

ADANI NORTHSTAR PROGRAM

Abhijit Sahu | 08 Jul 2021



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Introduction

Thank you for participating in this survey. The 360 Leadership Development Survey is a key component of the Adani Northstar - Owner Manager Program developed in collaboration with EMERITUS Institute of Management.

The feedback from the 360 Leadership Development Survey will be very valuable to you, providing insights into both your strengths and possible areas for development. It will provide a foundation for awareness, growth and learning during course of learning journey in the coming year. These insights along with inputs from the 360 Leadership Survey de-brief session will help you prepare your individual Development plan for the upcoming year.

There were 54 multiple choice questions and 4 open ended questions in this version of 360 Leadership Development Survey.

What is the purpose of the 360 Leadership Development Survey Report?

Research shows that leaders with greater awareness of their own behavior and of how they are perceived by others, are more effective in leading and managing people. People who understand how they are viewed by others are seen as better leaders, better colleagues and better performers.

The 360 Leadership Development Survey report provides you with insights into how others perceive you. It highlights your leadership strengths and possible areas of development and you can contrast these perceptions with how you see yourself.

In this report, you will find information on your self-rating as well as other peoples' ratings of you. In addition, you will find information on how other participants have been rated by their respondents on the eight Adani Competencies and Characteristics: Strategic Orientation, Entrepreneurial Mindset, Stakeholder Partnering, Outcome Orientation, Transformation Mindset, Innovation Focus, Team Orientation, Employee Development.

Information in the Report

Within each competency, respondents have rated how frequently you displayed the competency and the attributes that made up the competency e.g. consistently takes ownership of the given responsibility. The behaviors that make up the competencies are generally consistent with expert views on good leadership. Respondents rated these 54 behaviors on a four-point scale of Always, Usually, Sometimes and Never. There was also an additional option of "Not Sure".

The Scale

For all charts, the scale is as follows:

0 = Not Sure 1 = Never 2 = Sometimes 3 = Usually 4 = Always

There are three pages of information for each competency.

The first page is an overview chart, which compares how you rated yourself with how others rated you for the competency overall. A desirable quality is to be rated highly for the competency overall, and to have close agreement in how you see yourself and how others see you.

The second page shows how you rate yourself across a number of behaviors that make up that competency, and how others rate you for each of those component behaviors of the competency. Typically, these charts often identify an area or areas where your perception of yourself varies to that of others' perception of you.

The third page shows the summary of each competency dimension for the ratings that you have provided to yourself versus how all other respondent categories have rated you on them. The fourth page for each competency compares other people's ratings of you with other peoples' ratings of other participants in the program. These charts give you a sense of how your strengths compare to your peers in the program.

It is important to look at the detailed information included in the charts to understand which specific behaviors signal strengths and areas for improvement, and which show the largest gaps between your perceptions of yourself and other people's perceptions of you.

The 360 Leadership Development Survey concludes with qualitative comments.

How to Read and Understand the Report

This report provides summary as well and detailed information on the ratings provided by you and your respondents. The results are presented to help you summarize your areas of strengths and pick up the developmental opportunities.

The objective of the 360 Leadership Development Report is to give you insights into how you see yourself and how that differs from how others perceive you. By understanding how others generally see you, and how that differs from how you see yourself, you can think about the consequences of the impression you make on others and how that fits with your developmental goals. As a leader, you should strive to be aware of how people perceive you, so that you can modify your behavior to achieve the perception you want to achieve.

Everyone's feedback tells a different story. For some people, the overviews provide crucial insights, for some, one or two specific behaviors emerge as the focus. For others still, the qualitative comments highlight important areas for improvement. We recommend moving back and forth between the various sources of information to look for common themes.

It is important to note that this report is not a final verdict on you as a leader. We recommend that you look at this report as the start of a process of learning and development.

Receiving honest and frank feedback may be uncomfortable. Review the guidelines listed below to increase the likelihood that you will have a positive reaction to the feedback received:

- Keep an open mind and don't become defensive.
- Remember that everyone has some strengths and developmental opportunities.
- The feedback is about your behaviours and skills pertaining to the Adani Owner Manager Competencies and related Characteristics only.
- Listen to the feedback and try to understand the other persons' perspective
- Give the feedback serious consideration. Don't reject it immediately.
- Express your thoughts and feelings about the feedback.
- Make sure you understand the feedback and how to use it / leverage it for your development as Owner Manager.

Report Summary

Report Summary - Respondent information

The following table summarizes the number of respondents to your 360 Leadership Development Survey by relationship category

Response Summary

Subject:	Abhijit Sahu
Number of Evaluators Invited:	5
Number of Evaluations Received:	1
Number of Self Evaluations Received:	1
Number of Peer's Evaluations Received:	0
Number of Subordinates's Evaluations Received:	0

Strategic Orientation by Relationship Category for Abhijit Sahu

Strategic Orientation

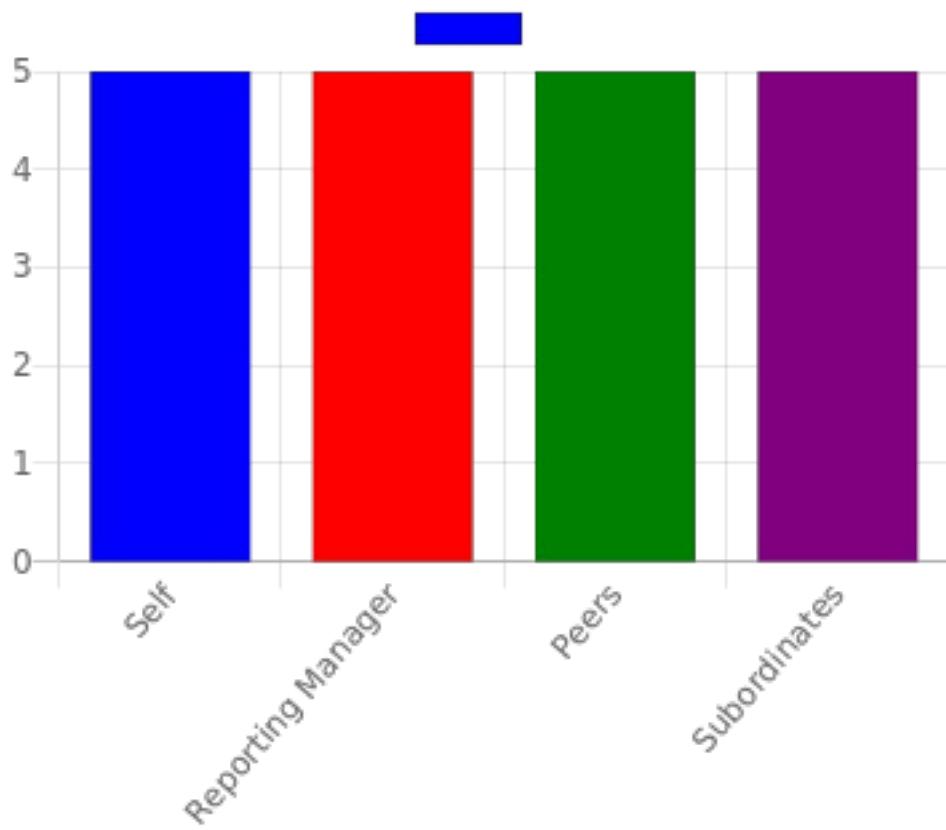
It is the ability to:

- Connect the dots, visualize the big picture, and recognize long term implications of today's actions while making decisions.
- Understand organization dynamics / industry trends / financial data and translates this knowledge to articulate business strategies.
- Integrate the interests of the environment, society and communities in one's actions, decisions and business strategies.

Strategic Orientation - Overview

This chart provides an overview of how you rated yourself and of how others rated you, for Strategic Orientation and its associated characteristics.

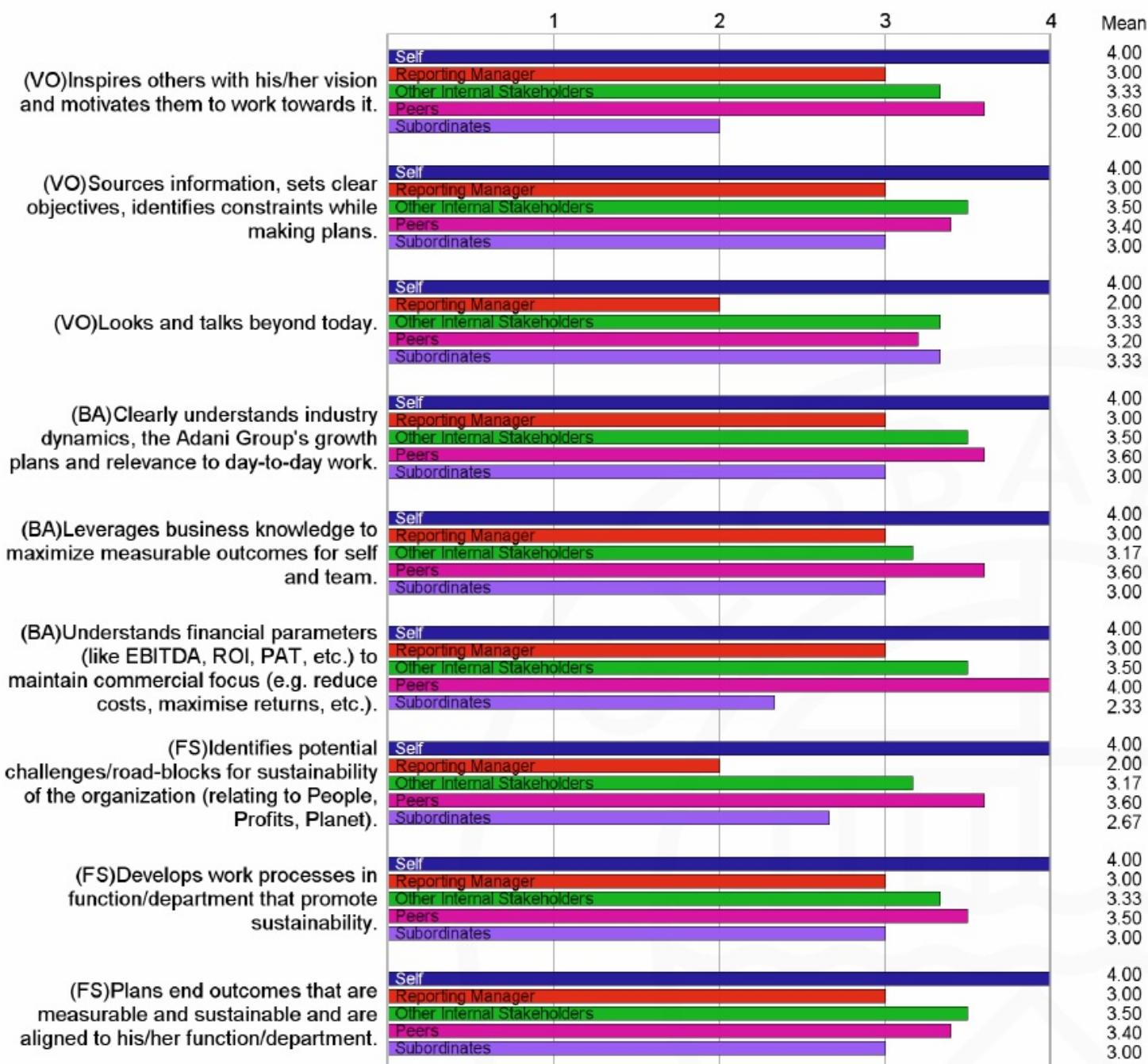
It shows your overall self-rating for this competency compared to others' rating of you, by category of relationship.



Strategic Orientation For Abhijit Sahu

Strategic Orientation - Component Behaviors

This Northstar competency comprises significant behaviors which are captured in the statements below. The charts below show your self-rating as compared to others' rating of you for the various behavioral components of this competency.



Strategic Orientation - Visionary Outlook (VO)

Managing Others:

- Establishes a link between day-to-day actions and decisions and their implications for the team.
- Keeps in mind the explicit as well as implicit constraints / variables to arrive at decisions for self and team.

Managing Manager:

- Ensures alignment between the activities of function/department and the strategic direction of the business.
- Garners relevant information and accounts for all constraints (explicit & implicit) while making decisions for function / department.

Strategic Orientation - Business Acumen (BA)

Managing Others:

- Understands the organizational direction in terms of key businesses, thrust areas, etc, and maintains commercial focus (eg, reduce costs, maximize returns etc.)
- Leverages the knowledge to propose actions that maximize benefits for self and team.

Managing Manager:

- Understands the industry dynamics, organization's growth plans and financial data (eg. ROI, PAT), and their relevance to the activities of function / department.
- Leverages this knowledge to arrive at future priorities for function / department

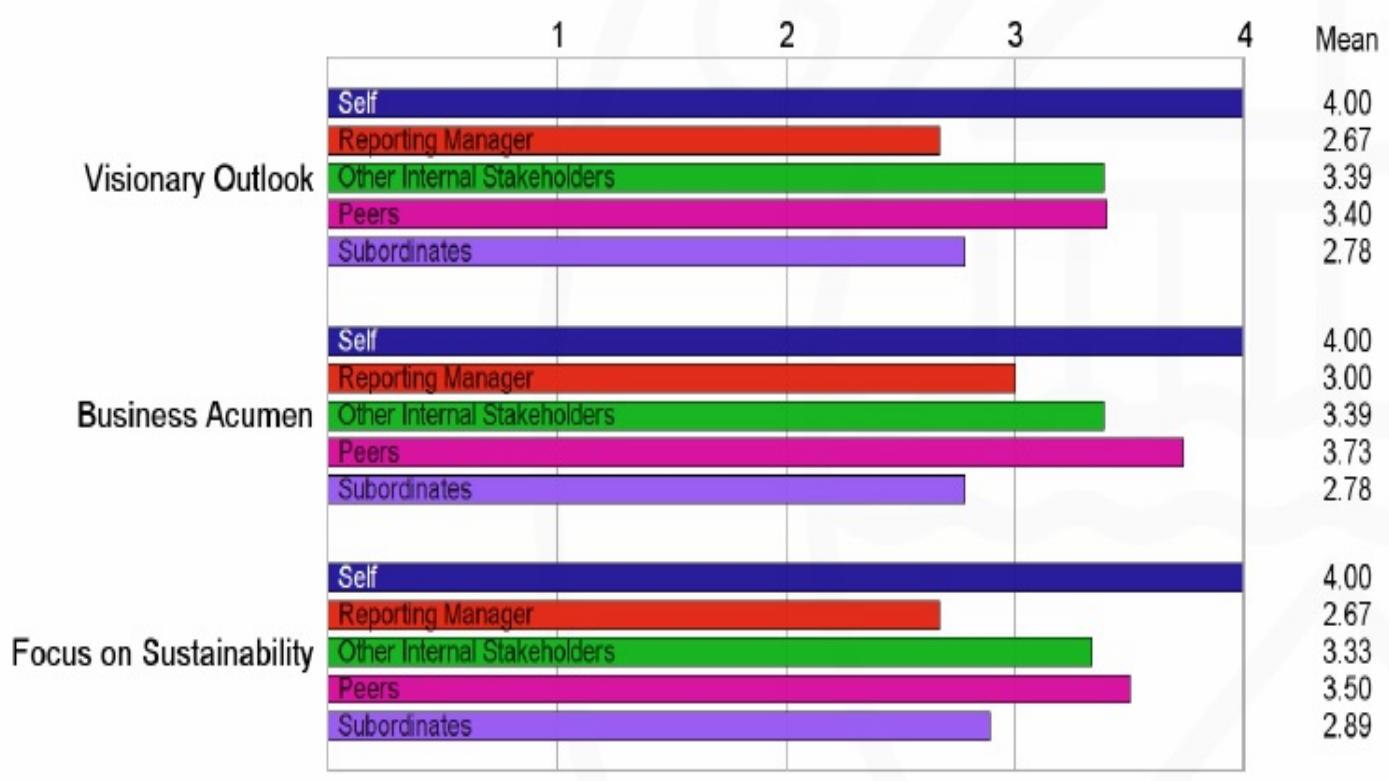
Strategic Orientation - Focus on Sustainability (FS)

Managing Others:

- Encourages team to take actions that realize immediate benefits to the environment, society and the community

Managing Manager:

- Develops action plans and supports sustained efforts at function / department level towards realising benefits to environment, society and community.

