

Edelweiss Emerging Leaders Programme 2018



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Date: 30th June 2018

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Note:

The Edelweiss Emerging Leader Competencies set out the attributes and behaviours that define the Edelweiss leaders of tomorrow. The Assessment Centre process that you underwent, was designed to assess these success behaviours. This feedback report is an outcome of the evidence gathered through the assessment process. It aims to provide a fair and objective evaluation of your strengths and development needs in relation to the role of a Manager as per the 'Edelweiss Emerging Leader (EL) Competencies'. This report is based only on the data gathered through the simulation assessment and you should use it for your development planning.

These assessment results will be used at Edelweiss in conjunction with other inputs such as performance data, as well as inputs from any other existing processes. Therefore, they do not constitute an 'exclusive recommendation' to hire, to relocate, to reject, or to make other decisions. The information contained here is valid for about two years, depending upon developmental efforts made.

Using this Report

This section offers pointers that can be used as guidance prior to interpreting the report or taking any action with regard to the findings.

The subsequent pages of this report provide feedback on the relevant Edelweiss EL Competencies basis your responses to the "demonstrated behaviours" as observed during the course of the Assessment Centre.

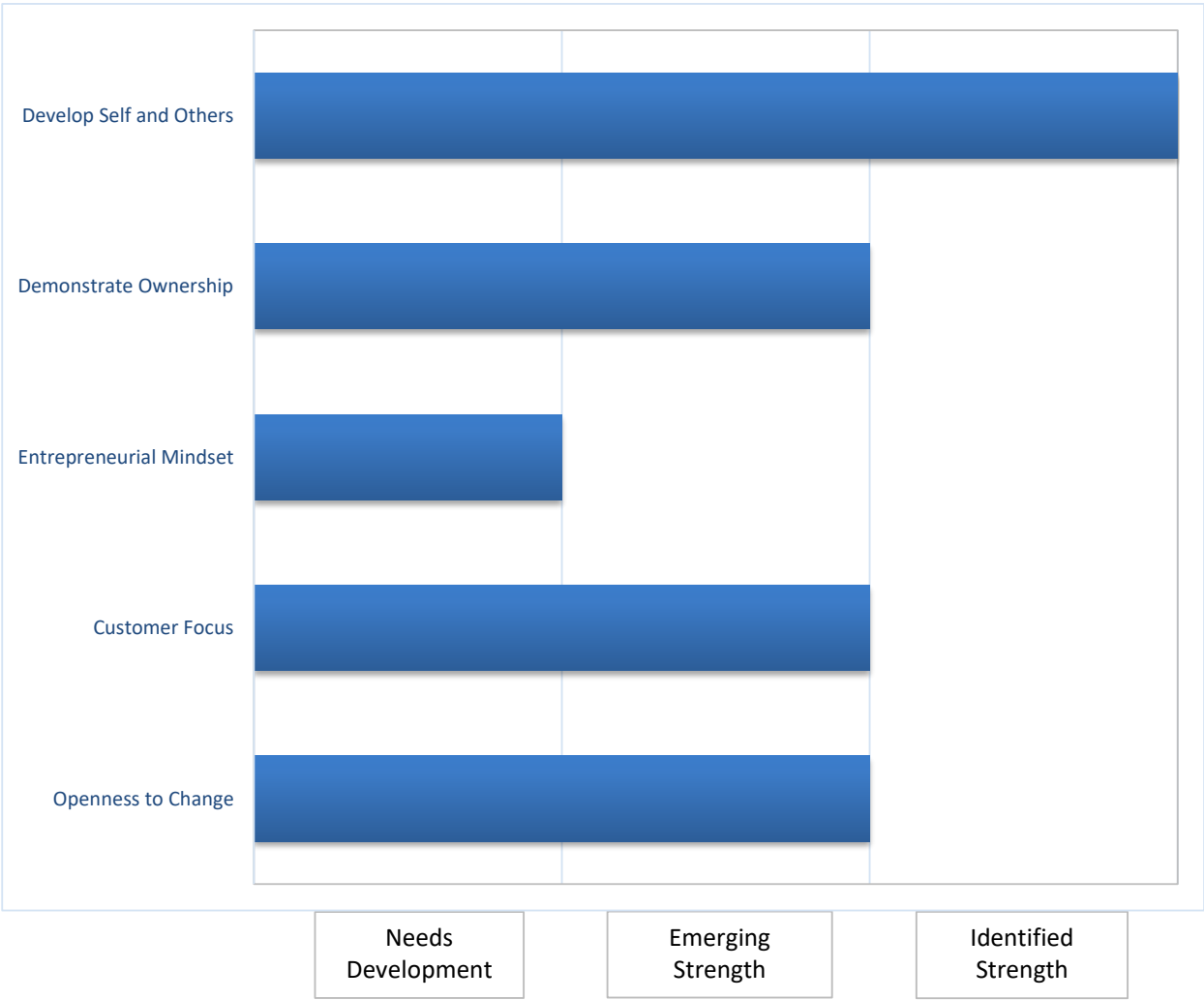
The **rating scale** used to provide feedback is elaborated below:

