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### Now consider this...

Shantanu is a Highly Qualified Individual

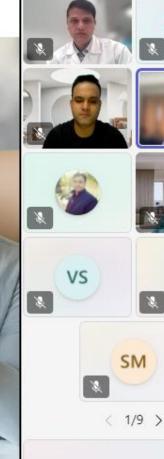
He has the right mix of Skills & Knowledge that is required to be a Business Leader

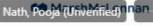
However, his actual job performance is nowhere near what is expected from a man possessing skills and knowledge that Shantanu has.

So, What is wrong?

What makes Shantanu an Ideal Candidate but stops him from actually performing on his Job?









































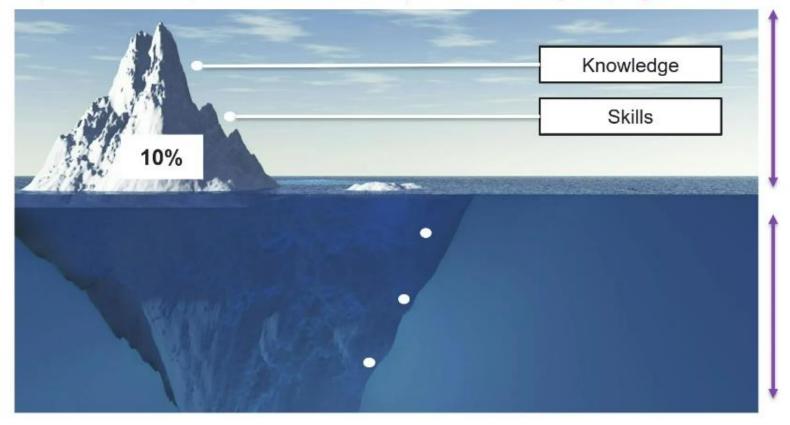






### ... the answer lies in Behavioral Competencies

Behavioral competencies refer to personality characteristics and behavioral attributes that individuals may possess, which can help determine how successful they will be at the role they are aspiring for.

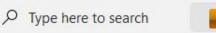


### **Functional** Competencies

What is Evident & Visible from Outside



































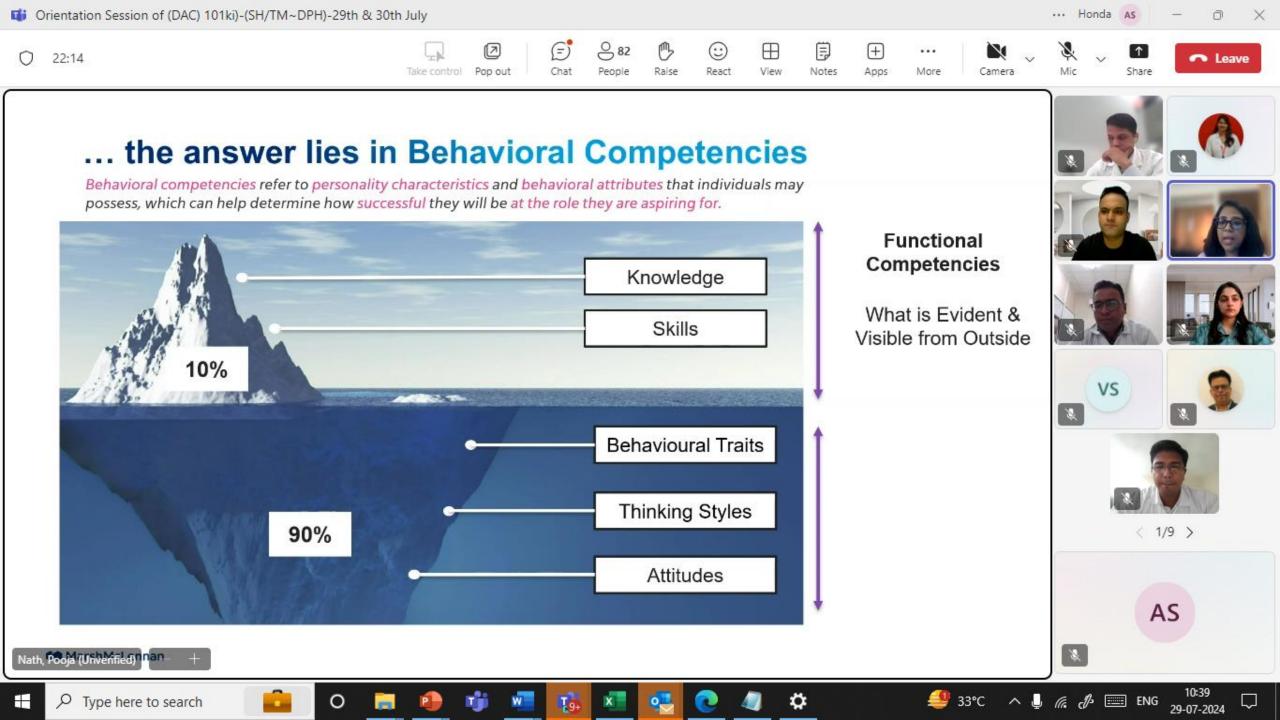




















































## Why Assess Behavioral Competencies?

### **Common Language**



Behavioural competencies can lay the foundation for everything critical to an organization. They can dictate expected workplace behaviour, a precise and shared understanding of performance standards, and an organization's values and objectives.

