

Career Development Centre – a tool to identify leadership talent in CSC



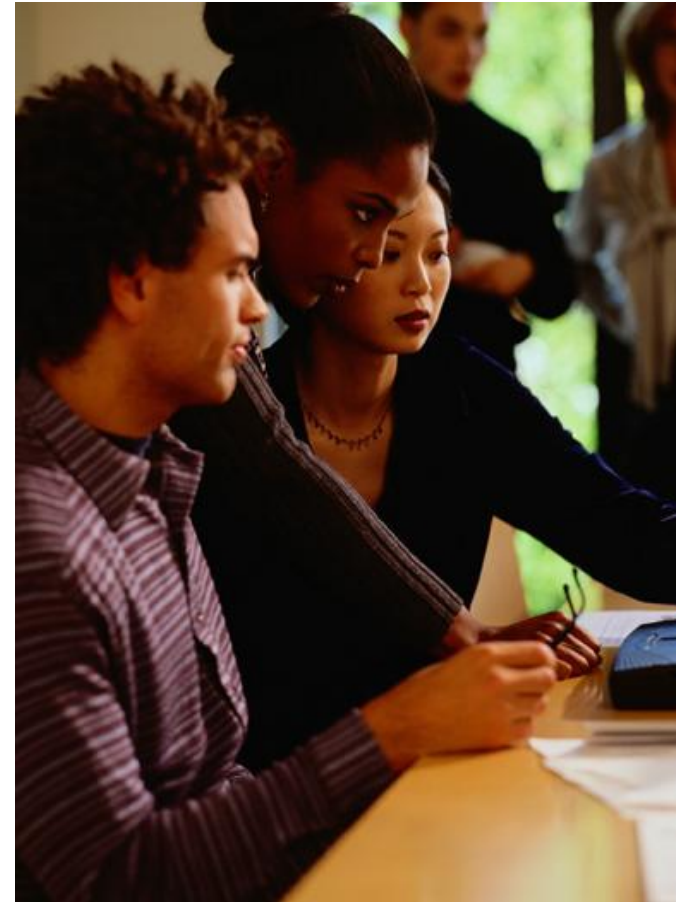
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Background to CSC

- Founded in 1959, Computer Sciences Corporation is a leading global information technology (IT) services company.
- CSC opened its doors in South Africa in November 1999 and today has offices in Johannesburg, Cape Town and Richards Bay.
- CSC offers the South African market a wide range of services, including systems integration, application and infrastructure outsourcing, business process outsourcing, as well as financial services solutions.
- In South Africa we employ 600 people and 79 000 globally
- Being at the cutting edge of technology and leadership innovation is critical to ensure we remain at the forefront of the IT industry





Roadmap

- Why the Career development centre and what it aimed to achieve
- Implementing the CDC
- Design of the programme
- What have we achieved?



WHY the Career Development Centre

- Needed to develop a pipeline of talent for key leadership roles
- Critical for **SUCCESSION PLANNING AND LEADERSHIP DEVELOPMENT**
- Too many 'talented' individuals identified by line managers (expecting 2%)
- Lack of consistent approach in talent identification and selection across geographies
- Focused on current performance and less on growth potential of identified talent
- Lack of structured feedback
- Lack of development opportunities
- Need for retaining and developing the right talent



WHAT is the Career Development Centre

- The Career Development Centre is a two day programme consisting of a number of simulation exercises
- There is time for individual reflection and mutual feedback after each exercise
- The Lead assessor manages the overall programme
- An assessor provides feedback to a group of 3 based on observations of behaviour and reflections of individuals and the group
- External assessors used in South Africa as opposed to internal managers
- Record observed behaviour on prepared forms
- Classify observed behaviours into appropriate dimensions
- Rate dimensions based upon behavioural evidence
- Give feedback to individuals in the group, individually and through a consolidated report



