

CHAPTER 5.

CONCLUSIONS AND SUGGESTIONS

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5.1 Introduction

The growth of industry in our country has thrown the challenge of shortage of leaders amongst the corporate. There is always a shortage of the right talent in leadership positions in our country. The FMCG industry is no exception to this leadership crunch.

Industry has done its bit to develop leaders for the corporate, but it is not enough. As per the predictions given by some agencies, India will continue to grow in the coming years. This means that there would be more and more companies that would come-up in the coming years. This also means that these companies will require leaders to run the business effectively.

5.2 Conclusions

The data was collected from FMCG companies in India. Sample size of data collection is 50 out of which 30 were male. 60% of the respondents were in the below 35 years age bracket. 56% of the respondents were having less than 10 years experience. The respondents were highly educated with more than 90% either post graduates or holding professional degrees. 84% of the respondents were in the middle level management or above.

After analyzing the data collected, the conclusions are as follows:

1. There is a high awareness amongst the respondents about the leadership development practices. All the respondents are aware of leadership development practices. One reason for this high degree of awareness of leadership development practices should be that 84% of the respondents were middle level and above in the echelons of management hierarchy.
2. It was observed that majority of companies under survey are both growing as well as hiring leadership positions. 24% respondents said that they grow leadership positions within the organization whereas 14% said that they hire from outside. There is a mixed response on growing / hiring leadership positions.
3. It was observed that only 1 respondent said that they completely have a written plan to identify leaders for their business while 38% respondents said that they do it most of the times. Further, it was also observed that 18% respondents do not have a written plan to identify leaders for their business and 42% of respondents do it sometimes. This shows that when it comes to writing down the plan to identify leaders, not many companies are doing it.
4. The analysis showed that majority of companies do not have leader identification model or they make the model sometimes. As per the analysis, only 6% companies have a defined leader identification model.
5. Majority of companies under survey were found not giving priority to “Leadership Development” as their board meeting agenda. It was observed, that only 6% of organizations have it completely as part of their board meeting agenda.

6. It was observed that the response was mix on the managers KRA to develop leaders at every level in the organization. Close to half of the respondents do not or sometimes in their organization have the managers KRA to develop leaders, whereas another half of the respondents do it most of the times or completely.
7. The data analysis revealed that half of the respondents have not taken up leadership assessment while hiring very seriously as they either are not doing it at all, or they do it sometimes. The data analysis further revealed that the other half of the respondents have seriously taken up leadership assessment while hiring as they are either most of the times doing it or they do it completely.
8. Companies run different programs to develop top leadership in their organization. The response shows that 62% of the respondents do not run such programs or do it sometimes. 38% of the respondents do it completely or most of the times. This shows that companies should start running different leadership programs to develop top leadership in their organization.
9. Integration of organizational leadership development programs with the organizational goals showed a mixed response in the FMCG companies with half the respondents saying that it is done in their organization most of the times or completely.
10. It was seen that almost half of the respondents do different things to identify leaders internally, whereas the other half do not do different things to identify leaders internally.
11. Companies conduct various leadership training programs for their employees. As per the survey, the data revealed that as part of leadership training program, coaching & mentoring is conducted in majority of the FMCG companies, followed by assessment centre, B-school assignment – executive leadership development program and job-rotation / transfers.

12. Companies which run leadership development programs spend lot of time, money and effort towards it. The data analysis revealed that in order to ensure active participation in leadership development programs, 36% of respondents make it compulsory to attend the program. 28% respondents say that they ensure active participation by spreading awareness of importance of leadership development programs. 20% of respondents say that superiors in their organization are responsible to ensure active participation in leadership development programs. 16% of respondents say that in order to ensure active participation in leadership development programs, growth is linked to attending the program. The data clearly reveals that compulsory participation is the most used method by the respondents to ensure active participation in leadership development programs.
13. When it comes to filling-up leadership positions in the organization, one important decision has to be taken as to what percent of leaders should be identified from within the organization. As per the survey, the data revealed that half of the respondents said that 26% to 50% of leaders in their organization are internally sourced. 20% said that less than 25% of leaders are internally sourced. 30% of respondents said that more 51% of leaders are sourced internally in their organization. This shows that only 30% of companies are sourcing more than 50% of leadership positions internally.
14. Companies use different methods to identify leaders internally. As per the survey response, performance appraisal is the most widely used method to identify leaders internally. 58% of respondents said that they use performance appraisal method to identify leaders internally in their organization. Assessment Centre Method is the second most used method to identify leaders internally as 24% of respondents saying that they use this method. 12% of respondents say that leadership identification is done in an informal manner in their organization. Only 6% of respondent said that when it comes to identifying leaders internally, they use 360 degree feedback method. The data analysis revealed that all respondents find leaders internally.

