Prepare one slide on each member of my team covering 2 strengths they bring to the team and 1 barrier to success for them. Share this analysis with my manager and take their feedback. List 3 things I learned during this process.

The first associate is Jayachand Kotturu (JC), based on my assessment;

2 strengths that JC brings to the team are:

1. Solid technical base for SAS , SDTM and clinical knowledge which makes the team self-reliant and brings the competency of the team to the next level
2. Ability to perform in different situation and adapting to different cliental needs at a short notice meeting all the quality standards and timeline of the deliverables

1 barrier to success for JC:

He does not work towards taking initiatives for new opportunities, while he is a best doer but he does not proactively make efforts to learn new things and struggles a lot while working with ambiguity. Self-motivation is what he struggles.

The second associate is Shruti Bhaskaran, based on my assessment;

2 strengths that Shruti brings to the team are:

1. Ability to plan and follow-up, she has demonstrated the planning and executing skill very well during the pooling activity
2. Excellent communication skills helps to bridge the gap between the client and local team supporting an easy execution of the plan

1 barrier to success for Shruti:

She is a good executer but to move ahead as a team lead she has to put in extra efforts to learn the nuances of the clinical trial, disease area and therapeutic area, rather than waiting for a training.

Schedule one-to-one discussions with each member of my team. Ask each person to come prepared to the discussion with their thoughts on 2 strengths they bring to the team and 1 barrier to success for them. Discuss with them how we can better leverage their strengths and how we can remove the barriers to success. List 2 insights I gained of my team through this process.

Shruti:

**Strength:**

Good with the team, Communication – interpersonal skills, Proactive in communication with client

Process driven and systematic in doing work; compliant to the process

**Barriers:**

Low appetite to risk; little inhibition to take stretch assignments.

With team members (feedback providing is an issue) , persuasive power is less.

JC:

**Strength:**

Confidence in technical skills, to take up any challenges

Mingle with team and go to any level to support, easily understand the team struggle. How to use team member’s skill. Guide the team due to my technical competency

**Barriers:**

Mingling with the team; maintaining distance is barrier, some people take advantage

Lot of timeouts

Lose confidence in front of bigger/wider audience / in front of superiors/ not taking initiatives.

Struggling with English due to low confidence.

* During this process, it was very easy for me to write the strengths but very difficult to identify the barrier to success, since the definition for success for these individuals is much different and is subjective. Success in a team as a team leader, manager, PL is very well defined and can be discussed, but subjective success and barriers are very difficult to think and comprehend.
* It is very difficult to write barriers since there are subconscious or even unknown barriers (in the mind) which cannot be seen and comprehended by the manager unless the team member is very open to share.
* Further, success in this context needs to align as per the associates' role and expectation from the role. In other words, the goal setting can be done in such a way so that it takes care of organizational and individual aspirations. At times the barriers are quite visible through the associates' day to day handling of work.

I have every week chat and chai session, which has two fold advantages, people can eat "chat" as in Hindi and we can "chat" as in English with "chai" i.e. "tea". Here we discuss anything and everything right from pharma, clinical trials to movies, to politics. This way we connect at a different level forgetting the seniority or positions in the organization.

I also have unplanned 1-1's apart from the scheduled ones just chatting on whats happening in their work as well as life to do a health check of the team as well as individuals.

Did not have a chance to discuss with another member this topic.