

Internal Role Play – Assessor Guide

Please familiarize yourself with the instructions to understand how participants would prepare for the meeting. This assessor guide is designed to help you effectively navigate through the conversation and evaluate participants assuming the role of Shashi Grewal/Praveen Agarwal, one of the regional after-sales service heads of NextGen/Velocity Motors.

About your role (Prasanna/Akash)

You joined NextGen/Velocity 6 years ago and have successfully navigated across different roles before getting promoted to the role of a service manager, as Rajat, the previous Service Manager transitioned out of the role recently. You have been a top performer and have been recognized for your technical expertise and commitment to see through projects.

Your first major project as a manager is to launch the 'Workshop on Wheels' pilot in Bangalore (NextGen) / Chennai (Velocity), a mobile service station initiative designed to provide diagnostic and servicing support.

Despite your strong determination to excel, you're experiencing some anxiety about settling into your new role. The significance of the project is clear to you, and you are fully committed to its success. However, you've encountered delays in the launch.

You have a meeting scheduled with Shashi/Praveen, your Regional Manager, to discuss the potential reasons for these delays, and a way forward.

The Situation

Since transitioning from a peer to a leader, you are facing challenges as the team is yet to accept you as their manager. Despite being an expert in your field, you sense resistance from the team to accept you in this position of authority.

You feel the lack of a mentor to guide you through difficult situations during this transition. There have been instances where you felt pressured to deliver results without sufficient clarity on the requirements. Managing timelines and conflicting priorities of different stakeholders make it difficult to take the right decisions at the right time. While you had experience working with external stakeholders in your previous role, the scope and scale of handling both internal and external stakeholders' needs in this role have been overwhelming. There have been times when you thought getting work done was impossible due to the number of parties involved.

You believe there are no established channels for communication with different teams spread across multiple locations to bring the associated teams together on the project.

Additionally, you have received feedback from your peers about your communication style being directive. While you disagree, you understand that you are being straightforward with people, which is misunderstood as being directive or bossy.

In your eagerness to demonstrate your skills as a new leader and to prove yourself, you set an ambitious timeline for the program's launch overlooking the concerns of colleagues and technicians.

All these factors have contributed to the delays in the launch of the "Workshop on Wheels" pilot across the city:

- Local teams had communicated that there were several logistical issues with respect to availability of mobile maintenance equipment to be placed within the vans. While committing to

the timelines of launching the project, you had thought that these issues would be resolved easily. However, these issues are still unresolved and will require significant time.

- Technical staff are not reporting at the correct locations within the city at the right time, leaving several issues unattended.
- Inventory of components being carried in each unit is not being maintained or reported regularly.

About Workshop on Wheels

'Workshop on Wheels' are mobile units capable of performing limited maintenance and diagnostic services. This will bring capabilities to the customer's doorstep or aid them when a vehicle breaks down in a remote location.

Owing to competition from players in the market, bringing such services to NextGen/Velocity's customers, eating into NextGen/Velocity's market share, your leadership wants to enter this space. Being superior in terms of quality of service, having a strong distribution network of parts and possessing a strong network of experts around the country, the organization believes it will be able to win back its customers over the next few years, if this initiative is implemented effectively.

However, being a capital-intensive program, the leadership of the organization decided to pilot it in one of the cities generating the highest revenues in your region, to understand the potential revenues/returns this could generate. At present, it is projected that the program can generate a revenue of INR 10 Cr in the area out of which you operate over the next five years.

Assessing this exercise

As Shashi/Praveen, the regional head, the participant's task is to facilitate an open dialogue with you about the program's delays, it's essential to understand your perspective and work together to devise a roadmap for "Workshop on Wheels." Additionally, the participant should also outline a coaching plan to support Prasanna/Akash's transition into his new role.

The participant's responsibilities include:

As Shashi/Praveen, the regional head, the participant must facilitate an open dialogue with you about the program's delays, ensuring a non-judgmental space for discussion:

1. Create an environment where you can openly address the challenges you face.
2. Help you grasp the importance of bringing different teams together to manage such large projects of strategic importance, and also in your growth as a leader.
3. Review the next set of broad steps to be taken to bring the project back on track.
4. Assist you in identifying the areas for development and provide a development plan to enable success in your current position.

Competencies assessed:

- *Crisis Management:*
 - The participant's ability to stay calm and evaluate the problem critically.
 - Participant's ability to propose a revamp of the project and to help navigate the complex situation.
- *Emotional Intelligence*
 - Participant's ability to create a safe space by being sensitive of the situation and to facilitate easy and open communication.
- *Nurturing*

- Participant's ability to provide constructive feedback.
 - Participant's ability to create a plan basis the feedback by identifying developmental areas.
- *Visionary*
 - The participant's ability to develop solutions by understanding the long-term business impact.
 - Participant's ability to take measures to improve the situation, and to arrive at an approach which is beneficial to both the company and Prasanna/Akash.