Objectives

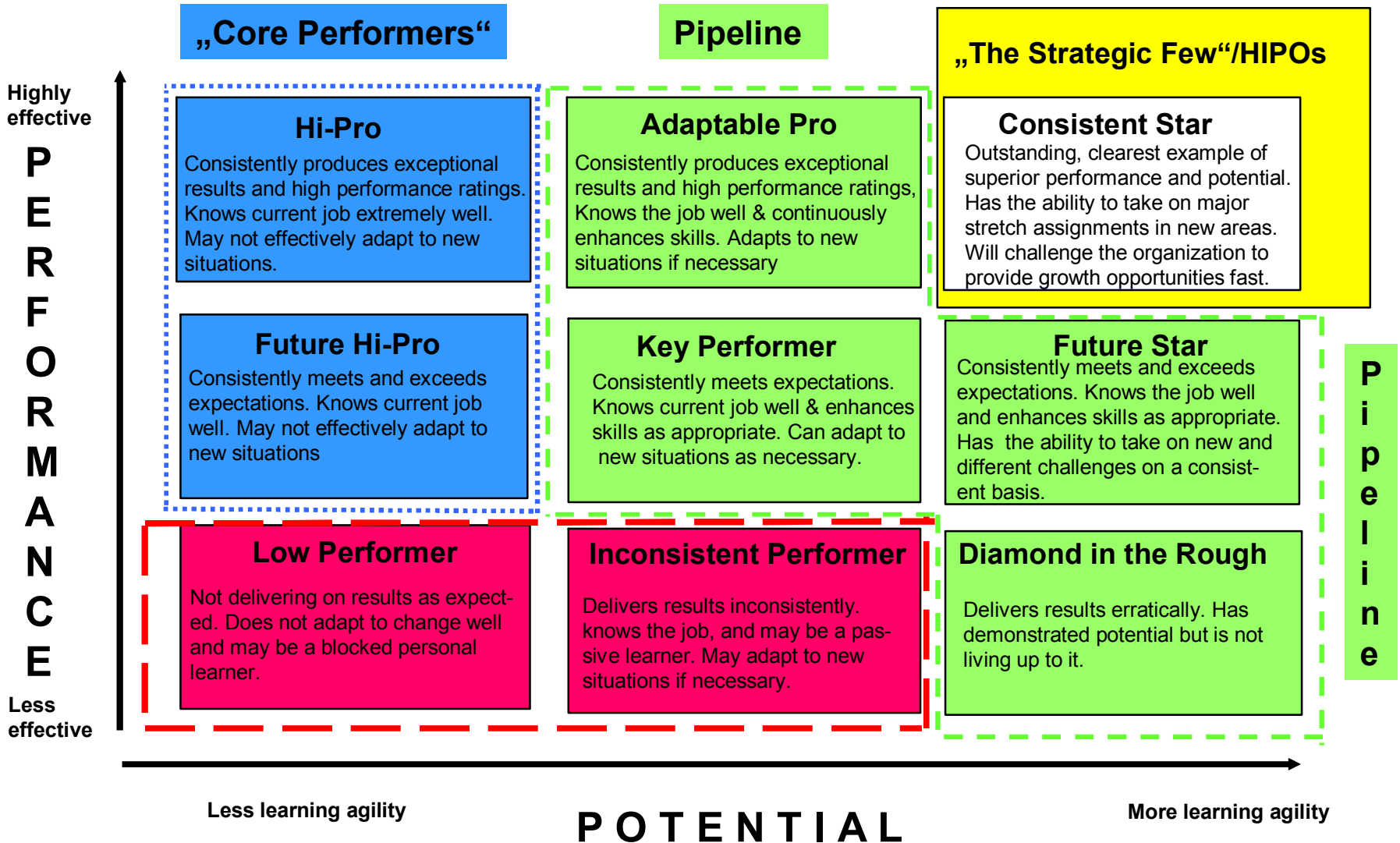
- Identify strengths and development needs of participants according to CSC behavioural, leadership characteristics
- Provide a basis for further development activities
- Present a structured and qualified method to identify our talent pool
- Provide a basis for establishing a development plan
- Give managers the opportunity to give more profound and qualified feedback to all candidates
- Give more objective and qualitative input to identify the Strategic Few (HIPO)



57 individuals attended the CDC conducted in Cape Town (2) and Joburg (1)