### **Evaluate Future Potential**



Behavioural competencies provide an objective platform to evaluate potential enable identification of right talent.

### **Employee Development**



Once an organization has identified behavioral competencies pertinent to a particular role and level, they can benchmark their workforce against those competencies and initiate individual developmental plans accordingly. Behavioral competencies can also enable employees to identify transferable skills for career progression.



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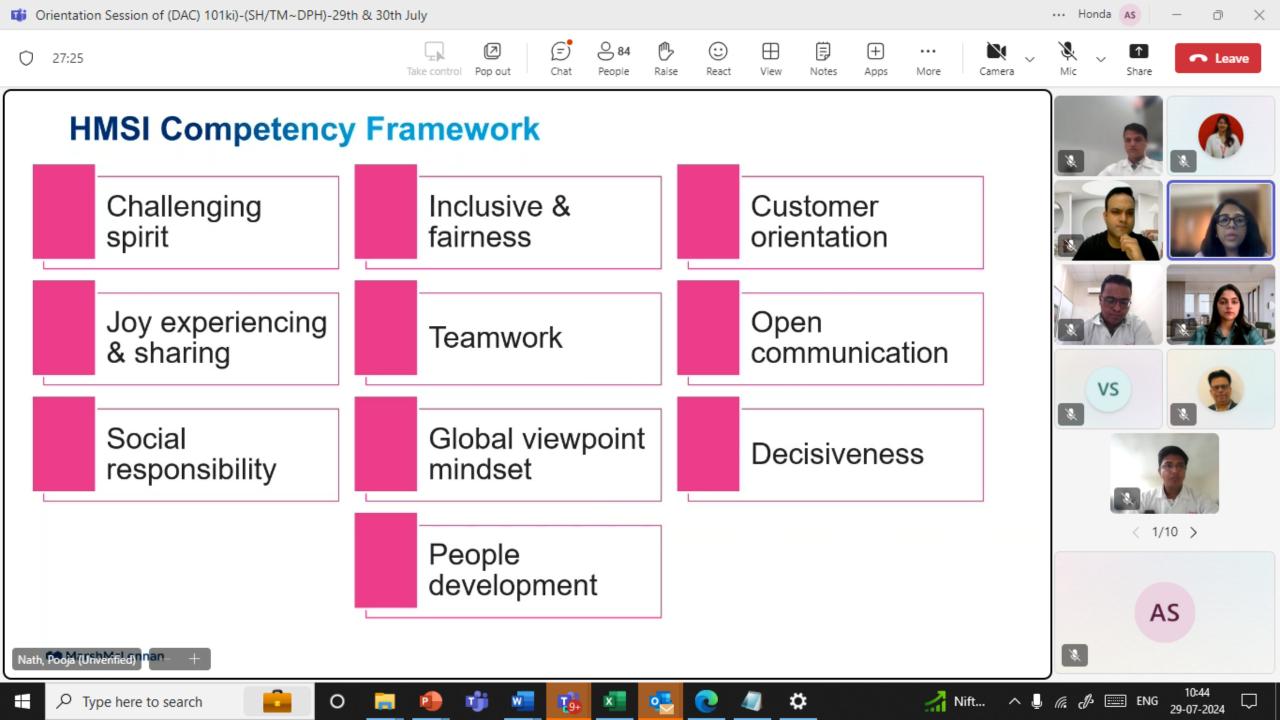








































## **Competency Definitions & Proficiency Levels**



From a larger understanding of the Competency, Honda arrived at key components (or key behavioural themes) under each competency on the basis of;

- 1. Role and Responsibility: The key component should support the function of the associate based on organizational level.
- 2. Ideal Definition: The key component should drive the associate to his/her ideal state?
- 3. Applicability in Work Setting: There should be opportunities or chance for the associate to demonstrate the key component in his work setting?

Customer Orientation

- Seek to understand customer (internal and external) and society's need and expectation.
- Be creative to design and develop product/service in order to exceed customer's need with own joy (better than customer's requirement)

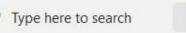


To assess associates ability to demonstrate key components on the job & to support objective evaluation, these key components or key behavioral themes were further granularized & specific behaviors associated with each proficiency level were identified across a 5 point scale.

















































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Take control Pop out









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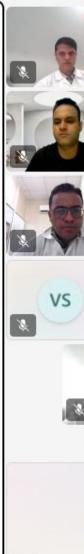






