

Introduction to Development Centres

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Purpose of Workshop:

To Open Up the Possibility of Using AC for Developmental
Purposes



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Topics to be Covered:

- Various Types of DACs
- DACs from various perspectives (organisation / individual)
- Steps to Implement a DAC
- Practical Hints



Method of conducting the workshop:

- Informal, Relaxed
- Theoretical Input
- Discussions



High-Level Approach to Implementing a DAC:

- Identify the need
 - Address the need (solution)
- Evaluate to what extent the need has been addressed
 - Refine the solution



Identify and address the need from:

- Organisation's Perspective
- Individual's (Delegate's) Perspective
 - Design Perspective



Organisation's Perspective:

- Organisations Needs:
 - Competent Employees
 - Cost Effective Interventions



Organisation's Perspective Continued:

- **Competent Employees:**
 - Selection
 - Training and Development



Organisation's Perspective Continued:

- Cost Effective Interventions:
 - Needs focused interventions
 - Return On Investment
 - Integrated Approach
 - Adhering to Legal Framework



Delegate's Perspective:

- Delegate's Needs:
 - Ownership and Accountability
 - Effective Interventions



Design Perspective :

- Design Related Needs:
 - Logical Approach
 - Structured, Systematic
 - Integrated Approach



The Solution:

- Implement a comprehensive, integrated Growth and Development Framework
- Implement DACs in the Organisation
- Implement Processes to ensure DACs' Outcomes are Implemented



Definitions

AC – Assessment Centre

DAC – Development Assessment Centre



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What is a An AC?

A formal process during which group and individual simulations are used to determine an individual's current ability, skills and training needs. The individual's performance is evaluated against a number of competencies which are regarded as being of critical importance for being effective on-the-job.



Principles to Adhere to:

- Job Analysis to inform the Competencies
- Multiple Simulations to Assess Competencies
 - Multiple Observers
 - Data Integration
- Assess Behaviour during Simulations



Definition of a Simulation

An exercise which simulates a typical situation faced by people in the target job. It requires the same outputs as the real job situation.

To perform effectively, the delegate will have to use a selection of competencies.



Difference between an AC and a DAC:

- Purpose of the Centre –
 - AC – selection; perhaps development
 - DAC – development
- Therefore:
 - Differences in Delegate's experience
 - Differences in Organisation's handling of results



Purpose of a DAC:

To obtain a “snapshot” in time of the delegate’s current areas of strength and current areas needing further development in relation to the competencies being evaluated



