



**3D Assessment in a  
Simulation Environment**

# Content


- The business case
- Our 3D model
- Using the simulation environment
- Research
- Why is this successful?



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**The business case**



“This is not the age of defensive castles and moats and armor. It is rather the age of cunning, speed and surprise”

- *Richard de Aveni* -

“The corporation as we know it, which is now 120 years old, is not likely to survive the next 25 years”

- *Peter Drucker* -

“We are in the midst of redefining our basic ideas of what enterprise and organisation and even human being is...and about how value is created and careers are pursued”

- *Tom Peters* -

“Historically, smart people have always turned to where the money was. Today, money is turning to where the smart people are”

- *The Financial Times June 2003* -

# A new business environment...

*Today's business and world leaders are faced with unprecedented complexities and rates of change in markets and social conditions. This places extreme pressure on leaders to develop all aspects of themselves to the highest degree possible.*

*Development of their **cognitive, emotional, interpersonal, and ethical capacities**, as well as their fundamental sense of self, and more, are all required.*

*In my opinion, only those who develop to this level, who integrate fully to this level, will be successfully equipped to manage a profitable, sustainable growth business or effective organization”*

Ken Wilber; *A Theory of Everything:  
An Integral Vision for Business, Politics, Science and Spirituality.*



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# The challenge facing HR Professionals

- How do we attract and retain the best talent?
- How do we create a culture of high performance?
- How do we ensure that all employees are engaged and committed?
- How do we create a leadership community able to drive and support these people strategies?



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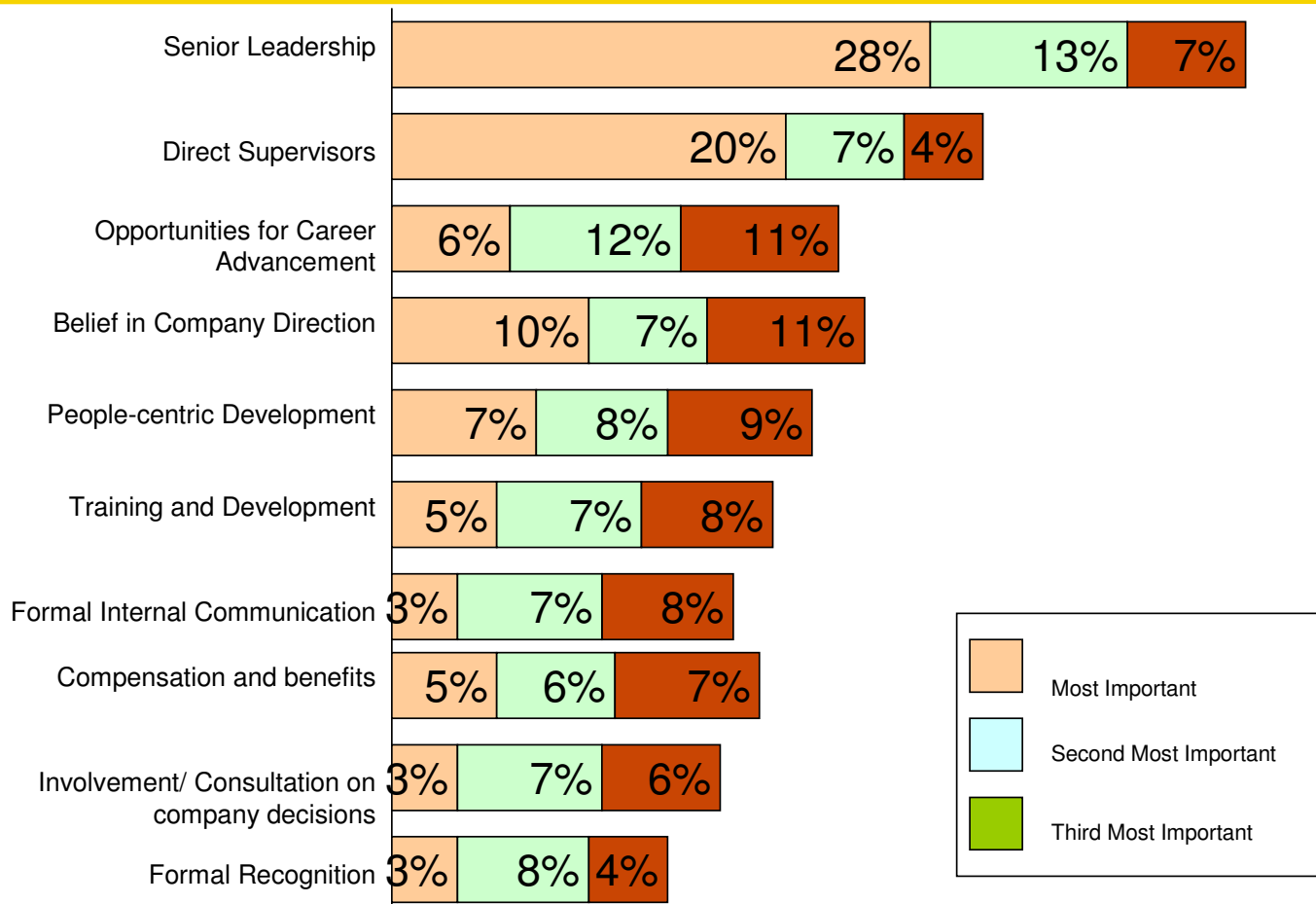
# The challenge facing HR Professionals

