

Sanlam Personal Finance Distribution

The Accelerated Development Programme



Agenda

- **Why the need for an Accelerated Development Programme (ADP)?**
- **The ADP Concept**
- **Competency Model**
- **Evaluation of Selection Process**
- **Performance Predictions**
- **Lessons Learned**



Why the need for an Accelerated Development Programme (ADP)?

- Financial Services Charter
- Talent pool of black sales managers limited within industry
- Financial Advisory and Intermediary Services Act...change from Insurance sales to Professional Financial advice....tertiary qualifications became more desirable
- Talent Planning as a business imperative (internal staff as well)



THE ADP....

- 8 Black Females (B.comm/Acc/Bus.Sc)
- Rotation in business
- Debriefing and ongoing performance feedback to candidates
- Action Learning Projects
- Mentoring
- Managing line management commitment to the ADP
- Exposure to Exco and CEO



The Selection Process

Step 1:

- *“Calling all graduates....” Sunday Times Ad*
- 400 applicants
- Well positioned in newspaper



SUNDAY TIMES ADVERTISEMENT

SANLAM

YOUR NAME

Financial Services
Sanlam Life Insurance Limited
P O Box 1, Sanlamhof, 7532

(021) 947 1212

Calling all GRADUATES...

Unique fast tracking career opportunities
exists in the Financial Services Sector

Based in the Western Cape, these positions
call for highly motivated and goal-orientated

Commerce, Economics & Finance graduates...



 **Sanlam**
Thinking ahead

The Selection Process..cont...

Step 2:

Shortlisting its qualifications

Step 3:

Telephonic screening (70)

Premise: All had similar qualifications

- Technical / Professional Knowledge and Skills
- Planning and Organising
- Thinking Skills

- Self Awareness / Personal Insight



The Selection Process... cont...

Step 4:

Behavioural Assessment (25)

Role-play / In Basket

- Formal work based scenarios
- Assessed ability to work with both operational and strategic information
 - Thinking Skills
 - Relationship Management
 - Facilitating Change
 - Entrepreneurship
 - Planning and Organizing



The Selection Process cont...

Personality Preferences:

- 15 FQ
- Used to provide additional information and identify red flag
- Not used to deselect candidates



The Selection Process... cont...

Levels of work (Cognitive Process Profile)

- Levels of work used as the foundation
 - Sanlam: 5 levels of operation
 - Focused on functioning at middle management (for placement purposes)
 - Current level of functioning and future potential



The Selection Process... cont...

Step 5:

Panel Interview (15)

Formal presentation – a critical evaluation of company strategy focusing on Distribution challenges

- Communication
- Business Acumen
- Thinking Skills
- Impact



The Selection Process... cont...

- Resilience
- Teamwork
- Practical Learning
- Individual Leadership

- Integrity
- Motivation



Competencies

Competencies	Current Model	New Model (if only in Distribution)
Technical Skills and Knowledge	✓	✓
Thinking Skills	✓	✓
Relationship Management	✓	✓
Facilitating Change	✓	✓
Entrepreneurship	✓	✓
Planning and Organising	✓	✓
Entrepreneurship – priorities the behaviour		✓
Tenacity: dealing with obstacles		✓
Influencing: from both an internal and external stakeholders point of view		✓
Initiating action		✓



Performance Predictions

8 candidates in total

- 50% hit rate into leadership potential in the medium term
- Linked to performance in tasks / assignments, as well as feedback from rotation managers
- Differentiating factor: Work experience (conflict handling, problem solving and interaction skills)



Lessons Learned.....*good HR teams are critical of self!!*

- **Assessment of individual preferences**
- **Should the competencies differ within a sales environment? Ranking of leadership competencies differs across the business**
- **Work Environment: needs to be able to support proactively (mentors, line managers ability to coach)**



Lessons Learned.....*good HR teams are critical of self!!*

- **Analysis of competencies needed for the Distribution environment in the short to medium term upfront**
- **Be realistic about the level of sophistication of the environment – realistic benchmark**
- **Cannot be started in a unit – company wide**



Successes!!

- All 8 will be placed by 1 July 2006
- Company committed to an ADP 2 in 2007
- Line Management committed to transformation and development of potential
- Thorough assessment process from a company wide perspective
- Distribution seen as being in the forefront of transformation vs being on the backfoot within the company!

