Building Leadership Capital

InspireOne’s Leadership Development Solutions
Inspiring For Over 22+ Years

LEADERSHIP & ORGANIZATION DEVELOPMENT

Assessments  Development  Coaching

Global Delivery  Research  Innovative

Inspiration  Passion  One
Leadership Development Solutions

Researched and Scalable Leadership Development Solutions

Consulting
- High Potential Identification
- Succession Planning
- Top Team Alignment
- Organization Alignment

Assessments
- Emotional Intelligence
- Psychometrics
- 360°s
- Development Centres
- BEI’s

Developmental Journeys
- High Potential Development
- Women Leaders
- Manager of Managers
- First Line Leaders

Coaching
- One to One Coaching
- Team Coaching
- Individual Development Planning
- Mentoring

Global Delivery Capability
- Algeria, Argentina, Australia, Austria
- Bahrain, Bangladesh, Belgium, Brasil, Bulgaria
- Canada, Chile, China, Colombia, Cyprus, Czech Republic, Denmark, Ecuador, Egypt, Finland, France,
- Germany, Greece, Hong Kong, Hungary
- India, Indonesia, Iraq, Republic of Ireland, Italy
- Japan, Jordan, Kenya, Kuwait, Lebanon, Lithuania, Libya
- Macau, Malaysia, Mauritius, Mexico, Morocco, Myanmar
- Netherlands, Nigeria, Norway, Oman
- Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia
- Saudi Arabia, Serbia, Singapore, South Africa, South Korea
- Spain, Sweden, Switzerland, Syria, Tanzania, Tunisia, Turkey
- Ukraine, United Arab Emirates, United Kingdom, United States
- Venezuela, Vietnam, Yemen.
Value Proposition

*Business results focus*

*Solutions grounded in research*

*Innovative, contextualized & sustained solutions*

*Talented certified consultants with diverse backgrounds*

*Global delivery capability in 50+ languages and project management expertise*
Leadership Assessment and Development Framework

InspireOne | IBM’s 30 years research shows that assessment of the Leadership Potential is a combination of Preference and Capability Assessment

Preference Assessment (Nature): We understand Nature as personality, preferences, values and motivations. These are fixed from an early age.

Capability Assessment (Nurture): By Nurture we mean the Technical skills, managerial know-how and High-Performance Behaviours. These can all be developed and changed over time.
High Performance Behavior Framework

We believe robust leadership development programs must be based on sound research. We leverage IBM Kenexa’s high-performance leadership framework to identify managerial competency gaps and develop impactful initiatives.

- Gathering Intelligence
- Generating Ideas
- Accelerating Innovation

- Establishing Trust
- Fostering Collaboration
- Developing Talent

- Influencing People
- Building Confidence
- Communicating Effectively

- Implementing Change
- Improving Performance
- Winning Customers
## InspireOne’s Leadership Assessment Suite

<table>
<thead>
<tr>
<th>Leadership Level</th>
<th>Nurture</th>
<th>Nature</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Development Centres</td>
<td>Situational Judgement Tests</td>
</tr>
<tr>
<td>Senior Leaders</td>
<td>Work shadowing</td>
<td>N.A</td>
</tr>
<tr>
<td>High Potentials</td>
<td>Executive Development Center</td>
<td>Leadership Insights</td>
</tr>
<tr>
<td>Manager of Managers</td>
<td>Development Center</td>
<td>Leadership Insights or Leadership Behavioral Assessment (Powered by AI)</td>
</tr>
<tr>
<td>First Line Managers / Potential New Managers</td>
<td>Half Day Development Center</td>
<td>Leadership Behavioral Assessment (Powered by AI)</td>
</tr>
</tbody>
</table>
Nature Assessments

Leadership Preference:
Perspectives is a modern occupational personality inventory based on contemporary neuroscientific research. It measures ten aspects of personality associated with the Big Five and distinguishes between those behaviours that are more stable (i.e. harder to change) and those that are more malleable (i.e. coachable).

Derailers (Dark side):
Derailers is a measure of a person’s least flattering personality characteristics, which emerge when they are under pressure; commonly referred to as ‘the dark-side’ behaviours.

