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## About the Report

The development of leadership is a continuous process as an individual gains experience, assumes greater levels of responsibility, and faces growing complexity of organizational problem solving. The talent3sixty feedback assists in this development thus leading to overall improvement of organizational performance.

This talent3sixty feedback report is designed to help you, at an individual level, to enhance your workplace effectiveness and success by reviewing your on-the-job behavior. The report provides you with unique perspectives on your abilities as viewed by yourself, your managers, peers, team members and outside connections. This information helps you to identify your strengths and potential areas for development. Once identified, you will then be able to create a specific development plan for measurable, positive change.



## Understanding the report

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### WHAT ARE COMPETENCIES

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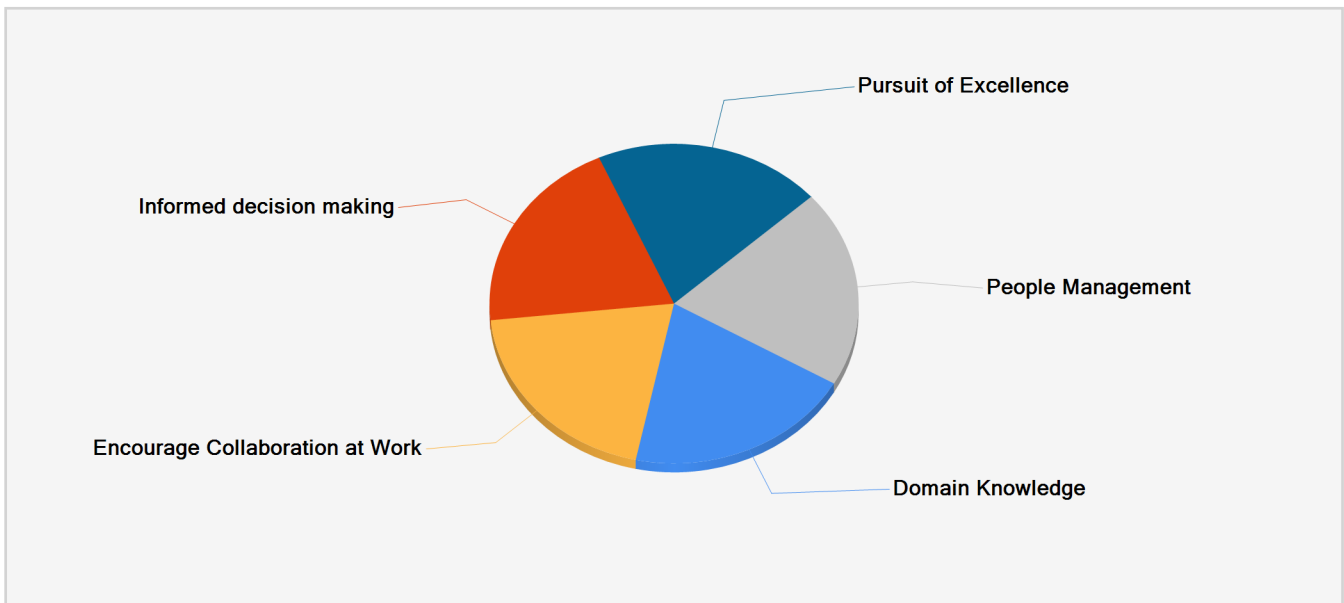
Competencies are underlying characteristics/behaviours that are causally related to superior performance. Competencies are skills and abilities described in behavioural terms that are observable, measurable, coachable and critical to successful individual and organizational performance. Each competency consists of various constituent elements, which are different aspects of the competency.

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### COMPETENCY FRAMEWORK FOLLOWED AT KABIR ELECTRICALS

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Questionnaire for the talent3sixty feedback was designed to cover each of the competencies stated below.



- 1. Domain Knowledge** : Deep knowledge of the domain, the customer requirements, usage, manufacturing processes and technologies involved in production.
- 2. Encourage Collaboration at Work** : Encourages collaboration to optimize team processes and constantly keeps the business and customer at forefront
- 3. Informed decision making** : Generates multiple alternatives for action and is able to determine the most optimum course of action under the circumstances.
- 4. People Management** : Proactively creates a talent pipeline for the organization by participating in processes for identifying and developing talent within the team.
- 5. Pursuit of Excellence** : Never satisfied with status quo. Seeks out new ideas, opportunities to improve, transform, streamline, reinvent

## TALENT3SIXTY FEEDBACK PROCESS

It is a feedback on key behaviours, which are sought from members of an employee's immediate work circle. Most often, talent3sixty feedback includes direct feedback from an employee's manager, team members, peers, outside connections, as well as a self-evaluation.

The results from a talent3sixty evaluation are often used by the person receiving the feedback to plan and map specific paths in their development. The process followed at Kabir Electricals is as below:



## INTERPRETATION OF FEEDBACK

**Self Score:** These are the responses provided by you for yourself.

**Your Score:** This is a simple average of scores provided by all other respondents (excluding self) for you.

**Org Avg:** This is a simple average of scores provided by all other respondents (excluding self) for all the employees of the Organisation.

**Respondent- Participant Relationships:** The following relationships have been identified crucial to assess the participant's behaviours.

