

LEADERSHIP PIPELINE BUILDER

Leadership Fit & Readiness Report

TJ Lapat

2022-01-31

Confidentiality Notice: This Leadership Fit and Readiness Report gives you deep insight into how a candidate profiles against the competencies you have selected for this particular role. It contains sensitive personal information, and should be kept in a secure location with minimal access. The report should be disposed of confidentiality once the results are no longer valid.

LEADERSHIP FIT AND READINESS REPORT

Confidential

This report is confidential as it contains personal information. Please keep it in a secure location with minimum access.

Content

- 2 Report Guideline
- 5 Overall Competency Profile
- 6 Strengths & Gaps
- 7 Competency Analysis
- 10 Leadership Development Report

TJ Lapat

name

Business Unit Manager

position

Sanofi

company

2022-01-31

report date

REPORT GUIDELINE

Introduction

This Leadership Fit and Readiness Report indicates your work style preferences and predicted leadership capability. The information contained within this report intends to support career development decisions. Specifically, the report aims to:

- Provide information about the individual's self-reported work style and preferences;
- Assess leadership capability within Sanofi context and selected competencies;
- Highlight strengths to leverage and potential areas of development in the context of career development and planning.

Results remain valid for approximately 12 months. Candidate results are produced by comparing each individual's responses with the Competency Behavioural Rubrics agreed in this engagement. Research shows that this type of assessment measure can be a powerful predictor of how a person will likely operate at work. Nonetheless, we highly recommend using this report together with other assessment data such as Performance Score, Feedback from Managers and/or Peers, and Self-assessment, among others, to have a more holistic view of the candidate's potential.

Rating Scale

Each competency includes a proficiency scale that indicates the full range of expression of the competency. The proficiency levels are generally described in terms of behavioral indicators. Observations during the Development Center are mapped out against the nearest proficiency they represent.

These establish performance requirements and are differentiated by the scope of impact, relationships, independence, complexity, and time frame.

1. No Demonstration
2. Beginner
3. Maturity
4. Mastery

Levels are cumulative; for example, level three includes behaviors in levels one and two, and so on.

This matrix describes the unique competency profile for each position. For this assessment, the candidate is compared against the Manager competency profile.

Competency Framework

The behaviours/dimensions used in the assessment are derived from Company Sanofi. They were selected to provide a clear picture of a respondents capabilities within a companys competency framework.

SANOFI KEY COMPETENCIES	
Guide the Development of Team Members	Develop MRs to achieve their full potential by maximizing current expertise and nurturing additional capabilities and skills.
Develop Value of Partnership Beyond Products	Develop customer partnership and identify customer needs and opportunities to provide tailored solution
Business Development	Understand business opportunities outside current market. Create initiatives by calculating their potential value and action plans.
Area Sales & Operational Performance	Provides strategic business direction and ensures implementation of marketing activities
Digital Savviness	Ability to interpret information and apply technology to make work and output easier
Problem Solving & Analysis	Ability to identify, analyze and anticipate problems and develop solutions
Optimize Resources & Investments	Oversee and manage company resources to maximize investments

COMPETENCY PROFILE

Overall Findings

The overall competency potential score estimates the candidate's tendency to exhibit effective workplace behaviors as observed during the live assessment. Success profile or target score refers to the competency profile needed for a maximum fit to perform the role.

