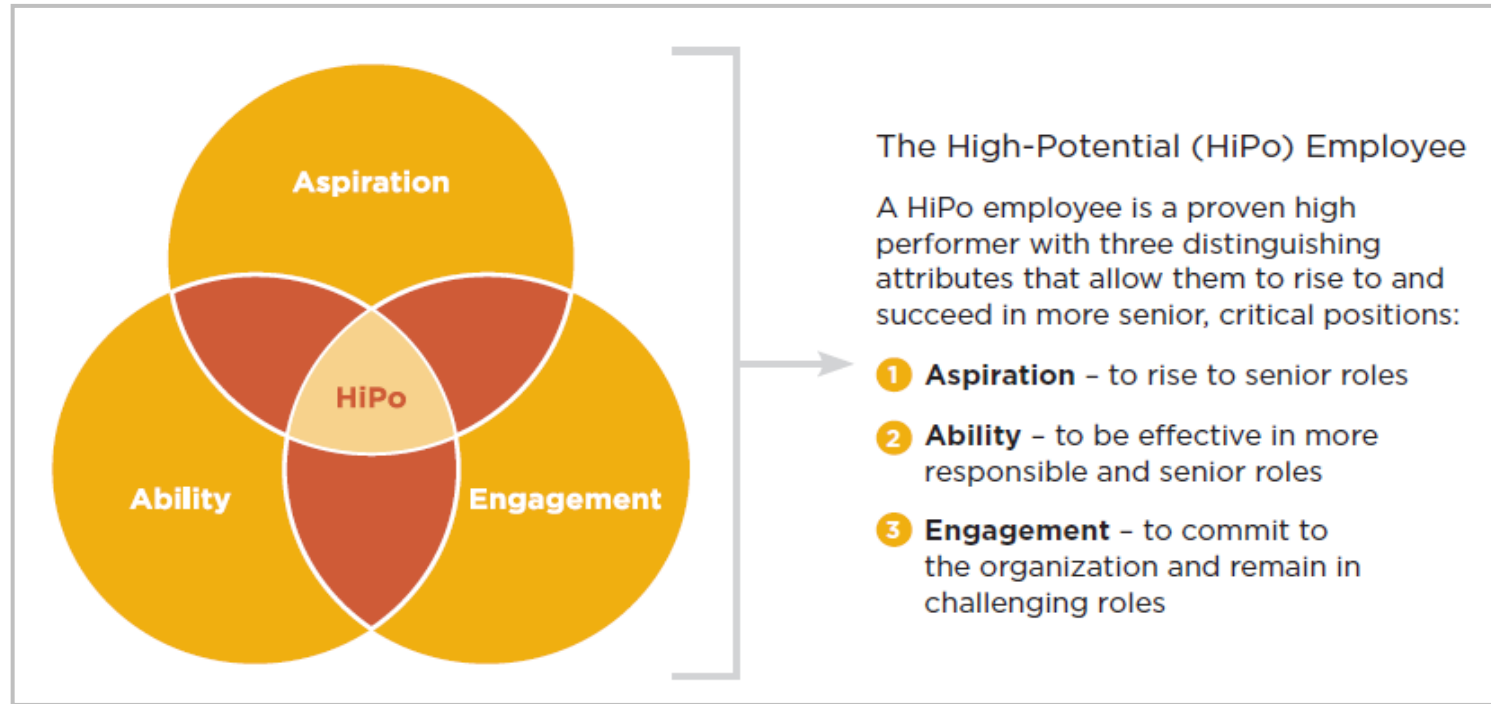


DC Participant Today, Leader Tomorrow

The role of the Assessment Centre Method in Leadership Identification and development

36th Annual ACSG Conference, April 2016

CEB's Model of the High Potential Employee



Aspiration - *Will they get there?*

Ability - *Will they be effective?*

Engagement - *Will they be with you?*

Aspiration: Will they get there?



Level of activity

Working at a fast pace and multi-tasking with pressure to deliver against deadlines



Power

Opportunities to take responsibility, exercise authority and influence others



Immersion

Work that requires a personal commitment above and beyond the norm



Interest

Work that provides variety and stimulation



Flexibility

Environments that allow for more fluid ways of working and less structured and procedural approaches