- The bottom line?
  - Business results are achieved through talented and engaged employees
  - The quality of leadership in the organisation is a key variable in the attraction, retention and development of talented and engaged employees
- With the scarcity of leadership talent available, organisations increasingly must source from within



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# Drivers Of Attraction, Engagement And Retention In Europe (Towers Perrin)



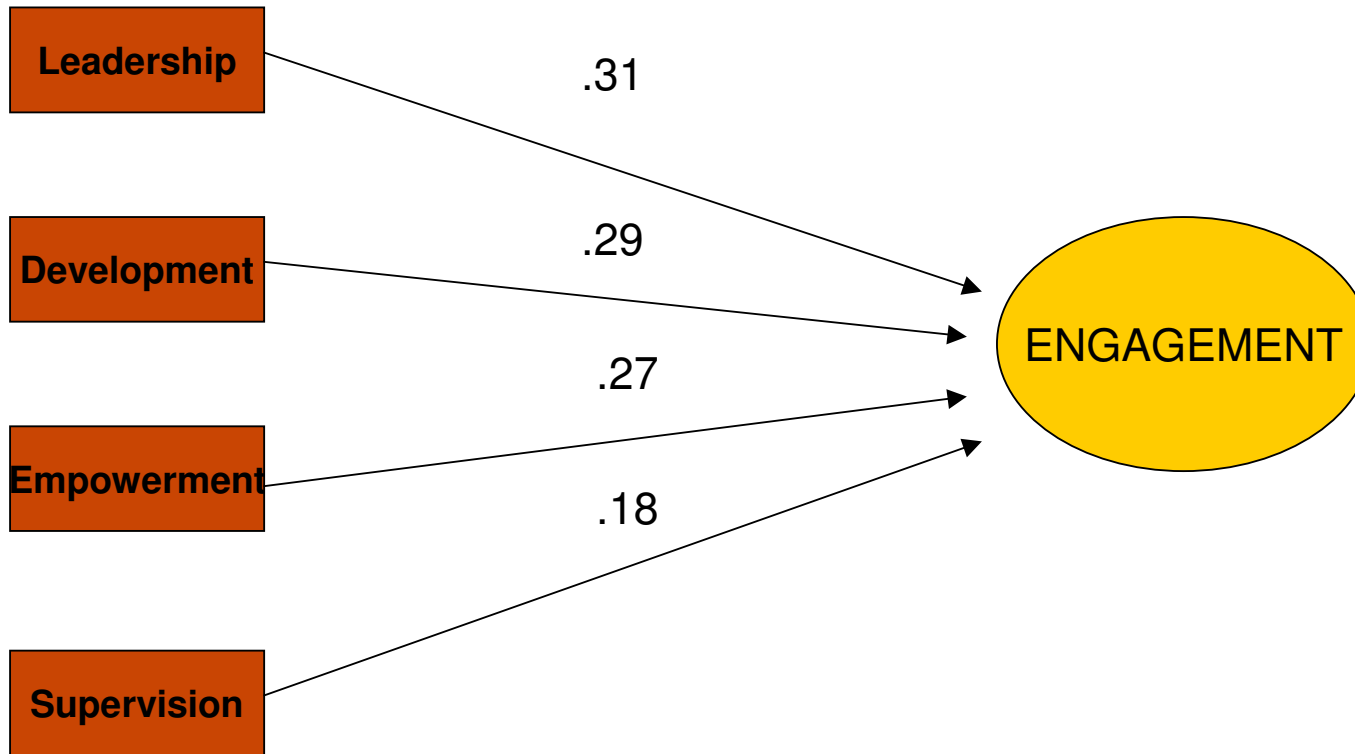
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Percentage of Respondents

