

KOHLER®

Leadership Development
Program

KATALYS

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Introduction

Hi Sagar,

Congratulations on having completed the diagnostic activities conducted on the 25th – 27th of September 2023, as a kickoff for Katalyst – A Leadership Development Intervention.

A diagnostic exercise like this observes and measures competencies that are representative of the proficiencies required on the job. It stresses understanding the strengths and developmental opportunities of the individual.

It employs multiple tools and facilitators to remove bias and maximize objectivity. The activities were designed around your organization's Competency Framework, developed through extensive consultations with senior leaders.

Each of the competencies have been identified as skills or behaviors required to be demonstrated in order to succeed in the next role in your leadership journey.

Over these days, you would have completed the following exercises:

- In-basket Exercise
- Situational Judgement Test (SJT)
- Role Play
- Case Study & Presentation
- Case Study Analysis
- Interview
- Situational Judgement Test

It is essential to note that the report focuses observations based on the competencies exhibited during the exercises rather than the “right or wrong” responses to the situations or the tasks presented.

This report provides you with combined inputs on each competency from across all the exercises. We hope that the report provides you with a greater understanding of the individual self, potential strengths & development areas.

This report has a shelf-life of 18-24 months and should be treated confidentially. If you require support in interpreting this report, please get in touch with your Human Resource team.

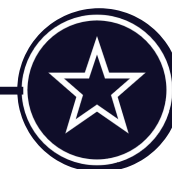
Below are the competencies and descriptors that were used for the exercises.

DELIGHTING CUSTOMERS: SOLUTIONS & EXPERIENCE CREATOR	BOLDLY INNOVATE: CATALYST	OWN IT: BUSINESS LEADER	PRIORITISE: SENSE MAKER
<ul style="list-style-type: none"> • Shares & Translates Market Insights • Creates Plans to Deliver Differentiated Customer Experiences • Connects Teams with Shared Customer Goals to Deliver • Sets up an engagement plan, collaborates with stakeholders, and aligns with their expectations to meet their needs. 	<ul style="list-style-type: none"> • Brings Perspective & Teaches • Multiple Sources of Input • Strategically resolves everyday business challenges. • Iterates for Best Outcomes - by leveraging internal data and external market insight. • Conducts Courageous Conversations 	<ul style="list-style-type: none"> • Deep Business Knowledge - understanding key business drivers such as cost optimization, market priorities etc. • Enterprise Mindset • Calculated Risk Taking • Proactive Decision Making • Enables decision making closest to the work 	<ul style="list-style-type: none"> • Explains Purpose & Why • Sets Team Objectives • Priority Management • Cross-Functional Alignment

CONVERSING IN DIFFICULT SITUATION	COMMUNICATING ASSERTIVELY	LEADING WITH STRATEGY	INSPIRING PEOPLE: TALENT CULTIVATOR
<ul style="list-style-type: none"> • Correctly identifies when and why a conversation is difficult and what role opinions, emotions, and stakes are at play in such situations. • Able to turn difficult conversations into action and results. • Able to translate technical and functional complexities into plans and execution. • Deescalates emotionally charged situations through effective use of communication. 	<ul style="list-style-type: none"> • Expresses thoughts, feelings, and beliefs directly and appropriately. • Shares opinions and acknowledges others' views. • Courageously says no and handles agreements and disagreements gracefully. • Possesses well-defined, experience-based ideas and articulates them confidently. • Influences others' perspectives effectively without force or coercion, while respecting their opinions. • Adapts persuasion techniques based on the individual's personality. 	<ul style="list-style-type: none"> • Able to fulfil short-term expectations and focus deeply on defining the future agenda. • Ensures alignment with overall strategies. • Recognizes emerging patterns and trends. • Able to allocate scarce resources wisely and channelize the collective effort of the team effectively. • Identify drivers of the strategy and ensure execution effectiveness 	<ul style="list-style-type: none"> • Positive Authenticity & Courage • Talent Planning & Diverse, Strong Pipelines • Identifies talent within and outside the organization leveraging strong networks. • Nurtures and develops talent (within and outside the team e.g., at the college/ institute level) • Fosters Learning & Healthy Work Climate • Collaborates & connects.