## **Competency & Proficiency Matrix for Department Head Level**

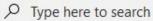
Competency & key components	5 Far above Standard	4 Above Standard	3 Meets Standard	2 Below Standard	1 Far below Standard
CHALLENGING SPIRIT- Fearlessly & passionately pursue ambitious challenges & overcome obstacles	Always challenges oneself to set the bar high, to attain more than what is expected. Tries new things, not afraid of failure			Initiate goals based on the target set by superior	Abides with the goals handed down by superior
	Always carry out tasks with accuracy and always ahead of deadlines	Always carry out tasks with accuracy and ahead of deadlines most of the time	Carry out tasks with accuracy and within deadline	Carry out tasks with minimal errors and within deadlines	Rarely carry out tasks with accuracy and within deadlines
INITIATIVE – Take proactive action to address opportunity or concern through own ideas	Recognize opportunities and risks in a year for the organization; develops plans to deal with them accordingly	Recognize opportunities and risks in a month for the organization; develops plans to deal with them accordingly	Able to deliver results powered by self motivation, ensuring steadiness and improvement in a week	Pictures out improvement opportunities in his own day to day task	Takes action only when the problem arises in his personal tasks
REACHING OUT Take initiative to tackle the "grey zone" with teamwork spirit	Take initiative to tackle the grey zone within company	Take initiative to tackle the grey zone within division	Take initiative to tackle the grey zone within department	Take initiative to tackle the grey zone within team	Makes little effort to cover grey areas within team
Able to present, implement and/or adapt an improvement whose benefits can be realized within company  Able to present, implement and/or adapt an improvement whose benefits can be realized within company		Able to present, implement and/or adapt an improvement whose benefits can be realized within division	Able to present, implement and/or adapt an improvement, that can also be applied within department	Able to present, implement and/or adapt an improvement within team	Implemented accordingly / Can sometimes adapt work improvement, as instructed by superior or team members
INNOVATIVE – Develop bold creative and flexible ideas having respect to sound theory	Thinks outside of the box, those that are drawn based on DST principle	Thinks outside of the current "scope" for expansion and improvement	Thinks outside of the current "framework" for expansion and improvement	Modifies an existing idea to improve current situation	Picks up ideas generated by superiors or ideas handed down from the top













































































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# **Competency & Proficiency Matrix for Department Head Level**

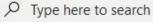
~ ″	Competency & key components	5 Far above Standard	4 Above Standard	3 Meets Standard	2 Below Standard	1 Far below Standard
Inclusivity Fairness	Give equal opportunity to all individual to work, to perform, to be listened to, to challenge at workplace regardless of situation	Gives fair and equal treatment to all associates, which shows high effectiveness to work with members within company	Displays ease and comfort with people of different backgrounds, opinions, abilities as well as working effectively within division	Understands the uniqueness of each member and makes sincere effort to work effectively within department	Always treat other members the way oneself wants to be treated	Occasionally need reminder from superior to understand and respect the uniqueness of each member
er on	Seek to understand customer and society's need and expectation	Anticipate the usual demands and thinks of what maybe the new needs of customers and works on ways to address them	Anticipate the needs of customer based on current regular connection	Raise question to seek out customer input to better understand their need	Listen to customer to understand their need	Customer initiates the discussion and clarification and listens to understand their needs
Customer Orientation	Be creative to design and develop product / service in order to exceed customer's need with own joy	Consistent demonstration of high customer service by solving the customer problems quickly and creating new solutions that the associate might need	Monitors and ensures high customer service within own organization by displaying flexibility of approach & thinking creatively to resolve customer related problem	Consistently sees the customers' viewpoint to improve and implement value added items to own activities or process	Looks for ways to add value beyond the customer's immediate needs	Helps out in delivering requirements to customers more than what is expected
. Sharing	Enjoy work: always putting in maximum effort, show positive attitude to work, sincere effort (try the best) to the fulfil our responsibilities	Show determination and hard work to achieve annual goals over time	Show determination and hard work to achieve monthly goals over time	Show determination and hard work to achieve weekly goals over time	Show determination in completing own tasks	Performs tasks completely with minimal support from superior
Joy Experience &	Joy Experiencing & Sharing -     Proactively create a joyful work     environment and share the joy with     others	Provides recognition opportunities in the team to encourage and motivate team members	Takes the lead in motivating associates; spread the joy of achievement and show sincere encouragement	<ul> <li>Sincerely compliment other's contribution</li> <li>Celebrate the achievement together</li> </ul>	Recognizes the contributions of team members	Minimal effort in creating an environment of motivation and encouragement







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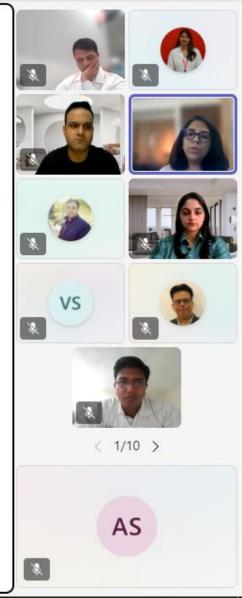






