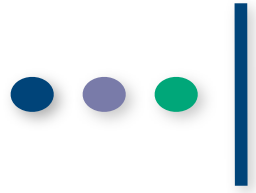


ACSG 2007: Assessment Centres 2012... Back to the Future!

Johan Greeff &
Lucille Greeff





Close your eyes and
imagine...





Case Study

- Year 2012
- Selection Assessment for CEO position of SA Nuclear Power Company
- Pressure from government - power failures nationwide, slow delivery rates, spiraling costs
- Pressure from environmental groups - controversial technology, global warming, pressure on environment
- Internally - scientists working in silos, cowboys, overspending
- Safety standards in question - operations may be closed down due to lack of adherence by International Nuclear Authorities



Case Study

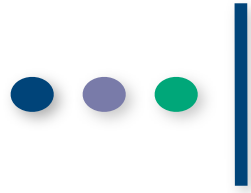
- Discuss in groups of 4:
 - What are the 6 most important competencies to assess for?
 - What does your battery of instruments look like?
 - What form does the assessment take?
- Output to be summarised on A3 papers
- 5 minutes for discussion



Our Great 8 Competencies

- Systems Thinking
- Stakeholder Management and Sensitivity
- Drive / Passion / Courage (Uncompromising Will)
- Self-Awareness
- Innovation
- Visioning / Leadership / Influencing
- Deep Care (Triple Bottom Line)
- Quality / Commitment to the best

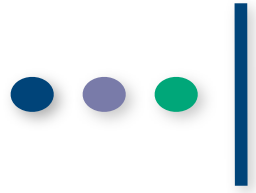




On a physical level people are losing their peripheral vision.

How is this manifesting on emotional, intellectual, social and spiritual levels?





How do we assess for systems thinking?

You need a conceptual frame of reference for systems thinking



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Tomorrow's Global Company Inquiry

- Tomorrow's Global Company (worldwide)
- Interviews with 20 CEOs and business leaders in South Africa covering:
 - Leadership Challenges
 - Diversity
 - License to operate, Role of Business
 - Stakeholder dialogue





Emerging themes from Inquiry

- The interconnectivity of business, society and government
- Grappling with diversity
- Recognition of the individual as the primary change unit
- Importance of business purpose
- Importance of engaging with society
- Business models with a social change function



Summary of Emerging Business Paradigm

We are all interconnected

What happens outside affects inside

What happens inside affects outside

No-one gets over the finishing line unless we all do

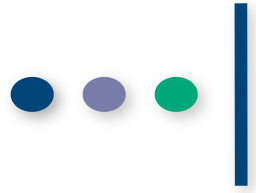
TO BE SUCCESSFUL IN THIS PARADIGM WE HAVE TO

Acknowledge all aspects of the individual

Engage effectively with the individual

Work from purposes that relate to our unified success





What does this mean for
Assessment Centres?





Our Aha's about the Future

- Competency based assessments evolve to include assessing for SQ and full spectrum consciousness
- The measurement above is NOT done only through questionnaires
- Feedback is not just feedback... Feedback as coaching
- The assessor needs to model full spectrum consciousness within our changing role
- Development and training arena continues to shift towards mentoring, coaching and thinking partnerships
- Technology is there to be used in assessment context but there is no substitute for one-on-one interaction



Summary of Emerging Business Paradigm

The world is evolving...

ASSESSMENT CENTRES ARE EVOLVING?

What new types of instrumentation do we need to develop to meet the challenges of the future?



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