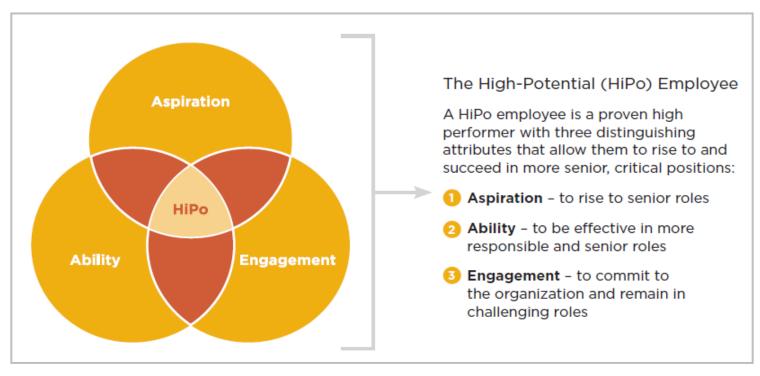
DC Participant Today, Leader Tomorrow

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?

MOTIVATION

The inherent drivers that fuel career success



BEHAVIORS

The actions that individuals take that promote career success



Greater likelihood of achieving a senior (executive) position



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?

Transactional Focus	Functions of Leadership	Transformational Focus
Analysing & Interpreting	Developing the Vision	Creating & Conceptualising
Adapting & Coping	Sharing the Goals	Interacting & Presenting
Supporting & Cooperating	Gaining Support	Leading & Deciding
Organising & Executing	Delivering Success	Enterprising & Performing
Management		Leadership

Ability

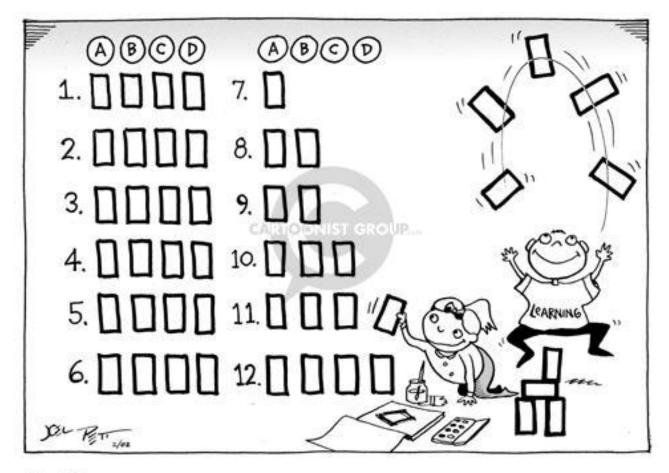


Using Ability & Aspiration together guides identification of who to invest in





Client Case Study Stage 1: Psychometrics



O Joel Pett.



Client Case Study Stage 2: Assessment Centre



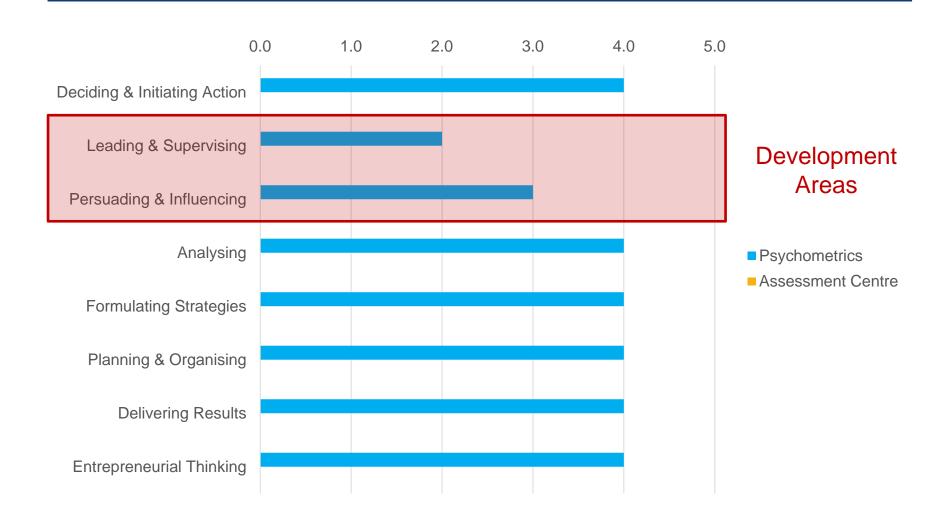


Client Case Study Integrated Assessment Results

	Nurture for Today	Nurture for Today and Tomorrow	High Potential
ı	0.0%	0.0%	5.1%
	Nurture for Today	Nurture for Today and Tomorrow	Nurture for Today and Tomorrow
Ability	2.6%	23.1%	5.1%
	Nurture for Today	Nurture for Today	Nurture for Today
	38.5%	23.1%	2.6%
_		Aspiration	

