

# ASSESSMENT CENTRE STUDY GROUP

**Assessment Centres 2012...  
Back to the Future!**

*Presented by Johan Greeff & Lucille Greeff*

**Treetops Management & Development Consultants**

**(012 666 8093) / [info@treetops.co.za](mailto:info@treetops.co.za)**



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***Close your eyes and  
imagine...***



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# Case Study



- ❑ Year 2012
- ❑ Selection Assessment for CEO Position of SA Nuclear Power Company
- ❑ Pressure from government – power failures nationwide, slow delivery rates, spiralling costs
- ❑ Pressure from environmental groups – controversial technology, global warming, pressure on environment
- ❑ Internally – scientists working in silos, cowboys, over-spending
- ❑ Safety standards in question – operations may be closed down due to lack of adherence by International Nuclear Authorities

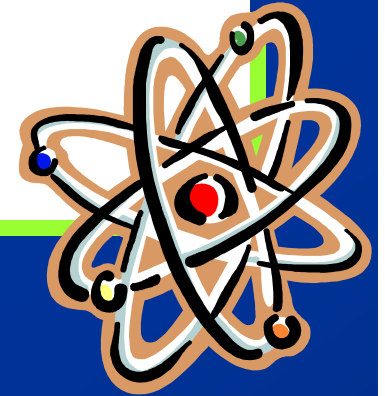


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# Case Study



Discuss in groups of 4:

- ❑ What are the 6 most important competencies to assess for?
  - ❑ What does your battery of instruments look like?
  - ❑ What form does the assessment take?
- 
- Output to be summarised on A3 papers
  - 5 minutes for discussion



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# Our Great 8 Competencies

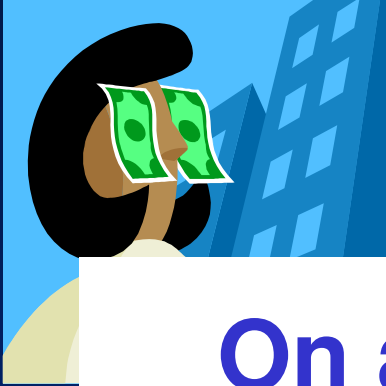
- ❑ Systems Thinking
- ❑ Stakeholder Management and Sensitivity
- ❑ Drive / Passion / Courage (Uncompromising will)
- ❑ Self-Awareness
- ❑ Innovation
- ❑ Visioning / Leadership / Influencing
- ❑ Deep Care (Triple Bottom Line)
- ❑ Quality / Commitment to the best



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**On a physical level people are losing their peripheral vision.**

