Assessment Centres and Global Talent Management

Edited by

NIGEL POVAH and GEORGE C. THORNTON III

Contents

| xi xiii xv xxvii xxix |
|-----------------------------------|
| |
| 3 |
| 15 |
| 33 |
| 47 |
| 61 |
| 77 |
| 97 |
| |

vi Assessment Centres and Global Talent Management

| | Chapter 8 | The Impact of ACs and DCs on Candidates Clive Fletcher | 115 |
|---|------------|--|-----|
| • | Chapter 9 | Whiter than White? The Diversity Credentials of Assessment and Development Centres Charles Woodruffe | 131 |
| | Chapter 10 | The Assessment of Managers: A Review and Integration of Assessment Center and Multisource Performance Rating Research and Practice Brian J. Hoffman and Sean P. Baldwin | 143 |
| | Chapter 11 | Fifty Years On: The Ongoing Reciprocal Impact of Science and Practice on the Assessment Center Method George C. Thornton III | 163 |
| | PART II | CORPORATE STRATEGY AND TALENT MANAGEMENT | |
| | Chapter 12 | Building a Talent for Talent Raimund Birri and Andreas Melcher | 175 |
| | Chapter 13 | The Challenges Associated with a Large AC in Government: A South African Case Study Anne Buckett | 193 |
| | Chapter 14 | Using Assessment Centres to Facilitate Collaborative, Quasi-Standardized, Industry-Wide Selection: Lessons Learned from Medical Specialty Placement in England and Wales Deborah E. Rupp and Rosalind H. Searle | 209 |
| | Chapter 15 | Certifying Competencies of HR Managers with the Assessment Centre Method: Quality Assurance that HR Contributes to Corporate Objectives <i>R.K. Premarajan</i> | 225 |
| | Chapter 16 | Pioneering Assessment Centers within Local Government in Sweden: Gothenburg's Search for Better Leaders Eva Bergvall | 237 |
| | Chapter 17 | In Pursuit of a Diversification Strategy: Using an Assessment Centre to Identify Global Talent Natalie Livings and Will Mitchell | 253 |
| | Chapter 18 | Integrating a Developmental Assessment Centre with other Human Resource Interventions Sandra Betti and Satiko Monobe | 269 |
| | | | |

| Chapter 19 | The Evolution of an Assessment Center Program in a Pharmaceutical Sales Organization over a 15-Year Period David C. Purdy | 285 |
|------------|---|-----|
| Chapter 20 | Influencing Decisions About Assessment and Development Centres for Talent Management Seán Boyle | Ź99 |
| Chapter 21 | Failure and Success Factors in Assessment Centers: Attaining Sustainability George C. Thornton III and Raimund Birri | 315 |
| PART III | INTERNATIONAL ISSUES AND IMPLICATIONS | |
| Chapter 22 | A Review of Recent International Surveys into Assessment Centre Practices Nigel Povah | 329 |
| Chapter 23 | Assessment Center Practices in South Africa, Western Europe, and North America Diana E. Krause | 351 |
| Chapter 24 | Assessment Center Adaptation and Implementation in Indonesia Vina G. Pendit | 363 |
| Chapter 25 | Variations in Assessment Centers in South Korea's Public Service Myungjoon Kim | 375 |
| Chapter 26 | The Contribution of Assessment Centres to the Selection and Development of Future Leaders in the Singapore Public Service Glenn J. Nosworthy and Ee-Ling Ng | 391 |
| Chapter 27 | Eating the Elephant: Tackling the Challenges of Introducing Assessment and Development Centres in East Africa Zia Manji and Madeleine Dunford | 403 |
| Chapter 28 | The Application of the Assessment Center Method in China Kai-Guang Liang and Ying Liu | 415 |
| Chapter 29 | The Use of Assessment and Development Centres in Russia Svetlana Simonenko | 429 |
| Chapter 30 | Assessment Center Practices in Japan: A Brief History and Challenges Shinichi Hirose | 441 |
| Chapter 31 | Assessment Centers in Israel: Some Practices and Perspectives Shaul Fox and Soly Haboucha | 453 |

| viii | Assessme | nt Centres | and | Global | Talent | Management | |
|------|----------|--------------|------|-----------|----------|----------------------|--------|
| | | | | | | | |
| Char | oter 32 | Assessment (| ente | rs in Org | anizatio | nal and Cultural Con | texts. |

Evidence of the Versatility of a Proven Human Resource Intervention 471 George C. Thornton III and Nigel Povah

Subject Index 481
Author Index 485