



VirtualACTM

Participant Feedback Report for

Example Participant

Date completed: **27 March 2017**

Exercise name: **Aramec's Strategy Review (UK) - Report**

Confidentiality Statement

This report is confidential. The content of this report should only be read by individuals who have approved access.



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1. Introduction

1.1 Objectives

This report relates to the Virtual Assessment you completed and summarises your performance on the exercise.

1.2 Competencies

You were measured against each of these competencies in the Virtual Assessment.

Competency	Definition
Openness to Change	Proactively supports change and effectively adapts own approach to suit changing circumstances or requirements.
Organisational Sensitivity	Capacity to perceive the impact and implications of decisions and activities on other parts of the organisation.
Creativity	Ability to generate original and innovative ideas in order to provide imaginative perspectives on organisational issues.
Strategic Perspective	Identifies and takes account of the broader context when dealing with issues, appreciating the longer term and wider implications of their actions.
Interpersonal Sensitivity	Awareness of other people and environment and own impact on these. Actions indicate a consideration for the feelings and needs of others, (but not to be confused with 'sympathy').
Customer Service	Exceeding customer expectations by displaying a total commitment to identifying and providing solutions of the highest possible standards aimed at addressing customer needs.

1.3 About the Exercise

You were given some information to analyse and were asked to write a report giving your recommendations of how to best proceed.

1.4 Rating Scale

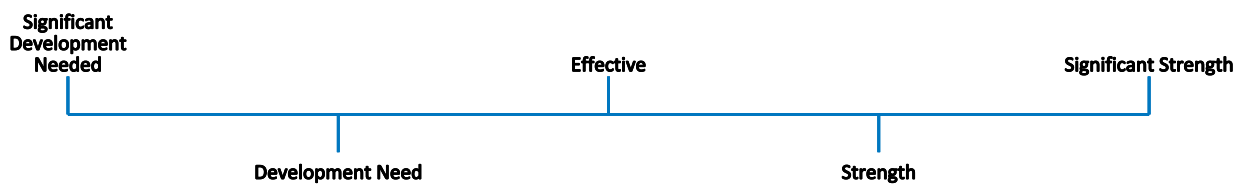
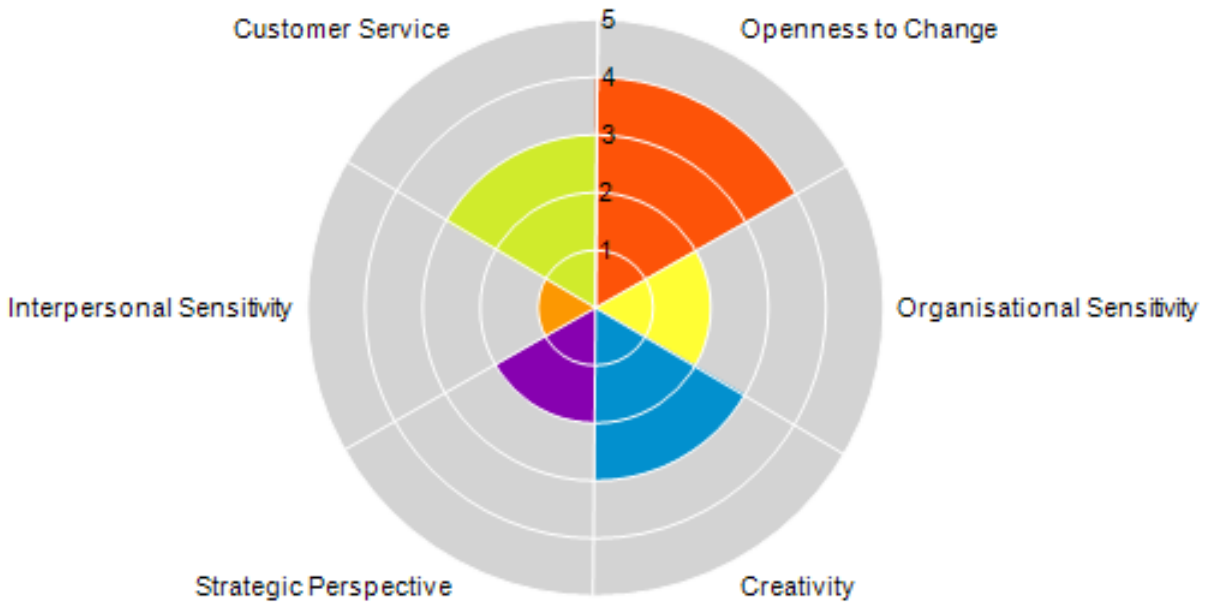
Your performance on each of the competencies measured in the Virtual Assessment was assessed based on the rating scale below:

Rating	Description
1	Significant Development Needed
2	Development Need
3	Effective
4	Strength
5	Significant Strength

2. Overview of Performance

2.1 Your Performance by Competency

The graph below represents your performance against each of the competencies measured during the Virtual Assessment.



3. Performance on Individual Competencies

3.1 Openness to Change

Proactively supports change and effectively adapts own approach to suit changing circumstances or requirements.

