

Leadership Potential Assessment

Kalluru Srimannarayana Sharat Gupta

101Ki

Honda Motorcycle & Scooter India Pvt. Ltd

Contents

1. Introduction

A. Introduction to the Report

B. Leadership Success Profile at HMSI

2. Leadership Profile

A. Guidelines

B. Individual Talent Profile

3. Detailed Competency Analysis

4. Way Forward

1.

INTRODUCTION

A. INTRODUCTION TO THE REPORT

This Development Report Is an output of the Development Centers (DCs) conducted jointly By HMSI and Mercer with an aim to provide critical, objective and unbiased developmental inputs for all identified senior leaders across functions and departments in the organization.

The DCs are a significant component of the overall development construct at HMSI which is aimed at bringing the next phase of growth for the organization by tapping into the potential of its leaders.

The objective is to prepare you for driving the continued streak of fast paced growth that HMSI has seen in recent years.

This report provides you with detailed insights on your competence across the elements of the Leadership Success Profile that has been defined for HMSI through discussions with senior leaders in the organization. It will help you identify and assess your strengths and development areas. The findings of this report are based entirely on the observations from the Development Centre.

The information in this report is specific to you. We strongly encourage you to share it with your supervisor/mentor to help you plan your development journey over the next 6 to 9 months.

B. LEADERSHIP SUCCESS PROFILE AT HMSI

In every job, some people perform more effectively than others. Superior performers do their jobs differently and possess different characteristics, or "competencies", than average performers do.

Competency is defined as **“An underlying characteristic of an individual that helps him/her perform better in a job or situation as compared to others”**. It is an underlying set of attributes that enables an individual to deliver superior performance at work.

Competencies are observable, measurable, coachable and critical to successful individual and organization performance. This report provides an analysis of the competencies (pertinent to your role/position in the organization) displayed by you in different situations during the Development Center. This will help you focus your energies in the right direction and allow for increased impact on organizational success.

The Leadership Success profile for HMSI, consists of a set of 10 critical competencies that define what successful leadership at HMSI means. Each of the competencies identifies progressive levels of 2 to 3 behaviors under each competency. The overall leadership success profile at HMSI has been presented on the next page.

To observe you on these competencies, a mix of tools were designed and used. Each competency was observed by at least two/three tools. The tools were a mix of individual and group exercises and were designed to provide participants an opportunity to display a range of behaviors associated with the competencies being observed. The tools were designed to simulate situations that the participants were likely to encounter in day-to-day activities.

B. LEADERSHIP SUCCESS PROFILE AT HMSI

There are 10 critical competencies that define the leadership success profile at HMSI. Below are the core responsibilities for a Manager:

➤ **Execute actions to realize Department's goals**

➤ **Spearhead; Accountable to deliver team result**

Detailed competency wise elements are highlighted as below:

Challenging Spirit

- CHALLENGING SPIRIT – Fearlessly & passionately pursue ambitious challenges & overcome obstacles
- INITIATIVE– Take proactive action to address opportunity or concern through own ideas
- REACHING OUT – Take initiative to tackle the “grey zone” with teamwork spirit
- INNOVATIVE – Support the development of an environment that accepts new ideas / ways of thinking
- INNOVATIVE – Develop bold creative and flexible ideas having respect to sound theory

Inclusive and Fairness

- Give equal opportunity to all individual to work, to perform, to be listened to, to challenge at workplace regardless of situation

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 (batter than customer's requirement)

Joy Experiencing & Sharing

- Enjoy work: always putting in maximum effort, show positive attitude to work, sincere effort (try the best) to the fulfil our responsibilities
- Proactively create a joyful work environment and share the joy with others

Team Work

- Working together in teams with a common goal and mutual trust
- Ensuring effortless coordination of actions across all areas

Open Communication

- Proactively share constructive / respectful ideas
- Timely share 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
- Facilitate open discussion to ensure common understanding and commitment of every associate

