



Eating the elephant one bite at a time!
Integrating a development centre into
the talent management process – a
case study

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The Objective

- To develop a manager development centre that was:
 - Realistic;
 - Integrated;
 - Relevant; and
 - Closely reflected the technologically advanced nature of the business world



The Brief

- The development centre should achieve the following:
 - Be linked to the competencies required of a partner in a global professional services firm;
 - Allow for buy-in from the participants and partners alike;
 - Be directly linked to the activities of the business;
 - Embrace the technological capabilities of the current business environment; and
 - Tie directly into the Talent Management Framework of the business.

The History

- A DC was not in dispute – a UK version had been in use for many years
- It had lost its applicability in terms of:
 - Direct correlation to the partner process
 - Limited feeders in terms of processes occurring prior to the DC and post-DC
 - Behind the times in terms of content, process and technology



Out with the old & in with the new

OLD DC


- Dated Methodologies
- Paper based
- Not integrated
- Industry dependent
- People driven
- Cumbersome
- Psychometrics dated
- Become familiar

NEW DC

- Technologically advanced
- No paper!
- Fully integrated
- One familiar industry
- Technology driven
- Simple
- Holistic Battery
- New and exciting



So how did we do it?



But how does Talent
Management fit in?



Talent Management vs Succession Planning – the debate...

- Talent Management is about valuing differentiation of a community
- Succession Planning is about planning for the future of a position and/or individual



The Talent Streams

- **High Potentials**
- **High Flyers**
- **Key Value Creators**
- **Key Resources**
- **Unengaged**
- **Mismatch**

4 “Factors” of Talent Management

- **Performance** – current ability across specified competencies
- **Potential** – innate characteristics –
 - Personality Type
 - Emotional intelligence
 - Cognitive ability
 - Skills
- **Aspiration** – the extent to which an employee wants or desires the following:
 - Prestige and recognition
 - Advancement and influence
 - Financial rewards
 - Work-life balance
- **Engagement** – the extent to which the employee identifies with the workplace in terms of:
 - Rational Commitment
 - Emotional Commitment
 - Discretionary Effort
 - Intent to Stay