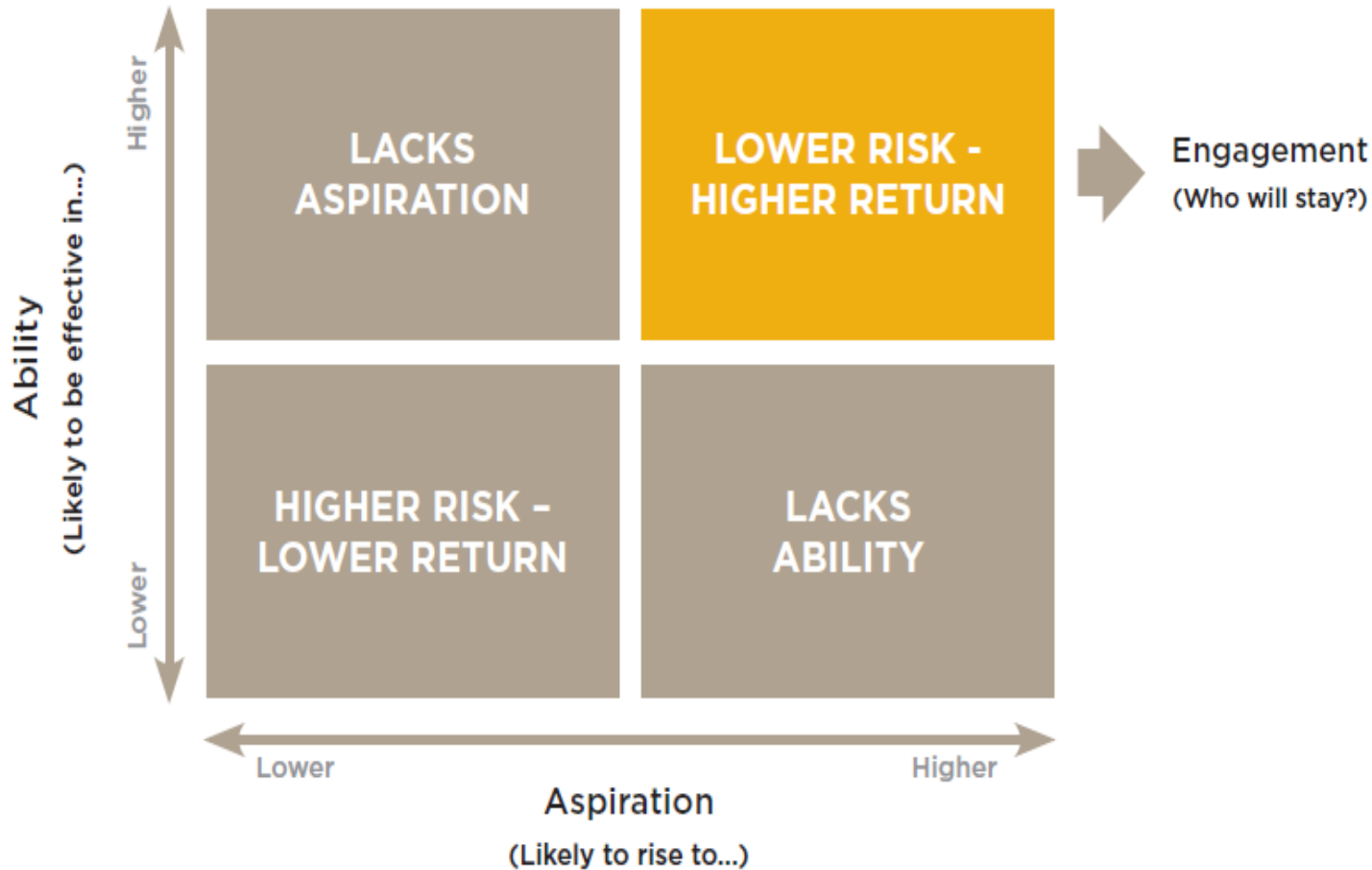
Autonomy

Independence and scope for determining how they approach and organize their work

Ability: Will they be effective?

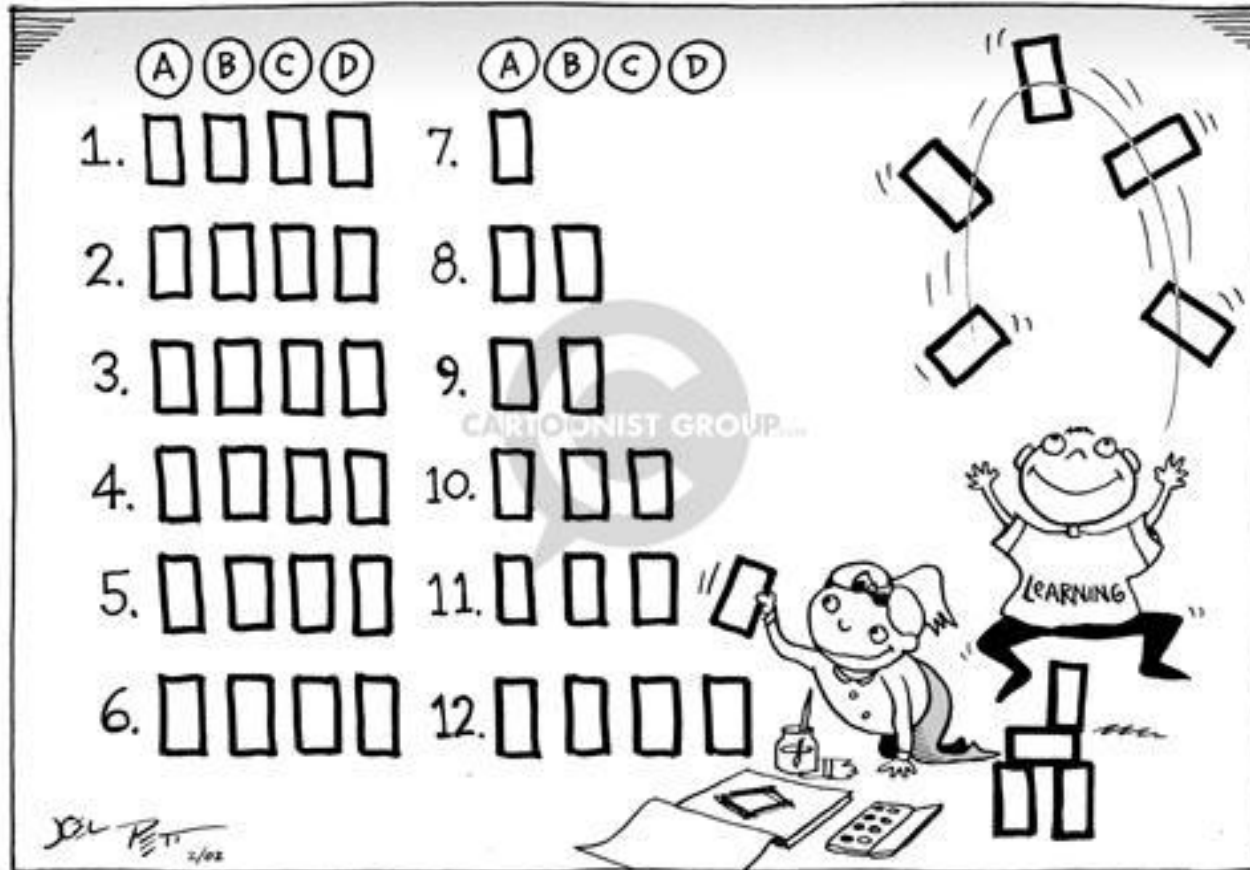


Using Ability & Aspiration together guides identification of who to invest in



Client Case Study

Stage 1: Psychometrics



© Joel Pett.