Here is a summary of your competency levels.

TOP COMPETENCIES



- Boldly Innovate: Catalyst
- Delighting Customers: Solutions & Experience Creator
- Prioritize: Sense Maker

AREAS OF POTENTIAL STRENGTH



- Communicating Assertively
- Inspiring People: Talent Cultivator

AREAS OF DEVELOPMENT



- Own it: Business Leader
- Conversing In Difficult Situations
- Leading With Strategy

Delighting Customers: Solutions & Experience Creator

- Shares & Translates Market Insights
- Creates Plans to Deliver Differentiated Customer Experiences
- Connects Teams with Shared Customer Goals to Deliver
- Sets up an engagement plan, collaborates with stakeholders, and aligns with their expectations to meet their needs.



Strengths:

Shares & Translates Market Insights:

- Sagar demonstrated the ability to gather market insights, although there were some inconsistencies in translating them into actionable strategies.
- In the Inbox activity, Sagar effectively acknowledged and used market insights to deliver informative progress reports.

Creates Plans to Deliver Differentiated Customer Experiences:

- While there were areas of opportunity, Sagar made some progress in developing plans for delivering differentiated customer experiences during the case study analysis.

Connects Teams with Shared Customer Goals to Deliver:

- Sagar made an effort to connect various teams with shared customer goals in the case study context.
- In the Inbox activity, he collaborated seamlessly with the production team, demonstrating teamwork in achieving shared goals.

Sets up an engagement plan, collaborates with stakeholders, and aligns with their expectations to meet their needs:

- Sagar collaborated with stakeholders and made attempts to align with their expectations in the Inbox activity, showing engagement and alignment with customer needs.

Areas of Opportunity:

Inconsistent Results in Translating Market Insights:

- Sagar gathered market insights but struggled to consistently translate them into actionable strategies. This is an area that requires improvement.

Lack of Comprehensive Plans for Delivering Differentiated Customer Experiences:

- In the case study analysis, there was a lack of comprehensive plans for delivering differentiated customer experiences. Sagar should focus on creating more convincing and comprehensive plans.

Challenges in Connecting Teams with Shared Customer Goals:

- While there was some progress in connecting teams with shared customer goals, Sagar may need to work on improving this aspect to ensure better alignment.

Limited Actionables in Developing Engagement Plans:

- In the case study, there were mentions of developing an engagement plan, but the actionables were not clear. Sagar should aim for more concrete strategies in this regard.

Boldly Innovate: Catalyst



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- **Brings Perspective & Teaches**
- **Multiple Sources of Input**
- **Strategically resolves everyday business challenges**
Iterates for Best Outcomes - by leveraging internal data and external
- **market insight**
Conducts Courageous Conversations

Strengths:

Brings Perspective & Teaches:

- Sagar effectively demonstrated the ability to bring diverse perspectives and sources of input in the Inbox activity. This showcases a strength in this competency element.

Conducts Courageous Conversations:

- In the Inbox activity, Sagar displayed genuine enthusiasm, positivity, authenticity, courage, commitment to confidentiality, and empathy in acknowledging Emily's email. He also courageously collaborated with HR in handling a disciplinary situation, which reflects strength in conducting courageous conversations.

Strategically Resolves Everyday Business Challenges:

- While there were areas of opportunity, Sagar made an attempt to leverage personal expertise in the CBI activities, indicating strength in strategically resolving everyday business challenges.

Iterates for Best Outcomes - by leveraging internal data and external market insight:

- In the Inbox activity, Sagar recognized the importance of IDP updates and nominations, proactively seeking updates and providing clear and thorough explanations. This demonstrates an ability to leverage internal data effectively.

Areas of Opportunity:

Limited Utilization of Multiple Sources of Input:

- Sagar struggled to bring diverse perspectives and sources of input into the case study analysis. This is an area that requires improvement.

Limited Strategic Approach in Addressing Business Challenges:

- In the CBI activities, there was room for improvement in adopting a more strategic approach when addressing business challenges. Sagar should work on providing innovative solutions and addressing complex issues.