Honda Fundamental Beliefs – Awareness, Adoption and Advocacy

B. LEADERSHIP SUCCESS PROFILE AT HMSI

There are 10 critical competencies that define the leadership success profile at HMSI. Below are the core responsibilities for a Manager:

➤ **Execute actions to realize Department's goals**

➤ **Spearhead; Accountable to deliver team result**

Detailed competency wise elements are highlighted as below:

Social Responsibility

- Focus on sustainable development and contributing solutions to global concerns

Global Viewpoint Mindset

- Always keep wider viewpoint, not only stick on regional / local view but also align to global standard
- Continuous drive for consistently high work standards to deliver global customer satisfaction regardless of national boundaries

Decisiveness

- Make and take responsibility for, and demonstrate commitment to appropriate decisions in a timely manner even when faced with ambiguous information
- Be accountable to internal and external stakeholders for own decisions

People Development

- 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

Honda Fundamental Beliefs – Awareness, Adoption and Advocacy

2.

LEADERSHIP PROFILE

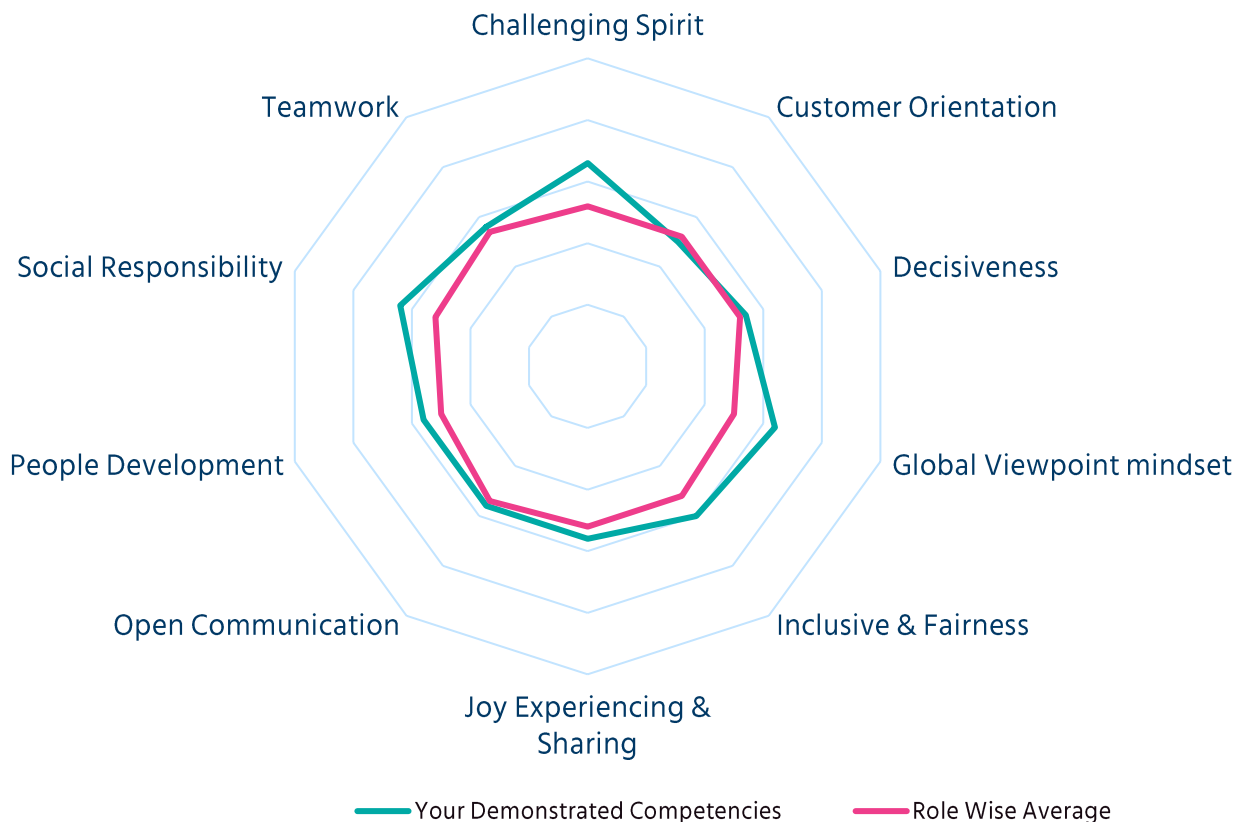
B. INDIVIDUAL TALENT PROFILE

OVERALL SUMMARY

Kalluru Srimannarayana Sharat Gupta displayed below strengths and areas of development

Areas of Strength		Areas of Opportunity
Competencies Strongly Displayed	Competencies Moderately Displayed	Competencies that Require Further Development
	<ul style="list-style-type: none"> Challenging Spirit Customer Orientation Decisiveness Global Viewpoint Mindset Social Responsibility Inclusivity & Fairness Joy Experiencing & Sharing People Development Open Communication Teamwork 	

Competency Profile



* Competency Scores for each competency has been arrived by averaging Individual + Group Performance on Each Competency

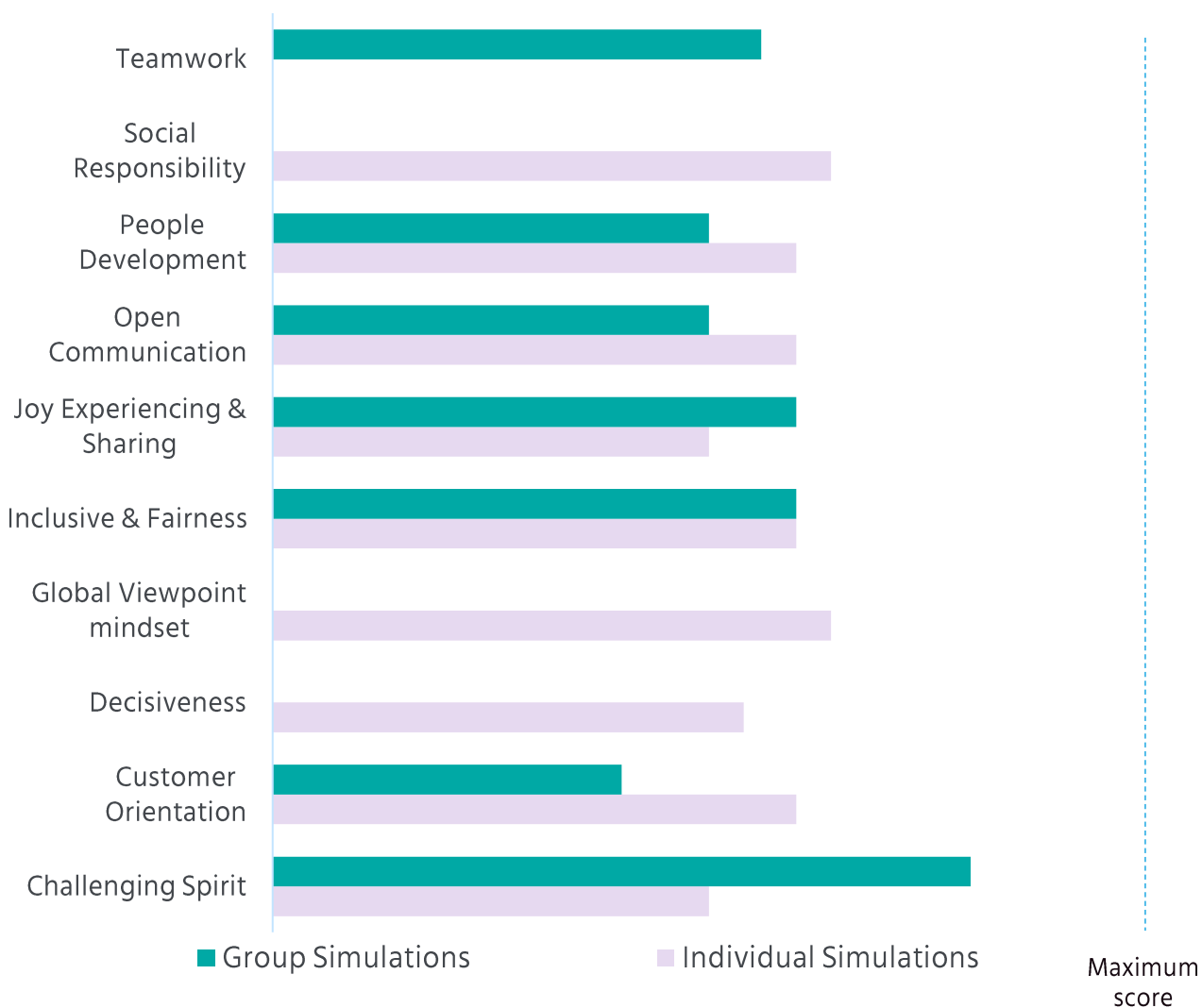
*Role wise scores for each competency has been arrived by averaging participants score who have demonstrated moderate and strong behaviours across the specific competency.

