

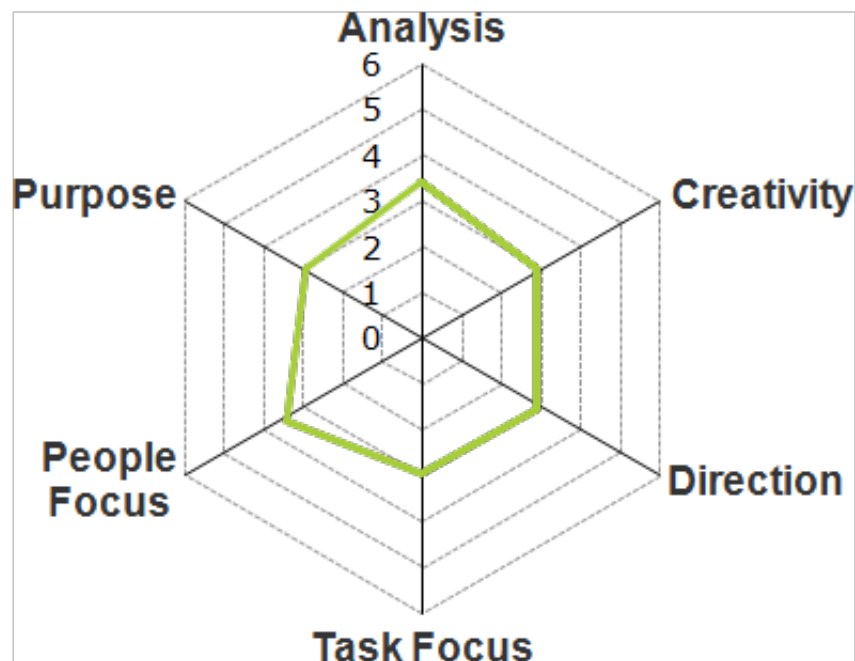
TALENTFINDER

Date: 20.05.14

Report for: Nurhaiza binti Abd Malek	Profiler: Rosti
Organisation: PETRONAS HRM HC	Case: Forward Energy

Introduction:

Analysis: 3.5	Sense of Direction: 3	People Focus: 3.5
Creativity: 3	Task Focus: 3	Sense of Purpose: 3



What were you looking for?

We were looking for indicators of leadership potential - the behaviours which indicate the presence of leadership talent. Originally, we looked at a large number of organisations and their leaders, and identified the key behaviours required for success at different levels within each organisation. What we found was that there are a large number of behaviours which are common to each level, regardless of the type of organisation.

By way of illustration, we could consider sales people. The behaviours needed to be good salesperson are well-known and understood. However, the qualities required to make a good sales manager are qualitatively different to those required to make a good salesperson. What is needed at this next level is not 'more of the same', but something different. As we progress through an organisation, the context in which we work changes, and success depends on attention to the wider context, both in terms of time frame in which our decisions are effective, and the people we need to consider. It is these variables which define the key differences between front-line supervisors and the leaders of global organisations.

When you completed the interview, we were looking to see if you had the capacity to develop these competences. We were not expecting that you would be able to provide a complete response to our questions - we were examining your attention to different parts of the problem, and the way in which you tackled it.

How does it work?

The interview required you to respond to a situation in three different ways. The first of these examined the way in which you think about the problem intellectually. We looked first at your Analysis of the problem itself - what are its causes and implications? - and then at how you used your Creativity to consider solutions and alternatives. We call this kind of thinking '**Pure Thinking**'.

We are also interested in the kind of thought that you use when you take your solutions out into the open to implement solutions. We looked particularly at the balance between your attention to the Task and your attention to the People involved and on the fringes of the situation. We call this '**Applied Thinking**'.

Finally, we looked at your **Judgement**, both in the Pure Thinking arena, where you consider the problem, come up with ideas to solve it, and then use Judgement to decide on the best course of action, and also in the Applied Thinking arena, where you must adapt your solution to the growing demands of the task and the opinions and concerns of stakeholders.

In all of these areas, we were looking at the areas on which you focussed your attention, as well as the responses themselves. In general, the more senior a role, the wider the context in which the role-holder must work. Thus ability to see many facets of a situation, and to consider symptoms of a problem in a broad and open-ended manner, can be considered to be indicators of potential to excel in more senior roles.

In this interview we were concerned with six levels of work, or Zones. Zone 1 describes individual operator roles, or roles in which the role-holder works as a part of a team. Zone 2 covers supervisory roles - those in which the role-holder leads an operational team in one area of work. Zone 3 is the first management role, in which the role-

holder must co-ordinate the work of different teams. Zone 4 is the Tactical Zone, in which the role-holder must start to consider the longer-term, positioning a department or small organisation to align with patterns and trends in the wider environment. Zone 5 is the Strategic Zone, which focuses on the future relationships between the organisation and the socio-political environment in which it operates. Finally, Zone 6 deals with the very long term, requiring visionary and inspiring leadership.

Pure Thinking

Pure Thinking is defined as the capacity and drive to: break down a complex problem; re-synthesise the element to develop useful alternatives; create realistic plans based on these processes.

