



Development Centers (DC)

What is a DC?

What is not a DC?

Why are we doing DC?

A DC is an assessment-based HR instrument with an emphasis on the developmental objective.

In a very structured form individual and group tasks are provided which the participants handle in individual assignments, team sessions, presentations and in-basket-tests. Thereby, they are observed by line executives and HR professionals with the objective of providing behavioural feedback to the participants on custom –tailored capabilities in order to identify strength and developmental opportunities for future career steps. The DC in the following example is designed for the identification of potential General Managers.

Therefore:

- the exercises are mirroring the demands of GM-situations (Joint Venture negotiation; strategy alignment, change management, customer focus - and innovation projects)
- the line-executive observers must have GM-level
- the assessment is based and calibrated on GM-potential

The structure of our DC is

- Part 1: Assessment Period (2 days)
- Part 2: Reflection and Feedback (1 day)
- Part 3: Career and Development planning (1 day)

What the DC is not?

Our DC are not **assessment centers** which usually selects “good” or “bad” candidates. We consider your participants to be **good performers**. They were assigned to this DC because you identified them as top performers in your development process. Therefore, we do not need to assess their current performance quality but rather support you and the participant in regard to their potential development towards a GM position.

Our DC are **not events that endeavour to substitute your decision-making process** – rather, its’ intention is to support it. There are no absolute statements – rather, the DC shows a direction and provides suggestions.



The **ratings** and qualitative statements **have no mid- or long-term validity**. They reflect the observations of 1,5 days and serve as a source for feedback. Observers are asked to be strict and demanding in their ratings because the competency gaps of the participants should clearly prevail and be discussed in the final feedback session.

What is your benefit of working with us on a DC?

- We help to identify your future business leaders.
- The transition from operational management to General Management is a large one, involving considerable additional demands to the participant's skill set – which cannot always be observed in current performance.
- We add additional perspectives to the assessment of GM-potentials by training GM-observers for their role in the DC.
- We define the capabilities to be observed together with you to capture the competencies needed in your company and we design the cases according to your company's challenges.
- We take the participants out of their comfort zone by exposing them to a situation not – yet – experienced and observe them how they adjust to this experience. However, we avoid to push them in an area where they would lose direction and control

We have more than 20 years of experience in the area with DC in Europe, Asia and North America.

Our customers include international companies such as Astra Zaneqa, BenQ, Demag, Krones, Siemens and Westinghouse.

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