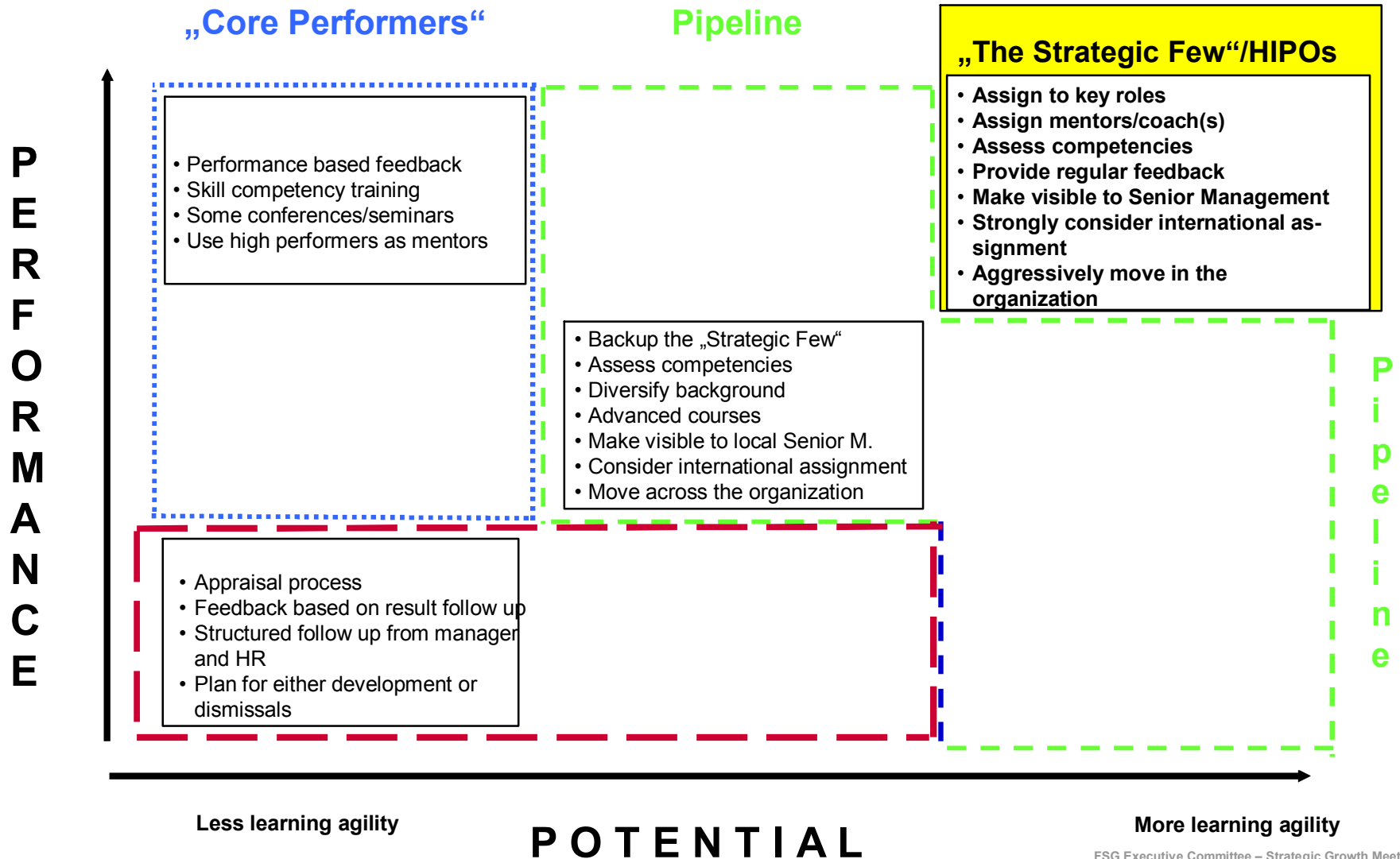


Talent Matrix





Appropriate Development Approaches

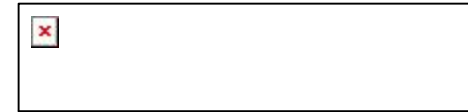


Implementing the Career Development Centre



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Nomination and selection of participants

- Individuals nominated by managers based on leadership capability
- Talent matrix used to assess talent pool
- Interviews or leadership questionnaires completed by each participant prior to the CDC
- In other countries additional forms were completed by managers relating to learning agility and performance of participants