# ISR Key Driver Analysis

## Key Drivers

## Outcome



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The 3D Model of Leadership

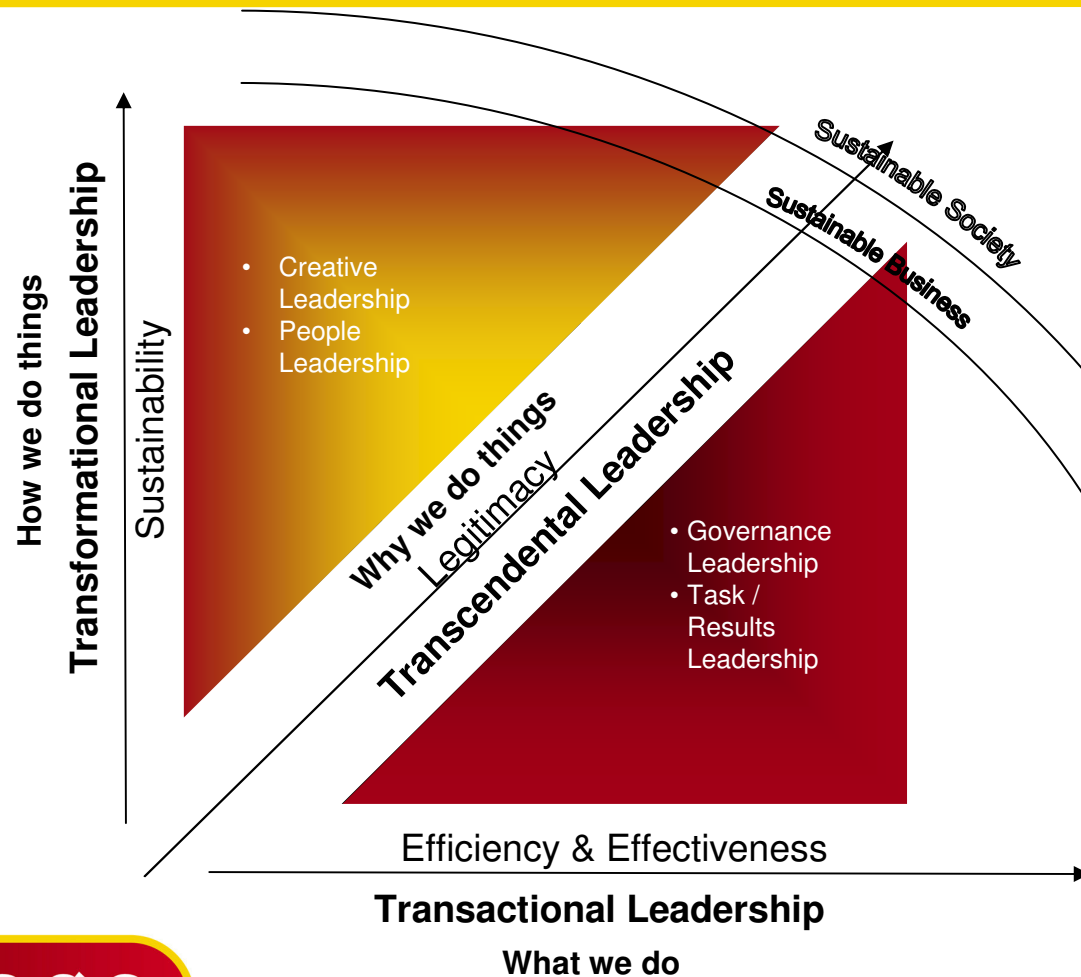
# Why leadership and not just management?