Emotional Intelligence PEQM:
Personal EQ Meter (PEQM™) is an on-line test developed by TMI. The PEQM measures 15 critical components of emotional intelligence. The PEQM™ is administered in conjunction with a comprehensive workbook and full consultation feedback from a specialist TMI emotional intelligence consultant.
## Perspectives P10

<table>
<thead>
<tr>
<th>Big Five Factor</th>
<th>Underlying Trait</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Openness</strong></td>
<td><strong>Inquisitiveness</strong>&lt;br&gt;Intellectual engagement with ideas and challenges.</td>
</tr>
<tr>
<td></td>
<td><strong>Creativity</strong>&lt;br&gt;Creative and artistic engagement.</td>
</tr>
<tr>
<td><strong>Extraversion</strong></td>
<td><strong>Power</strong>&lt;br&gt;Power, responsibility, and influence over oneself and others.</td>
</tr>
<tr>
<td></td>
<td><strong>Sociability</strong>&lt;br&gt;Social interaction and engagement with others.</td>
</tr>
<tr>
<td><strong>Agreeableness</strong></td>
<td><strong>Compassion</strong>&lt;br&gt;Empathy, thoughtfulness, concern, and care of others.</td>
</tr>
<tr>
<td><strong>Conscientiousness</strong></td>
<td><strong>Diplomacy</strong>&lt;br&gt;Maintaining social harmony and adherence to social norms.</td>
</tr>
<tr>
<td><strong>Drive</strong></td>
<td><strong>Orderliness</strong>&lt;br&gt;Maintaining order, structure, routine, and process.</td>
</tr>
<tr>
<td><strong>Emotional Stability</strong></td>
<td><strong>Emotionality</strong>&lt;br&gt;Maintaining composure and effectively managing moods and negative feelings.</td>
</tr>
<tr>
<td></td>
<td><strong>Confidence</strong>&lt;br&gt;Maintaining confidence and self-assuredness in the face of challenges or threats.</td>
</tr>
</tbody>
</table>

**Plasticity**

- Ideas
- People

**Stability**

- Results
- Resilience

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### Perspectives P10

<table>
<thead>
<tr>
<th>Left Description</th>
<th>Strong Preference</th>
<th>Neutral</th>
<th>Strong Preference</th>
<th>Right Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Conventional</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pragmatic</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subdued</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Reserved</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Indifferent</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tough-Minded</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Relaxed</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Driven</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Orderly</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

### Coaching Recommendations

- **A balance between being conventional and inquisitive.**
  - Confirm this is the case and explore situations he excels at.
  - Discuss upcoming changes with Pat. Explore if his flexible approach influences his attitude towards change.
  - How does this stance benefit or hinder his ability to explore new ideas?

- **A balance between following and taking charge.**
  - Confirm this observation with Pat.
  - Explore if he which of these approaches (assertive versus subdued) is advantageous for goal performance and when.
  - Discuss if he needs support or is willing to adopt a style more predominantly than others.

- **A balance between compassion and self-focus.**
  - Check that he recognises and agrees with this observation. Seek examples of when he has done both.
  - Ensure Pat recognises when getting close or maintaining distance enhances role performance or goal achievement.
  - Help Pat reflect on situations requiring compassion and firmness and how he handles moving between both styles.

- **Much more pragmatic than average.**
  - Confirm his recognition of this preference.
  - Explore if there have been times when his approach has been an obstacle or a benefit to task success.
  - What options for action can he consider to ensure he doesn’t dismiss more creative options?

- **More sociable and outgoing than average.**
  - Confirm this observation with him.
  - How does a preference for social confidence support goal achievement for him?
  - Does Pat recognise any risks from his strength of personality such as perhaps reducing the exposure of less outgoing colleagues?
  - How willing is he to remain aware of these risks?

- **More diplomatic than average.**
  - Discuss if he recognises this observation.
  - Discuss how this has been a beneficial attribute for Pat.
  - Explore if this trait may constrain goal achievement or role success; is it possible he may find it difficult to criticise or challenge others?