15. Although performance appraisal is the most widely used method to identify leaders internally amongst the respondent FMCG companies, it was observed that the respondents say that assessment centre is the best method to identify leaders. Although 360 degree feedback was the least used method to identify leaders internally, it was the second most preferred method to identify leaders amongst the respondents. The respondents feel that Performance appraisal is the third best method after assessment centre and 360 degree feedback to identify leaders internally. There are very few respondents who feel identifying leaders informally is the best method to identify them internally.
16. Companies use different methods to identify leaders from outside. The data analysis revealed that 66% of respondents use structured interview process to identify leaders from outside. 24% of respondents use both assessment centre as well as structured interview process to identify leaders from outside. 8% of respondents said that they do not hire leaders from outside. 2% of respondents said that they use assessment centre method to identify leaders from outside. The above analysis shows that when it comes to identifying leaders from outside, structured interview process is the most widely used method amongst the respondents. The analysis also reveals that few companies do not hire leaders from outside.
17. The data analysis revealed that 56% of respondents said that structured interview process is the best method to identify leaders from outside. 22% of the respondents said that both assessment centres as well as structured interview is the best method to identify leaders from outside. 18% of the respondents said that assessment centre is the best method to identify leaders from outside. 4% of the respondents said that they do not hire leaders from outside. The analysis further reveals that although only 2% of organizations use assessment centre to identify leaders from outside, but 18% respondents feel that it is one of the best method to identify leaders from outside.
18. The survey data revealed that 54% of respondents are forced to look outside the existing workforce for top level positions and 46% of respondents are forced to look outside the existing workforce for middle level positions.

19. Companies do various things to assess the effectiveness of leadership development programs. The survey data analysis revealed that 26% of respondents assess the performance of the participants after the program. 24% of the respondents use feedback to assess the effectiveness of leadership development programs. 20% of respondents do the follow-up of entire process of leadership development program to assess its effectiveness in their organization. 16% of respondents assess the effectiveness of leadership development program in their organization through business performance. 14% of respondents do not assess the effectiveness of leadership development program in their organization. The data analysis clearly shows that assessing the performance of the participants after the program is the most widely used method to assess the effectiveness of leadership development programs.
20. Organizations try to benchmark the best practices in leadership development. The respondents were asked whether their organization benchmark the best practices in leadership development. It was observed from the data that 44% of the respondents do it sometimes, 38% of the respondents do not benchmark the best practices in leadership development, whereas, 18% of the respondents said that they benchmark the best practices in leadership development. The analysis shows that majority of organization either do benchmarking sometimes or they do not do it.
21. The survey data revealed high level of awareness amongst the respondents about Assessment Centre as a tool to identify leaders. All the respondents were aware of Assessment Centre as a tool to identify leaders.
22. It was observed from the response that 60% of organizations have not used Assessment Centre as a tool to identify leaders.
23. The data revealed that in organizations where Assessment Centre process is used, it is mainly practiced for less than 5 years. There were no respondents where Assessment Centre is used for more than 10 years. This shows that

Assessment Centre as a tool to identify leaders is a relatively new method amongst the respondents' companies.

