

Our Process: The Five Ds



| Critical tasks | Critical tasks | Critical tasks | Critical tasks | Critical tasks |
|--|---|---|--|---|
| 1.Understand Purpose (strategic objectives) and Possibilities (stretch-future fit) | 1. Decide programme type and obtain learner characteristics. | 1.Co-create with process and learning faculty | Registration and pre-programme activities | 1.Deployment of 3 levels of application |
| 2. Understand Philosophy (values) and Past | 2.Level 1 design: target audience, aim, objectives, competencies to be developed, duration, methods | 2.Craft final programme schedule | 2.Assessment deployment | 2.Adjudication by joint panels |
| 3.Understand Programmatic expectations and Practicalities | 3. Faculty and company SME engagement | 3.Identify appropriate andragogy approaches | 3.On-boarding line and organisation supporters | 3.Close-out development / impact report |
| Outputs | 4. Level 2 design: complete Impact Consistency Matrix | 4.Agree delivery plan and communications strategy | 4.Toolkit completion and application | Outputs |
| Discovery Report a Company & Industry Analysis b Programme Brief | Outputs a. Impact Consistency Matrix b. Design Document with high level schedule | Outputs a. Level 2 design document b. Project plan | 5. Deliver of contact blocks and surrounding learning activities | a. Programme review b. ROI report |
| | | | Outputs a. Programme study blocks b. Learning assignments and assessments | |

Step 1: Discover

GIBS conducts a needs analysis prior to designing a suitable intervention. The needs analysis in turn informs the impact evaluation required. The main objectives of the needs analysis are to:

- Determine strategic business objectives and required organisational outcomes according to the organization's strategy and capability map;
- Map out the 'from-to' journey and the milestones to impact;
- Select the most important skills and competencies people need to become performers within the strategic agenda; and
- Engage the organisation on potential talent pool gaps and additional change management issues that may emerge.

Step 2: Design & Develop

Based on the discovery phase, a team of designers works with client staff to design the intervention. The main priorities of this phase are to:

- Build performance/assessment measures for the learning of skills and competencies;
- Choose theoretical frameworks for the programme;

- Use instructional pre-design principles to map out the intervention into pre-, during- and post-learning stages;
- Sequence and structure the learning objectives;
- Choose appropriate instructional contexts – classroom facilitation, on-the-job learning, self-study, e-learning – or a blended approach;
- Select and contract company subject matter experts;
- Finalise programme schedules; and
- Source content faculty and process facilitators from around the world based on the client's need

Step 3: Deliver

The GIBS Custom Programmes team is proud to be behind the magic of the 'GIBS experience'. Distinguished by on-time, streamlined, pre-planned efficiency, GIBS Custom Programmes are delivered to world-class standards. From the suitability of faculty allocation, to foresight in venue selection and layout, as well as high-quality programme materials, programme delivery at GIBS makes the challenging world of learning meaningful and effective. The main activities of this phase are to:

- Finalise programme dates;
- Source faculty against approved schedule and dates;
- Brief faculty to ensure deep customisation;
- Design a communication plan;
- Secure venues;
- Select and contract subject-matter experts;
- Agree evaluation and impact instruments; and
- Quality assure the entire delivery process

Given the importance of the client relationship, GIBS allocates a dedicated programme manager and administrative staff to each programme. The programme manager absorbs overall responsibility for the programme from a GIBS perspective and acts as a liaison between the programme, the university, the delegates and the client organisation. Programme managers ensure quality is maintained and that the intended outcomes are achieved. They facilitate the daily review and reflection sessions and, upon conclusion, report back on the overall impact of the programme.

Step 4: Demonstrate

Programme impact begins with the design process and extends beyond the delivery process. Knowing what impact we are hoping to achieve, predetermines GIBS Custom Programmes' work from the start of any engagement. GIBS makes use of a range of instruments to evaluate impact at an individual, team and organisational level. This evaluation happens during a programme, at its end and well beyond the conclusion of the programme, in order to assess workplace integration. Depending on the aim of the programme, evaluation can assess leadership, management and team and strategic shifts.