COMPETENCY				
Competencies	Score		Target Score	
Guide the Development of Team Members	2.00	★ ★ ☆ ☆	3.00	★ ★ ★ ☆
Develop Value of Partnership Beyond Products	1.33	★ ☆ ☆ ☆	3.00	★ ★ ★ ☆
Business Development	1.82	★ ★ ☆ ☆	3.00	★ ★ ★ ☆
Area Sales & Operational Performance	1.71	★ ★ ☆ ☆	2.00	★ ★ ☆ ☆
Digital Savviness	1.78	★ ★ ☆ ☆	3.00	★ ★ ★ ☆
Problem Solving & Analysis	2.80	★ ★ ★ ☆	3.00	★ ★ ★ ☆
Optimize Resources & Investments	1.71	★ ★ ☆ ☆	2.00	★ ★ ☆ ☆
Overall Rating	1.88	★ ★ ☆ ☆	2.71	★ ★ ★ ☆

COMPETENCY PROFILE

PHASE 1 of 2: Online Self-Discovery Assessment (0%)

The online assessment measures the candidate's behavioral tendencies and potential based on the Talegent online assessment. Talegent competencies are then mapped against the competency framework of Sanofi to gather relevant results.

COMPETENCY				
Competencies	Score		Target Score	
Guide the Development of Team Members	4.00	★★★★★	3.00	★★★★☆
Develop Value of Partnership Beyond Products	3.00	★★★★☆	3.00	★★★★☆
Business Development	1.00	★☆☆☆☆	3.00	★★★★☆
Area Sales & Operational Performance	2.00	★★☆☆☆	2.00	★★☆☆☆
Digital Savviness	3.00	★★★★☆	3.00	★★★★☆
Problem Solving & Analysis	1.67	★★☆☆☆	3.00	★★★★☆
Optimize Resources & Investments	1.00	★☆☆☆☆	2.00	★★☆☆☆
Overall Rating	2.29	★★★☆☆	2.71	★★★★☆

COMPETENCY PROFILE

PHASE 2 of 2: Live Simulations (100%)

Multi-rater Assessment consists of several activities designed to allow candidates to demonstrate, under standardized conditions, the skills and abilities that are most essential for success in a given job. The observed behaviors are classified and rated based on the competency framework of Sanofi.

COMPETENCY				
Competencies	Score		Target Score	
Guide the Development of Team Members	2.00	★ ★ ☆ ☆	3.00	★ ★ ★ ☆
Develop Value of Partnership Beyond Products	1.33	★ ☆ ☆ ☆	3.00	★ ★ ★ ☆
Business Development	1.82	★ ★ ☆ ☆	3.00	★ ★ ★ ☆
Area Sales & Operational Performance	1.71	★ ★ ☆ ☆	2.00	★ ★ ☆ ☆
Digital Savviness	1.78	★ ★ ☆ ☆	3.00	★ ★ ★ ☆
Problem Solving & Analysis	2.80	★ ★ ★ ☆	3.00	★ ★ ★ ☆
Optimize Resources & Investments	1.71	★ ★ ☆ ☆	2.00	★ ★ ☆ ☆
Overall Rating	1.88	★ ★ ☆ ☆	2.71	★ ★ ★ ☆

STRENGTHS & GAPS

Your Areas of Strength and Competence

These are the candidate's competence areas and the respective behavioral dimensions they seem to strongly and positively display during the assessment.

SANOFI KEY COMPETENCIES

Your Areas for Development

These are the candidate's areas for development and the respective behavioral dimensions they were unable to display during the live assessment.

SANOFI KEY COMPETENCIES

Guide the Development of Team Members	Develop MRs to achieve their full potential by maximizing current expertise and nurturing additional capabilities and skills.
Develop Value of Partnership Beyond Products	Develop customer partnership and identify customer needs and opportunities to provide tailored solution
Business Development	Understand business opportunities outside current market. Create initiatives by calculating their potential value and action plans.
Area Sales & Operational Performance	Provides strategic business direction and ensures implementation of marketing activities
Digital Savviness	Ability to interpret information and apply technology to make work and output easier
Problem Solving & Analysis	Ability to identify, analyze and anticipate problems and develop solutions
Optimize Resources & Investments	Oversee and manage company resources to maximize investments

CAREER ASPIRATION INTERVIEW.

Overall Findings

What did they share as their career goals? How have they acknowledged their strenghts and areas for development?

