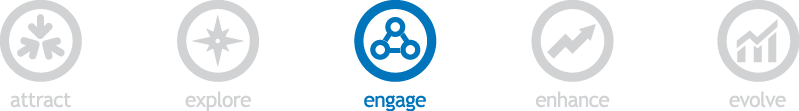


**REPORT**

**October ,2018**

**NAME**

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**Leadership Development Competencies**

**Planning & Organising**

Ability to establish efficiently an appropriate course of action for self and/or others to accomplish a goal.

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**Leadership**

Motivates, enables and inspires others to succeed, utilizing appropriate styles. Has a clear vision of what is required and acts as a positive role model.

**Strategic Perspective**

Takes account of a wide range of longer-term issues, opportunities and contingencies. Identifies the means of implementing plans in line with the vision and direction.

**Interpersonal Sensitivity**

Awareness of other people and environment and own impact on these. Actions indicate a consideration for the feelings and needs of others, (but not to be confused with ‘sympathy’)

**Commercial Awareness**

Ability to understand the key business issues that affect the profitability and growth of an enterprise and takes appropriate action to maximize success.

**Management Control**

Appreciation of need for controls and maintenance of control over processes, people and tasks and actions taken to ensure this.

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# Development Centre Exercise Summary

**Meeting Simulation**

The Participant assumes the role of Business Development Manager for Conquest Executive Concierge Services.  This is a relatively new company and the Participant’’s role is to establish and cultivate relationships with clients.  Conquest’s services were recently trialled by a global marketing company, Market-Global.  Whilst the trial was largely successful, there are some concerns that need to be addressed before Market-Global will agree to a wider arrangement for the use of Conquest’s services.  The Participant’s task is to meet with the Finance Director for Market-Global to discuss the effectiveness of the trial, rebuild a positive relationship with the client, explore Market-Global’s broader requirements and opportunities for Conquest to offer greater support, and to gain some commitment on taking forward the wider arrangement. 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# The Rating Scale

The following rating scale has been employed for the behavioural feedback:

5 Very high level of Ability = This is likely to be a very clear strength.

4 More than Acceptable = This is likely to be an area of strength.

3 Acceptable = **This is the benchmark.**

**Effective performance at this level.**

2 Less than Acceptable = An area requiring development.

1 Unacceptable = An area requiring significant development.

0 Not Observed = There was no evidence observed

**Split Score**- This is observed when there is a wide disparity between the scores in two (or all three) exercises).

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# Development Centre Overall Performance

# Planning & Organising

**Meeting**+ You prepared a prioritised agenda for the meeting which was to address the issue of the project that is running behind schedule:  
“I requested for this meeting to touch base on the portfolio project because we are lagging behind on some deadlines. What is the progress on the assignment?”  
  
+ You effectively managed the time and agenda, and covered the majority of items for example investigating the roleplayer’s view of the changes, challenges he was facing and support needed to hit the deadline set for the portfolio project.  
  
+ You established an action plan for Alex to implement. This included setting up an implementation plan in preparation for a future catch up meeting, and also communication to motivate the team members:  
“So I will count on you to be able to deliver. We need one or two meetings to begin with because we are 6 weeks behind.”   
  
“Meanwhile you can share the timelines and show what we are supposed to have done when and also show how the delay by procurement is impacting on our plan.”  
  
+ You succeeded in meeting your objectives for the meeting which were to investigate the roleplayer’s view of the changes, establish an action plan and identify any support needed:  
“What do you think of the changes that have happened in the last year?”  
  
“Anything else you would like to highlight?”  
  
“Would you like any support from me?”  
  
+/- You clearly stated one of the objectives of the meeting and attempted to stick to them. You however could have also clearly stated the other objectives for the meeting which were to identify support area and the roleplayer’s view of the changes.  
  
- You did not review the agenda and use of time when new important issues arose.

**Oral Presentation**+ You broke down all activities clearly and sufficient time allocated to carry out the project.  
  
+ You prioritised activities appropriately without getting lost in detail. You structured your presentation clearly with titles on the flip chart denoting the content of each section:   
‘Key Drivers’   
  
‘Mumbai’  
  
‘How to:’  
  
+ You developed alternative plans as a contingency. When questioned on how you have taken into account the lessons learnt from previous expansion projects you outline your risk aversion plans as follows:  
“In both locations not enough time was put in… we could improve the strategy around   
  
+ You identified other issues that need to be built into the plan, e.g. how you would go about making the recommendations happen and what the timings and sequence of events should be. In your presentation you wrote on the flip chart:   
‘How:  
Engage to complete the acquisition of Zeta  
Review challenges in distribution to develop strategy.  
Alpha team to review customer base ensure limited liability (debtors)   
For additional space required engage (Zeta) to get the full 1,200m2  
Develop a sound CSR strategy  
Develop strategy to tie in department of trade to support in the investment of Alpha’   
  
+ You outlined any risks or difficulties associated with this project, e.g. finding a way into the market ahead of the competition:   
“The aim is to be up and running in 8 months. To prepare we have 6 months. My understanding of this industry is that changes in the market take place very fast. Therefore has been some pre-work done which gives me the indication of how long it will take. The timelines are tight but with a clear indication from the project lead the work will be done within the stated timeframe.”   
  