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## Derailers

<table>
<thead>
<tr>
<th>Trait</th>
<th>Associated Positive Behaviours</th>
<th>Associated Limiting Behaviours</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Reserved</strong></td>
<td>Preference for being private and independent.</td>
<td>- Avoiding others and maintaining interpersonal distance.</td>
</tr>
<tr>
<td></td>
<td>- Being able to work independently of others.</td>
<td>- Lacking affection and disinterest in other people or building relationships.</td>
</tr>
<tr>
<td></td>
<td>- Preferring a few close friends.</td>
<td>- Feeling or appearing depressed or glum.</td>
</tr>
<tr>
<td></td>
<td>- Tending to focus on their own issues.</td>
<td></td>
</tr>
<tr>
<td><strong>Sensitive</strong></td>
<td>Preference for focusing on shortcomings and displaying emotions.</td>
<td>- Having a negative outlook and low self-esteem.</td>
</tr>
<tr>
<td></td>
<td>- Unlikely to overestimate their likelihood of success.</td>
<td>- Being moody or anxious.</td>
</tr>
<tr>
<td></td>
<td>- Being better prepared for challenges by bracing themselves mentally for unpleasant possibilities.</td>
<td>- Feeling insecure and suspicious of others.</td>
</tr>
<tr>
<td><strong>Competitive</strong></td>
<td>Preference for being competitive with others and direct in their communication style.</td>
<td>- Hostility and aggression towards others.</td>
</tr>
<tr>
<td></td>
<td>- Being very goal-oriented.</td>
<td>- Desire to achieve their goals at any expense and being manipulative in their interactions with others.</td>
</tr>
<tr>
<td></td>
<td>- Speaking their mind and standing up for what they believe.</td>
<td>- Self-centeredness, selfishness and little regard for others’ opinions and feelings.</td>
</tr>
<tr>
<td></td>
<td>- Being a tough negotiator who seeks to get the best outcomes themselves.</td>
<td></td>
</tr>
<tr>
<td><strong>Adventurous</strong></td>
<td>Preference for being impulsive and taking risks.</td>
<td>- Having short attention spans and unable to concentrate for long.</td>
</tr>
<tr>
<td></td>
<td>- Easily adapting to changing plans.</td>
<td>- Being irresponsible and not following through with commitments.</td>
</tr>
<tr>
<td></td>
<td>- Tolerating uncertainty and being more willing than most to take risks.</td>
<td>- Acting recklessly and making rash impulsive decisions.</td>
</tr>
<tr>
<td></td>
<td>- Look at situations from a broad perspective, rather than get bogged down by process and rules.</td>
<td></td>
</tr>
<tr>
<td><strong>Diligent</strong></td>
<td>Preference for being organized and meticulous with a strong sense of duty.</td>
<td>- Being rigid and inflexible.</td>
</tr>
<tr>
<td></td>
<td>- Being dedicated to work believing that failure is the result of a lack of effort.</td>
<td>- Setting unrealistic targets for themselves and others.</td>
</tr>
<tr>
<td></td>
<td>- Having a strong preference for order and striving for perfection.</td>
<td>- Being intolerant of mistakes and view any shortcomings as a failure.</td>
</tr>
<tr>
<td></td>
<td>- Being very persevering and meticulous.</td>
<td></td>
</tr>
<tr>
<td><strong>Unconventional</strong></td>
<td>Preference for being creative and looking beyond the obvious.</td>
<td>- Offering a unique perspective on matters and considering issues others have overlooked.</td>
</tr>
<tr>
<td></td>
<td>- Seeing connections between ideas not easily apparent to others.</td>
<td>- Having unusual thought processes and unconventional beliefs.</td>
</tr>
<tr>
<td></td>
<td>- Having unusual thought processes and unconventional beliefs.</td>
<td>- Seeming eccentric to other people.</td>
</tr>
<tr>
<td></td>
<td>- Being unable to explain how or why they did things.</td>
<td>- Being unable to explain how or why they did things.</td>
</tr>
</tbody>
</table>

### Profiles

- **Reserved**
  - Pat’s score indicates a **low risk** of displaying limiting behaviours associated with being ‘reserved’.

- **Sensitive**
  - Pat’s score indicates a **high risk** of displaying limiting behaviours associated with being ‘emotionally sensitive’.

