analysis**

**Alignment of company goals with
existing potential among employees**

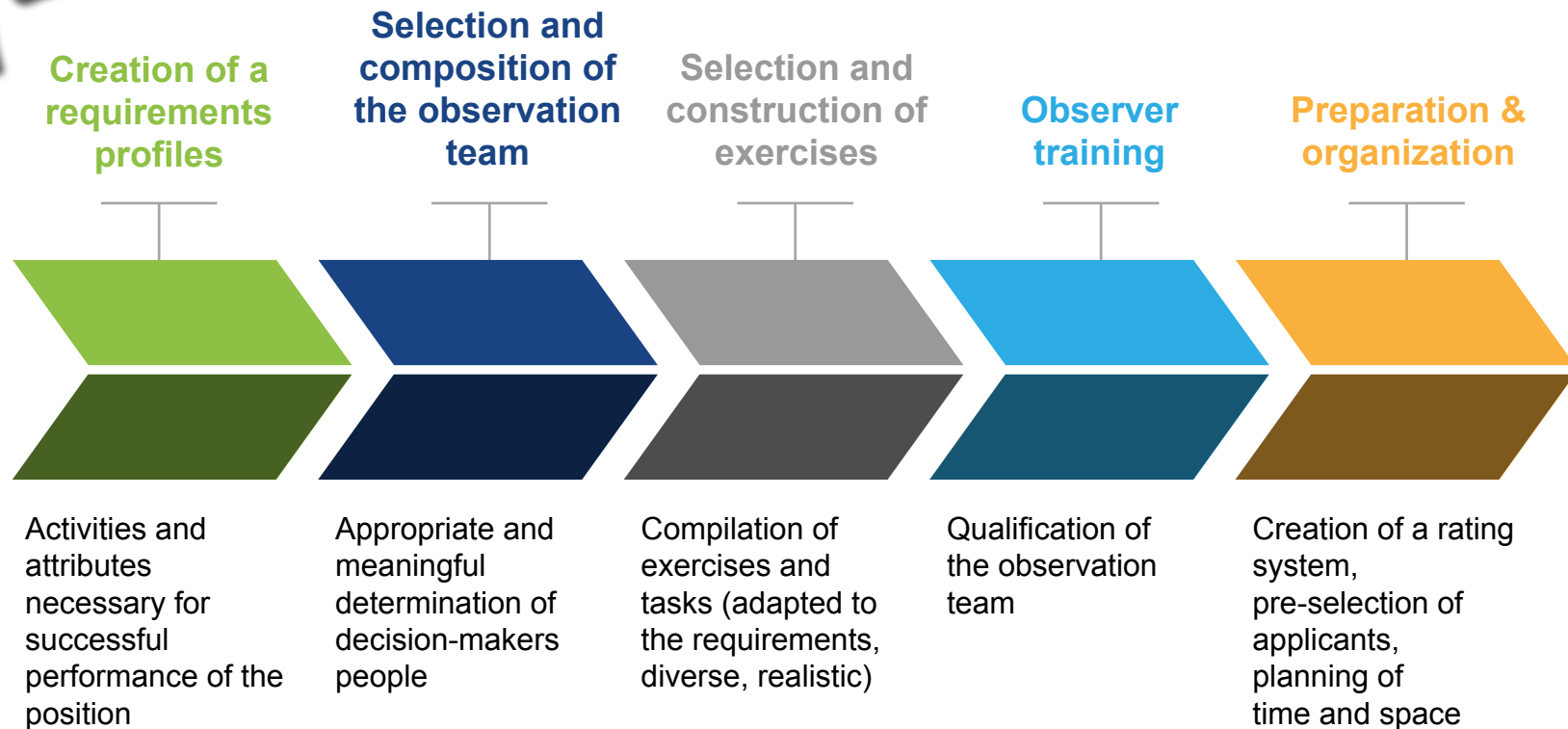
- **Promotion and development** of junior executives (trainees)
- Internal **career planning** and advice
- **Needs analysis** for further education and training / coaching
- **Selection procedures** for internal support programs

