

### **a) EXTERNAL ROLE PLAY**

Interview Simulation Exercises are generally one-to-one exercises in which the Participant meets with another individual (a Roleplayer) and is responsible for managing the interaction. These simulations provide an opportunity to observe the Participant's ability to interact with another person. In External Interview Simulations, the Participant meets with a member outside the organisation, eg a vendor, dealer, customer etc

#### **Assessing this Exercise:**

The participant as Saurabh, National Sales Manager should conduct a meeting with Tenzing (played by assessor), a graduate in Marketing who has successful stint as Salesman and is exploring entrepreneurial opportunity of dealership at BASE. Saurabh (played by participant) need to evaluate dealer's proficiency, understand the importance of customer satisfaction that Tenzing brings before giving him the dealership at BASE.

The participant should gain commitment from Tenzing on:

- Providing customer satisfaction across both sales and service
- Seeking his commitment to the brand.

#### **Possible Solutions:**

##### **Most strategic and balanced approach:**

The participant should identify some strengths of Tenzing like familiarity of local region, his success as a salesman, ability to bring in unconventional ideas etc which can improve North East Region. He/ she should also look at gaps in Tenzing like this being his first dealership, he lacks the required experience and knowledge. The participant should create opportunities for Tenzing to come up with his ideas of bringing in customer satisfaction and how he can contribute to improving North East region. His/ her decision of giving the dealership or not should be based on logic/ strong rationale.

##### **Expected approach:**

The participant should evaluate Tenzing based on dealer evaluation form. He/ she should explore ways in which Tenzing can add value if given the dealership. The participant should evaluate Tenzing's short comings and ways to over come it.

##### **Less effective approach:**

The participant may not evaluate the pros and cons of giving the dealership to Tenzing. The participant gets impacted by only Tenzing's strengths or his gaps. He/ she may be quick to come to decision of giving him dealership or not. The participant may not create enough opportunities for Tenzing to express himself.

#### **Criteria and Observed Behaviours**

##### **Business Acumen**

\*Ability to quickly assess and grasp complex, challenging situations with clarity and then act with agility and speed to deliver successful business outcomes

\*Ability to seize opportunity and act in the face of incomplete information

- +Understands the need to improve North East Region and leverages Tenzing's familiarity with local region
- +Looks at long term benefits of giving dealership to Tenzing
- +Highlights the business importance of having a dealership in BASE
- +Arrives at decisions which has business benefits and is based on logic/ reasoning
- +Effectively communicates the process of dealership evaluation
- Fails to leverage Tenzing's strengths for business growth/ benefits
- Struggles to balance align the available opportunities with business growth
- Looks at cons / gaps in Tenzing and overlooks how he can help business grow

### 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

- +Looks at benefits of Tenzing's unconventional ideas and how it can be leveraged to improve North East Region
- +Creates opportunities during the meeting for Tenzing to put forth his ideas/ perspectives of improving the region
- +Adapts one's thinking based on the inputs/ views of Tenzing
- +Explores different possibilities of onboarding Tenzing for business growth
- Gives in easily to the ideas/ views of Tenzing
- Decision of giving the dealership or not is taken quickly when pushed back/ challenged by Tenzing
- Uncertain about one's viewpoints or unable to build strong arguments during the meeting

### 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
- \*Character - beliefs and personal values

- + Speaks with conviction while evaluating the pros and cons of giving dealership to Tenzing
- +Explains one's viewpoints clearly and with logic
- +Articulates the need to use dealer evaluation process in a sensitive and assertive manner
- +Holds the meeting in a transparent way by explaining the requirements and expectations

- Fails to tailor the input/ communication to ensure clear understanding
- Doesn't provide opportunities for Tenzing to put across his views/ perspectives
- Struggles to communicate one's views/ perspectives with clarity

#### Toughness

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

- +Understands Tenzing's perspectives, his passion for bikes and the impact of his unconventional ideas
- +Inspires commitment from Tenzing for creating customer satisfaction and for BASE brand
- +Remains firm despite push back/ pressure from Tenzing during the meeting
- +Helps Tenzing to look at possibilities of improving North East region
- Loses control over meeting
- Struggles to come up with action plans / way forward in the meeting
- Fails to get commitment from Tenzing for creating customer satisfaction and for BASE brand

#### Assessment of 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
- \*Overall, a multidimensional wisdom that allows a leader to choose the best people
- \*Ability to leverage the right person for the right job

- +Understands the unique value Tenzing can bring in for business growth
- +Asks questions to gain deeper insights about initiatives that Tenzing has taken as salesman
- +Identifies Tenzing's strengths and looks at possible ways to leverage the same
- +Evaluates Tenzing's strengths and gaps based on business requirements
- Focusses more on Tenzing's gap areas
- Doesn't give enough opportunities for Tenzing to put across his perspectives
- Doesn't make Tenzing feel valued or appreciated for his successful stint as salesman

#### Entrepreneurial

- \*Demonstrate ownership mindset and resourcefulness
- \*Exceed defined roles and responsibilities to deliver results
- \*Take calculated risks to maximize business outcomes

- + Identifies new approaches to improve North East region in conversation with Tenzing
- + Shows openness for new ideas/ approaches which can result in long term business growth
- +Makes Tenzing understand the benefits/ risks involved in implementing new ideas
- +Communicates the need to improve customer satisfaction for business growth
- Is rigid to any proposed new idea/ approach
- Fails to look at business growth
- Struggles to identify key business requirements while onboarding a dealer