- **Competitive**
  - Pat’s score indicates a **low risk** of displaying limiting behaviours associated with being ‘competitive’.

- **Adventurous**
  - Pat’s score indicates a **moderate risk** of displaying limiting behaviours associated with being ‘adventurous’.

- **Diligent**
  - Pat’s score indicates a **low risk** of displaying limiting behaviours associated with being ‘diligent’.

- **Unconventional**
  - Pat’s score indicates a **low risk** of displaying limiting behaviours associated with being ‘unconventional’.
PEQM: Emotional Intelligence Assessment

Total EQ Score
Emotional Intelligence Quotient

My Detailed EQ Profile
My Scores for the 15 Components of Emotional Intelligence

Self Awareness
Knowing one's strengths and weaknesses and having a strong sense of identity and self-worth.
Being aware of one's emotions and using this awareness to guide one's thoughts and behavior and to express oneself openly.

Self Management
Managing one's emotions so that they work for and not against one.

Self Motivation
Having an optimistic approach to life despite obstacles and setbacks. Setting and pursuing goals. Getting the best out of oneself and of life in general.

Social Awareness
Being aware of and respecting others' emotions, feelings and needs.

Social Skills
Creating rapport, bringing out the best in others. Being a good team member.

My Overall EQ Profile
My Scores for the 3 Areas of Emotional Intelligence
Nurture Assessments

Leadership Insights:
Insights is an engaging way of presenting leaders with real-world job situations using animated vignettes. Each vignette is followed by a series of items which represent ways in which participants could respond to the situation.

Leadership Behaviour Assessment (Powered by AI):
LBA is a customized situational judgement test in which participants have to respond to 8 tough situations. Participants mention their responses to each situation and their responses are assessed by IBM’s Watson.

360 Degree Suite:
360 Degree Assessment is based on the High Performance Behaviour Framework and can be customized as per the organizations competency framework.

Development Centres:
Our Development Centres use researched simulations – the most robust ways of assessing capability and measuring future potential. A high level of accuracy is attained through trained, accredited assessors with inter-rater reliability of minimum 80%. Results are benchmarked against globally relevant norms from leaders worldwide, applicable across 6 management levels starting from the First Time Managers to Global CEOs.
Leadership Insights

The Leadership Insights assessment provides participants with scenarios which portray challenging situations that might leaders face at work. Each scenario is followed by a series of items which represent ways in which leaders could respond to the situation. Participants must then rate the effectiveness of each response.

It measures task and people requirements of leadership roles at a high-level as well as the underlying behavioural areas associated with Thinking, Achieving, Empowering and Directing clusters as outlined in the list below:

### Behavioural Areas

#### Task Requirements

**Thinking Cluster:**
- **Acquiring Info:** Gathering a rich variety of information from many different sources about events. This includes seeing issues from many different perspectives to compare options prior to taking action.
- **Generating Ideas:** Linking information to form new ideas that explain the underlying sequences and causes of events. This includes both creative and analytical thinking that leads to future productivity.

**Achieving Cluster:**
- **Proactivity:** Designing implementation plans and outlining actions and responsibilities. Plans are produced in anticipation of needs rather than as a reaction to situational demands.
- **Continuous Improvement:** Setting goals and targets and monitoring progress to improve performance. Targets are focused on adding value for the customer and improving organisational outcomes.

#### People Requirements

**Empowering Cluster:**
- **Emotional Awareness:** Recognises own emotions as well as the emotions of others. Can regulate their own emotions and can influence the emotions of others in a positive way as required. Makes people feel valued and respected.
- **Teamwork:** Encourages teamwork and cooperation, goal alignment, flexibility, and a willingness act across functional boundaries. Provides staff with the resources, training and feedback to develop their capability.

**Directing Cluster:**
- **Confidence:** Making your stance on issues clear and securing the support of those around you. Uses persuasive arguments and the goals and interests of others to build support for ideas.
- **Presence:** Comportment and poise that contributes to follower alignment. Makes effective and concise presentations and establishing effective communication processes.