24. It is seen that majority of the respondents where Assessment Centre is applicable are satisfied with this method. The respondents also feel that their employees are also satisfied in large numbers with Assessment Centre method to identify leaders. This shows that employees in the respondent FMCG companies like Assessment Centre method to identify leaders.
25. The data revealed that 22% of respondents take outside help to develop Assessment Centre process, whereas 18% of respondents develop it internally.
26. There are different activities that are required to be conducted before, during and after conducting the Assessment Centre. The respondents were asked about the same. Majority of the respondents where Assessment Centre is applicable, said that they do all the activities before, during and after conducting the Assessment Centre. Approximately 10% of respondents said that they do not do all the activities before, during and after conducting the Assessment Centre.
27. All the respondent FMCG companies use job simulation while conducting Assessment Centre.
28. The respondents were asked what in their view was the best job simulation while conducting Assessment Centre. The data analysis revealed that 24% respondents say that group discussion is the best job simulation. 20% respondents said that in-basket exercise is the best job simulation. 16% respondents said that business games are the best job simulation. 4% respondents said that Fact-finding exercise is the best job simulation while conducting Assessment Centre. The data analysis clearly shows that group discussion, closely followed by in-basket exercise are the most preferred job simulation amongst the respondents while conducting Assessment Centre.

29. There are different advantages of Assessment Centre. As per the respondents, the biggest advantage of Assessment Centre is that it is a fair and accurate way of selecting a candidate. The second best advantage is that it gives opportunity to individuals who are talented. The third biggest advantage of Assessment Centre is that it enhances the knowledge of the participants. The fourth biggest advantage of Assessment Centre is that it predicts future job performance.
30. The biggest disadvantage of Assessment Centre as per the respondent FMCG companies is that it is a costly and time consuming method. Requirement of highly skilled observers is the second biggest disadvantage of Assessment Centre method as per the respondents. De-motivation and loss of confidence for those who receive poor assessment is the third biggest disadvantage of Assessment Centre method as per the respondents. The respondents ranked fourth disadvantage for the option which said that even in 3 or 4 days, personal characteristics cannot be measured accurately. Thus, the biggest advantage of Assessment Centre method is that it is a fair and accurate way of selecting a candidate, and, the biggest disadvantage is that it is a costly and time consuming method.
31. Almost all the respondents where Assessment Centre is applicable feel that this method should be used to identify and develop leaders in their organization. Only 3 respondents out of 50 feel that this method should not be used. This clearly shows that the respondents have confidence in the Assessment Centre method.
32. More than 50% of respondents feel that leaders identified through Assessment Centre method give better results than leaders identified through other methods.
33. It is observed from the data that for implementing Assessment Centre method, the biggest problem is that it is a time consuming method. The second biggest problem in implementing Assessment Centre as per the respondents is that it is

difficult to schedule participants together. The third biggest problem as per the respondents is that it is a costly method.

34. The top three measures to improve leadership development methods as per the respondents of the FMCG companies is that leadership development programs should be integrated with organization goals, organization should define a leader identification model and companies should have a written plan to identify leaders.

5.3 Suggestions

Following are the suggestions made to the FMCG companies on leadership development with special reference to Assessment Centre method:

1. Companies should have a documented plan of action to identify leaders. A documented plan to identify leaders will help the organization to identify leaders in a better way. Further, a documented plan can also bring seriousness in the entire process of identifying leaders.
2. Organizations should develop a model to identify leaders. Each organization has requirement of leaders at various levels. A model to identify leaders will help the organization in understanding the competencies required for leaders in their company, and accordingly it would help the organization to work out a plan to identify leaders with the required competencies. At the end of the suggestions, a Leader Identification Model is proposed.
3. In organizations, leadership development should be an important agenda of board meetings. If leadership development is discussed in board meetings, it shows the seriousness and involvement of the top level in the organization towards leadership development.
4. All companies should definitely have leadership development as one of the KRA's of their managers. This will ensure that leadership development will

not just be responsibility of the top management or the human resources department, but it will also be the responsibility of managers. This would help in growing more leadership positions within the organization.