# **Competency & Proficiency Matrix for Department Head Level**

	Competency & key components	5 Far above standard	4 Above standard	3 Meets standard	2 Below standard	1 Far below standard
Open Communication	Proactively share constructive / respectful ideas      14. Facilitate open discussion to ensure common understanding and commitment of every associate	Brings up less comfortable but important issues to the team, in a respectful and understandable manner, to discuss and resolve them through an environment welcoming all opinions and suggestions	Actively participates to meetings and discussions, share feedback to other members of the section, and gathers useful feedback to enhance own process (actively participates + gives feedback + gathers feedback)	Actively participates to meetings and discussions and share feedback to other members (actively participates + gives feedback)	Proactively share constructive / respectful ideas (actively participates)	Shares ideas, insights and feedback only when asked to
J	organization's vision / goal / strategy with all members and related stakeholders (internal and external) in an easy to understand manner to adapt to changing business situation	Always timely share department's goal (which is linked with goal of higher levels) with all related stake holders in an easy- to-understand manner	Often timely share department's goal (which is linked with goal of higher levels) with all related stake holders in an easy- to-understand manner	Timely share department's goal in an easy-to- understand manner	Able to share in a timely manner the department's goals but with items ambiguous to some members	Unable to communicate the department goals among members
Social Resp.	16. Focus on sustainable development and contributing solutions to global concerns	Always reflect the mindset of CSR in daily operations, performs activities to support CSR mindset and encourages members to do the same	Always reflect the mindset of CSR in daily operations and performs activities to support CSR mindset	Always reflect the mindset of CSR in daily operations	Reflect the mindset of CSR in daily operations most of the time	Seldom reflect the mindset of CSR in daily operations



































































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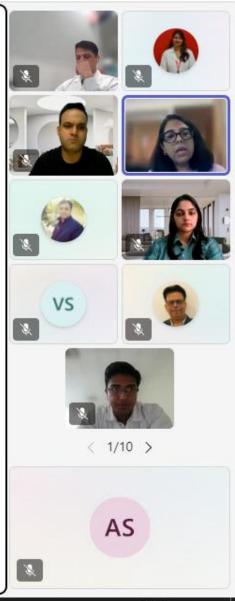






# **Competency & Proficiency Matrix for Department Head Level**

et	Competency & key components	5 Far above Standard	4 Above Standard	3 Meets Standard	2 Below Standard	1 Far below Standard
Global Viewpoint Mindset	17. Always keep wider viewpoint, not only stick on regional / local view but also align to global standard  18. Continuous drive for consistently high work standards to deliver global customer satisfaction regardless of national boundaries	Frequently inquires with the practices of other genpo or other companies related to task on hand     Seeks alignment and benchmark activities with other genpos, industries or competitors to achieve the highest standard and customer satisfaction     Initiates the sharing and communication of best practice within the company which maybe useful in the organization	Always listen to customer, raise question to seek out customer input to better understand their need in global aspect     Always delivers high work standards and highest customer satisfaction	Listens to customer, raise question to seek out customer input to better understand their need in global aspect Often delivers high work standards and highest customer satisfaction	Listens to customer, raise question to seek out customer input to better understand their need in global aspect	Performs task according to known standard, Rarely listens to the customers' input
Decisiveness	Make and take responsibility for, and demonstrate commitment to appropriate decisions in a timely manner even when faced with	Performs quick and sound judgement through analytical thinking, when there are ambiguous situations through recognition of conflicting information when it surfaces	Exhibits sound judgement for unique and non routine situations	Makes and implements decisions, involving recurring problems, in a timely manner;	Seeks consultation with other supervisors or superiors when conflicting situations arises, before coming up with own decision	Lets the manager perform all the decisions in his team; unable to perform analytical
Dec	ambiguous information	Anticipates, decides and provides potential solutions to problems, whether apparent or non apparent	Anticipates and decides on issues that are nor apparent on the surface	Can decide on how to prioritize multiple issues and problems	Breaks down problems into manageable parts and prioritizes issues in decision making	Gathers and reports data before decision making







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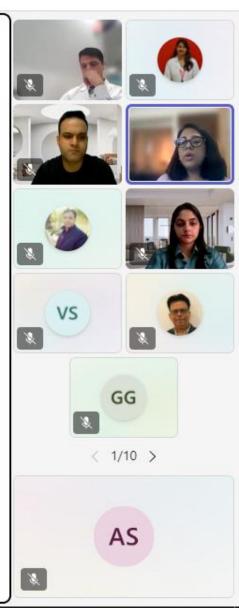






# **Competency & Proficiency Matrix for Department Head Level**

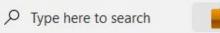
	Competency & key components	5 Far above Standard	4 Above Standard	3 Meets Standard	2 Below Standard	1 Far below Standard
Decisiveness	20. Be accountable to internal and external stakeholders for own decisions	Supports annual target of the team and holds accountability for the proposed targets to support it	Takes part and holds oneself accountable for the monthly targets set for the team	Takes responsibility for weekly operations of the team	Holds accountability for the result of his action only	Holds the manager responsible for any result of the team
People Development	21. Keep reproducing talents by creating working environment in which full potential of associates could be realized, providing a holistic development plan to help associates excel in their current and future job responsibilities	Has an eye for talent and develops them further trough proper delegation and growth opportunities Empowers members to think and decide on their own	Shares knowledge and expertise with feam members, gives valuable feedback.     Gives responsibilities and tasks according to team member's talent and potential (no micromgt.)	Share knowledge and expertise with team members to enhance individual performance     Provide day-to- day feedbacks to team members on their task	Shares knowledge and expertise only when the situation calls for	No knowledge and expertise sharing; members perform tasks on a routine basis