Needs Development	Emerging Strength	Identified Strength
Evidence of limitation in this competency; limited display of positive behaviours, if any.	Balanced evidence; some positive and some negative behaviours demonstrated.	Evidence of strength in this competency; infrequent display of negative behaviours, if any.

- >> It is likely that an individual demonstrates a behaviour as strength through one exercise and as a development area through another. The ratings presented here are composite and take into account all the exercises.
- >> Also, while looking at the demonstrated behaviours, it is likely that an individual gets an "Identified Strength" rating on a competency, but actually needs to develop further on it. This will be the case if there are specific components of the competency that are not as strong as the others.
- >> Also, a rating of "Needs Development" does not automatically imply that there is no demonstration of the competency. It is likely that the competency is demonstrated through some behaviours but needs development on several others.
- >> Those listed as Identified Strength should be leveraged at work, as these form your natural strengths.

Your Competency Profile

The below graph provides a summary feedback on the relevant Edelweiss EL competencies basis your responses during the simulation exercises.



Behaviour wise Feedback

The subsequent pages provide behaviour wise feedback on each competency. The following feedback is **based on the demonstrated behaviours** observed during the simulation exercises.

Develop Self and Others			
Feedback on desired behaviours	ND	ES	IS
Is curious and keen to explore new areas			●
Engages in self reflection and solicits feedback from others for overall development			●
Identifies individual challenges and seeks opportunities to grow		●	
Shows interest and pursues appropriate learning activities that fulfill self-development/learning needs			●
Participates in sharing knowledge and experiences for everyone's benefit			●

Demonstrates Ownership			
Feedback on desired behaviours	ND	ES	IS
Proactively seeks and accepts greater responsibility		●	
Plans, multitasks and delivers on multiple priorities		●	
Sets and maintains high standards of delivery for self and others		●	
Takes ownership for own actions, decisions and outcomes			●

Entrepreneurial Mindset			
Feedback on desired behaviours	ND	ES	IS
Stays abreast of business, industry, and market information that may reveal business opportunities.	●		
Identifies potential business opportunities and takes calculated risks for executing the idea	●		
Is ambitious for growth, hungry for success & driven to work hard for achieving stellar results for self and the organization		●	
Leverages resources to develop and achieve high quality solutions		●	

Legend - ND: Needs Development; ES: Emerging Strength; IS: Identified Strength

Customer Focus			
Feedback on desired behaviours	ND	ES	IS
Understands customer needs to create innovative products/ solutions / services that add value.		●	
Identifies & makes improvements to systems and processes to meet internal or external customer needs		●	
Anticipates future customer needs by monitoring and evaluating customer concerns, issues, and satisfaction levels.		●	
Collaborates to create mutually rewarding long term partnerships with customers		●	

Openness to Change			
Feedback on desired behaviours	ND	ES	IS
Anticipates and adapts work methods to changing technology and environments.		●	
Embraces organizational change and helps others in the team deal with it positively.		●	
Shows openness to assimilate different perspectives into own working		●	
Is continuously on the look-out for innovative ideas and solutions		●	
Does not get bogged down by challenges and is able to adapt to overcome them		●	

Legend - ND: Needs Development; ES: Emerging Strength; IS: Identified Strength

Development Guidelines

This section provides indicative developmental guidelines on each of the competencies, for you to be able to develop further in that specific area.

Based on the feedback presented, you should identify one or two competencies that are 'Areas of Growth' for you, and specifically, the behaviours to be developed. At Edelweiss, we follow the '3E approach' to learning. Experience refers to learning derived from doing something on the job. Exposure is about observing and internalizing from peers, mentors or coaches. Education offers formal learning using classroom methods, technology or a blended approach.

This section has been designed to help you plan your own development. It contains suggested activities in the Experience, Exposure and Education categories that will help you in developing these five Edelweiss EL competencies. It is not intended to be an exhaustive list, rather, a starting point for your own individual learning. Use it as a resource to aid your self-development and not as a list of activities that must be accomplished as a task.