5. Companies should start doing leadership assessment while hiring. This will help companies in identifying leaders at the hiring stage.
6. Companies should run different leadership development programs to develop top leadership in their organization.
7. Organization should integrate the leadership development programs with its goals. Organization should introduce goal congruence policy amongst different departments under leadership assessment and development program with a view to achieve the goals of the organization as a whole.
8. Companies should identify and select leadership positions internally. Companies should also chalk out leadership identification plan so that they are not forced to look out for top and middle level leadership positions.
9. As the respondents feel that Assessment Centre is one of the best methods to identify leaders internally, more and more companies are recommended to use this method.
10. It is recommended to benchmark the best practices in leadership. By doing this, companies can bring improvement in their leadership identification methods.
11. As the respondents as well as the employees of the respondent companies are satisfied with Assessment Centre, it should be continued in the organization where it is used.
12. Companies should train able employees within the organization so that they become skilled observers. This will reduce the cost of bringing skilled observers from outside the organization.

5.4 Leader Identification Model

The researcher after going through the details under survey has developed Leader Identification Model as follows:

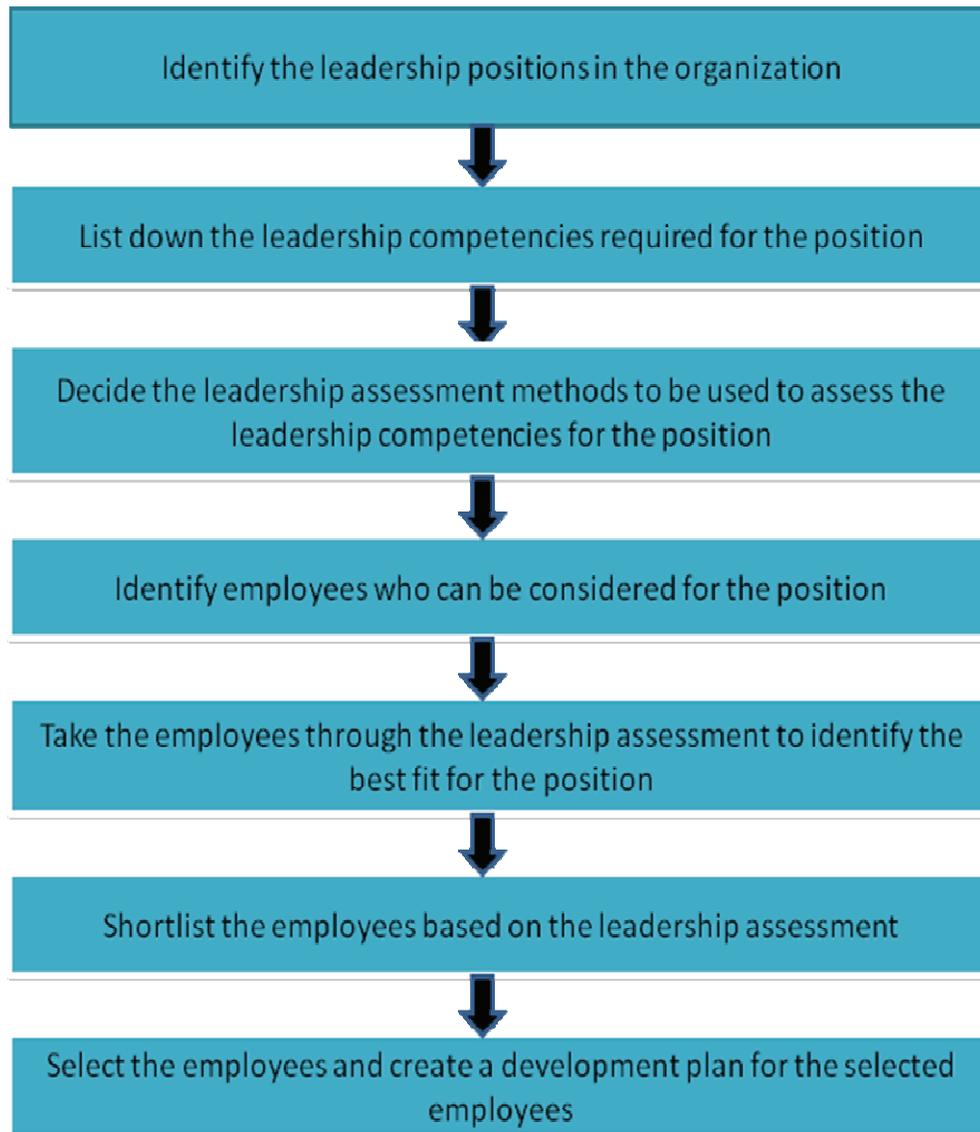


Figure 2.8 Leader Identification Model

As per the above Leader Identification Model, companies should first identify the leadership positions in the organization. After the leadership positions are identified, organizations should find out leadership competencies required for the position. The