Notes

- TJ started his career with Sanofi last 2015, but he has had his fair share of lateral transfers within sales, from Key Accounts Manager to Key Area Manager, to Trade. What motivates TJ is family, but apart from that, it is to expand his horizon. Inspired by his colleague, TJ aims to progress to the next role within Marketing because this would make him reach his' long-term goal of becoming Head of Sales. However, TJ challenges the challenge to progress currently in the CoVID situation because most of their clients are pediatricians, and their customers significantly decreased due to the pandemic. As for TJ's engagement towards his' team, another challenge as a leader is dealing with subordinates; and he learned that he has to listen to them. Known as logical and fact-based and credible, TJ's boss assigns tasks that would make them grow and develop their skills through setting to projects/ activities. While for Sanofi, their vision resonates with TJ well through the organization investing such an assessment process for individual leaders' development.

Guide the Development of Team Members

Develop MRs to achieve their full potential by maximizing current expertise and nurturing additional capabilities and skills.

Candidate Score: 2.00/4.00 ★★☆☆

Target Score: 3.00/4.00 ★★★☆

Notes

Activity 1: Individual Presentation

TJ seemed to plan and work effectively and take responsibility for decisions made. He may need to inspire and develop others to make decisions and take additional responsibility [November 2021, Leadership Readiness & Fit Report, Guide the Development of Team Members].

Activity 2: Coaching Roleplay

TJ was calm and composed despite the negative emotions elicited by the subordinate. He acknowledged the thoughts of the subordinate and mentioned the performance issues raised last quarter by specifically saying, "It's for your own good.. I heard good feedback from your colleagues but there are some that we need to address". He was not afraid to call out the subordinate and also cited examples on how to better manage the subordinate's KPIs. Moreover, he asked the subordinate "Do you think this will help you", any personal problems that could have affected your performance and responded by saying, "I cannot promise a position but I can help you to be successful in your current role." TJ gave realistic suggestions and a way forward rather than sugar-coating for the subordinate [November 2020, Leadership Readiness & Fit Report, Lead Teams].

Online Assessment

Reporting to be as comfortable taking charge of situations as most others, Theodore John is expected to be most comfortable leading when he is keen on the topic or has particular expertise to offer. More assured of himself than most, Theodore John is likely to have the courage required to initiate difficult conversations or manage people issues when required.

Development Tips

- Your results indicate that you may be able to grow your confidence and competence when it comes to the management and development of others. Work on building rapport, transparency and trust first. Let this open the door to having honest, constructive and direct conversations about people's options for improvement and personal development. Know your team as individuals. Take time to understand what motivates and drives each team member. Role model openness to feedback, and build on this by ensuring you have systems in place to provide information on what is and is not working.

Develop Value of Partnership Beyond Products

Develop customer partnership and identify customer needs and opportunities to provide tailored solution

Candidate Score: 1.33/4.00



Target Score: 3.00/4.00



Notes

Activity 1: Individual Presentation	Activity 2: Coaching Roleplay	Online Assessment
TJ seemed to establish rapport with customers by getting first-hand customer information and meeting their expectations and requirements. He may need to optimize relationships to generate customer demand for our service, program, and product.	TJ seemed to understand subordinates' needs and keep their interest as the focal point of all activities. He was calm and provided value and insight into the gaps as to how the subordinate could replace him as the manager. He also shared key action points that can be used to appease the challenging subordinate. He may need to optimize relationships to generate customer demand for our service, program, and product.	Calm and composed under pressure, Theodore John should remain in control of his emotions, even during heavy workload or high stress situations. Theodore John reports that he is less aware of interpersonal cues than peers. He is more likely to act in a consistent manner, rather than adjusting his responses to suit his customers.