“The team that had been selected had an interesting background. What is important for this project is that we evaluate the team on key areas to ensure effectiveness.”  
  
“As we develop this market we need to aid in recruitment and training to ensure profitability…”  
  
“There have been complaints from environmentalists… therefore we will bring people on board to help develop sound strategies around environment conservation.”  
  
+ You introduced the presentation with an agenda of what will be covered and keeps to this during the presentation:   
“Welcome to this meeting… the aim is to give you a deep dive into Alpha Plastics. What has been important in my analysis is:   
To look at the market  
What are our values?   
What do we want to achieve?”   
  
+ You made it clear what will be needed to make the expansion project happen:  
“Key to any organisation is to engage the teams from the very beginning ensuring that objective are clear… Communication is important…. Timely communication, clear communication. To me what is most important is communication and engagement at all levels.”   
  
- Although you alluded to what you thought is important you did not expressly highlight immediate priorities to get the project off the ground. When asked who the key stakeholders to engage would be you stated:   
“I would have finance, business development, sales because of market research… because what is key is how fast we are up and running to recover the investment. HR will be necessary to ensure that we have the right people.”

# Leadership

**Meeting**+ You recognized the lack of controls, monitoring and progress reviews to date:  
“I had given you time to look into this alone as you settle down and now that we are approaching the deadline, we need to work closer to deliver on time.”  
  
+/- You agreed on some deadlines with Alex for example having the time plan and communicating with procurement the next day. However, you did not agree on the milestones for the project for example, you could have agreed to deliver the training within 3 months.  
   
+/- You did not agree on a target date with Alex to review progress against action plan. It was clear that you will be having meetings to review progress but with no agreed target date.

**Oral Presentation**  
+ You acted as a role model, e.g. encouraged a climate of honesty and openness with others, you recognised the damage that could be caused if the organisation is seen to go back on its new values and policies:   
“Key to any organisation is engage the teams from the very beginning ensuring the objectives are clear…”  
  
“It is important to read and understand the framework understand who Alpha Plastics is and what the objectives…are”   
  
+ You were prepared to confront issues e.g. project delays by ensuring proper communication:   
“Project lead to share challenges early…”   
  
+ You advocated consulting staff for their ideas to help resolve the issues described in the brief, e.g. the staff survey results:   
“Staff engagement is critical to success…. When selected you communicate with them why they were selected.”   
  
“When you have a team that is as diverse, brainstorm to ensure that you know and understand their needs and deliverables…”   
  
  
+/- Although you did explicitly not refer to the Company vision and values when making decisions about which site to choose, you recognised the plan to expand the business:  
“Alpha is in quite a few countries with an aggressive growth plan. The focus right now is on Asia. Alpha has already done research and has identified two site….”  
  
+/- You did not recognise the investment the organisation had made in marketing its new vision, values and CSR policies however you made recommendations that did not counteract the CSR element of the business’ vision.   
  
- You did not take a proactive approach to monitoring performance during the project, e.g. advocates the need for continuous review.  
  
- You provided a clear vision and direction for Alpha Plastics overall and for the Asia expansion project in particular.

# Strategic Perspective

**Meeting**+ You developed and considered alternative solutions, assessing costs/benefits and strengths/ weaknesses of the arguments. For example, when handling the delayed response from procurement and also in response to the roleplayer’s concern for IT training for the team:  
“Have you escalated any issues or are there any challenges with that?”  
  
“Have you taken time to walk, just in case they don’t understand your emails?”  
  
“We can have a joint meeting and close the barrier and thanks for highlighting that.”  
  
+ You maintained an effective balance between supporting the roleplayer and keeping focus on the completion of the portfolio assignment:  
“I am sure you will find a way to manage (daily commute and the changes). The business is adjusting to the market and hence the change is required.”  
  
“I think we need to do more because we are behind. I would like to support you with a time plan and maybe speak with procurement…this project will impact yourself and myself.”  
  
+ You acknowledged Alex’s strengths as a way of boosting his confidence:  
“On a personal level, I have seen your work and you are hardworking and I can volunteer to mentor you.”  
  
+ You provided an appropriate level of direction to Alex in areas where he lacked technical knowledge. For example in reference to the part of the team lacking competence in the IT you said:  
“As an organization I do understand I understand that there is needed support, and the organization provides this so we can encourage the team to take courses in IT. As you talk to them, share that so that we can keep up with technology. It is for them to take initiative to step up.”  
  
- You did not summarize the main points of agreement at the end of the session.   
  
- There is no evidence that you attempted to renew Alex’s sense of purpose and motivation.  
  
- It cannot be said that you closes the meeting in a positive and motivational way. You went ahead to conclude on the latest issue you discussed. You could have brought about a lot of positivity and motivate the roleplayer in the process.

