

# 4th Generation Development Centres – A Fast Track Option to Developing Potential in Asia

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Gina Marescia  
Catalyst Consulting HK Ltd.

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## The Lens...Primary Influences

- \* Organisational Psychology, Chge Mgt, AA, NLP, OD, variety of Business & Leadership Methods over 22 yrs Asia, South Africa, UK, Germany, US
- \* Byham, Bray & Thornton, Povah & Ballantyne, ThonneBen & Williams
- \* International partner group of A&DC™ (*Europe's leading specialist in Assessment & Development Centre field*)
- \* Approved accreditor + distributor for past 6 yrs of AC-EXS (*largest portfolio of AC&DC products/exercises*)
- \* Catalyst Consulting Asian Applications + Client Work over 12 yrs
  - > *Assessment & Development Centres*
  - > *Leadership Training & Facilitation*
  - > *Corporate Coaching*
  - > *Blended Learning Solutions* ©
- \* Our Clients + Network Partners

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## Outline

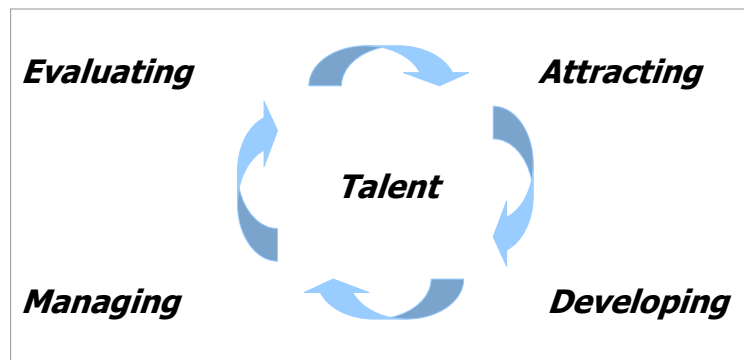
- Intention. Thought Leadership With Best Practice
- The Talent Landscape: Assessment Practices in Asia
  - Perspective + Research data
- Resultant Challenges & Why Traditional DCs Fall Short of Identifying Talent
- Reinventing DCs in Asia: Suggested Approaches & Cases
  1. Be Visionary!
  2. Blend Methodologies
  3. Leverage
    - Participants & Internal Resources
    - Technology & Best Practice
- The Future

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## > Talent Management & Development

Talent Management is an end-to-end, joined up, holistic activity



*Assessment methods-key to process but...*

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> Talent Management & Development - Falling Short of Its Promises & Potential



*...the playing field has changed...*

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> Why Traditional Assessment Methods & DCs Are Falling Short of Supporting Asia Talent Processes

- Stakeholder Perspectives
  - Business & People
- Markets & Social Factors
- Research Perspectives
  - Global Research Survey & Asia Results
  - Other

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## > Stakeholder Perspectives

### Business Focus:

- Contraction & Expansion
- Cost reduction & revenue growth
- Focus on EMM – Asia Pacific

### People Focus:

- Managing Complexity
- Diversity; Local – Global
- Generation Gaps
- Lifestyle Choices, Flexibility & Work-life Balance
- Specialist Skill Shortages

Examples: Sports Marketing Company, Global Bank, China Bank, Electronics Company

*...Ultimately A Need for Leadership!*

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## > Markets & Social Factors

### ■ Financial Crisis

- 1990 IT Bubble Crash
- 1997 Financial crisis
- 2008-2010 Financial crisis + Global recession

### ■ Political Impacts

### ■ Natural Disasters

### ■ Emerging & Developing Markets

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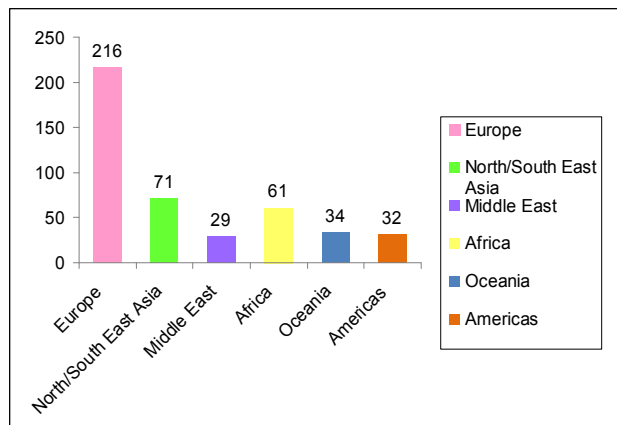
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## > Research Perspectives for Asia

