###### **Annexure**

###### 1. How long have you known the applicant and in what connection? Please comment on the frequency and context of your interaction?

Xyz has been working with me extensively on transaction advisory assignments and practice development since April 2001.

1. *If applicable, briefly describe the applicant’s role in your organization.*

As a Consultant in the Transaction Advisory Services practice (‘TAS’), Xyz is the key member of a team responsible for structuring and implementing transactions for clients across industries, which include mergers, acquisitions, divestitures, due diligence, restructuring, etc. He leads a team comprising Analysts and is responsible for executing the assignments. He interacts with clients on a regular basis both independently and along with me.

Xyz also assists me in practice development by identifying business opportunities, developing standard marketing material and making presentations to prospective clients. In addition, he has taken upon himself the responsibility for developing the TAS team.

1. *What do you consider the applicant’s talents or strengths?*

Xyz is one of those few people who have an uncanny knack of being able to break down complex issues into a composite set of smaller simpler problems. This ability of his to see through problems, combined with his calm demeanor, make him a great asset in the high pressure situations that we as a team frequently encounter in the deal making process.

Xyz possesses strong analytical skills, which he combines with common sense to arrive at practicable solutions. He has the ability to extend his expert knowledge of tax and regulatory laws and financial tools to the commercial aspects, which is very important in transaction advisory work and is greatly valued by clients.

Xyz has the ability to grasp things quickly. This gives me immense confidence that when I delegate work to him even on the phone or mail, I know that he would examine all aspects, understand the important points and produce a quality work product that would exceed client expectations.

In the time that Xyz has worked with me, he has demonstrated the above skills on numerous occasions. One of which stands out in my mind:

Recently, we were working with a client that wanted to combine two businesses in India pursuant to a global consolidation. Timing and minimal transaction costs were the main driving force. We had more or less finalized on a structure that I had come up during the meeting and had to send the preliminary comments by next morning. I briefed Xyz of our discussion and in the night, we brain stormed through the structures. By the time we finished, thanks to Xyz’s thought process and insights, the option that appeared most favourable was the one with higher risk and cost. When we built on the other structures, we found that they would be more effective in achieving the objectives. The Client greatly appreciated our analysis and the quick turn around.

Xyz’s biggest strength is his team building skills. He inspires great trust and confidence in people. He has been very effective in developing his team professionally and his pleasing personality and caring attitude add a personal touch to his interaction. He greatly believes in a collaborative approach and encourages his peers to take on career development opportunities and assists them in a self less manner. He is able to network effectively with professionals from other divisions despite the diverse backgrounds and is respected within the organization. He works well in cross- functional teams involving lawyers, investment bankers, accountants, legal counsels, which is a regular feature of our work. He has a client service attitude and is liked and respected by his clients.

Xyz is committed to career development. He introspects on his actions and situations to continuously find areas of improvement and accepts constructive criticism very positively.

1. *What do you consider the applicant’s weaknesses or developmental needs?*

Xyz is a very focused and goal oriented individual and strives on challenges. However, at times, in his drive and zest for results, he tends to take up more responsibility. As a result, he also gets involved in non - critical areas and his proactive/ creative thinking gets hampered due to time constraints. This prevents him from realizing his full potential as a professional.

1. *In what developmental areas has the applicant changed most over time?*

Xyz has developed his thinking so as to be more broad- based and keeping the client’s business objectives in perspective. He has been able to combine his tax, regulatory and financial knowledge with the commercial and business aspects. Thus his advice is more holistic and relevant from a client’s point of view and adds value to their business. The client’s now perceive him as more of a business advisor.

1. *What impact has this person had on the organization in which he works?*

Xyz is part of the TAS practice that has been set up recently along with myself and two other members. He is a key component of the practice, which is of significant strategic importance to the firm and would have a lasting impact on the firm’s future. He is working with me in building the practice, positioning it in the market and developing the team.

Clients are of paramount importance in our practice. Xyz has worked on his client relationships and with his commitment and understanding of client service, has developed an excellent rapport with them. This has helped us in building our business and identifying opportunities for a greater role in the client’s business.

1. *What will this individual be doing in 10 years? Why?*

Xyz would be an expert in TAS and heading a team of competent professionals. He would be known in the market as an expert who inspires a lot of confidence in clients, the Organization, peers and subordinates. This would be mainly due to his logical thinking, deal making capability and leadership skills.

*9. The Harvard Business School is committed to developing outstanding leaders who can inspire trust and confidence in others. Please comment on the applicant’s behavior (eg respect for others, honesty, integrity, accountability for personal behavior) within your organization and in the community.*

At the time when Andersen was in a crisis and subsequently when we were integrating with Ernst & Young in India, Xyz was a great inspiration for all us. It was a very uncertain period and at times even I felt my motivation lacking. In this time, Xyz remained very focused and patient and stood by his people and clients. He was very positive in the transition process and by example inspired us to believe in the organization and have conviction in our values and integrity. Even when some of the team members quit the firm, he introspected and discussed with me how we could do things better to improve the morale, but the situation was beyond our control.

At another time, we were working on a transaction and were faced with a complex legal issue that could break the deal. We did extensive research and even discussed the matter with a Legal Counsel and concluded that there was a high risk. However, the Client pointed out a very minor yet important aspect, which had the potential to resolve the matter. Even though we all had missed this aspect, Xyz took the onus on himself, as he was primarily responsible for the research work.

*10. (Additional comments/ statements)*