

An underwater scene with a school of fish swimming in the upper half and a large, textured coral reef structure in the lower half. The background is a deep blue gradient.

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# Using Assessment Centres to identify and develop talent.

*A Deloitte perspective*

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# Deloitte Assessment Centres

## Agenda

- History of Assessment Centres at Deloitte
- How ADC's are used within Deloitte
- Assessment and Development Centre methodology
- General themes
- Challenges
- Link with the Talent Management strategy

## How are Assessment and Development Centres (ADC's) used

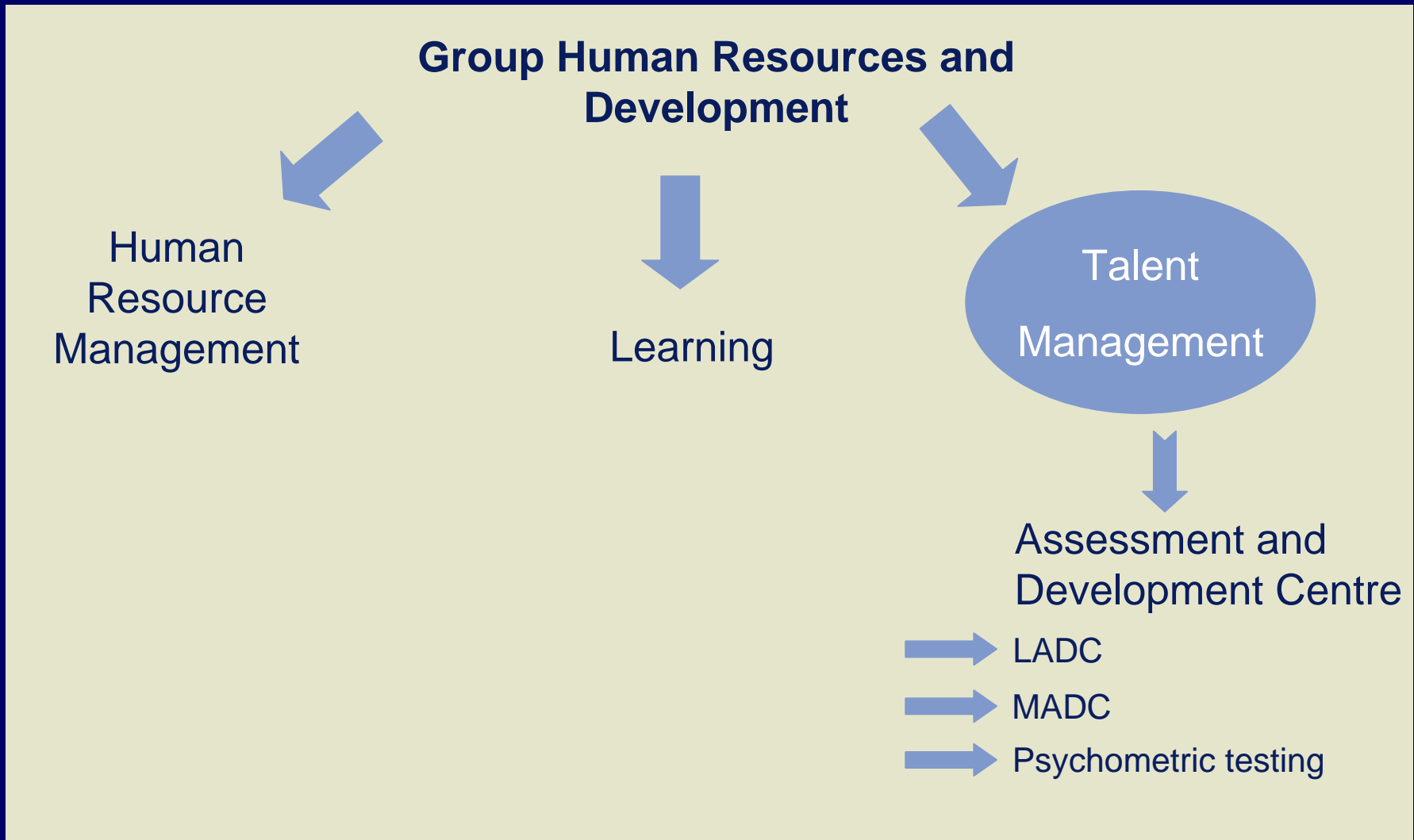
- Deloitte has been using ADC's for over 15 years
- Over the last year there has been a definite shift in that ADC's are now being used more effectively in identifying and developing our talent through more strategic leadership pipelining
- The leadership pipeline serves as critical input into the Deloitte Talent Management strategy

# History of Assessment Centres at Deloitte

## Four main functions :

- Leadership Assessment and Development Centre (LADC) :  
Partner Potential
- Manager Assessment and Development Centre (MADC) :  
Management Development
- Experienced hires psychometric testing : professional employees
- Talent Management

# Location of Assessment Centres within the Firm



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# Assessment and Development Centres.