- GRQ (Global Research Questionnaire, Povah, A&DC 2008)
  - (N = 443, 10/07 – 02/08, 43 Countries, 5 Continents)
  - (N = 71 Asia Pacific respondents; Analysis by Catalyst)
  
- ASTD & Institute for Corporate Productivity Succession Planning Results (2010)
  
- Others:
  - Levy -Leboyer (1994)
  - Kudisch et al. (1999)
  - Krause & Gebert (2003)
  - Krause & Thornton (2006)
  - Towers Watson Global Workforce Study (2010)

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## > GRQ: Continental Percentage Split



### North/South East Asia

China/HK	48
India	11
Indonesia	1
Japan	2
Malaysia	2
Philippines	1
Singapore	3
South Korea	1
Sri Lanka	1
Thailand	1
<b>Total =</b>	<b>71</b>

Global Assessment Practices Survey, 07-08 A&DC, Catalyst Consulting

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## > GRQ Areas of Investigation

- Respondents, Coverage
- Purpose/Uses of AC Methods
- Job Analysis, Competency Frameworks
- Assessors
- Design, Evaluation + Validation
- Current & Future Trends
- Benefits & Concerns

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## > GRQ: Purpose/Use of AC Methods (N=70)

- North/South East Asia #1 = Graduate Recruitment

Top Uses for AC Methodology	Global % (Rank)	North/South East Asia % (Rank)
Other External Recruitment	57 (1)	41 (5)
Diagnose Development Needs	56 (2)	44 (2)
Identify High Potential	50 (3)	44 (2)
Graduate Recruitment	49 (4)	57 (1)
Inform Internal Promotion	45 (5)	43 (4)
Succession Planning	38 (6)	40 (6)

*Global Assessment Practices Survey, 07-08 A&DC, Catalyst Consulting HK*

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> GRQ: Top 10 Competencies:  
North/South East Asia (N=69) vs World

Rank	World	North/South East Asia
1	Leadership	Leadership, Teamwork
2	Teamwork	Problem Analysis
3	Decisiveness	Persuasive Oral Communication
4	Persuasive Oral Communication	Decisiveness
5	Problem Analysis	Strategic Perspective, Customer Service
6	Planning & Organising	Initiative, Flexibility
7	Interpersonal Sensitivity	Attention to Detail, Creativity
8	Customer Service	Openness to Change, Interpersonal Sensitivity
9	Commercial Awareness	People Development
10	Work Motivation	Commitment

*Global Assessment Practices Survey, 07-08 A&DC, Catalyst Consulting HK*

> GRQ: Assessors

- Most organisations have less than 5 trained Assessors
- Assessor-Participant Ratios (Best Practice – 2:1,1:1)
- Training
  - Asia: Less than 25% spend 2 days or more on Assessor Training; 42% less than a half a day
  - Content – little variation across the Continents
  - Few include Feedback

*Global Assessment Practices Survey, 07-08 A&DC, Catalyst Consulting HK*

## > GRQ: Choice of Assessor (N=39)

- HR Staff are 1st choice in all Continents (68% for ACs; 48% for DCs)
- Line Managers are 2nd choice in all Continents except Africa

	Africa %	North/South East Asia %	Europe %	Oceania %	Americas %
HR Staff	31	62	26	23	31
Psychologists	23	21	14	3	19
External Consultant	15	44	15	26	22
Line Manager	19	56	24	26	22
Participants' Colleagues	0	3	2	3	0
Participants	0	3	1	3	0
Expert Staff	8	18	14	19	6
Don't Know	0	0	0	0	0
Others	4	3	4	0	0

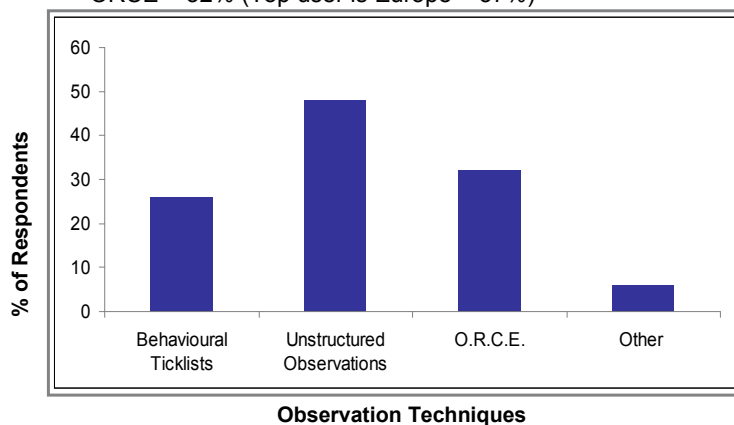
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## > GRQ: Observation Techniques (N=62)