Tangible Take-Aways for DAC Delegates

- Final Report
- Development Plan

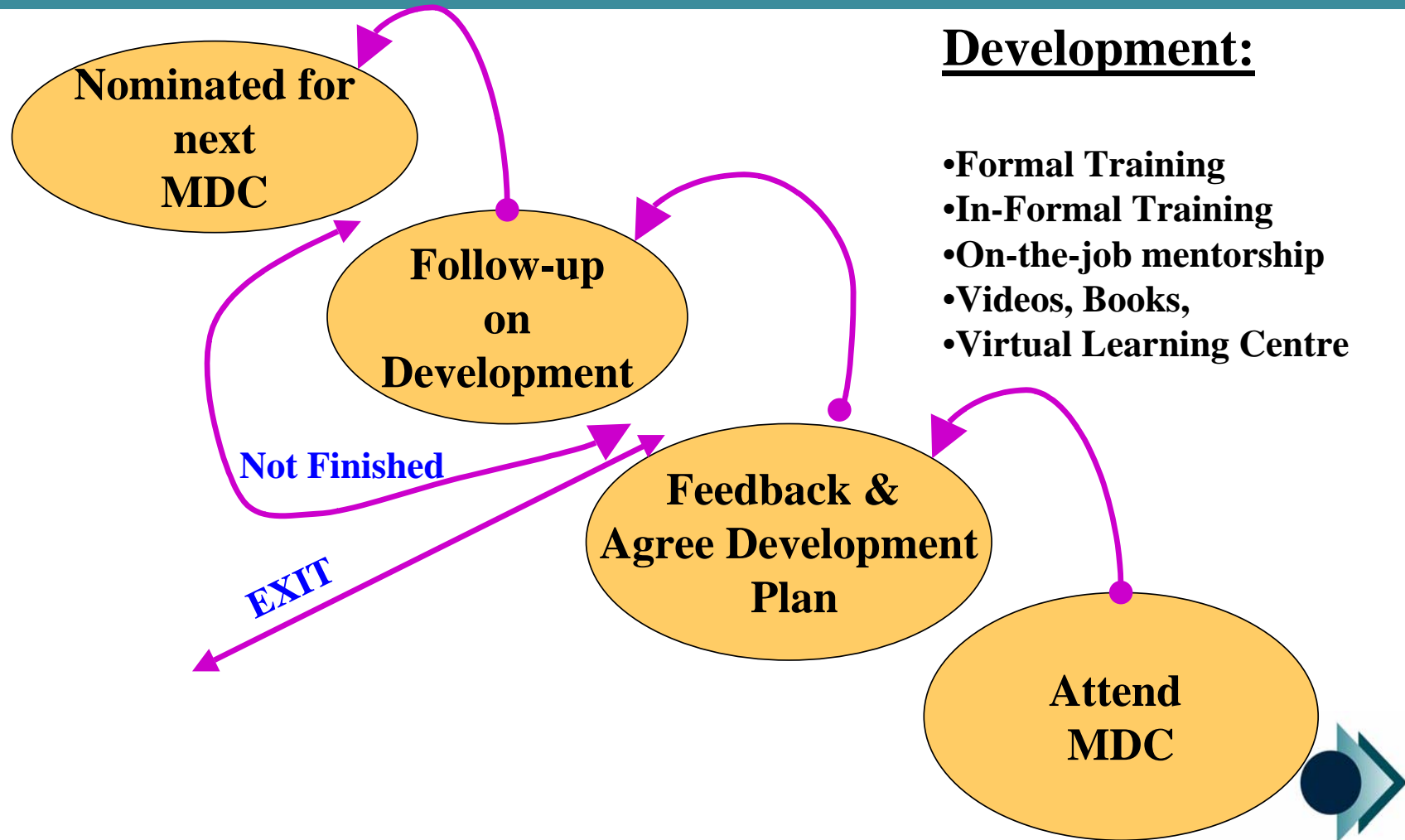


Tangible Take-Aways for Organisation

- Individual Development Plans
- Organisational Development Needs



DAC Development Process



Development:

- Formal Training
- In-Formal Training
- On-the-job mentorship
- Videos, Books,
- Virtual Learning Centre

Types of DACs:

- Traditional DACs
- Learning DACs
- Collaborative DACs



Traditional DAC:

- Delegates attend DAC
- At DAC:
 - Orientation Session
 - Simulations
- After DAC - Feedback



Traditional DAC:

- Multiple Observers Observe a Delegate during Different Simulations
- Limited (if any) Interaction between Observer and Delegate
- Data Integration
- Typed Report
- Feedback Discussion Afterwards
- Development Plan Drawn-up



Learning DAC:

- Delegates attend DAC
- At DAC:
 - Orientation Session
 - Simulations
 - Theoretical Input
- After DAC - Feedback



Learning DAC:

- Multiple Observers Observe a Delegate during Different Simulations
- Limited Interaction between Observer and Delegate
- Data Integration
- Typed Report
- Feedback Discussion Afterwards
- Development Plan Drawn-up



Collaborative DAC:

- Delegates attend DAC
- At DAC:
 - Orientation Session
 - Simulations
 - De-Brief Sessions After Every Simulation
 - Individual Evaluation Sessions After Every Simulation
- After DAC - Feedback to Line-Manager



Collaborative DAC:

- On-to-One Interaction (facilitator-delegate)
- Intensive Interaction between Delegate and Facilitator
- Collaborative Behaviour Assessments
- Delegate Writes Report
- Development Plan Partially Drawn-up at DAC
- Feedback Discussion Afterwards



Six Steps to Implement a DAC:

Step 1: Design a Growth and Development Framework

Step 2: Integrate the DAC in the Framework and Other Processes

Step 3: Implement Policy

Step 4: Design the DAC

Step 5: Implement Processes to Support the DAC

Step 6: Evaluate the Effectiveness of the DAC



Starting Point (Step 1):

**Design a Comprehensive, Integrated Growth and
Development Framework**



Examples:



Examples:

Approach to Individual Growth:

1. Personal Competence

2. Functional Competence

3. Management-Leadership Competence



Examples:

Approach to Organisational Growth:

1. Personal Needs Driven Development
2. Organisational Determined Development
3. Nationally Determined Development
4. Industry / Business Sector Determined Development



Step 2:

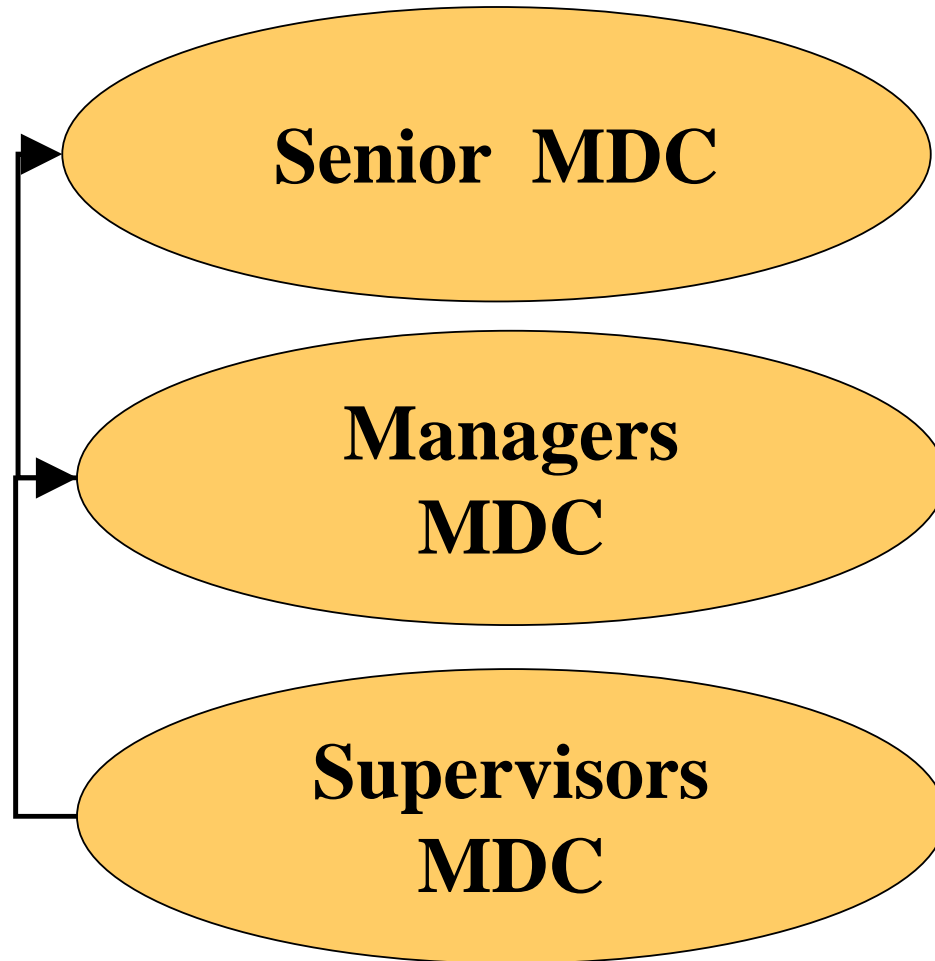
Integrate the DAC in the Framework and other

Processes:

- Individual Development - DAC
- Succession Development
- Performance Management
- Promotion



Various Levels of DACs



Step 3:

Implement a DAC Policy:

- Purpose of DAC
- Uses of Results
- DAC Delegates
- DAC Observers
- Selection to Attend a DAC