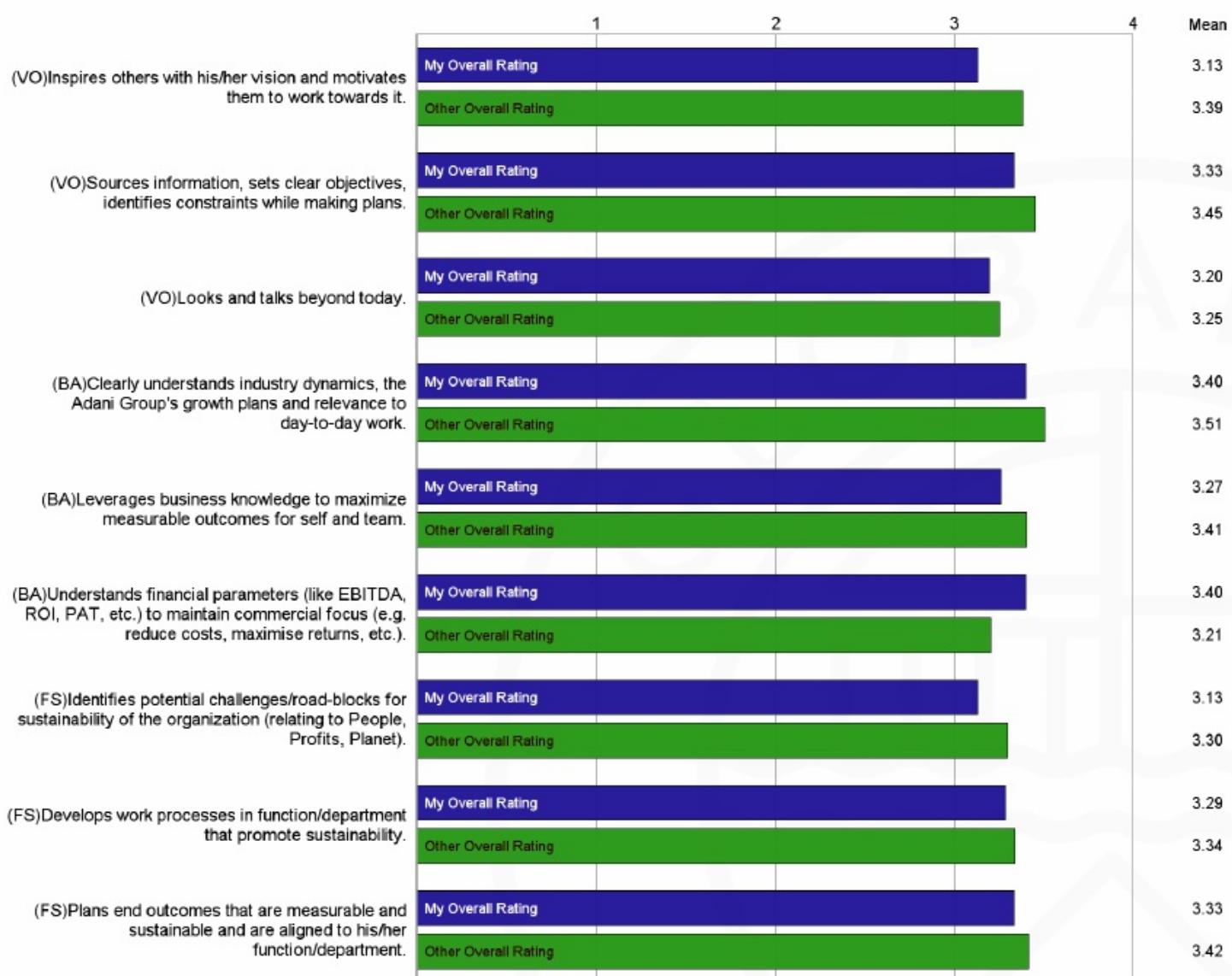
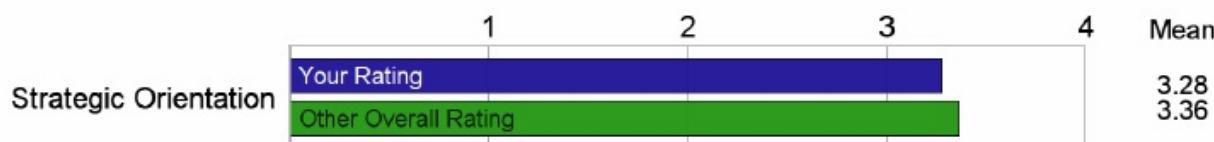


Abhijit Sahu's Strategic Orientation vs Peers Strategic Orientation

Strategic Orientation - Comparison of You and Other Participants

These charts show your Respondents/Evaluators' rating of you compared to Other Participants' Respondents/Evaluators' rating of them.

"Your Rating" shows how your Respondents/Evaluators rated you, and "Other Participants" shows how the Respondents/Evaluators of all the other participants in the program rated them. There is a chart for the overall competency, as well as a chart showing each of the component behaviors of the competency



Entrepreneurial Mind-set by Relationship Category for Abhijit Sahu

Entrepreneurial Mind-set

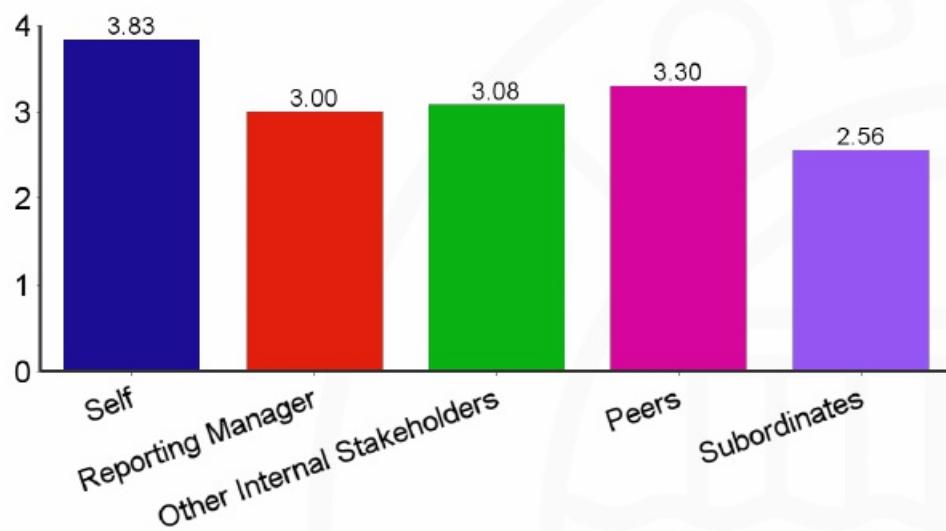
It is the ability to:

- Take initiative to spot medium and short term business opportunities and capitalize on them by taking actions with speed and agility.
- Be comfortable in ambiguous situations, present oneself with conviction and poise, and recover from setbacks with increased energy.

Entrepreneurial Mind-set - Overview

This chart provides an overview of how you rated yourself and of how others rated you, for Entrepreneurial Mind-set and its associated characteristics.

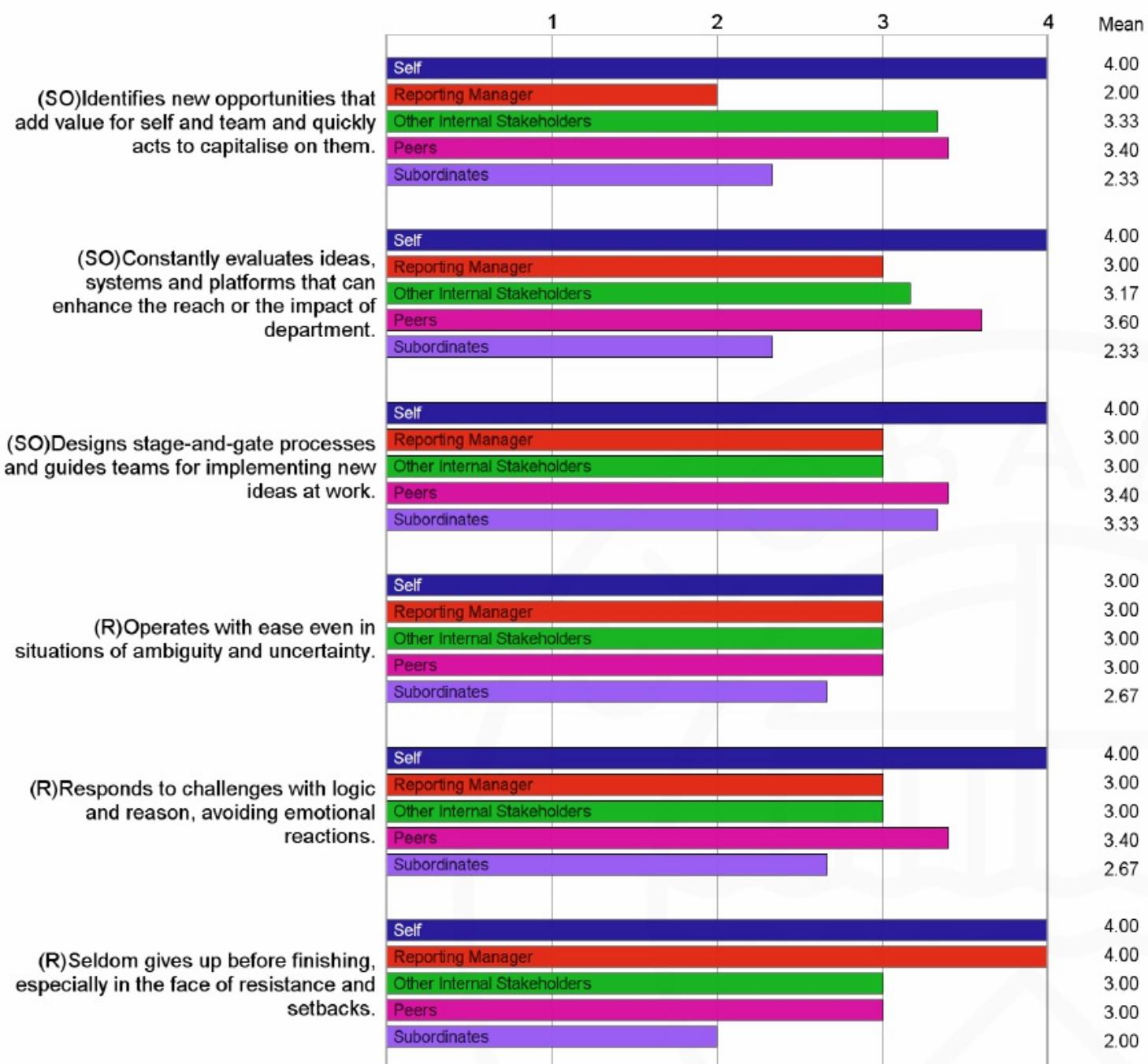
It shows your overall self-rating for this competency compared to others' rating of you, by category of relationship.



Entrepreneurial Mind-set For Abhijit Sahu

Entrepreneurial Mind-set - Component Behaviors

This Northstar competency comprises significant behaviors which are captured in the statements below. The charts below show your self-rating as compared to others' rating of you for the various behavioral components of this competency.



Entrepreneurial Mind-set - Seizing Opportunity (SO)

Managing Others:

- Takes initiative to spot short term (0-2 years) ideas / projects which add value for self and team.
- Responds quickly to new opportunities and takes rapid actions to capitalize on them.

Managing Manager:

- Identifies and evaluates opportunities from a medium term (2-5 years) which maximize benefits for one's function / department.
- Encourages peers and subordinates to undertake an agile approach to make the most of new growth prospects.

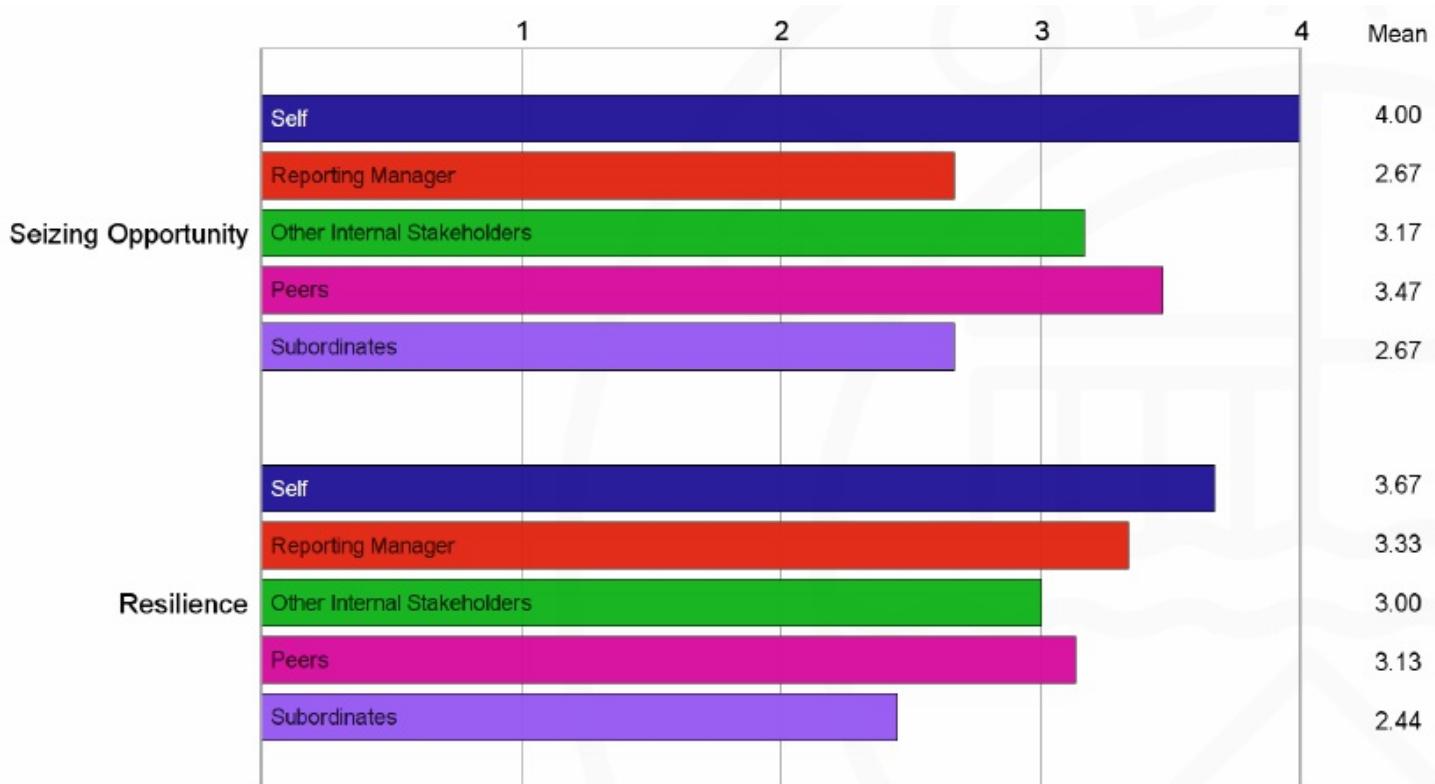
Entrepreneurial Mind-set - Resilience (R)

Managing Others:

- Possess the ability to calm self and others in tense situations.
- Stays poised while managing multiple tasks and encourages team members to look at setbacks as a way to improve

Managing Manager:

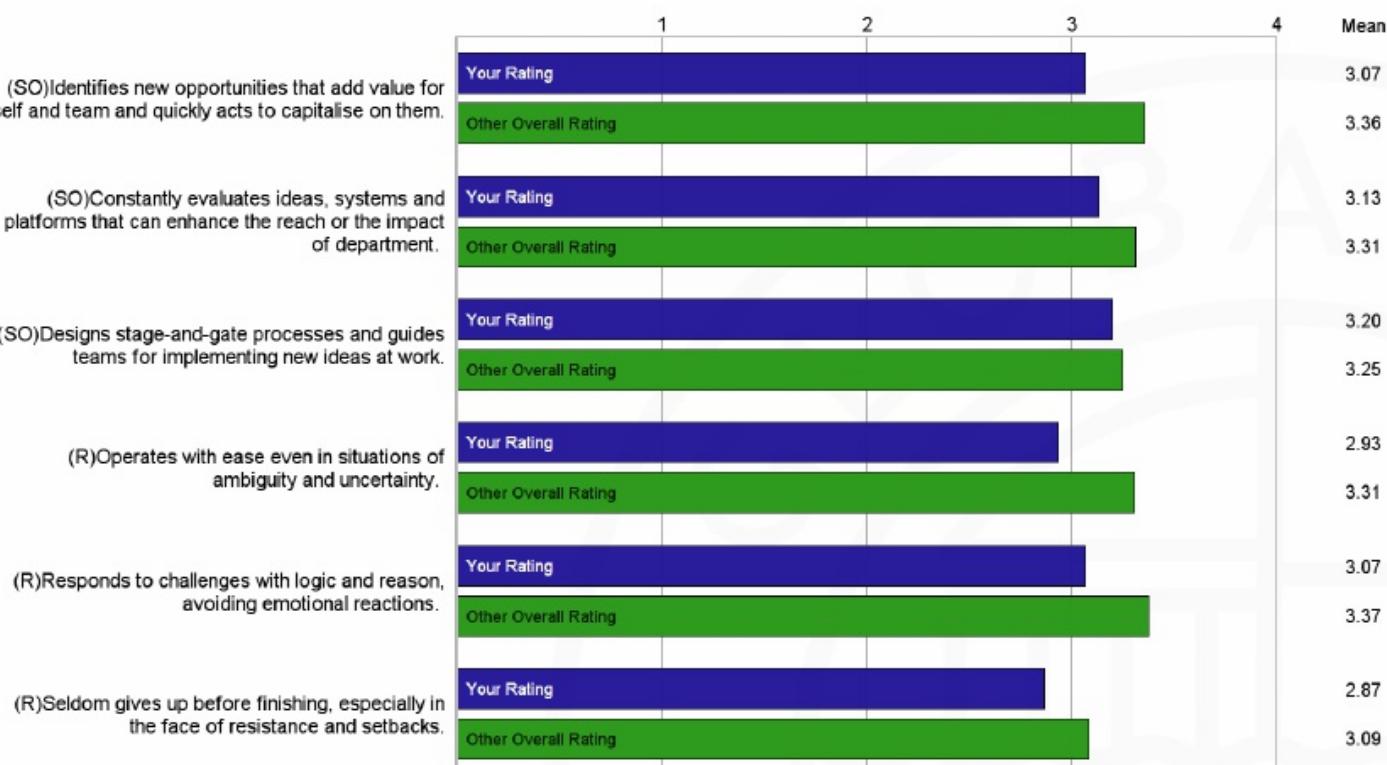
- Maintains a calm disposition even under crisis situations and communicates without conveying impatience or annoyance.
- Guides peers and subordinates on handling stress and dealing with failures without impacting performance.



Abhijit Sahu's Entrepreneurial Mind-set vs Peers Entrepreneurial Mind-set

Entrepreneurial Mind-set - Comparison of You and Other Participants

These charts show your Respondents/Evaluators' rating of you compared to Other Participants' Respondents/Evaluators' rating of them. "Your Rating" shows how your Respondents/Evaluators rated you, and "Other Participants" shows how the Respondents/Evaluators of all the other participants in the program rated them. There is a chart for the overall competency, as well as a chart showing each of the component behaviors of the competency.



Stakeholder Partnering by Relationship Category for Abhijit Sahu

Stakeholder Partnering

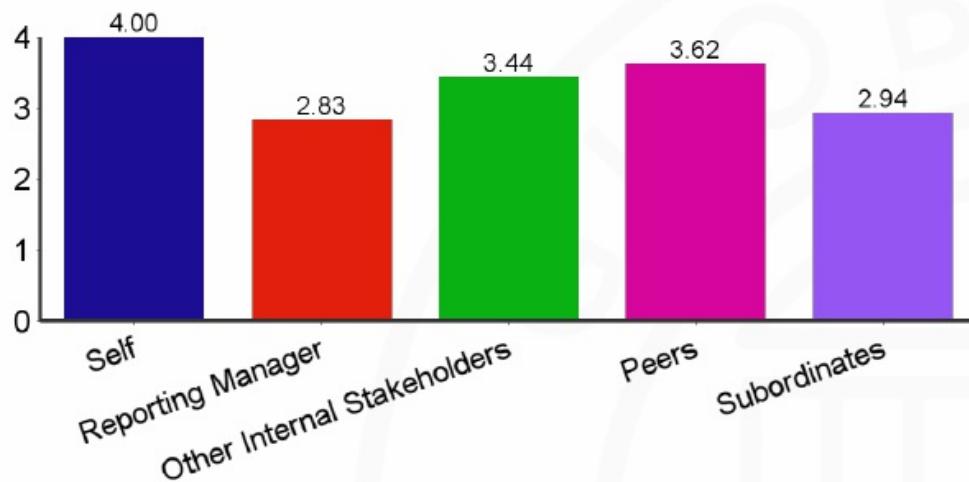
It is the ability to:

- Cultivate and leverage formal and informal networks and enduring relationships with stakeholders through respect, trust and empathy.
- Build strong relationships with existing and potential customers , discover customer needs, take ownership for customer issues and strive to deliver superior customer experience by taking continuous feedback.

Stakeholder Partnering - Overview

This chart provides an overview of how you rated yourself and of how others rated you, for Stakeholder Partnering and its associated characteristics.

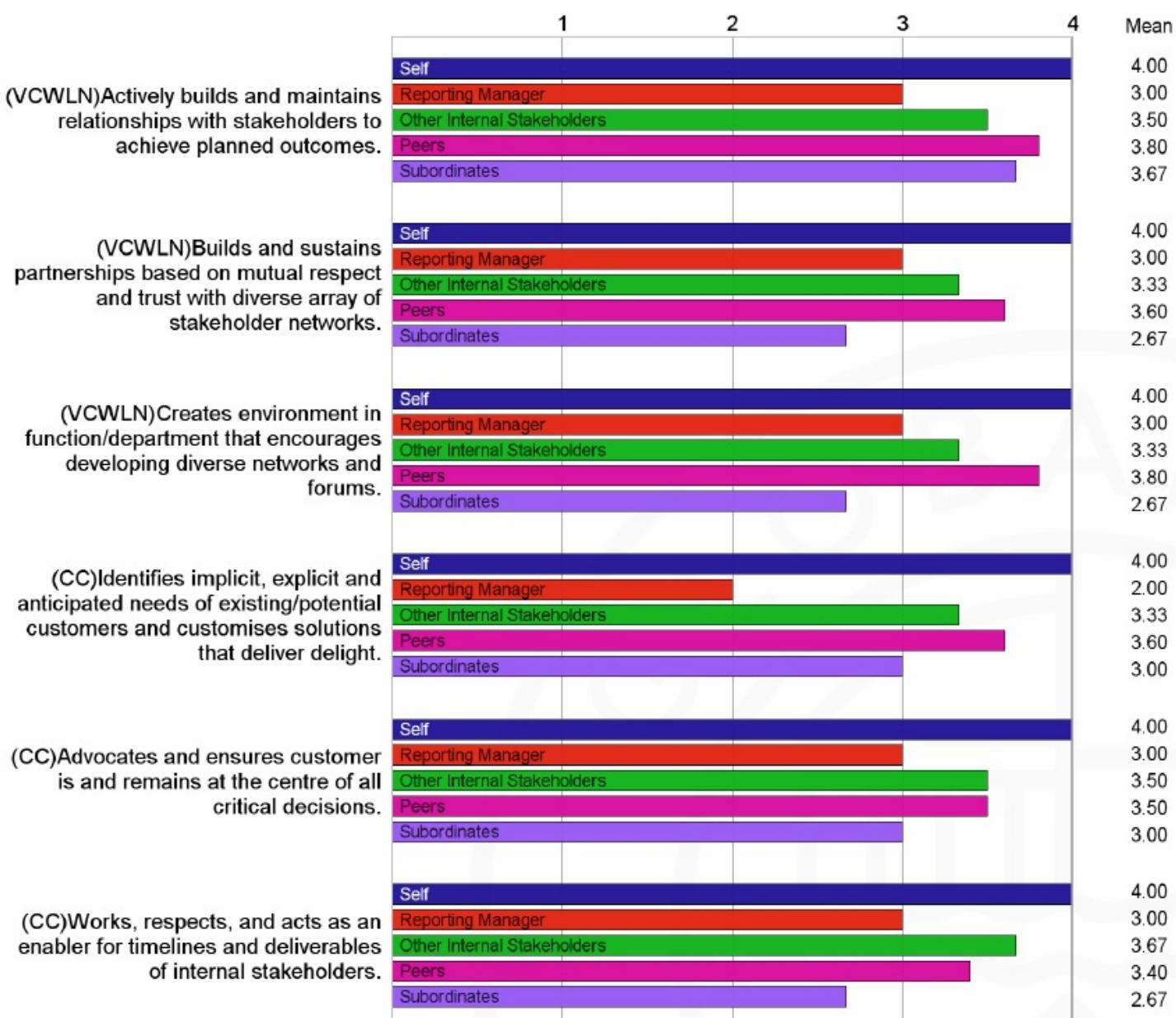
It shows your overall self-rating for this competency compared to others' rating of you, by category of relationship.



Stakeholder Partnering For Abhijit Sahu

Stakeholder Partnering - Component Behaviors

This Northstar competency comprises significant behaviors which are captured in the statements below. The charts below show your self-rating as compared to others' rating of you for the various behavioral components of this competency.



Stakeholder Partnering - Value Creation While Leveraging Networks (VCWLN)

Managing Others:

- Recognizes and effectively uses both formal and informal structures / networks to achieve own and team's goals.
- Is respectful in one's interactions with stakeholders and recognizes the benefits of building trust.

Managing Manager:

- Builds an interpersonal connect with people and creates a personal network beyond immediate professional's fear through direct interactions and / or indirect contact.
- Builds a relationship of mutual respect and trust with all stakeholders and encourages others to do the same.

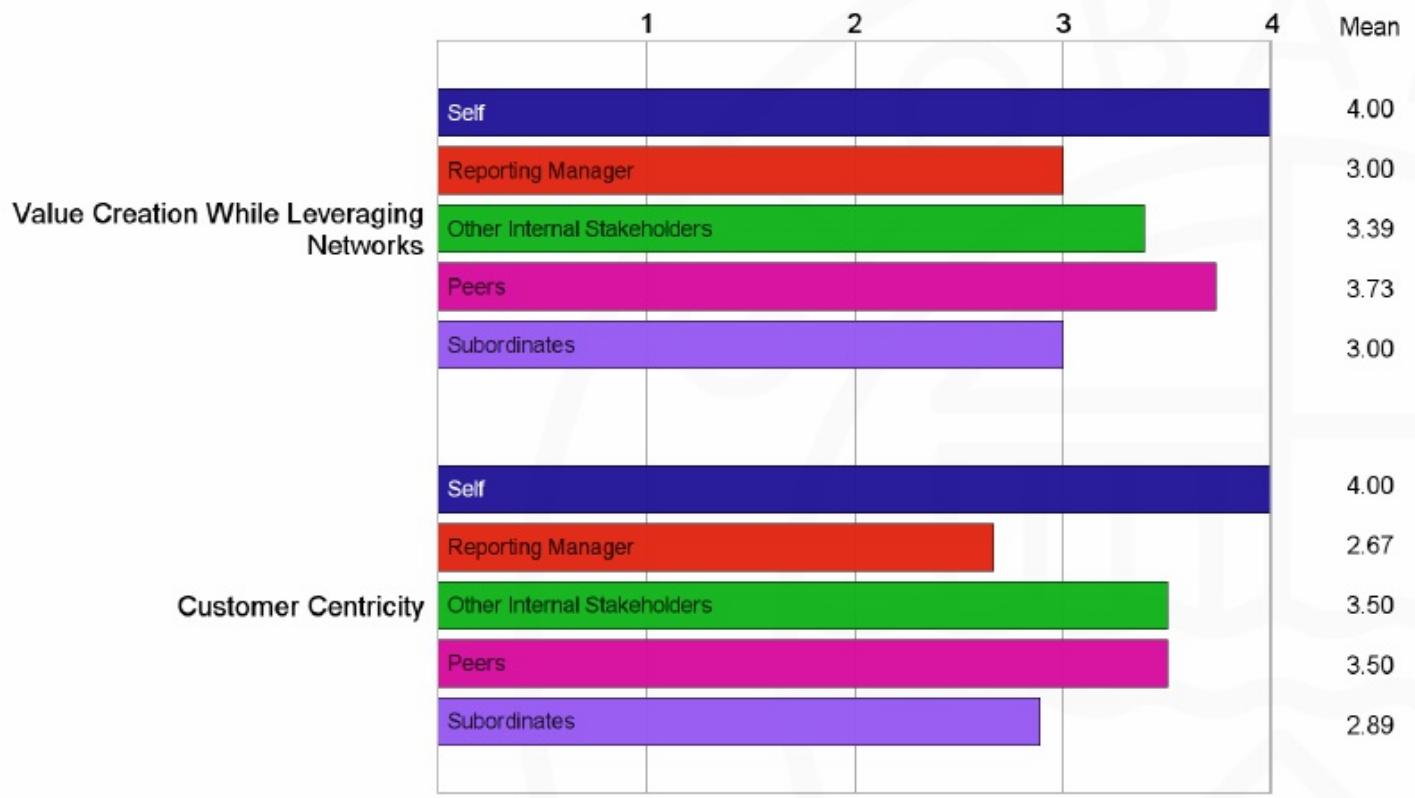
Stakeholder Partnering - Customer Centricity (CC)

Managing Others:

- Understands the implicit needs of the customer and helps customers choose solutions best suited to those needs.
- Exceeds customer expectations by demonstrating in-depth understanding of customer issues.

Managing Manager:

- Identifies implicit, explicit and anticipated needs of existing / potential customers and customizes solutions to meet all their needs.
- Advocates the customers' point of view and consistently strives to deliver superior customer experience.