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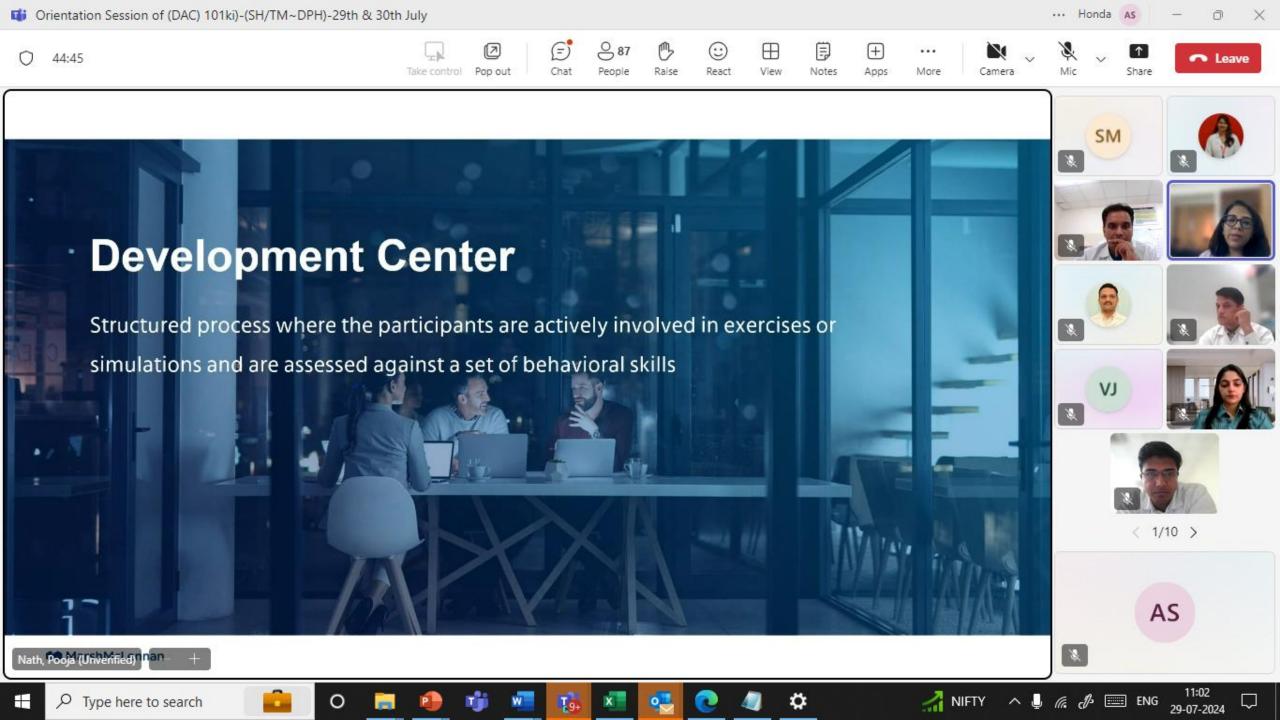












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# **Development Center – Delivery Mechanism**

### What is it?

Assessment in a realistic and engaging manner by simulating a work environment

Simulation is set in an inperson environment, with focus on Day in the Life of a Leader

Participants will undergo multiple team and individual exercises that reflect business realities under the watchful eyes of an assessor