Inspiring People: Talent Cultivator



- Positive Authenticity & Courage
- Talent Planning & Diverse, Strong Pipelines
 - Identifies talent within and outside the organization leveraging strong networks
 - Nurtures and develops talent (within and outside the team e.g., at the college/ institute level)
- Fosters Learning & Healthy Work Climate
- Collaborates & connects

Strengths:

Positive Authenticity & Courage:

- In the Inbox activity, Sagar demonstrated the ability to acknowledge the opportunity to bring perspective and teach, indicating positive authenticity and courage. While there is room for improvement, he makes an effort in this regard.

Talent Planning & Diverse, Strong Pipelines:

- Sagar acknowledged the importance of seeking multiple sources of input in the Inbox activity, showcasing a strength in this element. He also recognized the importance of nominations for outstanding performers.

Fosters Learning & Healthy Work Climate:

- Sagar emphasizes the importance of collaboration in achieving project success, showing strength in fostering a healthy work climate.

Collaborates & Connects:

- In the Role Play activity, Sagar encourages Madhu to identify and nurture talent from within the team, indicating collaboration and connection.

Areas of Opportunity:

Limited Emphasis on Collaboration and Positive Atmosphere:

- In both Role Play activities, there was limited emphasis on collaboration and creating a positive atmosphere. Sagar should work on mentioning actions to foster a more positive atmosphere and demonstrating concern for team members' morale and potential challenges.

Rare Recognition and Encouragement of Talent:

- Sagar rarely recognized and encouraged talent within the team in the Role Play activities. He should make more efforts to create opportunities for diverse talents and nurture talent within and outside the team.

Formal and Robotic Interaction:

- In the Role Play activities, Sagar's interactions were described as formal, scripted, and robotic. It's important to acknowledge and express trust in the expertise of team members and engage in more natural, comfortable conversations.

Own it: Business Leader

- Deep Business Knowledge - understanding key business drivers such as cost optimization, market priorities etc.



- Enterprise Mindset
- Calculated Risk Taking
- Proactive Decision Making
- Enables decision making closest to the work

Strengths:

Deep Business Knowledge:

- Sagar demonstrated the ability to leverage personal experience and expertise in the CBI activities, using these insights to incorporate into proposals and criteria for choice. This indicates a deep understanding of key business drivers.

Calculated Risk Taking:

- In the CBI activities, Sagar occasionally made proactive decisions, which is a form of calculated risk-taking in decision-making.

Enables Decision Making Closest to the Work:

- In the CBI activities, Sagar documented lessons learned in the ECU change exercise and resolved issues based on personal technical expertise. This shows an ability to enable decision-making closest to the work.

Areas of Opportunity:

Limited Emphasis on Collaboration and Stakeholder Engagement:

- In the Role Play activities, there was limited emphasis on collaboration and stakeholder engagement. Sagar should work on providing guidance on handling conflicts arising due to changes in responsibilities and fostering better collaboration.

Limited Discussion of Trend Influence:

- Sagar rarely promoted learning and did not provide significant insights regarding trend influence in the Role Play activities. A more in-depth discussion in these areas is needed.

Struggles to Demonstrate Deep Business Knowledge:

- In the CS Analysis, Sagar struggled to demonstrate deep business knowledge and an understanding of key business drivers relevant to the case study. Improving this aspect is crucial.

Avoids Calculated Risk-Taking:

- Sagar avoided calculated risk-taking in decision-making within the case study context. To excel as a business leader, he should be more open to calculated risks.

Lacks Consideration of Broader Organizational Context:

- Sagar's case study analysis lacked consideration of the broader organizational context, indicating that the big picture was missing. Understanding the organizational context is vital for effective leadership.

Prioritize: Sense Maker



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- Explains Purpose & Why
- Sets Team Objectives
- Priority Management
- Cross-Functional Alignment

Priority Management:

- In the CBI activities, Sagar made attempts to manage priorities, which had a moderate impact on team productivity. He also identified corrective actions post-crisis, indicating strength in priority management.