**How is this manifesting on emotional, intellectual, social and spiritual levels?**

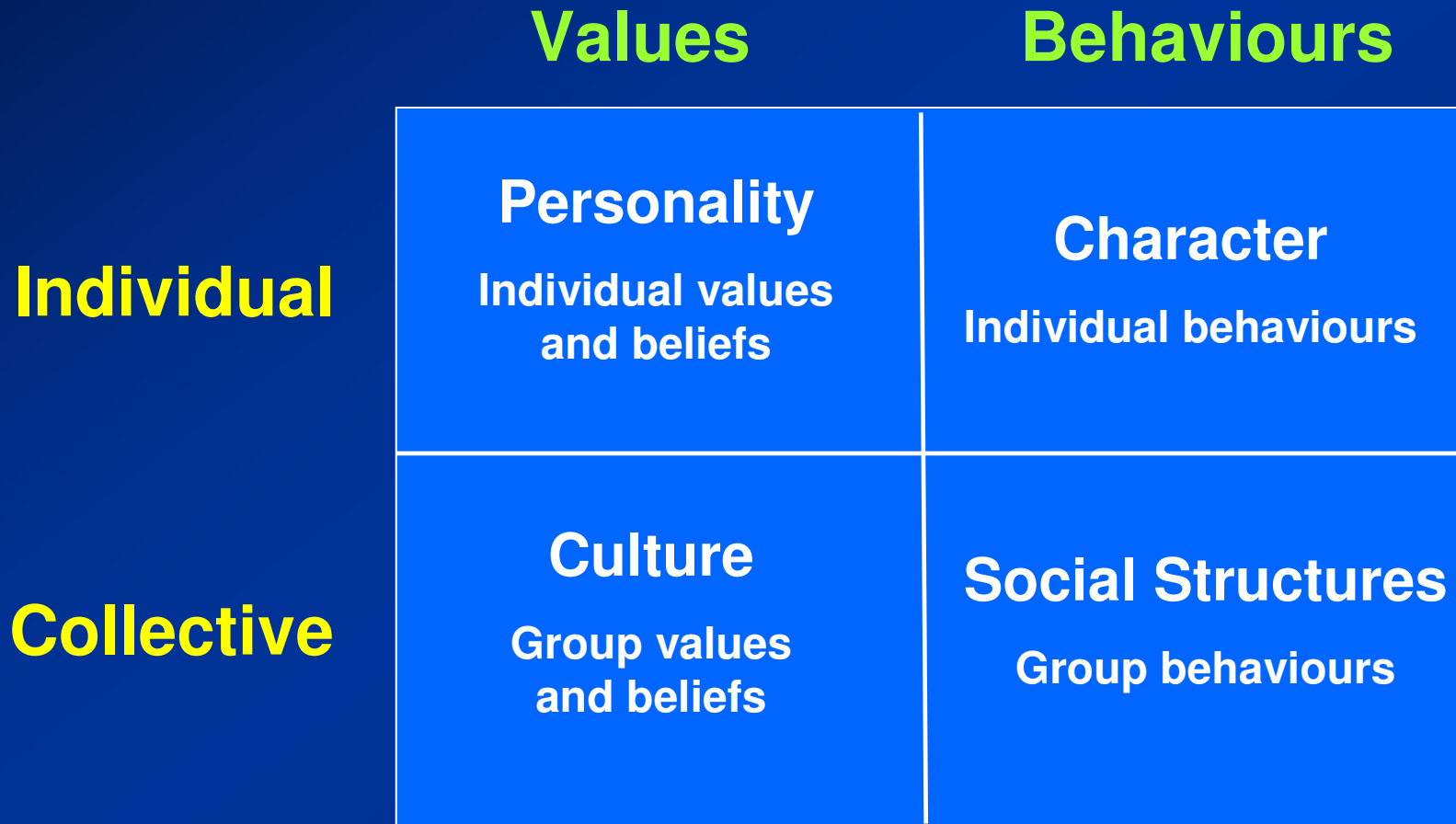


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# Human Systems – Four Quadrants



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Adapted by R. Barrett, Corporate Transformation Tools.