Talent Management Framework

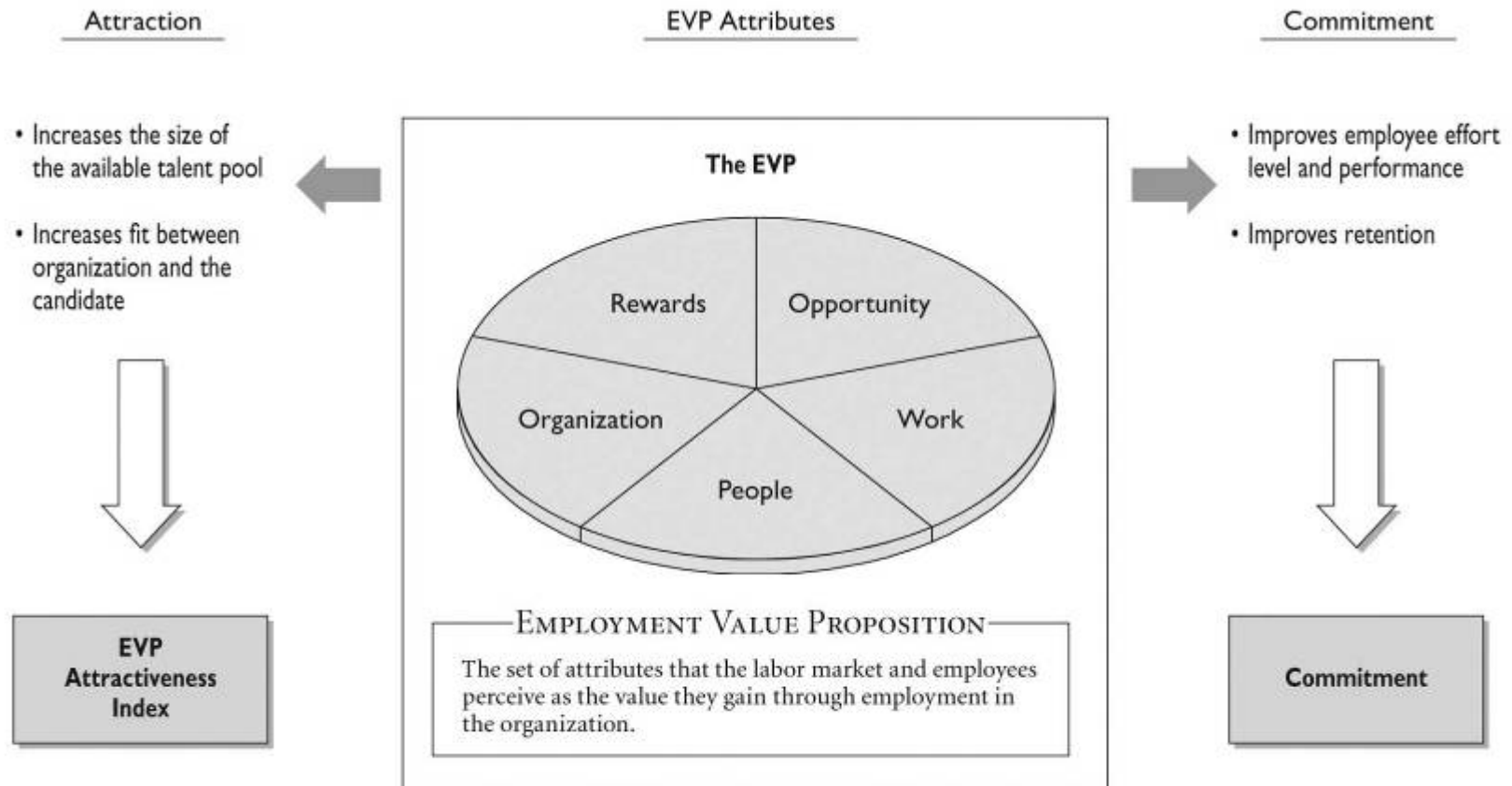
	Performance	Potential	Aspiration	Engagement
High Potentials	Average	High	Upward	High
High Flyers	High	High	Upward	High
Key Value Creators	Medium – high	Medium – high	Lateral not nec upward	High
Key Resources	Average	Average	Little/unrealistic	Medium – high
Unengaged	Medium – high	Medium – high	Ambivalent	Unengaged
Mismatch	Low	Low	Not applicable	Ambivalent



What is an Employee Value Proposition?