- Management: Is planning, directing and controlling.
  - Provides predictability and order to meet the current requirements for products and services.
  - Organises and structures its facilities to properly carry out its plans.
- Leadership: Promotes change and development to meet rapid advances in new markets and technology.
  - Envisions new directions and motivates others to move in these new directions.
  - Inspires commitment, loyalty and involvement to accomplish a mission articulated by the leader.



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# 3-Dimensional Leadership



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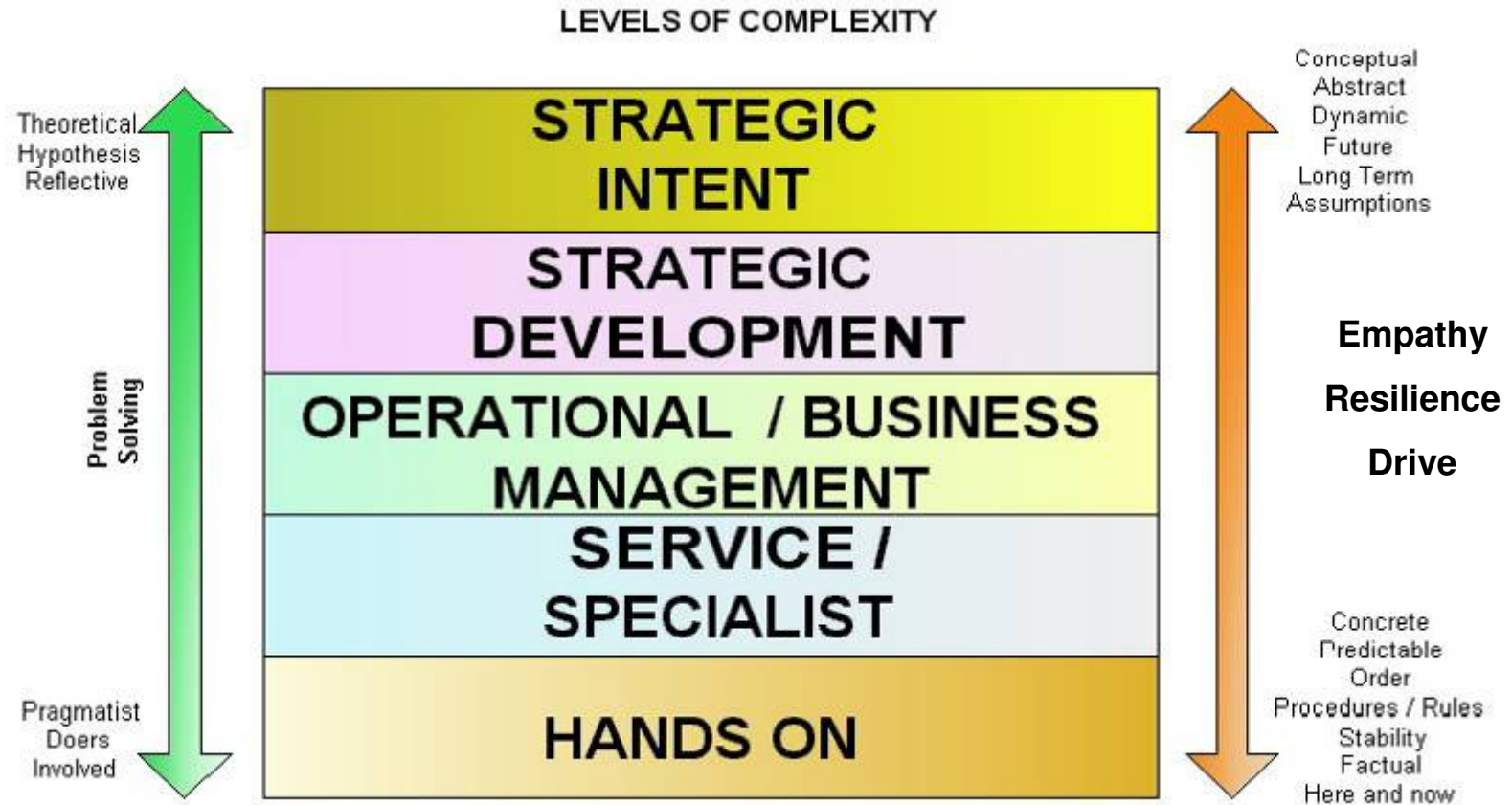
# 3-Dimensional Leadership

