

SITUATION

i. Who are the target audience?

→ all people who are interested in the topic

high prot-networking (women leaders)
20% of batches: no.
15-20 people.

i. Job's Profile (understand how they contribute to Basic Human Need : try and take a simplified approach to how they serve this world)
"Very wound with job
different wound depts. creating technical

very wound with job
different depts. creating technical

ii. Age, Qualification - (grade of colleges, A or B or C), Experience in years
2 - 5 years, 26-27 years of age, people right in the right

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) ②

vi. What is the current state

lack expression / confidence
which to navigate. too much
fear and anxiety.

in meetings not
calling quietly.
80 ps:-
takenaynardleigh

sales-proposal making
finance - contracts, pol.

SPIN

<p>S=Situation</p> <p>Seek hard facts, and soft information, to understand the background and the opportunity you are facing</p> <p>Keep your questioning short but thorough</p>	<p>Sample Questions</p> <ul style="list-style-type: none"> How did you hear of MLA? Why are we here? Who really owns the issue—eg a particular line manager, the CEO, the HR person?—see also Miller Heiman: who is the customer? What exactly does your company do? Is it currently profitable? What is its position in the market place: eg a leader, number two, a newcomer? How many people work for it and what is the turnover over staff—ie how are you managing your talent? Where are your people mainly based, geographically? What is the structure of the company—could I have an organisation chart? Does your company have any key business goals you can share? Who heads up HR or Learning and Development and who is their boss? Who are the key people with responsibilities for training and development? Would I be able to meet them at some time? Do you have a budget for tackling this issue, if so what is it? When do you finalise your training budget during the year? Who else in the company might be interested in what we offer?
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1) No response can they are ready leaders.

2) No visibility at all.
transactional queries with heads
Would not speak in public
Worries (once a quarter)

PROBLEM

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

→ Very intimidated: excellent communication skills but get no courage to speak
→ 1

i. 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)
feedback from HR, stakeholders
customers!

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

Matin of evaluation

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)

No visibility in career growth
No leadership presence

SITUATION

i. Who are the target audience

no.

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

high pots, team colleges

iii. Age , Qualification – (grade of collegesA or B or C), Experience in years

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

v. What is the current state VS desired state (expectations- knowledge, skills, attitude, habit)

Current State	Desired state
<p>→ Women guarded too consensus. fear of judgement</p> <p>→ Don't talk in meeting only is curious</p> <p>→ No room to challenge</p> <p>→ No visibility.</p>	<p>→ Identify their styles of networking.</p> <p>→ Leveraging networks</p> <p>→ how to make an impact in so that extra role plays.</p> <p>→ stand up for yourself</p>

very hardworking

→ All employees meet - plan maynardleigh
ask questions inspire highly capable

S=Situation

Seek hard facts, and soft information, to understand the background and the opportunity you are facing

Keep your questioning short but thorough

Sample Questions

- How did you hear of MLA?
- Why are we here?
- Who really owns the issue—eg a particular line manager, the CEO, the HR person?—see also Miller Heimann: who is the customer?
- What exactly does your company do? Is it currently profitable?
- What is its position in the market place: eg a leader, number two, a newcomer?
- How many people work for it and what is the turnover over staff—ie how are you managing your talent?
- Where are your people mainly based, geographically?
- What is the structure of the company—could I have an organisation chart?
- Does your company have any key business goals you can share?
- Who heads up HR or Learning and Development and who is their boss?
- Who are the key people with responsibilities for training and development?
- Would I be able to meet them at some time?
- Do you have a budget for tackling this issue, if so what is it?
- When do you finalise your training budget during the year?
- Who else in the company might be interested in what we offer?

confidential
[In spite of high pot lack of network couldn't land desiring positions.

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

I am a woman, how do I approach.

- 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)

*stakeholders, floor walk, self :-
F G D. how to challenge.*

- 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

.. Matrix with feedback.

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)