### Profile Summary

<table>
<thead>
<tr>
<th>Scale</th>
<th>Match (%)</th>
<th>Nine</th>
<th>Range</th>
<th>Below Average</th>
<th>Average</th>
<th>Above Average</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leadership Insights Score</td>
<td>72</td>
<td>67</td>
<td>Average</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Task Requirements</td>
<td>72</td>
<td>53</td>
<td>Average</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Thinking Cluster</td>
<td>72</td>
<td>51</td>
<td>Average</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Acquiring Info</td>
<td>78</td>
<td>68</td>
<td>Average</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Generating Ideas</td>
<td>65</td>
<td>34</td>
<td>Average</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Achieving Cluster</td>
<td>74</td>
<td>56</td>
<td>Average</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Proactivity</td>
<td>68</td>
<td>41</td>
<td>Average</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Continuous Improvement</td>
<td>80</td>
<td>70</td>
<td>Slightly Above Average</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

| People Requirements | 71 | 74 | Slightly Above Average |
| Empowering Cluster | 79 | 97 | Above Average |
| Emotional Awareness | 85 | 99 | Above Average |
| Teamwork | 73 | 67 | Average |
| Directing Cluster | 62 | 22 | Slightly Below Average |
| Confidence | 58 | 24 | Slightly Below Average |
| Presence | 67 | 34 | Average |
Leadership Behaviour Assessment

High Performance Behaviour framework for leaders

Decades of research encompassing thousands of leaders within various industries have enabled a model of effective leadership behaviours: those actions which are highly correlated with superior organisational performance and leadership success. These are summarised in the High Performance Leadership behaviour model (HPLB). The HPLB model comprises of 12 behaviours forming four behavioural clusters, providing a rich and in-depth understanding of leadership.

Gathering Intelligence, Generating Ideas and Innovating are the behaviours that make up the Thinking cluster. These behaviours make the highest contribution to an organisation's performance in strategic formation, planning, analysis, volume, analytical decision-making, and big picture thinking.

Establishing Trust, Collaboration and Developing People are the behaviours that make up the Empowering cluster. Outstanding leaders seek to understand perspectives, empathy, build trust, build relationships and encourage and develop peoples' wants. These behaviours are essential to improving performance and creating an atmosphere of learning.

Influencing People, Building Confidence and Communicating with Impact are the behaviours that make up the Inspiring cluster. Outstanding leaders inspire and excite. These behaviours relate particularly to building confidence and excitement in a team and are crucial for achieving support for ideas.

Productivity and Change, Continuous improvement and Customer Focus are the behaviours that make up the Achieving cluster. These active oriented behaviours are how we break down barriers and make things happen. As leaders, it is our responsibility to ensure tasks are structured, plans and ideas are implemented and we continually improve business performance with the customer as the focal point.

Your Leadership Behavioural Profile

The rank order graph below indicates the behaviours you apply most to lead in the workplace. The High Performance Behaviours are ranked ordered based on your responses to the situations.

Interpretation

The percentage scores above represent your average application of the high performance behaviours for all eight situations. It is possible that your application of a behaviour could be very high in one situation and not so strong in another situation. The summary graph above gives you an idea of your consistency in applying these 12 behaviours.

A higher application of a behaviour implies that you are likely to demonstrate this behaviour more often and more authentically. Such behaviours should propel your performance and role as a leader and give you an insight into your distinct leadership profile.

In your development planning consider the following:

- Identify other behaviours that are important for your performance over the next 12 months and focus on strengthening and developing these behaviours.

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Nurture Assessments: Development Center

**Development Centres:**
Our Development Centres use researched simulations – the most robust ways of assessing capability and measuring future potential. A high level of accuracy is attained through trained, accredited assessors with inter-rater reliability of minimum 80%.