Flow of CDC

- Introduction of CDC and activities - Lead assessor



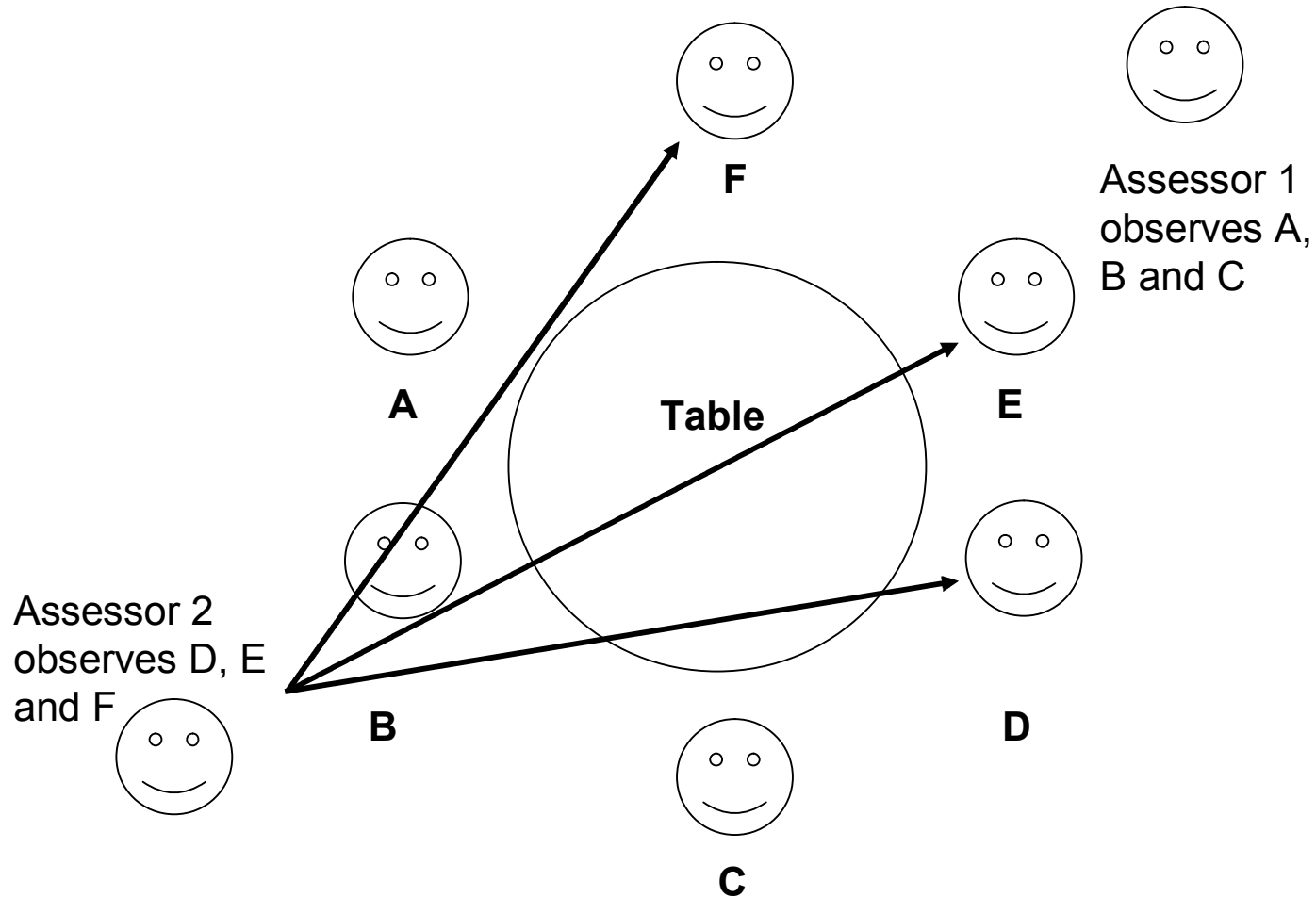
- Problem solving exercise
- Recruiting exercise
- Performance appraisal exercise
- Presentation
- Negotiation exercise



- Structured reflection after each exercise
- Individual feedback within group



Organisation of Team





After the CDC

- Within 30 working days after the CDC, all candidates receive a written feedback report from the assessor
- Lead assessor approval and feedback on the quality of reports is obtained prior to the report being made available to candidates
- The report is the property of the candidate but a copy is kept by the HR department
- The candidate is expected to share the received feedback with closest manager
- The report provides input to an individual development plan agreed to between the candidate and his / her manager
- Further leadership development opportunities identified
- Feedback to managers confirming or challenging succession planning and talent management assumptions

Design of the Career Development Centre



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Structure of exercises

- Structure
 - learning ability
 - change agility
 - leadership
- Dimensions
 - creativity and innovation
 - learning and development
 - flexibility and adaptability
 - process management
 - strategic management
 - interpersonal style
 - people management
- Competencies
 - 23 Lominger competencies
- Descriptions
 - detailed description of each competency



Leadership Competencies

Candidates are assessed against the Competence Profile for Senior Executives within CSC

Core Competencies:

- Strategic agility
- Political savvy
- Dealing with ambiguity
- Managerial courage
- Decision quality
- Sizing up people
- Dealing with paradox
- Command skills
- Innovation management
- Managing through systems
- Perspective
- Managing vision and purpose

Supporting Competencies:

- Building effective teams
- Conflict management
- Self development
- Motivating others
- Personal learning
- Directing others
- Creativity
- Managing diversity
- Negotiating
- Developing direct reports
- Managing and measuring work