- Transactional leadership is aimed at achieving efficiencies and effectiveness;
- Transformational leadership is aimed at adding sustainability to this;
- Transcendental leadership is aimed at adding legitimacy to this;
- Because the objectives of leadership are summative, all types of leadership are appropriate at all levels;
- The “mix” of leadership types may be different at different levels and even within particular contexts (industry, organisational lifecycle, competitive environment, etcetera);
- All of these should also be viewed within the much broader context of fundamental shifts in beliefs, values and worldviews



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# Levels of complexity



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# Terminology

- **Capability**
  - Values, temperament, work preference, cognitive complexity
  - Not necessarily trainable
  - Forms foundation for effective and efficient skills acquisition
- **Competence**
  - Knowledge (head), skills (hands) and values (heart)
  - Built on capability
- **Capacity**
  - Degree to which individual has the capability and competence to meet challenges of role
  - Degree to which organisation have sufficient people now and in the future who have sufficient individual capacity (notion of pipeline or bench strength)

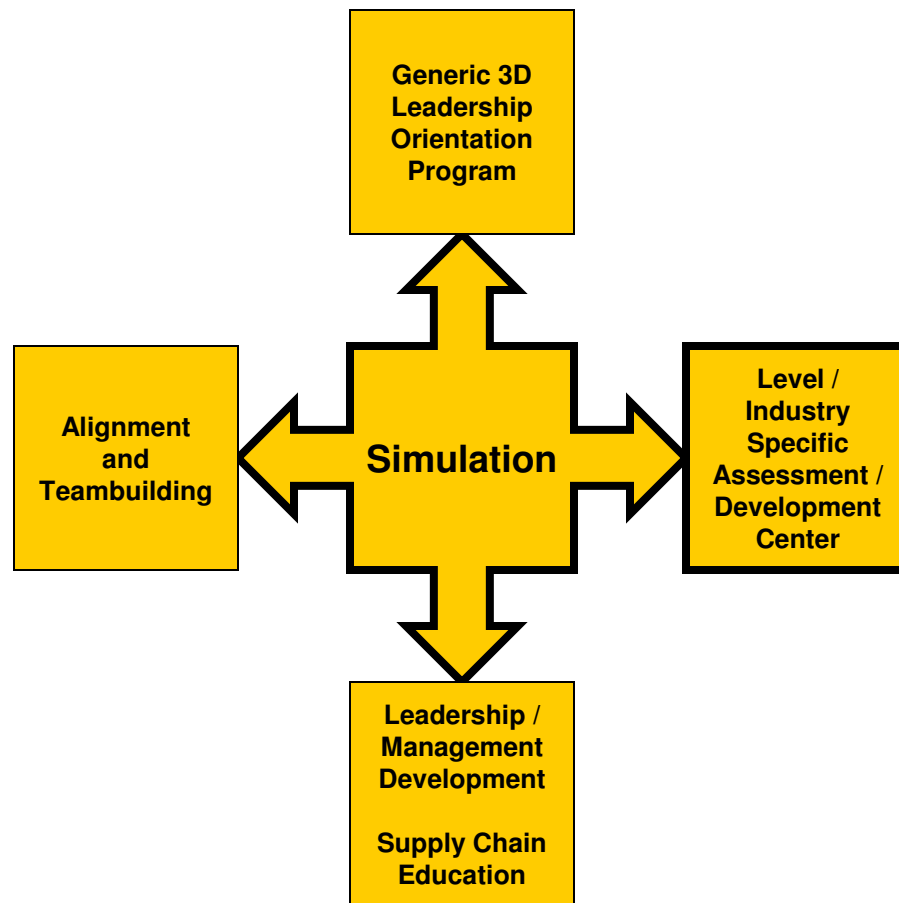


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Using the simulation environment

# Engage Suite



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# An assessment session

- Is adapted for a specific industry
- Is adapted to a specific level of management