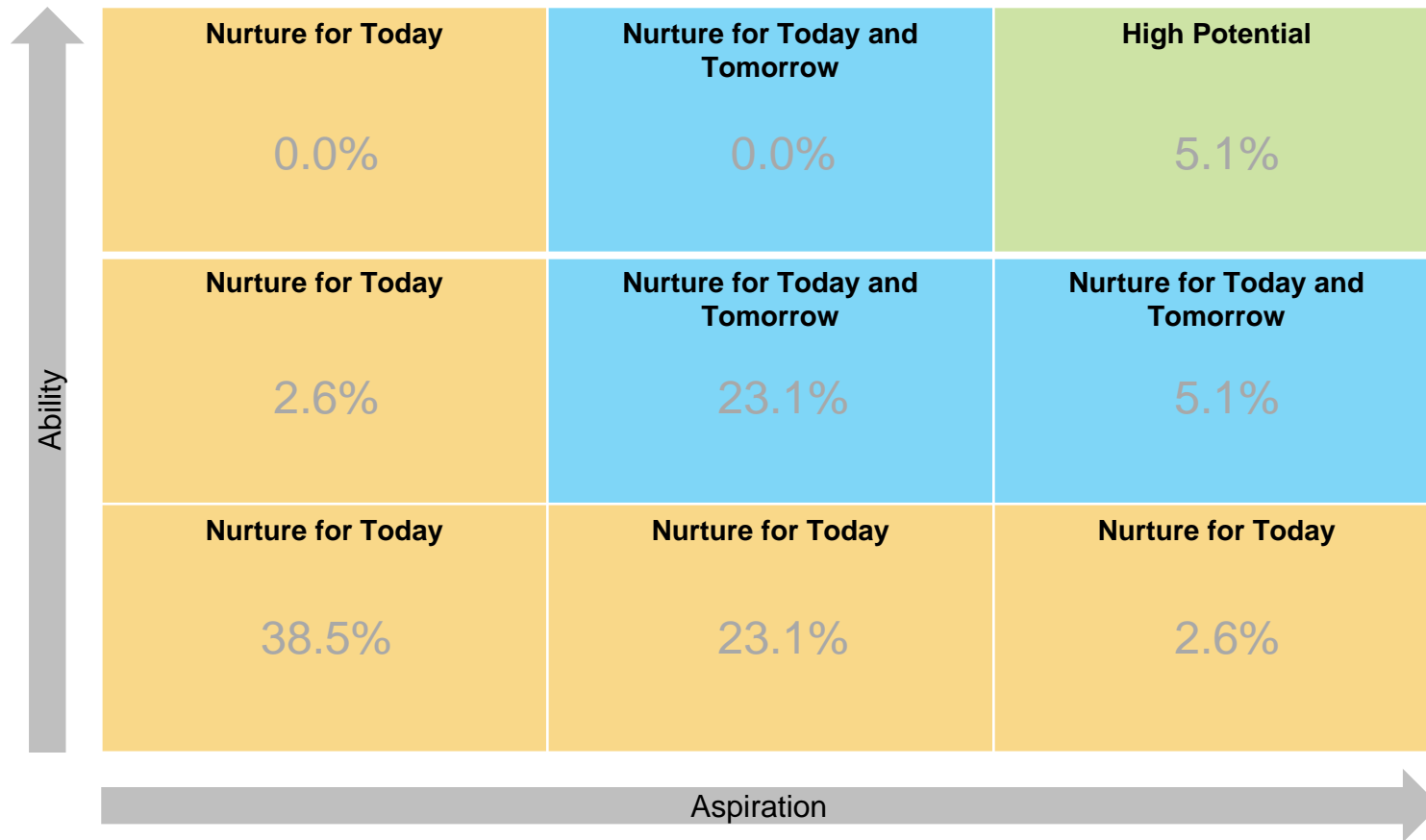
Client Case Study

Stage 2: Assessment Centre

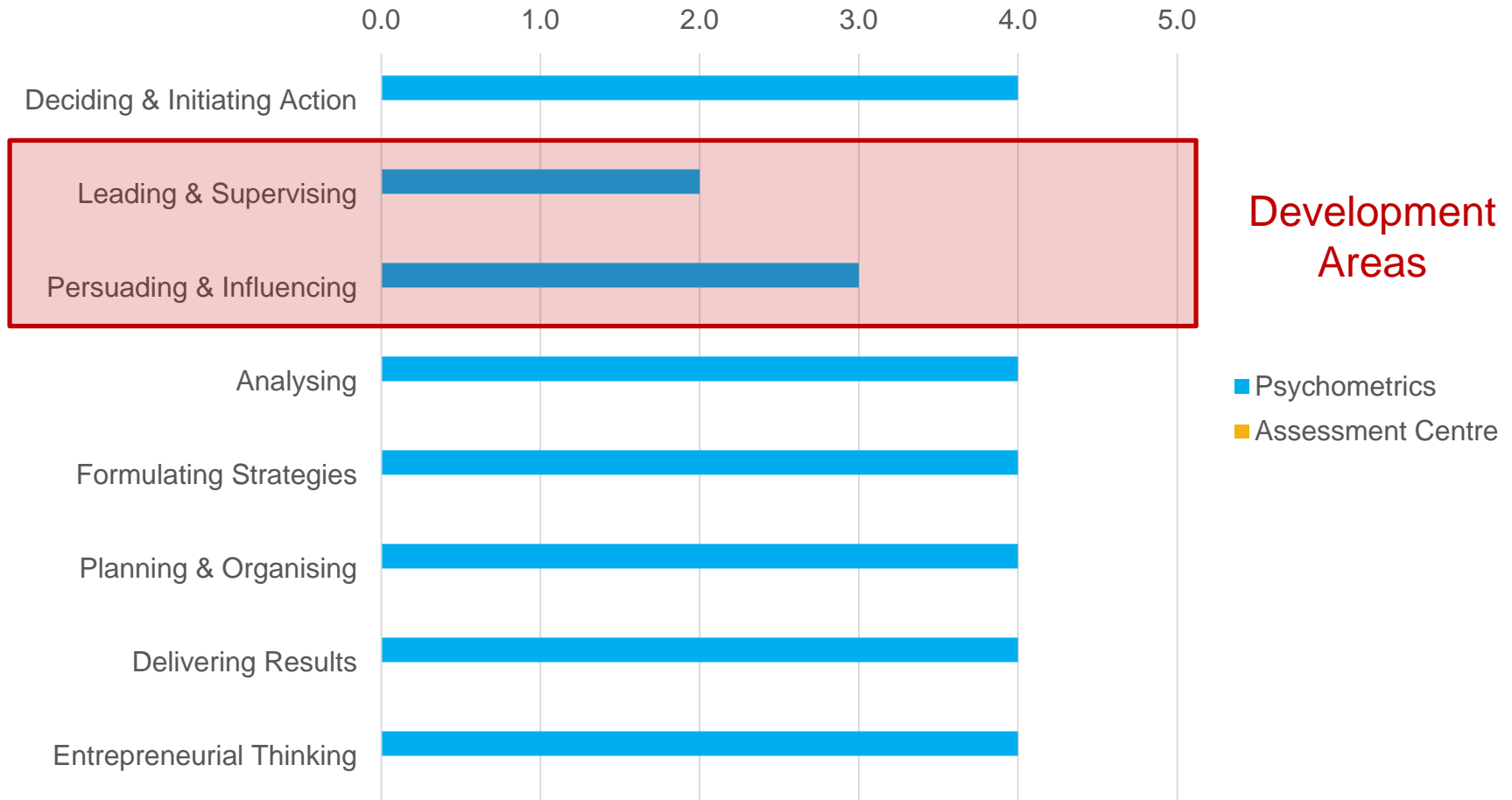


Client Case Study