Typical DC process contains:
- In-Basket Exercise
- One to One Leadership Interview
- Group Presentations
- Individual Strategy Presentations
- Simulations

We follow a 1:3 assessor ratio and ensure that all assessors form an independent of view on each leader.
## Development Center: Typical Agenda

<table>
<thead>
<tr>
<th>DAY 1</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ <strong>In-basket:</strong> A written exercise, for which the participant needs to manage and act upon a number of correspondence items including letters, emails, and voicemails. Each item is specifically designed to give the opportunity for the participant to demonstrate specific competencies.</td>
</tr>
</tbody>
</table>
| ▪ **1:1 Session:** A one-to-one meeting for which the consultant takes on the role of an underperforming direct report and the participant conducts a performance management meeting with them to address specific performance issues.  
  Or  
  ▪ **1:1 Session:** A one-to-one for which the consultant takes on the role of a person who is studying the feasibility of implementing the “Leaders Exchange Program” in the region. The participant has to take a decision on whether they would want to implement the program. |
| ▪ **Group Task:** A group meeting situation where the participants, as representatives of different regions within the simulated business, each have a different proposal requiring group funding and need to reach a group consensus on which proposal to take forward. While they need to reach a group agreement, this could also be a competitive group meeting in which the participants’ goal is to get support for their own proposal and to convince the rest of the group of its benefits. |
| ▪ **Second Group Task:** Brand Strategy. A group meeting situation in which the participants are given some information about the sales figures in the Alpha Retail. The participants play the role of the General Management Team who are required to make recommendations which would be presented to the board at the quarterly meeting. |
| ▪ **Regional Directors Presentation:** The participants play the roles of Directors of the Alpha Technology Regions. Each one is provided information about the customer satisfaction survey in their respective regions. Each one is required to make an individual presentation for 5 mins about the proposal proposed by their region. |
| ▪ **Third Group Task:** Conflict: This meeting has been designed where the participants discuss their proposals and take a decision on which proposal to go ahead with. This meeting is designed to bring about conflict within the group as the participants are given the instructions to take the best decision for the group. |

<table>
<thead>
<tr>
<th>DAY 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>▪ <strong>1:1 Feedback Session:</strong> Feedback to participants on the observations of the Development Centre and Leadership Orientation Questionnaire to help them understand their strengths and areas of development.</td>
</tr>
<tr>
<td>▪ <strong>Action Learning Project:</strong> Participants start working on the identification of the Project</td>
</tr>
</tbody>
</table>
## Illustrative Client Engagements

<table>
<thead>
<tr>
<th>Company</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mahindra</td>
<td>Leadership Development Centers for senior leaders, Assessments for the senior and mid leaders for automotive business, followed by development planning &amp; execution via learning journey</td>
</tr>
<tr>
<td>InfoCepts</td>
<td>Leadership Development Centers for Functional Heads</td>
</tr>
<tr>
<td>Harman</td>
<td>Leadership Development Centers &amp; Learning journey for mid-leaders for developing them to next level</td>
</tr>
<tr>
<td>Dow</td>
<td>Mid-level leaders for High-potential identification and development journey</td>
</tr>
<tr>
<td>Genpact</td>
<td>Emotional intelligence assessment to identify high potential leaders and subsequent coaching</td>
</tr>
</tbody>
</table>
Illustrative Client Engagements

- **Assessment & development of identified competencies for mid-leaders at Conduent**

- **Initiative for Leadership profiling for senior leadership team in India using behavioural event Interviews, online questionnaires, 360 feedback and assessment centres. The data was mapped to leadership roles, and customized reports were created.**

- **Leadership Assessment using the Leadership Orientation Questionnaire followed by Leadership Development initiatives.**

- **Validation of the Sapient competency framework, Assessments for the senior leaders, followed by development planning.**

- **Leadership assessments were conducted to assess and build leadership pipeline. Mid-level leadership development centers rolled out, followed by feedback and individual reports. Output was a group report, with a ‘High Potential Matrix’ graph defining leaders ready to move into next level of leadership.**

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Our Process

We co-create solutions with you by answering four questions:

**Investigation**
What is the business strategy and which future leadership capabilities we need?

**Identification**
Which leadership capabilities are well embedded and which capabilities need to be enhanced?

**Inspiration & Implementation**
Which type of development methodology and deployment process will be most suitable?

**Integration**
How do ensure sustenance of capabilities?
Solution Design Principles

Learning through Engaging Content
Engaging content that sticks

Learning by Assessment
Strong assessments help kick start a good learning process

Learning through Immersion
Immerse leaders in new contexts

Learning by Reflecting
We learn when we reflect

Learning through Nudges
Smart reinforcement is critical to retention

Learning by Application
Short application assignments support the learning process