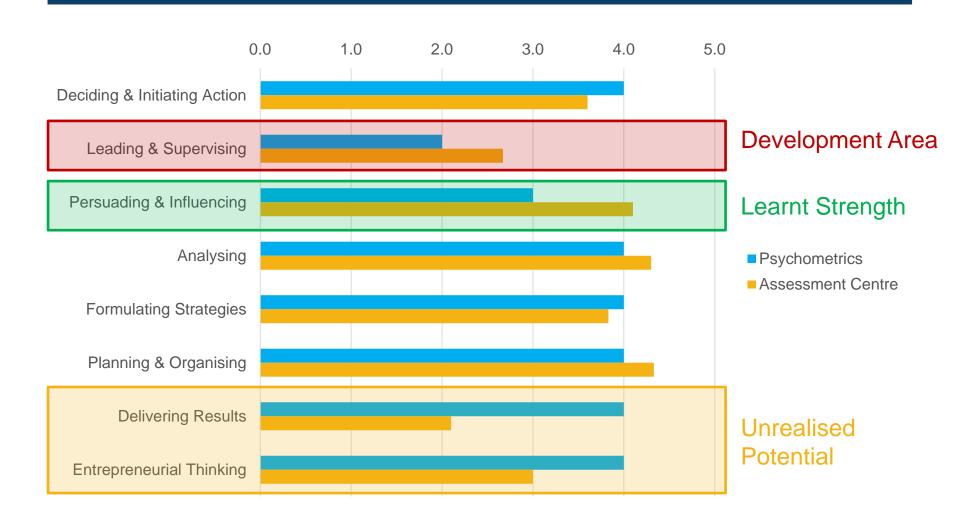


Identification of development areas: Working with psychometrics alone...





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





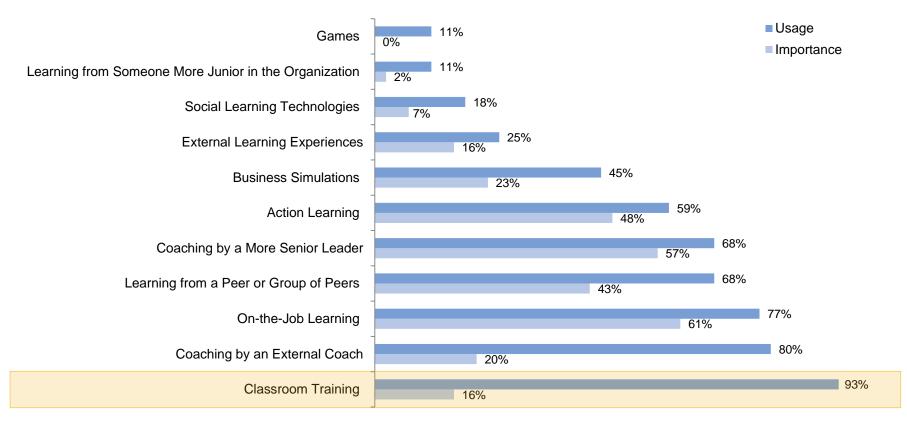
Leadership Development Training

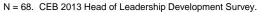




Usage and Importance of Learning Interventions

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

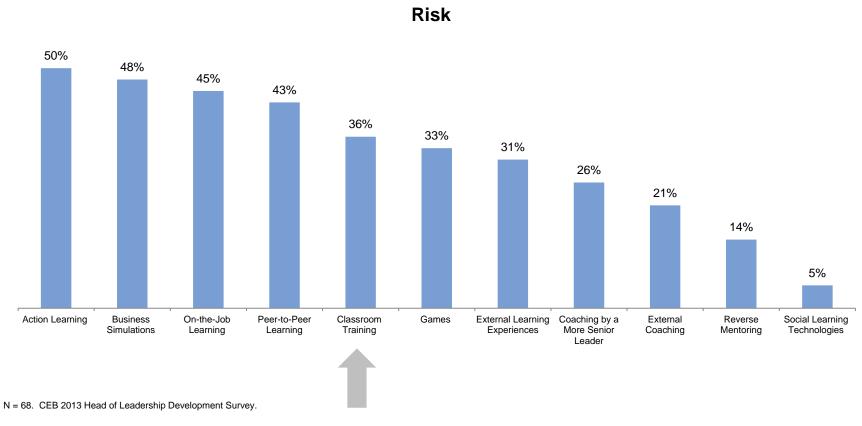






Effectiveness at Exposing Leaders to Risk

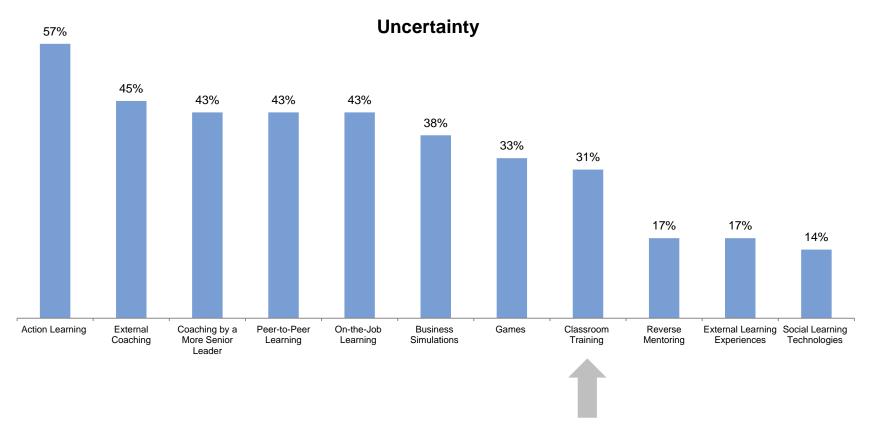
Percentage of Heads of Leadership Development Indicating whether a particular learning method is effective at exposing leaders to situations involving risk:





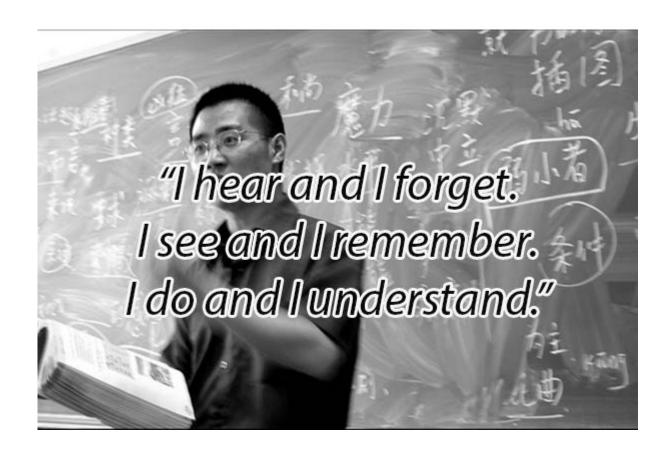
Effectiveness at Exposing Leaders to Uncertainty

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





Confucius says...

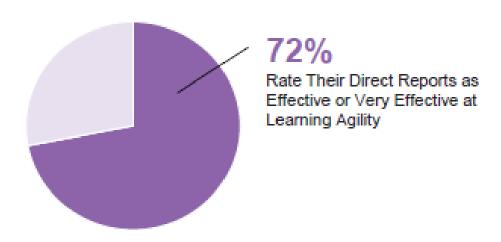




Learning is one thing...

Senior Leaders Effective at Learning Agility

Percentage of Senior Leaders' Direct Managers



n = 786.

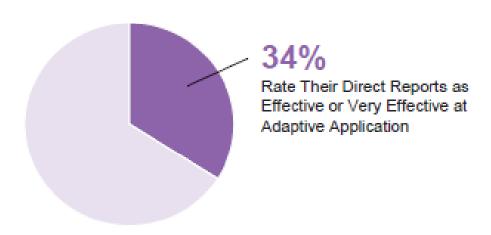
Source: CEB 2013 Leadership Development Survey.



...Application another

Senior Leaders Lack Adaptive Application

Percentage of Senior Leaders' Direct Managers



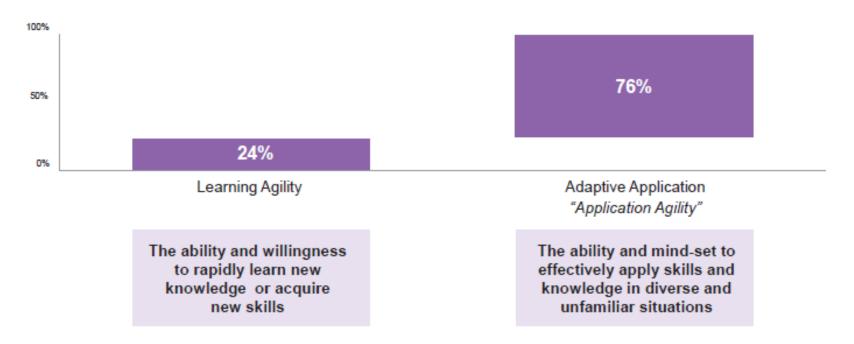
n = 786.

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

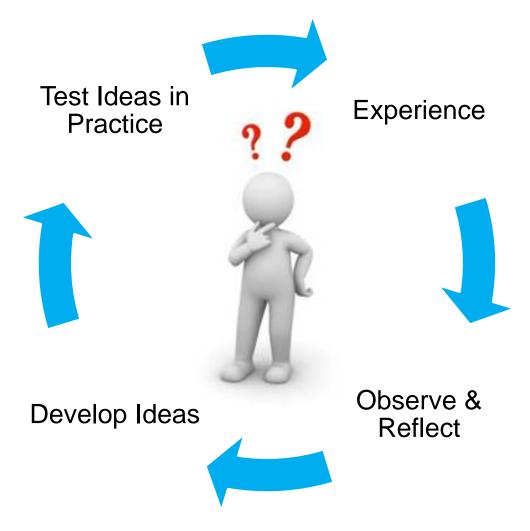


n = 333.

Source: CEB 2013 Leadership Development Survey.



The Development Centre & Leadership Development





Thank You

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