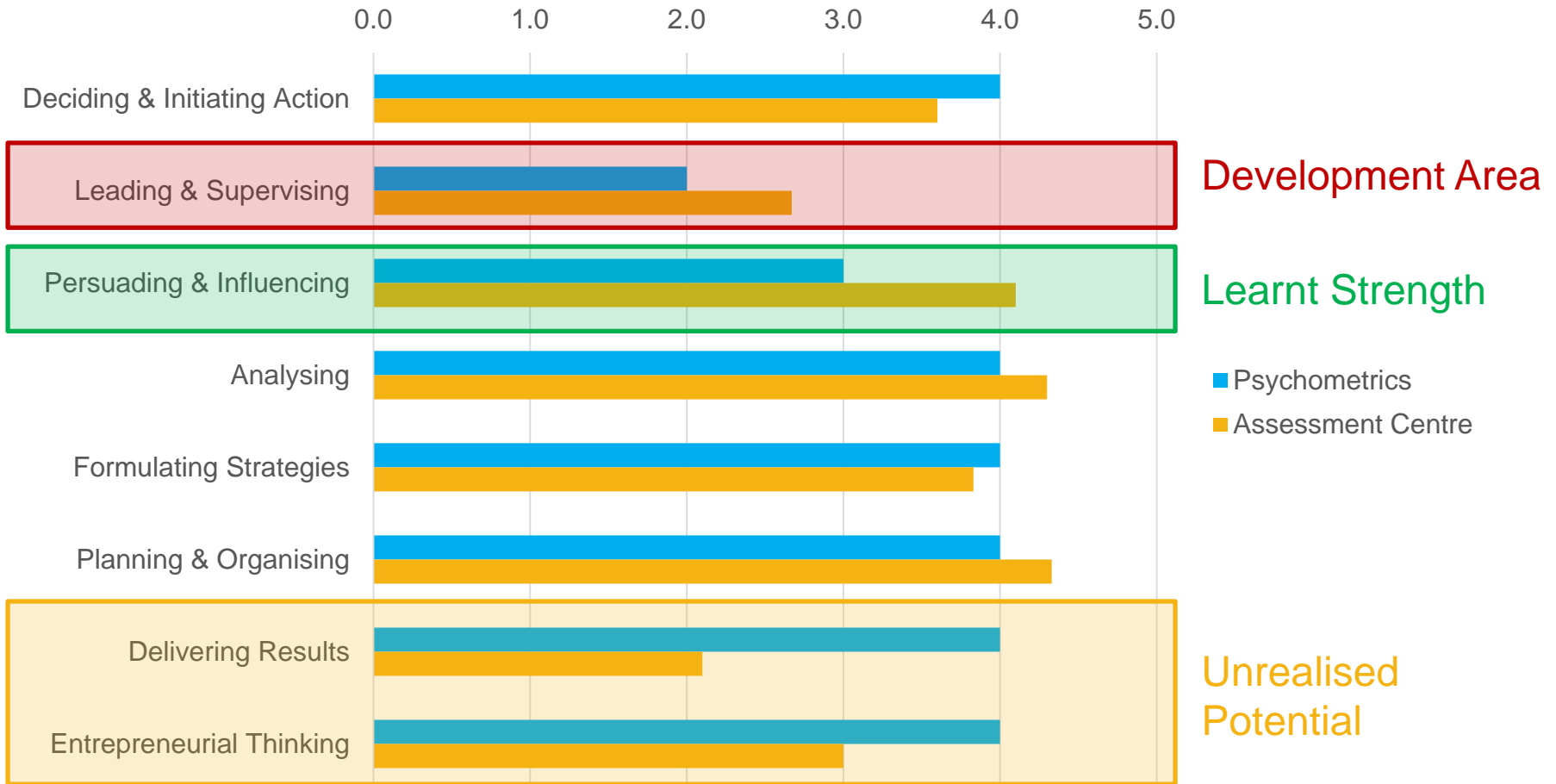
Integrated Assessment Results



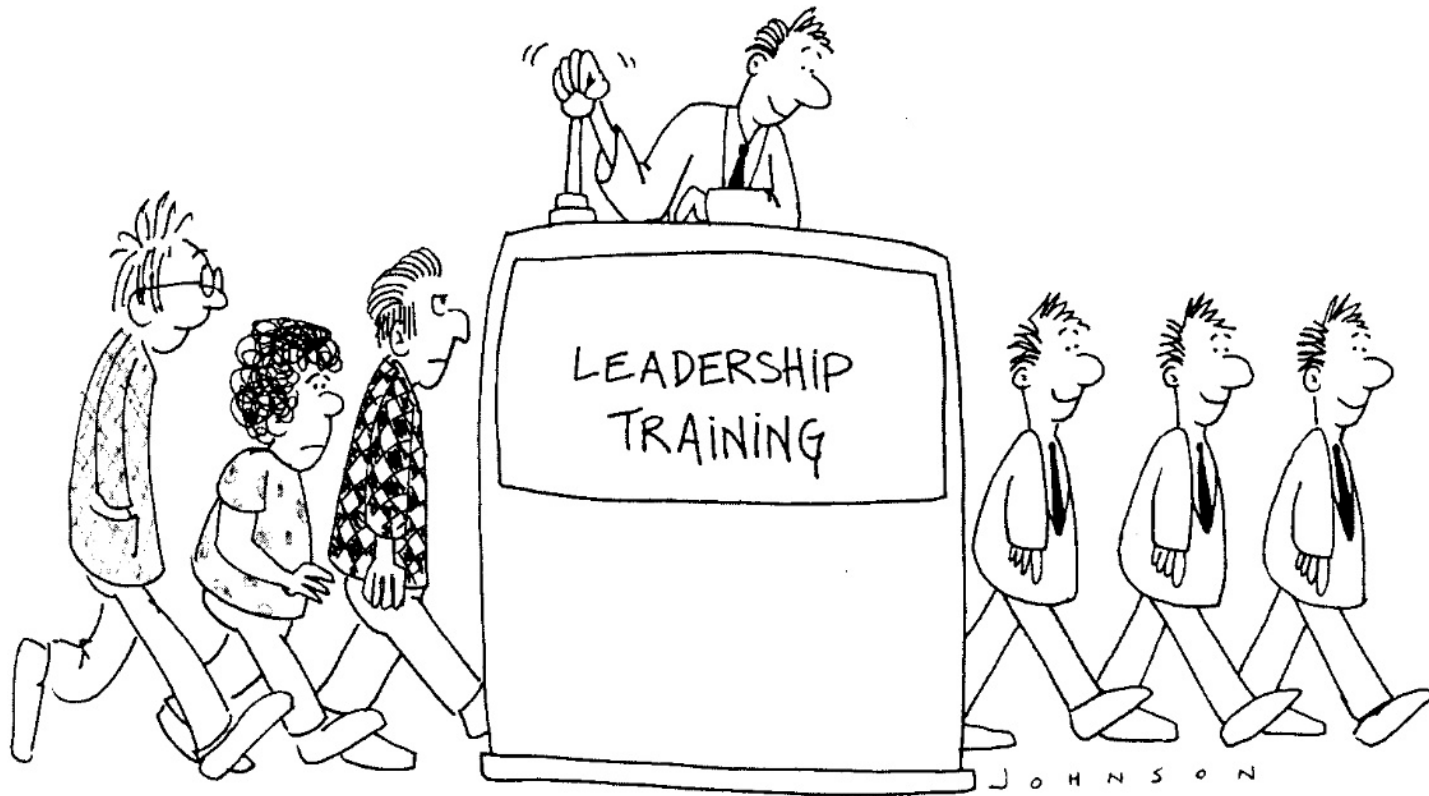
Identification of development areas: Working with psychometrics alone...



