

**INDUSTRY:**  
Engineering Products, Automobile  
Manufacturer and Equipment Rental

**SOLUTION:**  
Select Assessment® for Leader Development

## Select Assessment® for Leader Development Summary of Validity Evidence

### THE ASSESSMENT

The Select Assessment® for Leader Development (SALD) is an, in-depth, web-based assessment that was developed to assess 18 key leadership success competencies. SALD is often used as an assessment tool to help make selection and promotional decisions for new leaders within an organization. To help with these decisions, a selection report is available that shows how closely individuals meet the organization’s leadership success profile. SALD can also be used to assess the skills and capabilities of a current leadership team. An insight report is available for this purpose that provides individuals with a description of their leadership competencies and expected leadership behaviors—opportunities and challenges. The insight report is often used as a way of identifying areas on which to focus when creating a personal development plan.

Select International has implemented SALD globally since 2001. Over this time frame, several validation studies have been conducted across a variety of leadership positions. A meta-analysis was conducted to aggregate the results across 14 separate validation studies.<sup>1</sup> The average validity coefficients with job performance are shown in the graph below for each SALD competency and the overall assessment. In sum, the results show that SALD is a very strong predictor of leadership performance across many industries, organizations, and countries.

#### Meta-analytic Validity Coefficients for SALD



| Range           | Interpretation                 |
|-----------------|--------------------------------|
| $r = .00 - .19$ | Little, if any, relationship   |
| $r = .20 - .29$ | Small/Moderate relationship    |
| $r = .30 - .39$ | Moderately strong relationship |
| $r = .40 - .50$ | Strong relationship            |
| $r > .50$       | Very strong relationship       |

- The overall assessment, which uses a unit weighted average of all competencies, shows a very strong relationship with job performance.
- 12 of the 18 competencies have a strong or very strong relationship with leader job performance.

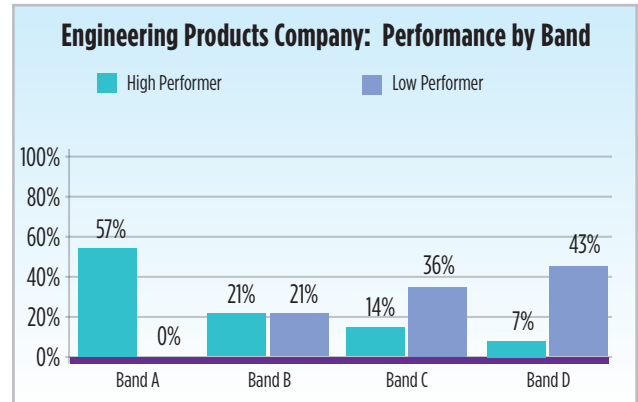
<sup>1</sup>14 validation studies with an average sample size of  $n=835$ , ranging from 646 to 891. Some of the studies included in the meta-analysis used extreme group samples (e.g., top and bottom 25%) or may have included categorical criterion ratings. Both of these factors could lead to slight overestimates of validity.

## THE RESULTS

The primary method that Select International uses to determine if a candidate best fits a target leader position is to establish a success profile and then apply banding rules to categorize individuals into one of four categories (Bands A, B, C, & D). Individuals in Band A best fit the success profile for the target position and Band D individuals are considered a poor fit for the leadership position of interest. SALD has shown great accuracy in categorizing individuals into the appropriate band based on their assessment scores. A few examples are discussed:

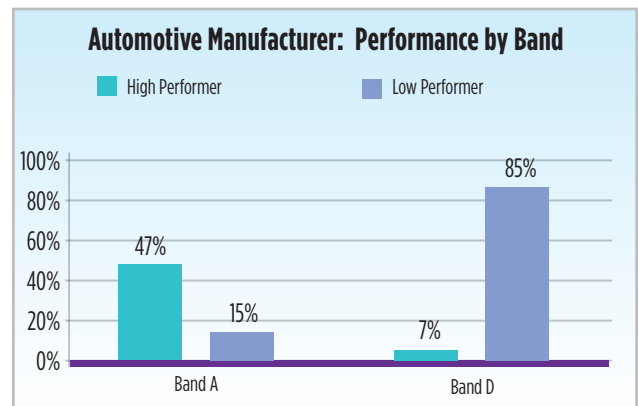
### Engineering Products Company

As part of a large organizational initiative for leadership promotion and development, a group of 42 employees across 5 functional departments (IT, communication, HR, etc.) completed SALD. The annual performance ratings of company competencies were used as a measure of job performance. Banding rules were established to differentiate individuals' potential for success. As illustrated by the bar graph, no low performers met the Band A profile - and 79% of the low performers were classified as Bands C or D. Additionally, 78% of the high performers were categorized as Band A or B - a very good hit rate!



### Global 10 Automobile Manufacturer

This global automobile manufacturer was interested in identifying a leadership assessment that could be used for selection/promotional purposes as well as for development in a United Kingdom facility. They asked Select International to conduct a study to assess the accuracy of SALD for a group of their leaders and compare the results to their current process. The results were highly accurate. As seen in the bar graph, the assessment was very accurate at identifying the poor leaders - 85% were categorized as Band D. The overall validity of SALD ( $r=.79$ ) was over 7 times more accurate than the existing process. It was estimated that this organization would increase their productivity by £25,000 per leader if they were to replace their poor leaders with those who performed well (Band A) on the SALD assessment.



### Equipment Rental Company

As part of a large developmental project for leadership promotion and development, 54 randomly-selected branch managers from various business units of a large equipment rental company were assessed using the web-based SALD. Utilization of the leader profile established through the study accurately differentiated between individuals with high vs. low potential. The data show that the assessment accurately categorized leaders - 82% of the individuals categorized as Band D were considered low performers and 67% of leaders categorized as Band A were considered high performers. The overall validity for this organization was very strong at  $r=.62$ .