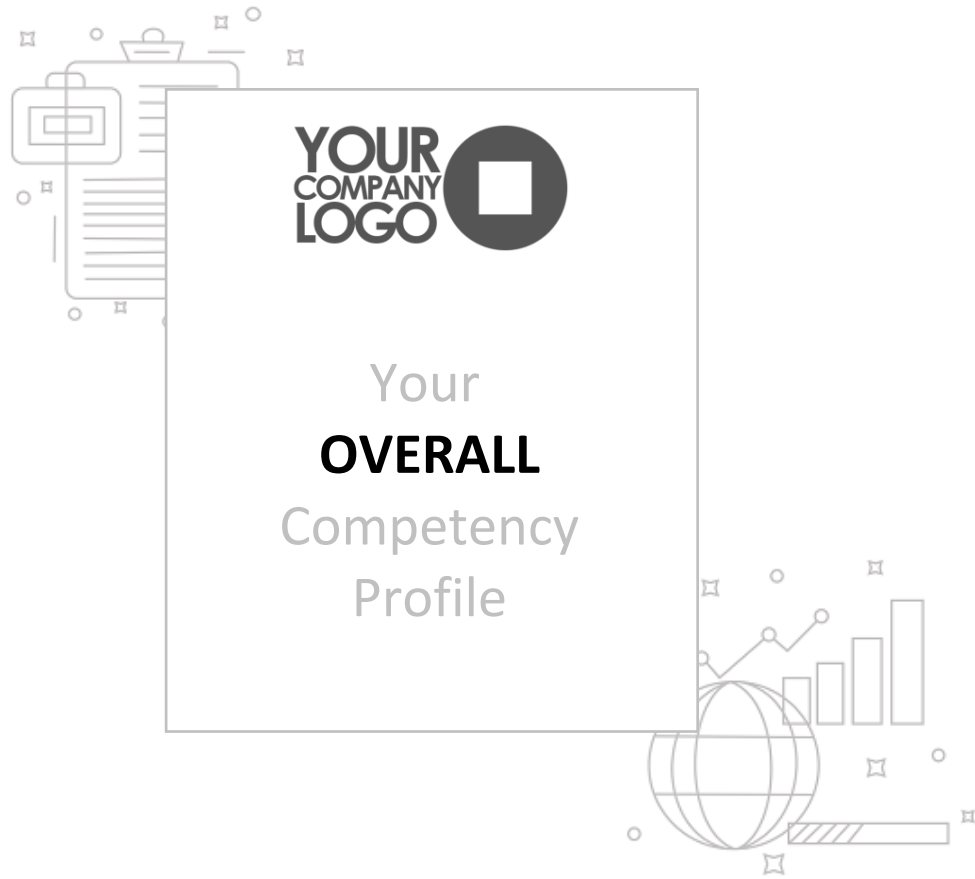
- Self
- Manager
- Team Member
- Outside connections

**Scale:** Respondents indicate how frequently the feedback seeker is perceived to be exhibiting the said behaviours and tasks as per the statements. Possible responses include:

- |    |                             |
|----|-----------------------------|
| NA | Not applicable or not known |
| 1  | Excellent rating            |
| 2  | Good rating                 |
| 3  | Average rating              |
| 4  | Below average rating        |

Any competency or a competency related question with a score of 3.0 and above would demonstrate a consistent behaviour response. Any response below 2.0 would demonstrate a perception of not displaying the said behaviour or the said competency as a normal response.

This report helps you identify your strength and weaknesses, and plan your path to self growth. The inputs are based on perceptions of people who work closely with you. It is important to understand that the objective of this report is your development and as a feedback seeker you should not hold any grudges against the respondents. You must appreciate that other people, by giving constructive feedback are only helping you improve and want you to do better than your current levels.



## Your Overall Competency Profile

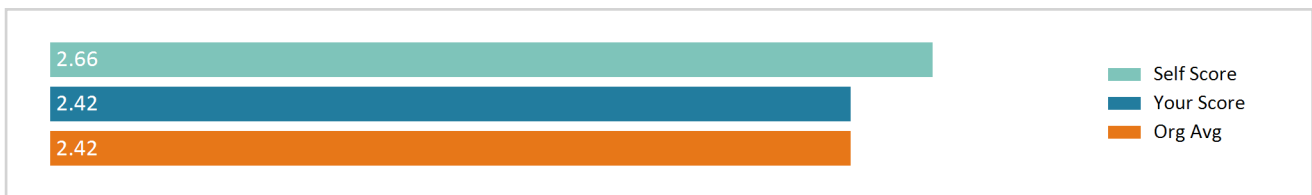
### RESPONDENTS/RATER GROUPS

Your report contains feedback from the following respondents. However the scores are reported as a simple average of all respondents excluding self.

Relation	Responses Sought	Responses Received	Received %
Self	1	1	100
Manager	1	1	100
Team Member	3	3	100
Outside connections	1	1	100

### OVERALL SCORE

Your Overall score for the feedback is as follows.



### Talent3sixty Feedback

#### SCALE

- NA Not applicable or not known
- 1 Excellent rating
- 2 Good rating
- 3 Average rating
- 4 Below average rating

#### NOTE

Your score (excluding self) is calculated based on the feedback that you have received from all the respondents across all competencies.

If other respondents (your score) have scored you higher than yourself (self score), then it is a hidden strength area for you to discover, else it is a potential area for development. The chart also helps you analyze your performance against the organization average, and identify the areas for development where your score in comparison is low.

A detailed analysis of your competency wise scores is presented in subsequent pages



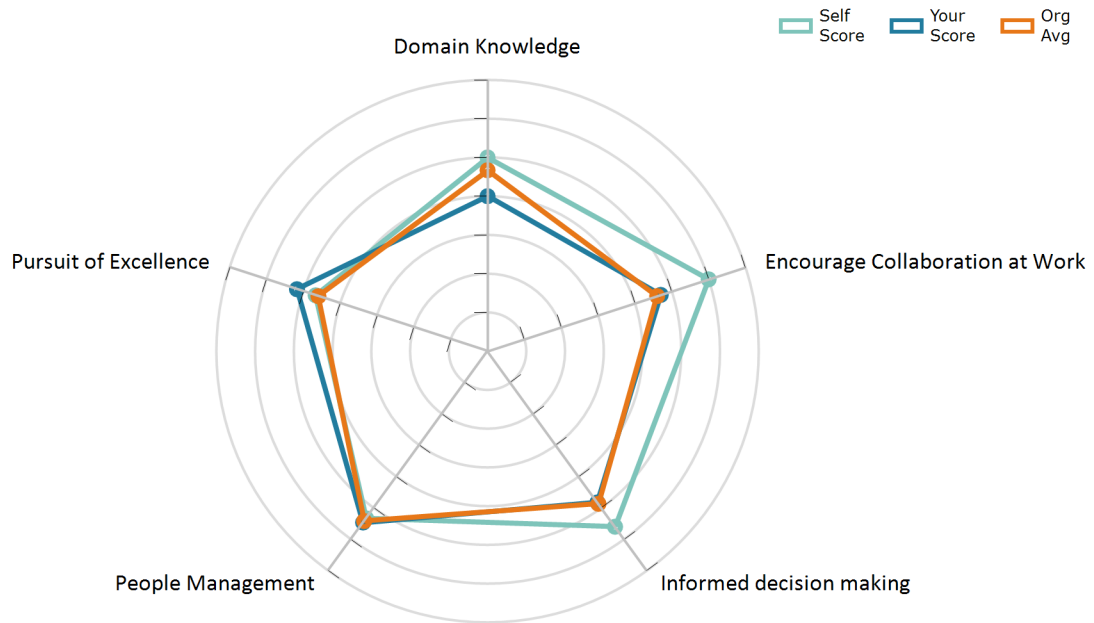
*"We all need people who give us feedback. That's how we improve"*