Analysis - 3.5

Your potential in Analysis lies in your ability to go beyond description to differentiate between the various elements making up the problem, and recognise logical alternatives flowing from them. You were able to go as far back as necessary to identify root causes of the symptoms and trace the logical cause-effect 'chains' that underlie and define the situation. You took the symptoms one by one and sought to analyse the causes of each of them separately, building up a picture of the whole situation logically, one piece at a time. This is typical of Analysis at Zone 3. In addition, you were able to continue a little beyond the logic given to predict some wider consequences of the developing situation. This involved using intuition to supplement logic. You have some access to this intuitive way of thinking which you should be able to develop further in areas that really interest you. This showed some potential at Zone 4. You could seek to develop this potential by considering the implications of situations as well as their causes. For example, you could form a habit of asking yourself what would happen in a particular situation if no action was taken. Does the problem start to spread into other areas that you did not consider in your original analysis? How will patterns and trends in the wider environment influence current problems when the longer-term is considered?

Creativity - 3

You revealed potential in Creativity by showing how the root causes of the problem suggest useful alternative perspectives on the situation. You developed fresh angles on each part of the problem and brought clarity to the whole. This is typical of Creativity at Zone 3.

You could seek to develop this potential by considering your ideas in a longer-term context. Is there greater opportunity for innovation when the wider situation is considered?

Summary

In Pure Thinking, which was assessed during the discussion parts of the interview, your capacity for Analysis was slightly greater than your access to Creativity. This means that your ability to consider the situation and the problems inherent in it went further than your ability to come up with ideas to deal with the issues you identified. This is not uncommon. Close attention to the detail of the information may get in the way of more creative thinking about the situation. You may find it useful to talk with others about options and opportunities before making a final decision on action.

Applied Thinking

Applied Thinking is defined as the capacity and drive to: take a sensitive and realistic account of the people and ethical elements of the situation; anticipate and manage difficulties and emotions; build quality relationships through involving and developing people; lead and manage the people involved.

Task Focus - 3

You showed potential in Task Focus in the way that you were able to maintain the initiative in the face of some unexpected difficulties and marshal appropriate human and other resources to achieve a planned result in the medium term. This is typical of Task Focus at Zone 3. You could seek to develop this potential by trying to anticipate the implications of events and putting in place contingency plans to deal with knock-on effects. You could also look for opportunities to be pro-active in order to manage the boundaries of the problem.

People Focus - 3.5

You showed potential in People Focus through sensitivity to the needs of other people with different agendas. You managed relationships with individuals and groups that involved some emotional or interpersonal issues needing a patient, considered response. This involved dealing with the causes of the situation not just the symptoms. This is typical of People Focus at Zone 3. In addition, your potential in People Focus extended to recognise the importance of some of the political and ethical signals in the situation, enabling you to anticipate potential effects on the organisation and begin to plan a response. You clearly have some further ability here that you may be able to develop in roles that capture your full motivation. This showed some potential for People Focus at Zone 4. You could seek to develop this potential by beginning to consider some of the political and ethical signals in the situation. How might these affect your decision-making? Could you begin to anticipate responses and put in place plans to address them?

Summary

During the interview, you showed greater capacity for People Focus than for Task Focus. Under some circumstances, and in particular roles, this can be a useful approach. However, it appeared that your concern for others sometimes resulted in the demands of the task itself being pushed into the background. You may find it

useful to stand back and focus on the goals to be achieved - or team up with someone who is naturally good at this.

Judgement

Judgement is defined as the capacity and drive to: determine what is possible and attainable in the given circumstances; set priorities and structure the work; pay attention to detail without losing sight of the broader picture; adjust and adapt to changing realities while keeping the goal in view; press forward to overcome obstacles and get results.

Sense of Direction - 3

In terms of potential for Sense of Direction, you showed a capacity for setting medium-term priorities and plans. Your decisions were based on the logic, structure and alternatives you had already linked to the causes of the problem. This is typical of Sense of Direction at Zone 3. You might seek to develop this potential by considering the longer-term when making decisions. As well as uncovering the causes of the situation, you might consider its implications. If nothing was done, what would happen next? Does this give you other ideas to incorporate into your planning?

Sense of Purpose - 3

Your potential in Sense of Purpose enabled you to search for alternatives and make adjustments when the planned set of actions was blocked. You pursued medium term goals vigorously, paying attention to detail and handling unexpected setbacks quite smoothly. This is typical of Sense of Purpose at Zone 3. You could seek to develop this potential by considering the implications of the situation as well as its causes. From which direction might future pressures arise? How might you adapt your plans under pressure without losing sight of the wider goals to be achieved?

Summary

During the interview, you showed equal potential in Sense of Direction and in Sense of Purpose. This means that you are equally comfortable making decisions in the planning environment and when involved in the implementation of plans. This is a useful attribute as it equips you both for planning and for seeing plans through difficult times to fruition.

Teamwork

Planning Work - 3

This competence involves using judgement to create plans that balance the need for robustness against the requirement for flexibility in the face of normally changing circumstances.

It involves: establishing goals and objectives; considering alternatives; prioritising actions; planning workload.

