

# Bridging the Gap between Development Centres and Development - A Practical Approach

**Sandra Schlebusch**  
*The Consultants*



# The Need:

- Delegates Perspective
- Client Organisation's Perspective
- Supplier Perspective



**The Consultants**  
ORGANIZATIONAL EFFECTIVENESS SPECIALISTS

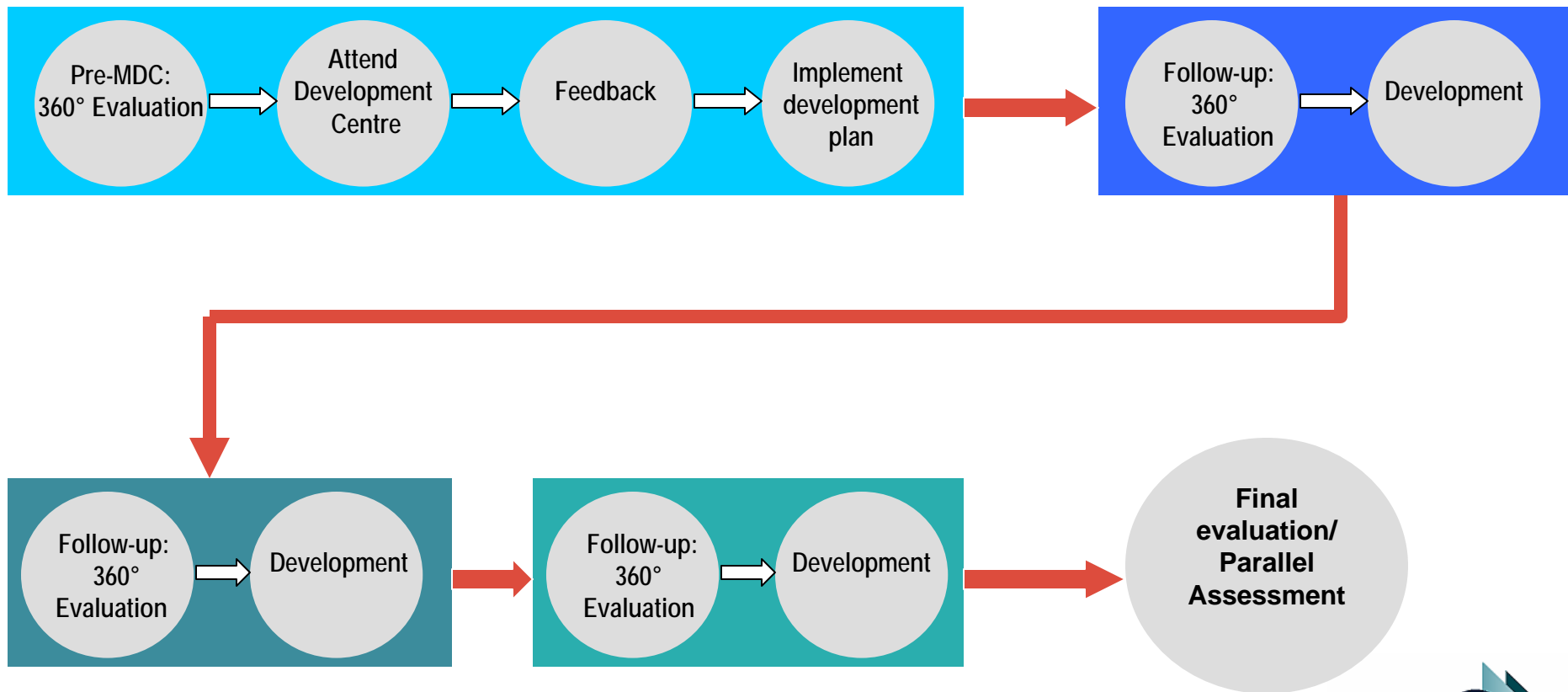
# Principles:

- Value Adding
- Role Clarity
- Clear end Results



**The Consultants**  
ORGANIZATIONAL EFFECTIVENESS SPECIALISTS

# The Process



# Critical Elements:

- 360° Evaluations
- Development and Parallel Centres
- Feedback Discussion
- Follow-up Discussions
- Growth File



# Purpose of the 360° Evaluations

- To give an indication of the competencies on the job
- To anchor the development on-the-job



# 360° Evaluations:

- Delegate
- Direct Line Manager
- Peers
- Subordinates



# Purpose of the Development Centre

- To identify individual Development needs
- To obtain buy-in into the identified needs
- To Develop these needs



# Tangible Take-aways from a Centre

- Final Report
- Development Plan



# Purpose of the Feedback discussion

- To finalise the delegate's Development Plan
- To get everyone's buy-in into the needed development



# Development Interventions

- Formal Interventions: Academic Qualifications
- Informal Interventions: Training Programmes; Books; Videos
- On-the-job: Projects/Assignments; Coaching; Mentoring



# Purpose of the Follow-up Discussions

- To review the delegate's Development
- To decide on actions to address the needs
- To reflect on progress
- To identify possible new priorities
- To adapt the delegate's Development Plan



# Purpose of the Growth File

- To be the delegate's Portfolio of Evidence
- To be the integrator of the whole process
- To be the delegate's guide



# Growth File Content:

- Record of all Development Discussions
- Development Plans
- Detail Development Plans
- Summaries: Books; Videos; Courses



# What is a Parallel Centre?

- An Assessment Centre that assesses a delegate's competence on the same competencies, at the same complexity level, during similar simulations, than the original Development Centre attended by the delegate.



# Purpose of the Parallel Centre

To determine if the delegate's competence is at an acceptable level for accreditation



**The Consultants**  
ORGANIZATIONAL EFFECTIVENESS SPECIALISTS

# QUESTIONS?

**Sandra Schlebusch**  
**The Consultants**  
**Cell: 082 462 4560**

**E-Mail: [scheronb@mweb.co.za](mailto:scheronb@mweb.co.za)**  
**[www.theconsultants.co.za](http://www.theconsultants.co.za)**



**The Consultants**  
ORGANIZATIONAL EFFECTIVENESS SPECIALISTS