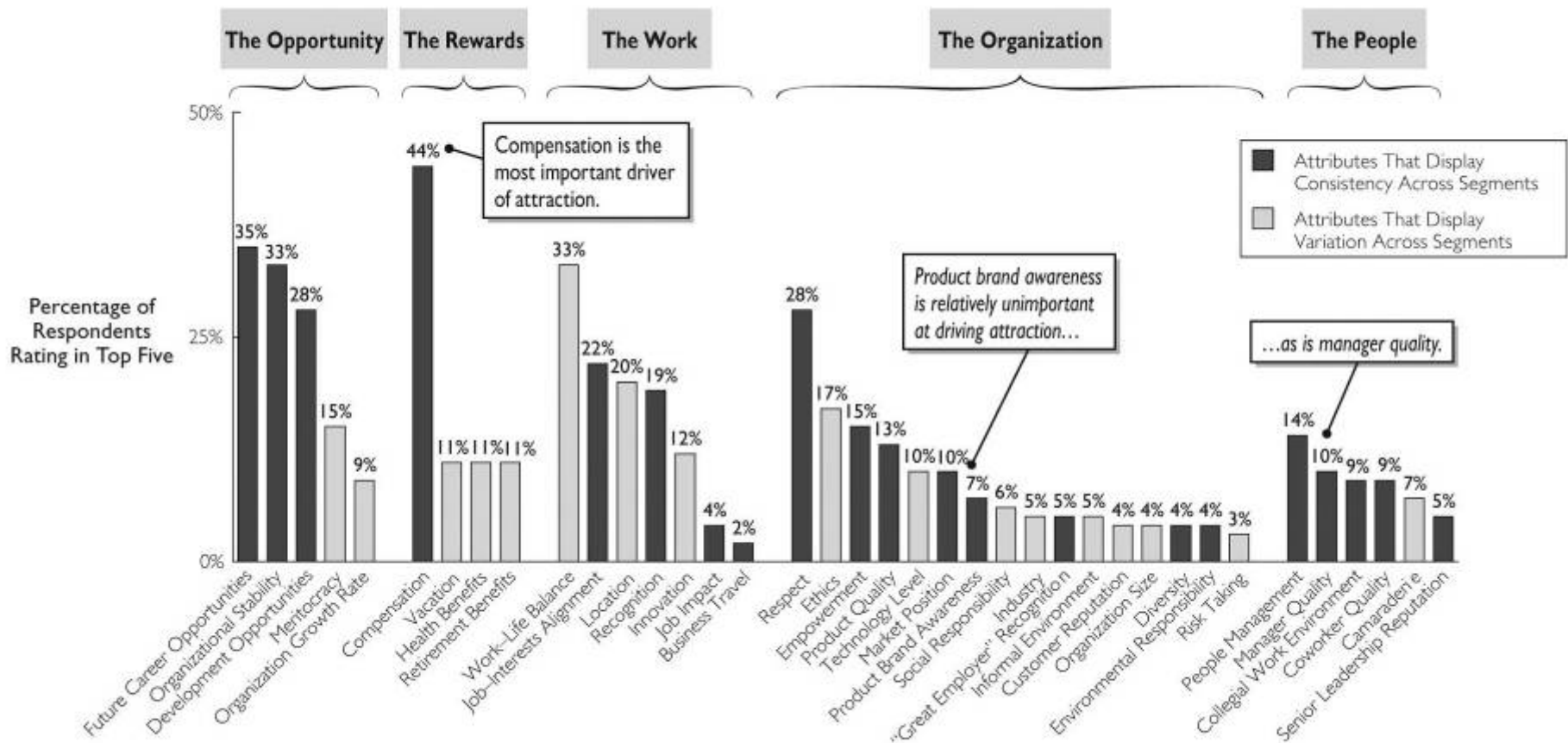
- The set of attributes employees perceive as the value they gain through employment in the organisation
- The balance between what an employee receives in return for their performance on the job
- The organisation's "brand" for staff attraction

