



IMPRINT REPORT

STAKEHOLDER FEEDBACK GATHERED FOR RAJ MEHTA

DATE: 6th of Jan 200x

This report has been created by

CoCoonConsulting

CONFIDENTIAL



IMPRINT FEEDBACK REPORT

Dear Raj,

This report has been compiled post our discussions with your Stakeholders.

We met with the following categories of people: 3 Supervisors, 2 Peers, 6 Customers/Stakeholders and 2 Subordinates.

We gathered feedback around the following Leadership Dimensions:



The report provides feedback on each of the above Four Facets of Leadership in Section 1.

For each leadership element, we have provided you with a quantitative measure and qualitative comments provided by your stakeholders to explain the rating. The scale is:

| | | |
|--|----------------------------------|---|
| 3: Area of Significant Strength | 2: Area of Competence | 1: Area of Opportunity/Development |
|--|----------------------------------|---|

In Section 2, we have summarized key areas of strength and opportunity and provided a few suggestions to create high impact.

The Annexure contains a respondent category-wise representation of the quantitative scores.

Warm regards,

The CoCoon Team



YOUR PERCEIVED ROLE AND RESPONSIBILITIES:

You handle a diverse portfolio which is customer facing. You are described as the organization’s face to the customers. The Critical Escalation Function, Customer Advocacy Group and the Service Desk are the portfolios that you are handling. Your key responsibilities according to the stakeholders are:

- Function as the advocate and the spokesperson for the customer.
- To establish collaborative processes and practices and help these regions see India center as being beneficial to them.
- Work collaboratively with the other delivery teams to provide resolution for the critical escalations.
- In the new function set up the teams and make them operational for the business.
- For Customer Advocacy - take care of the top 25 customers of the APAC region.

CHALLENGES YOU FACE IN THIS ROLE:

Building and Stabilizing the New Business Units:

- Respondents report that setting up the Service Desk is a new business for the organization and therefore there is little experience that is historically present within the organization.
- In the history of the organization, the largest team is being dismantled geographically and moved to India.
- It is a revenue rich business - the stakes are a lot higher and therefore its success all the more critical.
- In order to set up the new team you have to select a certain profile of people, train and acculturate them and bring the large group onboard – the profile of this team is very different from the traditional teams in this organization. Setting up this vertical and running this sort of business with a different profile of teams would be a challenge.
- Related to it is aligning these people to the organization’s culture.
- The transition of this business is likely to lead to loss of jobs in the US and EMEA – an issue that would have to be handled sensitively and therefore require a balancing act

Managing Stakeholders in the APAC and EMEA Regions:

- xxxxxxxxx

Managing Multiple Reporting Lines:

- xxxxxxxxx

Managing Your Team:

- Some respondents believe that handling a younger age group in Service Desk would be a challenge - assimilating them into the organization’s culture, handling aspirations, behavioral issues, motivating them and ensuring delivery.
- Ensuring that your team is motivated and participative and gives you support in your challenges.
- Ensuring clear lines of communications with larger teams and more managers
- Maintaining low attrition and keeping the talent retained in the organization

Business Growth:

- xxxxxxxxx

YOU AS AN INDIVIDUAL:

Respondents across the board agree that you are the right fit for the role that you are currently handling. You are described by respondents as possessing clarity of thought which comes through in problem solving, goal setting and planning. They note that even though the information given to you may not be adequate or complete yet you are able to define it and work with it. Others describe you as a punctual person who will always come back and close the loop. Respondents describe you as a process driven, responsive individual with a deep understanding of the service industry. You display a high degree of passion to drive operations with a sense of urgency. Your articulation skills have been consistently described as your strength. “He builds relationships where others have failed”. You are considered as being experienced in product support and managed services business.

Respondents describe you as an easy going person who is very receptive. In any given situation you would do your homework well. Some of the adjectives people use to describe you are - competent, intelligent, balanced, dependable, helpful, focused, poised, logical and analytical. Other descriptors used for you are - professional, hardworking, systematic, methodical person who expects the same from the people who work with you.



