

The Psychology of Assessment Centers

Edited by

Duncan J. R. Jackson

The University of Seoul

Charles E. Lance

The University of Georgia

Brian J. Hoffman

The University of Georgia

Routledge

Taylor & Francis Group

NEW YORK AND LONDON

Contents

Foreword	ix
<i>Paul R. Sackett</i>	
About the Editors	xiii
About the Contributors	xv
Acknowledgements and Preface	xxv
<i>Duncan I. R. Jackson, Charles E. Lance, and Brian J. Hoffman</i>	
Part 1 A Context for Assessment Centers	
1 What Are Assessment Centers and How Can They Enhance Organizations?	3
<i>Nigel Povah and Lucy Povah</i>	
2 One History of the Assessment Center	25
<i>Scott Highhouse and Kevin P. Nolan</i>	
3 Methods and Data Analysis for Assessment Centers	45
<i>David J. Woehr, John P. Meriac, and Mark C. Bowler</i>	
4 Core Debates in Assessment Center Research: Dimensions Versus Exercises	68
<i>Filip Lievens and Neil Christiansen</i>	
Part 2 Dimension-Based Assessment Centers	
5 Dimension-Based Assessment Centers: Theoretical Perspectives	95
<i>Winfred Arthur, Jr.</i>	
6 How to Apply a Dimension-Based Assessment Center	121
<i>Paul C. W. Jansen</i>	

7	Research into Dimension-Based Assessment Centers <i>George C. Thornton III and Deborah E. Rupp</i>	141
Part 3 Task-Based Assessment Centers		
8	Task-Based Assessment Centers: Theoretical Perspectives <i>Duncan J. R. Jackson</i>	173
9	How to Design and Implement a Task-Based Assessment Center <i>Carl J. Thoresen and Joseph D. Thoresen</i>	190
10	Research into Task-Based Assessment Centers <i>Charles E. Lance</i>	218
Part 4 Mixed-Model Assessment Centers		
11	Dimensions AND Exercises: Theoretical Background of Mixed-Model Assessment Centers <i>Klaus C. Melchers, Andreja Win, and Martin Kleinmann</i>	237
12	How to Apply a Mixed-Model Assessment Center <i>Jurgen Bank, Sarah Brock, Anuradha Ramesh, and Joy Hazucha</i>	255
13	Exercises, Dimensions, and the Great Battle of Lilliput: Evidence for a Mixed Model Interpretation of AC Performance <i>Brian J. Hoffman</i>	281
Part 5 A Summary of Three Perspectives on Assessment Centers		
14	Dimensions, Tasks, and Mixed Models: An Analysis of Three Diverse Perspectives on Assessment Centers <i>Walter C. Borman</i>	309
	Index	321