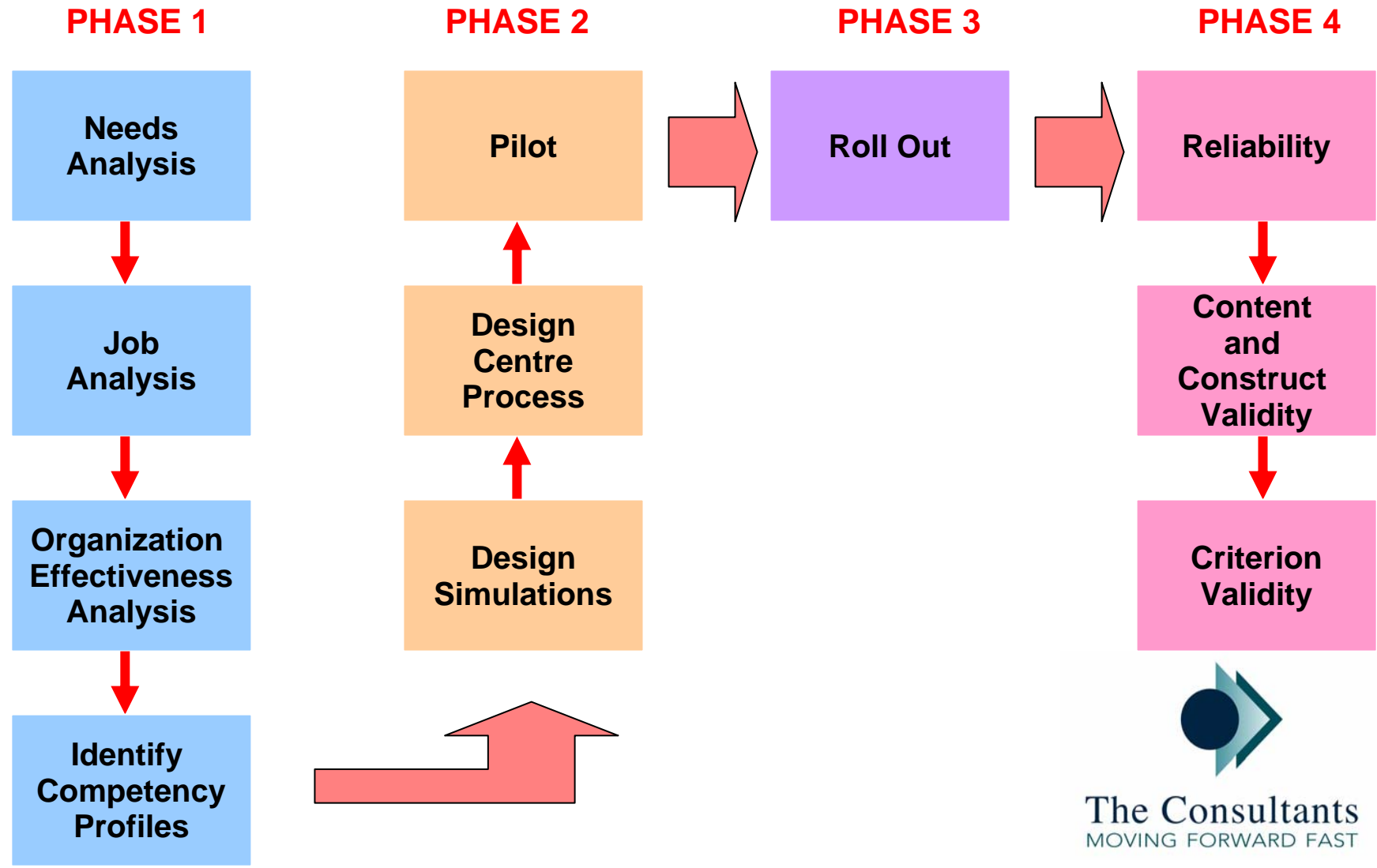


Step 4:

Design the DAC



Design Model



Specific Aspects to Pay attention to:

Rating Scale

Observers

Feedback



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Rating Scale:

Descriptive Scale

Example:

Needs Development

Rounding Off

Effective

Highly Effective



Observers:

Observer Selection

Observer Training

Observer Involvement at DACs



What is Feedback?

Sharing What has Happened During a DAC and Linking It To The
Work Situation

- Based on Behaviour During a DAC
- Behaviour Linked to the Competencies Assessed
- Behaviour Relative to the Centre Norm



Who Gives Feedback?

- Centre Administrator
- Centre Observers

Recommendation:

Only People Trained In Conducting Centres

Only People Attending The Particular Centre



Types of Feedback

- Written Reports
- Feedback Discussions



Purpose of Feedback

To establish insight into the delegate's behaviour during a DAC



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Minimum Information

- Competencies and Behaviour Linked to these
- Norm
- Actual Behaviour During The Centre
- Recommendations



Expected Feedback

- What was Done Well
- What Needs to Change
- What Needs to Be Done More Of / Less Of
- Questions Answered
- Fears Addressed
- The Road Ahead



Feedback Principles

- Positive
- Practical
- Open
- Honest



Tips – Verbal Feedback

- Confidential and Appropriate Time and Place
- Show That You Care
- Control Own Emotions
- Emphasise The Progress Already Made
- Give Specific Examples
- Make It Practical



Tips – Verbal Feedback (Continued)

- Discuss Possible Alternatives
- State the Benefits that May Be Reached
- Give Positive Recognition
- Admit That The Situation is Difficult
- Validate the Other Person's Feelings
- End on a Positive Note



Techniques for Giving Verbal Feedback

- Focus on “Road Ahead”
- Listen, Observe, Follow-up on Cues
- Describe Competencies in a Nutshell
- Use the Development Plan BUT be Flexible



Types of Feedback Reports:

- Narrative
- Give Positive Feedback, List Development Opportunities
- Delegate Writes the Report



