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

20th October, 2010
Gina Marescia
Catalyst Consulting HK Ltd.

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&DCTM (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
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

> Talent Management & Development

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

Assessment methods-key to process but...
Talent Management & Development - Falling Short of Its Promises & Potential

...the playing field has changed...

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
> 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!

> 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
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:
  - Kudisch et al. (1999)
  - Krause & Gebert (2003)
  - Krause & Thornton (2006)
  - Towers Watson Global Workforce Study (2010)
> 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

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

Global Assessment Practices Survey, 07-08 A&DIC, Catalyst Consulting HK
> GRQ: Top 10 Competencies: North/South East Asia (N=69) vs World

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

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
> 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

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

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

> GRQ: Observation Techniques (N=62)

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

Observation Techniques

Global Assessment Practices Survey, 07-08 A&DC, Catalyst Consulting HK
## Who Designs the AC/DC? \( (N=59) \)

<table>
<thead>
<tr>
<th>Designers of AC/DC</th>
<th>Continent</th>
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<tbody>
<tr>
<td></td>
<td>Africa</td>
</tr>
<tr>
<td>Internal HR Resource</td>
<td>28</td>
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<tr>
<td>Other Internal Resource</td>
<td>13</td>
</tr>
<tr>
<td>External Consultants</td>
<td>44</td>
</tr>
<tr>
<td>Use ‘off-the-shelf’ exercises</td>
<td>15</td>
</tr>
<tr>
<td>Don’t know</td>
<td>0</td>
</tr>
</tbody>
</table>

- 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

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## 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

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> 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

**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
### 1) Visionary: Development of Blended Approach

**A&D Continuum Model**

<table>
<thead>
<tr>
<th>AC</th>
<th>DC</th>
<th>BC</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>External Recruitment</strong></td>
<td><strong>Identify Potential</strong></td>
<td><strong>Diagnostic Approach</strong></td>
</tr>
<tr>
<td>Or</td>
<td>- Fast-Track Hi-Po's</td>
<td>- Define needs against existing &amp; new Values/Behaviours</td>
</tr>
<tr>
<td>Internal Promotion</td>
<td><strong>Assessors</strong></td>
<td><strong>Observers</strong></td>
</tr>
<tr>
<td><strong>Assess Behaviour:</strong> Select</td>
<td><strong>Assess Behaviour:</strong> Define Gaps</td>
<td><strong>Start Behavioural Change:</strong> Close Gaps</td>
</tr>
</tbody>
</table>

Ref: A&D Group

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### Values/Behaviours

- Against existing Approach
- Values/Behaviours

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### Observer/Coaches

- Change:

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

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

Refer: Constable, Roffey Park Management Institute & Povah, A&D Group
> 1) Visionary: Generation 4*

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

Refer: Constable, Roffey Park Management Institute & Povah, A&DC Group

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ignite potential

1) Visionary Example Asia Conglomerate

<table>
<thead>
<tr>
<th>Pre-DC</th>
<th>DC</th>
<th>Post-DC</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ Global &amp; Asian Buddhist Alignment</td>
<td>▪ Post Exercise Reflection Interviews</td>
<td>▪ Feedback, Transition, Career Coaching</td>
</tr>
<tr>
<td>▪ Job Analysis</td>
<td>▪ Values/Worldview/Belief System Assessment</td>
<td>▪ New Manager Assimilation Development Planning</td>
</tr>
<tr>
<td>▪ Rethink Consultant’s Premises</td>
<td>▪ Work Style Adaptations (“Coaching”, “Partnering”, “Relationship based with Results Orientation”)</td>
<td></td>
</tr>
<tr>
<td>▪ Redesign Work-related Simulations, Assessment Process, Assessors</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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> 2) Blend to Maximise Value

[Diagram showing Venn diagram with overlapping circles labeled Assessment Methods, Coaching Methods, and Learning & Development Methods.]

> Blend Example: MNC Regional Talent Pool

<table>
<thead>
<tr>
<th>Pre-DC</th>
<th>DC</th>
<th>Post-DC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify Strengths &amp; Development Needs</td>
<td>Run Exercises</td>
<td>Implement transition to work</td>
</tr>
<tr>
<td>Training in Feedback &amp; Assessor Skills</td>
<td>Peer/self assessment &amp; feedback</td>
<td>Follow-up practice session with positive model &amp; review with coach/mentor</td>
</tr>
<tr>
<td>“Asianise” off the shelf work-related simulations</td>
<td>Skill development principles to own business scenario</td>
<td>Wash up</td>
</tr>
<tr>
<td></td>
<td>Plan further post-DC development</td>
<td>Plan further post-DC development</td>
</tr>
</tbody>
</table>
### Blend Example: Euro MNC Regional Talent Pool

<table>
<thead>
<tr>
<th>Pre-DC</th>
<th>DC</th>
<th>Post-DC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Competency Validation</td>
<td>Day 1: Competencies, Self</td>
<td>Line Mgr Follow Up</td>
</tr>
<tr>
<td>Competency Self Review</td>
<td>Assessment, Learning &amp; F/back,</td>
<td></td>
</tr>
<tr>
<td>Gather Feedback</td>
<td>Experiential Activities, 360 F/back</td>
<td></td>
</tr>
<tr>
<td>Psychometric</td>
<td>Day 2: Role plays, Case</td>
<td>Coaching</td>
</tr>
<tr>
<td>Line Mgr Interview</td>
<td>study</td>
<td></td>
</tr>
<tr>
<td>Asianise Design</td>
<td>Day 3: Grp Case Study,</td>
<td></td>
</tr>
<tr>
<td></td>
<td>F/back Coaching, Action Planning</td>
<td></td>
</tr>
</tbody>
</table>

### 3) Leverage

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

> 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
> 3) Leverage: Exercise Pick & Mix

Group Discussion/Meetings

1:1 Meetings/Role-play

Individual/1:1 Fact Finding Exercise

In-Trays

Analysis Report &/or Presentations

> 4) Leverage: Exercise Types

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

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

In Asia, Electronic In-tray, Fact Find Analysis & Scheduling off-the-shelf exercises are under utilised
> 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
With thanks…
Gina Marescia
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Edwin Li
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(Asia Assessment Exercise Duty Consultant)

> About Catalyst Consulting HK

Creating Breakthroughs & Igniting Potential
A Pioneer of blended learning solutions in Asia
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> Leadership Training & Facilitation
> Corporate Coaching

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(A leading specialist in the Assessment & Development Centre field)

Approved Accrder + Distributor of AC-EXS
(Largest portfolio of AC & DC related products/exercises in the World!)
## Resources & Useful Websites

<table>
<thead>
<tr>
<th>For info from this session, Exercises &amp; Asia Pac Applications</th>
<th>E: <a href="mailto:support@catalysthk.com">support@catalysthk.com</a></th>
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<tbody>
<tr>
<td>GRQ survey</td>
<td><a href="http://www.adc.uk.com/grq">www.adc.uk.com/grq</a></td>
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<tr>
<td>Access to the AC Cases/Exercises (ACEXS library) &amp; Tips for ACDC Design/Selection</td>
<td><a href="http://www.AC-EXS.com">www.AC-EXS.com</a></td>
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<td>For best Practice Assessment Certification Workshops</td>
<td><a href="http://www.catalysthk.assessment.com">www.catalysthk.assessment.com</a></td>
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<td>• Assessor Skills Workshop</td>
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<td>• Interviewing Skills/Competency Based Interview (CBI) Workshop</td>
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<td>• Competency Design &amp; Job Profiling Workshop</td>
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<td>• Centre Administration Workshop</td>
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<td>The British Psychological Society</td>
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