



**How Business Strategy
Informs Development Centres
and Vice Versa:**

A Case Study at:

AMWAY SOUTHERN AFRICA



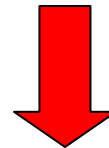
- **Business Strategic Planning**



- **Implementation**



- **Strategic Achievement**



- **WHY?**

- **How can this be Resolved?**

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Amway

**THE AMWAY SOUTHERN
AFRICA CASE STUDY**

IDENTIFYING BUSINESS REQUIREMENTS

- Implementation Downfall Realised
- **Cause????**
- **SOLUTION!!!!**
- **Competency Modeling Exercise Undertaken**
- Job competencies and Behavioural Indicators identified & designed for each job
- Business Core competencies identified & designed
- Now we knew the Company's and each job's Technical and Behavioural competencies
- **What to do with it?**

ASSESSING DEVELOPMENT NEEDS

- **How do the people fit in?**
- Needed to assess each job holder's competence in relation to job competencies
- Business strategic objectives and job competencies used to design the Development Centres & the exercises / tools
- Conducted Development Centres & grouped participant employees (maximum of 6 per group)
- **Outcome:** Individual Employee Development Reports/ Outcomes

ALIGNING DEVELOPMENT and BUSINESS STRATEGY

- Now had a collective indicator of employee competence
- Facilitated development of individual development plans
- Enabled a review of Business Strategic and Succession Plan
- Updated and revised Business Strategic plan as a result of the development outcomes
- **Continue to focus on employee development to drive positive change**

OTHER OUTCOMES OF THE PROCESS

- Re-designed existing Job Descriptions
- Performance appraisal content informed
- Company specific Assessment tools designed
- Company Skills Plan updated
- Succession Plans updated
- Talent map content informed
- **Most importantly useful Management tools developed!**



WHAT DO WE NEED in PLACE to ACHIEVE OUR OBJECTIVE?

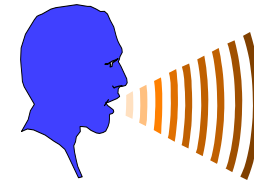
- **People**

Employees & trained resources



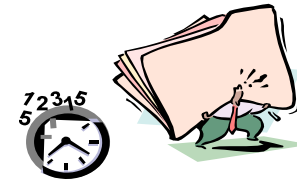
- **Communication**

Regular updates and feedback to all stakeholders



- **Sufficient Time**

Realistic timelines, Deadline driven



- **Value Adding Outcomes**

Management information, Tools, guidelines



- A cyclical process of **Business Strategy** informing **Development Centres** informing **Business Strategy** (and so on, and so on.....)