*Bill Gates*



## COMPETENCY SUMMARY

The chart and the table below shows your average score, for all the competencies, as rated by your manager, team members, peers, outside connections along with your self rating and the organisation average. It represents the gap between how you and other rater groups perceive your behaviours with respect to each of the competencies and where you stand vis-a-vis the other leaders in the organisation



Competency Name	Self Score	Your Score	Org Avg
Domain Knowledge	2.50	2.00	2.30
Encourage Collaboration at Work	3.00	2.40	2.30
Informed decision making	2.80	2.40	2.40
People Management	2.70	2.70	2.70
Pursuit of Excellence	2.30	2.60	2.30

### Scale

- NA Not applicable or not known
- 1 Excellent rating
- 2 Good rating
- 3 Average rating
- 4 Below average rating

### The above chart/ table helps you identify the following

- 1. Strengths:** The areas that receive highest overall scores from each rater group.
- 2. Development Opportunities:** The areas that receive lowest overall ratings from each rater group.
- 3. Hidden Strengths:** The areas where the other rater groups have scored you higher than yourself.
- 4. Blind Spots:** The areas where you have scored yourself higher than other rater groups have.

## VALUES SUMMARY

The chart and the table below shows your average score, for all the values, as rated by your manager, team members, peers, outside connections along with your self rating and the organisation average. It represents the gap between how you and other rater groups perceive your behaviours with respect to each of the values and where you stand vis-a-vis the other leaders in the organisation

Values	Self Score	Your Score	Org Avg
Accountability & Ownership	2.20	1.90	1.90
Values & Ethics	2.00	2.00	1.90

### Scale

- 1 Best performance
- 2 average
- 3 No performance

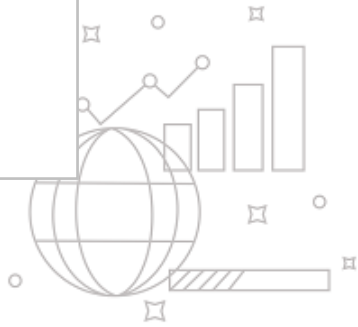
### The above chart/ table helps you identify the following

- 1. Strengths:** The areas that receive highest overall scores from each rater group.
- 2. Development Opportunities:** The areas that receive lowest overall ratings from each rater group.
- 3. Hidden Strengths:** The areas where the other rater groups have scored you higher than yourself.
- 4. Blind Spots:** The areas where you have scored yourself higher than other rater groups have.



**YOUR  
COMPANY  
LOGO** 

Perspective  
Comparison:  
**DETAILED**  
Competencies  
Report



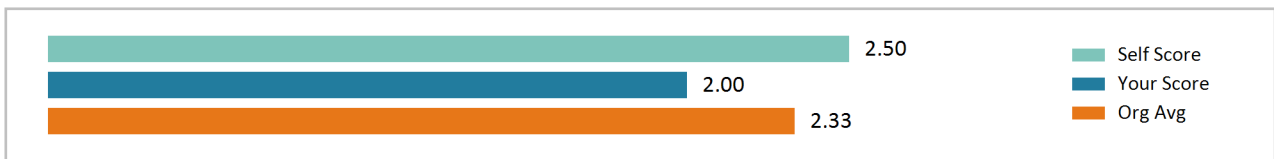
## Perspective Comparison: Detailed Competency Report

The section will bring out the perspective gap on how you perceive your competence and behaviours and how other rater groups perceive them.

### DOMAIN KNOWLEDGE

Deep knowledge of the domain, the customer requirements, usage, manufacturing processes and technologies involved in production.

The following chart displays your average score - basis feedback given by your manager, team members, peers and others, on how they perceive your behaviour; against your self evaluation. The chart details the gap between your self perception and how others perceive your competence. If other respondents have scored you higher than yourself, then it is a hidden strength area for you to discover, else it is a potential area for development. The chart also helps you analyze your performance against the organization average, and identify the areas for development where your score in comparison is low.



The following table lists the elements of the competency, how you perceive yourself and how other rater groups perceive you. The elements where you score yourself higher than what others score you, are development areas to be improved upon.

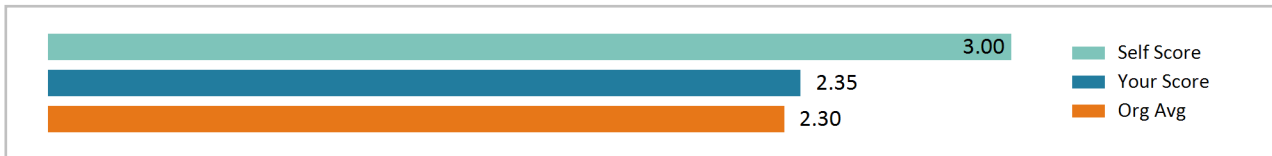
	Elements	Self	Your Avg	Org Avg
1	The individual displays in depth knowledge of Natural Remedies domain, industry and customer	2.00	2.00	2.67
2	The individual is technically competent and has the skills and knowledge to performance his/her role at the highest level	3.00	2.00	2.00
	<b>Average</b>	<b>2.50</b>	<b>2.00</b>	<b>2.33</b>

Scale : (1) Not applicable or not known, (2) Excellent rating, (3) Good rating, (4) Average rating, (5) Below average rating,

## ENCOURAGE COLLABORATION AT WORK

Encourages collaboration to optimize team processes and constantly keeps the business and customer at forefront

The following chart displays your average score - basis feedback given by your manager, team members, peers and others, on how they perceive your behaviour; against your self evaluation. The chart details the gap between your self perception and how others perceive your competence. If other respondents have scored you higher than yourself, then it is a hidden strength area for you to discover, else it is a potential area for development. The chart also helps you analyze your performance against the organization average, and identify the areas for development where your score in comparison is low.



