**GRADUATE
DEVELOPMENT
OVERVIEW**

CATALYST

CONSULTING

Catalyst
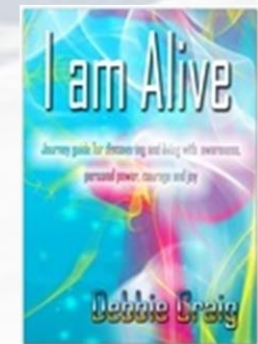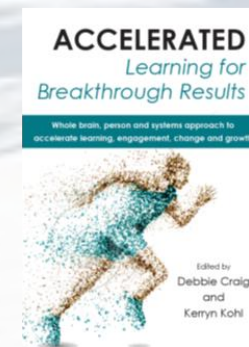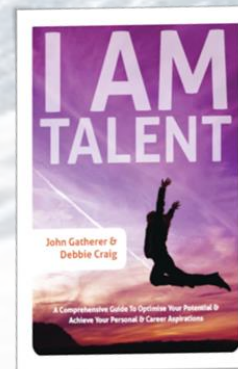
BUILDING AND NURTURING A GRADUATE TALENT PIPELINE

2019

Our brief understanding

Catalyst

Business Graduate Challenges

- Need to attract and retain the best fit talent to the business
- Need to create an environment that facilitates and accelerates learning
- Need to develop a culture that enables talent to thrive and has visible career paths so that they want to stay
- Need to enhance the Learning Management System for greater access and use
- Need an optimised candidate experience for greater engagement with the brand
- Need to be creative as to how we mentor and engage talent throughout their time with us – beyond foundational mentoring and regardless of where they are situated

- Understand talent required now and in the future
- Talent attraction & retention
- Accelerated Learning – anywhere, anytime, anyhow
- Optimised talent experience
- Creative mentoring and engagement
- Optimise potential, careers and performance of talent
- Flexible and agile approaches to talent engagement, development and management
- Maintain brand and reputation

Desired Business Outcomes

Future world of work

Leadership crisis
ability to engage, strategic agility,
ethics

Talent Gap
Education & unemployment
crisis
Aging workforce, succession
risks

Global challenges
Globalisation, Africa strategy, ex-
pats, culture, new dynamics, ethics
outsourcing, crowdsourcing

Digitising vs humanising
Need for engagement, talent
retention, focus, stress mgt,
wellness

Technology impact
Internet of things, AI, AR, energy
solutions, sensor tech, biotech,
nanotech, neurotech robotics, 3D
printing, drones, singularity

Disruption & Continuous change
Economic uncertainty, digitization,
political instability, rapid change, lean,
agile

New breed of employee
Millennials, hyperlinked, social, visual, self-
directed, global, mobile, multiple roles,
work-life boundaries blurring

Need for accelerated learning
Neuro-learning, 4Rs, 4Ps, curatorship of
learning journeys, digital, self-directed,
P2P, coaching, COPs

The African context
transformation, skills shortage, education &
unemployment crisis
Aging workforce, ethics, governance,

Virtual fluid teams
Global, virtual, part-time, contract roles
– gig-economy, integration

CHALLENGES FOR FUTURE TALENT
Complex work environments, multiple roles and teams, global and virtual work, flatter structures, self-driven, sink or swim, different
structures and roles
"These changes have altered the engagement equation, forcing us to rethink it

The South African graduate pipeline context

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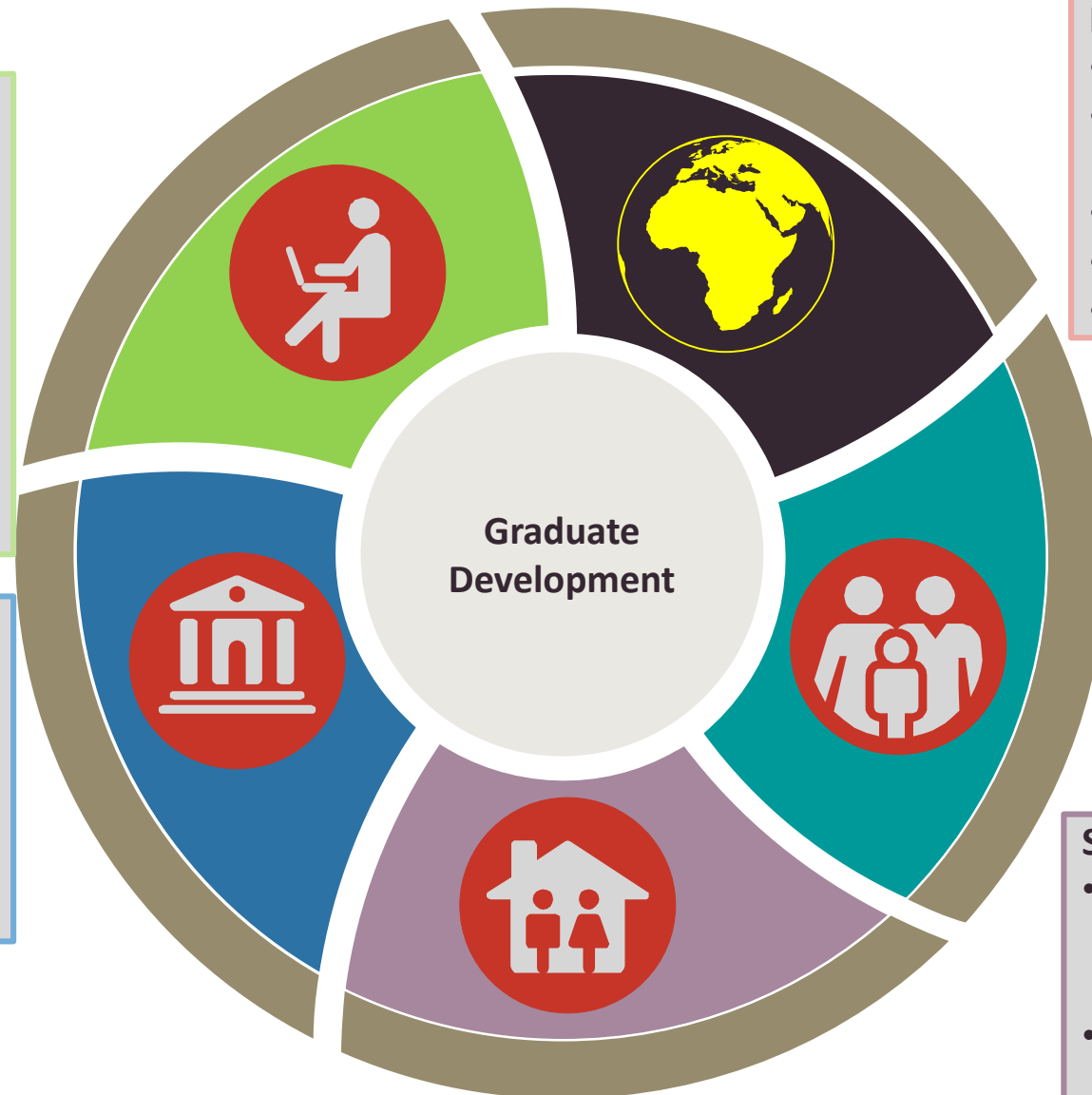
Workplace
- Future workplace evolving more rapidly than people practices
- Generation X, Y, and Z learning off each other
- Mentoring and coaching are critical, as is reverse mentoring
- Employers as educators