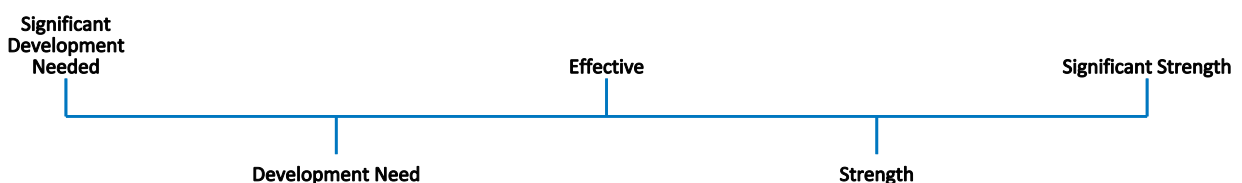
Overall Competency Comments

Example presented a clear willingness to make changes to the structure of Aramec. For example, he suggested that the group should be restructured based on service lines rather than on a geographic basis. He also recognised that this would change the way that it operated, stating, "This will require a significant overhaul in the management structure". In a few of his recommendations he articulated how change would benefit the business in the future. For example, he suggested that the investment in Oslo had opened up a new Multi-Channel opportunity.

However, Example would have benefited from more clearly articulating the benefits of the changes he suggested throughout the document. For example, he stated "sales and marketing activities to be reviewed" but gave no clear rationale or indication of benefits expected.

4

Strength



3.2 Organisational Sensitivity

Capacity to perceive the impact and implications of decisions and activities on other parts of the organisation.

Overall Competency Comments

To an extent, Example demonstrated an awareness and appreciation of the cultural heritage of Aramec in his medium term recommendations. He recognised that Obelisque Venture Partners would want a timely return on capital, mentioning the importance of fulfilling their interests specifically. On occasions, he recognised that an action in one area would have an impact within another area. For example, he stated "Project management disciplines from Oslo if implemented across the business could result in significant cost savings and headcount reduction".

However, Example did not specifically recognise the inconsistencies within the organisation's structure. Neither did he identify the potential sources of conflict within the business at a senior level. He would have benefited from demonstrating that he recognised that some stakeholders might be concerned about the culture change and how the impact of his decisions might translate to employee disengagement; for example, the moratorium on hiring across the business.

2

Development Need

3.3 Creativity

Ability to generate original and innovative ideas in order to provide imaginative perspectives on organisational issues.

Overall Competency Comments

Example put forward a range of both tactical and longer term solutions to address some of the issues highlighted in the brief. These included a range of approaches from cost control and selected resource restructure to leveraging strong performance in Lyon and opening up market segments to penetrate large retailers. This showed that he was looking to tackle the problems in different ways.

However, in the main Example's suggestions were traditional rather than novel and he would have benefited from being even more specific and challenging with his recommendations. For example he suggested a moratorium on hiring across the business as a whole, but there would be a stronger argument for seeking to make staff reductions in Software Development, which would have more of a significant impact in the short term.

3

Effective

3.4 Strategic Perspective

Identifies and takes account of the broader context when dealing with issues, appreciating the longer term and wider implications of their actions.

Overall Competency Comments

Example identified a few quick wins, particularly relating to cost control that would immediately assist the business. His ideas about restructuring based on service lines and penetrating large retailers suggested that he had looked for ways to meet future business needs rather than just dealing with the current issues. He considered the impact of restructuring on the management team structure.

However, he would have benefited from more explicitly demonstrating a broader awareness of the wide range of factors that affect the long term success of an organisation, specifically reputation, motivation of the workforce and stakeholder engagement. His recommendations could also have been more clearly and overtly aligned with Aramec's vision and mission.

2

Development Need

3.5 Interpersonal Sensitivity

Awareness of other people and environment and own impact on these. Actions indicate a consideration for the feelings and needs of others, (but not to be confused with 'sympathy').

Overall Competency Comments

Example demonstrated some understanding of the people issues that sat behind the organisation's business performance, such as the use of external consultants when there were internal resources available.

However, within the report he did not demonstrate that he had considered any of the stakeholders' potential emotional responses to the changes suggested, nor did he demonstrate empathy for any of the characters within the brief. For example, whilst he recognised that a "significant overhaul" was needed in the management structure, the challenges and risks of doing this were not explored. He would have benefited from presenting how he might identify and then engage with stakeholders that would be affected by the changes he was proposing and considering how he could get them 'on board' and motivated to move forward.

1

Significant Development Needed

3.6 Customer Service

Exceeding customer expectations by displaying a total commitment to identifying and providing solutions of the highest possible standards aimed at addressing customer needs.

Overall Competency Comments

To a certain extent, Example identified ideas and strategies with Aramec's customers in mind. For example, he suggested prioritising the enhancement of the DRP / SCM modules to ensure that the company was meeting customer demand. His proposal to leverage the performance of Lyon within the distribution business using the multilingual CRM team suggested that he had identified how business focus and alignment might benefit customers by improving service delivery focus.

However, Example would have benefited from more explicitly referencing how the Company / brand's strengths could be utilised to win and retain clients. For example, he proposed the need to open up market segments with existing products, but the way in which this could be done was not explored.

3

Effective

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