



# Consultancy *Assessment & Development Centres*

## **WHY USE ASSESSMENT & DEVELOPMENT CENTRES?**

OPS specialise in the design and delivery of bespoke Assessment and Development Centres using either existing competency criteria, or working from frameworks that we have been involved in developing with you.

We attach a lot of importance to the initial consultation and project meetings, working in partnership with our clients to ensure the quality of our design work. Our exercises are specifically designed with our clients in mind, and we create credible scenarios set within the client organisation that add to the realism and usefulness of the process. The use of corporate actors in many of our role plays and presentation exercises leads to a challenging yet enjoyable experience for attendees and observers alike.



## **BENEFITS**

The benefits of this approach are most visible in our Development Centre exercises that often combine to form a 'holistic' scenario that develops throughout the course of the day. This allows the delegates to be observed in a relevant environment, and to receive up-to-the-minute feedback on how their performance might be improved both during and after the Development Centre.

We often use behavioural rating scales to measure performance, and are happy to provide trained assessors or observers and centre managers to run the process. However, we are also happy if our clients prefer to retain some active involvement in the process, and can provide professional assessor training where appropriate. OPS adopt a flexible, professional, and client-centred approach and are happy to offer face-to-face and written feedback, as well as an executive group reporting options to meet our clients' needs.

Our AC/DCs can include:

- Psychometric tests (ability and personality)
- Group exercises
- Written exercises
- Presentation exercises
- Role-play exercises
- Situational judgement and in-tray exercises
- Structured and semi-structured behavioural interviews

## CASE STUDY

### Client

A state-owned central bank serving a population of 145 million.

### Objectives

- design and implement a development centre for 57 directors of the Bank, to be run over 5 sessions with 10-12 candidates per Development Centre.
- identification of leadership potential & development needs.
- promotion of a more proactive approach to change.
- introduction of objective assessment procedures.

### Our work:

- Identification of competencies for the client.
- Development of behaviourally anchored rating scales for each competency.
- Design of a bank based scenario for the process.
- Identification of appropriate psychometric instruments to complement the process.
- Design of briefs and training for role-player and assessors.
- Production of all Development Centre materials.
- Management of 5 days of Development Centres.
- Management of Development Centre data and output.
- Production of executive report and template for individual reports.



The exercises were built around a “bank” scenario and required the participants to deal with a crisis situation both as a group and as individuals, assessing:

- The requirement to solve problems under a certain amount of pressure.
- The need to deal with the unexpected.
- Listening to people and communicating effectively with them.
- Bringing out, clarifying and utilising others’ skills, ideas and abilities.
- Influencing people in groups and on a one-to-one basis.
- Dealing with senior managers and with an important external stakeholder.

## WHAT OUR CLIENTS SAY

“ Thank you for delivering such a polished and professional product... you made the difference to the success of the entire process, particularly in the way that we all gelled as a team. ” (Julie Asher-Smith, HR Manager, JTL)

“ The Development Centre and feedback session was the most valuable personal development time I have spent since joining BAE Systems. I recommend this to all managers. ” (Senior Manager, BAE Systems)

“ We are very grateful for the extremely useful insights offered by Dr. Fox in designing these workshops and for her excellent professional expertise in evaluating the results of this engagement. Her ability to appreciate the cultural background and balance these nuances with modern day management practices was particularly useful in producing practical recommendations for strategic decision-making by the Central Bank's management. ” (HR Director, State Bank of Pakistan)

Occupational Psychology Services  
Townsend Chambers  
Riverhead, Sevenoaks  
Kent, TN13 2EL

Tel: 01732 742544  
Fax: 01732 742575  
Email: [ops@opsltd.com](mailto:ops@opsltd.com)  
Web: [www.opsltd.com](http://www.opsltd.com)



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