University
- Quality of education
- Demand and supply
- Does not prepare the learner for the workplace
- Focus on headspace; not whole person education

Graduate Development

History and its Impacts
- Diversity
- Income and social disparity
- Urbanisation vs. rural life
- Unemployment
- Expectations

Home and Community
- Cultural diversity
- Socio-economic disparity
- Home context – single and child headed households; divorce, etc.

Schooling
- Quality of teachers and education (private, model C and other)
- Pass rates (Mathematics, Science and English)
- Balance (education, sport)

Young people want more in the workplace

Catalyst

Gen Z

Among Universum's top findings for employers:

Optimistic spirit: This generation thinks anything is possible; 65 percent are hopeful about the future.

Values at work: Nearly 4 in 10 fear they won't find a job that matches their personality. This desire to be themselves and express their personality at work is critical for employers to heed.

University alternatives. Only 15 percent accept the idea of foregoing university outright, but 47 percent say they would "maybe" consider the notion of joining the workforce instead of pursuing college/university. Investing in training and development is a new imperative for employers.

Entrepreneurial mindset. An impressive 55 percent say they are interested in starting their own company - a figure that's even higher in emerging markets. How will large global organizations recruit and retain this start-up generation?
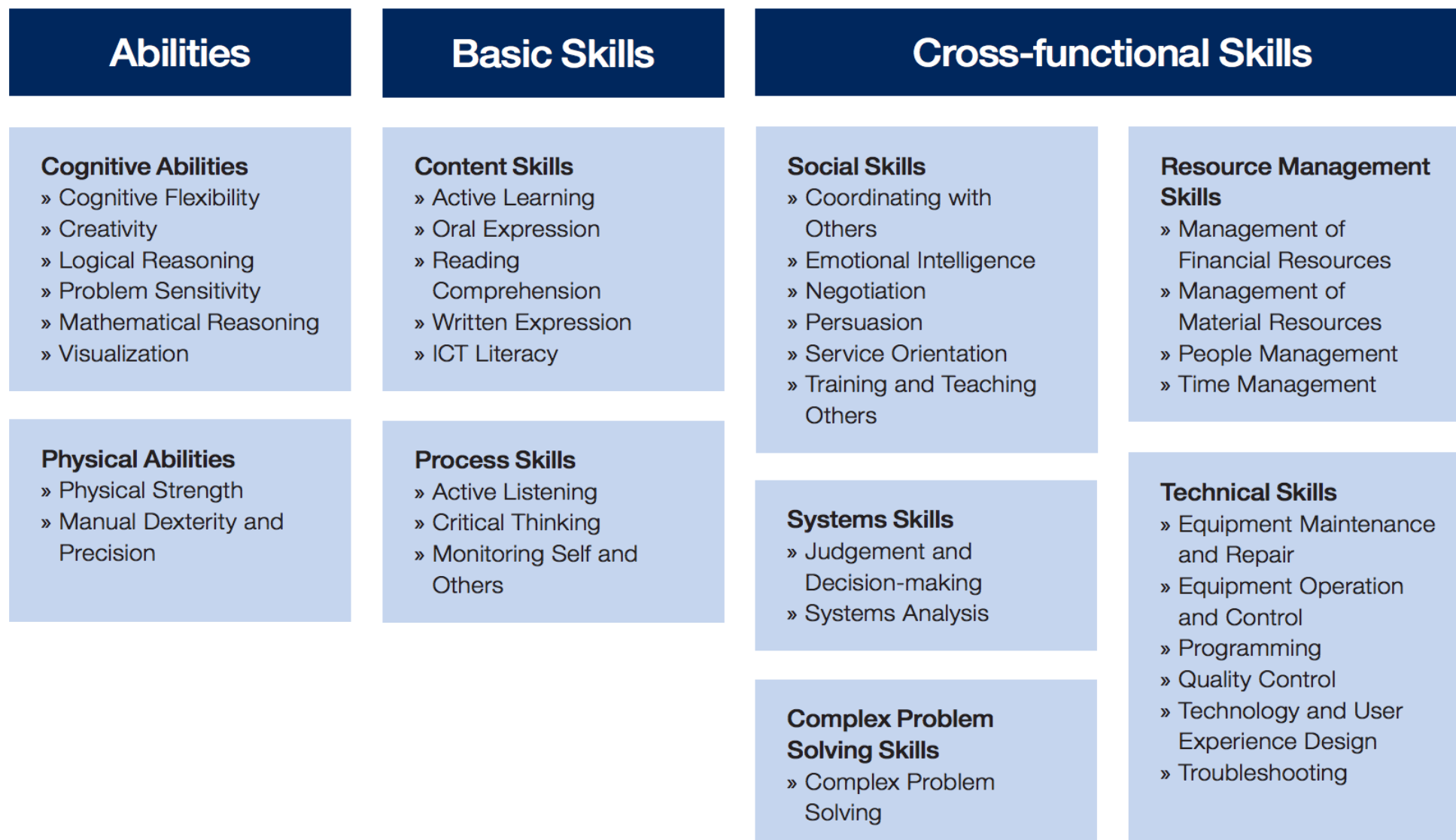
Universum Survey results 2016