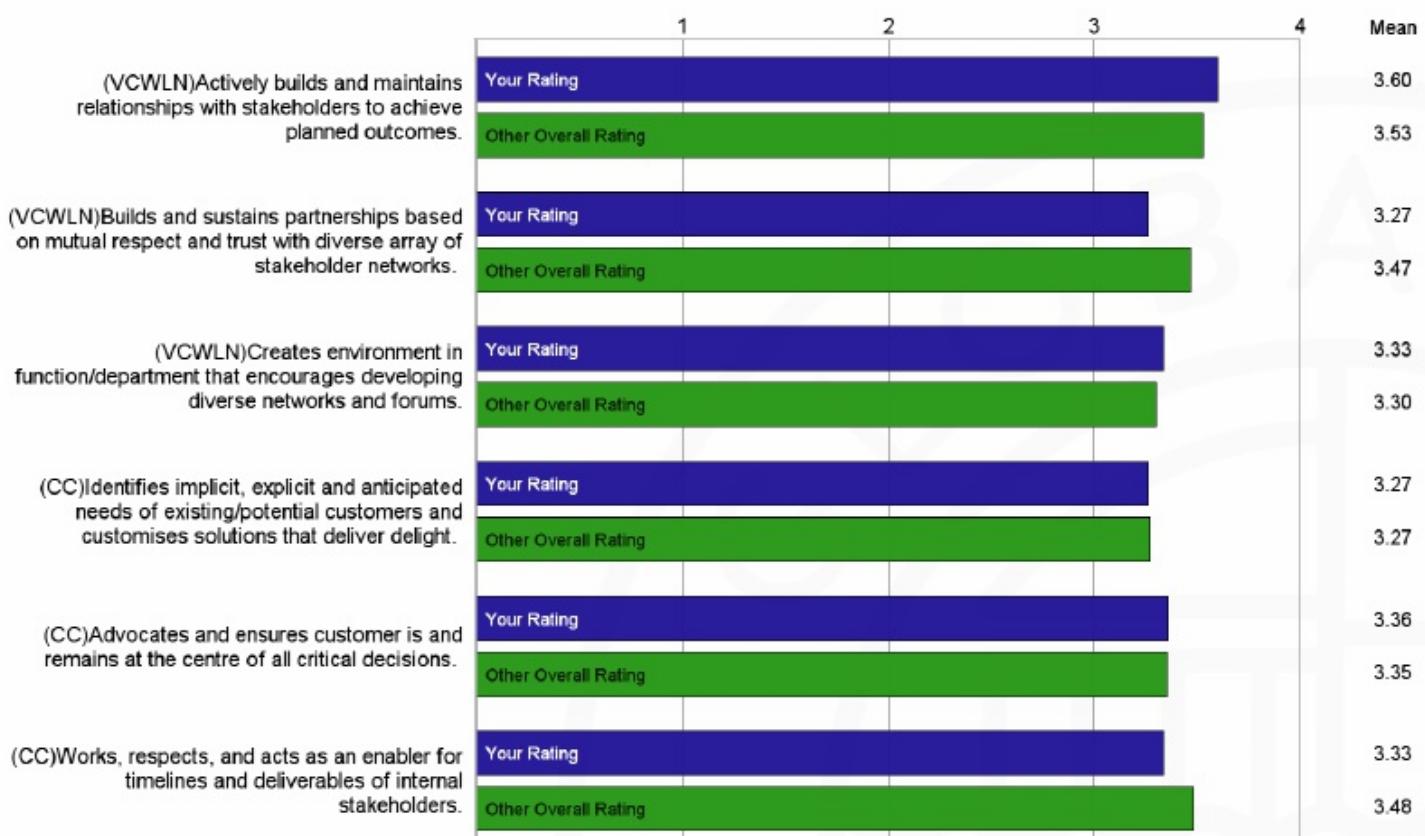
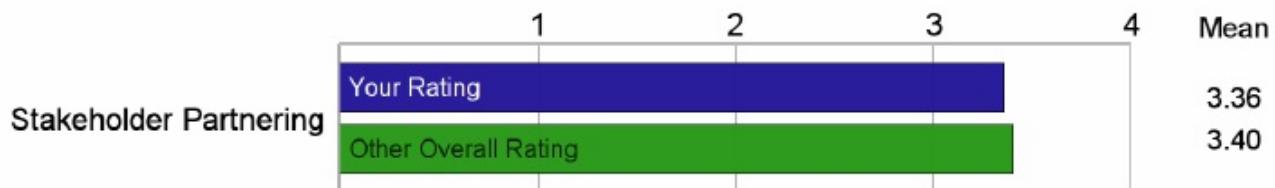


Abhijit Sahu's Stakeholder Partnering vs Peers Stakeholder Partnering

Stakeholder Partnering - Comparison of You and Other Participants

These charts show your Respondents/Evaluators' rating of you compared to Other Participants' Respondents/Evaluators' rating of them.

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Outcome Orientation by Relationship Category for Abhijit Sahu

Outcome Orientation

It is the ability to:

- Execute tasks effectively and safely through effective time management, planning, process efficiency and product / service quality.
- Analytically review risk / problems/ issues by assessing their potential impact and developing robust contingency plans.
- Act as a custodian of the organization by taking complete ownership of goals / desired outcomes.

Outcome Orientation

This chart provides an overview of how you rated yourself and of how others rated you, for Outcome Orientation and its associated characteristics.

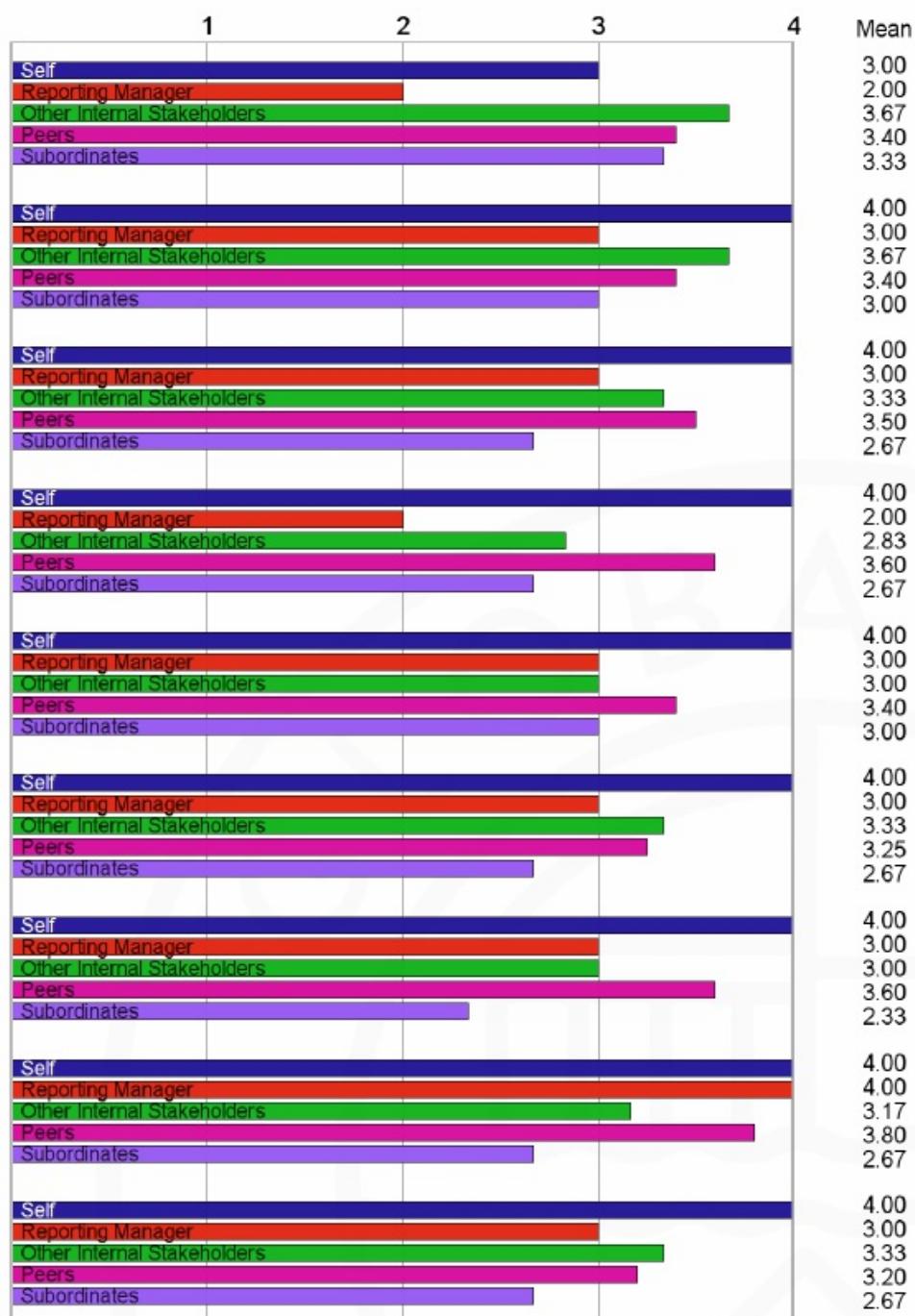
It shows your overall self-rating for this competency compared to others' rating of you, by category of relationship.



Outcome Orientation for Abhijit Sahu

Outcome Orientation - Component Behaviors

This Northstar competency comprises significant behaviors which are captured in the statements below. The charts below show your self-rating as compared to others' rating of you for the various behavioral components of this competency.



Outcome Orientation - Effective Execution and Operational Excellence (EEOE)

Managing Others:

- Sets relevant milestones, deliverables and work plans for team and ensures adherence.
- Drives implementation of required standards around safety, quality at intra-team level and ensures compliance.

Managing Manager:

- Recognizes priorities, dependencies, and critical paths for sequencing and integrated dynamic planning of activities for one's function / department
- Drives process adherence, performs benchmarking and deploys robust governance mechanisms to deliver products / services at inter-team level.

Outcome Orientation - Risk - Reward Management (RRM)

Managing Others:

- Is able to assess the inherent risks for self and team and integrates risk consideration in planning and delivery of projects / tasks.

Managing Manager:

- Is able to anticipate risks and provides guidance to peers and subordinates on risk identification and contingency planning.

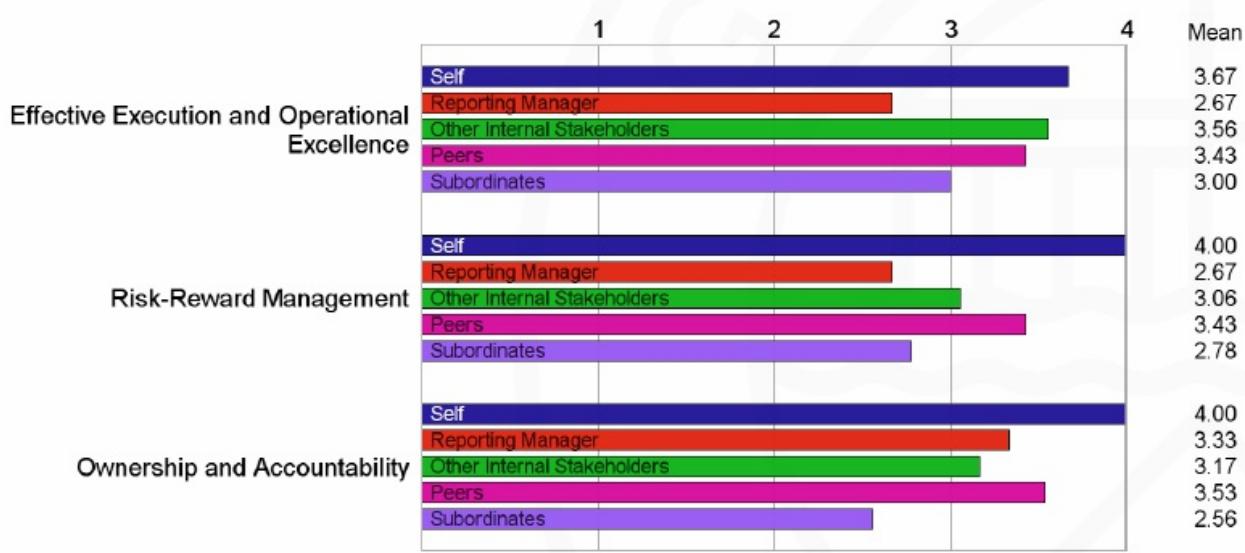
Outcome Orientation - Ownership and Accountability (OA)

Managing Others:

- Demonstrates a high level of effort and works outside the limits of own job when necessary to achieve results and improve team's performance.

Managing Manager:

- Encourages peers and subordinates to own up the outcomes of their task and takes accountability of how the entire function / department behaves and the results it produces.



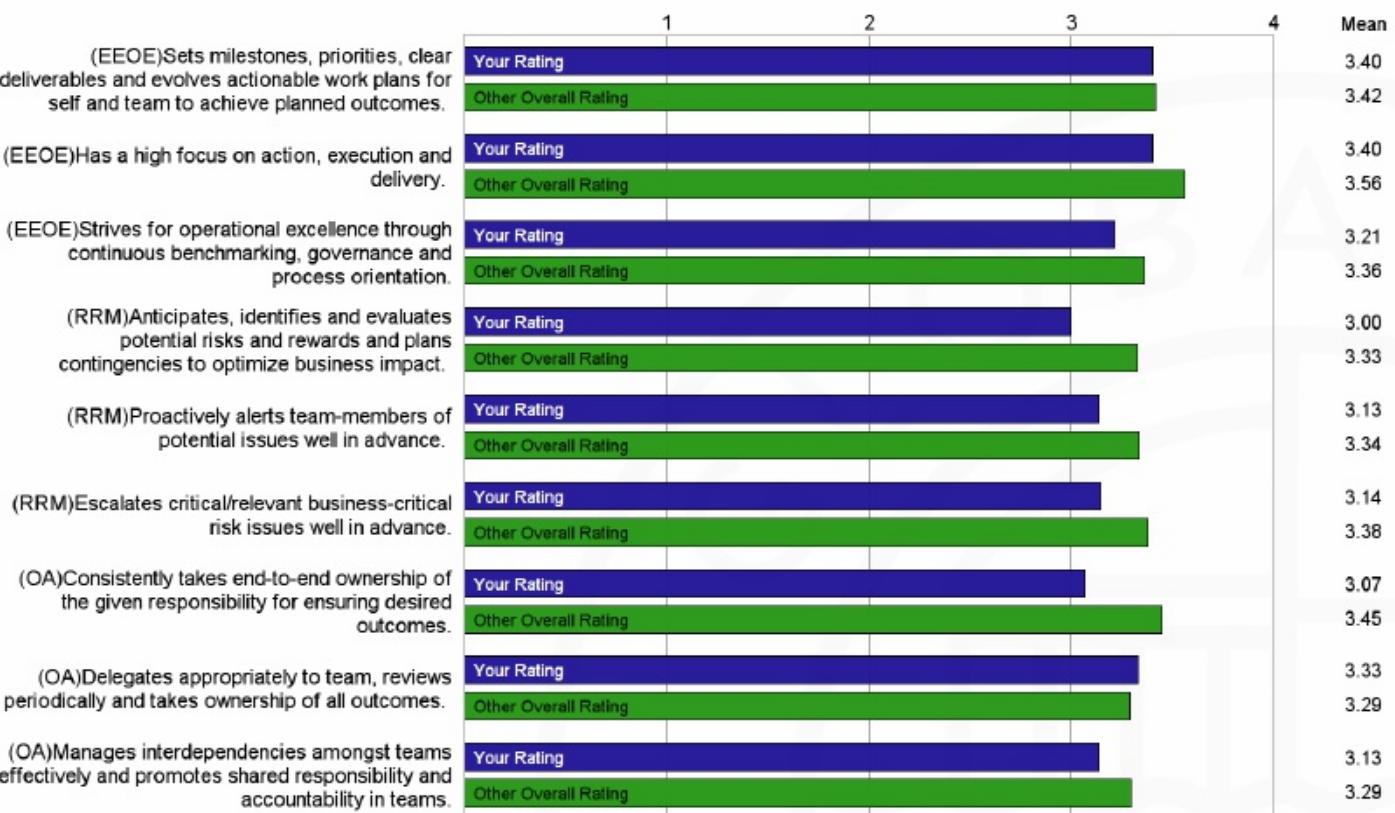
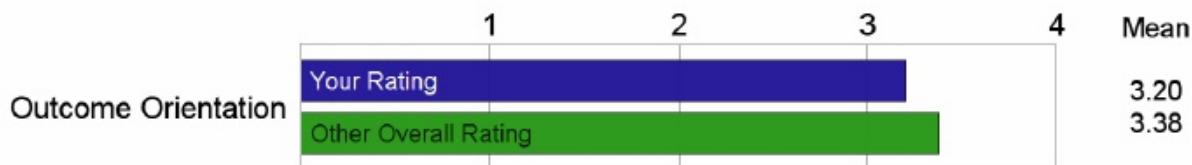
Abhijit Sahu's Outcome Orientation vs Peers Outcome Orientation

Outcome Orientation - Comparison of You and Other Participants

These charts show your Respondents/Evaluators' rating of you compared to Other Participants' Respondents/Evaluators' rating of them.

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There is a chart for the overall competency, as well as a chart showing each of the component behaviors of the competency.



Transformation Mind-set by Relationship Category for Abhijit Sahu

Transformation Mind-set

It is the ability to:

- Continuously update one's knowledge and skills in line with changing business dynamics and operating mechanisms, and apply the learning to perform in new or changing contexts.
- Challenge status quo, create a business case for change, align stakeholders and manage challenges of an uncertain environment.

Transformation Mind-set - Overview

This chart provides an overview of how you rated yourself and of how others rated you, for Transformation Mind-set and its associated characteristics.