Tips When Writing a Report

- Positive Words:
 - Development Areas i.s.o. Weaknesses
 - Should i.s.o. Could
 - Recommended behaviour for future i.s.o. what the Delegate did not do
- Give Comprehensive Feedback
- Use Principles of Clear Writing



Principles of Clear Writing

- Simple Words
- Short and Simple Sentences
- Active Voice (as far as possible)
- Paragraphs

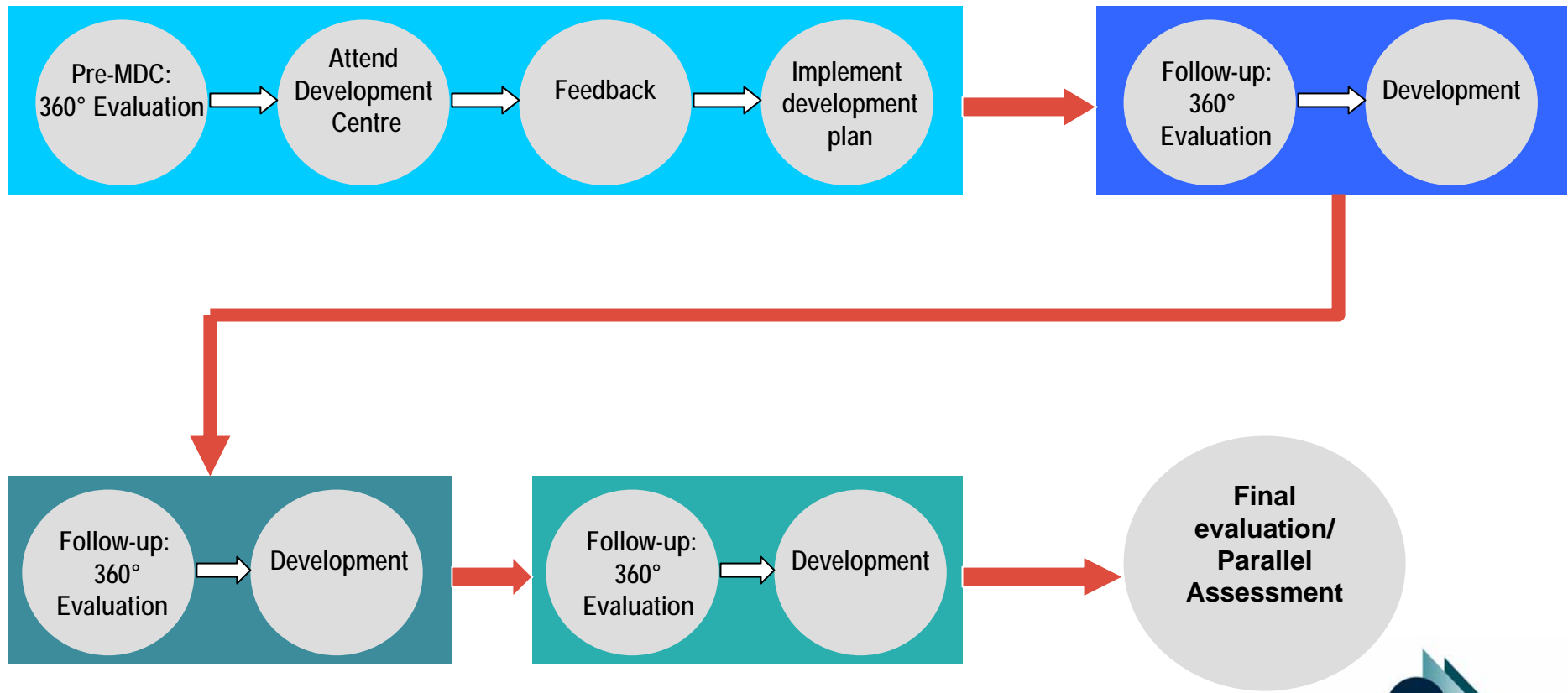


Step 5:

Implement Processes and Practices to Support the DAC Outcomes



Growth Framework:



Support Processes:

Follow-up Discussions (including 360 degree evaluations)

Growth and Development Resources:

- Human Resource Department
- Library
- Virtual Learning Centre
- Training Interventions



Step 6:

Proof the effectiveness of the DAC -

- ROI
- Qualitative Feedback

Continuously improve the process

Give Annual Feedback



Discussion



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Conclusion

- Take the Various Perspectives into Consideration
- Develop a Growth and Development Framework
- Know What Type of DAC
- Follow the 6 Step Process
- Follow the Design Model in the Process
- Have Fun



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