Identification of development areas: ...combined with Assessment Centre observations



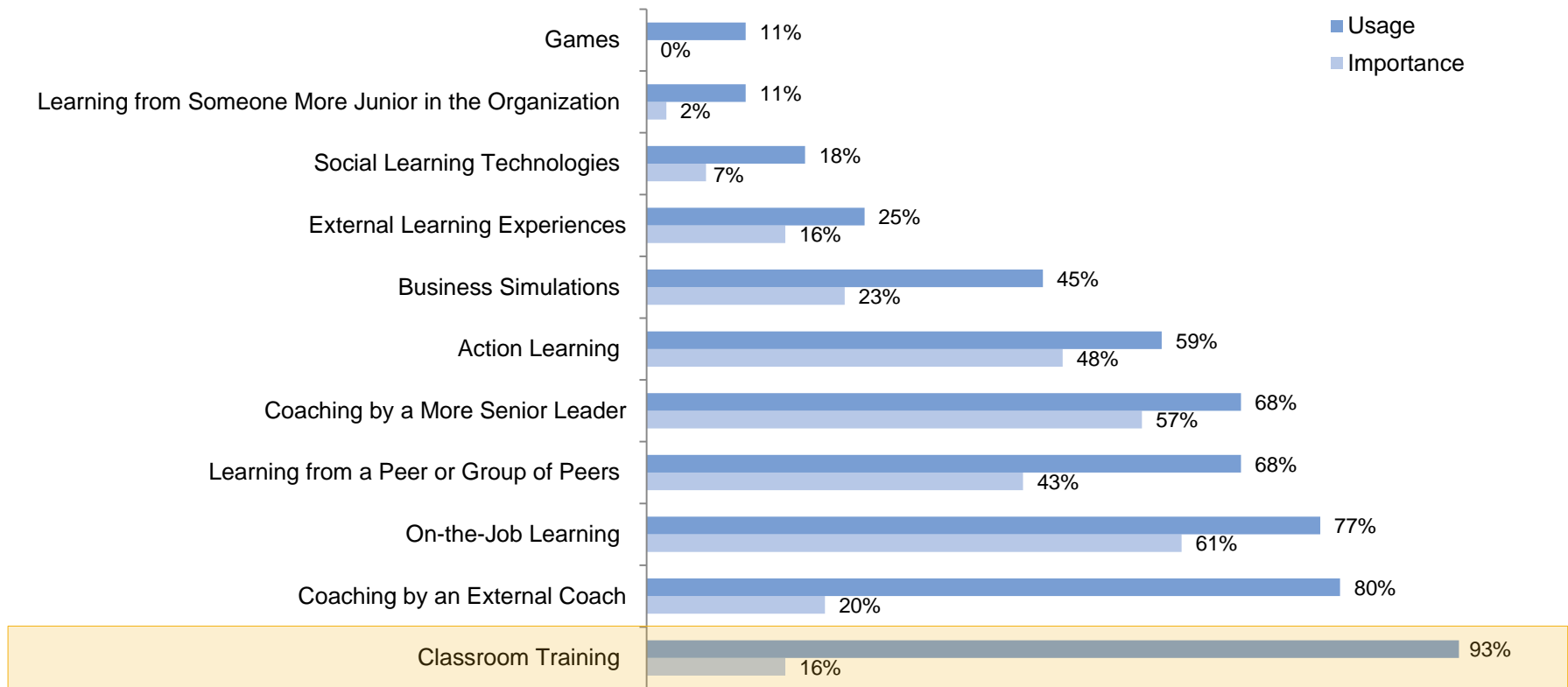
Leadership Development Training



© 1986 Erik Johnson. More at LeadershipJournal.net/Caroons

Usage and Importance of Learning Interventions

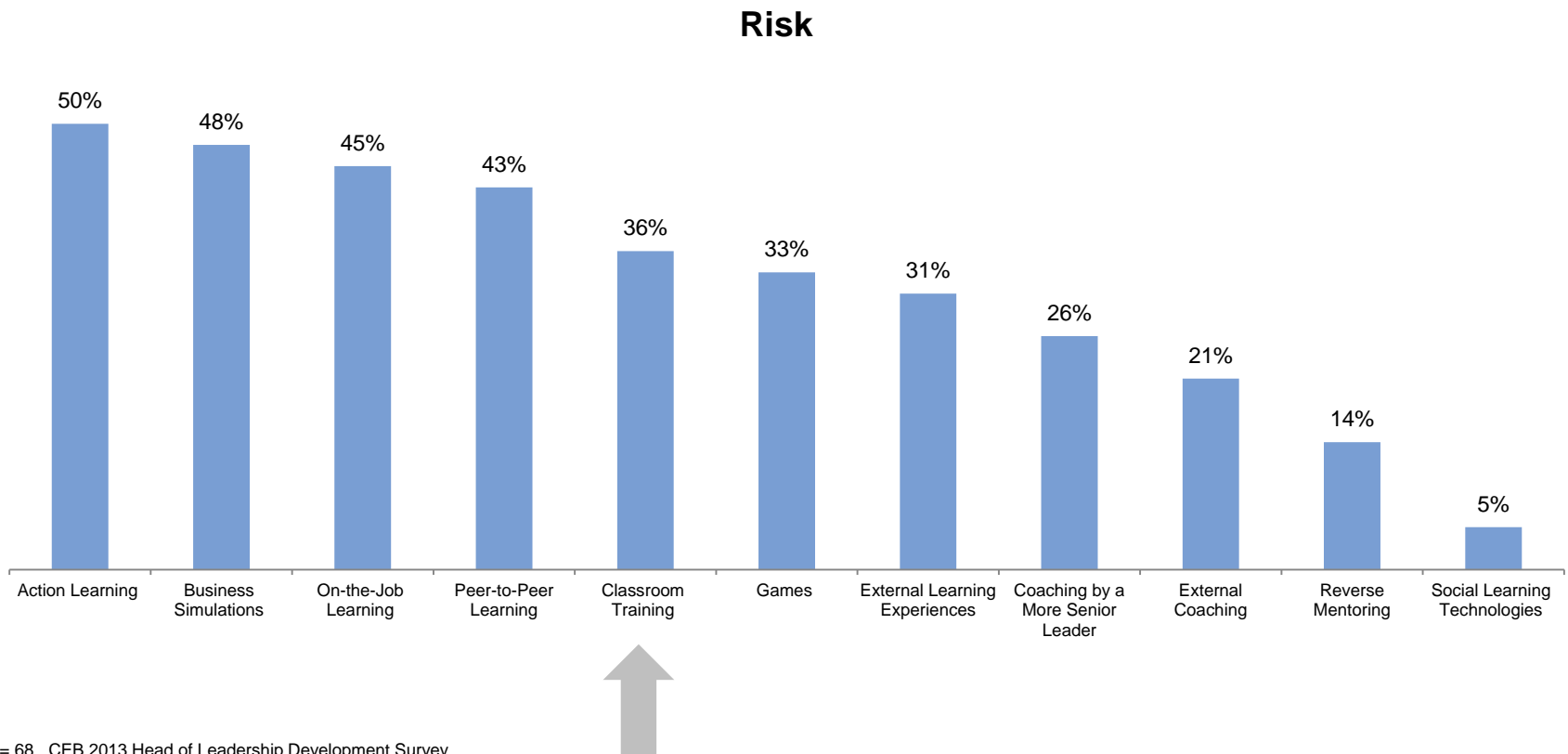
