



ACSG 2008 Hybrid Assessment / Development Centres?

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An OD Consulting firm
with a 19 year track record



● ● ● | Our vision

The Leadership Partnership





Workshop Aim

- Is there such a thing as a hybrid Assessment / Development Centre?
- Is there a business case for combining Assessment and Development Centres?
- How does this differ from traditional Assessment and Development Centres?
- What does such a Centre look like?
- What are the challenges of running a hybrid Assessment / Development Centre?
- Creating a Thinking Environment

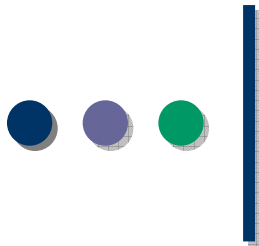


Strategic alignment



Treetops

MANAGEMENT & DEVELOPMENT CONSULTANTS (PTY) LTD



IS YOUR PROJECT PLAN DONE?



I CAN'T DO A PLAN UNTIL YOU TELL ME THE STRATEGY.



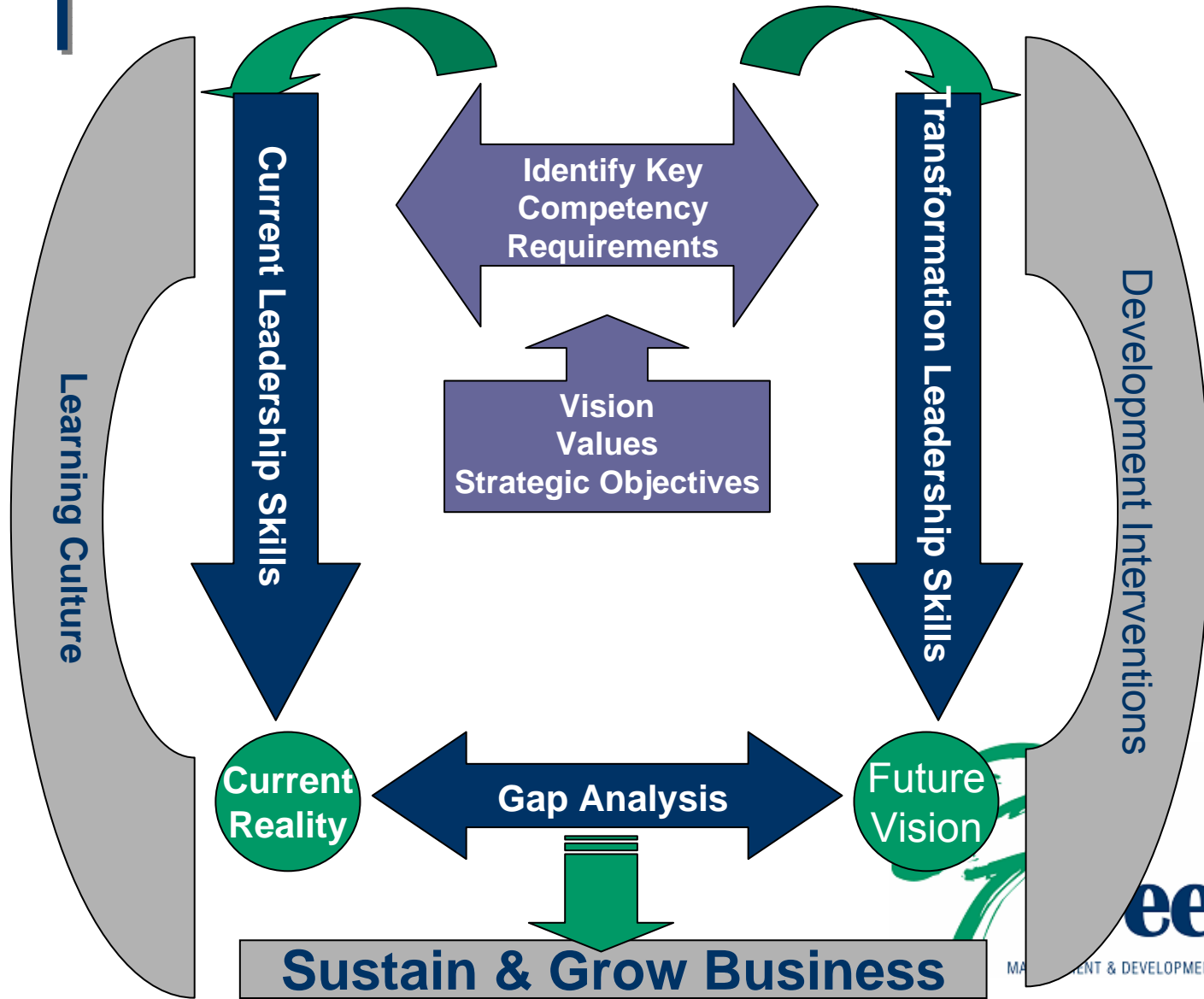
MY STRATEGY IS TO MAKE YOU DO A PLAN.