Millenials

Millennials in developed countries feel pessimistic, while optimism reigns in emerging markets. There are distinct differences as to what concerns millennials in each group.

• In the current environment, millennials appear more loyal to employers than a year ago. In a period of great uncertainty, stability is appealing and they would be inclined to turn down offers for freelance work or as consultants. "The future promise of any nation can be directly measured by the present prospects of its youth." John F. Kennedy

• Business is viewed positively and to be behaving in an increasingly responsible manner; but, millennials believe it is not fully realizing its potential to alleviate society's biggest challenges.

• Businesses frequently provide opportunities for millennials to engage with "good causes," helping young professionals to feel empowered while reinforcing positive associations between businesses' activities and social impact.

• Built upon a solid, two-way exchange of trust, flexible working continues to encourage loyalty and make a significant contribution to business performance.

• Automation is rapidly becoming a feature of working environments. For some, it encourages creative thinking and provides opportunities to develop new skills. For others, automation poses a threat to jobs and is creating sterile workplaces.

Deloitte Millennial Survey 2017

Future Skills required

Figure 9: Core work-related skills

Abilities

Cognitive Abilities
- » Cognitive Flexibility
- » Creativity
- » Logical Reasoning
- » Problem Sensitivity
- » Mathematical Reasoning
- » Visualization

Physical Abilities
- » Physical Strength
- » Manual Dexterity and Precision

Basic Skills

Content Skills
- » Active Learning
- » Oral Expression
- » Reading Comprehension
- » Written Expression
- » ICT Literacy

Process Skills
- » Active Listening
- » Critical Thinking
- » Monitoring Self and Others

Cross-functional Skills

Social Skills
- » Coordinating with Others
- » Emotional Intelligence
- » Negotiation
- » Persuasion
- » Service Orientation
- » Training and Teaching Others

Systems Skills
- » Judgement and Decision-making
- » Systems Analysis

Complex Problem Solving Skills
- » Complex Problem Solving

Resource Management Skills
- » Management of Financial Resources
- » Management of Material Resources
- » People Management
- » Time Management

Technical Skills
- » Equipment Maintenance and Repair
- » Equipment Operation and Control
- » Programming
- » Quality Control
- » Technology and User Experience Design
- » Troubleshooting

Source: World Economic Forum:

Business challenges – Unpacking assumptions to create a Future Fit Firm

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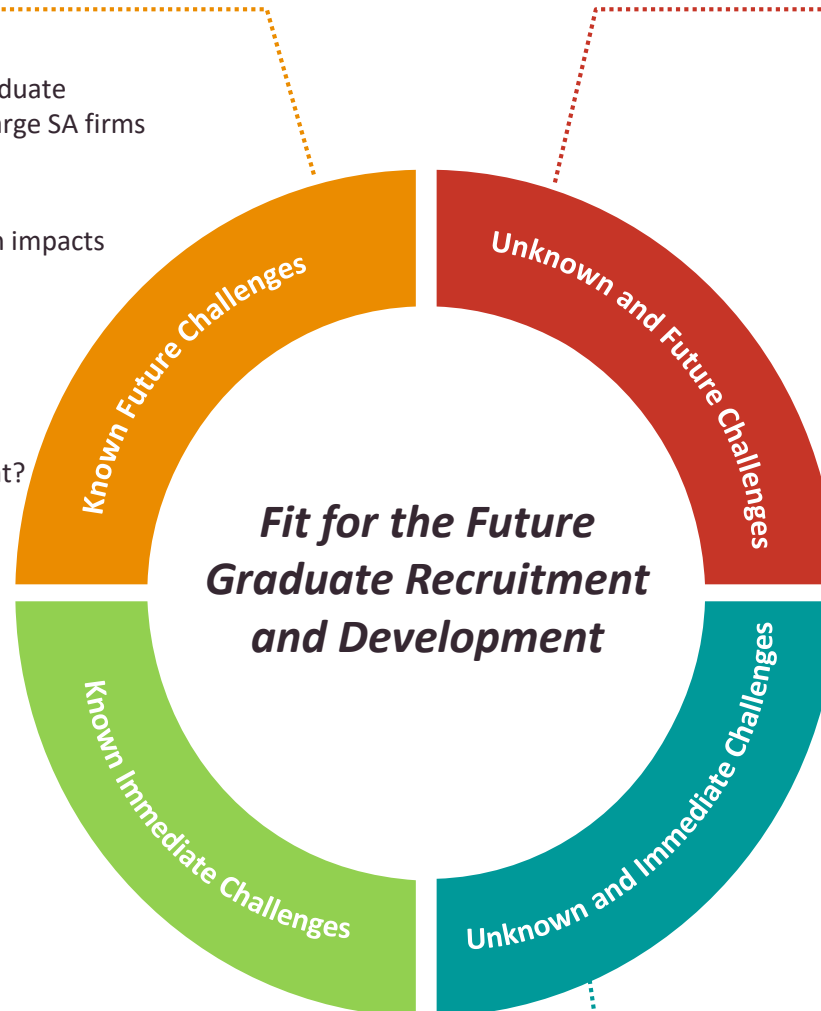
Known and Future
- How your competitors are thinking about their graduate programs (seems to be little differentiation from large SA firms (SAGEA)
- Gen Y and Millennials need a different workplace
- Technology is a big player – uncertainty as to when impacts will be felt in Your company