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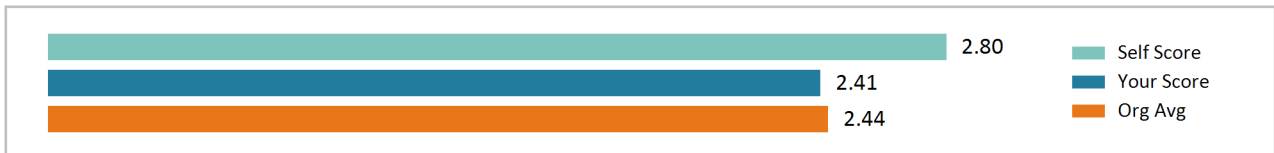
	Elements	Self	Your Avg	Org Avg
1	The individual proactively surfaces and resolves conflicts and inter personal breakdowns.	4.00	2.20	2.48
2	The individual creates a healthy balance between individual performance/ credit and team performance/ credit.	3.00	1.80	1.90
3	The individual creates a solution oriented approach in the team to achieve common goals and objective		1.75	2.25
4	The individual builds and maintains effective working relationship across levels, actively shares resources and information	3.00	2.20	2.35
5	The individual collaborates and optimally utilizes resources to meet the business and customer requirements	2.00	2.75	2.63
6	The individual respects difference of opinions and focuses on issues rather than personalities	3.00	3.40	2.20
	<b>Average</b>	<b>3.00</b>	<b>2.35</b>	<b>2.30</b>

Scale : (1) Not applicable or not known, (2) Excellent rating, (3) Good rating, (4) Average rating, (5) Below average rating,

## INFORMED DECISION MAKING

Generates multiple alternatives for action and is able to determine the most optimum course of action under the circumstances.

The following chart displays your average score - basis feedback given by your manager, team members, peers and others, on how they perceive your behaviour; against your self evaluation. The chart details the gap between your self perception and how others perceive your competence. If other respondents have scored you higher than yourself, then it is a hidden strength area for you to discover, else it is a potential area for development. The chart also helps you analyze your performance against the organization average, and identify the areas for development where your score in comparison is low.



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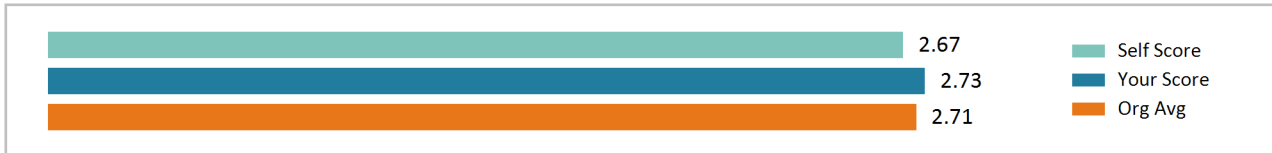
	Elements	Self	Your Avg	Org Avg
1	Most of the suggestions/ solutions given by the individual turn out to be correct and accurate when judged overtime	3.00	2.00	2.25
2	The individual gets in depth by breaking a problem down into tangible/ achievable pieces	2.00	2.20	2.35
3	The individual is able to generate multiple alternatives for action and determine the most optimum course of action	1.00	2.00	2.50
4	The Individual is keen to learn from the experiences of others	4.00	2.80	2.40
5	The individual is open to new ideas that are based on facts and information that meet the business objectives	4.00	2.67	2.21
6	The individual is sharp at grasping new concepts, methods and ideas		2.80	2.90
	<b>Average</b>	<b>2.80</b>	<b>2.41</b>	<b>2.44</b>

Scale : (1) Not applicable or not known, (2) Excellent rating, (3) Good rating, (4) Average rating, (5) Below average rating,

## PEOPLE MANAGEMENT

Proactively creates a talent pipeline for the organization by participating in processes for identifying and developing talent within the team.

The following chart displays your average score - basis feedback given by your manager, team members, peers and others, on how they perceive your behaviour; against your self evaluation. The chart details the gap between your self perception and how others perceive your competence. If other respondents have scored you higher than yourself, then it is a hidden strength area for you to discover, else it is a potential area for development. The chart also helps you analyze your performance against the organization average, and identify the areas for development where your score in comparison is low.



The following table lists the elements of the competency, how you perceive yourself and how other rater groups perceive you. The elements where you score yourself higher than what others score you, are development areas to be improved upon.

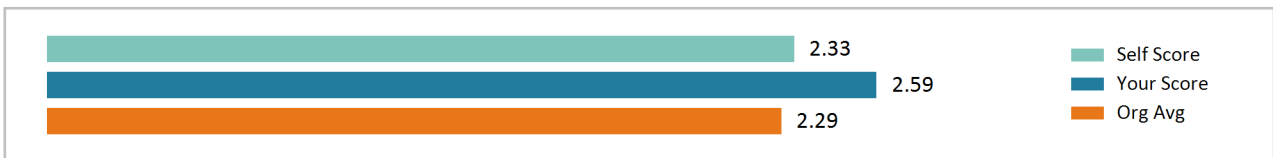
	Elements	Self	Your Avg	Org Avg
1	The individual promotes meritocracy by recognizing talent and rewarding performance	4.00	2.00	1.88
2	The individual provides relevant, direct, complete and actionable advise and feedback to team members to improve performance.	2.00	2.40	2.70
3	The individual periodically reviews performance in a fair and objective manner	4.00	3.00	3.13
4	The individual proactively creates plans and strategies to improve retention and engagement of employees	2.00	2.40	2.87
5	The individual focuses on developing talent to meet future requirements of the organization	3.00	3.80	2.90
6	The individual walks the talk and inspires others to follow and emulate him / her	1.00	2.80	2.78
	<b>Average</b>	<b>2.67</b>	<b>2.73</b>	<b>2.71</b>

Scale : (1) Not applicable or not known, (2) Excellent rating, (3) Good rating, (4) Average rating, (5) Below average rating,

## PURSUIT OF EXCELLENCE

Never satisfied with status quo. Seeks out new ideas, opportunities to improve, transform, streamline, reinvent

The following chart displays your average score - basis feedback given by your manager, team members, peers and others, on how they perceive your behaviour; against your self evaluation. The chart details the gap between your self perception and how others perceive your competence. If other respondents have scored you higher than yourself, then it is a hidden strength area for you to discover, else it is a potential area for development. The chart also helps you analyze your performance against the organization average, and identify the areas for development where your score in comparison is low.



