

# DEVELOPMENT CENTER

# GOES DIGITAL

A compelling case study of an organization that leveraged digital tools to conduct Development Centers



# Our Approach

<b>Revenue</b>	INR 30,000+ Cr.
<b>Employees</b>	6000+
<b>Industry</b>	Steel

## CLIENT REQUIREMENTS

The client needed to identify areas of strength and development for 200+ middle and senior management employees using the Development Center methodology. The insights gathered were to guide their employee promotion decisions.

### STEP 1

Understood and translated the client's competency-based leadership model into assessable behaviors at each level of management

### STEP 2

Designed a detailed DC framework - BEI, individual and group exercises, psychometric test, 360-degree feedback and reporting templates to suit the requirements

### STEP 3

Reported the overall outcomes of the DC to the HR Head and shared individual development reports for all participants to serve as inputs for promotion decisions and employee development.

### STEP 4

Trained the client's HR team on designing an assessment model and developing the skills to be able to conduct assessments in the future.

# Virtual Development Center in Action

The pandemic resulted in the need for assessment tools that could be leveraged **remotely**, without hampering the engagement quality of the process. Talentonic HR Solutions created a digital solution for BEI, Group Case Study, Situation Judgement Test (SJT), 360-degree feedback and created a seamless experience to the client and participants.

## DEVELOPMENT CENTER - TOOLS

### SJT

Please read the business situation carefully.

Your firm has just announced a global acquisition of a competing firm with 16 plants across the world. Two plants are in India and there is a global integration effort to assimilate the various client businesses and structures over the next 6 months. You are the CEO of the Indian business and have never handled an MSA integration before. Your colleagues in China & Europe are veterans of multiple MSA transactions. How are you thinking?

Select your most preferred response

#### Response 1

In this time of global integration & MSA activity, this is a once in a life time opportunity to acquire a skill which is not easy to come by at this level. I know this business quite well. Lets accept the challenge or do our best to make use of this opportunity. (3/4/4)

#### Response 2

Its been a tough two years and I have never done integration management before. In these times of severe competition and global shakeout this is a tough ask. Lets come out of this the best we can by making sure that the India business meets the basic minimum requirements. Next we should handle over time. (3/1/1/4/0/0/0/0) (3/4)

#### Response 3

Its been a tough two years and I have never done integration management before. In these times of severe competition and global shakeout this is a tough ask. Lets come out of this the best we can by making sure that the India business meets the basic minimum requirements. Next we should handle over time. (3/1/1/4/0/0/0/0) (3/4)

#### Response 4

Its been a tough two years and I have never done integration management before. In these times of severe competition and global shakeout this is a tough ask. Lets come out of this the best we can by making sure that the India business meets the basic minimum requirements. Next we should handle over time. (3/1/1/4/0/0/0/0) (3/4)

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### Group Case Study



## 360 Degree Feedback

The individual focuses on developing talent to meet future requirements of the organization



The individual respects difference of opinions and focuses on issues rather than personalities



SAVE FOR LATER

SUBMIT

## INDIVIDUAL REPORT

### Your Assessment Feedback

**OVERALL FEEDBACK**

Your Overall Score	2.8
Ideal Score	2.8

**Area of Strength:** Results Orientation

**Area of Development:** People Leadership

**YOUR COMPETENCY WISE FEEDBACK**

**Keeps Customer First**

Keeps Customer First	2.4	2.7	Ideal Score
			Your Scores

You need to better understand service needs, from the client's perspective. You need to enhance your understanding of unstated needs and delve more into the latent needs of customers.

**People Leadership**

People Leadership	2.1	2.7	Ideal Score
			Your Scores

You may benefit by leading from the front by setting the right examples. You could provide active support and guidance to team members for the accomplishment of key tasks.

**Strategic Orientation**

Strategic Orientation	2.5	2.7	Ideal Score
			Your Scores

You seem to have a sound business understanding and display long term thinking capability. You seem to be someone who establishes a course of action based on external variables like the market and competition too.

**Result Orientation**

Result Orientation	3.0	3.1	Ideal Score
			Your Scores

You take responsibility for the actions and outcomes of your team and self. You follow a well defined and set process for work planning and to identify areas need to be addressed for resolution.