- Unstructured Observation = 48% (Most Frequent use)
- Behavioural Ticklists = 26%
- ORCE = 32% (Top user is Europe = 57%)



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## > Who Designs the AC/DC? (N=59)

Designers of AC/DC	Continent				
	Africa %	North/South East Asia %	Europe %	Oceania %	Americas %
Internal HR Resource	28	41	34	38	28
Other Internal Resource	13	14	17	17	24
External Consultants	44	34	25	21	34
Use 'off-the-shelf' exercises	15	5	22	24	7
Don't know	0	7	2	0	7

- North/South East Asia makes most use of Internal HR Resources
- Europe and Oceania make greatest use of 'Off-the-Shelf' exercises and least use of External Consultants so are most self-sufficient

*Global Assessment Practices Survey, 07-08 A&DC, Catalyst Consulting*

## > GRQ: Overall N/SE Asia Observations

- Highest use of Line Managers as feedback givers
- High use of unstructured observation
- Concern on lack of assessor training & techniques
- Highest usage of internal HR to design but concern on time to design, yet also lowest usage of 'off-the-shelf' exercises

*Global Assessment Practices Survey, 07-08 A&DC, Catalyst Consulting HK*

## > Challenges & Opportunities

- Time (GRQ Asia 44% vs Global 40%)
  - To identify talents
  - To develop pipeline
  - Of Line/internal resources
- Costs (GRQ Asia 39% vs Global 37%)
- Usage & Competencies: Business
- Language
- Diversity of regions
- Applications → cross culture
- Technology

*Still the questions:*

1. Who are the talents?
2. Where are the talents?
3. How do we fast track and keep them in a cost effective & valid manner?

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## > Challenges & Opportunities

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- Perceived Top Benefits of Assessment Methods
  - 'Accuracy of Assessment' (Asia 76% vs Global 74%)
  - 'Fairness' (Asia 69% vs Global 70%)
  - 'Identifies Potential' (Asia 64% vs Global 74%)

## > Missed Opportunities?

*Assessment methods support leadership development  
BUT are they truly supporting the  
development of leaders?*

- Time ripe for > Thought Leadership in assessment method applications in Asia by
  - ✓ Maintaining Focus on Education & Professional Standards
  - ✓ Reinventing Applications

## > Reinventing DCs in Asia: Approaches & Cases

We recommend:

- 1) Be Visionary!
- 2) Blend to Maximise Value
- 3) Leverage

## > 1) Be Visionary!

*It pays off and is the way of the future!*

- Science & Practice
  - 1 Foot → solid organization psychology best practice development
  - 1 x Foot → pragmatism of business & people development
- Get comfortable with complex nature of assessments & development cycles of business
- Commit To
  - Learning & Debating
  - Creating & Testing

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## > 1) Visionary Leadership & Strategic Perspective

- Visionary Leadership

*Creates a clear view of the future state; helping others understand; influencing movement and compelling action*
- Strategic Perspective

*Takes account of a wide range of longer-term issues, opportunities and contingencies. Identifies the means of implementing plans in line with the vision and direction*

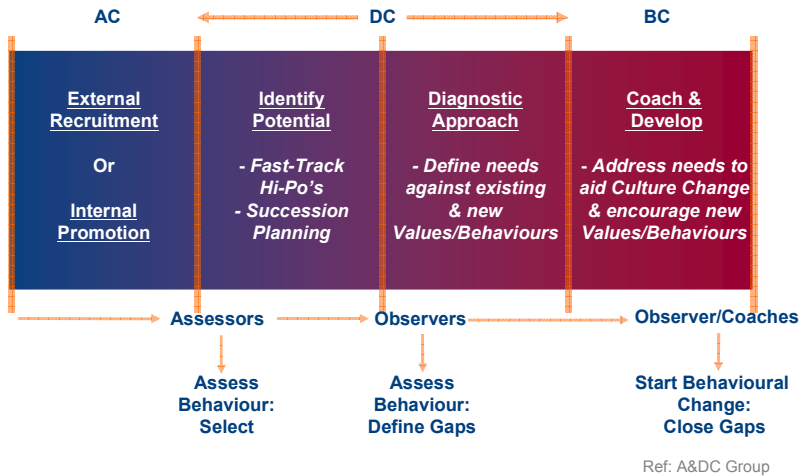
Ref: Catalyst/A&DC Competency Library

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## > 1) Visionary: Development of Blended Approach