The following table lists the elements of the competency, how you perceive yourself and how other rater groups perceive you. The elements where you score yourself higher than what others score you, are development areas to be improved upon.

	Elements	Self	Your Avg	Org Avg
1	The individual directs the team to continuously evolve to do things faster, better and cheaper.		2.40	2.08
2	The individual constantly pushes for improvements across the organization	1.00	2.75	2.25
3	The individual champions quality and excellence for the organization and sets industry benchmarks	4.00	3.00	2.75
4	The individual is keen on evaluating the outcomes of projects and sharing it with others	2.00	2.20	2.10
	<b>Average</b>	<b>2.33</b>	<b>2.59</b>	<b>2.29</b>

Scale : (1) Not applicable or not known, (2) Excellent rating, (3) Good rating, (4) Average rating, (5) Below average rating,

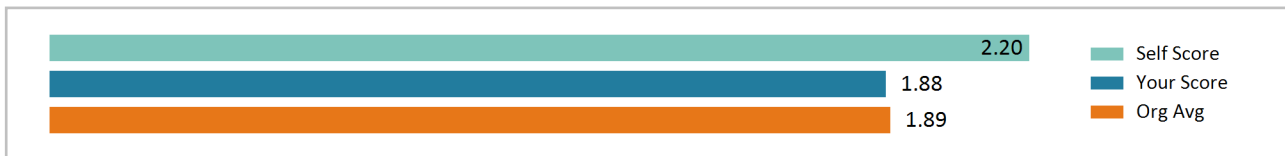


## Perspective Comparison: Detailed Values Report

The section will bring out the perspective gap on how you perceive your values and how other rater groups perceive them.

### ACCOUNTABILITY & OWNERSHIP

Accountability & Ownership



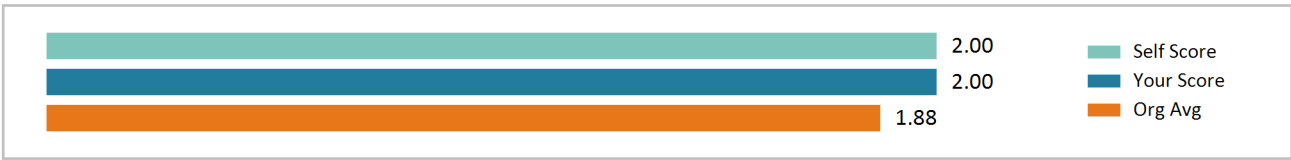
The following table lists the elements of the values, how you perceive yourself and how other rater groups perceive you. The elements where you score yourself higher than what others score you, are development areas to be improved upon.

	Elements	Self	Your Avg	Org Avg
1	Acts as a role model to demonstrate accountability and ownership within function	1.00	2.40	2.20
2	Confronts underperformance in team members	3.00	1.60	1.80
3	Reviews performance against success measures and drives performance by holding people accountable	2.00	1.60	1.68
4	Sets clear performance expectations in advance	2.00	2.00	1.88
5	Takes initiative to seize business opportunities for respective function and organization	3.00	1.80	1.90
	<b>Average</b>	<b>2.20</b>	<b>1.88</b>	<b>1.89</b>

Scale : (1) Best performance, (2) average, (3) No performance,

## VALUES & ETHICS

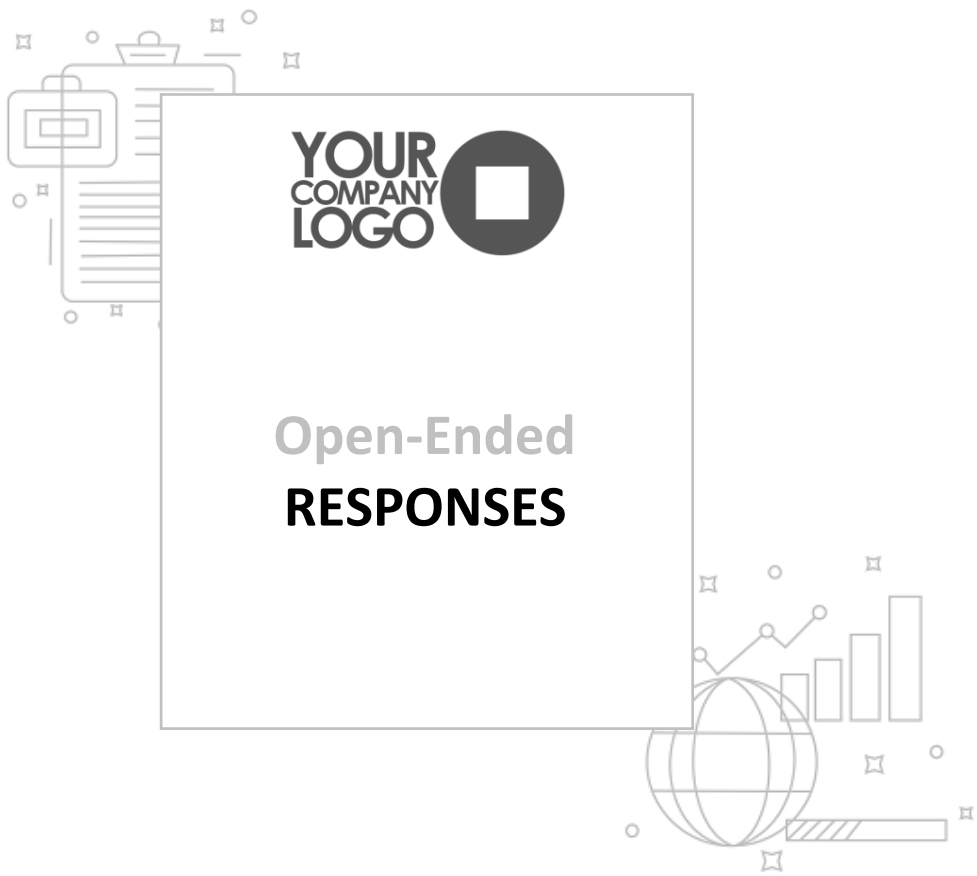
### Values & Ethics



The following table lists the elements of the values, how you perceive yourself and how other rater groups perceive you. The elements where you score yourself higher than what others score you, are development areas to be improved upon.