Learning with Peers
Learning along with peers makes it more practical
Leadership Development Journeys

We offer end to end leadership development journeys for different levels of management

- **Executive Coaching**
- **Top Team Alignment**
- **Building Leadership Capital**
- **Leading People Effectively**
- **Maximizing Leadership Impact**
- **Stepping Into Leadership**
Stepping Into Leadership is our researched journey for New Managers and First Time Managers. This journey focuses on 3 themes:

**Role Understanding & Managing Self**
- Understanding the role of a Manager and transition required to perform the role
- Enhancing emotional self-awareness
- Effectively managing your time and prioritization to perform your role

**Enabling Performance Through People**
- Giving feedback and having performance conversations
- Follow a structured process for coaching
- Effectively managing a remote team
- Delegate effectively to colleagues

**Driving Results**
- Setting and driving goals through effective goal setting
- Applying innovative thinking techniques for operational problem solving

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Stepping Into Leadership

Pre-Program
- Program Design
- Pre-Assessment

Weeks 1-3
Module 1: Managing Self
- Key stakeholder interviews
- Participant FGD’s
- Program contextualization

Weeks 4-6
Module 2: Enabling Performance
- Situational Judgement Test

Weeks 7-9
Module 3: Driving Results

Post Program
- Post-Assessment

All 3 modules will follow the below design

**Week 1**
- Half Day Session: Core Workshop Covering Key Concepts
- Gamified Learning Modules

**Week 2**
- Application Assignment: On the Job Application Assignment
- Weekly Learning Nudge

**Week 3**
- Half Day Session: Closure Workshop
- Gamified Learning Modules

Note: Half day sessions for each module session can be combined to make a full day in-person session if needed

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Maximizing Leadership Impact

Maximizing Leadership Impact is a journey to enable Manager of Managers to perform their role

**Strategic Thinking and Decision Making**
- Understanding the changing demands from the role and transitions required
- Developing a strategic perspective on their unit’s strategy and how that fits with the overall organization strategy
- Navigating complexity through effective decision making.

**High Performing Teams**
- Effectively lead and manage large teams
- Follow a structured process for coaching
- Delegate effectively to colleagues
- Adapting your leadership style to team member styles

**Collaboration & Influence**
- Effectively leading across boundaries
- Influencing and collaborating with multiple stakeholders

**Execution Leadership**
- Effectively lead change within the unit
- Create organization alignment and ensure effective strategic execution.
- Foster a high performing culture
Maximizing Leadership Impact

Pre-Program
- Program Design
- Pre-Assessment
  - Key stakeholder interviews
  - Participant FGD’s
  - Program contextualization

Weeks 1-4
- Module 1 Strategic Thinking

Weeks 5-8
- Module 2 High Performing Teams

Weeks 9-12
- Module 3 Collaboration & Influence

Weeks 13-16
- Module 4 Execution Leadership

Post Program
- Post-Assessment
  - Leadership Insights

All 4 modules will follow the below design

Week 1
- Core Learning Workshop: One day ILT or VILT
- Gamified Learning

Week 2-3
- Application Assignment: On-the-job application
- Weekly Learning Nudge

Week 4
- Closure Session: Half day virtual session
Leading People Effectively

Our award-winning program to build critical people management capabilities. Leading People Effectively as a program covers 3 key themes below. However, you can also choose from any of the other alternative modules as well.

Leading Through Emotional Intelligence

- Understanding the changing demands from role of the Manager
- Managing your own emotions effectively as a leader
- Effectively lead with empathy towards others

Enabling Performance Through People

- Giving feedback and having performance conversations
- Follow a structured process for coaching
- Delegate effectively to colleagues
- Adapting your leadership style to team member styles

Inclusion and Virtual Team Management

- Foster an environment of inclusion and psychological safety
- Effectively lead in a virtual and hybrid model

Alternative Modules:
1. Inspiring Engagement
2. Driving Change
3. Influencing Stakeholders
4. Effective Hiring
5. Career Conversations
Leading People Effectively

Note: Half day sessions for each module session can be combined to make a full day in-person session if needed.
Building Leadership Capital: High Potential Program

Building Leadership Capital:

- 10-12 months journey for high potential leaders
- Journey begins with assessments and IDP creation
- Each participant identifies a business project
- Participants go through group learning sessions on all the 4 clusters and ongoing group coaching sessions.
Illustrative Client Engagements

**Deutsche Bank**
Leadership assessment and development initiative for VP’s and AVP’s

**Mahindra & Mahindra**
Leadership development journey for platform heads. Top team alignment sessions for various business verticals. Leadership assessments for high potential leaders.