A&DC Continuum Model\*



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## > 1) Visionary: Development Centres Generations 1-3

Centre Type	1 <sup>st</sup> Generation	2 <sup>nd</sup> Generation	3 <sup>rd</sup> Generation
Participant involvement	Minimal – participants simply tackle exercises	Feedback to participants at end of centre, sometimes after each exercise	Joint decision-making on competencies displayed after each exercise
Exercises and tests	Off-the-shelf exercises and psychological tests	Mainly off-the-shelf exercises and psychological tests	Mainly real-life business problems
Development planning	Little – perhaps part of post-centre feedback	Some time given on the centre to planning, with monitoring and support afterwards	More time given on the centre, with significant monitoring and mentoring afterwards

Refer: Constable, Roffey Park Management Institute & Povah , A&DCGroup

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## > 1) Visionary: Generation 4\*

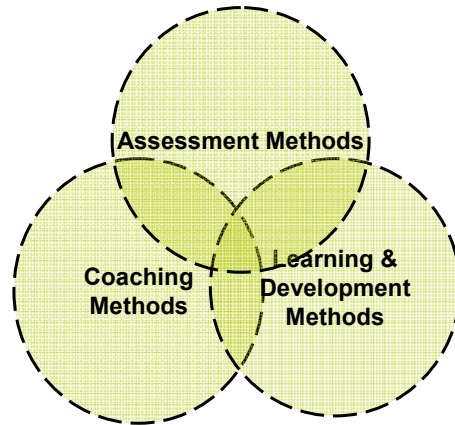
Centre Type	4 <sup>th</sup> Generation
Participant involvement	Self assessment
Exercises and tests	Peer assessment and feedback Business simulations
Development planning	Post-centre development Coaching Workplace development

*Refer: Constable, Roffey Park Management Institute & Povah , A&DCGroup*

## 1) Visionary Example Asia Conglomerate

Pre-DC	DC	Post-DC
<ul style="list-style-type: none"> <li>▪ Global &amp; Asian Buddhist Alignment</li> <li>▪ Job Analysis</li> </ul>	<ul style="list-style-type: none"> <li>▪ Post Exercise Reflection Interviews</li> <li>▪ Values/Worldview/Belief System Assessment</li> <li>▪ Work Style Adaptations (“Coaching”, “Partnering”, “Relationship based with Results Orientation”)</li> </ul>	<ul style="list-style-type: none"> <li>▪ Feedback, Transition, Career Coaching</li> <li>▪ New Manager Assimilation Development Planning</li> </ul>
<ul style="list-style-type: none"> <li>▪ Rethink Consultant’s Premises</li> </ul>		
<ul style="list-style-type: none"> <li>▪ Redesign Work-related Simulations, Assessment Process, Assessors</li> </ul>		

> 2) Blend to Maximise Value



> Blend Example: MNC Regional Talent Pool

Pre-DC	DC	Post-DC
<ul style="list-style-type: none"> <li>▪ Identify Strengths &amp; Development Needs</li> <li>▪ Training in Feedback &amp; Assessor Skills</li> <li>▪ “Asianise” off the shelf work-related simulations</li> </ul>	<ul style="list-style-type: none"> <li>▪ Run Exercises</li> <li>▪ Peer/self assessment &amp; feedback</li> <li>▪ Skill development principles to own business scenario</li> <li>▪ Wash up</li> <li>▪ Plan further post-DC development</li> </ul>	<ul style="list-style-type: none"> <li>▪ Implement transition to work</li> <li>▪ Follow-up practice session with positive model &amp; review with coach/mentor</li> </ul>

## > Blend Example: Euro MNC Regional Talent Pool

Pre-DC	DC	Post-DC
<ul style="list-style-type: none"><li>▪ Competency Validation</li><li>▪ Competency Self Review</li><li>▪ Gather Feedback</li><li>▪ Psychometric</li><li>▪ Line Mgr Interview</li><li>▪ Asianise Design</li></ul>	<p><u>Day 1:</u> Competencies, Self Assessment, Learning &amp; F/back, Experiential Activities, 360 F/back</p> <p><u>Day 2:</u> Role plays, Case study</p> <p><u>Day 3:</u> Grp Case Study, F/back Coaching, Action Planning</p>	<ul style="list-style-type: none"><li>▪ Line Mgr Follow Up</li><li>▪ Coaching</li></ul>