**Oral Presentation**+ You produced coherent plans, not ones that pull in different directions.  
  
+ You set an overall strategy, rather than dealing with the Asia expansion project in isolation, e.g. you recognised that improvements in CSR may benefit the Company as a whole:   
In regards to the CSR element and relation with the local community you said, “The local community is important and how we related with them will be key to our success. The local community has a say, environmentalists have say. Open communication with the public will help…”  
  
+ You sought ways to meet future needs, not just the present issues. When asked how you had taken the lessons learnt from previous expansion projects you outlined the issue of inadequate resources and how you would ensure that it is not only prevented at the onset of the project but constantly. You said:  
“Selection of my team is key. Employee relations and policies are for sure key…”   
  
“There is a different culture, the work ethic is different. When going into different countries, I want to endear this to my team so that they maintain performance from the onset…”  
  
+ You demonstrated that you have taken into account the vision and values of Alpha Plastics when putting plans for action in place:   
“Living up to the strategy, there is new objectives. The company did not put up new strategies without consideration of the market needs….”   
  
+ You considered quick wins but also puts in place longer-term plans. For instance in terms of the availability of a team you stated:   
“In terms of team support we have Bruce who had done project management already….”   
  
“In India we require a very aggressive strategy to develop the market. In terms of the project, we will tap into Zeta’s expertise. This will allow for quick penetration into the market.”   
  
On the flip chart you wrote: ‘CSR exists can be developed further…’  
  
+ You demonstrated that you had thought about contingencies should it not be possible to put initial plans into action. When asked what factors are likely to affect the progress you said:   
“With the change in environment, what is the logistics support that we have? We can build a factory but how do you get the product out there….”   
  
“Timelines are tight but with a clear indication from the project lead the work will be done… Project lead to share challenges early…”   
  
+ You demonstrated an awareness of a wide range of factors that affect the long-term success of the Organisation, e.g. reputation, image, perceptions/satisfaction, resourcing:   
“The market is more discerning looking at quality, CSR and effect on environment…”  
  
- You did not identify future opportunities for the Company which align with its aims and objectives.

# Interpersonal Sensitivity

**Meeting**+ You displayed some empathy for Alex's position. This is especially when Alex explained his daily commute to work. You also asked questions related to the situation:  
“You have a family?”   
“Are you coping?”  
  
“I also respect that you are dealing with changes such as commuting to work and the ongoing changes.”  
  
+ You gave Alex the opportunity to talk. You did not interrupt him and you also asked questions that required his contribution for example:  
“Hi Alex, how are you doing today?”  
  
“We have met a few times maybe you could tell me more about yourself?”  
  
“What is the progress of the assignment?”  
  
+ You displayed sensitivity to Alex's situation in attempting to resolve the issues he was facing for example his daily commute:  
“I agree so many changes have happened. I have just relocated closer to the office so that I can serve the business more effectively, you could also consider that.”  
  
- There is no evidence that you reflected back the feelings identified in Alex's responses.  
  
- You did not ask Alex how he felt at the end of the meeting.

**Oral Presentation**+ You remained polite and courteous on all occasions as you presented your recommendations and during the questions and answer session.   
  
+ You demonstrated respect for the needs of others, e.g. you took account the development needs and preferences of staff and the data collected in the staff survey:  
“A lot of staff felt that overall the planning aspect of the Florida project could have been done better…”   
  
“When you have a team that is as diverse, brainstorm to ensure that you know and understand their needs and deliverables…”   
  
“Make it fun, ensure there is a two-way communication in order to get the best from them.”   
  
+ You showed a clear understanding of the ‘people’ issues and handles problems such as lack of skills or experience sensitively:  
“Staff engagement is critical to success. When selected, you communicate with them why they were selected. Bring them on board early, share the plan and ensure that they know their deliverables for the project.”  
  
+ You responded in an appropriate manner when recommendations are challenged by the assessor. For all the questions raised following your recommendation, you clearly outlined your opinion around the issue and politely guided the assessor through your train of thought.

# Commercial Awareness

**Oral Presentation**+ You assessed commercial risk when making key business decisions:   
“What are we taking on as an organisation? We have to ensure our finance team looks at it and ensure that we do not take on unnecessary liabilities.”   
  
“In India, we require a very aggressive strategy to develop the market. In terms of the product, we will tap into Zeta’s expertise. This will allow for quick penetration into the market.”   
  
“The market is more discerning looking at quality, CSR and effect on environment. There is very aggressive growth in China. The contracting framework is tough….”  
  
+ You promoted opportunities for growing and diversifying the business:   
“My recommendation is we go to Mumbai. In Mumbai the market is established and there is a significant growth potential.”  
  
“The purchase and renovation is within budget.”  
  
“As we develop this market we need to aid in recruitment and training....”   
  
+ You considered the impact of competition and how the organisation has done in particular geographical areas:  
“Some of our competitors have looked at it but not explored deeply as with Shanghai…”  
  
“Who are we? What do we want to achieve? What is happening in the industry? What is happening with our competition?”   
  
“Competition has not made a decision to move yet. We see in China that the competition is already on the ground…”   
  
+ The commercial viability of each decision you made was considered in the presentation.