Based on the work of Ken Wilber

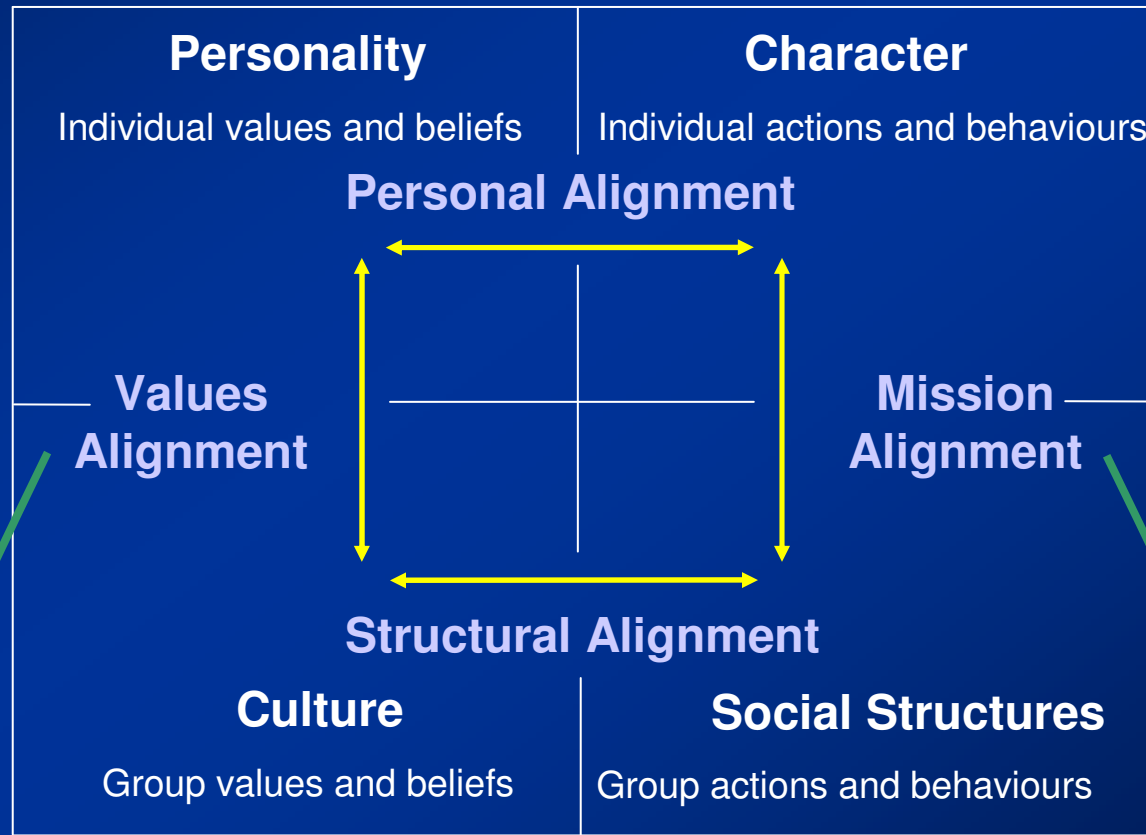
# Human Systems - Four Quadrants

**Values**

**Behaviours**

**Individual**

**Collective**



Group Cohesion – Enhanced Capacity for Collective Action



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# How do we assess for systems thinking?