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## > 3) Leverage

- Participants
  - Self reflection
  - Peer feedback
- Line + HR management
- Selective Assignment
- Technology & Exercises
- Best Practice

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## > Leverage Example: “DC Methods” Incorporated into a Strategic Leadership Off-Site

- Workshop & Experiential activities
- 360 & MBTI & Leadership Styles F/back
- Group Discussion
- Real Case Study in Trios & Presentations
- Feedback: Peer & Trained Catalyst & Line Observers
- Action Planning

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## > Leverage Example: Investment Bank Regional MDs

- Leadership Group Discussion & Current Challenges with Global Market by Line Mgt
- 360 F/back + Debriefs with Assessor Coaches
- 1:1 Coaching & Development Planning with HR + Assessor Coaches
- Business Exercises in Trios, Peer Feedback + Assessor Feedback

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### > 3) Leverage: Exercise Pick & Mix



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### > 4) Leverage: Exercise Types

- Most frequent exercise = Interview Simulations or Role plays
- Least selected exercise = Fact Find Exercise & Scheduling/Planning
- Note on: Group Discussion

Exercise Types	Global % (Rank)	North/South East Asia % (N=70) (Rank)
Interview Simulations or Roleplays	67 (1)	67 (1)
Oral Presentation Exercises	62 (2)	50 (4)
Group Discussion – Non-Assigned Role	57 (3)	56 (2)
Analysis Exercises	57 (3)	50 (4)
In-Basket/In-tray/Inbox Exercises	53 (5)	54 (3)
Group Discussion – Assigned Role	33 (6)	26 (7)
Scheduling or Planning Exercises	32 (7)	27 (6)
Fact Find Exercises	30 (8)	26 (7)

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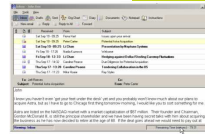
*In Asia, Electronic In-tray, Fact Find Analysis & Scheduling off-the-shelf exercises are under utilised*

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## > Future Trends for AC Methods in Asia –Profession

- Technology & Virtual Assessments
  - Administration; Automated scoring
  - Exercises: In-Basket, Analysis, Psychometrics, Interviews, Meetings
- Materials – more ‘off-the-shelf’ purchases
- Assessors - External, specialist Assessors – remote & dispersed?
- Competencies – standard agreed realigned models for established roles
- More Exercise Options
  - Fact Finding, E In-Basket, Exec Analysis includes ability assessment, Scheduling Exercises
- Feedback Coaching
- Education & Professional Guidelines, Practices, AC Training + Certifications



## > Future Trends for AC Methods in Asia - Practitioners

*The playing field has changed...*



- Commit to:
  - Truly providing thought leadership in assessment methods in Asia to support talent management
  - Absolute standards (Design, Education & Assessors)
- Increase use of technology & expert systems
- Leverage multiple generations of DCs

> Q&A Discussion

***With thanks...***  
***Gina Marescia***  
***Catalyst Consulting HK Ltd***

Edwin Li  
E: support@catalysthk.com  
(Asia Assessment Exercise Duty Consultant)

> About Catalyst Consulting HK

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## > Resources & Useful Websites

For info from this session, Exercises & Asia Pac Applications	<a href="mailto:support@catalysthk.com">E: support@catalysthk.com</a>
GRQ survey	<a href="http://www.adc.uk.com/grq">www.adc.uk.com/grq</a>
Access to the AC Cases/Exercises (ACEXS library) & Tips for ACDC Design/Selection	<a href="http://www.AC-EXS.com">www.AC-EXS.com</a>
For best Practice Assessment Certification Workshops <ul style="list-style-type: none"><li>• Assessor Skills Workshop</li><li>• Interviewing Skills/Competency Based Interview (CBI) Workshop</li><li>• Competency Design &amp; Job Profiling Workshop</li><li>• Centre Administration Workshop</li><li>• Advanced Centre Design &amp; Management Workshop</li><li>• Feedback Coaching Skills Workshop</li></ul>	<a href="http://www.catalysthk.assessment.com">www.catalysthk.assessment.com</a>
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