**ESCORTS**
Assessment and development of high potential leaders. Role based leadership journeys for international and domestic sales organization.

**Bajaj Finserv**
Designing and delivering customized intervention for transitioning leaders

**colt**
Leadership development programs for high potential n-1 and n-2 leaders

**Games24Seven**
Managerial effectiveness initiative for 800 global leaders

**TVS**
Development and delivery of programs for Manager of Managers and for New Managers

**Max Life Insurance**
Leadership development programs for sales leaders in n-1 and n-2 level

**Gap Inc.**
Managerial effectiveness initiative for 300 global leaders

**Yokohama**
Development and delivery of first time manager program

**HDFC Life**
Leadership assessment development of high potential senior leaders

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Leadership Coaching
Leadership Coaching: Our Value Proposition

- **Member of Association of Coaching**
- **Two decades of experience and expertise in leadership.**
- **Varied Industry Experience.**

**PSYCHOMETRIC ASSESSMENTS**
- High-Performance Behaviors Framework.
- Wide Spectrum of validated Nature & Nurture Assessments.

**WIDE POOL OF COACHES**
- Diverse business and people leadership experience.
- Extensive coaching experience.
- Certified for coaching.

**QUALITY ASSURANCE PROCESS SANCTITY**
- Coach-Coachee mapping vis experience, expertise, and style.
- Coach supervision process.
- Process consistency.

**BUSINESS IMPACT**
- Measuring impact on agreed business and/or role success measures.

**BLENDDED APPROACH**
- In-person and virtual.
- Supernova ALP™ technology platform for support, feedback, and tracking progress through the process.
Our Process

1. **Assessment Administration**
   - Nature & Nurture Assessments

2. **Debrief Session**
   - Debrief on Assessment reports done by the coach

3. **Chemistry Meeting**
   - Coaching Session 1
   - Initiate the Coaching Development Plan

4. **Tripartite Meeting**
   - Alignment between Supervisor, Coach, and Coachee on development focus

5. **Coaching Session 2, 3**
   - Coach and Coachee to work on the focused development of the coachee

6. **Supervisor Check-in**
   - Coachee to share progress with the Supervisor

7. **Accountability Meeting**
   - IO to connect with Coach to review the progress

8. **Coaching Session 4, 5, 6**
   - Coach and Coachee to work on the focused development of the coachee

9. **Coaching Impact Report**
   - Participant and the supervisor review the impact against the success measures

- **Coach** to adhere to an accountability process
- Participants to update and review CDP periodically
- Supervisor to provide support and guidance to the participant

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# Case Studies

## Case study 1

**Objective**  
The initiative intended to effectively develop competencies required for larger and more challenging roles in line with the organization’s growth plans. The leaders were expected to deliver sustainable high performance and inspire performance from their teams towards organizational growth.

**Solution**  
- Leadership Preference and EQ profiling.  
- 1:1 coaching on specific High-Performance Behaviors for leaders identified by the CEO and the leaders for focused roles and business impact.

**Impact**  
Business linked goals achieved by 60 percent of the participants and linked behavior capability development.

## Case study 2

**Objective**  
The Global Knowledge center had defied growth expectations. The CEO’s first line were to be groomed for global roles and for further expansion.

**Solution**  
- Assessments and coaching of senior leaders and potential successors.

**Impact**  
- 3 leaders moved into expanded national roles with large teams to manage.  
- 2 leaders were selected for larger regional roles.
Thank You

Team InspireOne

“Without inspiration the best powers of the mind remain dormant. There is a fuel in us which needs to be ignited with sparks.”

- Johann Gottfried Von Herder