welcome to brighter

B. INDIVIDUAL TALENT PROFILE

OVERALL SUMMARY

Competencies Demonstrated in Individual vs Group Simulations



B. INDIVIDUAL TALENT PROFILE

OVERALL SUMMARY

Kalluru Srimannarayana Sharat Gupta displayed below strengths and areas of development

Area of Strengths	Area of opportunities
<ul style="list-style-type: none"> ▪ You displayed an in-depth understanding of market dynamics and competitive landscape. ▪ Your analysis was comprehensive and data-driven, providing valuable insights for strategic decision-making. ▪ You displayed a positive and participatory approach in group work, actively supporting team goals. ▪ You encouraged dialogue, emphasizing the importance of teamwork. ▪ Your ability to build on others' points created a positive team dynamic. 	<ul style="list-style-type: none"> ▪ Need to Identify and revamp outdated or ineffective customer-facing processes, services, and benchmarks ▪ Need to create innovative customer delight processes that deliver enhanced value and satisfaction. ▪ Need to Evaluate the impact of your solutions, recommendations, and proposals on customer loyalty, trust, delight, relationships, and overall brand and image ▪ Need to Refine your skills in crafting a truly joyful and inspiring work environment, motivating others through your leadership and actions. ▪ Need to Master the art of guiding your team towards a collaborative atmosphere filled with engagement, fun, and shared success. ▪ Need to Develop your ability to encourage and inspire your team members

3.

DETAILED
COMPETENCY - WISE
ANALYSIS

1. COMPETENCY WISE ANALYSIS

Competency	Areas of Strength	Areas of Opportunity
Challenging Spirit	<ul style="list-style-type: none"> You displayed an in-depth understanding of market dynamics and competitive landscape. Your analysis was comprehensive and data-driven, providing valuable insights for strategic decision-making. 	<ul style="list-style-type: none"> Need to Cultivate the ability to develop unconventional, innovative, and disruptive solutions that go beyond readily available options by exploring novel strategies that challenge existing paradigms within the case scenario.
Inclusivity & Fairness	<ul style="list-style-type: none"> You worked effectively with others to reach a consensus for each question. You helped build trust and rapport within the group 	<ul style="list-style-type: none"> Need to Sharpen your facilitation skills, confidently guiding your team towards shared goals across various group settings.
Customer Orientation	<ul style="list-style-type: none"> Your understanding of market trends and consumer behavior was limited. Your recommendations were not entirely customer-focused 	<ul style="list-style-type: none"> Need to Identify and revamp outdated or ineffective customer-facing processes, services, and benchmarks Need to create innovative customer delight processes that deliver enhanced value and satisfaction.
Joy Experiencing & Sharing	<ul style="list-style-type: none"> You were able to support and encourage group members sporadically. However, this support was not consistent throughout the discussions 	<ul style="list-style-type: none"> Need to Refine your skills in crafting a truly joyful and inspiring work environment, motivating others through your leadership and actions.
Teamwork	<ul style="list-style-type: none"> You displayed a positive and participatory approach in group work, actively supporting team goals. You encouraged dialogue, emphasizing the importance of teamwork. Your ability to build on others' points created a positive team dynamic. 	<ul style="list-style-type: none"> Need to Offer actionable feedback to help team members grow and improve their performance.

