

INDUSTRY:
Telecommunications

SOLUTION:
Select Assessment® for Leader Development

Using Select Assessment® for Leader Development to Identify Effective Store Managers

THE SITUATION

A large telecommunication organization wanted to validate the Select Assessment® for Leader Development (SALD) for their Store Manager positions. The managers oversee all employees in the entire retail store. The study's goal was to assess the validity of the decisions made with using SALD and to maximize utility, validity, fairness, and efficiency.

THE SOLUTION

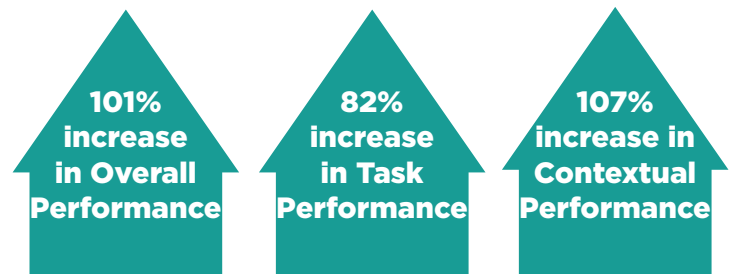
Select Assessment for Leader Development is an in-depth online assessment for measuring key competencies needed for success in a wide range of leadership positions. Multiple measurement methods are used in SALD. Specifically, SALD includes self-reported personality measures, situational judgment tests, and critical thinking exercises.

OUTCOMES

A predictive validation was conducted to examine the relationships between the job applicant's assessment scores with their subsequent performance on the job.

Performance ratings were obtained from the supervisors of the Store Managers. Task performance and contextual performance were rated. Task performance concerns the tasks specific to the job requirements such as motivating, coaching, and providing feedback to their subordinates. Contextual performance refers to the behaviors that go above and beyond what is expected of the employee. Overall performance is a combination of task and contextual performance. SALD was significantly and positively correlated with overall job performance, task performance, and contextual performance.

When comparing individuals who would have passed SALD to individuals who would have failed, there was a substantial increase in overall performance, task performance, and contextual performance.



Archived metrics were also examined and included a variety of sales metrics. There was a **111% improvement in overall sales metrics** when comparing those individuals who would have failed SALD with those who would have passed.



The organization was also interested in the turnover rates of the subordinates of the Store Managers. There was **15% less subordinate turnover** for the Store Managers who would have passed the assessment as opposed to fail the assessment.



CONCLUSION

SALD was shown to be significantly related to overall performance, task performance, and contextual performance. Store Managers who would have passed the assessment showed substantial increases in performance as rated by their supervisors and by the sales metrics. Furthermore, there was less turnover for the Store Managers who would have passed SALD. This study shows the large value of using SALD in selecting Store Managers in this organization.