Psychometric and Cognitive tests will be added

#### **Illustrative Deliverables**







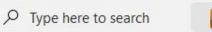








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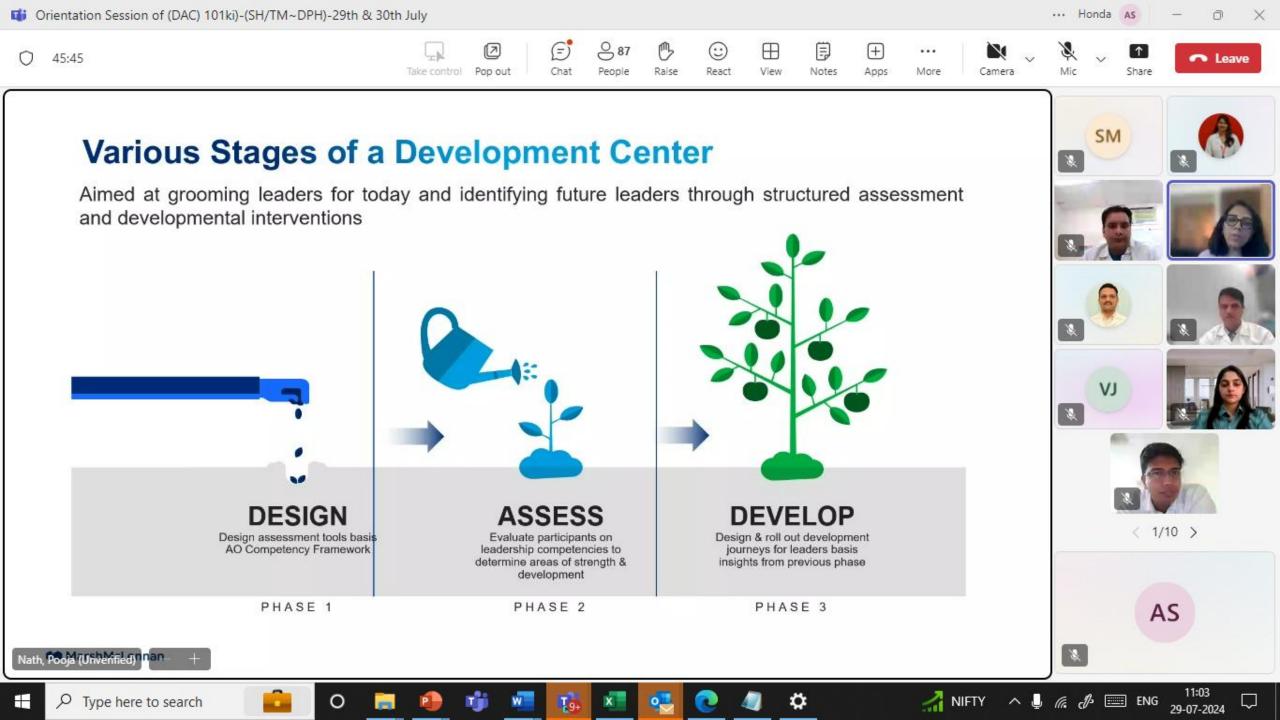


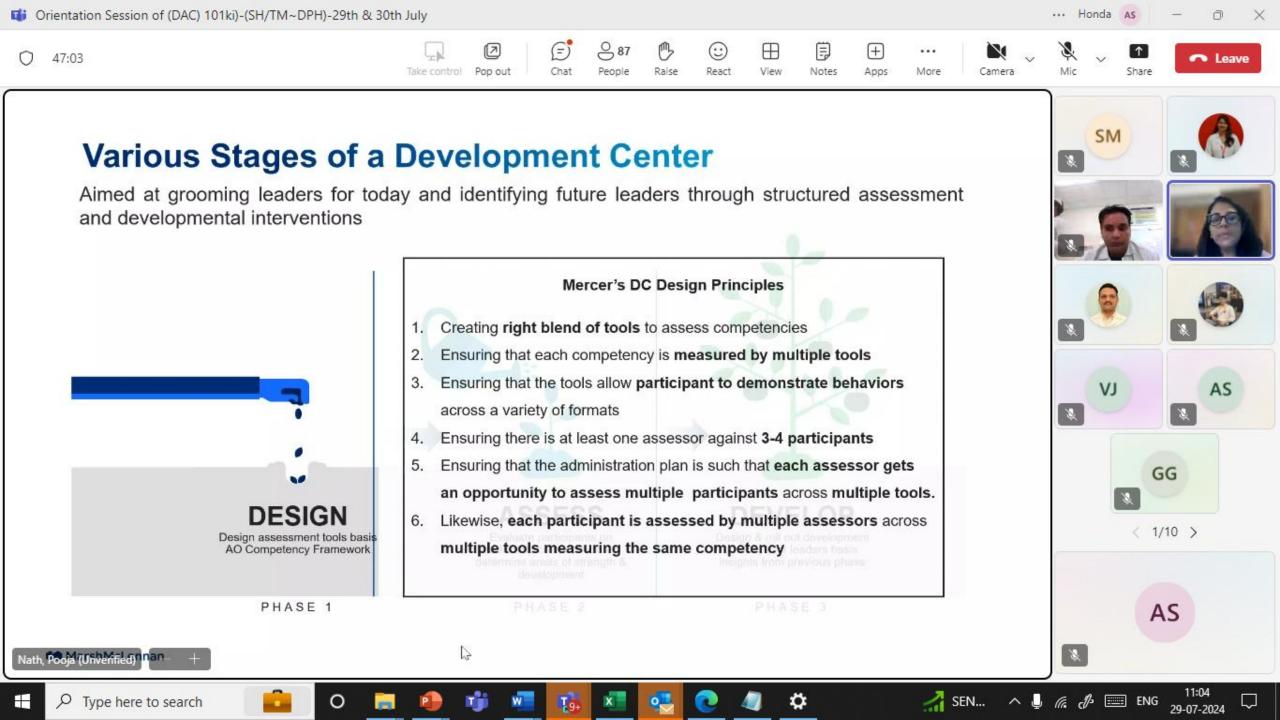


































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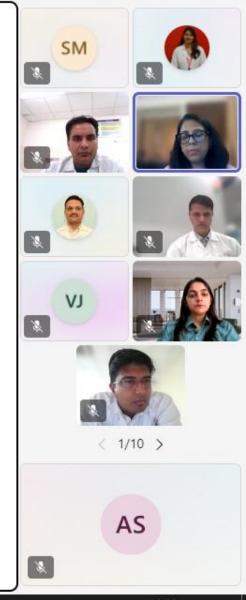


