

A few days ago, Mandy was hosting Thanksgiving, and her brother-in-law, Vin Pomme, joined them. Vin is a doctoral student in industrial psychology at Ohio International University. After Thanksgiving dinner, while Mandy, Vin, and their family were relaxing on her lanai and enjoying the warm Florida sunshine, Mandy was talking to Vin about her difficulties in promoting from within and the cost of SSI's assessment process. Vin quickly realized that SSI was using an assessment center. He was also aware of research suggesting that once one takes an applicant's personality and cognitive ability into account, assessment center scores may contribute little additional validity. Given the high cost of assessment centers, he reasoned, one must wonder whether this "incremental" validity (the validity that assessment centers contribute beyond the validity provided by personality and cognitive ability tests) would prove cost effective. After Vin conveyed these impressions to Mandy, she felt that after the holidays she would reexamine Citrus Glen's internal selection processes.

Questions

1. Drawing from concepts presented in Chapter 7 ("Measurement"), how could Mandy more formally evaluate SSI's assessment process, as well as the alternative presented to her by Vin?
2. Construct a scenario in which you think Mandy should continue her business relationship with SSI. On the other hand, if Mandy decides on an alternative assessment process, what would that process be? How would she evaluate whether that process was effective?
3. Citrus Glen has considered expanding its operations into the Caribbean and Latin America. One of Mandy's concerns is how to staff such positions. If Citrus Glen does expand its operations to different cultures, how should Mandy go about staffing such positions? Be specific.

ENDNOTES

1. A. Howard and D. W. Bray, "Predictions of Managerial Success Over Long Periods of Time: Lessons From the Management Progress Study," in K. E. Clark and M. B. Clark (eds.), *Measures of Leadership* (West Orange, NJ: Leadership Library of America, 1990), pp. 113–130; C. J. Russell, "Selecting Top Corporate Leaders: An Example of Biographical Information," *Journal of Management*, 1990, 16, pp. 73–86; J. S. Schippman and E. P. Prien, "An Assessment of the Contributions of General Mental Ability and Personality Characteristics to Management Success," *Journal of Business and Psychology*, 1989, 3, pp. 423–437.
2. W. Gentry, D. C. Gilmore, M. L. Shuffler, and J. B. Leslie, "Political Skill as an Indicator of Promotability Among Multiple Rater Sources," *Journal of Organizational Behavior*, 2012, 33, pp. 89–104.
3. "Nearly Half of Newly-Promoted Executives Say Their Responsibilities Are Same," *IPMA-HR Bulletin*, Dec. 22, 2006, p. 1.