- Is adapted to the level of sophistication of participants
- Is played over 1½-2 days
- Accommodates 10-24 participants per session



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# How do we design a Session?

- We look at the knowledge requirements
  - The specific competencies required to run this business
- We look at the whole person/ job!
  - The level on which this individual has to function (complexity of work)
  - All dimensions of his/her management behavior that are relevant



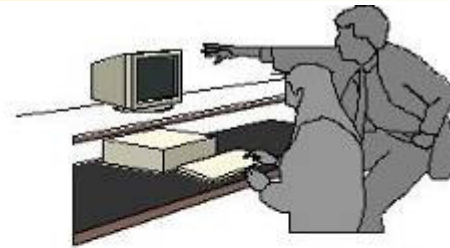
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# The Simulation

## MANAGEMENT TEAMS

Run their simulated companies:

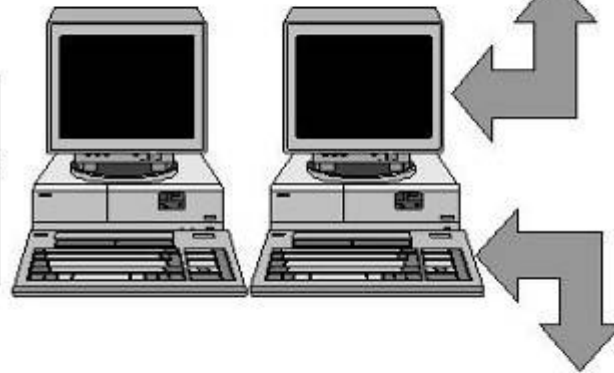
- Analyse business results
- Make and business decisions



## SIMULATION

Simulate the companies and environment

- Provide management information
- Calculate effects of decisions
- Receive player inputs



## CONTROL TEAM

Direct session to achieve objectives

- Design and set up scenario
- Review player results and debrief
- Adjust environment if required



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# The Candidate

- Analyse, plan, implement, manage the risks and counter the competition:
  - Analyse management information (forecasts, sales reports, financial statements), interpret it and act accordingly.
  - Deal with marketing, production, supply, and finance.
  - Deal with suppliers and customers who all have a mind of their own.
  - Solve typical business problems and overcome common organisational difficulties such as information overload, time constraints and the complexities of team dynamics.
- Show a sustainable profit and grow market share!