You come across as a warm hearted, friendly and ready to help kind of person. Majority of the respondents say you are witty with a great sense of humor. Some respondents note that you are most comfortable interacting and dealing with people who come from a similar professional background. You are described as being very polite and courteous and consistent in your behavior – “he would never lose his temper or ignore anyone”.

You describe yourself as a “no-nonsense” sort of person who lets the teams work autonomously and take ownership, a good listener, smart, intelligent, thoughtful, friendly, mature and level headed. You believe there have been some challenges in adapting to the working style in India. You find that some part of your style of functioning may not be adequately suited for the Indian work culture – for example being subtle in giving a message to another person.

SECTION 1: FEEDBACK ON FOUR FACETS OF LEADERSHIP

A. ORGANIZATIONAL LEADERSHIP

Enterprise Guardianship: *Protects and enhances the internal and external brand of the organization by driving the vision, values and culture*

Indicators

- *Demonstrates and espouses organization vision and values in a visible and consistent manner*
- *Brand ambassadorship*
- *Drives vision, values and organizational culture*

| | | |
|--|------------------------------|---|
| 3: Area of Significant Strength | 2: Area of Competence | 1: Area of Opportunity / Development |
|--|------------------------------|---|

Architecture Management: *Focuses on enhancing organizational sustainability and efficiencies through a strong system, process focus*

| | | |
|--|------------------------------|---|
| 3: Area of Significant Strength | 2: Area of Competence | 1: Area of Opportunity / Development |
|--|------------------------------|---|

B. BUSINESS / FUNCTIONAL LEADERSHIP

Strategic Focus: *Creates business strategies that align with the organization’s vision, create a competitive edge for the Business and provide significant customer value*

Indicators

- *Creates the strategy for own Business / Function in alignment with the organization’s vision and the enterprise business strategy*
- *Balances the organization’s short/ long term goals*
- *Demonstrates customer centricity*
- *Has a deep understanding of industry trends*

| | | |
|--|------------------------------|---|
| 3: Area of Significant Strength | 2: Area of Competence | 1: Area of Opportunity / Development |
|--|------------------------------|---|

You are considered as being a valued contributor to the organization’s strategic goals. “He thinks at the global level, not just at the India level”. You are well known outside of India and are viewed as a strong collaborator who is sought for his views in the global scene for your line of business. Respondents report that you have been very helpful in defining the objectives of ’09 for the Global Alarms team and are increasingly becoming influential at the global level.



At the APAC level your strategic contribution is seen as being significant by respondents across the board. You have ensured the establishment of credibility for your teams by showcasing their strengths and capability so that regional stakeholders have felt a higher degree of comfort and confidence in giving work to your teams. Some respondents recommend that going forward you may want to focus on creating platforms for the sales and services groups to interact with the support groups for better delivery to the customer.

You are clearly able to look at the business strategy and align that to the actions that need to be taken to achieve the goal – both in the long and short term. Having worked with global organizations, you bring that perspective and experience which helps the team translate the goals into actionable plans. In defining a strategy you trigger innovative and creative thinking and will address all the pieces of information.

For example for Business Continuity Planning for India you came up with a BCP certification plan that was connected with rewards. Your rationale was that it would motivate people to do the BCP.

You have a good understanding of the customer’s business and their needs. Respondents report that you are able to connect with the customer’s pain points. You are able to appreciate how their business is impacted through the products and services you offer. You have actively pursued opportunities which have added value to the customer’s business. For example you started the sponsorship program for one of the APAC valued customers in giving them a higher level of focus. You proactively engaged with them and they implemented one of the organization’s products across their Call Center. “The huge success of that program came largely because of Raj’s efforts at conceiving the program, engaging with service managers and impeccable execution.”