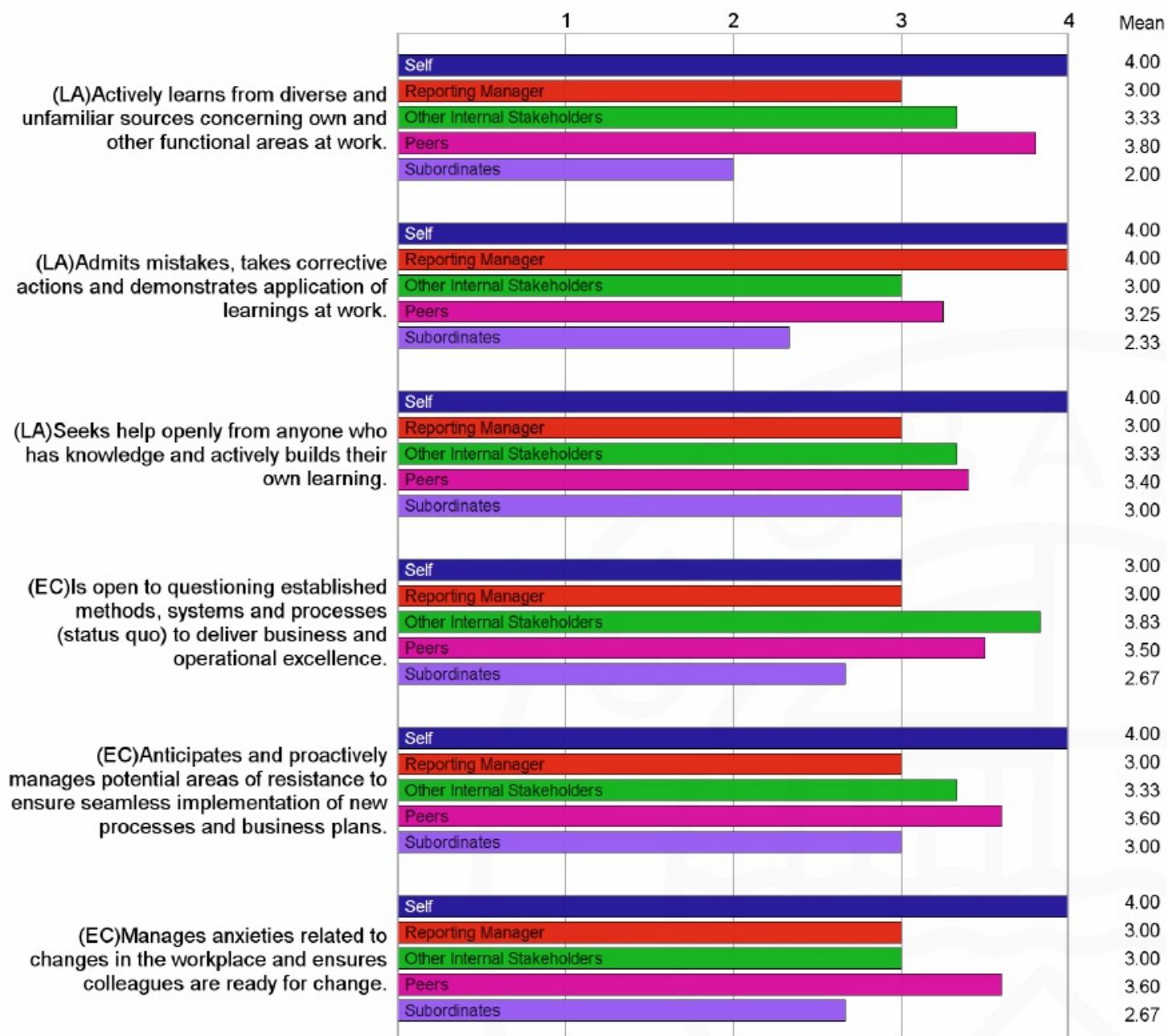
It shows your overall self-rating for this competency compared to others' rating of you, by category of relationship.



Transformation Mind-set for Abhijit Sahu

Transformation Mind-set - Component Behaviors

This Northstar competency comprises significant behaviors which are captured in the statements below. The charts below show your self-rating as compared to others' rating of you for the various behavioral components of this competency.



Transformation Mind-set - Learning Agility (LA)

Managing Others:

- Exhibits active curiosity to acquire new knowledge and skills in own and connected areas of work to deal effectively with new challenges.

Managing Manager:

- Strives to learn from diverse unfamiliar experiences concerning own and other functional areas (related & unrelated) and applies learnings to succeed in the next new situation.

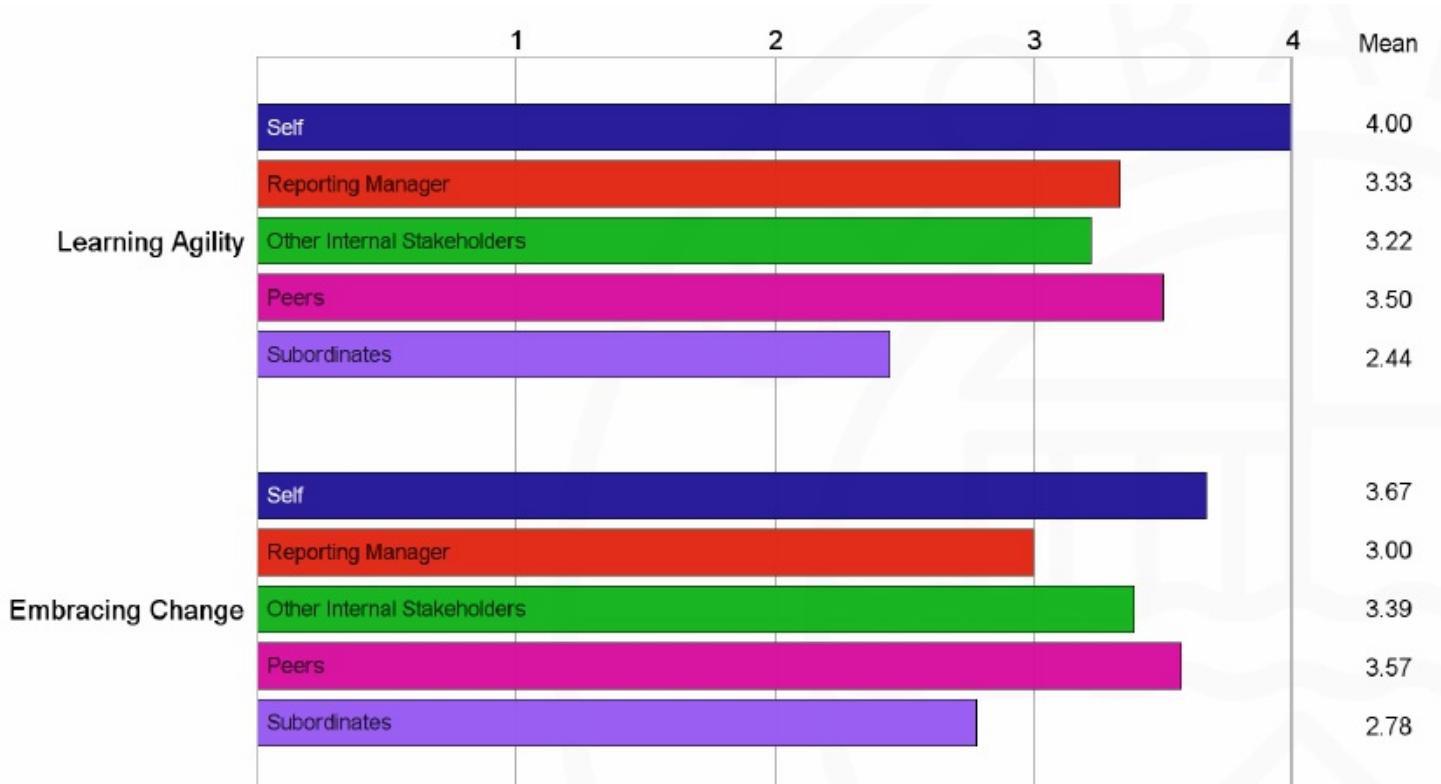
Transformation Mind-set - Embracing Change (EC)

Managing Others:

- Possesses courage to question existing tasks, methods, systems & processes.
- Ensures change implementation and aligns stakeholders at team/domain level; Contributes in building the business case for change.

Managing Manager:

- Allows people to question established processes and traditional assumptions.
- Leads, plans and manages change implementation at function/department level; Deploys governance mechanisms to monitor progress

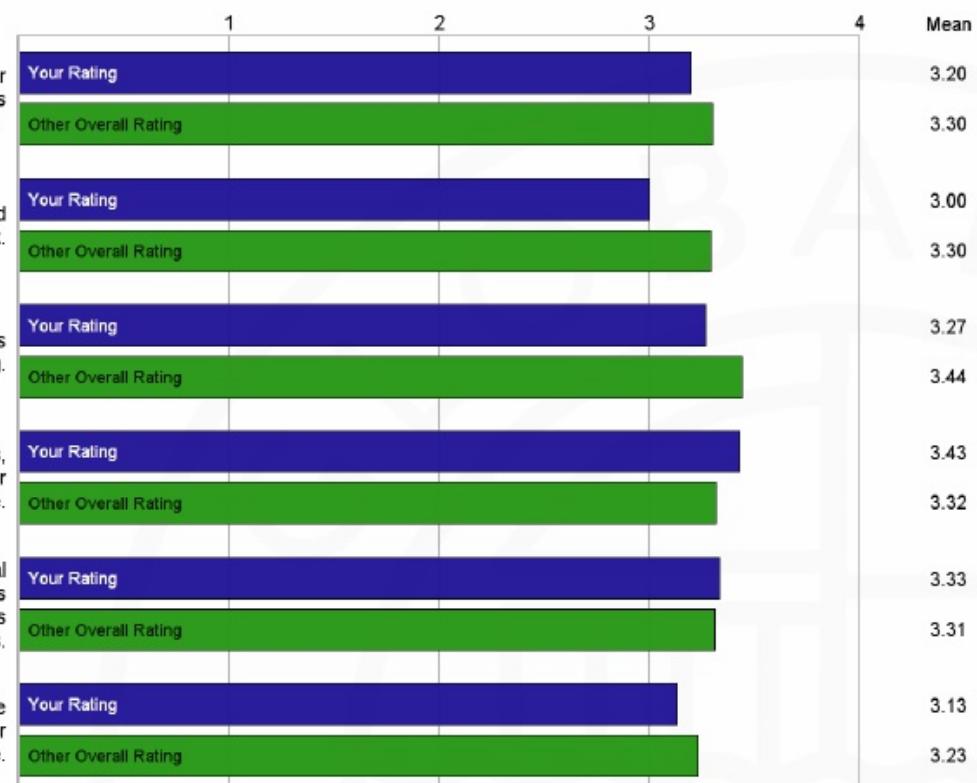


Abhijit Sahu's Transformation Mind-set vs Peers Transformation Mindset

Transformation Mind-set - Comparison of You and Other Participants

These charts show your Respondents/Evaluators' rating of you compared to Other Participants' Respondents/Evaluators' rating of them.

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Innovation Focus by Relationship Category for Abhijit Sahu

Innovation Focus

It is the ability to:

- Leverage technology to win in the market.
- Build an agile organization (i.e. fluid structure, nimble processes) which responds rapidly to business challenges and market demands.

Innovation Focus - Overview

This chart provides an overview of how you rated yourself and of how others rated you, for Innovation Focus and its associated characteristics.

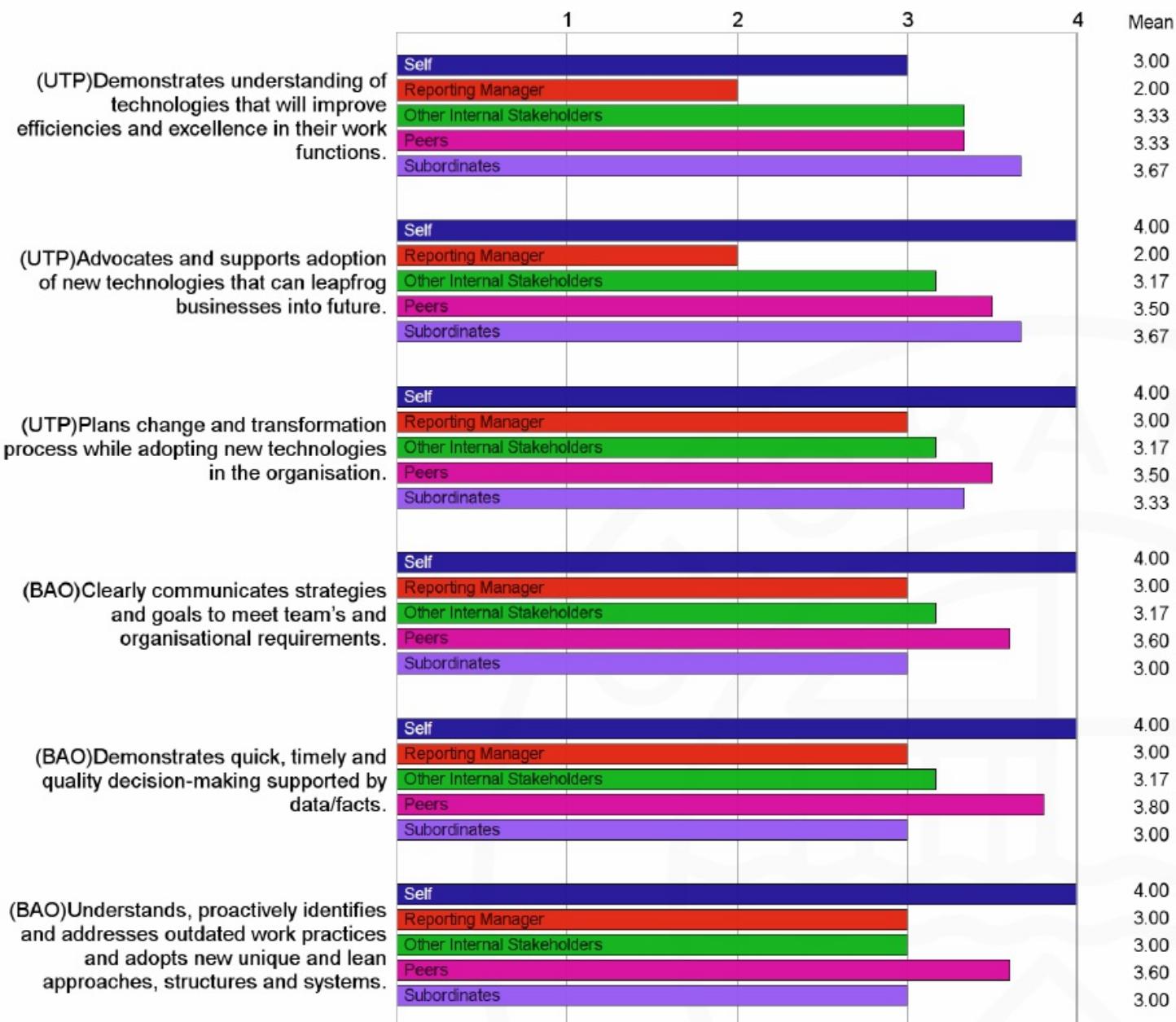
It shows your overall self-rating for this competency compared to others' rating of you, by category of relationship.



Innovation Focus for Abhijit Sahu

Innovation Focus - Component Behaviors

This Northstar competency comprises significant behaviors which are captured in the statements below. The charts below show your self-rating as compared to others' rating of you for the various behavioral components of this competency.



Innovation Focus - Unlocking Technology Potential (UTP)

Managing Others:

- Demonstrates understanding of next generation technology platforms and applies it to team/ domain specific processes to get desired business outcome.

Managing Manager:

- Demonstrates understanding of next generation technology platforms and applies it to team/ domain specific processes to get desired business outcome.

