

a) INTERNAL 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 Internal Interview Simulations, the Participant meets with a member of staff in the organisation, eg a performance review, coach a colleague or meet with a manager.

Assessing this Exercise:

The participant as Jagadeesh, Head of RnD should get Nikhil, software engineer (played by assessor) understand the importance of the role that he is playing in the Production Department and how his contribution there will have a huge impact on projects that he is involved in. The participant should listen to Nikhil's aspirations, interest and how he can contribute.

The participant should gain commitment from Nikhil on:

1. Getting necessary approvals from the Manager wrt job rotation
2. Understand the skills required to pursue an opportunity in RnD
3. Understand his gaps which may hinder his progress in RnD
4. Work on his strengths and look at the impact he is creating in Production Department

Possible Solutions:

Most balanced and strategic approach:

The participant will establish rapport and create trust during the conversation. He/she should understand Nikhil's concerns and interest in exploring new opportunities in RnD. He/ she should make Nikhil understand that his contribution in Production Department is crucial. The participant should be able to assertively communicate that job rotation/job shift need to happen with necessary approvals and there needs to be a complete match of required skill sets required for the job/ department. He/ she can come up with some suggestions to work on the identified areas of improvement and regular review to track the progress. The participant should suggest a cross functional project/ assignment (with RnD department) which gives Nikhil better exposure to RnD.

Expected approach:

The participant should explore Nikhil's interest and appreciate his interest in exploring the opportunities in RnD. He/she should explain the required skills for being in RnD and how there is a mis match or need for improvement. The participant should suggest exploring the upcoming opportunities and focus on contributing well to the ongoing projects within Production Department.

Less effective approach:

The participant may not appreciate the contributions of Nikhil. He/ she may fail / struggle to communicate the gap in skill sets. The participant fails to communicate the importance of seeking approvals, career progression and upskilling. He/ she may fail to influence and close the meeting on positive note.

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

- + Understands and identifies the performance excellence of Nikhil
- + Offers cross functional assignment/ task for Nikhil
- + Explains the job/ role expectations clearly
- +Leverages on one's experience while navigating the conversation with Nikhil
- +Listens and gathers Nikhil's perspectives
- + Makes Nikhil understand the importance of his current work
- +Inspires Nikhil to explore opportunities with required approvals and skill sets
- Fails/ finds it difficult to understand Nikhil's viewpoint
- Doesn't clearly communicate about how Nikhil can explore new opportunities
- Exhibits no clarity wrt Nikhils' current role or the new opportunity in RnD
- Doesn't inspire Nikhil to explore opportunities outside his realm

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 different ways in which Nikhil's interest and his current role can be managed/ balanced
- +Encourages Nikhil to speak and share his concerns OR Takes initiative to get Nikhil's perspective
- +Looks at long term benefits of grooming Nikhil
- + Establishes control over the conversation and the direction it takes
- +Takes initiative to show career path/ progression for Nikhil
- Sticks to one approach/ solution during one's interaction with Nikhil
- Holds on to one's opinion/ perspective and fails to accommodate different view points suggested by Nikhil
- Fails to create career path or show career progression to Nikhil
- Struggles to remain relevant to the topic

Emotional Intelligence

- *Ability to recognize own emotions, and sometimes unintended behaviour, and its impact on others
- *Being sensitive, empathetic, and yet dispassionate, in dealing with other people and their problems and issues with active listening, respect and compassion
- *Sensitivity to realize the unintended hurt caused by one's anger and humility to provide healing

- + Manages one's emotions while convincing Nikhil
- + Respects Nikhil's interest in exploring new opportunities
- + Looks at ways in which Nikhil can be engaged in a more fruitful way at work
- + Arrives at collaborative decisions (Involves Nikhil and gains his commitment to the taken decisions)
- + Establishes rapport with Nikhil and makes him feel comfortable throughout the conversation
- May tend to lose patience if pushed by Nikhil
- Treats Nikhil as someone junior
- Is prescriptive while making suggestions for Nikhil's growth/ improvement (telling mode)
- Doesn't give opportunities for Nikhil to express his views
- Is more focussed on how skill gaps and talks about how Nikhil can be a misfit in RnD

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 explaining about approvals, new opportunities in RnD and required skill set
- + Tailors one's communication to suit Nikhil who is a junior so that he understands better
- + Influences Nikhil and makes him understand the importance of getting approvals, differential skill set required for different departments/ roles
- + Remains open to explore perspectives which are different or contradictory to one's own perspective
- Finds it difficult to influence Nikhil
- No clarity in what he conveys about role/ skill expectation
- Lacks conviction while communicating about importance of approvals
- Rigid and holds on to one's perspective

Toughness

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

- + Helps Nikhil look at various ways to manage his interest in RnD/ job rotation
- + Navigates the conversation with politeness and assertiveness

- +Considers Nikhil's views while suggesting a way forward
- +Brings in the importance of respecting his manager and seeking approvals
- +Upholds unit's/ department's quality and requirement during the conversation
- + Comes up with suggestions/ solutions which creates a path for Nikhil's growth
- May become rude / defensive when pushed back by Nikhil
- Fails/ struggles to get commitment from Nikhil for chosen path
- Ignores or underplays the aspect of respecting others
- Gives suggestions or suggests way forward based on one's views/ perspectives

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
- *Overall, a multidimensional wisdom that allows a leader to choose the best people

- +Is aware that Nikhil comes with his own strengths and areas of improvement
- +Suggests regular reviews with Nikhil to track his progress / improvements
- +Looks at opportunities to leverage Nikhil's strengths/ interests
- +Interacts with Nikhil to get deeper insights to his strengths and how he can contribute
- +Creates opportunities for future roles or higher responsibilities
- Fails to identify opportunities which can leverage Nikhil's strengths
- Struggles to align Nikhil's strengths with new opportunities
- Lacks clarity wrt evaluation of Nikhil's strengths and areas of improvement

Visionary

- *Have a compelling view of the future
- *Ability to "fold in the future" - act today as if the future has arrived

- + Envisions Nikhil's growth in the organization
- +Understands the benefits of letting Nikhil explore new opportunities across departments
- +Puts processes in place which brings clarity to everyone wrt job rotation, cross skilling etc
- + Has clarity wrt Nikhil's growth and career progression within BASE
- Fails to envision the need for high pot / talent streamlining for business growth
- Focusses on solutions which addresses issues/ concerns in the short term

- Fails to see BASE's interest in job rotation and cross skilling