Develop Self and Others

Experience: *On-the-job experiences, working on tasks and problems related to the behaviour.*

- Identify three things each quarter that were done better by you than earlier. Seek feedback if your manager thinks so as well.
- Proactively and regularly share your knowledge and experience with your team members to help them develop.
- Actively demonstrate positive interest and enthusiasm when asked to do something different or particularly difficult.
- Identify one target skill to acquire in the next few weeks. Create a plan for how will you go about achieving it.

Exposure: *Feedback and observation while working on the behaviour with someone.*

- Walk up to a high performing colleague and request to see their goal sheet and understand their method of setting goals and breaking down into tasks and activities.
- Make a 'Learnings Log' from your failures/ mistakes and discuss this with your Manager. Identify the factors that led to the failure, plan and implement learnings from them.
- Teach a new comer to the organization or a junior team member about a process you are thoroughly aware of.
- Ask for advice from a colleague who gives feedback very effectively. Identify top three or four areas to work on.

Education: Recommended readings for you.

- The 7 Habits Of Highly Effective People By Stephen Covey - Animated Book Review (<https://www.youtube.com/watch?v=Ktltxc4qg8g>)
- Personal SWOT (<http://www.businessnewsdaily.com/5543-personal-swot-analysis.html>)
- How to Get Feedback When You're the Boss: <https://hbr.org/2012/05/how-to-get-feedback-when-youre>
- Time Management Strategies To End Procrastination (<https://www.youtube.com/watch?v=SHiSe6-mOiY>)

Demonstrate Ownership

Experience: *On-the-job experiences, working on tasks and problems related to the behaviour.*

- Demonstrate positive interest and enthusiasm when asked to do something different or particularly difficult. Set yourself a target to achieve every month. Keep a record of the difficulties which you encounter on a day-to-day basis and how you aim to or did deal with them. Review your progress at the end of each month.
- Play an active role in activities that are organised beyond the immediate work, without letting them hamper your responsibilities.
- Try to look for opportunities rather than avoiding threats. When you do encounter difficulties, focus on the possible benefits of overcoming them.
- Watch yourself – what's your first reaction when you're caught off guard. Do you blame others? If so, STOP.
- Take full ownership and responsibility for your team/ function, admit to problems even before they have emerged.

Exposure: *Feedback and observation while working on the behaviour with someone.*

- List situations where you feel you did not achieve goals due to the setbacks you encountered. Discuss with a mentor how you handled them and what you could have done differently to meet your objectives.
- Get feedback from your colleagues about how well you have coped with disappointments and persevered to achieve goals in the past.
- Discuss with your manager that you are looking for increased responsibility, development and challenge. Ask him/her for inputs on how you can do so.
- Ask a trusted friend how you can set higher standards of performance for yourself.

Education: Recommended readings for you.

- Triple Your Personal Productivity (<http://www.stevepavlina.com/blog/2005/03/triple-your-personal-productivity/>)
- Time Management Strategies To End Procrastination (<https://www.youtube.com/watch?v=SHiSe6-mOiY>)
- 6 Ways To Becoming More Personally Accountable: <https://www.linkedin.com/pulse/6-ways-becoming-more-personally-accountable-joshua-miller>
- Personal Accountability: <https://www.youtube.com/watch?v=UF0EoMW0J78>

Entrepreneurial Mindset

Experience: *On-the-job experiences, working on tasks and problems related to the behaviour.*

- Analyse your industry to better understand market forces, the customer segments and their needs and preferences. Identify how you can leverage business opportunities and also how you can deal with potential threats.
- Setup Google Alerts on topics that concern Edelweiss or the industry that your assigned business unit caters to, and monitor for any new developments.
- Share the goals of your process with the people you need to support you. Try and get their inputs for effective process management.
- Create your own controls mechanisms (checklists / process flow documents, peer review mechanisms) to ensure the process is followed and any deviations from the process are highlighted.

Exposure: *Feedback and observation while working on the behaviour with someone.*

- Make a presentation to your manager on prevailing global trends in your area and your recommendations on what can be locally adapted.
- Identify someone who you think is good at making decisions. Discuss the ways in which decisions are arrived at. How s/he does cost-benefit analysis? How does s/he take decisions in ambiguous situations? Make notes of what you would like to try for yourself.
- Conduct a SWOT analysis for Edelweiss. Create a plan for your business unit/ function clearly highlighting how you could effectively leverage various business opportunities. Present it to your manager.
- Identify the circumstances under which your team(s) did not achieve goals in the past – list the causes and make process changes to ensure no recurrence.

Education: Recommended readings for you.