Impacts on graduate recruitment
- How to stay top of mind for selected candidates?
- What other skills need to be considered for the future?
- How does your company connect better with talent?
- What will differentiate your company from its top competitors and niche players in the war for talent?
- The impact of the "You" economy is unknown

Known and Now – to be discussed
- Assessments?
- Manager/Mentor support?
- Rotation system?
- Candidate connection?
- Candidate experience?
- Definition of success ?

Impacts on graduate recruitment
- Candidates do not necessarily feel an emotional contract with the company
- Attract great talent and lose some "preferred" candidates to competitors

Unknown and Future
- Impact of the lack of growth in South Africa in some industries – what will the shape of our company look like?
- Impact of customers choosing different service offerings
- Impacts of customers seeking online services

Impacts on graduate recruitment
- Is it about retention or recruitment?
- How does the workforce and skills reshape and what are the implications as a whole?
- How will Your company position itself against new competitors?
- What new service offerings will Your company consider and how will these be developed and delivered?

Unknown and Now
- What will your company look like in 2025?
- What is the leadership pipeline looking like? How does this map to the South African reality and the your company ambitions?
- What is the impact of aging leadership skills on the future of the firm? How is skills transfer being managed?
- How do we retain mobile skills – flight of talent?
- What other skills does your company need to build for the firm of the future?
- How are clients responding to new market entrants (if not in SA then in the rest of the world)?

Impacts on graduate recruitment
- Given the above, what will good talent look like in 2025?
- Aside from the current assessments, what other attributes are needed for the 21st century workplace?

Known Future Challenges

Unknown and Future Challenges

Known Immediate Challenges

Unknown and Immediate Challenges

Fit for the Future Graduate Recruitment and Development

Catalyst Talent Framework

Catalyst

Plan
- Strategy, philosophy & principles
- Business case
- Process & calendar
- Workforce planning
- Succession planning

Perform
- Performance philosophy
- Performance standards
- Role profiles
- Performance contracts
- Link to reward

Retain
- Employer of choice
- Leadership & culture
- Roles & careers
- Reward & recognition
- Alumni catch & release

Identify
- Levels of work
- Competency standards
- Segmentation
- Identification of potential
- Talent pools

Develop
- Talent pool management
- Accelerated programs
- Deployment/mobility options
- On-the job learning & resource.
- Coaching/mentoring

Find
- Strategic sourcing
- Attraction
- EVP
- Talent pipelines
- Recruitment & on-boarding

Review / Manage
- Talent reviews
- Talent decisions
- Talent reporting
- Accountability
- Capability

Critical questions for managing talent in an exponentially changing world

Catalyst

- Do we know what the organisation of the future will look like?
- How do you plan for roles and skills that may not exist yet?
- What jobs will be replaced by AI and robots
- What is the criteria for potential in a world of such high change?
- Which attributes or skills will enable success regardless of the environment or role?
- Are the traditional levels of work, performance standards, roles and jobs architecture still relevant in such a high change work environment?
- Is a lot of structure an enabler of consistency and equity or a constraint to flexibility and unique skills and talent?

- How do we reinvent performance management that is agile, relevant, developmental, brain friendly, strategically aligned AND holds people accountable, plays to strengths, focuses on positive affirmations and informs relative reward?

Plan
Strategy, philosophy & principles
Business case
Process & calendar
Workforce planning
Succession planning

Perform
Performance philosophy
Performance standards
Role profiles
Performance contracts
Link to reward

Review

Manage

Talent reviews
Talent decisions
Talent reporting
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Find
Strategic sourcing
Attraction
EVP
Talent pipelines
Recruitment & on-boarding