Plan the work of a professional section or large operational group over a year or longer

During the Development Workshop, you showed evidence that you were developing your Planning Work competence. This suggested that your competence was at around Zone 3. This evidence included some of the following indicators: setting out cause/effect logic for others; contributing alternative ideas; focussing on the medium term; structuring tasks and objectives for others; monitoring the work of self & others against the plan; adapting plans as short-term circumstances change.

Managing Resources - 3

This competence is about keeping a balance in the use of resources, between being economical while at the same time committing sufficient resources to get a result.

It involves: managing time, money, physical resources; managing & developing people.

Manage the output of a professional section or larger operational unit to achieve medium-term objectives

During the Development Workshop, you showed evidence that you were developing your Managing Resources competence. This suggested that your competence was at around Zone 3. This evidence included some of the following indicators: contributing to scheduling and managing the work of the group; actively managing time and other group resources; searching for efficient group processes.

Working Systematically - 3

This competence is concerned with the balance between working to a system and remaining alert to opportunities for change to improve effectiveness.

It involves: working systematically; maintaining administration; seeking efficiency gains; improving systems.

Co-ordinate the activities of professionals, or larger operating unit to achieve internal efficiency

During the Development Workshop, you showed evidence that you were developing your Working Systematically competence. This suggested that your competence was at around Zone 3. This evidence included some of the following indicators: Seeking a systematic approach and contributing to it; seeking and giving clarification to the task; assisting with keeping records or notes; proposing improvements to content or process of discussion; pressing for a clearly-defined result.

Achieving Results - 3

This competence is concerned with balancing tenacity in pursuit of the goal with the ability to re-appraise the goal and its value as things move on.

It involves: maintaining focus on objectives; appraising and managing risk; overcoming obstacles; ensuring completion; evaluating and adapting aims.

Achieve medium-term objectives (a planning cycle) through leadership of a group or section

During the Development Workshop, you showed evidence that you were developing your Achieving Results competence. This suggested that your competence was at around Zone 3. This evidence included some of the following indicators: Achieving operational targets within the agreed plan; recognising changes and constraints that require targets to be adapted; keeping the group focussed on the goal; setting clear standards for the group and working to ensure completion.

Building Relationships - 3

This competence is about balancing personal style to achieve desired results with and through others: knowing when to lead and when to consult.

It involves: building rapport and trust; influencing & motivating others; resolving conflict; giving feedback.

Able to motivate a group over longer time spans to meet medium-term business objectives

During the Development Workshop, you showed evidence that you were developing your Building Relationships competence. This suggested that your competence was at around Zone 3. This evidence included some of the following indicators: contributing to motivation and leadership in the group; paying attention to group cohesion; negotiating effectively with others to gain agreement; paying appropriate attention to others' sensitivities; checking for understanding and agreement frequently.

Communicating - 3

This competence represents the 'technical' side of communication - determining the balance between formal and informal communication: knowing when and how to communicate.

It involves: presenting ideas to promote understanding; selecting methods and media; listening; writing and recording.

Must gather and manage information relevant to medium-term objectives

During the Development Workshop, you showed evidence that you were developing your Communicating competence. This suggested that your competence was at around Zone 3. This evidence included some of the

following indicators: Gathering and collating information to further the task; analysing and presenting data clearly to ensure take up; judging timing and focus of communication to gain commitment; persuading others through logic and attention to their needs.

Observations on Teamwork

Nurhaiza entered into discussions with ease, going along with the general flow. She was an active participant, expressing her views frequently, while at the same time acknowledging the contribution of others. On many occasions she came up with suggestions or ideas to keep the discussion alive e.g “turning negatives to positives”. She also asked probing questions such as “What is our contribution to ..”. She offered personal opinion on some issues without imposing them on others.

Consultant's Comments

Nurhaiza was confident and assertive in making recommendations. She backed it up with a qualitative assessment of the company's current strength and the trends in the market. She reckoned that a company's strength and reputation in the existing business should be able to carry it through in new ventures. She offered innovative solution such as working in partnership with others to acquire technology in the future. While maintaining current business, a company should invest in the future where the demand will be found. Nurhaiza demonstrated balanced judgement in allocating resources, emphasising both the direction which the company should take and the objectives to be achieved e.g going into new energy without abandoning conventional energy. In pushing for business objectives, Nurhaiza took cognisance of the impact on employees and other stakeholders, putting priority on their safety and well-being. She was aware of the war for talents. She is a strong advocate of employee engagement and developing human talent.

Recommendations

Nurhaiza has a double degree in Human Resource and International Business. Although she enjoys being in HR, she would welcome an opportunity to be exposed to operational areas. Even if she remains in HR Skill Group, exposure to line operations will enhance her ability to provide HR services to business units.

This report is confidential to the person(s) and organisation for whom it was prepared. Whilst reports and recommendations are prepared in good faith, they are made on the basis of information available at the time. Assessments are carried out with all care and attention but outcomes depend on the responses and choices of the individual and should therefore be seen as indicative of trends in the participant's abilities and personality at the time of assessment. No liability will be accepted for any decision made by an individual, client or third party on the basis of the information supplied.

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