- Hendrie Weisinger, J.P. Pawliw-Fry : Performing Under Pressure: The Science of Doing Your Best When It Matters Most.
- Applied Strategic Planning: How to Develop a Plan that Really Works by Leonard Goodstein, Timothy Nolan, J. William Pfeiffer (1993). McGraw-Hill.
- Futuring: The Exploration of the Future by Edward Cornish (2005). World Future Society.
- Getting things done: The Art of Stress Free Productivity by David Allen (2002). Penguin USA.

Customer Focus

Experience: *On-the-job experiences, working on tasks and problems related to the behaviour.*

- Start to collect and keep information on your customers - press cuttings, market research, sales figures, company information and annual reports etc. The better you know your customers' business, the better the service you can provide to them.
- Arrange meetings with your customers purely to get to know their needs better. Do not feel that every time you meet a customer, you must sell them something. Gather all the information from these discussions and present internally to improve understanding of customer needs and the gaps that exist in fulfilling them.
- Make a list of customer escalations in the recent past. Identify how you could have dealt with the situation better. Also, did you follow up after the issue was fixed? It is important to ensure the issue stays fixed and that your customers were satisfied with the service. Sending an email, or even a feedback survey is an excellent way to let the customer know you're still on their side.
- Admit your mistakes, even if you discover them before your customers do. This builds trust and restores confidence. It also allows you to control the situation, re-focus the customer's attention and resolve the issue.

Exposure: *Feedback and observation while working on the behaviour with someone.*

- Identify a significant senior or peer, who is considered to be high on service orientation and shadow this person for a period of time. Make a list of actions for you to take.
- Request a trusted colleague to help you practice your active listening skills. Ask the person to give you an honest feedback.
- Talk to your customers about their experiences with you and the people in your team and what would they have liked done differently.
- Discuss with your team-mates the reasons for recent customer issues. Figure out what can be done in the future to avoid such situations.

Education: Recommended readings for you.

- Build your active listening skills with reflective statements: <https://www.youtube.com/watch?v=5L8vNQJDIP8>
- Advanced Sales Technique - Exploratory Questions: <https://www.youtube.com/watch?v=ZmRJx17CXaU>
- A Real Example of How to Handle an Angry Customer Service Complaint on Social Media: <https://www.groovehq.com/support/how-to-handle-angry-customer-service-complaint-on-twitter>
- Dealing With Unhappy Customers : <https://www.mindtools.com/pages/article/unhappy-customers.htm>

Openness to Change

Experience: *On-the-job experiences, working on tasks and problems related to the behaviour.*

- Practice "brainstorming" - individually and collectively as a group. While in a group, encourage team members to contribute their ideas without getting influenced by others.
- Take a target for yourself for implementing new ideas each quarter. Create a process for idea generation amongst your peer group (or your team) and identify and implement those likely to have maximum impact.
- Identify what you can do to make yourself and your colleagues perform better. Agree on these actions with your Manager, before carrying them out.
- Think through all the changes that you would anticipate at work over the next six months. List all the things you can do now for you and your team to adapt and prepare for these changes.

Exposure: *Feedback and observation while working on the behaviour with someone.*

- List out the various internal stakeholders you interact with. Identify what may be the ways each of them can be supported better. Discuss these with your manager and ask for his/her views.
- Think through all the changes that you could anticipate at work over the next six months and its impact on your role and/or function. Discuss these with your manager.
- Pick a colleague you feel comfortable with and make yourselves accountable to each other. Encourage him /her to keep trying new things, whether it's trying a new place for lunch, pitching an idea in an unorthodox manner, sharing articles that inspire, or just doing some brainstorming. It's better—and easier—together.
- Identify which particular aspect of change is most difficult for you and discuss this with a significant senior.

Education: Recommended readings for you.

- De Bono, Edward (1999). Six Thinking Hats. Back Bay Books.
- HBR's 10 Must Reads on Innovation (with featured article "The Discipline of Innovation," by Peter F. Drucker), 2013. Harvard Business Review Press.
- Risk & other four-letter words by Walter B Wriston (1986). Harper & Row.
- Managing Change and Transition: 7 Practical Strategies to Help You Lead during Turbulent Times by Richard Luecke (2003). Harvard Business Review Press.

Next Steps

Once you have read this entire report, please carry out the following steps:

Step 1: Please consolidate key areas of development received from various sources (such as this report or your appraisal feedback) and identify a maximum of three most critical areas of behavioural development. Keep them within the ambit of these five competencies. Gain agreement on these with your supervisor and HR.

Step 2: Using the Guide above, identify the 'Experience, Exposure & Education' related actions that can be undertaken to address these two to three areas of development in the next 6 to 12 months.

Step 3: Please document the above in the Individual Development Plan ('IDP') template shared with you along with this report. Please seek the help of your local Business HR, in case any support/ assistance is required.

---- End of Report ----