2. COMPETENCY WISE ANALYSIS

Competency	Areas of Strength	Areas of Opportunity
Open Communication	<ul style="list-style-type: none"> You displayed open communication skills time to time. You actively listened to others. You also summarized discussions occasionally 	<ul style="list-style-type: none"> Need to Refine your skill in asking insightful questions to actively elicit suggestions and ideas from your team. Need to Practice effectively summarizing and synthesizing key points, ensuring everyone is aligned and building upon shared ideas.
Social Responsibility	<ul style="list-style-type: none"> You clearly outlined social responsibility initiatives and their positive impact. Sustainability solutions are a regular part of your conversations. Commitment to reducing environmental impact was evident in your solutions. 	<ul style="list-style-type: none"> Need to Proactively engage yourself and your team in Honda's CSR initiatives on social issues.
Global Mindset Viewpoint	<ul style="list-style-type: none"> Showed potential for developing a stronger global mindset. Demonstrated a fair understanding of global market trends Can outline plans that are scalable to cater to a global market with some detailed execution strategies 	<ul style="list-style-type: none"> Need to Prioritize learning and implementing global best practices. To Aim to establish benchmarks and international standards for every process and method in your area of operations.
Decisiveness	<ul style="list-style-type: none"> You effectively identified a range of issues, prioritizing the most relevant ones. Your focus was balanced and impactful but majorly on short term and immediate issues rather addressing the long term also 	<ul style="list-style-type: none"> Need to Explore diverse options, identifying complex, multifaceted issues and solutions within each case, proposing multiple alternatives with solid reasoning and outlining the potential outcomes of each choice.
People Development	<ul style="list-style-type: none"> You demonstrated a good understanding of the candidates' learning needs and identified several areas of opportunity. Your recommendations for training programs were relevant but could have been more specific 	<ul style="list-style-type: none"> Need to Refine your skills in delegation, coaching, mentoring, and empowerment for consistent application with your team.

4.