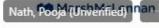




### **Tool Competency Matrix**

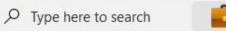
Competencies	CBE 1	CBE2	Case Study	Role Play - 1	Role Play - 2	BEI	Total
Challenging Spirit	✓		<b>√</b>		<b>√</b>		3
Inclusive & Fairness	✓	✓		✓			3
<b>Customer Orientation</b>	✓		✓		✓		3
Joy Experiencing & Sharing	✓	<b>√</b>		✓			3
Teamwork	✓	✓					2
Open Communication		✓		✓		✓	3
Social Responsibility			✓		✓	✓	3
Global Viewpoint mindset			✓		✓	✓	3
Decisiveness			✓		✓	✓	3
People Development		✓		✓			2
Time - In minutes	Prep : 15 Mins Discussion : 30 Mins	Prep: 15 Mins Discussion: 30 min	Prep: 60 Mins Activity: 20 mins	Prep: 10 Mins Interaction: 15 Mins	Prep: 10 Mins Interaction: 15	Interview: 30 Mins	













































People

React

## **Overview of the Development Center process**

Take control Pop out

### employees Validated ntelligence based on the AO Leadership & abstract Competency reasoning

**Development Centre for nominated** 

II. Psychometric Assessment



Employees also undergo a psychometric assessment that evaluates individual's personality traits & values.

#### III. Internal HMSI Panel Interview

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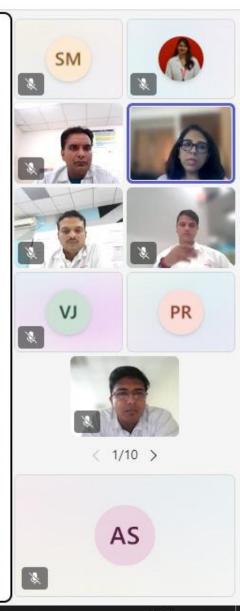
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Shortlisted employees are also interviewed by a panel of internal HMSI leaders who assess the participants against the AO Competency Model

- The process ensures a balance of internal as well as external input on the potential of the participant
- A variety of inputs are sought to build a comprehensive view: performance on simulations/ exercises, cognitive capabilities measured by the fluid intelligence test, psychometric assessment and panel interview



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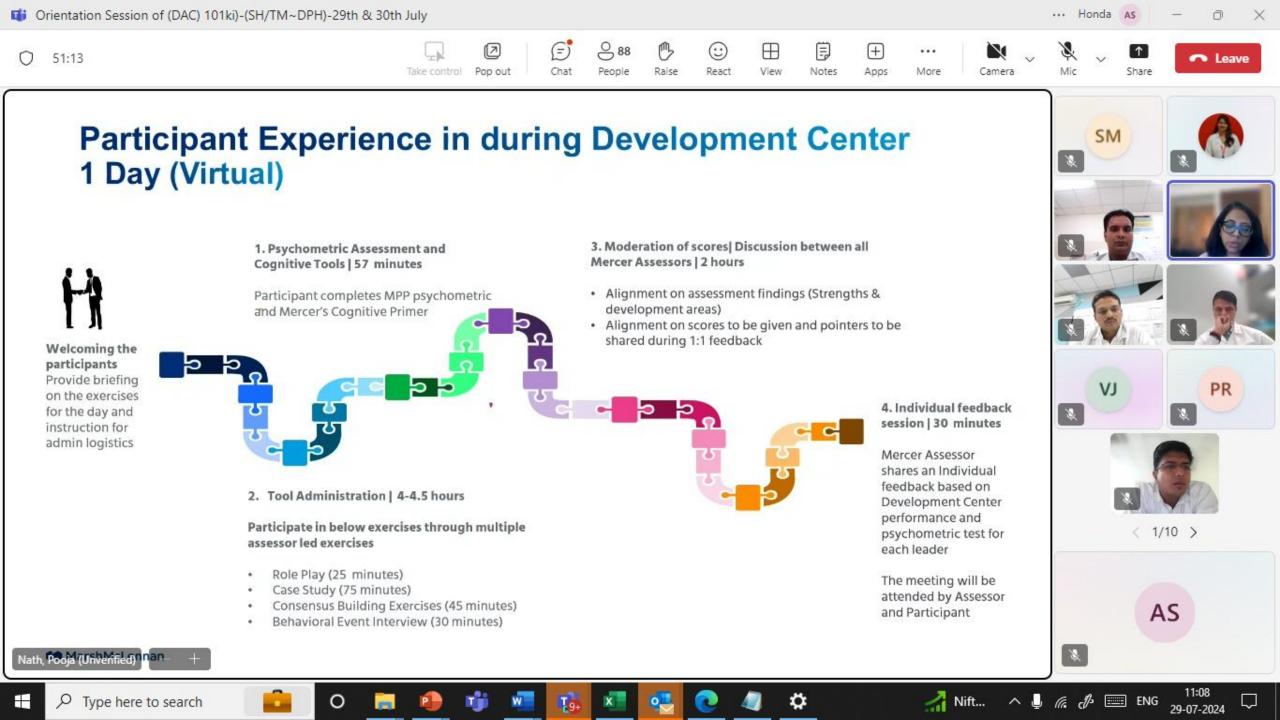