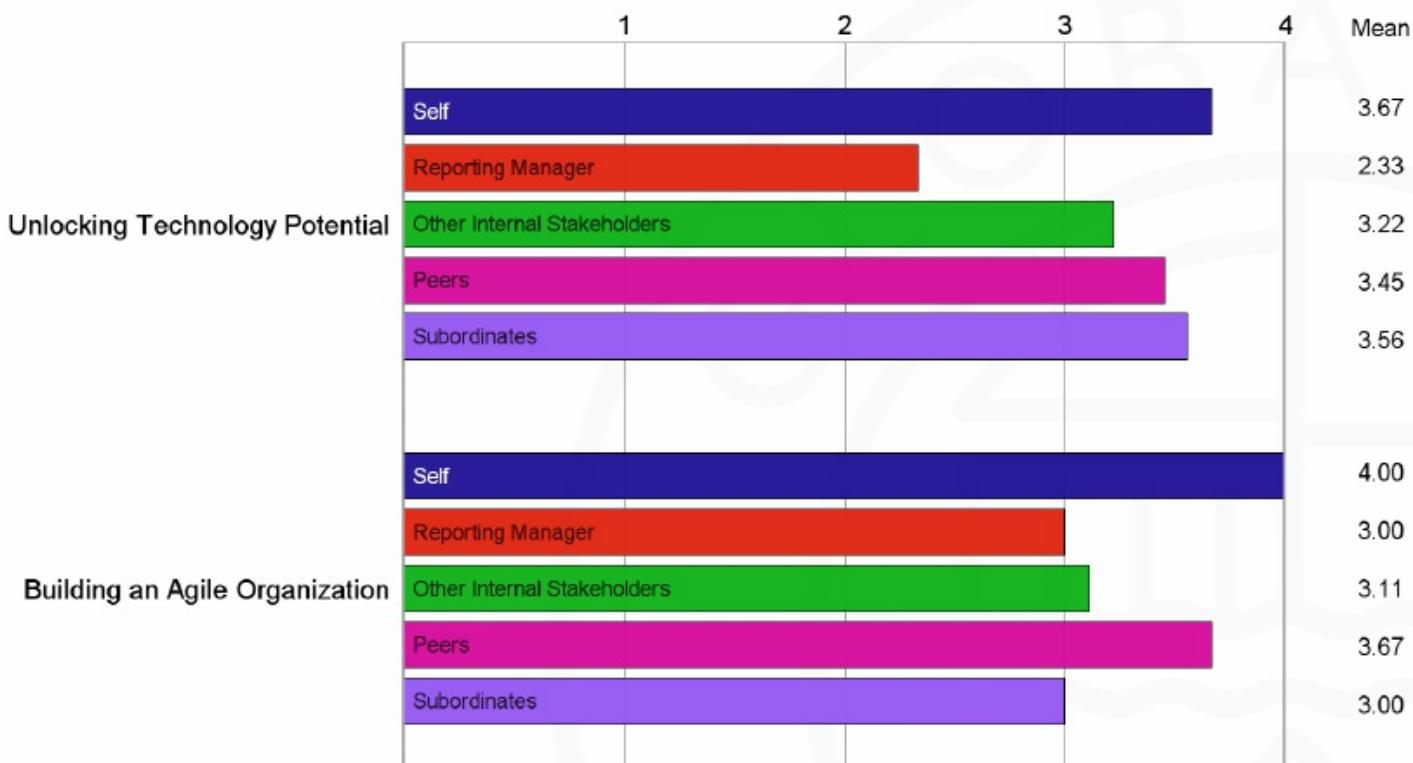
Innovation Focus - Building an Agile Organization (BAO)

Managing Others:

- Works towards implementation of flexible operating structures at team/ domain level and assists team members in understanding their changed role. (as a result of change in the operating model)

Managing Manager:

- Adopts unique practices to accelerate execution and decision-making at function/ department level that improves products/ service delivery and propels speed-to-market.



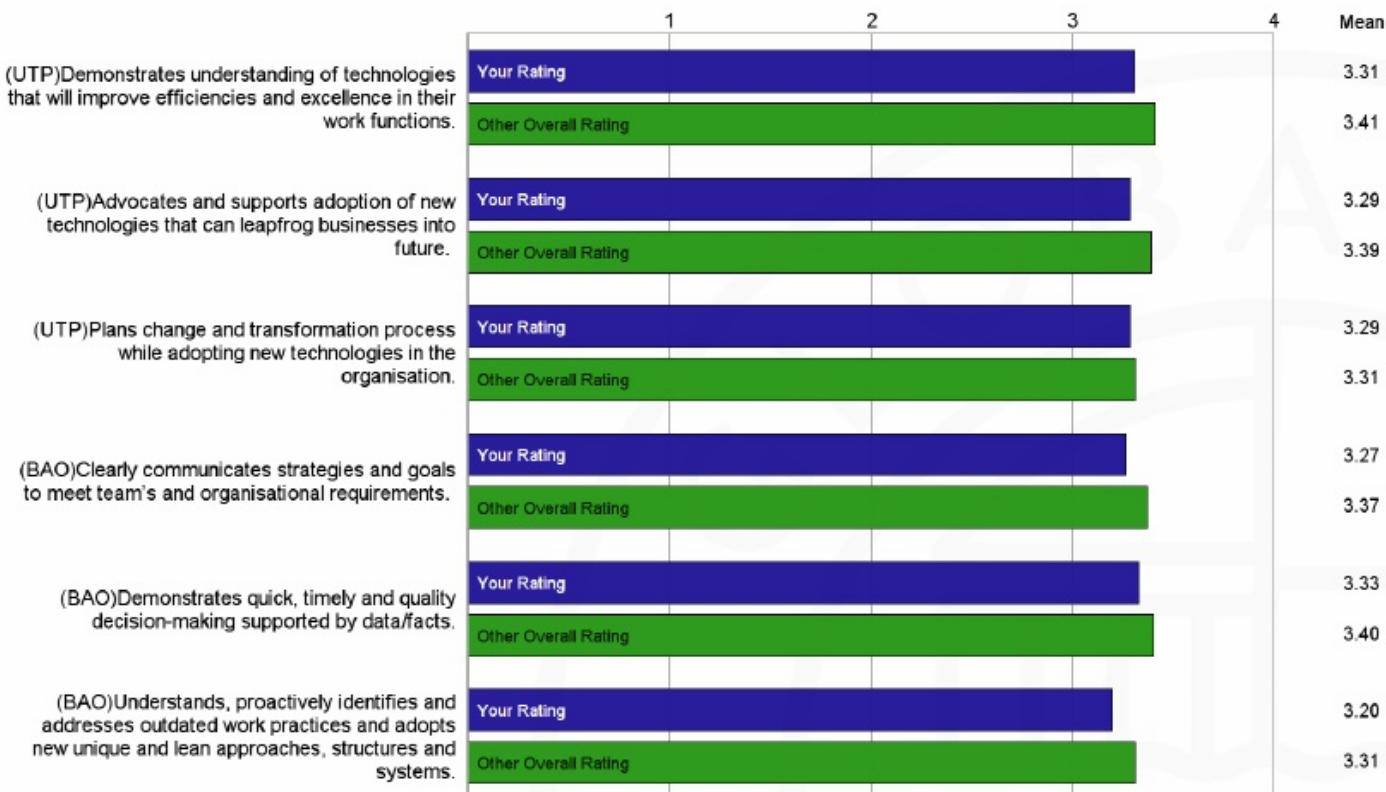
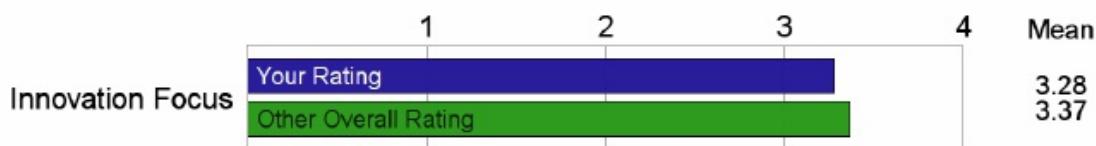
Abhijit Sahu's Innovation Focus vs Peers Innovation Focus

Innovation Focus - Comparison of You and Other Participants

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Team Orientation by Relationship Category for Abhijit Sahu

Team Orientation

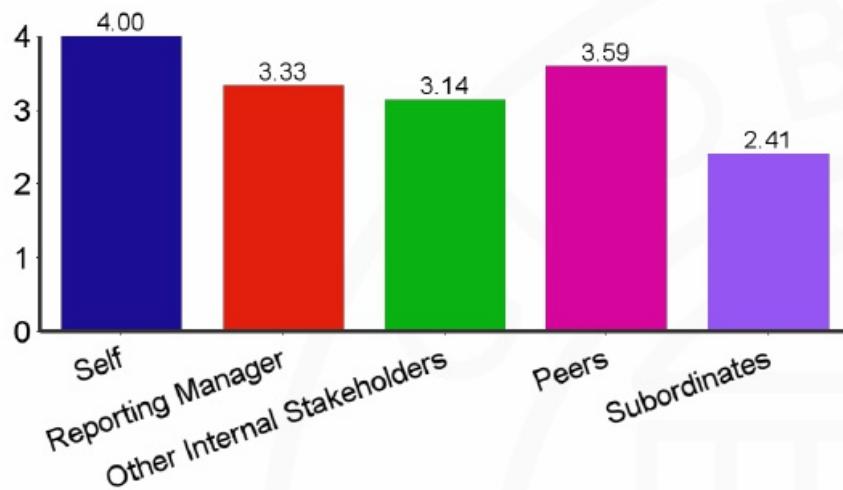
It is the ability to:

- Inspire a common vision by fostering teamwork, participate actively in the accomplishment of team objectives, and lead from the front by 'walking the talk'.
- Encourage differences in opinion and deal appropriately with conflict.

Team Orientation - Overview

This chart provides an overview of how you rated yourself and of how others rated you, for Team Orientation and its associated characteristics.

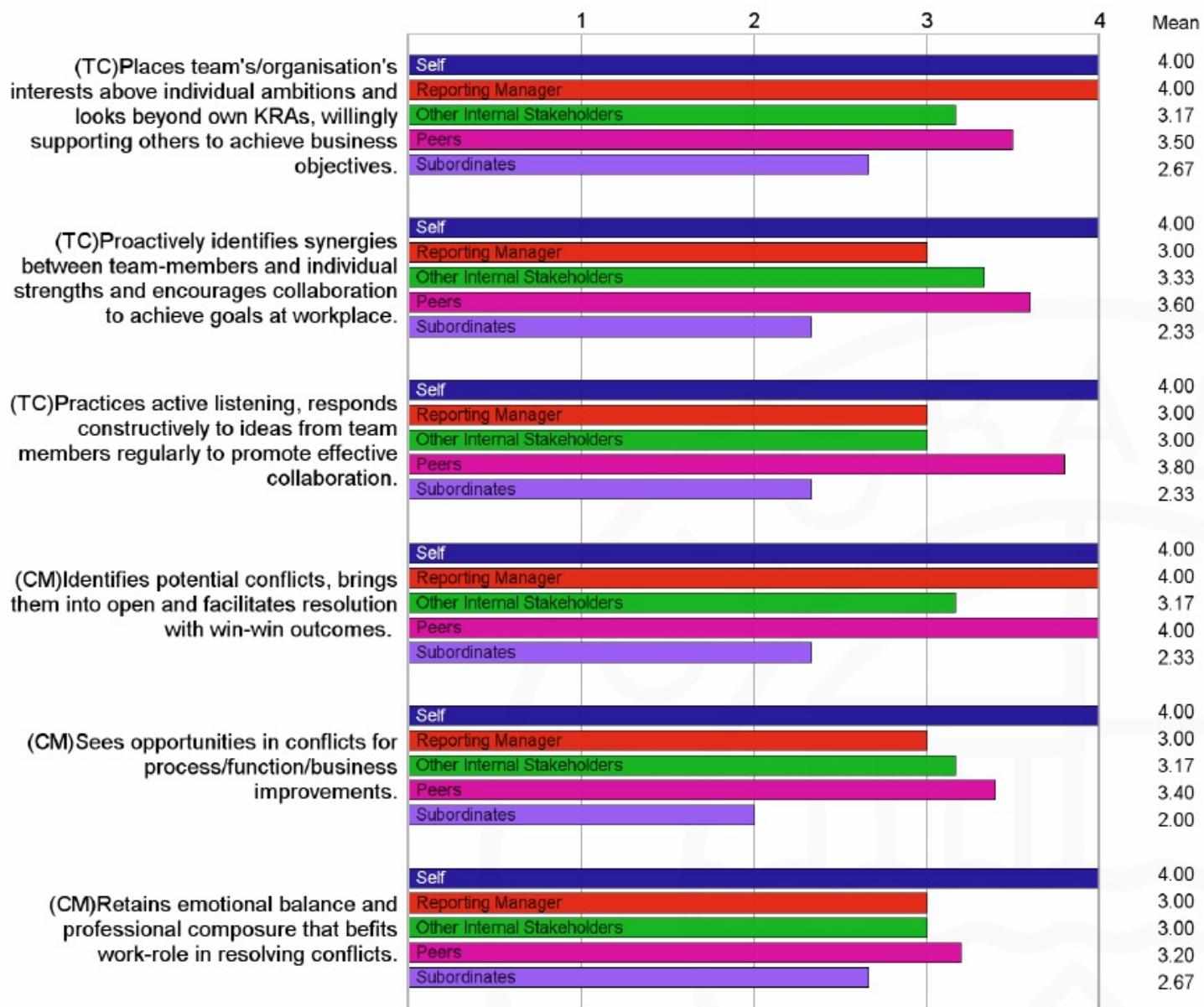
It shows your overall self-rating for this competency compared to others' rating of you, by category of relationship.



Team Orientation For Abhijit Sahu

Team Orientation - Component Behaviors

This Northstar competency comprises significant behaviors which are captured in the statements below. The charts below show your self-rating as compared to others' rating of you for the various behavioral components of this competency.



Team Orientation - Teamwork and Collaboration (TC)

Managing Others:

- Values and upholds team's interests above individual interests and demonstrates the same in day-to-day actions.
- Provides support and lends a helping hand to team members in case of any need.

Managing Manager:

- Recognizes primacy of team's interests above personal interests and encourages others to follow suit in own function/ department.
- Drives synergies across teams and leverages strengths of individuals to achieve functional goals.

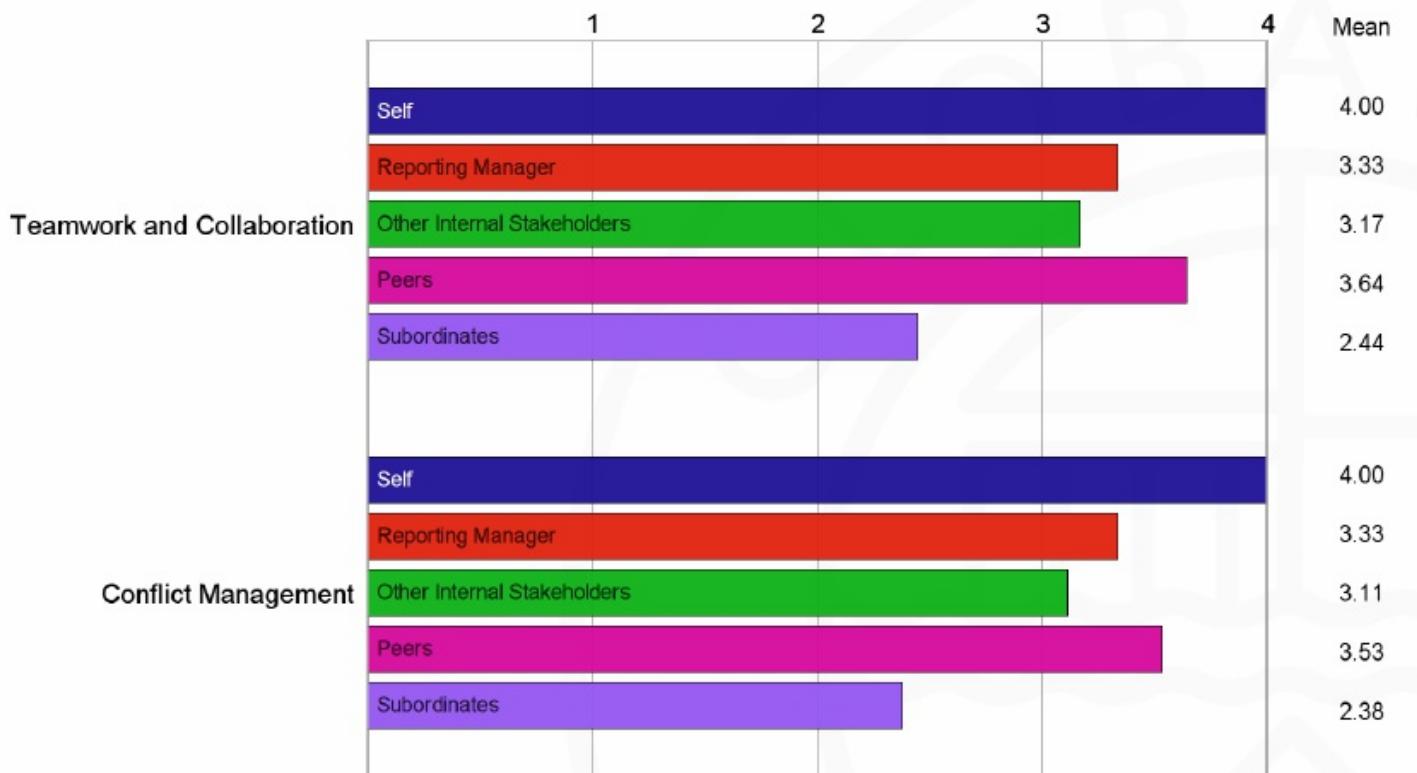
Team Orientation - Conflict Management (CM)

Managing Others:

- Identifies potential conflicts, brings disagreements into the open and helps de-escalate.