competencies can be identified with the help of leaders currently holding these positions, their superiors, their subordinates and also experts can be used to identify the competencies. Based on the leadership competencies required for the position, assessment methods can be decided and designed to assess the competencies for the position. The next step is to identify employees who can be considered for the leadership position. These employees should undergo the leadership assessment methods decided in step 3 above. Based on the leadership assessment that the employees undergo, they can be selected for the position. A development plan to be made for all selected employees based on the areas of improvement identified during the leadership assessment.

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APPENDIX

QUESTIONNAIRE

“Identification of Leaders – A study of FMCG companies in Mumbai region with special reference to Assessment Centre Method”

Sir / Madam,

I am a Ph.D. student of Tilak Maharashtra Vidyapeeth, Pune and conducting a study on the "Identification of Leaders – A study of FMCG companies in Mumbai region with special reference to Assessment Centre Method". As a part of the study, I intend to collect data through a structured questionnaire.

I am happy to inform that you have been identified as one of the valuable respondents and I request your voluntary participation in filling-up the questionnaire and send it to me.

I would be grateful if you would kindly spare some time to answer the questions. I value your time and the contribution you are making towards the success of the study.

Please note that the information you are providing will be strictly kept confidential and will be used only for research purpose without revealing the individual identity of the organization or the respondent.

Kuldeep Singh Soun

Instructions:

Please tick wherever necessary.

PART A

PROFILE OF RESPONDENTS

1. Gender:
 - a. Male
 - b. Female

2. Age:
 - a. 18 years – 25 years
 - b. 26 years – 35 years
 - c. 36 years – 50 years
 - d. 51 years – 60 years

3. Experience
 - a. 1 year – 5 years
 - b. 6 years – 10 years
 - c. 11 years – 20 years
 - d. 20 years to 30 years
 - e. 30 + years

4. Tenure with the current organization
 - a. 0 – 2 years
 - b. 3 – 5 years
 - c. 6 – 10 years
 - d. More than 10 years

5. Education
 - a. Graduate
 - b. Post Graduate
 - c. Professional Degree
 - d. Others

6. Position
 - a. Top level
 - b. Middle level
 - c. Lower Level

7. Number of employees in the current organization
 - a. Less than 100
 - b. 101 to 500
 - c. 501 to 1000
 - d. More than 1000

PART B

LEADERSHIP DEVELOPMENT

1. Are you aware of Leadership Development Practices?
 - a. Yes
 - b. No

2. Are the leadership positions in your organization grown or are they hired?
 - a. Grown
 - b. Hired
 - c. Both grown and hired

3. Do you have a written plan for identifying leaders for your business?
 - a. Not at all
 - b. Some times
 - c. Most of the times
 - d. Completely

4. Does your company have a defined leader identification model?
 - a. Not at all
 - b. Some times
 - c. Most of the times
 - d. Completely

11. What are the leadership training programs currently conducted by your organization?
- a. Assessment Centre
 - b. Coaching & Mentoring
 - c. Job Rotation / Transfers
 - d. B – school Assignment – Executive Leadership Development program
 - e. No leadership training programs are conducted
12. How does your organization ensure active participation in leadership development programs.
- a. Compulsory Participation
 - b. Growth linked to attending the program
 - c. Superiors are responsible to ensure participation
 - d. By spreading awareness on importance of leadership development programs
13. What percent of leaders in your organization are internally sourced?
- a. Less than 25%
 - b. Between 26% to 50%
 - c. Between 51% to 75%
 - d. More than 75%
14. What are the different methods used in your organization to identify leaders internally?
- a. Assessment Centres
 - b. 360 Degree Feedback
 - c. Performance Appraisal
 - d. Leaders are identified informally
 - e. We do not find leaders internally

