


Report Introductions



Consultant Report

Sarah Sample

23 July 2021

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Introduction

This report contains the scores and assessor notes for the candidate identified on the report cover of this document.

INTRODUCTION

What is the purpose of the Development Center?
The Development Center methodology gives us a clear picture of our people's potential for growing as leaders in Generali, as well as their key strengths and development areas in the Lifetime Partner behaviors. Based on this, we can support their growth with appropriate individual development plans.

What is the Development Center methodology based on?
The assessments built into the Generali Development Center are based on Mercer's Evidence-Based Framework of Potential Assessment: the result of a critical review of the evidence on how to assess potential, combining findings of over 2,500 studies with data from over 500,000 people. These results have been matched with the elements that make a successful leader in Generali – the Lifetime Partner Behaviors. As a result, we have a sound and robust methodology to assess our people and obtain a clear image of their potential, Global Mini strengths and development areas.

What makes up Potential in Generali?
Potential Evaluation is about measuring the capability and willingness of Talents to grow into higher, more complex roles and lead the Lifetime Partner Transformation. Two areas determine people's potential to be effective leaders in Generali:

LIFETIME PARTNER BEHAVIORS


CAREER ASPIRATION

POTENTIAL

Development Centre HR Report


18 March 2021
Assessor: Narcisa Nakic

SOVA



Accelerate

Learning Journey



Introduction

Thank you for taking part in the online development centre experience, which seeks to support your developmental journey as a manager within Royal Mail Group.

The feedback contained within this report is based around the following components:

- Summary from your feedback session: themes from your one-to-one development conversation:

This includes an overview of agreed strengths, development areas and actions following your development conversation with your Zircon consultant.

- Working Style: Your responses to the personality and motivation questionnaire:

This part of the report will help you to understand your natural tendencies and preferences, as they relate to Royal Mail Group's leadership competencies. Please note that this section of the report reflects your preferences and tendencies, not actual behaviour or performance. You will find it helpful in raising your awareness of your preferences, so you can focus on managing these effectively across different situations, as well as identifying your likely natural strengths in your role.

- Leadership Judgement: Your judgement and decision making when faced with scenarios you may face as a manager, contained within the 'Day in the life' experience of Camford:

This part of the development centre experience relates to problem solving around common leadership scenarios, again, as aligned with Royal Mail Group's leadership competencies. This part of the report will help you to reflect on how you approach decision making and form judgements in your role and other factors you may wish to consider to manage situations as effectively as possible in the future.

- Technical Questions: Your knowledge of, and confidence with, process, policy, and operating procedures important to each of the Vital Few:

This is based on your responses to the technical questions in the development centre experience. This will help you to pinpoint specific learning modules and resources that might help you to further your technical expertise in your role. A summary of your performance against the balanced scorecard is also provided, which you may find useful as an additional lens to help guide your development planning in relation to the Vital Few.

- Simulation Recommendations: Your response to the simulation experience:

This included your action plan and video response to the case study exercise. This part of the report includes your assessor ratings of your response against each of the leadership competencies, as well as comments about your strengths and any development areas based on the response you submitted. You should use this information to help you consider how you analyse information to identify the root cause of any issues, how you come up with ideas for improvements and your approach to engaging and leading others when implementing change.

- Vital Few Data: An overview of your performance data:

This included your performance data in relation to the Vital Few.

Please note that the results of the development experience are not infallible and are only as accurate as the responses you have provided.

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Example 1

1 | PARTICIPANT PROFILE

Career Experience

Work experience

Company
Test

Position
Test

Start Date
Test

End Date
Test


Education

Highest Degree Type
Test

Study Area
Test

2 | OVERVIEW

The Four Lifetime Partner Behaviours



OWNERSHIP

Act with proactivity and passion for excellent performance

OVERALL SCORE


BENCHMARK

You appear to be generally committed to setting and delivering on challenging goals, often proactively, to satisfy customer needs. You typically hold others accountable but may find it more difficult to do this in some situations or with particular colleagues. Proactively delivering results is important to you but in some circumstances, you may find it difficult to enthuse others to do the same, or to handle opposition or setbacks.

Execution

Proactivity

6 | TIPS FOR YOUR FURTHER DEVELOPMENT



OWNERSHIP

- Determine how you and your team can measure progress against goals. Good measures not only enable you to monitor the results for the team, but enable the other team members to do so.
- When you find something that is not working well or is impacting customers, take personal responsibility for seeing that it gets fixed. Dedicate extra time without being asked.