SOMETIMES THE LEADERSHIP JUST RADIATES FROM MY BODY.



The OD Process





Definitions

Assessment Centre

A group of participants who take part in a variety of exercises observed by a team of trained assessors who evaluate each participant against a number of pre-determined job related behaviours. Decisions are then made by pooling shared data.

Ballantyne and Povah – 2002



Definitions

Development Centre

The use of assessment centre technology for the identification of individual strengths and weaknesses aimed at diagnosing development needs, which will facilitate more effective job performance/career advancement which contributes to greater organisational success.

Ballantyne and Povah – 2002



Differences

Assessment Centres

Selection:

- External recruitment
- Internal promotion

The *end* of a process

Development Centres

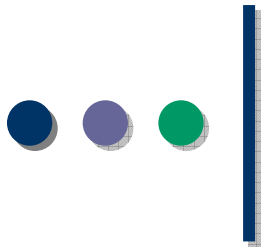
Development:

- Identifying 'fast track' potential
- Diagnosing job-related strengths and weaknesses

The *start* of a process

Ballantyne and Povah – 2002

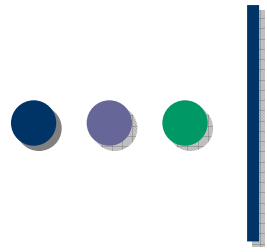
ACSG Guidelines for Assessment & Development
Centres in South Africa - 2007



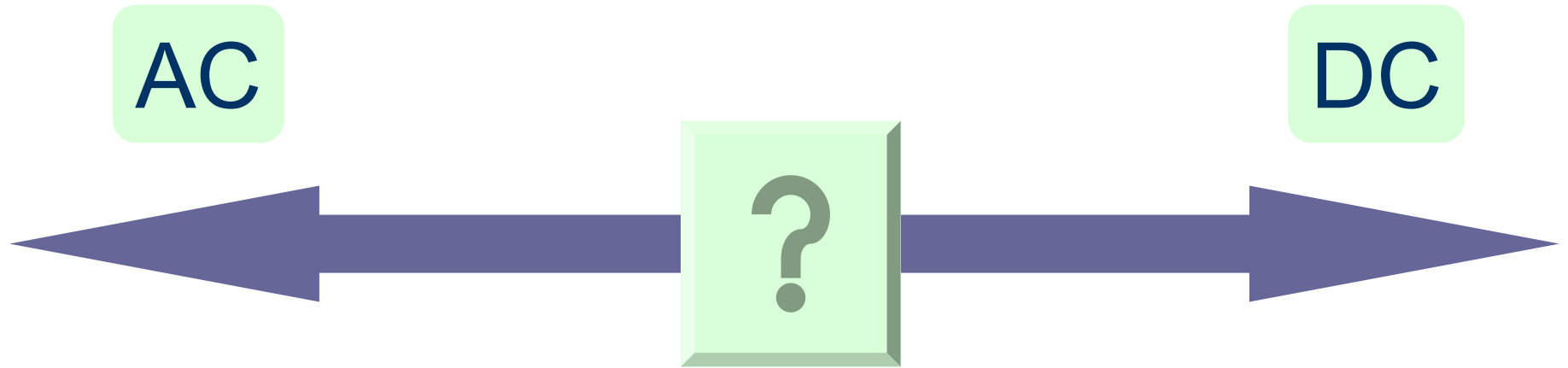
Group Discussion:

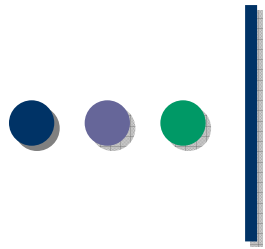
Is there always such a clear distinction between Assessment and Development Centres in reality?

If there is an alternative, what does it look like?