	Elements	Self	Your Avg	Org Avg
1	Fosters a climate of trust within the work team	3.00	1.80	1.90
2	Interacts with others fairly and objectively	1.00	2.20	1.85
	<b>Average</b>	<b>2.00</b>	<b>2.00</b>	<b>1.88</b>

Scale : (1) Best performance, (2) average, (3) No performance,



## Open Ended Responses

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This section provides you with the **verbatim** comments offered by your feedback providers.

### HOW DO YOU FEEL WORKING WITH HIM/HER?

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- Very good experience
- Great
- Can't comment...
- Great Experience
- He is very responsible in his work
- It is a great experience.



## Your Strengths and Development Areas

### Strengths

Top strengths are those behaviors that are significant enablers of your success and that you might leverage for even greater challenges and achievement. The table below lists statements that were rated, on an average, as the five highest among all statements on the survey.

S.No	Questions	Competency	Score
1	The individual focuses on developing talent to meet future requirements of the organization	People Management	3.80
2	The individual respects difference of opinions and focuses on issues rather than personalities	Encourage Collaboration at Work	3.40
3	The individual periodically reviews performance in a fair and objective manner	People Management	3.00
4	The individual champions quality and excellence for the organization and sets industry benchmarks	Pursuit of Excellence	3.00
5	The Individual is keen to learn from the experiences of others	Informed decision making	2.80

### Development Areas

Top development opportunities are those behaviors on which you can focus to significantly improve overall performance. The table below lists statements that were rated, on an average, as the five lowest among all statements on the survey.

S.No	Questions	Competency	Score
1	The individual creates a solution oriented approach in the team to achieve common goals and objective	Encourage Collaboration at Work	1.75
2	The individual creates a healthy balance between individual performance/ credit and team performance/ credit.	Encourage Collaboration at Work	1.80
3	The individual is able to generate multiple alternatives for action and determine the most optimum course of action	Informed decision making	2.00
4	The individual is technically competent and has the skills and knowledge to performance his/her role at the highest level	Domain Knowledge	2.00
5	The individual displays in depth knowledge of Natural Remedies domain, industry and customer	Domain Knowledge	2.00

## Your Pleasant Surprises and Blind Spots

### Pleasant Surprises

The table below lists the top five areas among all statements of the survey where all the respondents have rated you higher than your self-score.

Statements	Associated Competency	Self Score	Others
The individual walks the talk and inspires others to follow and emulate him / her	People Management	1.0	2.8
The individual constantly pushes for improvements across the organization	Pursuit of Excellence	1.0	2.8
The individual is able to generate multiple alternatives for action and determine the most optimum course of action	Informed decision making	1.0	2.0
The individual focuses on developing talent to meet future requirements of the organization	People Management	3.0	3.8
The individual collaborates and optimally utilizes resources to meet the business and customer requirements	Encourage Collaboration at Work	2.0	2.8

### Blind Spots

The table below lists the top five areas among all statements of the survey where all the respondents have rated you lower than your self-score.

Statements	Associated Competency	Self Score	Others
The individual builds and maintains effective working relationship across levels, actively shares resources and information	Encourage Collaboration at Work	3.0	2.2
The individual is technically competent and has the skills and knowledge to performance his/her role at the highest level	Domain Knowledge	3.0	2.0
Most of the suggestions/ solutions given by the individual turn out to be correct and accurate when judged overtime	Informed decision making	3.0	2.0
The individual periodically reviews performance in a fair and objective manner	People Management	4.0	3.0
The individual champions quality and excellence for the organization and sets industry benchmarks	Pursuit of Excellence	4.0	3.0





## Next Steps

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The next step involves creating a learning and development plan for the identified strengths and areas of development. This would need you to make decisions regarding the priority and preferred option among various improvement strategies. Each of these would need to be tracked for progress towards completion.

A learning and development plan caters to the current and future needs of the organization as well as employees. It helps in enhancing the employees knowledge and skills related to the current role or to career development goals. It benefits the organization by developing/ enhancing employee capabilities, work load planning, and achieving organizational goals.

## IDENTIFICATION OF STRENGTHS AND DEVELOPMENT AREAS

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Before you know where you want to go, you need to look at your current state– what’s working, what needs attention, how can the department benefit from your learning?

List down, as per the assessment, indicating your strengths and areas of development.

### STRENGTHS



### CAN DEVELOP



### WEAKNESSES



For those competencies which are depicted as areas of competence, it means that you have met the desired expectations.