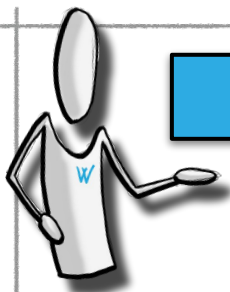
Characteristics



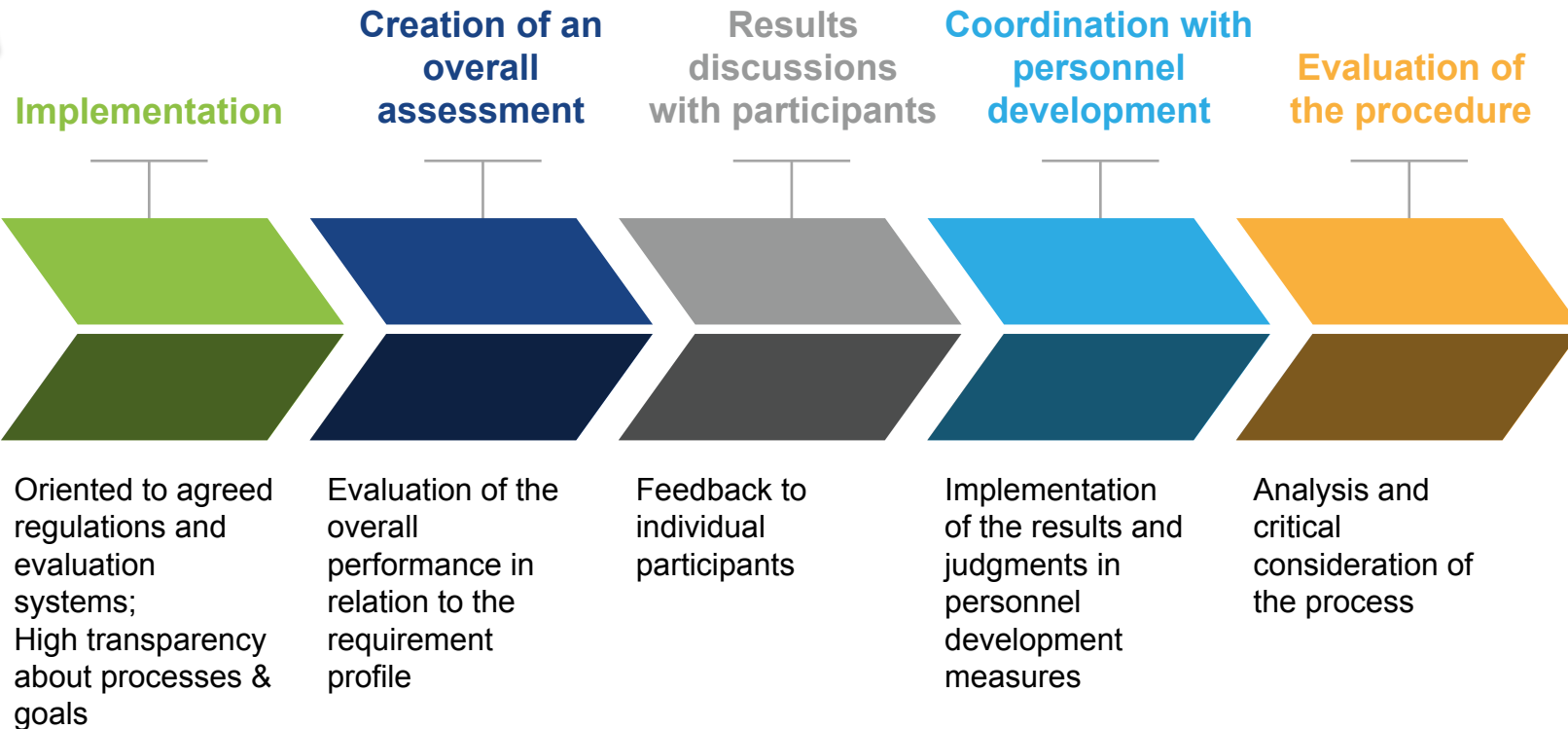


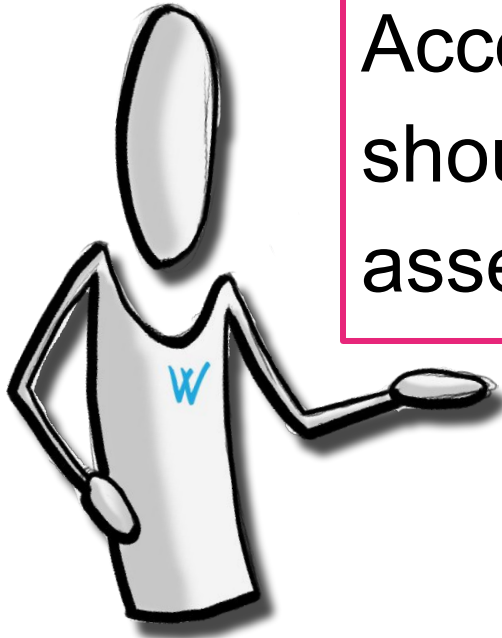
Verfahrensablauf eines AC - vorher



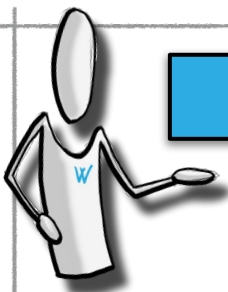


Verfahrensablauf eines AC - während & danach





According to which criteria
should an observation group be
assembled?