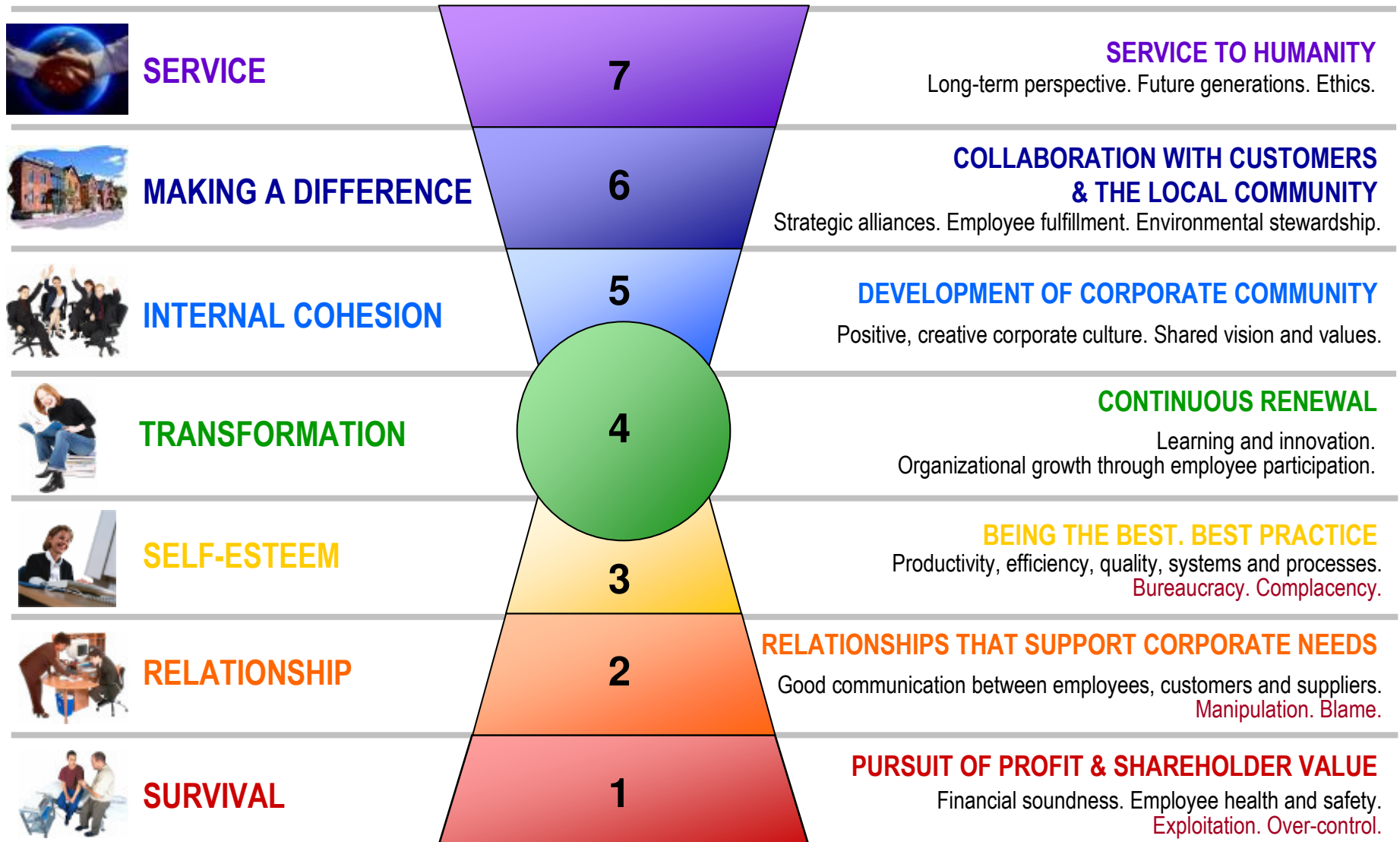


**You need a  
conceptual frame of  
reference for  
systems thinking**



# The Seven Levels of Consciousness

Positive Focus / Excessive Focus



# The Seven Levels of Leadership

Service

Making a Difference

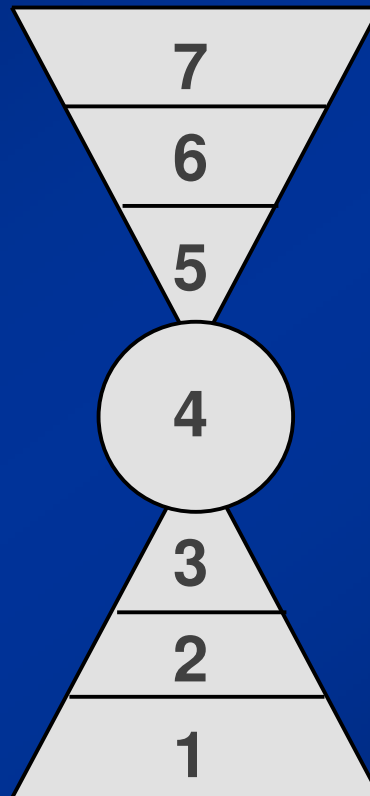
Internal Cohesion

Transformation

Self-Esteem

Relationship

Survival



**Wisdom/Visionary**

**Mentor/Partner**

**Integrator/Inspirer**

**Facilitator/Influencer**

**Manager/Organiser**

**Relationship Manager**

**Crisis Director**



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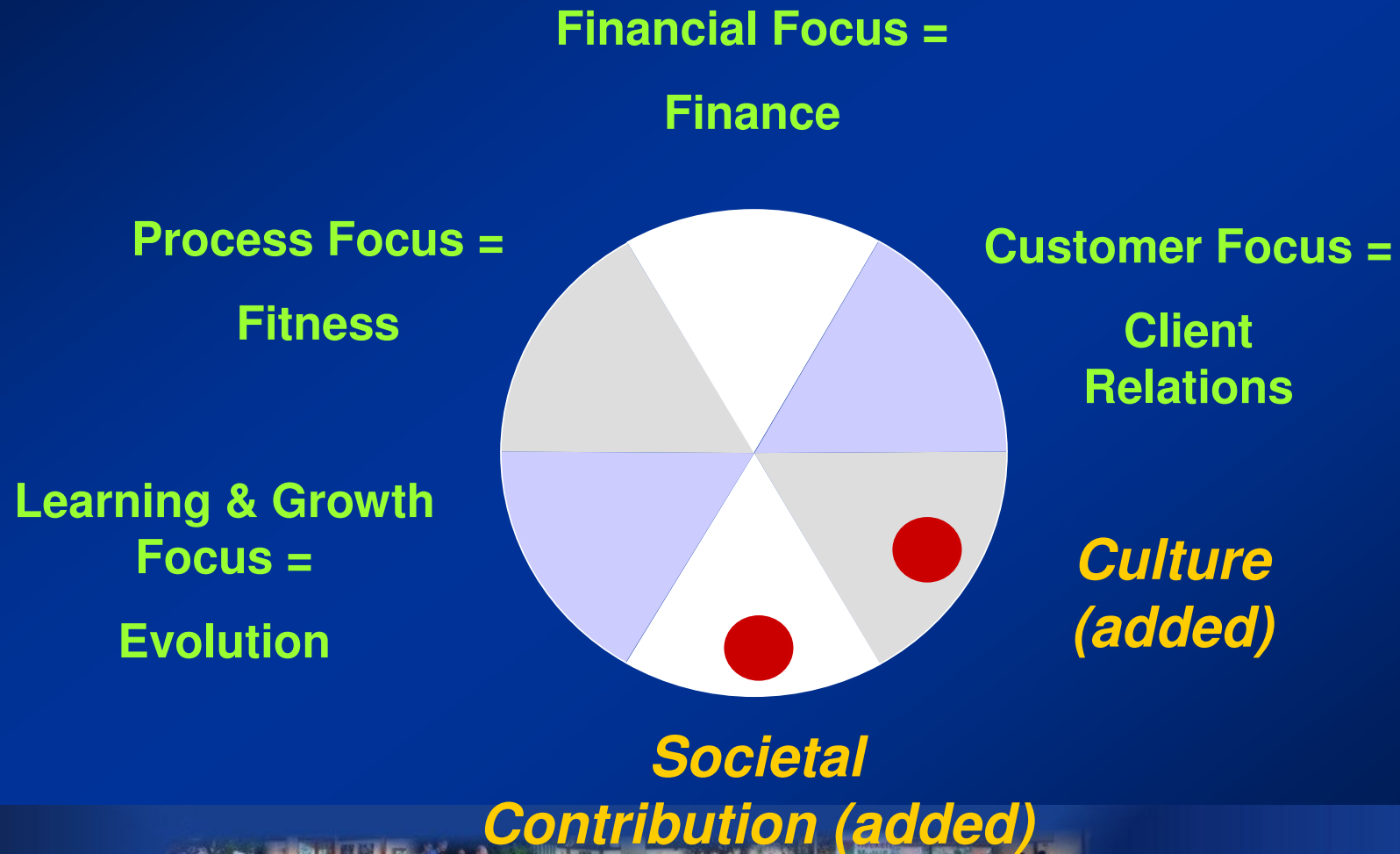
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# Balanced Scorecard Kaplan & Norton