## DEVELOPMENT PLAN

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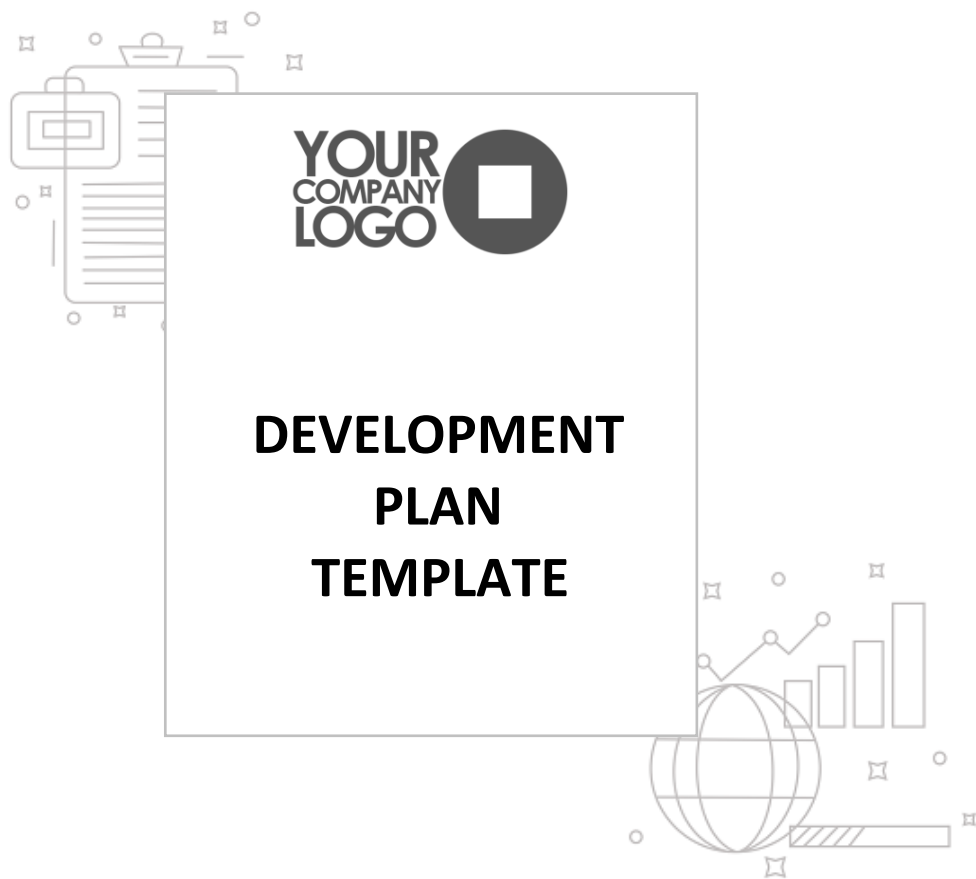
Once you have identified the areas of interest where you want to develop/ enhance your skills, you need to do the following:

- Select one area each from the three categories above - Strengths, Can Develop, Needs Improvement; make action plan to develop each of the 3 areas (exactly 3)
- Use the report and the conclusions to make plans on each of the three identified/ selected areas.
- Get the same validated by your manager
- Review on progress of each plan quarterly
- Get periodic feedback from others - managers, peers and subordinates. Try to incorporate the feedback on a dynamic basis into this preliminary action plan.



*"Develop a passion for learning. If you do, you will never cease to grow."*

*Anthony J. D'Angelo*



**FOCUS AREA 1:**

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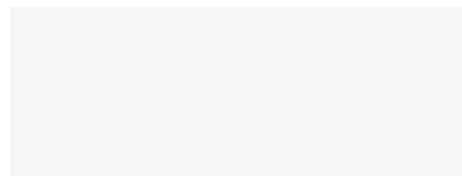
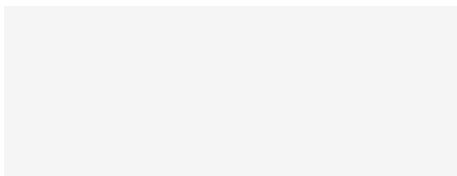
<u>Current Assessment:</u>	<u>Critical Behaviours/Goals:</u>	<u>Development Activities/Action Plan:</u>	<u>Targets/ Milestones:</u>	<u>Results/ outcomes:</u>
Behaviours that I currently exhibit	What behaviours do I need to exhibit	coaching, assignments, etc.	Target to complete plan	How well I fared

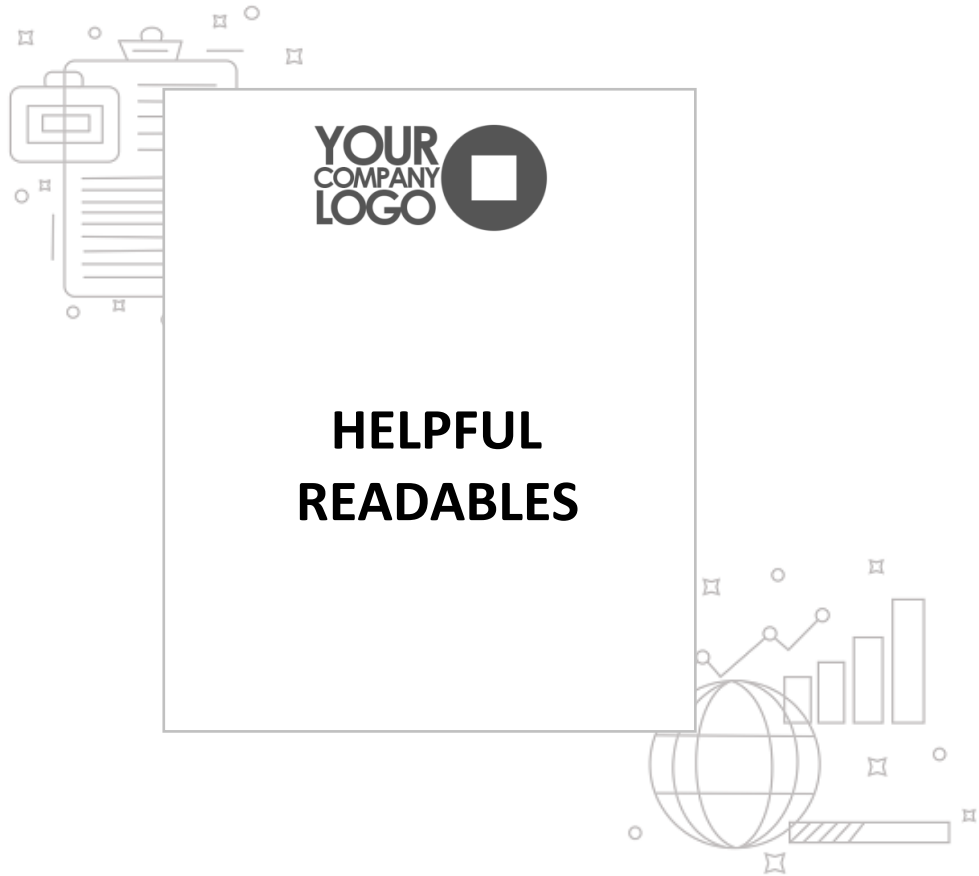
**Feedback from others**

- 1. Manager - .....
- .....
- 2. Peer - .....
- .....
- 2. Team Members - .....
- .....
- 2. Others - .....
- .....