Role of independent assessors

- External assessors used
- Assessors attended a 1 day training session
- Assumption that observation and feedback skills were well developed
- Each participant assessed based on dimensions and competencies associated with the simulation exercise
- Forms for observations provided
- Feedback facilitated by the assessors after each exercise
- Consolidated feedback provided one-on- one to individuals
- De-briefing session for assessors conducted at the end of each day
- A detailed report compiled after the CDC for each individual using a template provided
- Feedback given personally to each individual



Assessors' Materials

- Guideline for Observations
- [Observation Templates](#)
- Exercises – descriptions of competencies and key points to observe
- [Assessors observation summary](#)
- Guideline for Feedback report
- [Template for feedback report](#)
- Dealing with difficult situations
- [Dimensions to be assessed - Structure](#)
- CSCs Dictionary of Enabling and Leadership Competencies
- [FYI 4th edition For Your Improvement – A Guide for Development and Coaching by Michael M Lombardo and Robert W Eichinger](#)





Structure of Feedback Report

- An overall evaluation linked to examples of behaviour
- Strengths (3-5) linked to concrete examples of behaviour demonstrated
- Suggestions for areas for improvement (3-5) linked to concrete examples of behaviour
- Feedback on learning agility and consistency between individual's leadership questionnaire and behaviour on CDC
- Suggestions for career path and development activities



What have we achieved?



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Achievements within EMEA

- CDC carried out in 6 countries (Denmark, UK, Germany, Italy, France and South Africa) since 2004
- Around 300 candidates have been assessed from 10 countries (Denmark, Sweden, Norway, France, Belgium, Italy, Spain, Portugal, Germany, UK)
- Around 20 internal assessors have been trained – experienced L&D staff and senior executives
- The CDC has been updated and reviewed 3 times (new exercises, change of format, change of assessors, etc.) and will be updated on a continuous basis



In South Africa

- 57 individuals have benefited from specific, structured feedback
- All have received reports that is used as an input to direct further development opportunities
- Have local capability to run this programme
- Results have been used to refine our talent management and succession planning processes
- CDCs are planned for 2006 to accommodate all current and aspiring managers





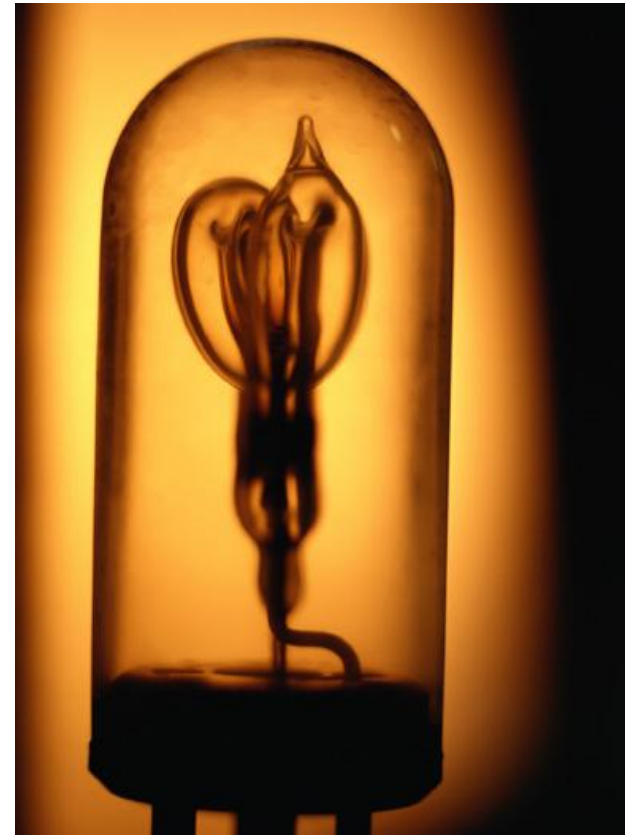
Overall Responses

- Majority of participants indicated that they have not had focused feedback prior to the CDC
- More than 50% of the participants have started to act on the feedback
- Only 2 participants have objected to the feedback report
- Satisfaction rating of the programme is 4.5 on a scale from 1-5
- Participants have indicated that they have implemented more structured feedback in their own teams as part of their management practice



Main Challenges and Insights

- Acceptance of findings by nominating managers
- Integrating structured feedback as part of our culture
- Improving our capability to provide honest and constructive feedback
- Ensuring reports meet the requirements in terms of quality, format and time commitments
- Following through on individual development plans
- Need for further development opportunities relating to management skills
- Internal versus external assessors



Questions



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