

## Maynardleigh- Business Development Meeting

### SPIN Sheet

1. Name of the Company: Nangia & Company
2. Contact Name: Vikas Gupta, Rohit Goyal  
Designation: Partner  
Contact Details: +91 98712 44470  
Email Address: Vikas.gupta@nangia.com
3. Inquiry on/ Stated Need: team building
4. Meeting Mode: One-to-One/Telephonic/ Video Chat or SKYPE
5. Date and Time: 1<sup>st</sup> December, 2016
6. Brief about the business ( OPR):  
1984 - Started Dehradun - CA firm. Taxation,  
primarily for oil and gas industry.  
Audit & assurance, Direct tax, Indirect tax, Risk Consulting
7. How does this company serve the " Basic human need"?  
\_\_\_\_\_  
\_\_\_\_\_
8. The Business Model:  
Are a CA firm to direct clients.  
\_\_\_\_\_
9. Where are they mainly based?  
Noida Mumbai, GGN, Delhi
10. Employee strength: 200
11. Turnover: \_\_\_\_\_
12. Training Budget: \_\_\_\_\_

## SITUATION

i. Who are the target audience

100 CN's [130 overall]

ii. Job Profile ( understand how they contribute to Basic Human Need : try and take a simplified approach to how they serve this world )

Different functions - Accounting, Tax Practice, Mergers and Acquisition, Transfer pricing, Risk, Financial Advisory

iii. Age , Qualification - ( grade of colleges ....A or B or C ), Experience in years

Varied - Interns, associates, Sr. Associates, Directors and partners.

iv. Span of control ( do they lead people , or , are individual contributors )

v. What is the expectation from them - desired state (knowledge, skill, attitude and habit)

1. Integrity to the Organisation

2. Bonding b/w people

3. Open channels of communication b/w verticals.

vi. What is the current state

eg They are forming groups, and compatible only within their grp  
eg people have been here long, still bitch, complain about company

eg One partner left and spoke ill of the company. Company bad, no future, etc  
eg Associates and Sr. Associates sometimes don't talk to one another

No bonding / informal relation

eg One partner got a chance to pitch for another maynardleigh  
service line, he did not even involve the concerned service line.



## PROBLEM

- i. Gaps in performance , quality or relationships (repeated probe from previous question)

① Rebellion ship

② Feel like a valuable asset to the company

- ii. How have you arrived at these gaps ( one person said , you observed , multiple leaders said , is it from training need analysis , is it a problem diagnosed at company level , has it come from a customer / consumer/ partner / senior leader)

General observation from floor.

- iii. Validate the source of problem and try and rationalise it (percentage on customer score , talent engagement score , performance index, documented observations , result of a team hurdle). It will be good to record the name of the person who has articulated the problem statement. metrics

## Implication

- i. How has this problem impacted the business (ex increase in cost , decrease in revenue , opportunity lost , brand tarnished , attrition , low morale , reduced customer satisfaction , conflict , low internal service , wastage of time , money , bandwidth)

1. General ill feeling among employees.

2. lot of opportunities are lost to cross sell | work together