*Methodology*

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## Manager Assessment and Development Centre (MADC) methodology

- Primarily a development centre
- Combines technical as well as behavioural competencies
- Designed to identify potential to effectively perform at a senior manager level
- Accommodates six candidates at a time
- Four assessors (two technical and two behavioural)
- Personality (OPQ) and cognitive assessments (CPP), written exercise, leaderless group exercise, role play and presentation
- Designed to measure 12 competencies and each competency is measured in two exercises

## Manager Assessment and Development Centre (MADC) methodology

- A five point rating scale is used
- Verbal and written feedback is given to the candidates with their development facilitator
- Verbal and written psychometric feedback is given to the candidate after the main feedback
- The development facilitator and candidate then complete an individual development plan
- Trend summaries are sent to the business unit

# Manager Assessment and Development Centre (MADC) methodology

## Day 1:

- Candidate orientation
- Assessor pre brief
- Paper and presentation
- Written exercise
- Group exercise and group presentation

## Day 2:

- Role plays
- Assessor report writing

## Day 3:

- Assessor report writing

## Day 4:

- Assessor report writing

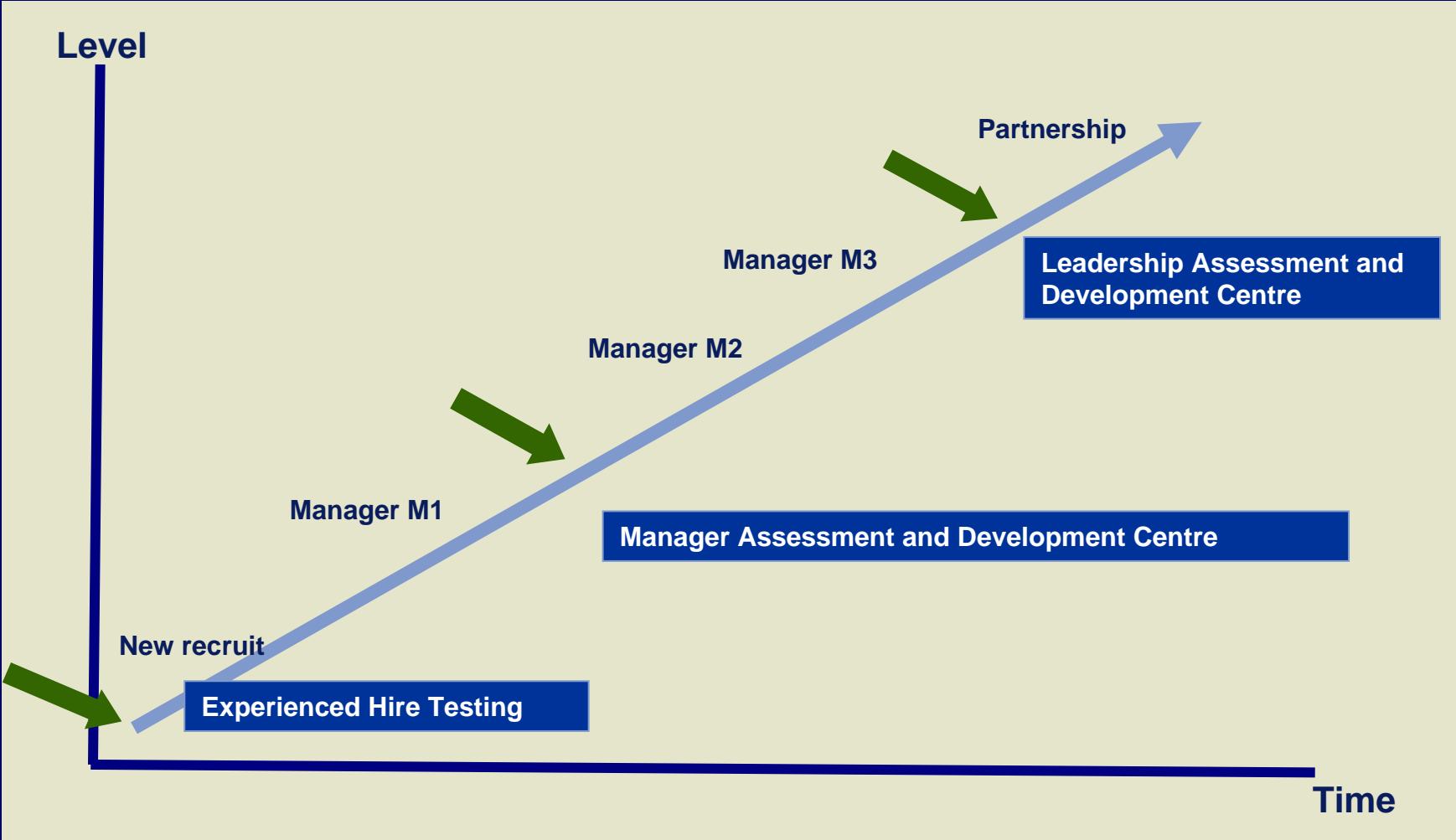
## Day 5:

- Feedback to candidate and development facilitator

## Leadership Assessment and Development Centre (LADC) methodology

- MADC is the precursor to the LADC
- LADC is designed to provide the firm with an objective assessment of Partnership Potential
- Provides guidance regarding strengths and development areas towards admission to Partnership
- Candidates are nominated by three or more partners in order to attend the LADC, approved by the Business Unit Leader

# How are Assessment and Development Centres (ADC's) used



# Leadership Assessment and Development Centre (LADC) methodology

- Assessment Modules:
  - The Practice Office Nomination (PON)
  - Self Presentation Skills (SPS)
  - Applied Leadership Skills (ALS)
  - Criteria Based Interview (CBI)
  - Psychological Assessment (PA)
  - Executive Interview (EI)

| Criterion                          | PON | SPS | ALS | CBI | Psych | Exec Int | Wt. Ave.  | Self Eval |
|------------------------------------|-----|-----|-----|-----|-------|----------|-----------|-----------|
|                                    | 3   | 1   | 2   | 2   | 2     | 1        | <-Weights |           |
| Client Orientation & Relationships |     |     |     |     |       |          |           |           |
| Applied Judgment & Insight         |     |     |     |     |       |          |           |           |
| Business Acumen                    |     |     |     |     |       |          |           |           |
| Knowledge up-to-datedness          |     |     |     |     |       |          |           |           |
| Practice Leadership                |     |     |     |     |       |          |           |           |
| Winning Business                   |     |     |     |     |       |          |           |           |
| Product and Service Knowledge      |     |     |     |     |       |          |           |           |
| Creativity and Innovation          |     |     |     |     |       |          |           |           |
| Written Communication              |     |     |     |     |       |          |           |           |
| Oral Communication                 |     |     |     |     |       |          |           |           |
| Personal Impact                    |     |     |     |     |       |          |           |           |
| Personal Integrity                 |     |     |     |     |       |          |           |           |
| Interpersonal Skill                |     |     |     |     |       |          |           |           |
| Achievement Drive                  |     |     |     |     |       |          |           |           |
| Teamwork                           |     |     |     |     |       |          |           |           |
| Respect for Diversity              |     |     |     |     |       |          |           |           |
| Negotiation / Persuasion           |     |     |     |     |       |          |           |           |
| Resilience                         |     |     |     |     |       |          |           |           |
| Flexibility                        |     |     |     |     |       |          |           |           |
| Leadership                         |     |     |     |     |       |          |           |           |
| General Judgment                   |     |     |     |     |       |          |           |           |
| Percentages                        |     |     |     |     |       |          |           |           |
| Corresponding PON Scores           |     |     |     |     |       |          |           |           |
| PON Excluded                       |     |     |     |     |       |          |           |           |

## Leadership Assessment and Development Centre (LADC) methodology

- 6 Assessors and a Chairperson (Psychologist) on any one LADC Panel
- All assessors assess the SPS together
- The ALS and the CBI have two assessors and one facilitator each, and the Psychological Assessment has one assessor
- Assessors must have had 3 years' tenure as a Partner before they may volunteer
- A record of assessors' performance on the LADC is maintained and a core pool of outstanding skills has been established and is growing

## Leadership Assessment and Development Centre (LADC) methodology

- Feedback takes place within two weeks of the LADC
- The whole feedback session normally takes 4 hours
- Selected members of the Panel (including the Chairperson) give feedback to the Business Unit Leader and the Nominating Partner, then to the candidate
- The psychologist gives feedback to the candidate privately

