CONTENTS

List of Figures ix
List of Tables xi
Preface xiii
Acknowledgments xv

PART I
Introduction 1

1 Assessment Centers and Talent Management in Modern Organizations 3

2 Talent Management Strategies and Assessment Center Perspectives 24

PART II
Elements of the Assessment Center Method 41

3 Job Analysis and Beyond: Determining the Focal Constructs for Assessment Centers 43

4 Simulation Exercises 70
5  The Roles of Individual Assessors: Observing, Recording, Classifying, and Scaling Behavior  98

6  The Roles of the Group of Assessors: Integration of Assessment Information  121

7  Providing Feedback of Assessment Center Results  148

8  Technology and Assessment Centers  176

PART III
Validation Evidence  203

9  Internal and External Evidence of Construct Validity  205

10  A Broader Evaluation of the Assessment Center Method for Different Purposes  242

11  The Social Validity of Assessment Centers: Fairness, Discrimination, Humanitarianism, and Social Change  265

PART IV
Conclusions  299

12  The Assessment Center Method: The Continuing Evolution of Theory, Research, and Practice  301

Index  315