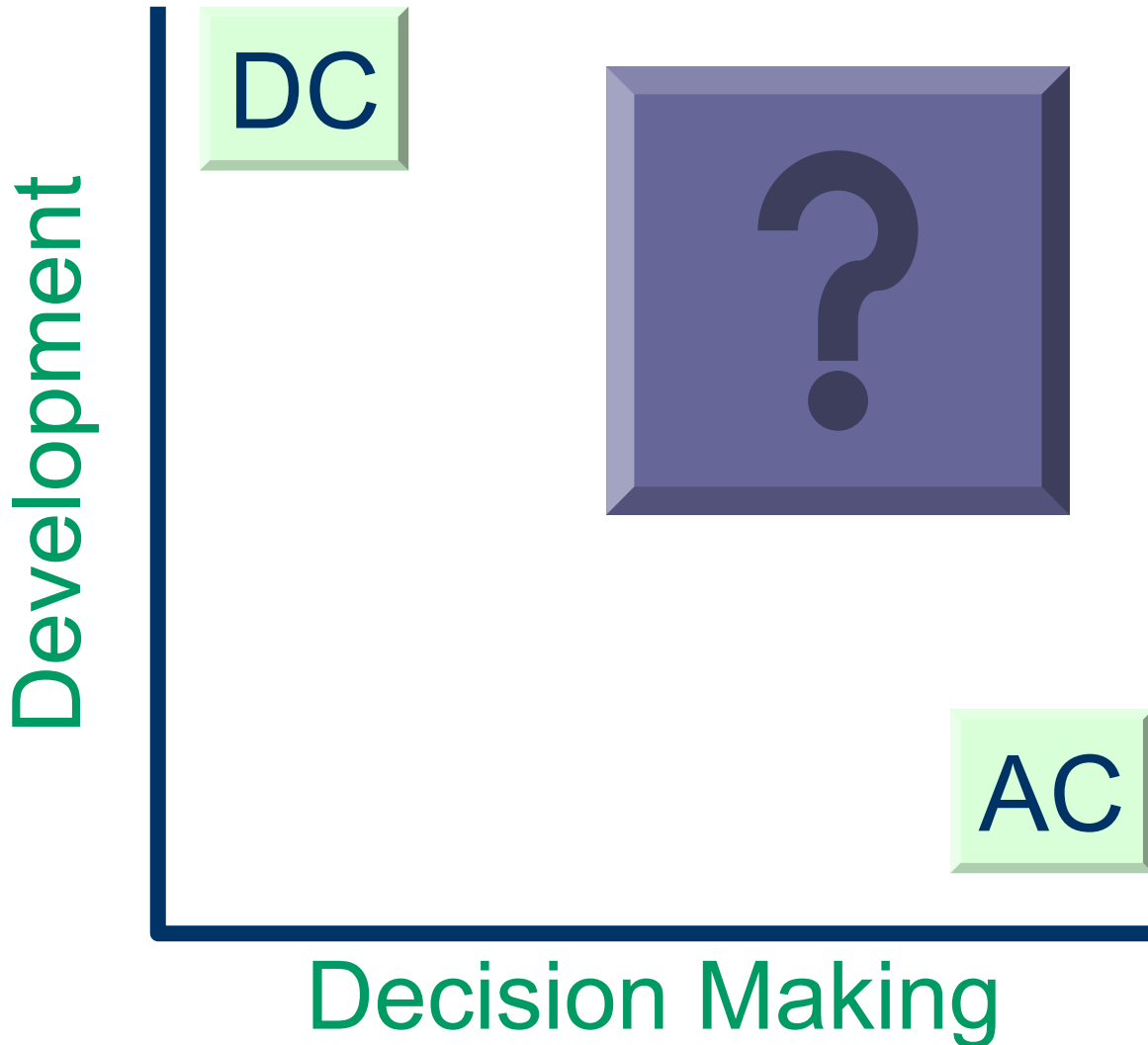


Assessment / Development Centres





Assessment / Development Centres





Definitions

Hybrid Assessment / Development Centre

The use of Assessment Centre technology to:

- Identify talent
- Identify potential
- Optimise opportunities for individual development
- Manage individual career paths
- Enhance decision making about suitability for promotion and development

so as to fulfil future strategic organisation requirements and ensure individual and organisational growth





Differences

Hybrid Assessment / Development Centres

Selection:

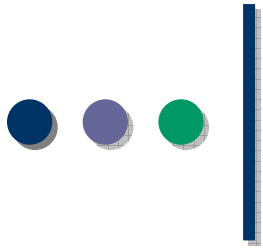
- Fast tracking
- Internal promotion
- Prediction of promotability / suitability

Development:

- Identifying talent and potential
- Diagnosing job-related strengths and weaknesses
- Coaching
- Personal growth and insight

PART OF AN OD PROCESS





We believe we generate a wealth of information that can be of great benefit to all concerned and can guide strategic decisions



A Business Case

- Maximise investment of time and money
- Objective data for individual and organisation
- Fast tracking, BEE & legal requirements
- War for talent
- Capability audits
- Positions responsibility for development
- Guides strategic decision making
- Builds development culture
- Create a culture of engagement
- Proactively manages talent to meet strategic needs



Design possibilities

Pre

Profile Future Competency Requirements
Customise Case Studies

During

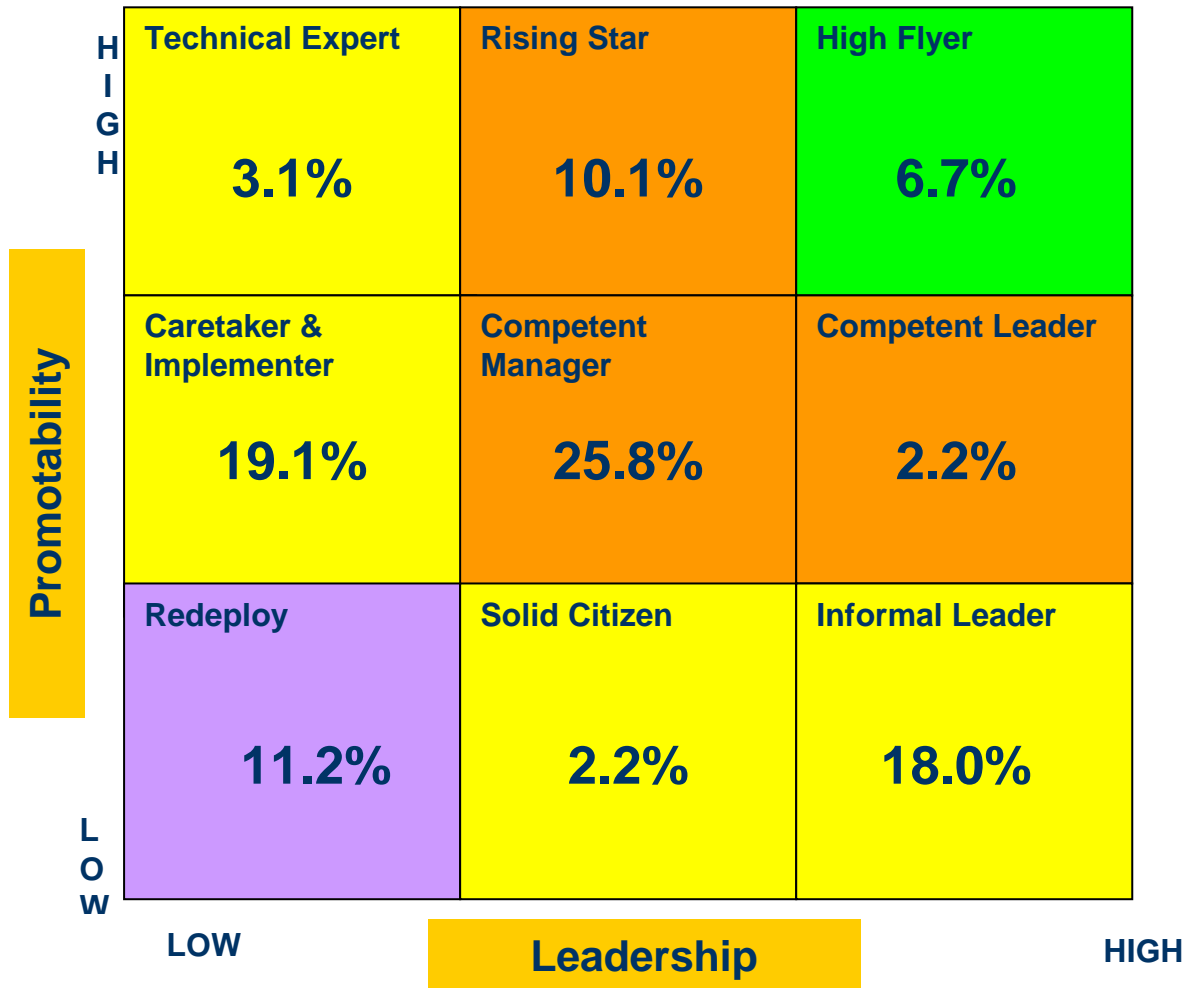
Introduction
Exercises
Debriefing
Personal / Peer Feedback