7 | POTENTIAL SCORE AND GROUP TALENT RECOMMENDATION

Potential

Realized

Mod Low

Mod High

High

The participant shows some evidence of their potential to perform in more complex future roles either through their ability to get things done, their leadership skills to move the organisation forward, or their drive to succeed in the organisation. This suggests that they may successfully pursue leadership roles within Generali up to a moderate level of complexity.

POTENTIAL FOR STRATEGIC POSITIONS AND FUTURE CHALLENGES

Global Mindset


Low

Medium

High


The participant tends to reach conclusions based on their function and geography, perhaps missing opportunities to consider different perspectives, backgrounds and cultures. They may show limited desire to work in different locations and regions across the world, or functions across the group. Their narrow focus means that, on occasion, they fail to identify trends in the global markets and may find it challenging to successfully operate in an international environment.

GROUP TALENT POOL RECOMMENDATION



Based on the Development Centre results, the recommendation is not to progress the participant the Group Talent Pool.

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Example 2

SJT Scores

This report shows the individual's scores on the Situational Judgement Test.

Innovating

Critically looking at situations and thinking in global and abstract terms in order to derive new solutions or ways of working and to stimulate innovation.



Organising the Operations

Translating strategies into operational objectives, drawing up well-prioritised plans, monitoring progress and taking corrective actions and decisions where needed.



Influencing

Effectively convincing stakeholders by conveying ideas in a clear and well-argued way, responding effectively to one's discussion partners and steering towards a win-win outcome.



Developing and Engaging Staff Members

Motivating staff and guiding them in their professional growth by giving regular feedback, valuing their contributions, and empowering them to innovate and to take on new responsibilities.



Overview

The table below shows the competency scores for each activity. The 'Average' column shows the weighted competency score - this is an overall score for the competency, based on the sum of weighted competency scores from each activity (including the SJT).

	CBI - Assessor	Business Case - Assessor	Employee Dialogue - Assessor	Feedback & Wrap-up - Assessor	Average
Contextual Savvy	1.0	4.0		5.0	3.5
Innovating	2.0	5.0		4.0	3.8
Managing Resources in a Changing Environment	3.0	3.0	2.0	5.0	3.4
Organising the Operations	4.0	4.0	3.0	4.0	3.4
Building Effective Networks	5.0	5.0	4.0	5.0	4.8
Influencing	1.0	3.0	5.0	4.0	3.0
Developing and Engaging Staff	2.0	5.0	4.0	5.0	3.8
				4.0	3.5
				5.0	3.9

Feedback & Wrap-up - Assessor

Feedback Notes

Assessor Notes

PAPI Lorem ipsum dolor sit amet, consectetur adipiscing elit. In imperdiet non turpis pretium feugiat. Cras ornare ex eu nulla vulputate sollicitudin. Praesent et justo cursus, laoreet nunc non, pulvinar ligula. Interdum et malesuada fames ac ante ipsum primis in faucibus.
Cathy Chaplin

Contextual Savvy

5.0

No comments were added

Innovating

4.0

No comments were added

Example 3

Summary from feedback session

Below provides an overview of your development conversation, including the strengths and development areas identified and key development activities.

Agreed strengths

During the development discussion the following strengths were identified:

There was good evidence that you understand the importance of the Customer and that delivering high customers service levels are a key motivator for you.. During the Validation Discussion you talked about ways you have personally handled customer complaint escalations in a manner that go above and beyond the usual expectations i.e. visiting a customer in person to help resolve a conflict with an OPG.

Throughout the Development Centre there was consistent evidence that you can work in an effective and efficient way. There was evidence that you look to introduce new approaches in order to drive continuous improvement and there was a consistent theme that you actively look for innovative approaches. Through the conversation it was evident that through your novel way of utilising WPCs you are able to both empower team embers, but also make time efficiencies.

Working Style Profile Chart

The profile chart below illustrates alignment of your preferences to the leadership competencies that are important in Royal Mail Group. Becoming more aware of our preferences and learning when we may need to adapt our go to style when needed, can support development of a more rounded leadership style.