Percentage of Heads of Leadership Development Reporting the Usage and Importance of Learning Interventions:



N = 68. CEB 2013 Head of Leadership Development Survey.

Effectiveness at Exposing Leaders to Risk

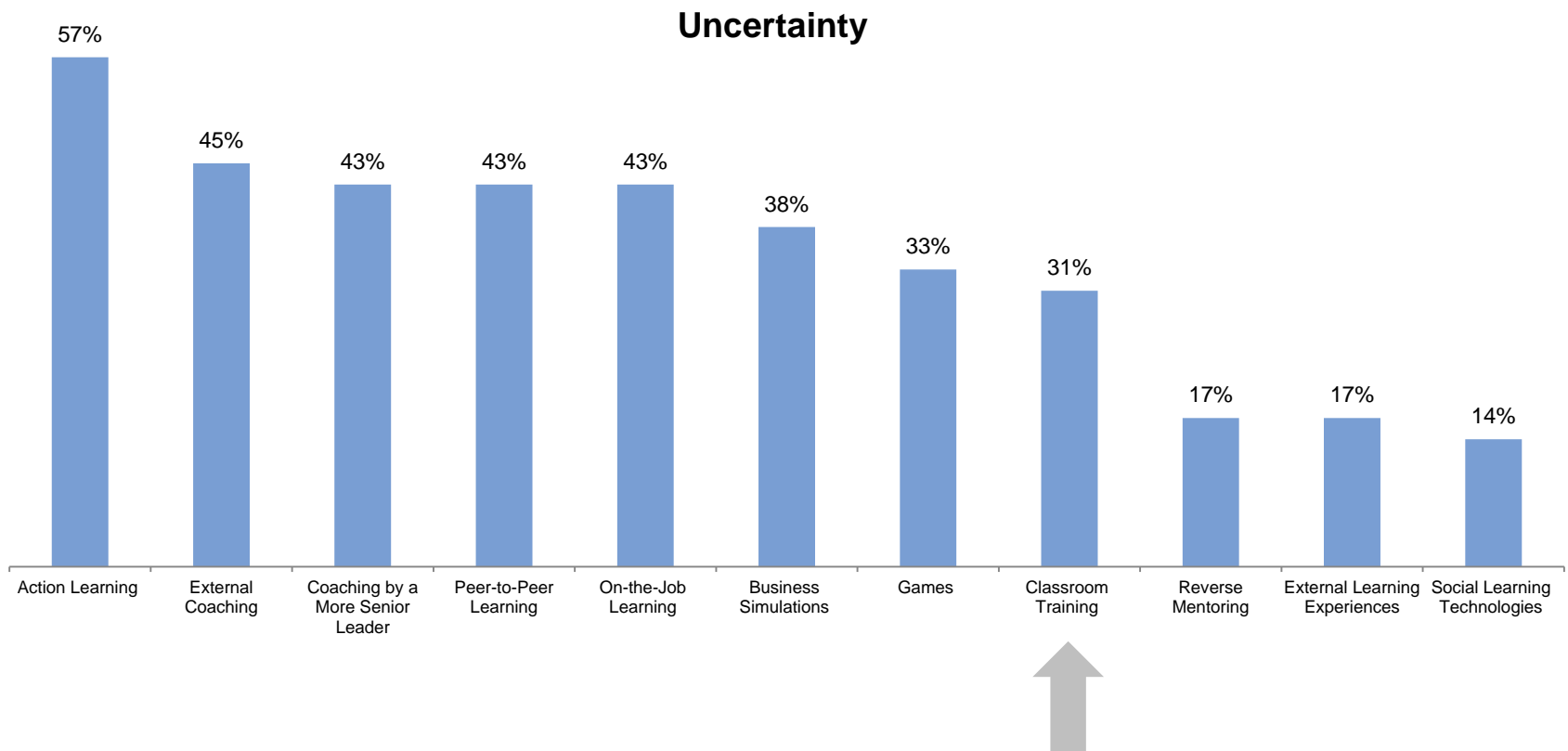
Percentage of Heads of Leadership Development Indicating whether a particular learning method is effective at exposing leaders to situations involving risk:



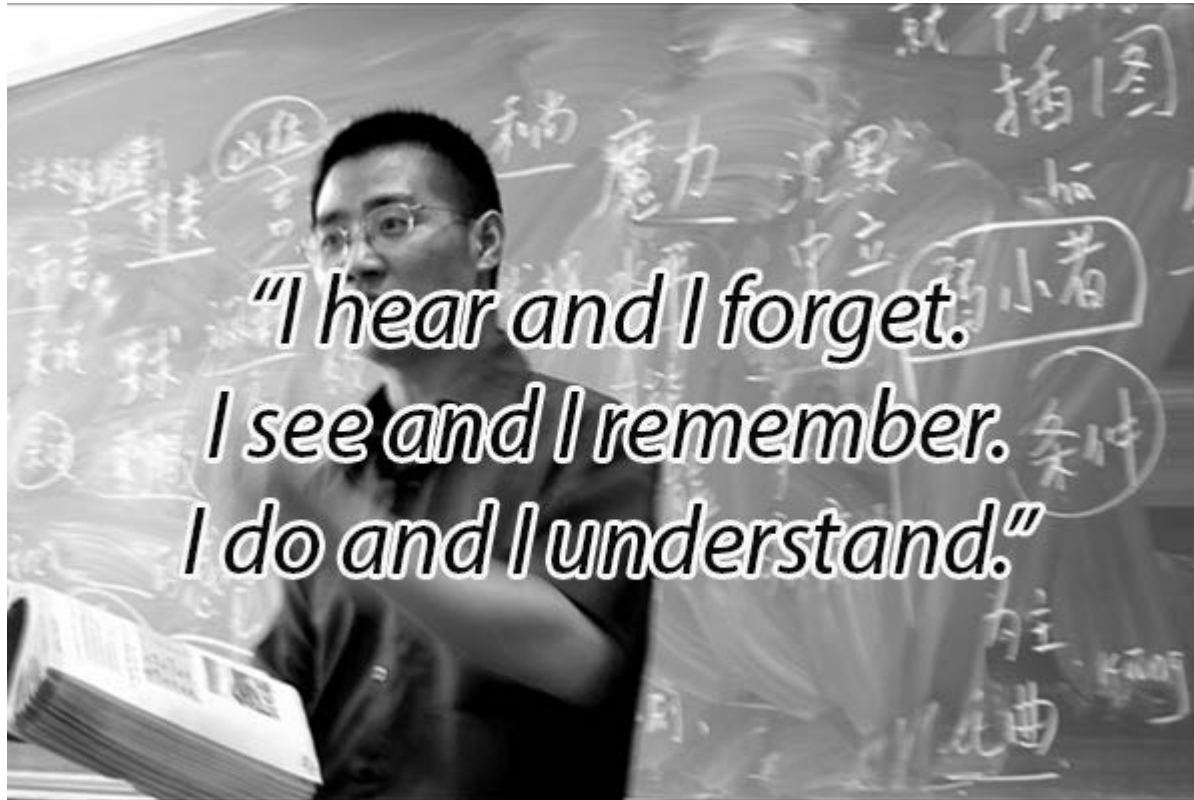
N = 68. CEB 2013 Head of Leadership Development Survey.

Effectiveness at Exposing Leaders to Uncertainty

Percentage of Heads of Leadership Development Indicating whether a particular learning method is effective at exposing leaders to situations involving uncertainty:



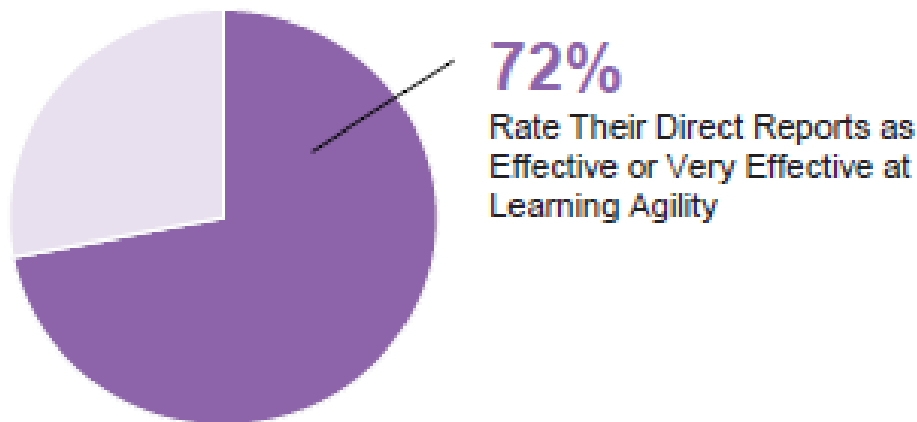
Confucius says...



Learning is one thing...

Senior Leaders Effective at Learning Agility

Percentage of Senior Leaders' Direct Managers



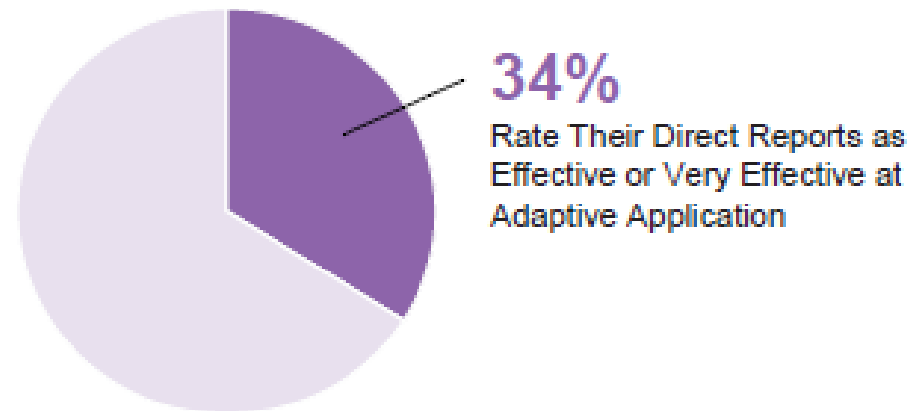
n = 786.

Source: CEB 2013 Leadership Development Survey.