- How can we use design thinking to develop retention strategies focused on the "user/talent experience"?
- Reward is just a hygiene factor. How can we utilise the other aspects of retention such as a great reputation, an enabling, inclusive culture, inspirational leaders and challenging roles to really keep people interested, motivated and engaged?
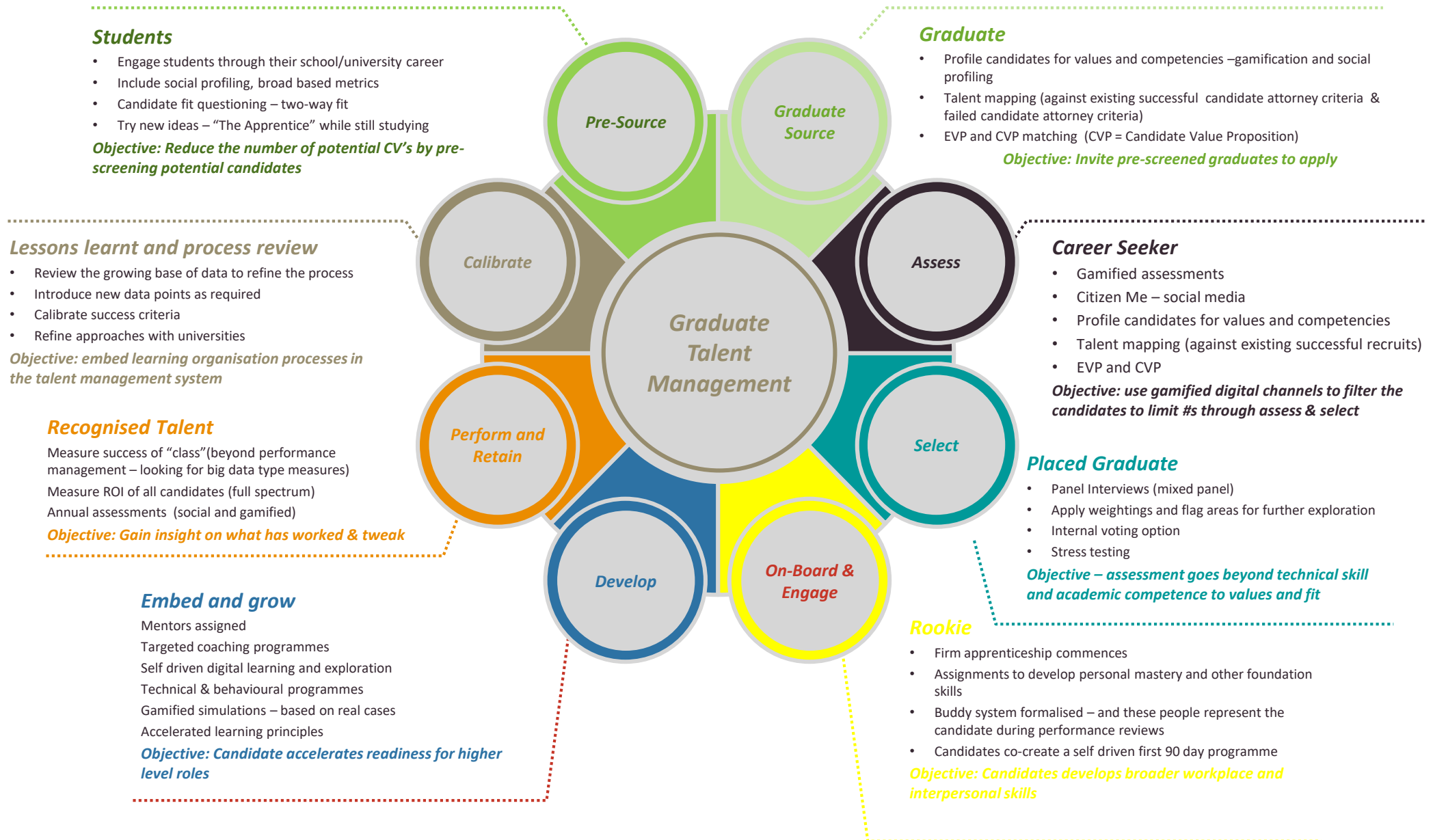
- How do we assess for potential in a way that is fast, friendly, fun (mobile, gamified) AND credible?
- How do we attract and access the talent of the contractors in the gig economy?
- How do we look broader and deeper to find the talent gems that have been overlooked before through poor education or opportunity but that have the potential to shine?

- To what extent can you accelerate development when it takes time and experience to learn the really important leadership lessons?
- How can we provide access to learning, equip learners to be self-directed and build leadership capability to encourage and support continuous learning?

- How can we utilise technologies to review talent continuously without the annual strategic talent review that requires loads of time and attention and still get the leadership attention it deserves (not becoming an HR numbers exercise)?
- What Is the future Facebook for talent?

- How can we utilise sourcing technologies, social media networks and search algorithms in an appropriate and ethical manner?
- Is social media an accurate representation of the whole person AND how do we test validity of data?
- How deep and wide do we invest in building our future pipelines of critical skills? Does it really make a difference to be an early engager or take what you can get at the time?
- Does it help to communicate an EVP promise … when the reality most often does not live up to the promise resulting in buyer's remorse?

The Catalyst Graduate Talent Pipeline Framework

Catalyst

Students
- Engage students through their school/university career
- Include social profiling, broad based metrics
- Candidate fit questioning – two-way fit
- Try new ideas – "The Apprentice" while still studying

Objective: Reduce the number of potential CV's by pre-screening potential candidates

Graduate
- Profile candidates for values and competencies –gamification and social profiling
- Talent mapping (against existing successful candidate attorney criteria & failed candidate attorney criteria)
- EVP and CVP matching (CVP = Candidate Value Proposition)

Objective: Invite pre-screened graduates to apply

Lessons learnt and process review
- Review the growing base of data to refine the process
- Introduce new data points as required
- Calibrate success criteria
- Refine approaches with universities

Objective: embed learning organisation processes in the talent management system

Career Seeker
- Gamified assessments
- Citizen Me – social media
- Profile candidates for values and competencies
- Talent mapping (against existing successful recruits)
- EVP and CVP

Objective: use gamified digital channels to filter the candidates to limit #s through assess & select

Recognised Talent
- Measure success of "class"(beyond performance management – looking for big data type measures)
- Measure ROI of all candidates (full spectrum)
- Annual assessments (social and gamified)