Customer Focus

Establishes a customer-centric organisation that aligns strategies and resources around customer needs, promotes long-term customer relationships, and provides products or solutions that offer true customer value.



Optimizes Work Processes

Knowing the most effective and most efficient processes to get things done, with a focus on continuous improvement.



Ensures Accountability



Working Style Narrative Summary

This report provides a summary of your scores in narrative form to assist in the interpretation of your results. Likely strengths and development areas are also outlined, as well as development activities that might be beneficial:

Customer Focus

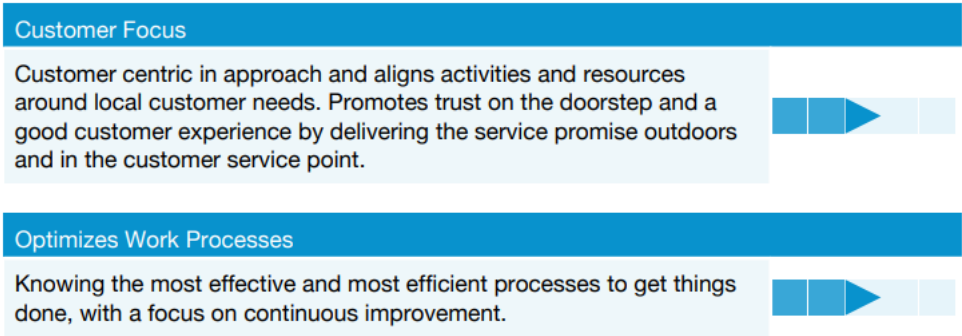
Your responses suggest you are likely to invest considerable time in evaluating relevant metrics to ascertain the root cause of threats to customer service. You are likely to generate ideas as to how to solve customer issues and to ensure processes and strategies are aligned to customer needs. You also appear flexible in your outlook and are likely to effectively and calmly persist through challenges, helping you to overcome obstacles to customer service. You also appear to have a natural drive to establish and promote a customer-centric culture. Motivated by achieving high quality in your work, you are likely to obtain a sense of achievement through timeliness, accuracy and high standards, which directly supports Royal Mail's service to our customers.

- How you can train and mentor others when it comes to customer focus? Identify one or two team members who may benefit from improving in this area who you might be able to support in this way.
- Consider how you can best engage others in your focus on customer outcomes. Reflect on what language and/ or messaging will speak to your team and other colleagues to ensure the organisation benefits more broadly from your likely strength and focus in this area.

Example 3 (cont.)

Leadership Judgement Profile Chart

The profile chart below illustrates the extent to which your responses to the leadership judgement 'Day in the life' items, which formed part of the simulation exercise, aligned with competencies that are important in Royal Mail Group.



Leadership Judgement Narrative Summary

The summary below outlines the extent to which your decisions on the leadership judgement items within the simulation exercise align with the leadership competencies that are important within Royal Mail Group and the likely implications for development.

Customer Focus

The choices you made during the leadership judgement items illustrated your customer focus is likely to be to a good level and influence your decision making in most situations. To develop this area further you may wish to try the following:

- Reflect on the next dilemma you are faced with. What factors are relevant to the customer and how do you balance these against the other key requirements of your role? Being clear on how you problem solve in this sense and the steps you take to resolve any tensions or competing priorities, will likely help you to improve your customer focus over the longer term.
- Some of our decision making is likely affected by our technical knowledge and experience. What steps could you take to improve in this sense? Consider aspects of the Quality/Customer module that might help you as well as the wider learning resources available to you.

Simulation recommendations

Below provides a summary of your assessor's ratings of your overall response to the simulation exercise, along with comments on strengths in your response and recommendations for development.

	DOM Assessor - Simulation
Customer Focus	3.0
Optimises Work Processes	4.0
Ensures Accountability	3.0
Action-Orientated	4.0
Builds Effective Teams	3.0
Instils Trust	4.0

Strengths

The following strengths were identified during the simulation exercise:

Customer focus: Your response looked to communicate about the customer to the team. For example, the importance of the customer, performance, opportunities, and issues. You considered how to involve all staff in thinking around issues, and how to address these.

Vital Few Data

Below provides an overview of your performance data from P5.

All Accidents Frequency Rate - Position (1 = Highest)
404

All Accidents Frequency Rate - Delivery Office Accidents per 100k Hours
0

All Accidents Frequency Rate - Gap to Target
0.00

