SKILLS MEASURED BY THE MLE©

The MLE© provides assessments of six (6) primary metacognitive skills:

1. **General Problem Solving –** Emphasizes skills in identifying and defining problem elements, delineating and finding information needed, conceptualizing information to fit the solutions needed, and critically evaluating alternative ideas that might lead to solutions.

2. **Solution Construction –** Involves skill in reducing ambiguity, taking into account multiple constituencies and broader organizational goals, roles of incumbents needed, needs for team functioning, time frames, tradeoffs, and balances of risks and benefits.

3. **Solution Evaluation –** Involves skill in using convergent thinking processes to evaluate the best fit and viability of alternative solutions to problems and the factors that affect implementation of solutions.

4. **Planning and Implementation –** Involves skill in applying action steps after selection and prioritizing these steps in terms of strategic issues.

5. **Social Judgment –** Involves the capacity to understand and monitor social dynamics within a problem-solving situation. Social judgment includes the leader's sensitivity in his perceptions of others, taking into account norms of social, organizational, and group affiliations. The skill involves making decisions in relation to predicted acceptance and political consequences of the selected problem solution.

6. **Metacognitive Process –** Involves the flexibility of the leader to adapt to numerous iterations and includes the degree to which he or she will reevaluate, reformulate, and modify problem solutions over time and in light of updated information.

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THE THINKING LEADER

METACOGNITIVE LEADERSHIP EXERCISES (MLE©)

MRI : Management Research Institute

Edwin A. Fleishman, Ph.D.

The need to improve organizational productivity and managerial effectiveness has never been higher. The important skills required by senior managers to make the best decisions can now be accessed using computer-based leadership assessment methodology, the Metacognitive Leadership Exercises.

THE THINKING LEADER

The Metacognitive Leadership Exercises (MLE©) will:

- Assess the critical thinking skills required for executive competency and leadership.

- Evaluate the potential of managerial candidates to succeed in more demanding positions at higher levels in the organization.

- Identify leadership training and development needs.

HOW IT WORKS

Prior to the development of the MLE©, measures of cognitive skills did not present realistic ways of responding, and were expensive with respect to employee downtime and the professional requirements to administer them. Also, previous measures were limited in the types of questions and the variety of responses indicative of high-level strategic decision-making and problem-solving. In settings where cost and limited resources make the use of assessment centers impractical, the MLE© provides valuable information. The MLE© can be used in conjunction with assessment centers and other methods of managerial assessment, but used alone, can provide a comprehensive set of measures useful for executive selection, assessment, development, and promotion decisions.

Given the problems inherent with individual test administration to executives in higher-level positions, the MLE© computer-based administration is particularly appropriate due to its privacy and self-paced features.

In the MLE©, six (6) executive skill competencies are measured through responses to different scenarios describing demanding situations that require the application of these skills in organizations. An interactive system for measuring each of these skills was developed that allows the manager (or managerial candidate) to select, prioritize, and modify his or her responses in accordance with continuously updated information, as it is provided.

FEEDBACK PROVIDED

Scoring of the MLE© provides performance feedback of skill profiles and norms. The MLE© database is continually updated, allowing normative data to be collected and kept current over time.

The MLE© has been shown to have very high statistical reliabilities and highly significant validities for identifying leader potential, assessing leadership quality, and predicting leadership effectiveness.

THE RELATION OF METACOGNITIVE SKILLS TO EXECUTIVE COMPETENCY

High-level thinking required for effective decision-making and problem-solving in complex organizations involves particular metacognitive skills.

Metacognitive skills:
- are involved in choosing and planning what to do and monitoring what is done.
- control the application of other cognitive abilities (e.g. – verbal comprehension, deductive reasoning, time-sharing, etc.)
- organize the process involved in understanding a prolem, recognizing a solution, and implementing and evaluating best-fitting strategies.
- allow integrations of prior knowledge.
- facilitate reflection and flexibility in how information is utilized and applied in creative problem solving.

Extensive research has demonstrated that these skills are executive competencies that are critical to success in high-level leadership positions.

FACE VALIDITY

With real-world detailed scenarios, experience has shown a very high acceptance among examinees and assessors.