



# Assessment Report

## SBU Positional Assessment

**Name:** Mr Sankaran  
**Company:** Patil Group  
**Company Type:** Manufacturing  
**Date:** 25/01/2009



## Development Plan

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## Congratulations!

By undertaking the Patil Group's SBU positional assessment , you have confirmed that your desire to enhance your performance in the SBU positional skills.

The results are based on your SBU positional skills being assessed on 12 essential skills that are important in your role. The skills assessment scores section of your report, shows your scores on a standardized template for each and every skill. The comments you receive are designed to increase your effectiveness in this skills area.

This assessment gives you a clear picture of the level of skills you possess, where you stand vis-à-vis other professionals and pinpoints your exact learning & development needs. Carefully examine your scores, comments and feedback. Then discover new ways to enhance your skills.

By taking personal responsibility for your continuous growth and development, you can create extraordinary results. We encourage you to keep a track of your current skills, follow the plan for your development and assess yourself next year to see your progress.

We wish you the very best and every success

## Note on the SBU Positional competency assessment center of Patil Group

There are 3 levels of proficiency for the managerial competencies grid of **PATIL GROUP**

**L1 – Beginner ( score of 1-1.6 )**

**L2 – Competent but needs fine-tuning ( score of 1.7-2.3)**

**L3 – Expert( score of 2.3-3 )**

Each of the 3 levels considers the four factors as listed on the left side of the table below:

	<i>L1 – Nascent</i>	<i>L2 – Competent</i>	<i>L3 – Expert</i>
<i>Level of ability</i>	Needs to develop this competency	Is capable of applying the competency in some situations	Can consistently apply the competency very effectively in varied & complex situations.  Can groom others to develop this competency
<i>Level of Guidance/Supervision</i>	High	Low	Minimal
<i>Breadth of Experience in applying the competency</i>	Low	Medium	High

## OVERALL COMPETENCY FRAMEWORK – PROFIT CENTRE HEAD

	<b>Behavioral</b>	
1.	Entrepreneurial Skills ( Understands Business)	✓
2.	Leadership ( Motivation , Team work / Building ,decision making)	✓
3.	Achievement Orientation	✓
4.	Communication Skills	✓
5.	Analytical and Problem Solving (Crisis Management, Decision Making)	✓
6.	Creativity & Innovation	✓
7.	People Development	✓
8.	Emotional Maturity	✓
9.	Negotiation Skills	✓
10.	Conflict / Crisis Management	✓

## SKILLS ANALYSIS

### **Aspect 1** - Entrepreneurial Skills ( Understands Business)

Understands the role and culture of the organization to be better able to serve clients, to anticipate changes and stay both versatile & committed. Knows organizational structure, function, realities that allow her / him to develop solutions that fit with the organization, meet its needs and achieve results through the most effective channels.

Key Aspects	Your Score	Your Avg.
Competitor and Trend knowledge	2	<b>2.6</b>
Visioning	3	
Business drivers and Planning	2	

#### Comments - Positives

Demonstrates a strong enabling vision for the unit that aligns with organizational goals.  
Shows good understanding of key business functions and how they interrelate.  
Has created a well-structured plan to tackle core business focus areas.  
Proactively addresses business weaknesses with a detailed improvement roadmap.

#### Comments - Areas of improvement

Needs to enhance understanding of marketing and customer dynamics to better align with organizational impact.  
  
Analysis of competition is thorough, but must now translate into strategic responses that reflect customer and market needs.

## **Aspect 2 – Leadership and Teamwork**

Ability to take charge of a group, energize and enthuse team members; take final responsibility towards team goals and efficiently meet them, contribute ideas, and create an atmosphere of cooperation, mutual respect and constantly strives to bring best performance from the team

<b>Key Aspects</b>	<b>Your Score</b>	<b>Your Avg.</b>
Accepts others views	2	<b>2</b>
Creates Team process and role clarity	1	
Creates Trust and manages conflict in the team	3	

### Comments - Positives

Demonstrates openness to feedback and values others' perspectives.  
Is agreeable and receptive in team settings, promoting a cooperative work environment.  
Listens attentively and respects differing viewpoints.  
Handles conflicts calmly and constructively, maintaining team harmony.  
Shows a strong sense of responsibility toward team goals and energizes team members.  
Contributes ideas and fosters mutual respect and collaboration.

### Comments – developmental

Needs to express personal thoughts and ideas more clearly and assertively.  
Should strengthen communication when leading discussions or driving decisions.  
Can benefit from being more expressive in leadership settings to influence and align the team effectively.  
Could enhance visibility and presence as a leader by confidently stating opinions and guiding the team proactively.

### **Aspect 3- Achievement orientation**

Willingness to take up challenges and ability to deliver in tough situations. Drive to compete against benchmarks.