Explains Purpose & Why:

- While there were areas of opportunity, Sagar demonstrated the ability to explain the purpose and why certain actions or decisions are taken in the CBI activities. This is an important aspect of being a sense maker.

Sets Team Objectives:

- Sagar set some specific team objectives that partially aligned with the case study's goals and requirements in the CS Analysis. This showcases a basic ability to set team objectives.

Areas of Opportunity:

Misallocation of Resources in Priority Management:

- Sagar struggled with priority management, often misallocating resources and attention in the case study context. This is an area that needs improvement for optimizing resource allocation and focus.

Limited Cross-Functional Alignment:

- In the CS Analysis, Sagar partially achieved cross-functional alignment with limited collaboration. It's important to work on improving alignment across functions.

Lack of Effective Explanation of Purpose:

- Sagar had difficulties in clearly explaining the purpose and why certain actions or decisions were taken within the case study analysis. Enhancing the ability to convey the rationale is essential.

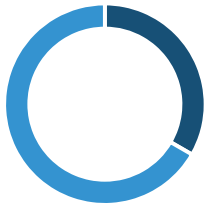
Unclear Team Objectives:

- Sagar failed to define clear team objectives in the Group Discussion, He participated very little and failed to make enough of an impact within his role in the GD.

Ineffective Communication and Engagement:

- In the Group Discussion, Sagar wasn't able to engage fully and let others take the lead. As the technical expert for the project, he should have played a more pivotal role in the discussion and highlighted the project's criticality.

Conversing in Difficult Situations



Strengths:

- Correctly identifies when and why a conversation is difficult and what role opinions, emotions, and stakes are at play in such situations.
- Able to turn difficult conversations into action and results.
- Able to translate technical and functional complexities into plans and execution.
- Deescalates emotionally charged situations through effective use of communication.

Correctly Identifies Difficult Conversations:

- In the CBI activities, Sagar correctly identified when and why a conversation is difficult and what role opinions, emotions, and stakes play in such situations. This is a crucial aspect of handling challenging conversations.

Deescalates Emotionally Charged Situations:

- In the Group Discussion, Sagar demonstrated the ability to occasionally recognize when their observations are challenged by the audience and showed some capacity to handle and respond to questions posed by the assessor. This reflects composure and effectiveness in deescalating emotionally charged situations.

Areas of Opportunity:

Translating Technical Complexities into Actionable Plans:

- Sagar struggled to translate technical complexities into actionable plans in the CBI activities. It's essential to improve in this area to have a more significant impact on project implementation or problem-solving.

Translating Challenging Conversations into Actions:

- Sagar provided limited feedback on translating challenging conversations into actions in the Role Play activities. Enhancing the ability to turn difficult conversations into action and results is necessary.

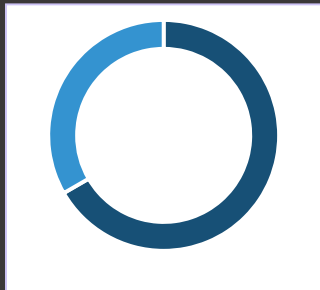
Managing Challenging Conversations:

- In the Group Discussion, Sagar struggled to identify and manage challenging conversations, resulting in unresolved conflicts. Improving the ability to manage such conversations is vital.

Translating Complex Conversations into Actionable Plans:

- Sagar faced challenges in articulating technical and functional complexities into practical plans and execution strategies in the Group Discussion. This aspect needs improvement for more effective handling of difficult situations.

Communicating Assertively



- Expresses thoughts, feelings, and beliefs directly and appropriately.
- Shares opinions and acknowledges others' views.
- Courageously says no and handles agreements and disagreements gracefully.
- Possesses well-defined, experience-based ideas and articulates them confidently.
- Influences others' perspectives effectively without force or coercion, while respecting their opinions.
- Adapts persuasion techniques based on the individual's personality.

Strengths:

Asserting Rights and Expresses Thoughts:

- In the Inbox activity, Sagar recognizes the importance of asserting rights and expresses thoughts. He has made progress in expressing opinions more directly. He expressed his support for the disciplinary action to be taken and directed the IT team to take the right action. He was ready to support his team with the conversation with Marco.