Development Tips

- Overall, your results suggest that you would benefit from placing greater emphasis on delighting customers. Anticipate customers needs. Consult with them about products and services, focusing on what they need rather than what you need from them. Pay attention to what they say and how they say it. Customers are the reason your company exists; you want to be valuable to their business. Remain calm in the face of conflict. An angry customer offers a chance to improve the relationship. Listen carefully to identify their underlying concern, rather than jumping to conclusions or becoming defensive. Set service standards that you think are fair and achievable, even with a heavy workload and stick to them.

Business Development

Understand business opportunities outside current market. Create initiatives by calculating their potential value and action plans.

Candidate Score: 1.82/4.00



Target Score: 3.00/4.00



Notes

Activity 1: Individual Presentation

TJ seemed to identify opportunities and risks and make practical insights translating into clear directions, policies, and operation plans. TJ may need to partner with various internal resources at the planning and execution level to lead to a timely and effective sales intervention for targeted customers.

Activity 2: Coaching Roleplay

TJ seemed to communicate and operationalise broad objectives to help people align their contributions to the long-term goals and strategies of the organization. He discussed the subordinate's gap in sales performance would significantly affect the performance of the organization. He may need to consistently ensure that team is organized well to plan, execute programs, regularly track milestones to ensure superior performance from both individuals and team.

Online Assessment

Moderately energetic, Theodore John is expected to adjust his energy levels in response to each sales situation. In the workplace, Theodore John is likely to interact with clients in a professional rather than sociable manner, and may be reluctant to initiate sales interactions.

Development Tips

- Your answers suggest that you may be able to better engage and persuade others when selling, and increase your drive to achieve targets. Take time to understand the needs and perspectives of your customers, as these may differ from yours. Tailor your pitch accordingly. Don't expect the same approach to work for every customer. Set sales targets. Monitor your performance against these, anticipating how to handle any roadblocks or objections you may face. Prepare to a good level of detail to ensure you know your facts. Deliver your arguments with conviction, yet be certain the benefits you convey align with your customer's objectives.

Area Sales & Operational Performance

Provides strategic business direction and ensures implementation of marketing activities

Candidate Score: 1.71/4.00



Target Score: 2.00/4.00



Notes

Activity 1: Individual Presentation

TJ seemed to consider the bottom-line impact when establishing workgroup's team goals and objectives and ensure alignment and achievement with overall functional or departmental objectives. He utilized diverse ways to ensure that the entire sales process was complete and holistic. He also considered both promotion, aftersales, and distributorship accounts management, aiming to provide seamless reliable service at accessible locations. TJ may need to develop people, systems, and structures to build the organization for the future.

Activity 2: Coaching Roleplay

TJ seemed to communicate and ensure understanding of the employee's role in contributing to the company's strategy and goals and follow through to achieve results. He explicitly discussed the relationship between employee performance and the performance of the entire sales team. This behavior was shown in different instances, such as stating his current version (saying "Kamusta performance mo, you're below 50% of your target"), up to the wrap-up (next step is to follow-through proposals and sales so performance can reflect towards sales). TJ could improve by establishing the functional or division goals that will significantly contribute to the company, and a direct, multi-dimensional (e.g., cross-functional and across levels) impact.

Online Assessment

Theodore John profiles as being keenly interested in strategy and achieving longer-term objectives. He is likely to see the road ahead clearly and should be better than most at foreseeing and planning for future events. Reporting to strike a balance between being meticulous and considering the bigger picture, Theodore John is expected to take a broad view of issues. At the same time, he should be reasonably aware of the information at a finer level.

Development Tips

- Your responses indicate that you may be able to further develop your strategic focus, to better anticipate and manage the long-term implications of plans and strategies. If your role has a strategic function then delegation could be integral to your success. Free yourself of as many transactional tasks as you can so that you don't get bogged down in the detail and can spend time on strategic planning. If you don't know them already, take the time to understand the company's long-term objectives, and how these relate to your team. What can you do to address these better? You might like to involve your manager in this process. Create an actionable plan which takes account of the risk to help move your team, and the company, towards strategic success.