...Application another

Senior Leaders Lack Adaptive Application

Percentage of Senior Leaders' Direct Managers

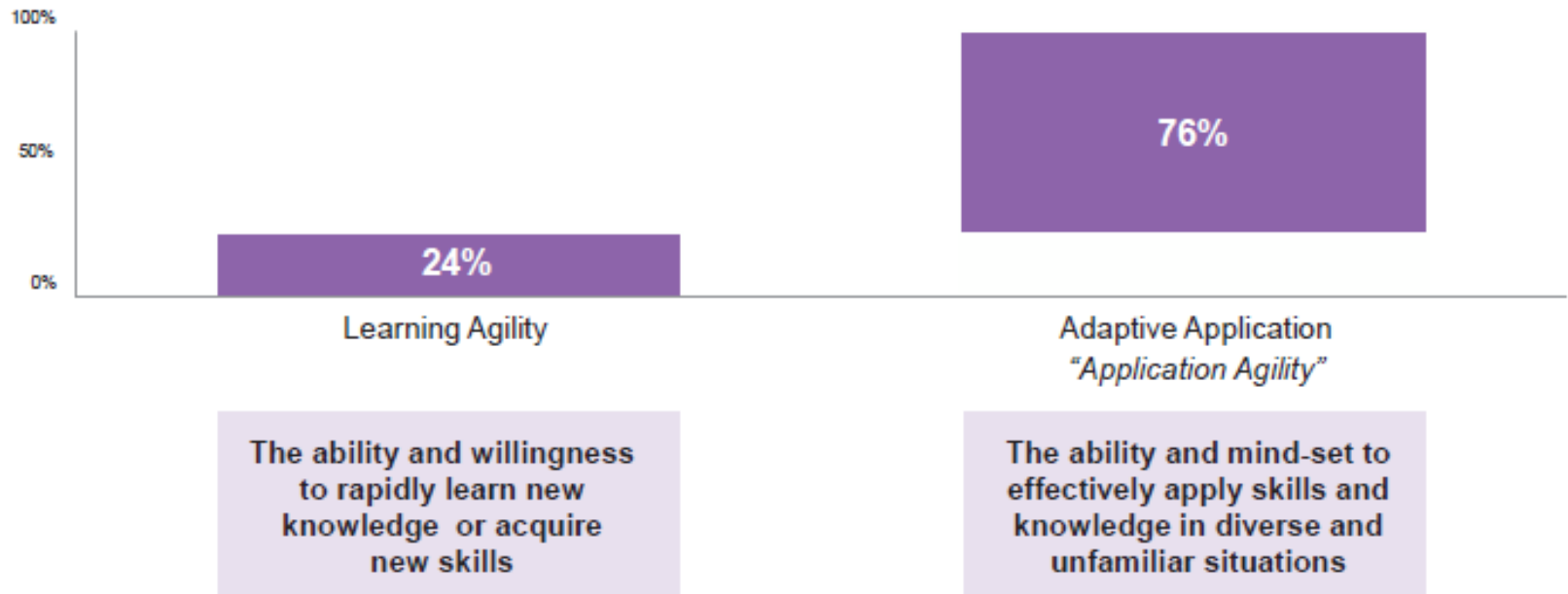


n = 786.

Source: CEB 2013 Leadership Development Survey.

It's about application as well and not only learning

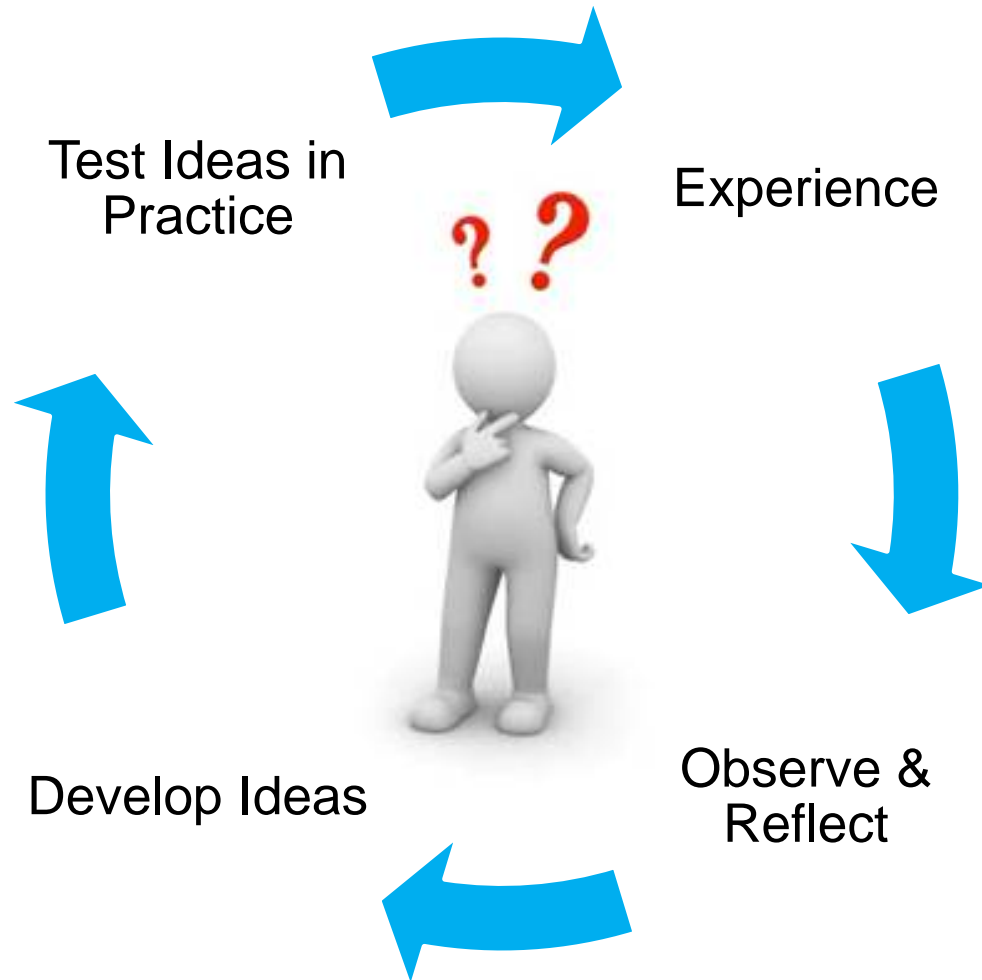
Relative Impact of Learning Agility and Adaptive Application on Senior Leader Performance in New Situations



n = 333.

Source: CEB 2013 Leadership Development Survey.

The Development Centre & Leadership Development



Thank You

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