Sharing Opinions and Considering Others' Views:

- Sagar acknowledges the value of sharing opinions and considering others' views in the Inbox activity. He has started to actively participate in discussions and guides the team on actions to be taken in some situations.

Courageous Communication and Diplomatic Agreement/Disagreement:

- Sagar recognizes the importance of courageous communication and diplomatic agreement/disagreement, making strides in expressing "no" assertively and navigating discussions more gracefully.

Areas of Opportunity:

Countering Other People's Views with Facts and Evidence:

- In the CS Presentation, Sagar sometimes shares opinions but hesitates to acknowledge or counter other people's views with facts and evidence. He occasionally imposes his views without supporting evidence. In the group discussion, while he did occasionally counter points put forward by others, he did so tentatively and without sufficient authority and assertiveness in tone and manner. This is an important area of improvement.

Expresses Thoughts Directly and Acknowledge Others' Views:

- In the Group Discussion, Sagar struggled to express thoughts, feelings, and beliefs directly, often avoiding assertiveness. He also didn't engage in the discussion fully and was tentative when he did participate.

Difficulty in Sharing Opinions Assertively and Acknowledging Differing Viewpoints:

- In the Group Discussion, Sagar may have difficulty sharing opinions assertively and might struggle to acknowledge differing viewpoints. He didn't advocate for himself or his department priorities effectively.

Challenges in Saying No Assertively and Agreeing/Disagreeing Gracefully:

- Sagar may have difficulty in saying "no" assertively and might not consistently validate other people's ideas in the Group Discussion.

Struggles to Use Persuasion Techniques Effectively:

- In the Group Discussion, Sagar may have difficulty in using persuasion techniques effectively and may not consistently acknowledge the opinions of others.

Leading with Strategy



- Able to fulfil short-term expectations and also focus deeply on defining the future agenda.
- Ensures alignment with overall strategies.
- Recognizes emerging patterns and trends.
- Able to allocate scarce resources wisely and channelize the collective effort of the team effectively.
- Identify drivers of the strategy and ensure execution effectiveness

Emphasizes the Positive Impact of Contributions:

- In the Role Play activities, Sagar emphasized how Madhu's contributions positively affect different departments and encouraged alignment with organizational strategies.

Aligns Actions with Overall Strategies:

- In the Group Discussion, Sagar actively worked to align actions with overall strategies and contributed to discussions about strategic direction.

Attempts to Persuade and Share Opinions:

- In the CS Presentation, Sagar sometimes shared opinions and attempted to persuade others.

Areas of Opportunity:

Limited Discussion of Resource Optimization:

- In the Role Play activities, there was a limited discussion of resource optimization, which is a crucial aspect of leading with strategy.

Limited Discussion of Trend Influence:

- In both Role Play activities, there was limited discussion of trend influence. Recognizing emerging patterns and trends is essential for strategic leadership.

Struggles to Recognize Emerging Patterns and Trends:

- In the Group Discussion, Sagar struggled to recognize emerging patterns and trends, often missing valuable insights.

Limited Guidance on Balancing Short-Term and Long-Term Goals:

- In the Role Play activities, there was limited guidance on balancing short-term and long-term goals. This is a crucial skill in strategic leadership.

Struggles to Identify and Address Key Drivers of the Strategy:

- In the Group Discussion, Sagar had difficulties in identifying and addressing key drivers of the strategy, often missing critical factors that impact execution success.

Overall Summary of Feedback

Expressing Positive Authenticity and Courage:

- Sagar consistently demonstrated an ability to express genuine enthusiasm, positivity, and courage in various interactions, especially in email responses, which contributes to a positive work climate. He is sincere and comes across as genuinely caring in one on one exercises.

Identifying Challenging Conversations:

- Sagar correctly identified when and why conversations could be difficult, an essential skill in navigating challenging situations effectively. In one on one interactions he was able to handle these conversations effectively, putting forward logical arguments and leveraging his evident subject matter expertise.

Understanding Business Drivers:

- Sagar showed a strong understanding of key business drivers, which is vital for strategic decision-making. He is obviously a subject matter expert and in his domain is able to speak authoritatively on key business drivers.