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Some Research Results

# Sample

## Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	52	21.7	21.7	21.7
	Male	188	78.3	78.3	100.0
	Total	240	100.0	100.0	

## Industry

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Financial	30	12.5	12.5	12.5
	Information Technology	83	34.6	34.6	47.1
	Manufacturing	53	22.1	22.1	69.2
	Public	37	15.4	15.4	84.6
	Retail	28	11.7	11.7	96.3
	Services	9	3.8	3.8	100.0
	Total		240	100.0	100.0



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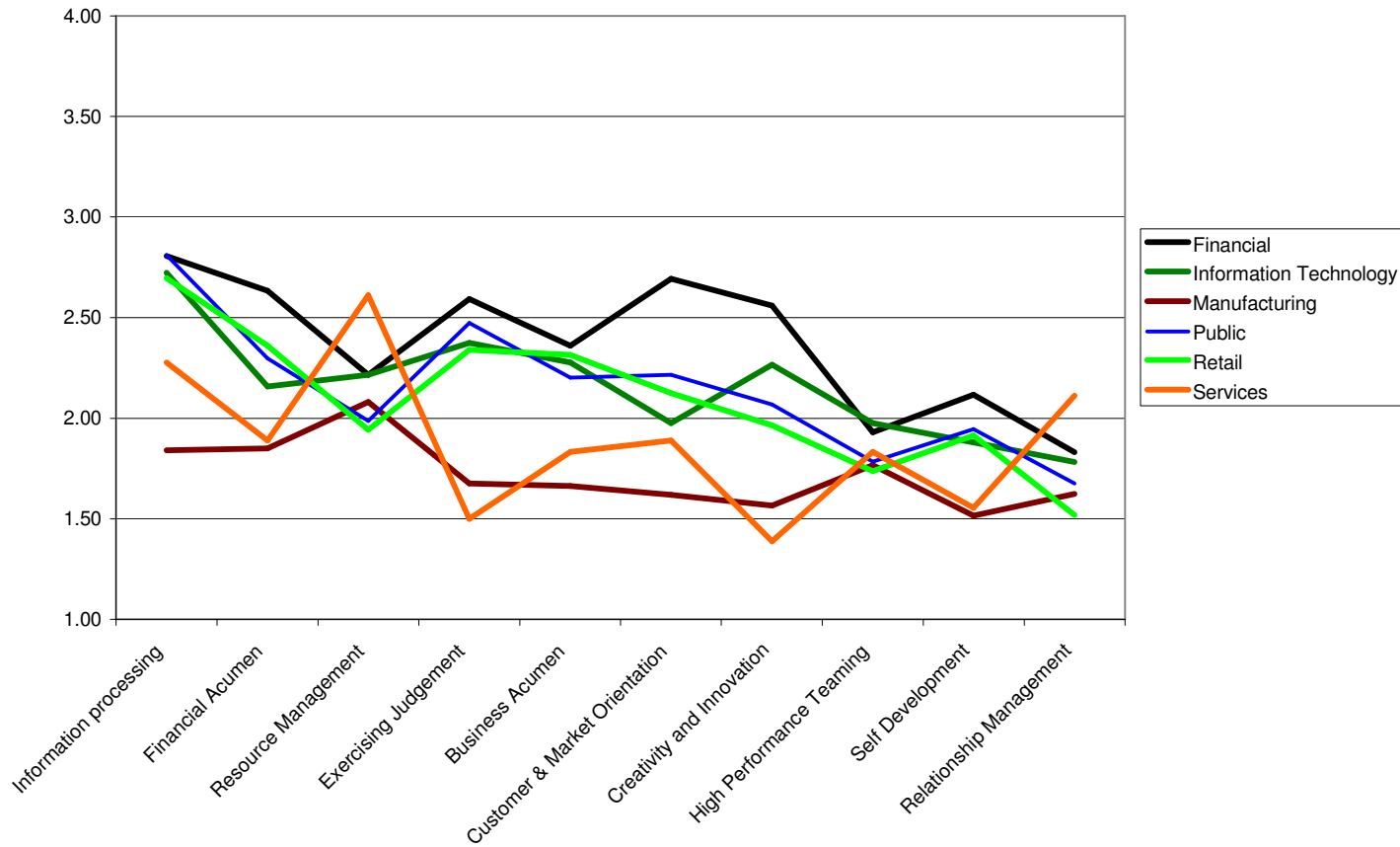
# Mean Scores per Industry

