

Centre of Excellence

WELCOME TO COE's **BEST PRACTICE BUZZ!**

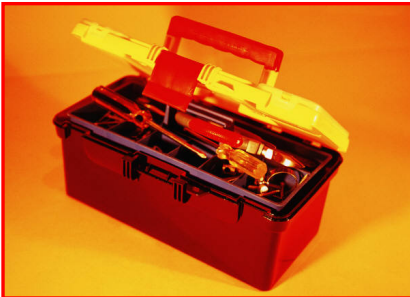
What makes one business more successful than the other?

The ability to harness information and utilize it better, faster and more effectively than the competition.

Join us in learning about what happens in the world of development and how we apply it in our daily people practices to support the development of Toyota Approved people!



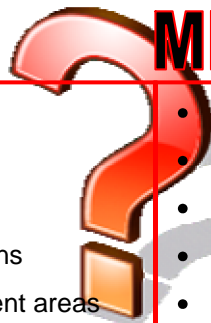
.... COACHING vs MENTORING WHAT ARE THEY?



- Relationship-based developmental programs designed to unleash potential
- A vehicle for enhancing culture & engagement
- To create a learning culture in which all employees are involved in creating meaning & developing the soul of the organization
- Used by organizations who are committed to growth, development & attraction of talent and skills

COACHING?

- Job focused & performance oriented
- Specific agenda
- Self-selecting relationship
- Teamwork / performance are personal returns
- Short-term & focused on specific development areas
- A solution-focused, results oriented systematic process
- Impartial, focused on improvement in performance / behavior



MENTORING?

- Individual focus – career & individual growth
- Facilitator with no agenda
- Relationship comes with the job
- Affirmation & learning are personal returns
- More long term & takes a broader view of the person
- A supportive learning relationship btw mentor & mentee
- Biased in your favor

BENEFITS?



- Enhanced communication across hierarchies & disciplines
- Enhanced opportunities to share values & enhance cross-cultural exchanges
- Engagement, motivation and morale
- A broader knowledge base across the organization
- Employee retention and talent attraction
- Strategically aligned career & succession planning



ASSESSMENT

&



DEVELOPMENT CENTRES

WHAT ARE THEY?



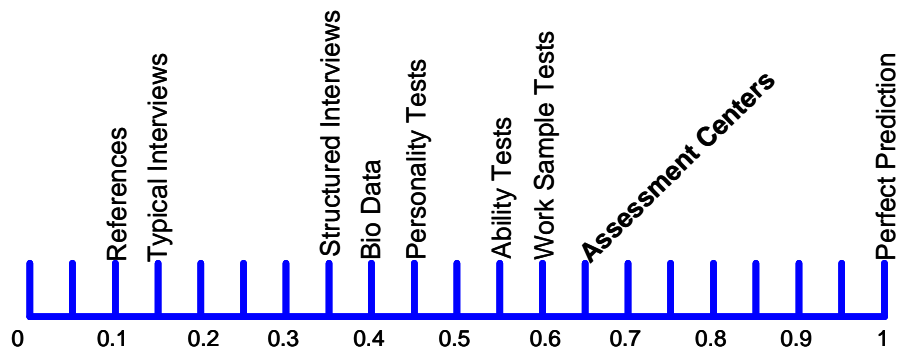
- An approach which involves the participants completing a range of exercises which simulate real on-the-job performance activities.
- Objectively observing and systematically measuring behaviour / job performance.
- Most effective tool available for assessing people in both individual and group based environments for either selection or development.
- Significant departure from traditional approaches which rely on inferring competence from reported capability, subjective judgement and usually very little evidence.

BENEFITS?



- Promotes employer brand in labour market as a responsible employer
- Builds sophistication, professionalism and scientific rigour in to an otherwise subjective process.
- Assessors from other areas involved in selection decision.
- Enables candidates a better feel for organisation and it's values
- Opportunity to create identity and reinforce culture as immense scope for creativity.
- Perfect tool for feedback and developmental planning.
- Inflates predictive validity of selection process to approximately 65%

PREDICTIVE VALIDITY



INTERESTING STUFF!

In the United States

Assessment centres were initially used by the Office of Strategic Studies to select **spies** during the Second World War.

Subsequently the use of assessment centres was taken up by the private sector (AT&T, Standard Oil Ohio, IBM, Sears and General Electric) which began using assessment centres for management selection in 1956.