Employee Value Proposition's



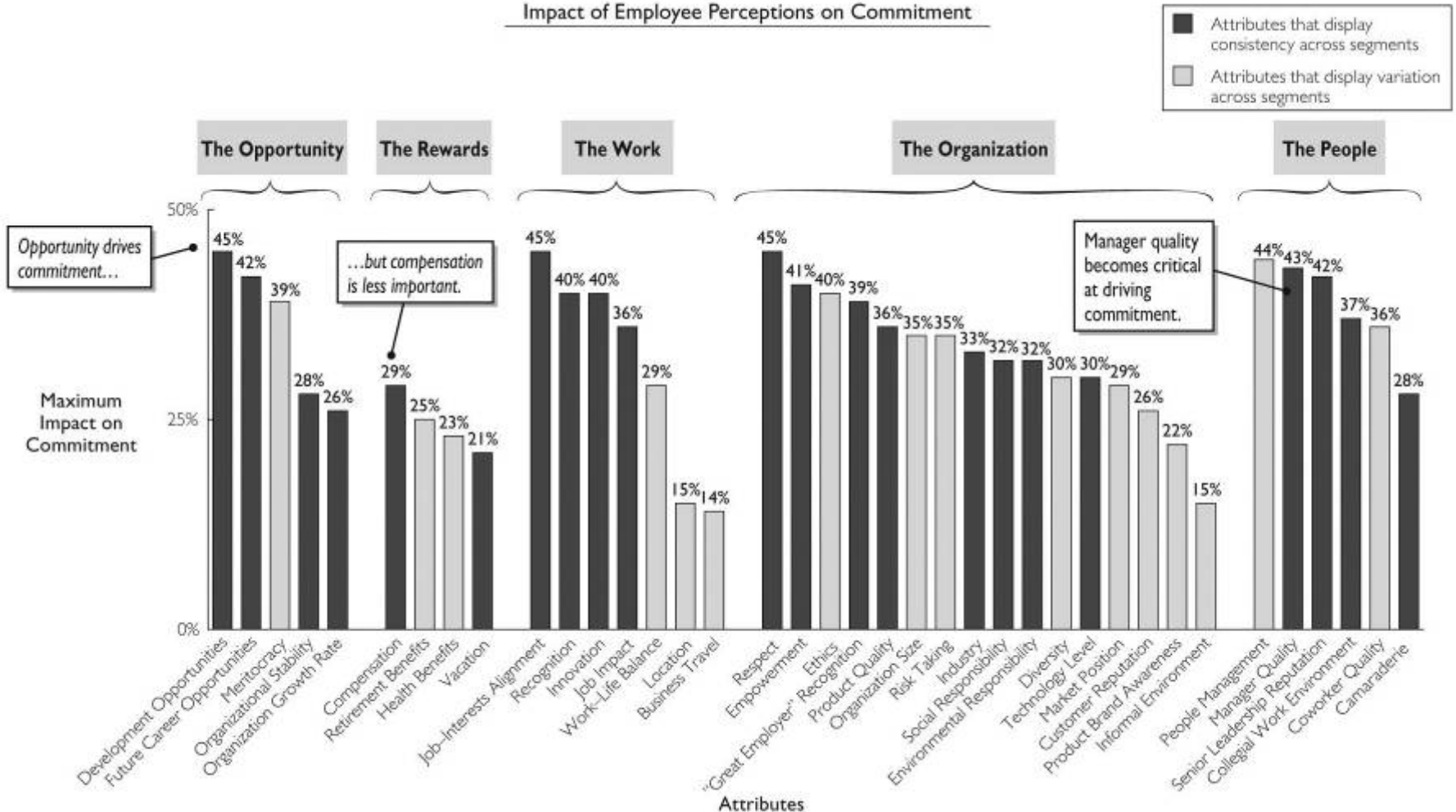
Attraction

Percentage of Respondents Rating Employment Value Proposition (EVP) Attribute in Top Five Most Important for Assessing Potential Employers