Objective: Gain insight on what has worked & tweak

Placed Graduate
- Panel Interviews (mixed panel)
- Apply weightings and flag areas for further exploration
- Internal voting option
- Stress testing

Objective – assessment goes beyond technical skill and academic competence to values and fit

Embed and grow
- Mentors assigned
- Targeted coaching programmes
- Self driven digital learning and exploration
- Technical & behavioural programmes
- Gamified simulations – based on real cases
- Accelerated learning principles

Objective: Candidate accelerates readiness for higher level roles

Rookie
- Firm apprenticeship commences
- Assignments to develop personal mastery and other foundation skills
- Buddy system formalised – and these people represent the candidate during performance reviews
- Candidates co-create a self driven first 90 day programme

Objective: Candidates develops broader workplace and interpersonal skills

Central diagram nodes
- Pre-Source
- Graduate Source
- Calibrate
- Assess
- Graduate Talent Management
- Select
- Perform and Retain
- Develop
- On-Board & Engage

We use state of the art predictive, gamified and user friendly mobile assessments

Example: selection of most important behaviours on the job

Choose your reference system from the 150 job profiles configured by AssessFirst.
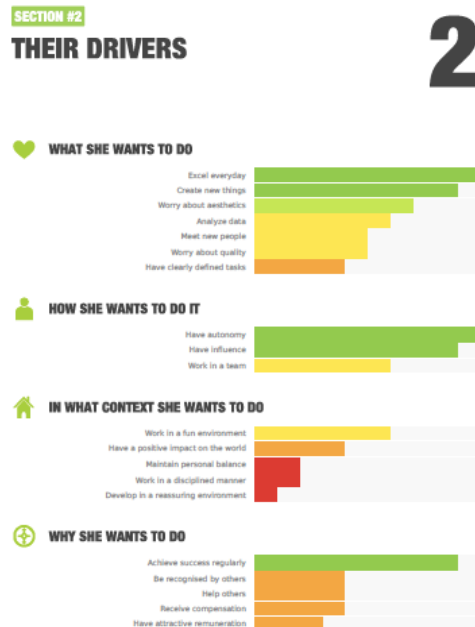
These 150 job profiles were drawn up based on a study of behaviors demonstrated by more than 5 million working people. By comparing your candidates' profiles with these behavior reference systems, you'll instantly know how well your candidates' profile matches the behaviors usually found in individuals doing a certain job.

Try it for FREE

Example: selection of optimal personality traits

Journey

HR Avatar

Journey Features

- A comprehensive and engaging psychometric assessment
- Developed and professionally validated by experienced psychologists and game designers
- Measures 13 soft skills such as negotiation, promoting ideas, and supporting others
- Score report is provided at the end of the assessment
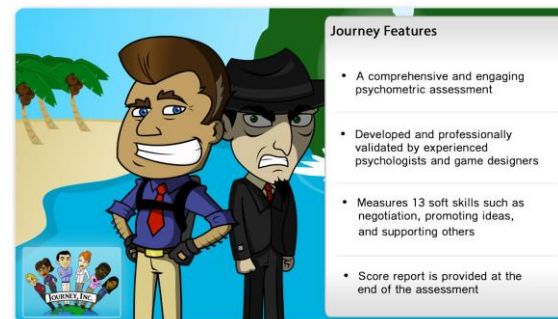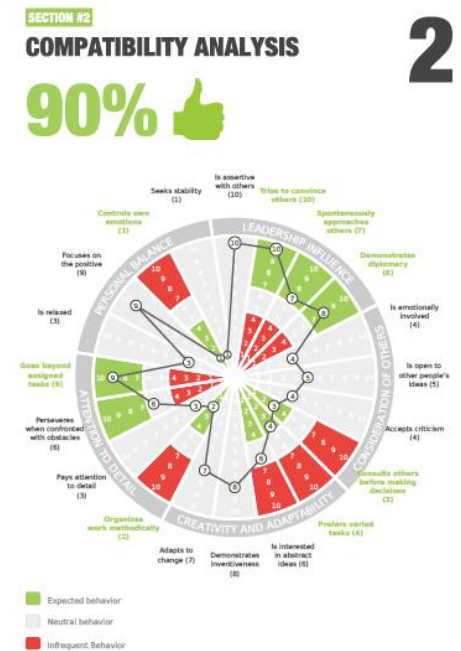
Flagship leadership and learning options

Catalyst

We offer a range of self and leadership development modules, programs, coaching and blended learning journeys for all levels.

Leading Self

I am Talent

I am Alive

Lead to Succeed (EQ in action)

Connect for Women

Licence to Learn

Leading Others

Transformational leadership

3Es of leadership

Coaching for managers

Honest Conversations

Wise decision making

Leading Teams

Team leadership

High performance teams

Collaborate

Strategies for innovation

Talent champion (SimTalent)

Leading Change

Change resilience

Change Champion

Leading change

Leading in a VUCA world

Licence to lead learning

Future Design Possibilities

Ennea 5 lenses – individual, team, leaders

Conflict …. Feedback …. Trust …. Collaboration …. Problem Solving …. Resilience …. Curiosity …. Sense Making …. Dealing With Paradox

Accelerated learning journeys
Digital, F2F, coaching, projects, application, impact

Executive Development
Personalised journeys, executive coaching, peer2peer learning

Accreditation partners

SABPP™ SA BOARD FOR PEOPLE PRACTICES — Setting HR standards

SERVICES SETA

IMSIMBI TRAINING

21st Century — sustainable remuneration in a changing world

INTERNATIONAL HOTEL SCHOOL

Digital Collaborators

Yellow Seed — Consult | Coach | Change

new leaf — GROWING PEOPLE

EDGE LEARNING MEDIA — Enriching Learning Experiences

talent lms

umu

MAGNESIUM — a mann made company

CHART LEARNING SOLUTIONS

LRMG

bts

Axonify — Fuel your people + Power your organization

Lumesse

Fourth Talent

Accelerated learning, engagement and gamification

We are thought leaders in accelerated learning and designing with the neuroscience of learning and behavioural change principles in mind. We are designers and licenced distributors of a number of gamification tools and games to enhance engagement, learning and change.