Majority of the respondents report that you have a good understanding of the Telecom Industry. However, they also report that you need some more time to gain operational experience in order to deepen the understanding to create positive business impact. They report that as of now you have focused more on operations than technical aspects.

A section of the respondents reported that taking bold strategic decision and calculated risks is an area of opportunity for you. They describe you as risk-averse. They report that it is not so much an ability issue as is an issue of taking a stand in isolation. If the group does not support your decision you prefer to be neutral rather than take the risk for the benefit of the business.

The feedback in this section is on similar lines with your self assessment. You believe that it is important to have the customer on your side. As an organization you would like to see India being positioned as a high value geography rather than low cost geography.

Recommendations from Stakeholders:

- Create platforms or forums at the regional level for higher engagement between sales and service groups and support delivery groups
- Take bold strategic decisions and calculated risks if they make business sense even though you may not always have the support of the group.

Execution Focus: *Develops comprehensive operating plans that will achieve business goals and ensures that enterprise results are achieved consistently*

Indicators

| 3: Area of Significant Strength | 2: Area of Competence | 1: Area of Opportunity / Development |
|---------------------------------|-----------------------|--------------------------------------|
| | | |

C. TEAM LEADERSHIP

Managing Performance



| <i>Indicators</i> | | |
|---------------------------------|-----------------------|--------------------------------------|
| 3: Area of Significant Strength | 2: Area of Competence | 1: Area of Opportunity / Development |

| Building Capability: <i>Nurtures capability, develops others and builds a strong organizational leadership pipeline</i> | | |
|---|-----------------------|--------------------------------------|
| <i>Indicators</i> | | |
| 3: Area of Significant Strength | 2: Area of Competence | 1: Area of Opportunity / Development |
| <p>Some respondents believe you will seek out opportunity for your direct reports as well as other members in the team for the growth of their career. You will ensure that a path is laid out when career aspirations are clearly spelt out by the team members. You conduct open house discussions with the skip level to get insights into the team and understand their aspirations. You have ensured that you hired the right kind of people for the right job.</p> <p>However, some respondents report that you have not consciously groomed senior managers for their position. If they have come back to you and talked about some concerns you have ensured that it has happened. They would like you to coach them to build capability for the current role as well as groom them for next level of leadership. Respondents strongly recommend that you develop your next line of leadership so that they are able to support you in co-creating business strategy for the business unit as well as handle operations independently.</p> <p>On the succession planning piece, there were mixed responses. Some respondents reported that you have a very capable senior manager therefore you would need to pay closer attention to grooming this person to take on your role. Others reported that it was too early to start identifying and grooming a successor because you are fairly new to this role. The teams are on a learning curve and have yet to prove their performance excellence. Therefore until they reach a point of stability, succession planning may not be a priority.</p> <p>Your self assessment has some points of similarity with the feedback from the different stakeholders. You believe that you have looked at the potential successors and pushed them to front end tasks. You delegate extensively and push them to get out of the comfort zone. However, there appears to be a significant need to pay closer attention to understanding career aspirations building capability in the managers proactively and building leaders at all levels in the business.</p> <p>Recommendations from Stakeholders:</p> <ul style="list-style-type: none"> ▪ Closer attention, time and energy to building the next line of leaders – senior managers ▪ Addressing career aspirations proactively and identifying opportunities for the same ▪ Being proactive in building leaders at all levels in the business unit | | |

D. PERSONAL LEADERSHIP

| Relationship Management | | |
|---------------------------------|-----------------------|--------------------------------------|
| <i>Indicators</i> | | |
| 3: Area of Significant Strength | 2: Area of Competence | 1: Area of Opportunity / Development |