Key Aspects	Your Score	Your Avg.
Stretch goals	3	<b>2.1</b>
Takes ownership	1	
Perseveres	3	

#### Comments - Positives

Remains cool and composed under pressure and stress.  
Demonstrates a strong drive to achieve set goals and targets.  
Shows perseverance and resilience in challenging circumstances.  
Effectively identifies opportunities and areas of improvement and takes initiative to act on them.  
Accepts feedback with a constructive mindset and shows maturity in response.

#### Comments - Developmental

Needs to be more open and receptive to differing viewpoints.  
Should work on understanding perspectives of others before forming conclusions.



#### **Aspect 4 – Communication**

Ability to articulate thoughts /ideas in most appropriate manner so as to ensure complete understanding by the team members and other members.

<b>Key Aspects</b>	<b>Your Score</b>	<b>Your Avg.</b>
Articulates thoughts clearly	2	<b>2</b>
Positive body language and tone	1	
Writing skills	3	

##### Comments - Positives

Communicates ideas with clarity and purpose.  
Expresses what is needed with confidence and minimal ambiguity.  
Written communication is structured, concise, and easy to understand.

##### Comments - Areas to improve

Spoken communication can improve in terms of tone modulation and clarity.  
Needs to work on using more positive and open body language while speaking.  
Occasionally, non-verbal cues may unintentionally convey a negative impression.

### **Aspect 5 – Analytical skills**

Ability to use logic and reasoning to identify and analysis a situation, consider all available date generate options make inference and arrive at logical solutions.

<b>Key Aspects</b>	<b>Your Score</b>	<b>Your Avg.</b>
Problem identification	2	<b>2.6</b>
Identifies alternative solutions	3	
Focus on Logic ( facts )	2	

#### **Comments - Positives**

Clearly identifies and logically structures solutions with well-defined reasoning.  
Considers multiple perspectives and approaches problems from various business angles.

#### **Comments - Areas to improve**

Needs to delve deeper into the facts to thoroughly understand the root cause of issues.  
Should enhance analytical depth to uncover underlying problem factors more effectively.

## **Aspect 6 – Creativity and Innovation**

Utilizes existing resources for continuous improvement, generates large number of relevant ideas causing multiple discussions. The ability to “think outside of the box”, and go beyond the conventional, with a willing to try out different solutions

<b>Key Aspects</b>	<b>Your Score</b>	<b>Your Avg.</b>
Incremental and quantity of ideas	2	<b>1.75</b>
Quality of ideas , out of the box thinking	1.5	

### Comments - Positives

Demonstrates incremental thinking with a few practical ideas.  
Applies existing knowledge to suggest small improvements.  
Shows potential in incremental innovation.  
Occasionally contributes relevant ideas that spark team discussion.

### Comments - Areas of improvement

Could better leverage available resources for broader impact.  
Needs to shift from routine to more proactive improvement efforts.  
Needs to develop lateral thinking and generate more diverse solutions.  
Could expand comfort zone to explore unconventional approaches more confidently.

## **Aspect 7 – People development**

Understands professional & personal needs of subordinates coaches them towards higher levels of performance and competence. Fosters a culture of learning & improvement in the team .Is a positive role model for them

<b>Key Aspects</b>	<b>Your Score</b>	<b>Your Avg.</b>
Identifies needs of his people	2	<b>2.3</b>
Has a good ability to coach people effectively	3	
Culture of learning and improvement	2	

### Comments - Positives

Demonstrates a strong ability to **motivate and inspire team members** toward achieving higher performance.

Shows a **genuine belief in encouraging and empowering others**, fostering a supportive environment.

Displays a consistent **team-building mindset**, contributing positively to collaboration and trust within the group.

### Comments - Areas of improvement

**Should take more** structured initiatives to develop a cohesive team culture, **rather than relying solely on informal efforts.**

**Needs to** proactively build employee engagement strategies **that enhance team bonding, learning, and continuous improvement.**

**Could benefit from implementing** regular coaching or mentoring practices **to strengthen team competence and morale.**

### **Aspect 8 – Emotional maturity**

Is calm under pressure , is able to present his or her emotions well

<b>Key Aspects</b>	<b>Your Score</b>	<b>Your Avg.</b>
Calm under pressure	3	<b>2</b>
Presents his emotions well	1	

#### Comments - Positives

Demonstrates a cool and composed demeanor even in high-pressure situations.  
Maintains emotional balance and presents feelings in a constructive and professional manner.

#### Comments - Areas of improvements

Could further enhance impact by being more expressive and emotionally engaging when appropriate.

Needs to work on expressing emotions more clearly to foster better connection and communication.