# Leadership Assessment and Development Centre (LADC) methodology

## **LADC Ratings:**

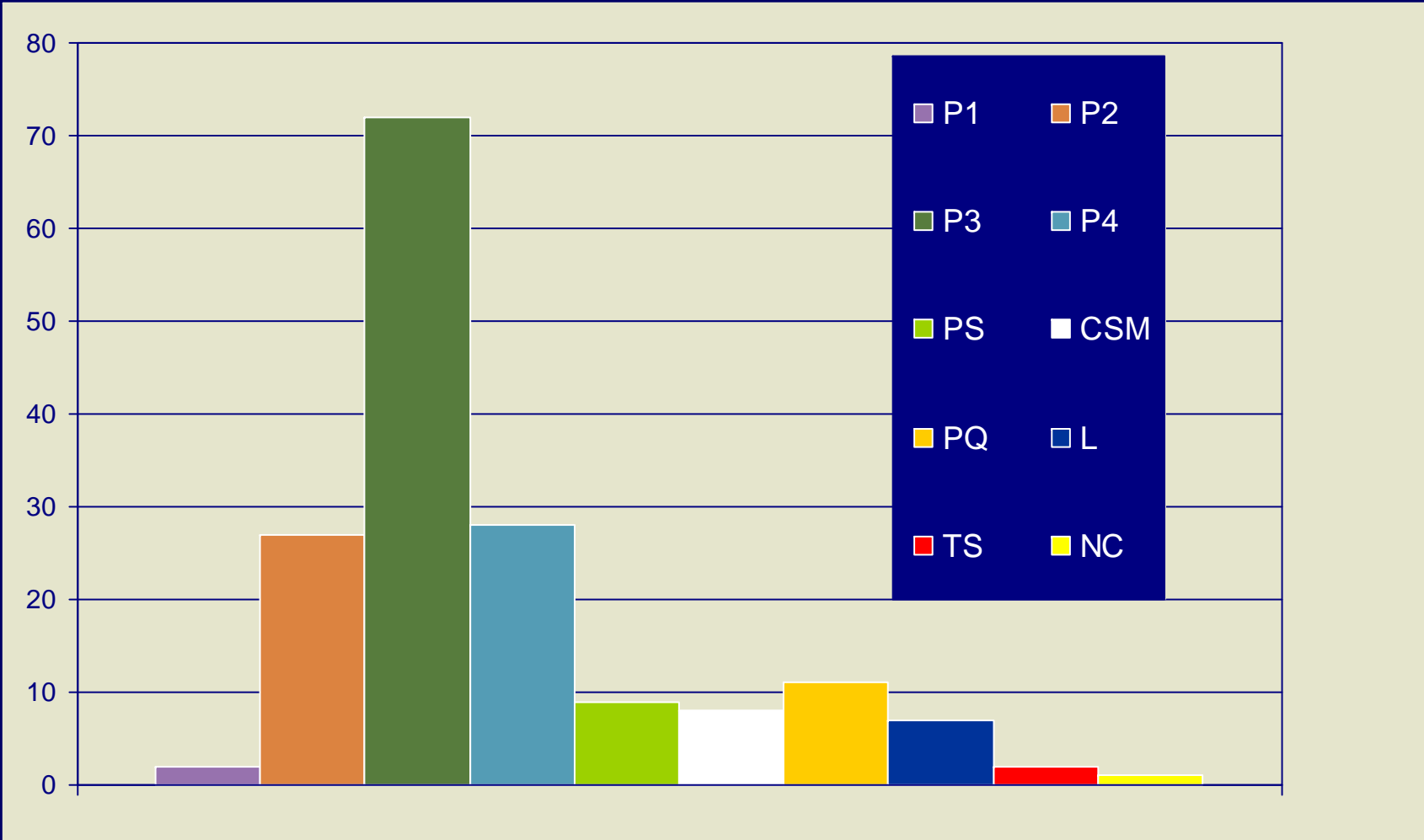
- P1: Unique potential
- P2: Immediate potential
- P3: Medium term potential
- P4: Longer term potential
- L: Limited potential
- TS: Too soon to tell
- PS: Specialist leadership potential
- CAD: Career Associate Director
- CSM: Career Senior Manager
- PQ: Leadership potential in question
- NC: No consensus

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# General themes and challenges.