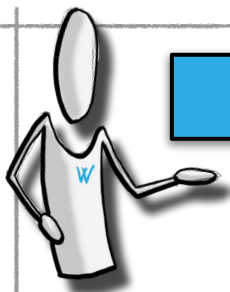


Poor recruitment process brings **monetary damage** as well as **dissatisfaction** and **conflict**!

It is therefore essential to have ...

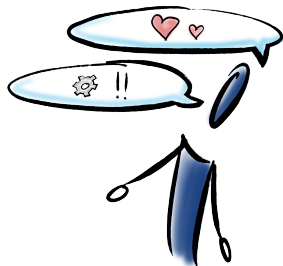
- a detailed **requirements profile**
- a company-specific assessment **process**
- goal-oriented and suitable **exercises**





Arten von Übungen im AC

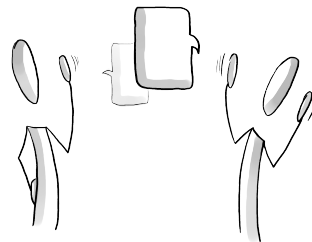
**Individual
performances**



**Individual
tasks**



**Group
tasks**



**Psychometric
procedures**

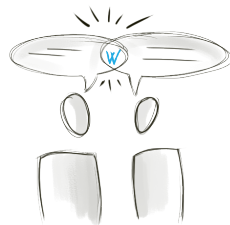




Individual performances

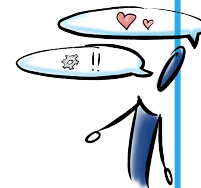
Structured Interview

- All participants are asked the **same** questions
- **Phase-oriented & clear** process
- Targeted questions about **required skills**



Possible observable elements:

- Communication skills
- Fluency
- Expertise
- Motivation
- Creativity
- Presentation behavior



Self-presentation

- Fixed **time** frame
- Introduction of oneself based on **predefined categories**
- **Visualizations** as support
- Incorporation of **new** or **unfamiliar** information





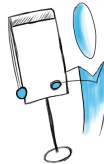
Individual tasks

Possible observable elements:

- Effectiveness and (self-)organization
- Resilience
- Strategic thinking
- Presentation behavior
- Role behavior (e.g. leadership behavior)
- Decision-making ability
- Analytical ability
- Engagement



Lecture / presentation



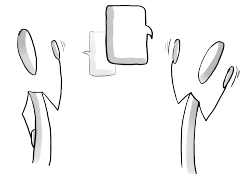
Case study

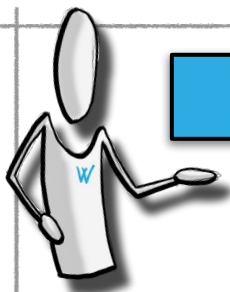


Inbox



Role play

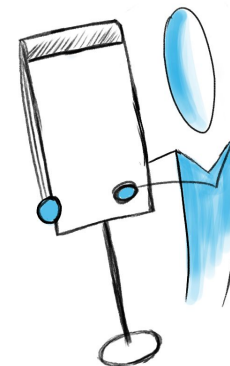




Individual tasks

Lecture / presentation

- **Specific, job-relevant** topic
- Presented it in **appropriate** presentation form



Topic presentation

- **Sufficient** preparation time
- **Goal:** Providing a comprehensive explanation and your own assessment of the given topic

Stress presentation

- **Short** preparation time and / or complex topic
- **Goal:** Performance under pressure and the focus on the most important elements

Individual tasks

Inbox

- Simulates the time-limited processing of a **'classic' mailbox inbox**

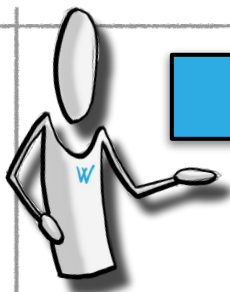


- **Systematic classification** from 15 to 25 short cases from the perspective of the desired position



- **Organization and scheduling** of upcoming / emerging tasks under certain objectives and framework specifications





Individual tasks

Case study

- Independent work on **complex and company-specific tasks**
- **Analysis** of the problem situation and development of **decisions & solutions**

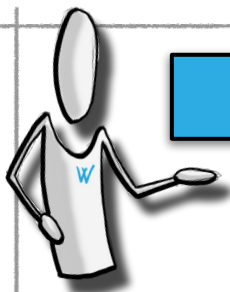


- How can **delivery processes** in the warehouse be optimized?