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Raise



View

React













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### Introduction to Assessment Tools

#### Consensus Building Exercise



- · This is a group interaction based on a defined topic.
- It is used to understand participant's behaviour in group settings.

#### Individual Interview



- · This is a 1-1 interaction with an assessor
- · To build a deeper understanding of the participant profile and strengths/ development areas on specific competencies

#### Case Study



This is a business case study based on an industry context similar to Honda to gauge ability to understand, interpret and draw insights from information provided

#### Role Play





This is a simulation of the participant's interaction with a key stakeholder to understand ability to manage relationships for desired outcomes



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**Psychometric & Cognitive Ability Test** 

Prep: no preparation time

Activity: Psychometric – 25 minutes | Cognitive – 32 minutes (Total-57 minutes)

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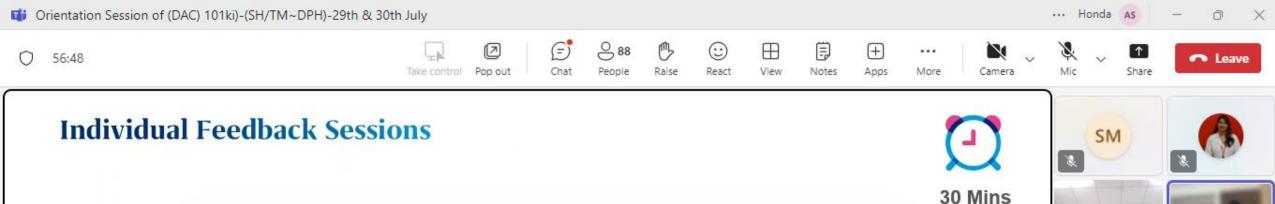












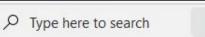


### The feedback session will enable you to

- Detailed individual feedback report listing out strengths & areas of development
- Share EXPERIENCES and LEARNINGS from the centre
- Seek clarifications on your STRENGTHS and AREAS OF DEVELOPMENT
- EXPLORE ALTERNATIVES for further development
- Seek inputs to build A CUSTOMIZED ACTION PLAN (for the next 1-2 years) against identified areas of strength and development































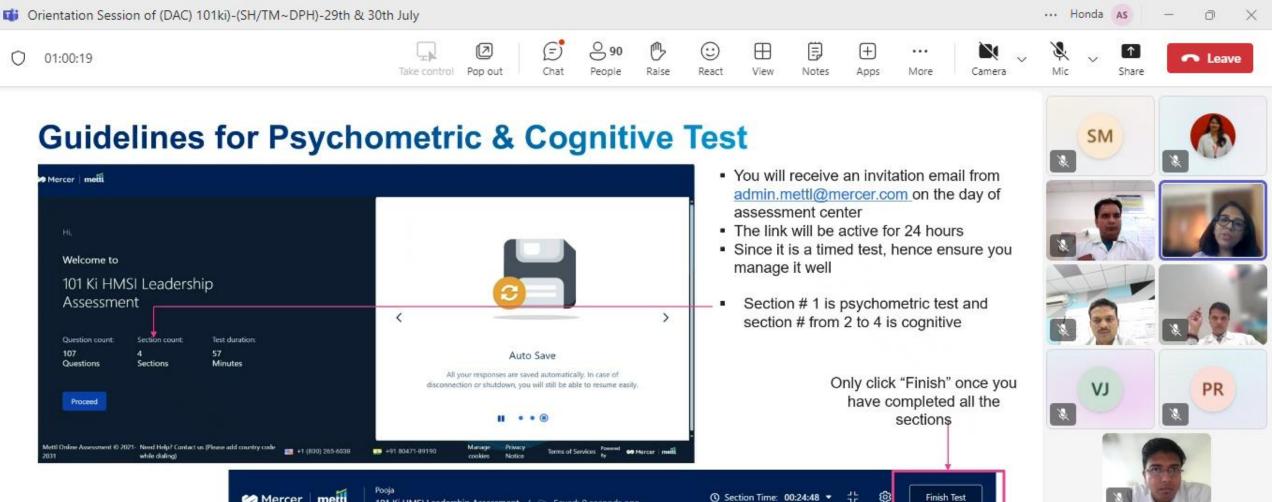














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