

2019

FIRST LEVEL

MANAGER PROGRAM

INDIVIDUAL ASSESSMENT REPORT

WHAT IS THIS REPORT?

This assessment report has been designed to provide you feedback on your understanding of key managerial concepts during the First Level Manager Program and applying them in the business environment.

The feedback in the Report covers three crucial aspects:

1. Understanding Key Concepts
2. Organizing for Effective Work
3. Conducting Effective Managerial Conversation

In addition to feedback on these aspects, the Report also provides the summary of modules in the program and a template to create your own development plan to support you in further developing your managerial competencies.

We hope that you find this report useful in understanding of your strengths & development areas and refer back to the modules whenever necessary to increase your readiness for future opportunities and challenges.

Welcome aboard this journey of self-exploration and development.

KEY TAKEAWAYS

ROLE OF A MANAGER

- There are significant differences between individual contributor and managerial roles.
- A successful transition to a managerial role requires change in mind-set as well as learning new skills.
- The priorities of a manager are impacted by the changes in the workplace demographics.

BASIC SELF-AWARENESS

- Our personality, values and career motivators significantly impact how we behave and deal with issues at work.
- We need to regularly reflect on our own strengths, personality and career motivators.
- There are no good or bad trait or profile. But, it is important to be aware of own profile and understand the enablers and the disablers in different contexts.

ORGANIZING ONESELF IN A MANAGERIAL ROLE

- We struggle with managing time when we start to avoid the difficult tasks, prioritize tasks wrongly, or when we are unable to deny or delegate a task.
- Applying the Urgent-Important matrix, we can distinguish the merely urgent tasks from the actually important ones and proceed accordingly.
- A structured approach to start the day is to write down 3 important tasks for the day and plan a clear time window and place to complete these tasks.
- In order to avoid poor decisions based on biases, we should break down the problems into smaller parts. To decide on the problems, we should search for data with an open mind and analyse the available information from different perspectives. Finally and most importantly, while communicating, we should frame the decision around the criteria we used to make the decision.
- We can drive execution successfully by setting SMART Goals for the team, taking decisions timely, reviewing and providing feedback on team members' deliverables regularly and rewarding performance of the team members.
- We should be constantly aware of possible contingencies in team members' engagement level, productivity, capabilities and critical skills, plan for these proactively and keep our options open.

KEY TAKEAWAYS

CONVERSATION SKILLS

- Conversations managers have with their team members are an important factor in determining individual and team effectiveness.
- There are 4 common managerial skills to improve effectiveness of communication: clarity of purpose, active listening, awareness of body language, and empathy and authenticity.
- The "5 Whys" is a useful method for having a purpose-driven conversation.

SITUATIONAL LEADERSHIP

- There is no one way or style to manage a group of people. Each individual is different from the other and the most successful managers are the ones who are able to adapt their leadership styles across different situations.
- Level of commitment and competence of the employee and the amount of guidance and direction the manager needs to give to the employee defines situational leadership.
- A situational leader follows 4 leadership approaches: directs the highly committed but less competent subordinates, coaches those who have low commitment and low competence, supports the employees who have varying commitment and moderate-high competence, and delegates tasks to highly committed and competent ones.
- Successful managers assess the situation and behaviours of the team members to determine the type of leadership approach to use, to get the best result.

MANAGING TEAMS IN A CROSS-CULTURAL CONTEXT

- People are culturally different from each other in terms of their communication, time management and working style.
- In order to handle diversity and lead inclusively, mentor and encourage people who are different from you. Enable others to share their ideas without reservations.
- While managing virtual and matrix teams, a successful manager focuses on 4 aspects: sensitivity towards cultural, interpersonal and communication factors, clearly defined goals and priorities, building relationship, and regular group check-ins.
- While managing conflict, a manager should: keep emotions separate from the problem, be proactive and an active listener, be impartial, encourage feedback, and collaborate.
- In order to manage a conflict within subordinates, follow 5 steps: set the scene, gather all information, agree on the problem, brainstorm the solution, negotiate a win-win solution.

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