Digital Savviness

Ability to interpret information and apply technology to make work and output easier

Candidate Score: 1.78/4.00



Target Score: 3.00/4.00



Notes

Activity 1: Individual Presentation

TJ seemed to make sound and timely decisions to deliver what was expected within a familiar environment. He was able to navigate through a familiar tech platform. During the business analysis case, he said, "We will use an omnichannel approach including digital advertisement via Alibaba/Shopee/Lazada." On top of the digital channel, he also mentioned being available through partner foundations, electronic boutiques, and computer stores to reach more target audiences. He was seen as confident in recommending multiple channels as he believed that this will help increase sales for the region. He could work on collaborating with other leaders to identify technologies that are needed and can readily be used by the organization to promote technology awareness and knowledge.

Activity 2: Coaching Roleplay

Tj seemed to navigate well without error through tech tools to achieve timeliness, quality, and efficiency of outputs and resources. He could improve further by providing concrete plans to use technology as a business enabler.

Online Assessment

Theodore John reports to value developing his knowledge as much as others. This indicates he should be interested in developing new skills, but may not actively seek out learning opportunities. With a preference for dealing with tangible issues over concepts, Theodore John may prefer not to engage in theoretical discussions, even when they relate to his work.

Development Tips

- Your results indicate that you could further develop your desire to learn, and the way you approach complex problems. Take a step back. Before moving to your standard approach, spend some time understanding the root cause of the problem. What's gone wrong? Are you asking the right questions to ensure you have all the information you need? If the problem is complex, break it down into smaller segments. Be forward about seeking feedback. Take it upon yourself to ask others for feedback on your progress so that you can learn. Remember to view feedback as an opportunity to improve rather than a personal critique.

Problem Solving & Analysis

Ability to identify, analyze and anticipate problems and develop solutions

Candidate Score: 2.80/4.00 ★★☆☆

Target Score: 3.00/4.00 ★★★☆

Notes

Activity 1: Individual Presentation

TJ seemed to identify and solve problem in own job area. Analyzes simple problems on the basis of available facts and data, with some investigation. He was able to provide the strengths, market opportunity, competitors, target population and digital promotion key activities. He also mentioned that the product will do well against big brands due to its health benefits and competitive pricing. His sales strategy includes partnering with health foundations such as Hear the World Foundation to co-promote the product. TJ mentioned, "There is a huge potential for wearable market at 21.2B sales... prevalence of hearing loss is high in Asia Pacific.." that led him to his increasing sales forecast in 2-3 years time. TJ may need to analyze and recommend alternative solutions to problems across functions/divisions.

Activity 2: Coaching Roleplay

TJ seemed to analyze and recommend alternative solutions to problems across functions/divisions. He probed the performance metrics when the subordinate insisted that he was performing well. He argued that the performance is not being reflected in the sales output. He may further improve contextualizing "the numbers" on the level of performance of the subordinate. TJ may need to apply different strategies and come out with short-term creative solutions in resolving key issues behind a major problem while developing long-term solutions.

Online Assessment

Theodore John's responses suggest that he is as concerned as most others with examining data, opinions, and empirical information during problem solving. Theodore John is most likely to draw on objective evidence when it is necessary to support or defend decision making.

Development Tips

- Your results suggest that you may be able to improve upon your approach to analysis and evaluation. Don't take information at face value. Verify all sources to ensure the accuracy, relevance, and meaning of the information before thinking about its implications. Break down problems into smaller parts and seek to identify the underlying causes. Ask probing questions, and think of information as having layers. Unpick each one to better inform your understanding of another. Be objective. Look for data, facts or expert insights to corroborate your views. If you are the only one following a certain train of thought, you will likely need something substantial to justify your perspective to others.