15. Which is the best option out of the above to identify leaders internally?
- a. Assessment Centres
 - b. 360 Degree Feedback
 - c. Performance Appraisal
 - d. Leaders identified informally
 - e. We do not find leaders internally
16. What are the different methods used in your organization to identify leaders from outside?
- a. Assessment Centres
 - b. Structured Interview process
 - c. Both Assessment Centres as well as Structured Interview process
 - d. We do not hire leaders from outside
17. What is the best method to identify leaders from outside?
- a. Assessment Centres
 - b. Structured Interview process
 - c. Both Assessment Centres as well as Structured Interview process
 - d. We do not hire leaders from outside
18. For what type of leadership positions is the organization forced to look outside the existing workforce?
- a. Top level
 - b. Middle level
19. How is the effectiveness of leadership development programs assessed in your organization?
- a. Feedback
 - b. Assessing the performance after the program
 - c. Follow-up of entire process of the leadership development program
 - d. Through business performance
 - e. We do not assess the effectiveness of leadership development program

6. Out of all employees undergoing Assessment Centre program in your organization, what percentage are identified as leaders for middle level management positions in a year.
- a. 0 – 25 %
 - b. 26 – 50 %
 - c. 51 – 75%
 - d. 76 – 100%
 - e. Not applicable
7. Out of all employees undergoing Assessment Centre program in your organization, what percentage are identified as leaders for junior level management positions in a year.
- a. 0 – 25 %
 - b. 26 – 50 %
 - c. 51 – 75%
 - d. 76 – 100%
 - e. Not applicable
8. How long has your organization used Assessment Centre method?
- a. Less than 2 years
 - b. 2 – 5 years
 - c. 6 – 10 years
 - d. Over 10 years
 - e. Not applicable
9. How satisfied are you with Assessment Centre as a method to identify leaders?
- a. Satisfied
 - b. Dissatisfied
 - c. Not applicable
10. How would your employees rate your organizations Assessment Centre program?
- a. Satisfied
 - b. Dissatisfied
 - c. Not applicable

11. How did you develop the Assessment Centre program for your organization?
- a. Developed using internal resources
 - b. Purchased off the shelf product
 - c. Outside agency
 - d. Not applicable
12. Do you carry out all the activities required to be conducted before the Assessment Centre?
- a. Yes
 - b. No
 - c. Not applicable
13. Do you carry out all the activities required to be conducted during the Assessment Centre?
- a. Yes
 - b. No
 - c. Not applicable
14. Do you carry out all the activities required to be conducted after the Assessment Centre?
- a. Yes
 - b. No
 - c. Not applicable
15. Do you use job simulation while conducting Assessment Centre?
- a. Not at all
 - b. Some times
 - c. Most of the times
 - d. Completely
 - e. Not applicable

16. What in your view is the best job simulation while conducting Assessment Centre?

- a. In-basket exercises
- b. Group discussions
- c. Fact-finding exercises
- d. Business Games
- f. Not applicable

17. What are the advantages of Assessment Centre? Please rank the advantages from 1 to 4 where 1 is the most best and 4 is the last best advantage.

Rank

- a. Fair and accurate way of selecting a candidate. _____
- b. Enhances the knowledge of the participants. _____
- c. Gives opportunity to individuals who are talented. _____
- d. Predict future job performance. _____

18. What are the disadvantages of Assessment Centre? Please rank the disadvantages from 1 to 4 where 1 is the most disadvantage and 4 is the least disadvantage.

Rank

- a. Costly and time consuming. _____
- b. Requires highly skilled observers. _____
- c. De-motivation and loss of confidence for those who receive poor assessment. _____
- d. Even in 3 or 4 days, personal characteristics cannot be measured accurately. _____

24. What measures will you suggest to improve leadership development methods?
- a. Make leadership development an important agenda of board meetings
 - b. Have a written plan to identify leaders
 - c. Define a leader identification model for your organization
 - d. Integrate leadership development programs with organization goals
-