

CONTENTS

About the author x
Acknowledgements xi

Introduction 1

01 What is an assessment centre? 4

What is it? 4
Why are they used? 6
What does this mean for me? 8
Reference 10

02 What employers are looking for 11

Review the job description 12
Identifying competencies 17
Identify and develop exercises 20
What happens next? 23
Assessment centre 24

03 How will it work? 26

Invitation 27
Start 28
Exercises 31
Interviews 34
Results 34
Feedback 35
Practice makes perfect 37

04	How to prepare for an assessment centre	39
	Invitation	40
	Arrival/geography	42
	Practice	43
	Advice	47
	Exercises set to be completed before the event	48
05	Individual exercises: communication	51
	Getting the brief	52
	Written report	52
	Formal presentation	63
	Combined brief	68
	Feedback to other candidates	70
06	Individual exercises: analysis	80
	The in-tray priority exercise	80
	Business case study	92
	Self-evaluation	96
	Role-play exercises	99
07	Group exercises	111
	The OPPOSE model	112
	Group discussions	115
	Problem-solving activities	121
	Spanning structures	124
	Problem-solving theoretical exercises	129
	Follow-up exercises	139
08	Psychometric tests	144
	Personality/working preference profile	145
	Aptitude tests	150
	Skills tests	151
	Only one part of the process	156
	References	156

- 09 The interview 157**
How the employer prepares 157
How to prepare for the questions 158
Answering questions 166
Asking questions 169
The interview process 171
- 10 Dealing with difficulties and how to perform on the day 179**
Polite and positive 179
Arrival 181
Exercises 182
Difficulties 188
At the end 194
- 11 Gaining feedback after the event 195**
Preparation 196
The feedback 199
The end 204

Conclusion 206

- Appendix 1: Model answer for identifying skills from a job description 209*
Appendix 2: Model answer for written report 1 211
Appendix 3: Model answer for written report 2 215
Appendix 4: Presentation planning template 219
Appendix 5: Example of presentation feedback using POOSA 221
Appendix 6: Model answer for in-tray prioritization exercise 224
Index 227