- What might a **reorganization** of several departments look like after a budget cut (of X%)?

Extension of the case study: Fact finding

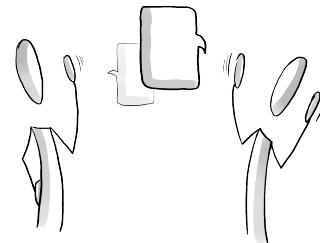
- Participants conduct an interview in which they can and should ask about possible problems and information in order to then develop concrete solutions



Individual tasks

Role play

- **Realistic one-to-one** conversation situations
- Participants receive **framework, preparation time** and most important information about the **counter role**
- **No ready-made script** but clear task



- **Criticism or support** discussion with employees

- **Negotiations** with other areas of the company

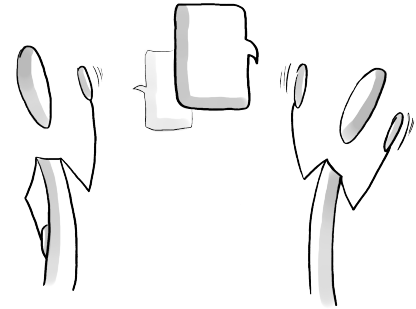
- **Customer** conversations (complaint discussions,...)



Group tasks

Possible observable elements:

- Communication skills
- Ability to work in a team and cooperate
- Creativity and openness
- Dealing with conflicts
- Assertiveness
- Goal orientation
- Delegation ability

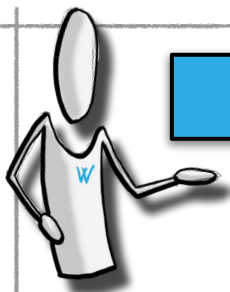


Group work



Group discussion





Group tasks

Group work

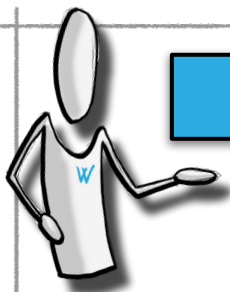


- **Project-like** task
- Developing **solutions** to problems, creating and developing **concepts** or **constructing** something together.
- With or without **moderation**
- **Competition** or **consensus** oriented



➤ Planning a company **outing**

➤ Building a **bridge** (from paper material)



Group tasks

Group discussion

- Topic = usually a debatable political question or a social problem **related to the company**
- **Short preparation time** and then **discussion** in the group
- With or without **role play**
- With or without **discussion leader**



- Pros and cons of
Britain leaving the EU

- Introduction of **quotas**
(men's quota in kindergartens,...)

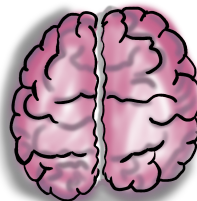
- **Desk sharing** through restructuring in office buildings and increased home office



Psychometric procedures

Intelligence test

- **Several tests** consisting of words, pictures and numbers
- Number series tests
- Progressive Matrix Tests
- Linguistic thinking



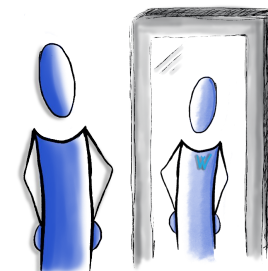
Possible observable elements:

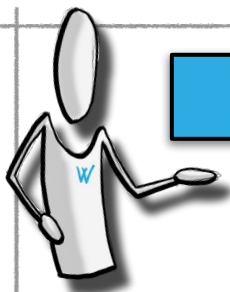
- Judgment skills
- Holistic and systematic thinking
- Creativity
- Language skills
- Intellectual processing capacity
- Comprehension



Personality test

- In the form of **questionnaires**
- To assess **typical behavior**
- Show a **picture** of the **self-assessment** of the participants
- **Alternative**: creative/free tasks; e. g. Draw or paint yourself, interpret images / patterns



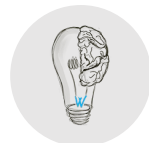


Compilation of exercises

The most important **rules** for designing exercises:



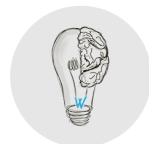
Always adhere to the **requirement profile!**



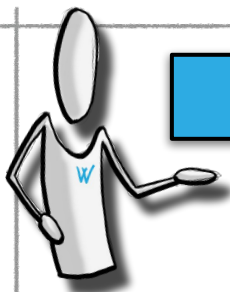
Should not be selected based on practicality in their organization or implementation, but on their **validity!**



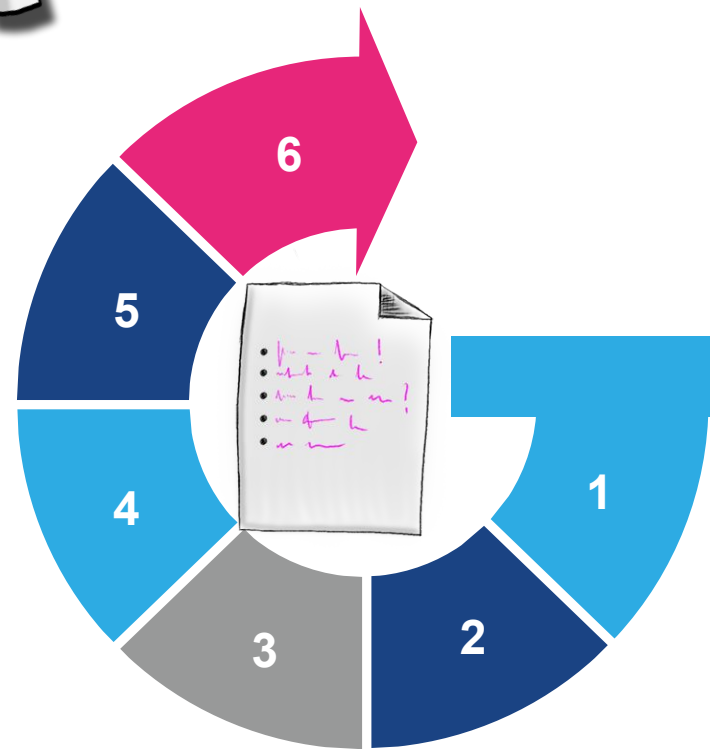
Not only the social skills -> **diversity** in the types and types



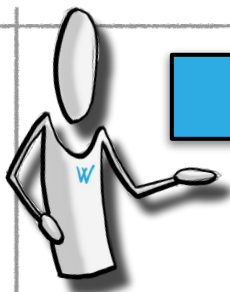
At least **3 different types of exercises**, ensuring that the same criterion is not observed in each; include a **maximum of five criteria**



Compilation of exercises



- 1 See the requirements profile as a starting point
- 2 Create an overall overview of required and observable skills
- 3 Derive individual exercises
- 4 Select 4-7 exercise types
- 5 Testing the diversity of skills: social/personal skills and leadership / entrepreneurial skills
- 6 Limit criteria to be observed with associated behavioral anchors per exercise (max. 5)

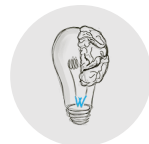


Konstruktion von Übungen

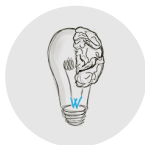
A **key question** always in focus:



“Can the exercise be used to **obtain a reliable measurement** in accordance with the **requirements profile**?”



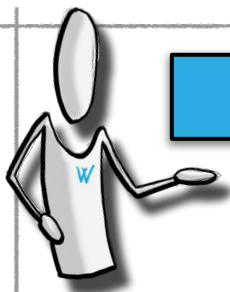
Designed in such a way that **relevant behavior or the required skill** is elicited and becomes **visible** to the observers



Adhering to the rules in the design is the key to a **valid** and **reliable** approach in AC exercises



This increases the **success** of an assessment center and, consequently, **personnel development**, leading to greater **acceptance** of such measures



Rules for the construction of AC exercises

1 During an exercise, each observation element must be measurable multiple times.

2 The criteria are described using different behavioral anchors, all of which demonstrate the presence of the element.

3 The exercises allow for a variety of socially appropriate behaviors and are not designed to require a specific coping strategy.

4 The adjustable factors in an exercise are selected to facilitate the required behaviors rather than hinder them.

5 Co-actors follow standardized reaction patterns, enabling a realistic comparison of behaviors.

6 Transparency regarding the target dimensions and requirement criteria is ensured so that observation elements remain unaffected by differing assumptions.