**Inspirations (movies, quotes etc)**

**My Suggested Readings**





SUGGESTED WAYS TO IMPROVE

S.No	Competency	Development Activities	Development Resources
1	Domain Knowledge - Deep knowledge of the domain, the customer requirements, usage, manufacturing processes and technologies involved in production.	<ol style="list-style-type: none"> <li>1. Identify the questions that you expect the data to answer</li> <li>2. Use figures/information to draw conclusions instead of finding data to support your conclusion</li> <li>3. Review the analyzed data and conclusions the next day. This ensures you look at the data with a fresh perspective and identify possible misses.</li> <li>4. Brainstorm with your team to consider all possible alternatives and identify the optimum course of action</li> <li>5. Try and construct the story that comes from the data. Look at each piece of information to understand what impact it can have on the future of the team and organization</li> </ol>	<ol style="list-style-type: none"> <li>1. Smart Choices: A Practical Guide to Making Better Decisions by John S. Hammond and Ralph L. Keeney</li> <li>2. Using Information to Develop a Culture of Customer Centricity ;David Loshin</li> <li>3. The Practitioner's Guide to Data Quality Improvement, by David Loshin (2010)</li> </ol>
2	Encourage Collaboration at Work - Encourages collaboration to optimize team processes and constantly keeps the business and customer at forefront	<ol style="list-style-type: none"> <li>1. Identify your key accounts - carefully</li> <li>2. For every account, sit with your team to formulate micro goals, plans and timeline for completion of each subtask</li> <li>3. Set regular update meetings with the customer to review progress and to ensure that objectives are being met. Set the right metrics to measure progress on your account.</li> <li>4. Seek feedback from your manager and your team on what could have been done better.</li> </ol>	<p>The following books and articles are resources you can read.</p> <ol style="list-style-type: none"> <li>1. Key Account Management: The Definitive Guide, 3rd Edition, Diana Woodburn, Malcolm McDonald</li> <li>2. Key Account Management and Planning by Noel Capon</li> <li>3. The Global Airline Industry 1st Edition by Peter Belobaba (Editor), Amedeo Odoni (Editor), Cynthia Barnhart (Editor)</li> <li>4. How to Succeed at Key Account Management; Lynette Ryals; an HBR Article.</li> <li>5. Online blogs such as <a href="http://www.airlinetrends.com/category/customer-service/">http://www.airlinetrends.com/category/customer-service/</a></li> </ol>
3	Informed decision making - Generates multiple alternatives for action and is able to determine the most optimum course of action under the circumstances.	<ol style="list-style-type: none"> <li>1. Accurately estimate time and effort required to complete a task.</li> <li>2. Identify and organise required resources.</li> <li>3. Organise your own time to carry out responsibilities.</li> <li>4. Budget for adequate preparation time for scheduled meetings/deadlines.</li> <li>5. Develop schedules and timetables with clear, specific milestones and deadlines.</li> <li>6. Establish how to measure results and milestones for self.</li> </ol>	<p>The following books and articles are resources you can read.</p> <ol style="list-style-type: none"> <li>1. Allen David; Getting Things Done: The Art of Stress-Free Productivity (2002)</li> <li>2. Lanna Nakone, Arlene Taylor, Organizing for Your Brain Type: Finding Your Own Solution to Managing Time, Paper, and Stuff(2005)</li> <li>3. Marilyn Paul,(2002); It's Hard to Make a Difference When You Can't Find Your Keys: The Seven-Step Path to True Organization</li> <li>4. Peter Capezio, (2000), Powerful Planning Skills</li> </ol>

4	People Management - Proactively creates a talent pipeline for the organization by participating in processes for identifying and developing talent within the team.	<ol style="list-style-type: none"> <li>1. Encourage constructive conflict to make sure all perspectives are considered before taking a decision</li> <li>2. Discuss with your team members and take their inputs before making a commitment on their behalf. Recognize people for their achievements; coach people who fail to do so.</li> <li>3. Look for opportunities to discuss with team members about how their work links up to the larger organisational goals</li> <li>4. Make sure the output from you is timely and of superior quality to ensure you set high standards for your team</li> </ol>	<p>The following books and articles are resources you can read.</p> <ol style="list-style-type: none"> <li>1. Lyles, Dick. (2000). Winning Ways: 4 Secrets for Getting Great Results by Working Well with People. Publisher: Penguin Putnam, Inc.</li> <li>2. Putting Management Back Into Performance: A Handbook for Managers and Supervisors; (2003) by James Webb; Allen &amp; Unwin</li> <li>3. The Hedgehog Effect (2011): The Secrets of Building High Performance Teams Book by Manfred F.R. Kets de Vries</li> <li>4. High Performance Teams (2004): How to Make Them Work; Marc Hanlan</li> </ol>
5	Pursuit of Excellence - Never satisfied with status quo. Seeks out new ideas, opportunities to improve, transform, streamline, reinvent	<ol style="list-style-type: none"> <li>1. Prior to starting any assignment sit with your team to formulate micro goals, plans and timeline for completion of each subtask</li> <li>2. Ensure you sell to your customer's needs and sell on a purpose. Ask, listen and act as per the customer. Get into the shoes of the customer</li> <li>3. Explore opportunities to maximise offerings from all transactions. Look for newer ways to sell.</li> <li>4. Read and learn such that you are an industry expert, streamline your pitch and ask for referrals.</li> </ol>	<p>The following books and articles are resources you can read.</p> <ol style="list-style-type: none"> <li>1. The CIO Edge: Seven Leadership Skills You Need to Drive Results (2010), by Graham Waller, Karen Rubenstrunk, George Hallenbeck</li> <li>2. The Man Whisperer: A Gentle, Results Oriented Approach to Communication. by Donna Sozio, Samantha Brett</li> <li>3. The 20% Doctrine: How Tinkering, Goofing Off and Breaking the Rules at Work Drive Success in Business 'Ryan Tate</li> <li>4. Likeonomics: The Unexpected Truth Behind Earning Trust, Influencing Behavior and Inspiring Action' Rohit Bhargava</li> <li>5. The Commitment Engine: Making Work Worth It' John Jantsch</li> </ol>



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