Managing Manager:

- Recognizes potential areas of conflict and seeks to facilitate negotiation to achieve win-win outcomes.



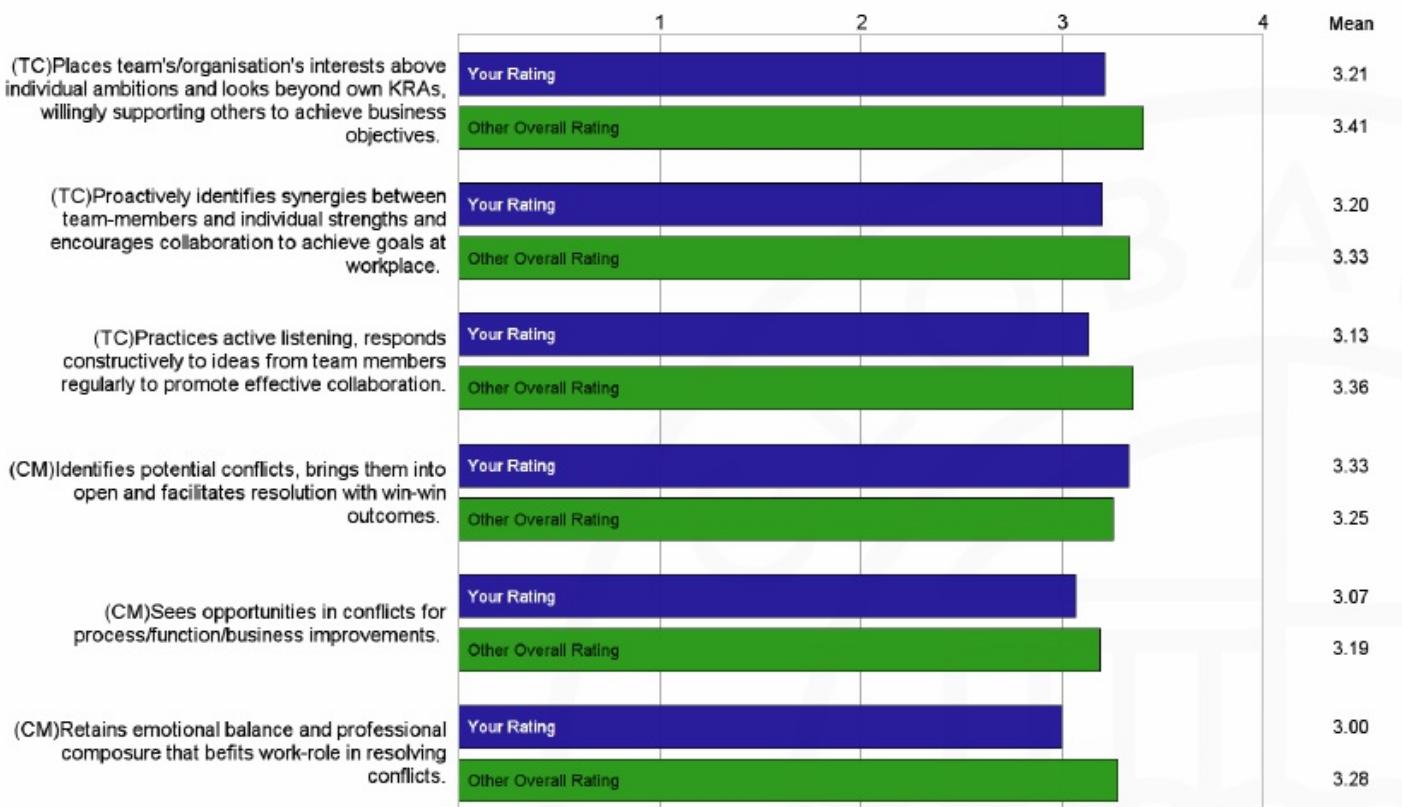
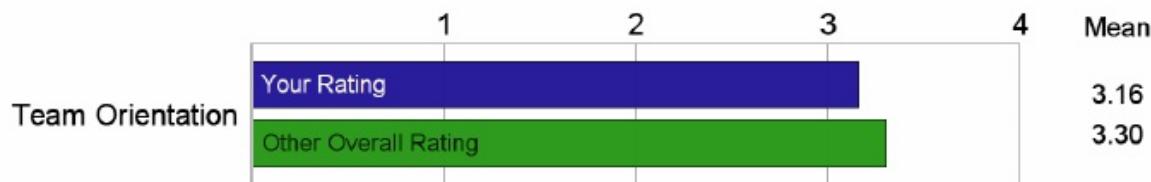
Abhijit Sahu's Team Orientation vs Peers Team Orientation

Team Orientation - Comparison of You and Other Participants

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There is a chart for the overall competency, as well as a chart showing each of the component behaviors of the competency.



Employee Development by Relationship Category for Abhijit Sahu

Employee Development

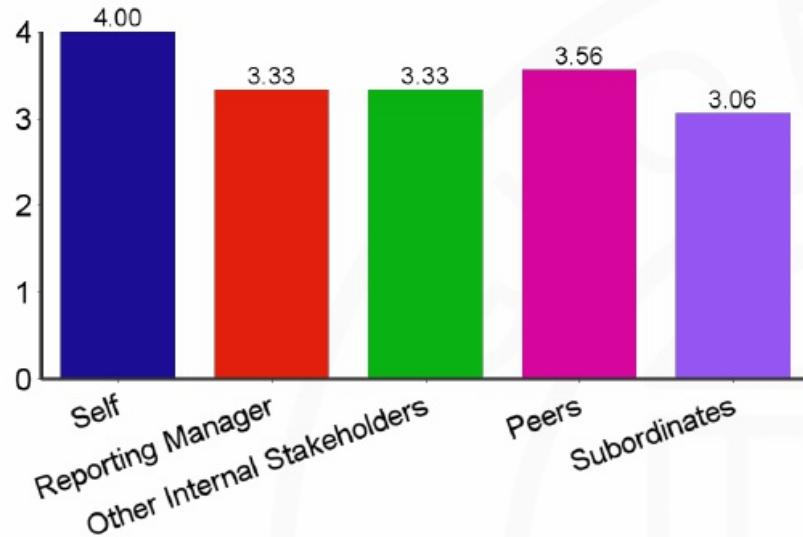
It is the ability to:

- Unlock and channel the potential of employees, provide timely feedback, address performance issues, and actively sponsor their development
- Build a work environment where high performance and meritocracy are valued.

Employee Development - Overview

This chart provides an overview of how you rated yourself and of how others rated you, for Employee Development and its associated characteristics.

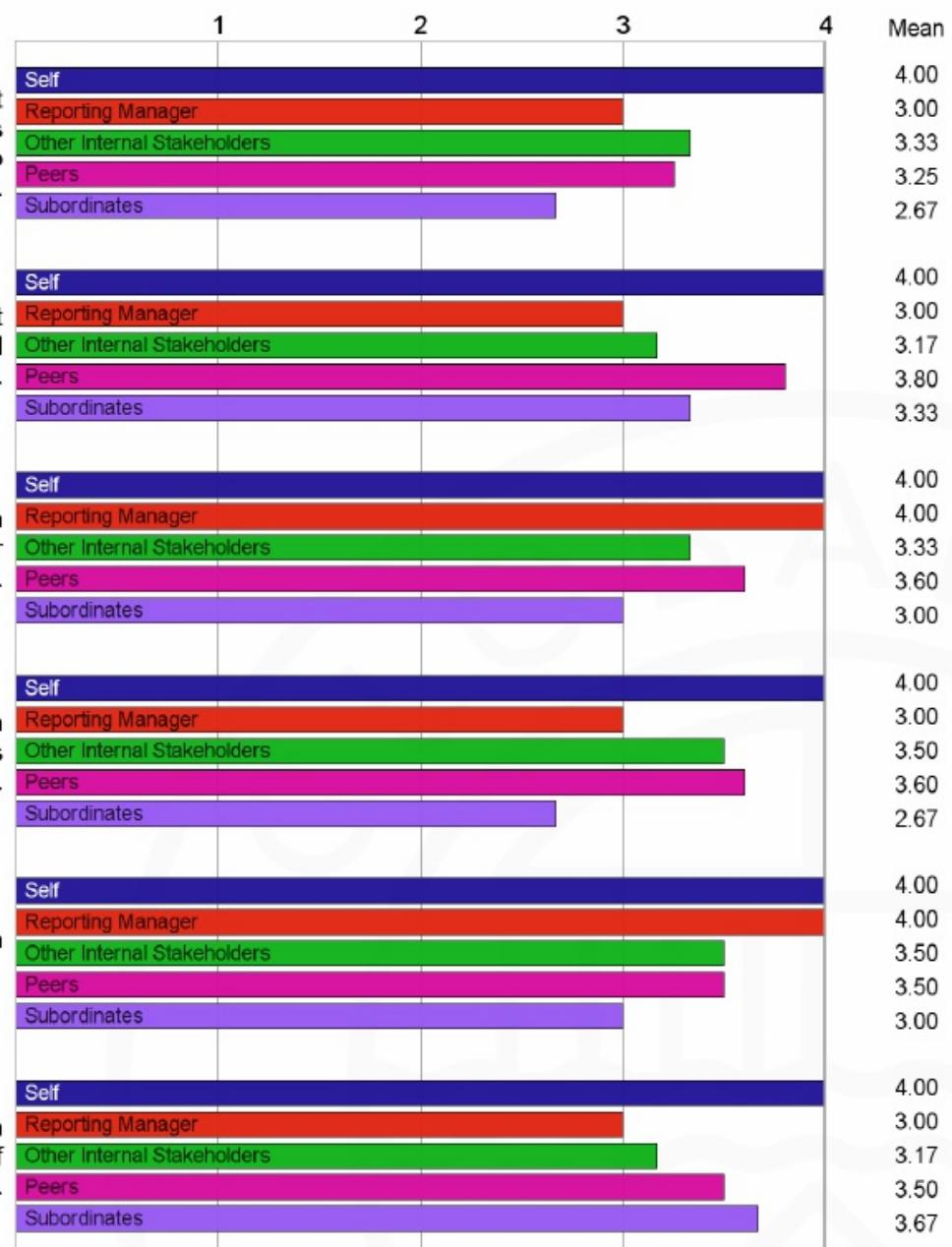
It shows your overall self-rating for this competency compared to others' rating of you, by category of relationship.



Employee Development for Abhijit Sahu

Employee Development - Component Behaviors

This Northstar competency comprises significant behaviors which are captured in the statements below. The charts below show your self-rating as compared to others' rating of you for the various behavioral components of this competency.



Employee Development - Employee Development (ED)

Managing Others:

- Gives relevant and timely feedback to team members, when required.
- Communicates a positive view about others' and their abilities or potential and supports others in any developmental initiatives.

Managing Manager:

- Proactively asks for and provides constructive feedback and encourages individuals to act on the same.
- Has a well-assessed view about others' ability & potential, and recommends developmental opportunities accordingly.

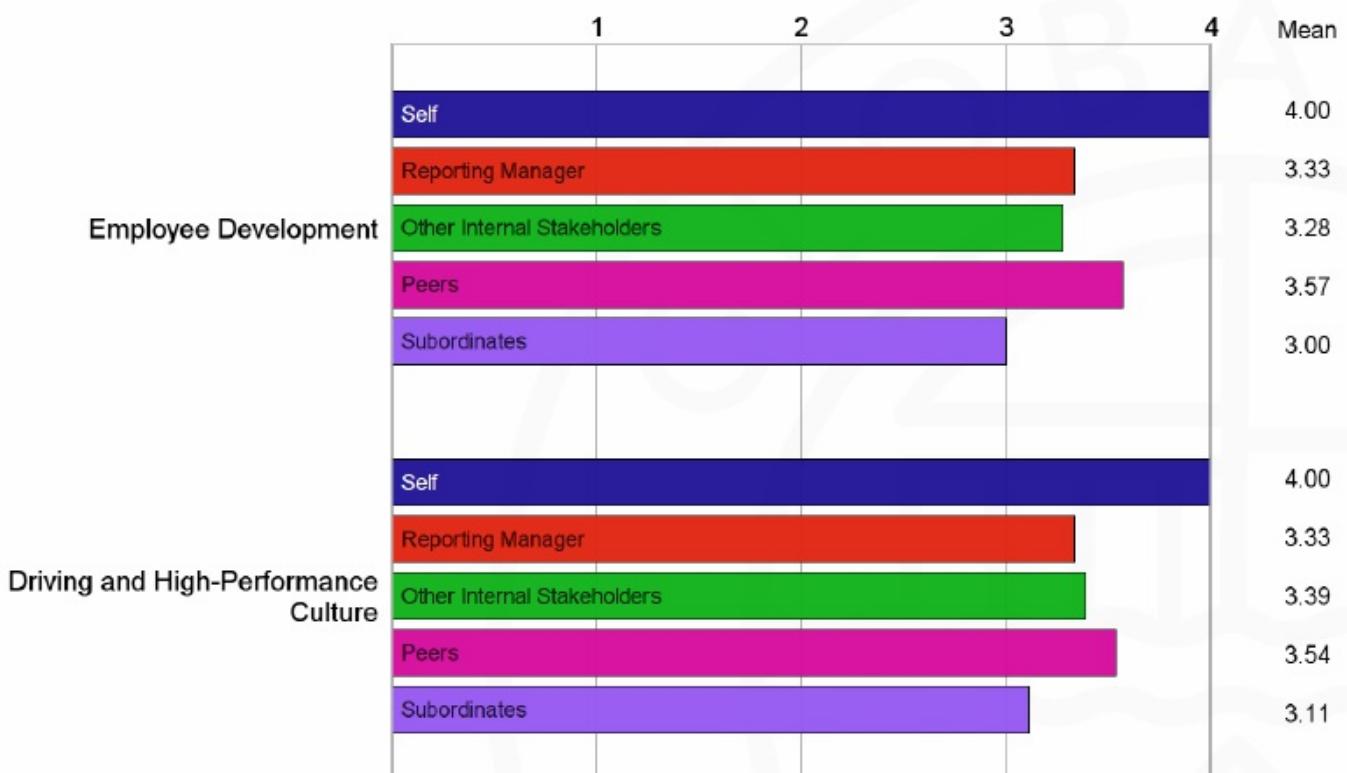
Employee Development - Driving a High Performance Culture (DHPC)

Managing Others:

- Defines performance benchmarks for the team/ domain and motivates team to achieve the desired performance.