Recognizing and Addressing Stakeholders:

- Sagar acknowledged the importance of engaging with stakeholders and setting up engagement plans, contributing to better collaboration.

Areas of Opportunity:

Resource Optimization:

- Sagar had limited discussions regarding resource optimization in the role-play scenario. Improving this skill is crucial for efficient resource management. This was also seen in the role play scenario. Managing scarce resources and aligning both time and human resources effectively in situations is the key role in high management positions.

Balancing Short-term and Long-term Goals:

- Sagar provided limited guidance on balancing short-term and long-term goals, a vital aspect of strategic leadership. Sagar is a subject matter expert, but seems unable to link his expertise with the overall strategic picture and articulate this clearly enough. For this it is important to have a clear understanding of the functional and organisational imperatives and plot individual action against these priorities.

Translating Technical Complexities into Actionable Plans:

- Sagar faced challenges in translating technical complexities into actionable plans. For many of the Inbox items, he just set up meetings to discuss. In The group discussion, ideas were discussed but there was little attempt to close these out into concrete action plans for either himself and his teams or for other teams.

Expressing Thoughts Directly and Acknowledging Others' Views:

- In various discussions and role-plays, Sagar sometimes hesitated to express thoughts directly and acknowledge others' views, affecting assertiveness. He speaks quietly and diffidently and this can come across as passive especially in group discussions with more assertive counterparts. This is an aspect which needs specific development.

Resource Allocation and Collaboration Consistency:

- In group discussions, while Sagar made some suggestions regarding resource allocation, consistency in backing these up with concrete results or impact analysis was lacking.

Readiness Vs. Application

How to read this information

Readiness assessment evaluates a participant's intellectual knowledge and their ability to apply competencies, measuring whether they can correctly identify the most appropriate actions in various situations. Typically, participants report their readiness through a psychometric instrument.

Application assessment, on the other hand, focuses on a participant's capacity to demonstrate the desired competencies in real work-related situations. This evaluation involves observers assessing the participant's performance in simulated activities.

Ideally, one would aim for a close alignment between readiness and application. When readiness exceeds application, it suggests that a person has the knowledge of what needs to be done but may struggle to effectively apply or display these behaviors in real-life interactions and situations. To address this, individuals may need to practice these behaviors and receive ongoing coaching and feedback.

Conversely, when application surpasses readiness, it indicates that an individual naturally demonstrates these competencies but may not be consciously aware of how they do so. In this case, the focus may shift towards developing a deeper understanding through awareness training that covers models, theories, and approaches, helping the individual practice these competencies with more deliberate thoughtfulness.



Competency	Application Average	Readiness	Analysis Comments
Delighting Customers: Solutions & Exp.	1.9	2	Sagar's readiness closely aligns with his application average. This suggests that he has a good balance between knowledge and practical application in this competency area.
Boldly Innovate: Catalyst	1.9	3	Sagar's readiness exceeds his application average, indicating that he has the knowledge but may need to work on consciously applying his innovative skills in real-life scenarios.
Inspiring People: Talent Cultivator	1.3	3	Sagar's readiness significantly surpasses his application average, suggesting that he naturally possesses talent cultivation skills but may need more awareness training to understand and apply them consciously.
Own it: Business Leader	1.3	2	Both readiness and application are relatively balanced, indicating that Sagar has room for growth in this competency but possesses a foundational understanding.
Prioritize: Sense Maker	1.6	3	Sagar's readiness is notably higher than his application average, suggesting untapped potential in effectively applying his prioritization and sense-making skills.
Conversing In Difficult Situations	1.3	2	Sagar's readiness aligns with his application average, indicating a good balance between knowledge and practical application in this competency area.
Communicating Assertively	1.6	3	Sagar's readiness exceeds his application average, indicating that he possesses knowledge in assertive communication but may benefit from more deliberate thoughtfulness in its practical application.
Leading With Strategy	1.3	2	Both readiness and application are balanced, suggesting that Sagar has potential for growth in his strategic leadership skills but possesses foundational knowledge.