Optimize Resources & Investments

Oversee and manage company resources to maximize investments

Candidate Score: 1.71/4.00



Target Score: 2.00/4.00



Notes

Activity 1: Individual Presentation

TJ seemed to align tasks/activities in one's work area to support the achievement of business objectives, processes, and culture. He explained the opportunities and threats and used these to create strategies for the sales plan. He also exhibited product knowledge by learning the product specifications quickly, using that to his advantage. He may need to understand business complexities across functions and set measures aligned to the business plan.

Activity 2: Coaching Roleplay

TJ seemed to understand and interpret business data and implement actions in one's respective work area. He may need to utilize economic, financial, and industry data to accurately diagnose one's functional group's strengths and weaknesses to identify key issues and develop strategies and plans.

Online Assessment

As precise as most, Theodore John is expected to be capable of taking a meticulous approach when necessary. However, when the finer details are less critical, he may adopt a more holistic perspective. Likely to be most engaged in work tasks that he finds interesting or stimulating, Theodore John may get distracted from completing mundane or less critical tasks.

Development Tips

- Your responses indicate that you could benefit from applying greater focus to the details and deadlines of your work. Start setting yourself goals. Consider the kind of work environment that helps you maintain focus best. Establish priorities and prerequisites. Which tasks do you need to complete before you start the next task, and which ones can you do concurrently? Allow yourself time. Reviewing each step at the start of a project can save time later by reducing the likelihood of you missing or misunderstanding tasks. Don't rush through requirements, go line by line to ensure you understand them. Remember that these exist to aid you in achieving your deliverables.

DEVELOPMENT PLAN

Areas for Improvement

Based on your assessment profile and career aspirations, discuss with your manager which areas you would like to focus on for development. Evaluate your current skill set and the identification of potential skills you can still maximize or develop further. Use this page as the basis for all agreed development plans.

COMPETENCY	HIGHLIGHTED BEHAVIOR	PRIORITY (High, Med, Low)

DEVELOPMENT PLAN

Learning Initiatives

Work with your manager to align on potential development actions for you. Remember that this should be linked to the professional development identified by you and your manager.

WHAT AREAS DO YOU WISH TO DEVELOP?

HOW WILL YOU GO ABOUT DEVELOPING THESE AREAS?

WHO DO YOU NEED SUPPORT FROM IN ORDER TO ACHIEVE YOUR DEVELOPMENT OBJECTIVES?

WHEN DO YOU WISH TO ACHIEVE THE DESIRED DEVELOPMENT?

DEVELOPMENT PLAN

In each competency you want to develop, there are corresponding opportunities to expand your knowledge. Map out your learning initiatives by identifying your main objectives and the results that you want. Craft an **Individual Development Plan (IDP)** using the **70-20-10 Model of Learning**.

WHAT	HOW	WI
Making & Implementing Decisions	Experience: Launch a product and create a risk analysis and mitigation plan	# of launches
Collaboration	Exposure: Monthly catch up with manager	Customer satisfaction rating from stakeholders
	Education: Attend training on project management	

Experience (70%): On-the-Job Learning, or learning by doing

Exposure (20%): Learning from or with Others

Education (10%): Learning through structured coursework, training, and programs.

OBJECTIVES		KEY RESULTS		LOOKBACK
WHAT	HOW	WIN	WHEN	COMMENTS
What competency do you want to develop?	How will you develop it?	What does success look like?	When do you want to achieve it?	Review what was achieved
GOAL #1 :				
GOAL #2 :				
GOAL #3 :				

POST-ASSESSMENT

Manager Feedback Form

EMPLOYEE NAME	
RATER NAME	
DATE	

This step involves a manager-evaluation of the current skill set and competencies of their subordinate. Your feedback will help continue to build a strong development experience for your team member. Please rate your team member using the following levels:

Level 1 - No Demonstration

Level 2 - Beginner

Level 3 - Maturity

Level 4 - Mastery

COMPETENCY	Target Rating	Self-Rating	Manager Rating

Please share successes or challenges you had with the Talent in any of the above competencies.