	Financial	Information Technology	Manu- facturing	Public	Retail	Services
	Mean	Mean	Mean	Mean	Mean	Mean
Business Acumen	2.36	2.28	1.66	2.20	2.31	1.83
Financial Acumen	2.63	2.16	1.85	2.30	2.36	1.89
Information processing	2.81	2.72	1.84	2.81	2.70	2.28
Resource Management	2.22	2.22	2.08	1.99	1.94	2.61
Exercising Judgement	2.59	2.37	1.68	2.47	2.34	1.50
High Performance Teaming	1.93	1.98	1.77	1.78	1.74	1.83
Relationship Management	1.83	1.78	1.62	1.68	1.52	2.11
Customer & Market Orientation	2.69	1.98	1.62	2.22	2.13	1.89
Creativity and Innovation	2.56	2.27	1.57	2.07	1.96	1.39
Self Development	2.12	1.88	1.52	1.95	1.91	1.56
Emotional Maturity	2.46	.	2.58	2.50	2.75	.
Ethics and Governance	2.93	.	2.86	2.88	2.98	.
Representing the Organisation	2.08	.	1.72	2.35	2.38	.



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# Mean Scores per Industry



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# Anova

		Sum of Squares	df	Mean Square	F	Sig.
Business Acumen	Between Groups	16.916	5	3.383	6.225	.000
Financial Acumen	Between Groups	14.131	5	2.826	4.267	.001
Information processing	Between Groups	34.910	5	6.982	13.564	.000
Resource Management	Between Groups	4.800	5	.960	1.795	.115
Exercising Judgement	Between Groups	29.277	5	5.855	9.478	.000
Communication	Between Groups	45.790	5	9.158	20.095	.000
High Performance Teaming	Between Groups	2.384	5	.477	.942	.455
Relationship Management	Between Groups	3.789	5	.758	1.679	.140
Customer & Market Orientation	Between Groups	24.102	5	4.820	9.202	.000
Creativity and Innovation	Between Groups	28.206	5	5.641	11.248	.000
Resilience	Between Groups	9.995	5	1.999	3.373	.006
Self Development	Between Groups	9.078	5	1.816	4.160	.001
Emotional Maturity	Between Groups	.719	3	.240	1.002	.398
Ethics and Governance	Between Groups	.125	3	.042	.367	.777
Representing the Organisation	Between Groups	4.370	3	1.457	4.007	.011



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# Reliability

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.933	.931	15



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**Why is this successful?**

# The Benefits

- It creates a highly realistic business environment – dynamic, unpredictable, complex
- It is flexible and can be adjusted to the type of industry, required level of complexity, specific competencies required as well as maturity of candidates
- It enables candidates to “discover for themselves...”
- It fully engages participants – they forget about observers and manage to be themselves



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# Specific Advantages

- Participants
  - Real business situation – face validity
  - Assessment and self-discovery is also learning
- Observers
  - Can really be in background
  - Can adjust assessment “on-the-fly” to confirm behavior patterns
- Companies
  - Assessment and development is directly linked



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# Some of our clients

- Bromor Foods Board
- BP
- Clover
- European Masters in Logistics, UP
- IDC
- Indgro
- MTN SA
- National Brands
- NBC
- SAICA
- Sappi
- SASOL
- SAPO & POA
- Shoprite-Checkers
- Sleep High, Saudi Arabia
- Spoornet
- Total SA
- Transnet Executive Women
- T-Systems
- YPO, Nairobi



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# Participant Feedback

- Feedback received from a group of E-Band executives piloting this for their organisation...

- A wonderful experience - thanks for the opportunity. (0000000877 Anonymous)
- Am interested to see what observations were made about me. (0000000876 Anonymous)
- I enjoyed. Good team building training. I recommend to carry on in this activities in our company. (0000000002 Anonymous)
- It was a good assessment and I learned a great deal. It will add a lot of value to the organisation. (0000000880 Anonymous)
- It was the best assessment process I have been exposed to. (0000000878 Anonymous)



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*“Tell me  
and I will forget,*

*show me  
and I may  
remember,*

***involve me  
and I will  
understand.”***

***Anon***