Post

Reporting & Development Plans
Coaching and Feedback
Management Involvement
Quarterly Reviews
Bi-Annual Strategic Reporting
Other OD initiatives

Duration:
1 to 5 days
+ follow-up

Alignment: Client A (n=208)





Alignment: Client B (n=196)

P r o m o t a b i l i t y	H I G H	Technical Expert 3.06%	Rising Star 18.88%	High Flyer 4.59%
		Caretaker & Implementer 9.69%	Competent Manager 37.76%	Competent Leader 12.76%
	L O W	Redeploy 1.53%	Solid Citizen 10.2%	Informal Leader 1.53%
		LOW	Leadership	HIGH



Example Profile

COMPETENCY PROFILE

★ AREA MANAGER PROFILE

Area	Competency	Scale Description	1	2	3	4	5	Scale Description	Individual Comments
Drive	Initiative	Reactive, Conventional, Calculated		■		★		Proactive, Original, Spontaneous	*
	Results Orientation	Procrastinate, Despondent, Job performance			■		★	Striving, Persevering, Job Results	*
Thinking Skills	Analytical Thinking	Generalise, Symptomatic, Specialised		■		★		Focus on detail & essence, Complex, Explorative	*
	Conceptual Thinking	Focused, Fragmented, Operational, Short Term Symptomatic,			■	★		Strategic, Wide, Visionary, Original, General, Creative	*
	Judgement	Inexperienced, New, Risky, Insensitive, Prejudice, Good Intention	■			★		Experienced, Sensitive to risk, Situational criteria	*






Example Suitability Rating

SUITABILITY RATING:

GRID RATING:

6

SUITABILITY SCALE INDICATORS	
	Suited for the position
	Suited but needs at least 12 – 18 months of mentoring and coaching
	Not suited for promotion into the new position



Development Strategies

- Debriefing
- Self insight
- Peer feedback
- Feedback from assessor
- Group discussion
- Training
- Development plans
- Coaching
- Management and HR input & expectations



Group Discussion:

What are the challenges in Hybrid Assessment / Development Centres for:

Group 1: Assessor / Consultants

Group 2: Individual Assessee

Group 3: Organisation



Assessor / Consultant Challenges

- OD skills
- Coaching skills
- Facilitation skills
- Labour intensive
- Turn-around and feedback time
- Ethical: Ownership of data
- Consent
- Inter-rater reliability
- Relationship skills



Individual Challenges

- Demanding
- Personal responsibility for development
- Consent
- Sharing of data with organisation
- Implementation of development plans
- Readiness for feedback
- Maturity



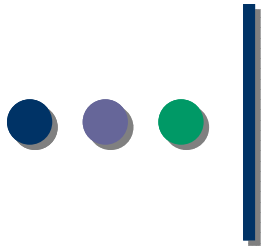
Organisational Challenges

- War for talent
- Silos / empires within HR
- Longevity of results for decision making purposes
- Integrity with which use information
- Transparency
- Legitimacy and credibility vs. Favouritism
- Utilising the rich strategic information available e.g. development matrixes, skill gaps



Conclusion

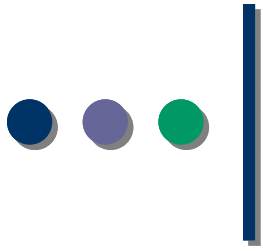
- There is a business case for Hybrid Assessment / Development Centres.
- In reality very few AC / DC are applied in a purist manner. Development and decision making are not exclusive activities.
- Integrating AC & DC requires a higher level of skill and resource investment from a consultant / assessor point of view.
- The expectations created are much greater when integrating assessment & development.
- Greater partnerships between consultants, organisations and individuals.
- Long term strategic process.
- Need for research regarding validity & reliability



Real achievement is not to be better than somebody else, but to be better than your previous self

- Hindu Proverb





One-self is at the base of everything.
Every action is a manifestation of the self.
A person who does not know himself can
do nothing for others.

- E. Yoshikawa





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