### **Aspect 9 – Negotiation**

Achieves win-win outcomes by identifying common interests, clarifying the same and achieving consensus or compromise. Is able to articulate organizational point of view in a situation for which the organization seeks a gain

<b>Key Aspects</b>	<b>Your Score</b>	<b>Your Avg.</b>
Persuasiveness	1.5	<b>1.25</b>
Searches for win win outcomes	1	

#### Comments - Positives

Demonstrates firmness and clarity while presenting the organizational viewpoint.  
Effectively identifies shared interests and works toward win-win outcomes.  
Maintains a strong stance without compromising organizational priorities.

#### Comments - Developmental

Needs to enhance ability to hold others' attention and inspire engagement during discussions.  
Can appear overly rigid or inflexible in collaborative settings.  
Would benefit from active listening skills to foster better mutual understanding.

### **Aspect 10 – Conflict/ crisis management**

Manages crisis and conflict well through a clear structured approach. Is proactive in seeing systems to prevent issues resurfacing

<b>Key Aspects</b>	<b>Your Score</b>	<b>Your Avg.</b>
Has a structured approach to crises	2	<b>2.5</b>
Remains calm	3	

#### **Comments - Positives**

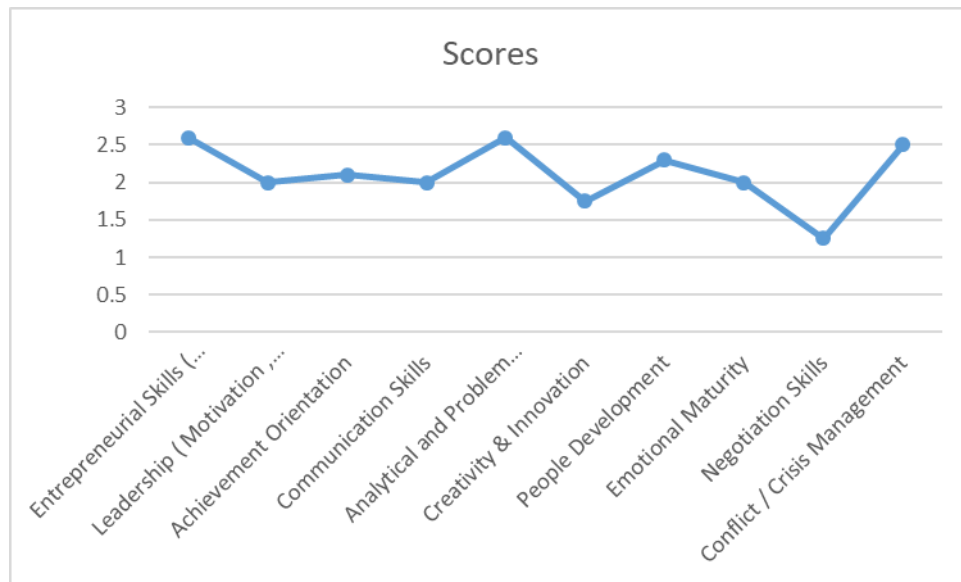
Demonstrates calm and control in high-pressure situations  
Applies a logical and structured method to resolve crises  
Clearly communicates roles and steps to the team during challenging times  
Identifies recurring patterns and implements preventive solutions  
Follows up consistently to ensure long-term resolution  
Documents learnings and updates systems to avoid repetition

#### **Comments - Negatives**

Tends to react without a defined structure or escalation plan  
Struggles to prioritize and delegate effectively under pressure  
May avoid addressing the root cause of the crisis  
Focuses more on short-term fixes than systemic prevention  
Lacks follow-through after initial resolution  
Does not consistently track or analyze the recurrence of past issues

### Graphical Representation of the scores

S. NO.	Behavior	Scores
1	Entrepreneurial Skills ( Understands Business)	2.6
2	Leadership ( Motivation , Team work / Building ,decision making)	2
3	Achievement Orientation	2.1
4	Communication Skills	2
5	Analytical and Problem Solving (Crisis Management, Decision Making)	2.6
6	Creativity & Innovation	1.75
7	People Development	2.3
8	Emotional Maturity	2
9	Negotiation Skills	1.25
10	Conflict / Crisis Management	2.5