WAY FORWARD

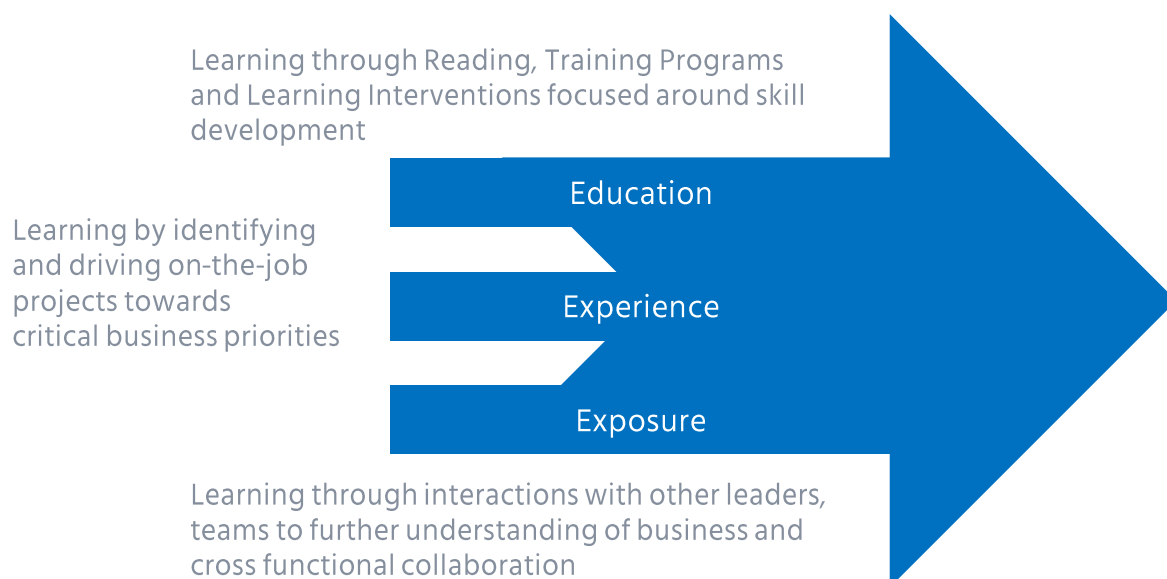
A. PHILOSOPHY AND GUIDELINES

In the next stages of this development initiative, we will help you finalize your developmental needs based on organizational ask and your own career aspirations. The next step therefore involves creating an Individual Development Plan customized to you to bridge the competency gaps.

The key factor that determines whether or not you will develop on certain identified competencies is your own motivation to do so. Hence, as the first step to create your development plan, you should identify your development needs by asking the following illustrative questions:

- ▶ What is it that I want to achieve?
- ▶ Which competencies do I want to develop on a priority to achieve my objectives?
- ▶ What specific methods will I employ? For example if training is required then what training exactly?
- ▶ How will I and others track my progress?
- ▶ What resources do I require to make this development happen?

Your development interventions can fall into any or all of the following categories:



B. INDIVIDUAL DEVELOPMENT PLAN

Developmental Interventions			
Focused Learning Area	Education Learning/ Training Learning through knowledge building interventions	Experience: Projects Learning through application of skills/knowledge on the job	Exposure: Coaching/ Shadowing Learning through reflection, discussions & exposure to other experienced leaders
Customer Orientation	<ul style="list-style-type: none"> Attending industry conferences focused on customer experience Customer journey mapping workshops, customer segmentation training, customer-centric design thinking courses Reading books like "Customer Journey Inc." by Philip Kotler and Walter Wurster, "Understanding Customer Value" by Peter Doyle etc. 	<ul style="list-style-type: none"> Lead customer satisfaction improvement projects Implement customer feedback mechanisms for internal & external customer Conduct customer needs assessments - Conduct in-depth stakeholder interviews - conduct customer satisfaction surveys - deliver customer-focused training 	<ul style="list-style-type: none"> Participate in customer orientation workshops - Join customer-centric leadership development programs - Participate in customer-centric case study discussions - Participate in stakeholder mapping exercises Participate in stakeholder management simulations Join stakeholder relationship management communities
Joy Experiencing & Sharing	<ul style="list-style-type: none"> Participate in programs focused on positive psychology, emotional intelligence, and organizational culture Learn best practices for celebrating achievements for both individual and team Attend workshops on effective recognition practices - on Celebration and Recognition - on building relationships 	<ul style="list-style-type: none"> Assign a mentor or coach to provide guidance and support in developing a positive leadership style at your next in line level. Select a social-cause that is very close to your heart - Volunteer a few hours a week with a community project or a social cause. Identify what you at your own levels can do 	<ul style="list-style-type: none"> Shadowing and Observe leaders who excel in creating positive work environments and who effectively use humor to create a positive atmosphere - Shadow a leader known for celebrating successes Initiative informal 360-Degree Feedback within your team

Based on the identified development needs you should make a draft development plan according to the template provided. After this creation of the draft IDP, we recommend a discussion with your Reporting Manager to chart out a more comprehensive 6 to 9 month journey which will be facilitated by the HR and an external assessor.

Please remember that while developing a competency is a partnership between you, your manager and the HR team, the primary responsibility for development, however, rests with you.

Wish you great success as you embark on your journey towards excellence!!

welcome to brighter

welcome to

brighter