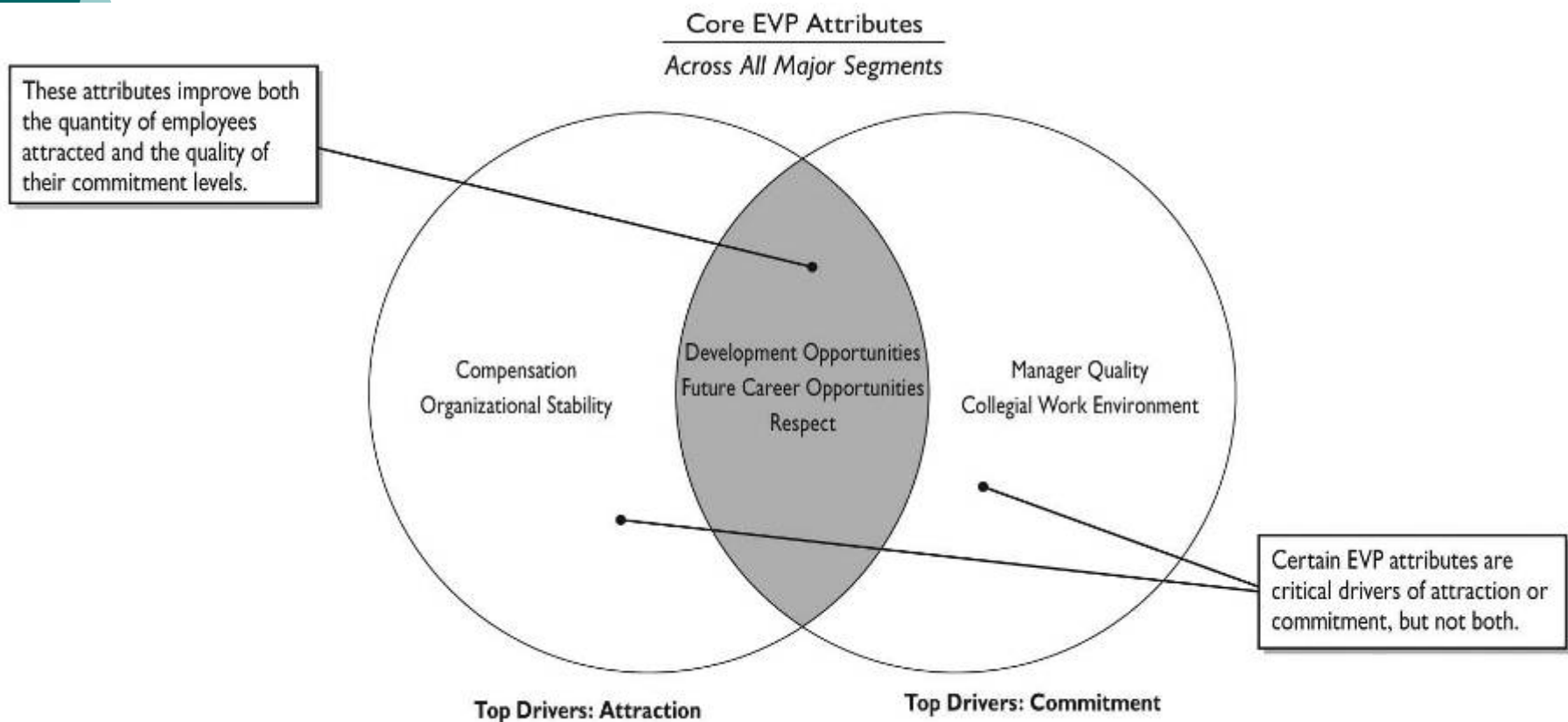


Commitment

Impact of Employee Perceptions on Commitment



So what drives both Attraction and Commitment?



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Where did we start in developing the DC?

Global Core Quality Criteria (GCQC)

- Business skills
- Individual, Social and Business Interaction
- Management Skills
- Leadership
- Analytical Skills
- Quality service/delivery skills
- Personal and Professional Development



What does it consist of now?

- Significant pre-work
 - Industry Specific preparatory reading
 - Case Study
 - Career History Form
 - Potential Promotion Proposition
 - Self-Assessment Questionnaire



What does it consist of now?

- 5 simulated exercises, involving assessors and assistant assessors
 - Project Meeting
 - Client Feedback Meeting
 - Business Development Meeting
 - Group Exercise
 - Strategic Conversation



What does it consist of now?

- Self-assessment
- Individual coaching and feedback
- Final 1:1 review with assessor on completion of DC activities
- Psychometric feedback
- Fully operational local inbox with attachments

Rating Scale

Ratings		Exercise Rating Guidelines	Overall Performance Guidelines
Significant Strengths	SS	Strong evidence across the indicators, where most, if not all of the main areas have been demonstrated effectively.	Performance in which the quality and consistency of the skill significantly exceeds requirements of an experienced senior manager/entry level AD.
Typical with Some Strengths	T+	Overall, has a balanced rating for the exercise with a few clear strengths.	Performance in which the quality and consistency of the skill meets the requirements of an experienced senior manager/entry level AD.
Typical with Some Weaknesses	T-	Overall, has a balanced rating for the exercise with a few clear areas for development.	Performance in which the quality and consistency of the skill is below that expected of an experienced senior manager/entry level AD.
Significant Development Area	SD	Little or no demonstration of evidence against the indicators, including negative indicators.	Performance in which the quality and consistency of the skill is significantly below that expected of an experienced senior manager/entry level AD.

Used in conjunction with the Minimum Skills Threshold (MST)



What has been the response?

- Fantastic
- Fun
- Relevant
- Incredibly helpful
- Solid career guidance at the right time
- Part of the partner process
- Integrates with the development pipeline for all up and coming talent

Questions?

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