

LEADERSHIP PIPELINE

XYZ. Ltd.

DEVELOPMENT CENTRE

JANUARY 2020

INDIVIDUAL PARTICIPANT REPORT

NAME Sunil Sharma

Participant No. 7

A. EXECUTIVE SUMMARY

Sunil Sharma participated with eagerness and enthusiasm. He came out as a structured and focused individual during the Development Centre. He participated actively in group situations and interacted with everyone. He was engaged and demonstrated a collaborative approach.

In competencies falling into the bucket **Thinking Competencies**, he understands the critical role that he plays in aligning the team to organizational initiatives. He is familiar with the benefits of people development and training towards cost reduction. He is able to draw on his experience and logic while analyzing business situations. Sunil is able to identify key benefits to customers in a given situation and he is able to identify some opportunities for business gain. He would benefit from using frameworks like SWOT for situation analysis. He shares the concerns of his customers and takes steps to come up with some solutions. He would benefit from using analytical techniques to interpret data and arrive at multiple options. He is encouraged to systematically draw out inputs from others while examining business situations and develop a holistic view of the financial implications for the organization.

In competencies falling into the bucket **Action Competencies**, Sunil demonstrates confidence in his decisions. He remains engaged in challenging situations. He has an understated leadership style and is easily able to take the lead when the group is engaged in planning. He is able to think on his feet. Sunil works with others to develop plans he is able to. He is encouraged to make SMART action plans and take realistic targets. In developing action plans he needs to use a process perspective. He is encouraged to focus on quality and incorporate customer requirements. He would benefit from exploring business opportunities arising out of customer feedback both positive and negative.

In competencies falling into the bucket **Engaging Competencies**, Sunil comes out as a supportive team player and demonstrates a collaborative attitude. He listens to others and adds to group interactions constructively. He would benefit by encouraging team members to come up with innovative solutions. Sunil empathizes with others and is persuasive and professional in approach. He is able to articulate well and observes verbal and non verbal cues of others during conversations. He would benefit from probing more in one on one interactions to get to the underlying information. He is pleasant and interacts warmly and brings a nice touch with his sense of humor that adds to the group positively.

Going forward, he needs to leverage his strengths and prioritize the developmental needs to work on critical areas, which need his immediate attention considering the current role and responsibilities as well as future challenges.

THINKING - STRATEGIC ORIENTATION

Demonstrated Positives	Potential Improvement
<ul style="list-style-type: none"> • Clear on Vision, Mission and Values • Aligns team with targets through trackers and formats • Aware of growth targets of organization • Has some focus beyond the immediate 	<ul style="list-style-type: none"> • Needs to adopt a more strategic v/s tactical approach • Needs to be able to examine business issues from a strategic perspective using tools like SWOT etc. • Would benefit from reflecting on how to support strategic targets by building people strengths • Needs to look at business issues from a wider perspective

• THINKING - ANALYSIS & DECISION MAKING

Demonstrated Positives	Potential Improvement
<ul style="list-style-type: none"> • Able to do some analysis to understand current state • Makes some effort to get buy in from others • Uses logic and experience while suggesting course of action 	<ul style="list-style-type: none"> • Needs to learn the skills to analyze and interpret data and process it to generate multiple options • Needs to draw out the bigger picture through interactions with others to look at financial impact on the organization

• THINKING - COMMERCIAL ORIENTATION

Demonstrated Positives	Potential Improvement
<ul style="list-style-type: none"> • Able to highlight some benefits for the customer • Able to identify key data in a business situation • Able to spot some opportunities for business gain, focused on cost reduction 	<ul style="list-style-type: none"> • Needs to holistically look at the financial impact of the situation and cover all bases i.e. leverage all opportunities to maximize financial outcome • Needs to have a better understanding of financial data

• ACTION - ACHIEVEMENT ORIENTATION

Demonstrated Positives	Potential Improvement
<ul style="list-style-type: none"> Aware of own metrics, created a tracker for team metrics Understated leadership, has a plan B, able to guide group in tasks, uses data to arrive at realistic targets Remains engaged in challenging situations 	<ul style="list-style-type: none"> Needs to take SMART targets which incorporate realistic stretch, would benefit from involving team in goal setting process Needs to look at customer complaints as a business opportunity and focus on the long term rather than the immediate

• ACTION - CUSTOMER ORIENTATION

Demonstrated Positives	Potential Improvement
<ul style="list-style-type: none"> Focuses on key customers, supports team effectively, to serve customer priorities Provides team training to serve customers more effectively Aware of gaps in own focus on internal customers at present Has a structured QCDD approach to customers Able to think on his feet and tries to recover the situation 	<ul style="list-style-type: none"> Needs to focus on quality requirements stated by customers encouraged to proactively seek feedback from customers Needs to focus equally on quantity and quality aspects Encouraged to probe to uncover unstated customer needs to evolve more effective solutions

• ACTION - PLANNING & ORGANIZING

Demonstrated Positives	Potential Improvement
<ul style="list-style-type: none"> • Has a structured approach to one on one interactions with team members • In group tasks is able to use information from a variety of sources, works with team members to plan work and takes the lead in distributing tasks • Able to prioritize based on criticality 	<ul style="list-style-type: none"> • Needs to prepare with data to share feedback in one on one interactions with team members

• ENGAGEMENT - TEAM BUILDING

Demonstrated Positives	Potential Improvement
<ul style="list-style-type: none"> • Empathizes with team members, persuasive and professional in approach • Leads by virtue of action • Listens to others and integrates ideas • Aware of team dynamics • Respects others view points 	<ul style="list-style-type: none"> • Would benefit from enhancing ability to build consensus

• ENGAGEMENT - COMMUNICATION

Demonstrated Positives	Potential Improvement
<ul style="list-style-type: none"> • Able to articulate well, expresses his thoughts clearly • Pleasantly engages with group members • Listens actively, aware of verbal and non-verbal cues • Uses humor effectively 	<ul style="list-style-type: none"> • Would benefit from building the skills to inspire and align groups.

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• ENGAGEMENT - IDENTIFYING & DEVELOPING TALENT

Demonstrated Positives	Potential Improvement
<ul style="list-style-type: none"> • Creates a positive environment • Shares own knowledge with team members • Engages with team members formally and informally <ul style="list-style-type: none"> • Aware of benefit of training as an enabler for process discipline leading to cost control 	<ul style="list-style-type: none"> • Would benefit from adopting a structured approach to identifying team members' development needs • Needs to clearly specify developmental inputs for team members

• ENGAGEMENT - OPEN MINDEDNESS AND CONTINUOUS IMPROVEMENT

Demonstrated Positives	Potential Improvement
<ul style="list-style-type: none"> • Aware of need to be more innovative, reads and follows tech trends online • Encourages suggestions from team members in one on one interactions 	<ul style="list-style-type: none"> • Would benefit from putting in place system for idea generation and innovation • Needs to examine current processes for robustness. • Would benefit from tracking industry trends at a global level • Needs to look at customer issues from a process perspective for improvement