

Assessment Centres Exercises

Overview

Possible elements of an assessment centre

Exercises and competencies

Graduate Assessment Exercises

Possible Elements of an Assessment Centre I

Aptitude & ability tests

might assess: general intelligence, critical thinking/analytical skills, numerical skills

LGD - leaderless group discussions

might assess : interpersonal skills, leadership analytical thinking, team orientation, communication

Presentations

might assess : interpersonal skills, fluency, communication, planning skills

Simulations

might assess: specific job skills, generic job skills/competencies

Possible Elements of an Assessment Centre II

Personality and Motivational tests

might assess: interpersonal skills, leadership potential, team orientation, working styles, drive

Individual Practical Problems

might assess: planning skills, analytical thinking, written presentational/communication skills

Group Practical Problems

might assess: team orientation, planning skills, analytical thinking, leadership, communication skills

Possible Elements of an Assessment Centre III

Role-plays

might assess: planning skills, interpersonal skills, communication skills, practical job skills

In-basket Exercises

might assess: planning skills, analytical thinking, time management, written communication skills

Interviews

might assess: job knowledge, motivation, communication skills, organisational fit

Assessment Centre Competency Matrices I

Assessment centres aim to sample a range of competencies/skills more than once

Job descriptions and person specifications are used to identify the areas to assess

For reasons which will become apparent, it is desirable to assess each area at least twice

The first stage in selecting assessment exercises is to derive a series of competencies/skills/attributes from the job description and person specification

These must be well explicated

They are then used to construct a matrix of areas to assess and possible assessment methods

Assessment Centre Competency Matrices II

The ASE Graduate Competency Matrix

Competency	Exercise		
	Group Discussion	Interview Simulation	Analysis Exercise
Planning and organising		X	X
Applied critical thinking	X		X
Team orientation	X	X	
Initiative	X	X	X
Leadership	X	X	
Communication	X	X	X
Personal effectiveness	X	X	

Assessment Centre Competency Definitions

Planning and Organizing

Achieves results through detailed planning and organisation of people/resources to meet identified goals within agreed timescales.

Applied Critical Thinking

Thinks critically and interprets arguments/information to reach a clear understanding of issues; balances relevant considerations to ensure decisions contribute to success.

Communication

Conveys thoughts, ideas and decisions clearly in both speech and writing; develops and uses structured arguments based on relevant facts.

Personal Effectiveness

Uses wide range of interpersonal skills (listening, coaching, counselling); increases commitment to objectives, uses words and actions most likely to have desired effects.

Summary of Assessment Centre Exercises

Managerial Competencies and Skills and the Methods Used to Assess Them

Managerial Skills & Attitudes	Assessment Methods
Administrative skills	In-basket exercises/ Aptitude tests
Interpersonal skills	Leaderless Group Discussion Role-plays /Simulations Group practical problems
Intellect	Ability/Aptitude tests
Job performance	In-basket exercises Role-plays/ Simulations Group practical problems
Work motivation	Projective tests Personality motivational tests Interviews / Simulations
Career orientation	Projective tests Personality & motivational tests Interviews
Dependency on others	Projective tests Personality and motivational tests

Selecting Your Assessment Centre Exercises

Review and refine job description

Review and refine person specification

Identify competencies/skills/areas to assess
and define them

List possible assessment techniques