# The Business Needs Scorecard

## Richard Barrett



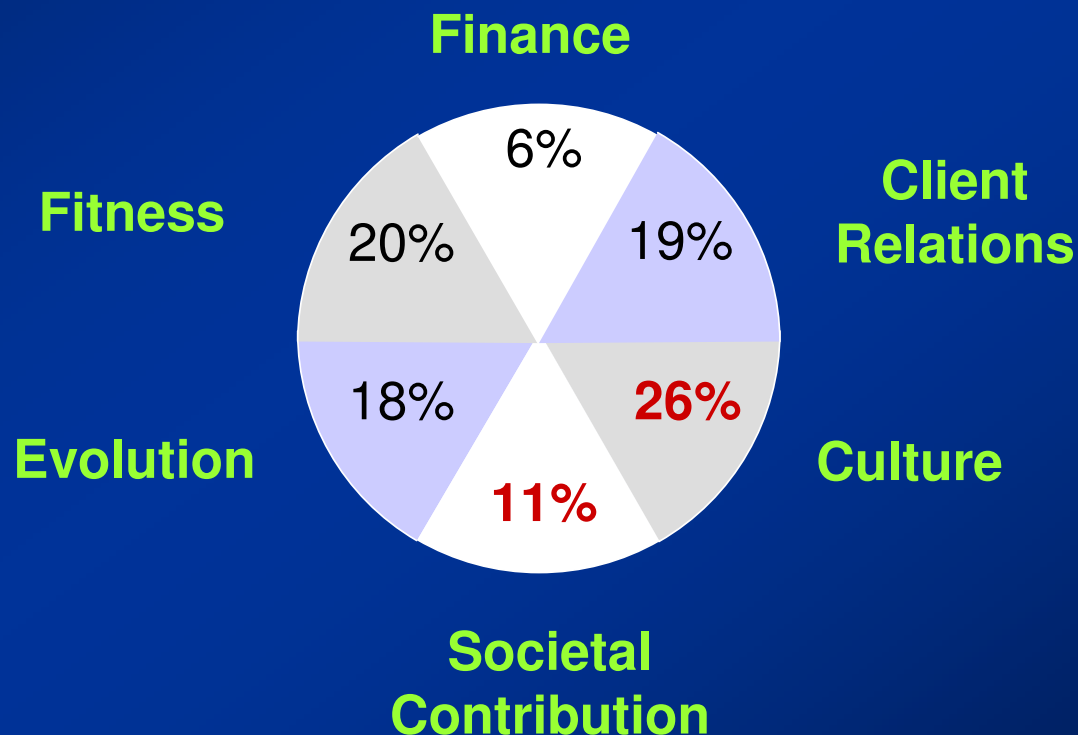
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# BNS of Long-Lasting Successful Companies

Based on mission and vision statements from *Built to Last* – Collins and Porras



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# Tomorrow's Global Company Inquiry

- ❑ Tomorrows Global Company (worldwide)
- ❑ Interviews with 20 CEOs and business leaders in South Africa covering:
- ❑ Role of business in a global environment
  - Leadership Challenges
  - Diversity
  - License to operate, Role of Business
  - Stakeholder dialogue



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# Emerging Themes from Inquiry

- ❑ The interconnectivity of business, society and government
- ❑ Grappling with diversity
- ❑ Recognition of the individual as the primary change unit
- ❑ Importance of business purpose
- ❑ Importance of engaging with society
- ❑ Business models with a social change function



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***What does this mean for  
Assessment Centres?***



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# Our Question for the Future

The world is evolving...

Assessment Centres are evolving?

What new types of instrumentation do we need to develop to meet the challenges of the future?



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