Managing Manager:

- Drives a culture of high performance by continuously raising the bar; Recognizes and rewards high performers in function/ department



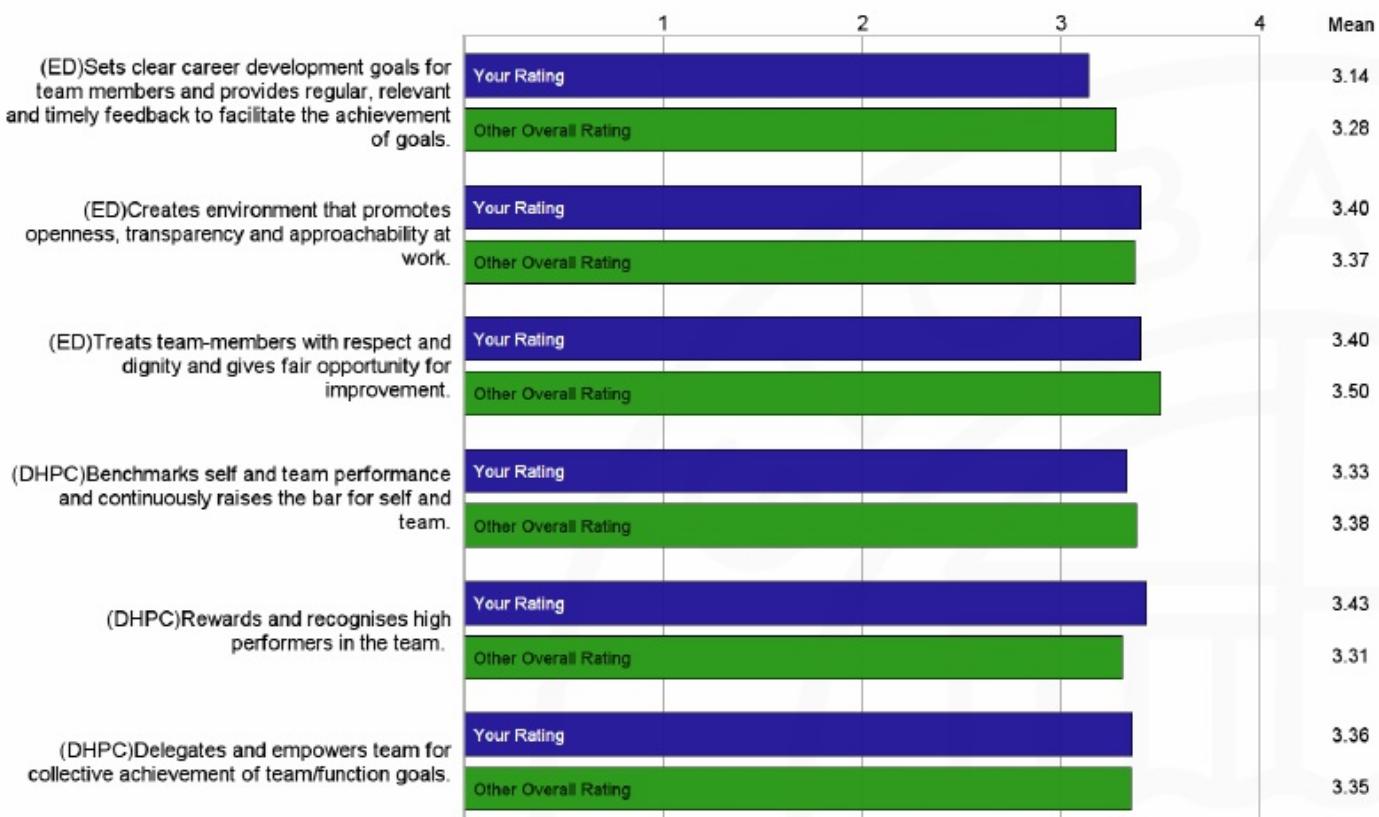
Abhijit Sahu's Employee Development vs Peers Employee Development

Employee Development - Comparison of You and Other Participants

These charts show your Respondents/Evaluators' rating of you compared to Other Participants' Respondents/Evaluators' rating of them.

"Your Rating" shows how your Respondents/Evaluators rated you, and "Other Participants" shows how the Respondents/Evaluators of all the other participants in the program rated them.

There is a chart for the overall competency, as well as a chart showing each of the component behaviors of the competency.

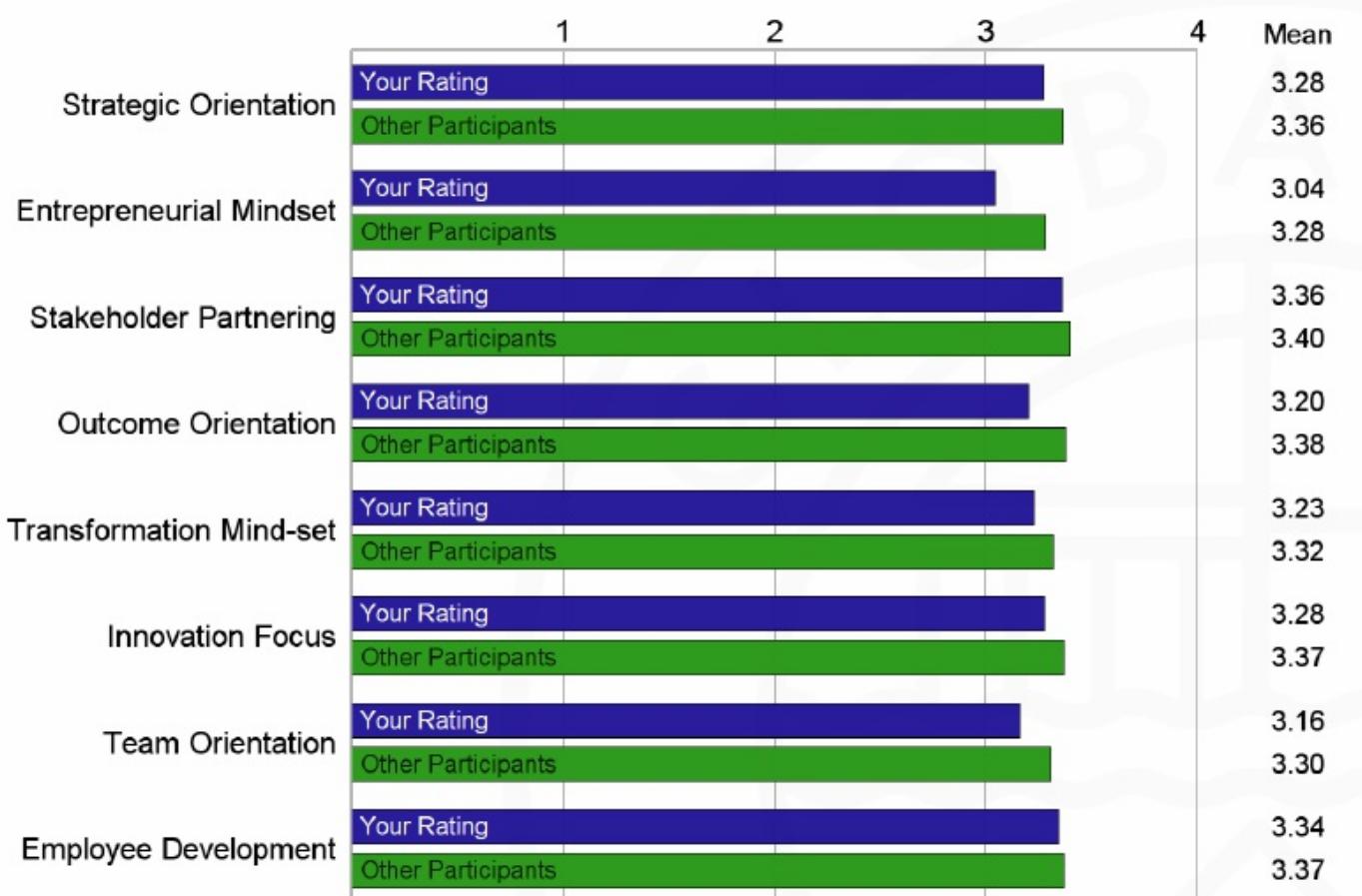
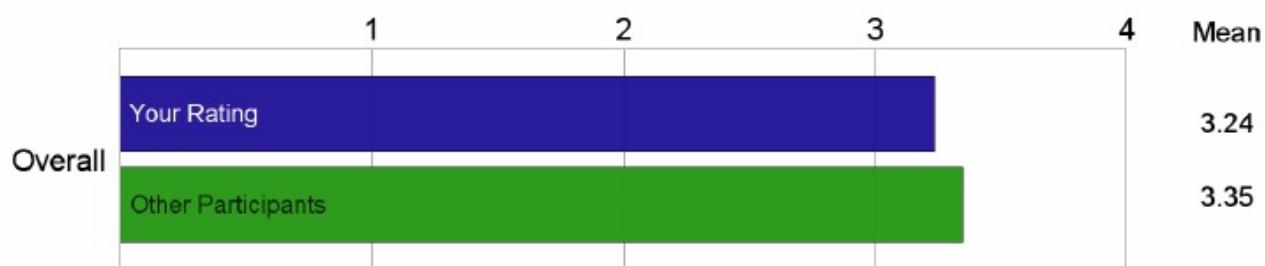


Abhijit Sahu's Overall Score

Aggregate of All Competencies - Comparison of You and Other Participants

This chart shows your Respondents/Evaluators rating of you, across all competencies, compared to Other Participants' Respondents/Evaluators' rating of them.

"Your Rating" shows how your Respondents/Evaluators rated you across all competencies. "Other Participants" shows how Other Participants' Respondents/Evaluators rated them.



Qualitative Feedback

What are the three things that the Participant should continue doing i.e. things that he/she currently does that make him/her highly effective at work?

Very Collaborative, Helpful, Makes detailed notes, clear in communications, help make strategy how to get the things done. Works in Partnership to achieve a win win situation. Amazing stakeholder.

* Identifying the customer need & providing him the best possible solution. * Relationship building with customers & peers. * Motivating team members & highlighting their achievements

You should continue being available to the team members You should continue supporting your team members for their and the department's growth You should make each member work on their strength

He is very energetic person, which when is around you, always brings positive vibes. He has great dedication and enthusiasm to complete the task. He is a family person. Always give family importance, in whatever situation

1) excellent self time management 2) Detailed oriented attitude 3) never give up or never say die attitude

He is my Manager since last 9 months and I have not found a single quality that I would like to follow. I am sorry but its truth.

- He has to Work with energy - He has to Work Hard - He should Supporting team - He shall keep motivating the team members

We would like him to continue his following qualities towards work: 1) Pro-activeness on various jobs. 2) Transparency. 3) Go-getter attitude.

Participant shall continue to; 1) Take up challenges and overcome barriers 2) effectively manage internal stakeholders 3) Team work

Interaction with other departments (it helps in Networking as well as give diverse perspective of various problems) -Diverse team building (Focus of diverse team building will help in achieving long term requirement of the Group) -Assertiveness in dealing with people (It helps in clear communication) - Critically analyzing the data (Good grasp over data analyzing)

Keep on evaluating new Biz opportunities. Keep on understanding clients and address their issues. Keep motivating Team members

He is very dedicated in what he does and takes his job very diligently and seriously till the time he completes the task

The Participant should continue to learn and improve existing and new skills sets. The Participant should continue motivating his team and provide necessary support, wherever and whenever the same is required.

Always Updated with the data & figures ,Clear Objectives & an Active listener which helps and supports him & the organisation to take necessary action & decision as and when required.It also always a vital role on the growth of the organisation.

Qualitative Feedback

What are the three things that the Participant should start doing that would make him/her even more effective at work?

He is great in what he is doing currently. He is good leader, prompt in his approach. Takes more time in decision making which may be worked upon.

NA.....

You should prioritize the work in hand You should help your team members understand the work before allotting it to them

Work life balance is the 1s things he needs to start doing. he is very straight with his words, whenever wants to praise or scold any one. Sometimes, in front of all, he scold his subordinate, which can be avoided

1) Be more transparent in day to day work and interaction 2) Give delegation of authority to others 3) develop out of box attitude

1. Acquire Subject Matter knowledge 2. Take Ownership of work 3. Listen to Subordinates

It seems organisation want to try hand on different business prospects in mining and washery industry. He has to learn and focus on different mineral and metal mining industry.

Participant shall start; 1) Prioritising work 2) meticulous resource planning 3) Listening carefully to avoid communication gap

- Openness in communication with Team members (Team members will feel more being part of team) - Should think of ways to improve team bonding among members - To enhance technical knowledge of mining

Visit various Mines and understand supply chain and costs linked to each supply chain. Keep visiting competitors to understand the practices followed by them

1. He should look at the larger picture and try to assess the final bigger outcome rather than focusing on the smaller battles 2. Be more team oriented 3. Focus more on analytical skills

The Participant should increase the team participation and interaction with the senior management The Participant should lead the team by example. The Participant should give regular feedback to the team

Proper delegation of work , Encourage team members to take decision and own accountability of team would help him to prioritize the work according to the requirements & moving out to new objectives and projects for better outcomes in order to maximize the benefits within a timeline

Qualitative Feedback

What are the three things that the Participant should stop doing that would make him/her even more effective at work?

Don't think of anything that come across which he must stop.....

I don't think so he should stop any of the thing to be effective at work. He very well understands the culture & values of our group.

You should be calm and composed even when work load is high You should set out clear goals or guidelines for the team members

He has to value his subordinate incase of anything wrong, he needs to handle the situation and discuss in person about what went wrong, rather than talking in front of all.

1) Be less aggressive towards completion of task 2) Set more realistic and achievable deadlines for team 3) developing listening skills

1. Stop negativity within team members 2. Stop Managing Manpower and start managing/owning the work 3. Stop following the Policy of Divide and Rule

Spend time to bring all stockholders on same page

Participant shall stop doing following activities, such as 1) Not getting into important details 2) Not seeking help of peers/colleagues in timely manner 3) Not taking timely decision

- Over aggressiveness in communication may affect team output - Allow team members to participate more in decision making

cant comment

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1. He is very competitive in his approach to work and takes it to next level and he should rather look at the team rather than individual 2. He should be more focused on overall team 3. Should be more upfront and forthcoming

The Participant should stop taking the entire responsibility on self and believe in team work. The Participant should stop directing the team for every minor details and give the opportunity to the team

The Participant should continue to learn and improve existing and new skills sets. The Participant should continue motivating his team and provide necessary support, wherever and whenever the same is required.

He must stop listening others at work place and focus more on proper delegation of work among team , it will help him to define the objectives well & set a clear systematic blue print for the future of the organisation and also for sub ordinates to achieve the set target .

Qualitative Feedback

If you could make one suggestion for the Participant to adopt and practise during next 1 year to help him/her be a more effective leader, what would it be?

Quick Decision Making is one point which I feel with whatever little business relations I have had which might be helpful faster outcomes.

NA.....

You should understand the strengths of your team members and use it accordingly for the benefit of themselves and the company

Continue pursuing what has been described (positive) above. He should continue creating positive vibes around him, but doing so he not improves his performance but also others performance

Start develop ppl attitude rather than procees . Ppl will start developing on their own and contribute towards yours success.

Don't follow your boss blindly, listen to sub ordinate too.

Meet different teams and learn from best. It is seen that more smart work to be done for finding time for family and for more balance life.

Get into details to gain subject knowledge and effectively manage resources to deliver in timely manner

He has very good critical analysis skills. One practice he can adopt to become more effective leader, he can give team members more important role in decision making.

Intense interaction with Team

He should look at the larger picture and try to assess the final bigger outcome rather than focusing on the smaller battles and not take his job as a competition everytime

He should look at the larger picture and try to assess the final bigger outcome rather than focusing on the smaller battles and not take his job as a competition everytime

The Participant should continue to learn and improve existing and new skills sets. The Participant should continue motivating his team and provide necessary support, wherever and whenever the same is required.

Team members should also be given the ample amount of opportunities to perform well as per organisation requirements .



ADANI NORTHSTAR PROGRAM

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