Gamification:
Leaderboards, badges, points, rewards:

Licenced distributors of Umu - Gamified engagement, surveys, discussions, games, micro-learning
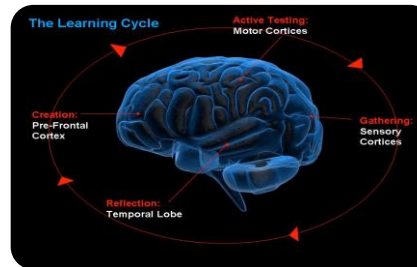
neuro-learning:
gather, reflect, create, test,

Energizers and gamification:
fun activities for brain and body

Licenced distributors of SimTalent - Gamified talent simulation through interactive board games. Other learning simulations include: banking, retail,

Developers of Adapt4Change change mind-set shift interactive board game

Developers of Journey to the Stars Quiz Game for workshop or conference engagement - interactive board game
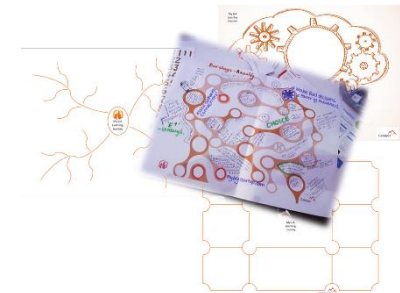
Aiding memory & Learning visual reminders, writing and sharing to engage memory and retrieval

Developers of Licence to Lead learning mind-set shift interactive board game

Collaborative-learning:
Share, teach, ask, explore, create, challenge, solve
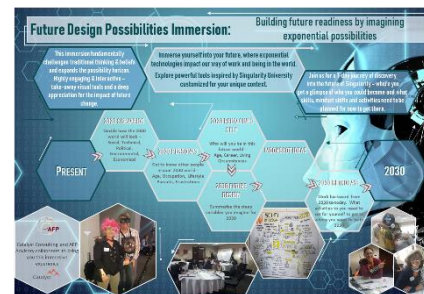
Developers of Future Design Possibilities Immersion inspired by SingualrityU experience

Digital & social learning:
Social media posting, sharing, learning, connecting

Our leadership and learning track record

Catalyst

HEINEKEN (2016 – 2018) www.heineken.com
Strategic Transformation Journey toward a High Performance Culture working directly with the CEO, Exco and HR team. Srategic alignment, leadership on-boarding and coaching, culture transformation, high performance teams and change management.

RAND MERCHANT BANK (2015 – current) www.rmb.co.za
Accelerated Learning Program for potential successors. Change enablement, capacity building and team alignment for the RMB Technology Leadership Team and Corporate Banking. Culture transformation design, capacity building and project management in Business Enablement Division.

IMPERIAL GROUP (2015 – 2018) www.imperial.co.za
Co-design and implementation of talent management and development strategies for 2500 leaders. Building capacity in managing talent - SimTalent. Readiness for change. HR leadership team strategic alignment facilitation. Leadership Development on building a customer centric approach to Key Account Management.

ABSA BARCLAYS (2016 – 2017) www.absa.co.za
Inaugural Learning and Leadership Conference – design and facilitation for 170 people. Self-leadership program for Risk Team.

BASF (2016 – 2017) www.basf.co.za
Strategic leadership alignment – facilitation of strategic review and team alignment session with top 30 leaders including international group executives (with Mark Berger Training).

JAGUAR/LANDROVER (2017 – current) www.jaguarlandrover.com
Strategic leadership alignment, high performance teams and leadership development of exec team and next level leaders including assessments, coaching, digital micro-learning, master classes.

VWSA (2011-2015) www.vw.co.za
Leadership Development - Driving Strategic Change, 3Es of Leadership (engage, enable, empower) for Senior Leaders. High Performance Teams. Capacity Building on Personal Effectiveness, I am Talent, Decision Making, Change Management and Resilience. Accelerated Learning program for all L&D staff.

DE BEERS GROUP (1999-2004) www.debeersgroup.com
Strategic Transformation Journey over 5 years. Global Transformational Leadership Development Program (2500 leaders across 16 countries). Building capability in HR transformation, talent management, high performance teams, change (Some in association with MAC Consulting).

BANKSERVAFRICA (2015 – current) www.bankservafrica.com
Co-design of the organisational DNA and leadership behaviours followed by Self and leadership development journeys for 400 staff to embed the DNA. Assessments, Ennea, High performance TeamsI am Talent, managing performance, change resilience, change management

MASSMART GROUP (2016 - current) www.massmart.co.za
Co-design and implementation of both talent management and talent development strategies for 4500 leaders. Complete reinvention of the Massmart Corporate University Leadership School. Building capacity in managing talent. Readiness for change through Licence to Learn and Lead Learning.

GIBS (2015 – 2016) www.gibs.co.za
Accelerated Learning for 50 program leaders. EQ in Action for a Women Leadership Program. Leading in a VUCA world (with The Coaching House).