Personal Drive: *Demonstrates a passionate goal orientation and drive for excellence even in the face of ambiguity and focuses on self development*



| <i>Indicators</i> | | |
|--|------------------------------|---|
| 3: Area of Significant Strength | 2: Area of Competence | 1: Area of Opportunity / Development |
| <p>Majority of the respondents report that you set high personal standards for performance and expect the same from others. You have a high focus on achievement of goals through operational excellence.</p> <p>Majority of the respondents report that you handle difficult situations well. You are professional in your approach and the tendency is to look for solutions rather than the blame game. You solicit help from the local leadership and would take a stand with the global partners if necessary. You are considered as being tactful and diplomatic in handling sensitive and challenging situations.</p> <p>Some respondents report that in challenging situations where you may need to take a stand internally there is a tendency to become politically correct. From a group dynamics perspective this creates a distance between the members of the leadership team. Some respondents report that in a leadership meeting if decisions have to be taken and there are differences of opinion, people would not know what you are actually thinking. They would like to hear an honest opinion from you irrespective of the final decision.</p> <p>In handling change you display a readiness and acceptability for new changes. “We’ve put him into roles that he has not done before and he’s adapted very well.” You have adopted the global re-organization with capability and your global experience also helps in that. Respondents across the board agree that in handling change related challenges you never display your stress levels and come across as calm. However, there are times when ambiguities related to team or people issues arise and some respondents note that in situations like this you’d rather have someone else take charge.</p> <p><u>Recommendations from Stakeholders:</u></p> <ul style="list-style-type: none"> ▪ Express your opinions and thoughts in a transparent manner ▪ Handling ambiguities related to people issues more effectively | | |



SECTION 2: SUMMARY AND SUGGESTIONS FOR CREATING IMPACT

In this section, we have captured highlights of your feedback and shared a few thoughts on how you can create greater impact by leveraging your areas of strength and experimenting with different ways of doing things in your opportunity areas.

SUMMARY

| Areas of Strength | Areas of Opportunity |
|-------------------|----------------------|
| | |



SUGGESTIONS FOR CREATING IMPACT

Organizational Leadership

- Given the fact that majority of the respondents consider you as the right fit for the customer facing role, it is worthwhile considering specific measures that you may want to introduce in order to give customers better visibility into the value addition your organization brings to them and their business
- You have positioned yourself visibly as a brand ambassador to stakeholders outside of India – global counterparts, customers and regional stakeholders. It would be a good idea to now position yourself in the Indian market and industry forums. Both from a branding exercise as well as attracting a talent pool it would be beneficial to the organization

Business / Functional Leadership

- xxxxxxxxxxxx

Team Leadership

- Working in the Indian environment, it may be useful to adopt a relational model to interact and build relationships with team members, especially with senior managers. This would become crucial for you given the fact that the Service Desk function will have a younger age group and their ability to accept you as a leader would be dependent on how you project yourself as a people manager. Leverage on your strong articulation skills and ability to understand aspirations and pain points to forge a better connect with the team
- You would need to start paying closer attention to build and empower the next line of leaders to become operationally excellent, function independently and become partners with you in creating strategy for the business. In doing so, you would have a greater bandwidth to focus on organization wide initiatives. At the same time you would have built a strong pipeline of leadership within the organization

Personal Leadership

- xxxxxxxxxxxx



ANNEXURE: QUANTITATIVE SECTION

| | | |
|----------------------------------|------------------------|---------------------------------------|
| SCALE: | | |
| 3 = Area of Significant Strength | 2 = Area of Competence | 1 = Area of Opportunity / Development |

PLEASE NOTE: The self ratings have not been taken for calculating the average rating.

