

MotorTek-Role Play Internal

Assessor Guide

Introduction

This exercise requires you to play the role of Deepak Dewan, Senior Engineer with the Motorcycle Engines Assembling and Machining Division at MotorTek.

While playing this role, you should not volunteer too much information and only give the whole picture if the Participant is making you feel inclined to open up. However, do not make it difficult for the Participant and try to be as realistic as possible in the role that you are playing, without showing too much emotion. You should be aware of the time commitment so as not to unduly drag the meeting. Leave the structure and direction of the meeting to the Participant. Please note that the meeting is to last no more than 15 minutes.

This exercise is designed to assess the Participant's approach to a performance review meeting, the purpose of which is to:

- Identify and help resolve underlying performance and motivation issues with Deepak
- Assess Deepak's potential for the new role
- Discuss the way forward in terms of how he can scale up, to meet the requirements of the new role

Your Current Role at MotorTek

You are Deepak Dewan, Senior Engineer with Motorcycle Engines Assembling and Machining Division. You have a Bachelors in Technology from IIT Madras. You have worked with two other leading automotive organisations before moving to MotorTek.

You have been working with MotorTek for 8 years now, two of which are in your current role. In this role, you have been involved in delivering some- of the key projects and are viewed as someone who can deliver in a difficult situation. You have also received recognition with multiple awards during you career, especially for Delivery Efficiency and Innovation. You have been a star performer for most parts of your career.

The Situation

You have always enjoyed good relationships with your managers and your team. You are perceived to be a good situational leader. You have always empowered your teams and helped them to perform to the best of their potential. You are however not easy on them and always expect perfection. You have been known to get tough if the situation required it and have never shied away from discussing difficult or delicate situations. You have been told by others that you are a 'no nonsense' person. You have never gone out of you way to be friendly with your bosses or your team and are happy to deliver efficiently instead. You expect the same from your team and do not mince words in letting them know this.

You are currently slightly disgruntled because you were passed up for promotion last year, which you think you deserved. You were told at the time about certain gaps in terms of your suitability to the role in question and your manager suggested some developmental initiatives. These were however not followed through as your manager had to leave the organisation unexpectedly. You didn't hear anything further from HR about these developmental initiatives.

Your colleague Suresh Kothari, another Senior Engineer, on the other hand was promoted. You believe that he worked less and played up to the bosses more. Suresh also spent a considerable amount of time at work as he had recently been divorced and did not have any family commitments. You on the other hand have a working wife and two young children. You therefore find yourself hard put to balance your home and work life consistently.

Your mother, who also lives with you, has recently been diagnosed with Alzheimer's disease. This has been weighing heavily on your mind and you are upset that she has such a debilitating illness, but what worries you more is the effort and resources required as time progresses. Just last year, you paid an advance on an apartment that you intended to buy and soon you will be required to start the monthly instalments. Getting that promotion would have put you in a better position to handle the current situation.

You are wondering if it was a mistake to have stuck around with MotorTek for so long. Your classmates from college have made some strategic jumps in their careers and you believe are doing considerable well for themselves. On the other hand, your boss Sampath Ramaswamy has broadly hinted to you that there could be an internal opportunity coming up in Business Planning & Strategy. This is an area that has always fascinated you. You find your current job quite mundane and cannot seem to work up the enthusiasm and energy for it that you had earlier. You have been asking yourself if it would be prudent to stay should the Strategy position be offered to you. The position most likely also comes with a raise in salary.

Handling the Role of Deepak Dewan

As Deepak you could initially, not acknowledge that there is a performance issue or change in your regular behaviour. You could proceed as if you expect the meeting to be a regular 'check in'. You might get comfortable or disgruntled as the participant makes you feel. You could either acknowledge or refute performance/behaviour issues depending on whether you are feeling threatened or safe. Your approach needs to be from the standpoint of always having been an achiever. You are sitting on the fence right now and are happy to jump on either side depending on the situation.

Please do use another situational approach/s if appropriate or suitable.