

The Career Directions Assessment Center Process

Choosing the best-fit leaders for your organization's future

Career Directions tailors its assessment center process to assure the selection of candidates who possess the qualities, competencies, and skill sets most needed for a particular position.

The success factors template

The keystone of Career Directions' assessment process is the creation of a Success Factors Template, which describes the key competencies of your position's ideal incumbent. These competencies are translated to measurable scales and given weights that indicate their relative importance.

The creation of this template is based upon interviews with (1) a panel of individuals from your organization who interact with the position and (2) "star" performers who currently or previously have held the position.

Assessment of candidates

Career Directions next measures the competencies of individual candidates against the competencies defined by the Success Factors Template. The core components of this assessment are the Assessment Center Activities and the Behavioral Event Interview.

Assessment Center Activities are constructed in consultation with the management decision makers. These activities may include in-basket, role-play, written, and oral interview exercises.

In the Behavioral Event Interview, candidates are asked to describe past experiences that reveal strengths in the desired competency areas.

These techniques are often supplemented with assessment tools such as the Myers-Briggs Type Indicator and the Personal Profile System.

Before the assessment center itself is conducted, a candidate orientation meeting is held. During this meeting candidates are thoroughly briefed on the assessment philosophy and process that will be employed, as well as the testing techniques and instruments to be used.

Presenting the results


Career Directions will summarize the results of its assessments in numerical and descriptive form. We will provide decision-makers with either written or verbal summaries of each candidate's strengths and developmental needs. Suggestions will also be made to help management further develop each internal candidate.

Developmental discussions

Career Directions will conclude its evaluation by conducting individual developmental

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Career Directions will conclude its evaluation by conducting individual developmental discussions with all of the candidates, indicating current strengths as well as areas that warrant further development. Specific suggestions for self-development will be offered, and career implications will be discussed.



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