**Operational Excellence**

Operational Excellence	3.0	2.8	Ideal Score
			Your Scores

You exhibit process adherence to a fair extent. You can contribute more by a regular review of current methods, identification of improvement possibilities and follow up action on improvements.

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### DETAILED BEHAVIORAL FEEDBACK

Competency	Behavior Statement (Short Code)	Your Score	Ideal
Keeps Customer First	Uses past experience to assess anticipated customer needs	2.4	2.7
	Articulates importance of meeting stated and unstated customer needs	2.3	2.7
2.4	Encourages others to fulfill both stated and unstated customer needs	2.4	2.7
People Leadership	Creates opportunities across teams for team members	1.9	2.7
	Adapts to audience by mix of communication styles	2.3	2.7
2.1	Empowers subordinates to take decisions	2.0	2.7
Strategic Orientation	Understands the business environment, dynamics and drivers	2.4	2.5
	Aware of changes to market/industry	2.7	2.5
2.7	Anticipates emerging trends impacting the business and plans accordingly	2.5	2.5
Result Orientation	Takes multiple actions to meet goals, assists others in achieving theirs.	3.0	3.0
	Identifies solutions, maintains own efforts and assists others	3.0	3.0
3.1	Follows processes, identifies deviations, takes steps to correct deviations	3.0	3.0
Operational Excellence	Studies existing practices and methods, identifies work improvements	2.8	3.0
	Initiates work improvements on the basis of identified improvements	2.7	3.0

Scale: (1) Rarely (2) Occasionally (3) Normally (4) Always

### Your Personal Development Journey

#### SUGGESTED DEVELOPMENT PLAN

Competency	Low Scoring Behavior	Your Score	Ideal Score	Associated Training	Responsibility
Keeps Customer First	Articulates importance of meeting stated and unstated customer needs	2.3	2.7	Communication and Presentation Skills	Client
Keeps Customer First	Uses past experience to assess anticipated customer needs	2.4	2.7	Training on Dealing with Difficult Customers	Client
People Leadership	Creates opportunities across teams for team members	1.9	2.7	First Time Leadership Orientation Program	Talentonic
People Leadership	Adapts to audience by mix of communication styles	2.3	2.7	Managing Team Conflicts & Business Etiquette Training	Talentonic
People Leadership	Empowers subordinates to take decisions	2.0	2.7	Developing and Retaining and Employees	Client

The target date for completion of the development plan is: 17th Oct'21

#### SUGGESTIONS FOR SELF DEVELOPMENT

**Keeps Customer First**

- For every customer, sit with your team to formulate micro goals and timeline for completion of each subtask.
- Set regular update meetings with the customer to review progress and to ensure that objectives are being met.
- Manage a dissatisfied internal or external customer; troubleshoot a performance or quality problem.

**People Leadership**

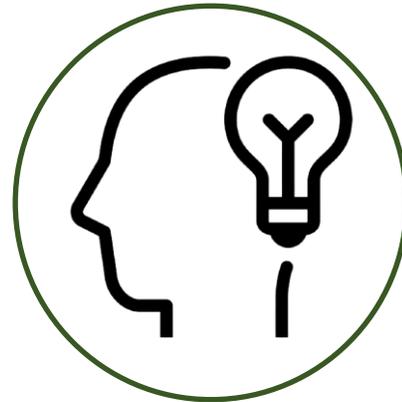
- Coach emerging/young leaders to build strong capabilities within these teams.
- Regularly interact with team members to create sustainable relationships and ensure sharing of information.
- Encourage constructive conflict to make sure all perspectives are considered before taking a decision.

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# Business Benefits



**Accurate Outcomes:** 81% of the assessed middle and senior managers were promoted using the DC assessment results



**Awareness:** Employees worked with trained professionals to create custom IDPs and identify their strengths and areas for development



**Upskilling:** 29 employees completed an assessor training program conducted by Talentonic with the intention of leading assessments themselves

A virtual assessment center is a fully online simulation of a traditional assessment center, which replicates real-life workplace situations to evaluate participants' skills and behaviors in a controlled environment to enable crucial decision making about developing and identifying organizational talent. They contain multiple tools that are administered online with accurate automated reports, eliminating the hassle of travel and logistics.

Learn more about our Development Center offering [here](#) and follow our thinking on social media via [Instagram](#) or [LinkedIn](#)