FOSCHINI GROUP (2016 – 2017) www.foschini.co.za
Self-Leadership – I am Talent for personal and career empowerment as part of the retail academy program for 100 store managers.

BRANDHOUSE (2013 – 2015) www.brandhouse.co.za
Self-Leadership – I am Talent x 100. Engagement conferences – 5 themed conferences across the business for over 800 people to build engagement mind-sets with self, team, change and Brandhouse.

LIBERTY GROUP (2016 –current) www.liberty.co.za
Capacity building for performance management. Self-Leadership – I am Talent for personal and career empowerment as part of an employee engagement strategy x 500 staff.

NEDBANK (2017 – current) www.nedbank.co.za
Group Learning Strategy sessions x2 and coaching of project teams.

MMI HOLDINGS (2018) www.mmiholdings.co.za
Group Learning Strategy session and coaching of project teams

USB-ED (2015 – 2016) www.usb-ed.com
Facilitation of Accelerated Learning for program leaders. Development of a new approach to program design and delivery using Accelerated Learning framework and toolkit and socialising with staff and faculty.

ACCENTURE (2009-2010) www.accenture.co.za
Leadership Assessments, Development and Coaching for managers and senior managers. High Performance Teams Workshop for Exco ad other teams

Our leadership and learning track record

Catalyst

ARYSTA LIFE SCIENCES GROUP (2013-14) www.arystalifescience.com
Transformational Leadership assessments, development workshops, coaching for top 40 leaders in SA. Self-Leadership – I am Talent career empowerment. Facilitation of strategic review and team alignment session with top 40 leaders across Europe, Africa and Middle East.

ETHOS (2013-2014) www.ethos.co.za
Design and implementation of Talent Management and Successions Strategies including the Leadership Pipeline. Succession Management for Partners and new CEO. High performance teams for Partnership Team. Leadership Brand and Competency Development. Culture Transformation and Staff Engagement sessions. Executive coaching.

CQS (2014) www.cqs.co.za
Culture transformation design and capacity building. Leadership Brand development and leadership engagement. Staff Engagement sessions. Change resilience and mindset shift for merger with AdaptIT

AVENG GROUP: Duraset (2012-2013) www.avengman.com
Strategic Transformation Journey High Performance Culture
High performance teams for Duraset leadership and capacity building on project and team tools. Innovation Strategy and Capacity Building Session. Talent Management Strategy, Toolkit and Capacity Building.

BHP BILLITON (2013 – 2015) www.bhpbilliton.com
Personal and leadership effectiveness journey with Supply Chain Leadership Team. Personal Transformation Process - I am Alive
High Performance Teams and Leadership coaching.

ARMSCOR (2016 – 2017) www.armscor.co.za
Change enablement, capacity building and executive team alignment for top 50 leaders in Armscor in support of the turnaround strategy (in partnership with FeverTree Consulting).

ENGEN (2009 – 2013) www.engen.co.za
Talent Management Strategy, Process, Toolkits and Capacity Building including the Leadership Pipeline.
Retention Strategy implementation in partnership with the Senior HR Leadership Team and line talent champions.
Leadership Competency Profiling, HR Capacity Building Programs.
High performance teams, Change Management toolkit and capacity building (TM in association with Accenture).

TONGAAT HULETT STARCH (2011-current) www.tongaathulettstarch.co.za
Strategy and culture journey to excellence. Leadership Development and Alignment of exec and senior managers. Capability building in strategy, HR Transformation, Performance, Talent and Competency Management, Change and Critical thinking and decision making.

BUCKMAN (2007-2015) www.buckman.com
(Africa, SE Asia, China, USA, Mexico, Canada, S America, Europe)
Strategic Transformation Journey from "Good to Great" Capability building in strategy, culture, talent, building high performance teams, strategic project management, innovation, coaching, change management and self-leadership – I am Talent. High Performance Teams for various global Leadership Teams
Transformational Leadership, Leadership Renewal, Coaching for Managers Program, 3Es of leadership (engagement, enablement, empowerment),

TRANSNET AND TRANSNET CAPITAL PROJECTS (2005-2012) www.transnet.net
Executive and senior leadership (100) alignment and development. Customised amazing race and board games. Talent Management strategy, tools and capacity building. Leadership Pipeline. Leadership competency standards and accelerated learning. Capability building in HR transformation, change management High Performance Teams. (some with Resolve Group)

ASPEN PHARMACARE (2012-2014) www.aspenpharmacare.com
Leadership Development – Crucial Conversations and Emotional Intelligence. High Performance Teams. Executive Coaching. HR capacity building.

DEVELOPMENT BANK SA (2000-2005) www.dbsa.org
High Performance Teams journey for DBSA Exco & HR team
Change management and capacity building for Operations team
Strategic Planning, engagement sessions and high performance teams for Northern Cluster. Leadership development workshop for women in business

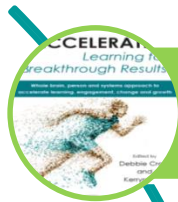**NATIONAL TREASURY** (2012) www.treasury.gov.za
Coaching for manager's program.
HR Capacity Building Program.

SERVEST, EHL, MR PRICE, SA HOME LOANS
Self-leadership for Executive, managers and staff – I am Talent

Why partner with Catalyst

Accelerated Learning and Leading Edge Learning Design

Highly engaging, interactive, mind-set shift learning approaches

Deep expertise in Integrated Talent Management – identify, assess, engage, develop, retain

Extensive experience in partnering with clients to co-create and walk a journey with them for capacity building and real business value

Integration with digital learning and gamification tools to support and expand the learning process

Distinguished track record in many leading organisations locally and globally

Catalyst

Contact Us

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