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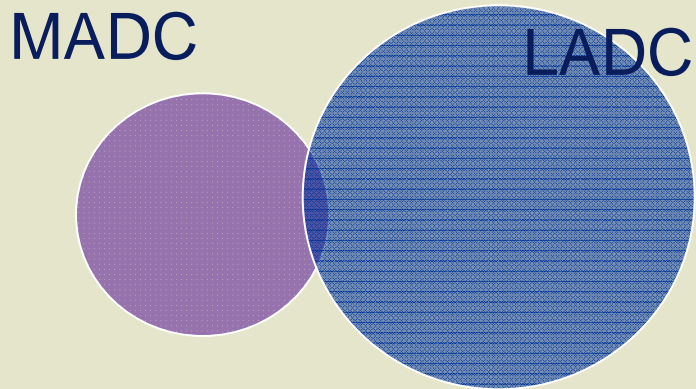
# Leadership Assessment and Development Centre (LADC) ratings



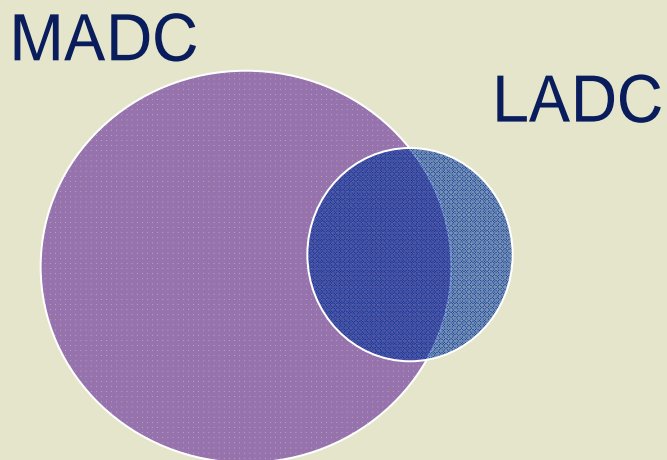
## Assessment and Development Centre challenges

- MADC results are used to determine promotability rather than actual job performance
- Assessor scarcity
- Assessor inexperience
- Rater bias, eg. prior knowledge
- Competencies measured are inconsistent with performance management criteria used across the business units
- Lack of follow through into Individual Development Plans (IDP's)
- LADC is used for performance management, ie. using the LADC to give the candidate "bad news"
- Limited overlap between the LADC and MADC process

# Limited overlap between the LADC and MADC process



Limited  
overlap  
between  
MADC and  
LADC



Greater  
overlap  
between  
MADC and  
LADC

A large school of blue-striped snappers swimming in dark water. The fish are densely packed, with many smaller ones surrounding a larger, more prominent one in the center. The lighting is dramatic, highlighting the blue and orange stripes on the fish's bodies.

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# How ADC's link with Talent Management.

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## Link with Talent Management

- The Talent board has been created to strategically manage talent across the firm. The board consists of a talent leader, Exco and other key stakeholders (HR Director, Talent Leader)
- It is chaired by the Chief Operating Officer

## Talent Board

**Purpose** is to steer the identification, acceleration, development and retention of the Firm's talent whilst driving our transformation objectives

Meetings are held quarterly - we review the talent pool in each Business Unit. Service Line Leaders report back on the strength of their talent pool.

**We ask ourselves these specific questions:**

- What are the talent issues in your service line?
- What are you doing about them?
- Where are you strong?
- Where are you vulnerable?

## Link with Talent Management

- 2010 strategy: “Magnet for Talent”
- Identification tool for talent
- Deepens the knowledge base of our talent
- ADC’s serve as a framework for an individual’s career progression

## Focus of the Talent Board

- Ensure that key talent remains “institutionalised” in our culture
- Identify successors for critical positions and provide them with all they need to get there
- More actively manage and nurture those in our talent pool
- Ensure they are connected to the right mentors
- Identify key positions and ensure we are not left with a “capability gap”

## Link with Talent Management

- First point of focus should be to carefully direct talent through the MADC
- Then focused development and mentoring can take place in preparation for the next step - the LADC. Some of the most fruitful learning and development often occurs after the LADC process, prior to admittance to Partnership
- It is at this point that a focused development plan and a structured mentoring relationship becomes all the more crucial

## Link with Talent Management

- Succession planning (LADC input)
- Direct hires at a senior level
- Input into Talent Review
- The objective is to get the different enablers of our talent pipeline - MADC, LADC and focused development to work in synch

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