

a) **GROUP DISCUSSION**

SUMMARY OF 6 CANDIDATES UNDER DISCUSSION

Unit Represented	Head-Marketing	Head – Electric Vehicles	Head- Business Planning	Head - RnD	Head-Manufacturing	HR Head
Priority / Priorities of the Department	Digitally enabled customer service	Capitalize upward trend in EV through improving infrastructure and identifying local battery manufacturers	International Competition benchmarking/ Tailored website for specific markets	Investment on cutting edge technology and need to move to B6 engines	Outsourcing segments of manufacturing to service providers	Investment needed in hiring, training and talent management
Budget requested	1500 crs	1650 crs	2500 crs	2500 crs	2500 crs	2000 crs
Stated business benefit	Reachability, Service/ Purchase convenience, Personalization, Channel flexibility and Simplicity/ease of use	Increased market share in EV segment	Making global presence and managing one key competitor TEXA in	Better road/ vehicle monitoring, driver behaviour analysis , SOS calls, theft protection	Diversification of supplier base, reduced vulnerabilities, timely fulfilment of orders, reduced ops cost and reduced workload	Building internal capabilities and building diverse set of skills
Stated business challenge	NIL	NIL	NIL	Threat from hackers	NIL	NIL

CRITERIA AND OBSERVED BEHAVIOURS

Relentless Reflection

Ability to deeply introspect about opportunities (changed from problems) and challenges based on a deep understanding of phenomena leading to speedy actions and effective outcomes

- + Has clarity about the department's priorities
- + Considers business impact while proposing plan of actions
- + Encourages other team members to reflect upon the consequences of ones action plan/ proposals
- + Leverages on experience while suggesting a way forward

- + Inspires others to gather different perspectives about the proposed action plan/plans
- + Comes up with strategies that are aligned to changing trends
- + Insists on arriving at strategies and identifying priorities that are beneficial to the business
- Lacks clarity/ conviction while explaining department's priorities
- Finds it difficult to align one's department's priorities with business benefits
- Has unidimensional approach and fails to consider different perspectives
- Fails to make others reflect upon one's action plans and proposals
- Fails to create impact and influence others during discussion
- Find it difficult to accommodate others' perspectives for business growth

Perseverance

A fundamental essence of all great institutions; Display a 'never say die' attitude in facing adversity by being persistent and tenacious against all odds. Avoiding complacency in the face of success

- + Manages opposition from others by putting across one's views/ perspectives using different approaches
- + Creates environment which encourages others to put across their perspectives/ priorities
- + Creates action plans which are beneficial to the business by accommodating the viewpoints of others
- + Constantly is focussed on business goals/ growth
- + Looks at different ways in which one's department can grow/ improve
- Doesn't have clarity about departments' priorities
- Fails to defend one's perspectives when faced with opposition
- Finds it difficult to accommodate others perspectives/ other departments' priorities for larger business benefits
- Tends to be either submissive or aggressive while expressing one's viewpoints
- Finds it difficult to work cross functionally as the focus is only one's department and its priorities
- Find it difficult to arrive at solutions/ action plans

Executive Presence

*Display an amalgamation of style, substance, and character

*Style - image, mannerism, and communication

*Substance - content in terms of knowledge of the subject at hand

- + Presents one's viewpoints/ perspectives with clarity
- + Welcomes ideas that are contradictory to one's own ideas and evaluates the benefits/ risks of both
- + Seeks feedback / solicits inputs from others about the proposed action plans/ proposed priorities
- + Respects other viewpoints and listens without interrupting them

- + Takes initiatives to align different stakeholders to the organizational benefits/ growth
- + Aligns one's thoughts and that of others to the organizational values
- + Is aware that every department contributes to business and has a role to play in its growth
- Finds it difficult to substantiate the priorities of one's department
- Remains closed to the ideas put across by others
- Tends to view one's department and its priorities in isolation with that other departments' priorities
- Fails to invite suggestions from others

Toughness

Mental and physical resilience to cope with stressful situations that are deeply rooted in the courage of one's conviction

- + Helps the team to manage budget and identify priorities
- + Remains persistent while finalizing priorities that can be beneficial for business growth
- + Listens to other departments' concerns
- + Appreciates and acknowledges suggestions given by others
- + Comes up with strategies that helps in managing organizational changes
- Focusses on only one's perspectives
- Gives importance to only one's department and one's priorities
- Fails to see the benefits in others' viewpoints/ perspectives
- Appears/remains insensitive to other departments' priorities

Crisis Management

Demonstrate resourcefulness ,courage and speed in tackling the situations when faced with an unanticipated threat or crisis while keeping one's cool when others around you are in a panic

- + Integrates different perspectives/ approaches that helps in effective budget management
- + Takes the lead in discussion and drives others towards the fulfilment of the objectives
- + Tends to remain focussed on identifying key priorities for the organization within budget
- + Tends to remain calm despite differences of opinion among the team members
- + Builds synergies across departments while arriving at priorities and managing budget
- Focuses on only one's perspectives and priorities
- Hesitates to take initiatives or to lead the discussion

- Tends to lose patience/composure when others challenge one's viewpoints/ priorities of the department/ requested budget

Nurturing people

- *Astute sense of the context and gut instinct to identify trustworthy talent early on
- *Clarity in one's head on what the framework of evaluation should be, and ability to read early warning signals

- + Aligns all the team members to meet the objective of managing priorities within the given budget
- + Ensures to leverage the expertise of each team member during the discussion
- + Seeks additional information to get better understanding of each department's priorities
- + Remains sensitive to every priority that is stated while arriving at the key priorities that needs to be managed within budget
- + Involves everyone and gives opportunities for others to put forth their viewpoints
- Doesn't seek participation of others
- Fails to collaborate with others while managing priorities/ budget
- Tends to put forth one's ideas emphatically without much consideration for others

Entrepreneurial

- *Demonstrate ownership mindset and resourcefulness
- *Exceed defined roles and responsibilities to deliver results

- +Identifies how new initiatives can be beneficial to business growth
- +Talks about ROI while putting forth one's department priorities and the initial investment that is required for driving the new initiatives
- +Understands the benefits and risks in the proposed new initiatives of ones and others' departments
- + Has awareness of business uncertainties while driving/ initiating changes in the department
- + Remains open to explore new ideas/ initiatives which can be beneficial to business
- Shows little or no awareness about ROI
- Tends to overlook risks in the proposed initiatives
- Fails to understand the changing business needs or lacks clarity in changing business needs
- Hesitant to implement changes or to initiate changes which has business benefits