## Developmental Plan (For Scores < 0r = 2 )

Area	Development Plan
Leadership ( Motivation , Team work / Building ,decision making)	<p>Suggestions: Certifications, Workshops, and Reading (Free &amp; Online)</p> <ul style="list-style-type: none"> <li>• Harvard ManageMentor (Free Trial Modules) – Try the “Leading People” and “Decision Making” modules available occasionally via partners or institutions.</li> <li>• Coursera – "Successful Negotiation" (Univ. of Michigan) – Free if audited, helps improve assertiveness and influence in decision contexts.</li> <li>• LinkedIn Learning (Free 1-month) – Search “Executive Presence” or “Leading Meetings” for communication and team alignment.</li> <li>• Book: “Leaders Eat Last” by Simon Sinek – Free summaries and YouTube explainers help understand motivational leadership and trust-building.</li> <li>• Workshop/Webinar: Check NPTEL (IIT-led) or FICCI/AICTE free online leadership and management webinars regularly.</li> </ul>
Communication Skills	<p>Enroll in Free Online Courses: Use platforms like Coursera (e.g., "Improving Communication Skills" by University of Pennsylvania) and edX (e.g., "Business Communications")—both offer free versions.</p> <p>Attend Free Webinars/Workshops: Follow organizations like Toastmasters International, LinkedIn Events, and Harappa Education for webinars on tone, clarity, and confident body language.</p> <p>Read Key Books: Recommend titles like “Talk Like TED” by Carmine Gallo, “How to Win Friends and Influence People” by Dale Carnegie, and “The Silent Language of Leaders” by Carol Kinsey Goman (many have free summaries on Blinkist or YouTube).</p> <p>Practice with Peer Feedback: Set up internal “speaking circles” or mock presentations where colleagues can give feedback on tone modulation, clarity, and body language.</p> <p>Use Free Tools for Self-Evaluation: Encourage use of tools like Orai or Speeko (free versions available) to practice voice modulation, pace, and get AI-based feedback on speech patterns.</p>

Creativity & Innovation	<ul style="list-style-type: none"> <li>• <b>Encourage Proactive Ideation:</b> Set up monthly Innovation Huddles where employees pitch small improvement ideas beyond their routine work.</li> <li>• <b>Foster Lateral Thinking:</b> Introduce team-wide lateral thinking games and problem-reversal exercises during weekly meetings to train the brain to think differently.</li> <li>• <b>Promote Cross-Functional Collaboration:</b> Launch short-term cross-departmental projects or shadowing programs to encourage diverse perspectives and break silos.</li> <li>• <b>Create Safe Zones for Experimentation:</b> Designate a "pilot sandbox" where teams can test unconventional solutions with minimal risk and feedback loops.</li> <li>• <b>Leverage Learning Resources (Free):</b> <ul style="list-style-type: none"> <li>• Certification: Creative Thinking – LinkedIn Learning (free for 1 month)</li> <li>• Workshop: Stanford’s Innovation Master Class on edX (audit free)</li> <li>• Seminar/Webinar: IDEO U free innovation talks (<a href="https://www.ideo.com">https://www.ideo.com</a>)</li> <li>• Reading: "Creative Confidence" by Tom Kelley – Free summary on Blinkist / YouTube</li> <li>• Tool: Use MIRO or Canva Whiteboard (free plans) to brainstorm and visualize diverse solutions</li> </ul> </li> </ul>
Emotional Maturity	<p><b>Goal:</b> Improve emotional expressiveness and communication to foster stronger interpersonal connections.</p> <p><b>Free Certification:</b> Enroll in <b>Yale’s “The Science of Well-Being”</b> on Coursera – helps improve self-awareness and emotional regulation.</p> <p><b>Workshop:</b> Attend <b>Google’s “Search Inside Yourself” (SIY) free webinars</b> – blends mindfulness with emotional intelligence for workplace use.</p> <p><b>Book Reading:</b> Start with <b>"Emotional Intelligence" by Daniel Goleman</b> – widely available as free summaries on Blinkist or YouTube.</p> <p><b>Practice Groups:</b> Join <b>Emotional Intelligence Meetups</b> or free <b>LinkedIn groups</b> for peer learning and real-time feedback.</p> <p><b>Tool Use:</b> Use apps like <b>Mood Meter (by Yale Center for EI)</b> to track emotions daily and build vocabulary to express them more clearly.</p>
Negotiation Skills	<p>Developmental Plan – Negotiation Skills (Patil Group Context)</p> <p><b>Free Course:</b> Enroll in <b>"Successful Negotiation: Essential Strategies and Skills"</b> by University of Michigan on <b>Coursera</b> – covers listening, persuasion, and flexible collaboration.</p> <p><b>Active Listening Practice:</b> Join free <b>Toastmasters International</b> sessions (available locally or online) to practice speaking with engagement and receiving constructive feedback.</p> <p><b>Workshop:</b> Attend the <b>Harvard Program on Negotiation’s free webinar series</b> (sign up at <a href="http://pon.harvard.edu">pon.harvard.edu</a>) – focuses on</p>

	<p>adaptability and mutual understanding in negotiations.</p> <p><b>Book to Read: “Never Split the Difference”</b> by Chris Voss – sharpens empathy-based listening and tactical flexibility in high-stakes situations.</p> <p><b>Internal Action Plan:</b> Create peer role-play scenarios in monthly team meetings to simulate negotiations and receive structured feedback on body language, tone, and adaptability.</p>
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