| DIMENSION | Average Rating | | | | | Avg Item Rating |
|---|----------------|-------|------------------------|--------------|------|-----------------|
| | Supervisors | Peers | Customer/ Stakeholders | Subordinates | Self | |
| A. ORGANIZATIONAL LEADERSHIP | | | | | | |
| Enterprise Guardianship | | | | | | |
| 1. | | | | | | |
| 2. | | | | | | |
| Architecture Management | | | | | | |
| 3. | | | | | | |
| 4. | | | | | | |
| AVERAGE RATING FOR THE AREA | | | | | | |
| B. BUSINESS / FUNCTIONAL LEADERSHIP | | | | | | |
| Strategic Focus: Creates business strategies that align with the organization's vision, create a competitive edge for the Business and provide significant customer value | | | | | | |
| 5. Creates the vision and strategy for own Business / Function in alignment with the organization's vision and the enterprise business strategy | | | | | | |
| 6. Is seen as a valued partner by the customer(s) | | | | | | |
| 7. | | | | | | |
| 8. | | | | | | |
| Execution Focus | | | | | | |
| 9. Defines the operating plans and goals for own Business / Function in line with the vision of the organization | | | | | | |
| 10. | | | | | | |
| AVERAGE RATING FOR THE AREA | | | | | | |

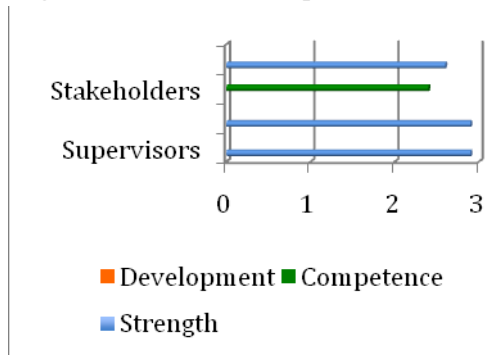


| C. TEAM LEADERSHIP | | | | | | |
|---|--|--|--|--|--|--|
| Managing Performance | | | | | | |
| 11. | | | | | | |
| 12. | | | | | | |
| 13. | | | | | | |
| 14. | | | | | | |
| Building Capability | | | | | | |
| 15. Coaches to build capability | | | | | | |
| 16. | | | | | | |
| 17. Focuses on building leaders at all levels in the organization | | | | | | |
| 18. | | | | | | |
| AVERAGE RATING FOR THE AREA | | | | | | |
| D. PERSONAL LEADERSHIP | | | | | | |
| Relationship Management | | | | | | |
| 19. | | | | | | |
| 20. | | | | | | |
| 21. | | | | | | |
| Personal Drive | | | | | | |
| 22. | | | | | | |
| | | | | | | |
| | | | | | | |
| AVERAGE RATING FOR THE AREA | | | | | | |

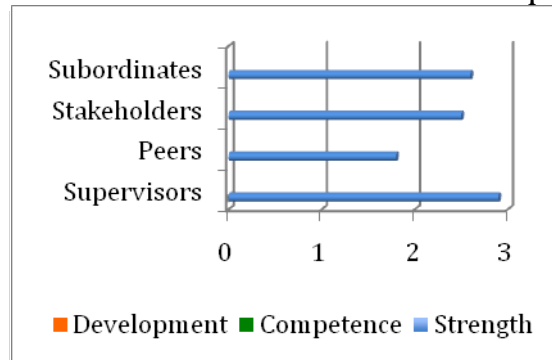


GRAPHIC REPRESENTATION OF THE AVERAGE RATINGS FOR THE FOUR AREAS OF LEADERSHIP

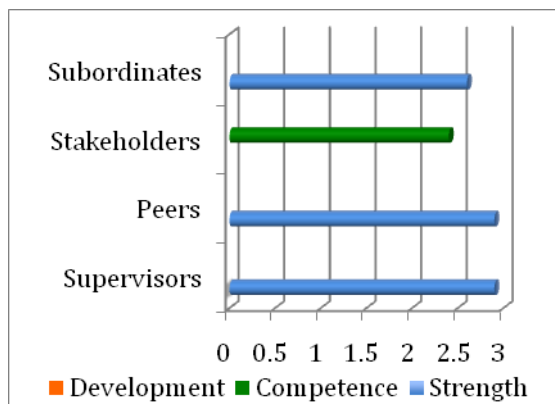
Organizational Leadership



Business / Functional Leadership



Team Leadership



Personal Leadership

