

Global Leaders Programme (GLP) Participant Evaluation

Participant:

Programme:

Evaluators:

[GIFT experiential learning methodology & tools overview](#)

All GLP participants are evaluated on a set of common criteria drawn from GIFT's experiential learning methodology and proprietary tools (linked above). We base our assessment on interactions with each participant, their interactions with peers and project stakeholders in the field as well as observations of their behaviour and performance throughout the programme. Although this is a snap-shot view, it nonetheless aims to provide useful feedback and recommendations to support participant's personal and professional development. For clarification on evaluations please contact us.

Qualitative Performance Assessment

Overview:

- [Participant] was one of the dominant and highly regarded personalities within the programme cohort, in spite of often remaining quiet and reserved. He nonetheless came across as a very thoughtful person, with a strong presence and he made substantial contributions to the learning process throughout.
- As a team leader during the business planning process, [Participant] was faced with challenging team dynamics as well as difficulty in driving the team's collective conceptual understanding of their scope of work. It was felt that he could have done more to be proactive in overcoming these dual challenges. It tested his style which tends to be one where he observes and comments when asked or only when he has to. It was felt that in this regard he was not accustomed to leading particularly in a multicultural context.
- While [Participant] is no doubt very effective in his professional role, and through his own style of working, when he is working closely with others who do not know him well, he should take care to manage his body language and facial expressions so as to avoid any unintended misperceptions by others.

Participant Mindset:

- Throughout Module One discussion sessions, and in particular in his interactions with other participants during and after the formal programme, it was clear that [Participant] is committed to learning and accustomed to thinking deeply to understand issues with a strong desire to improve his knowledge base.
- As team leader in Module Two, early on in the field project [Participant] led the development of a bold idea related to the group sales function within the proposed business model.
- But that was in his comfort zone of knowledge and later on in the process it became clear that he and his team were struggling with the strategic focus of their section which was overly focused on export markets rather than serving the large local demand.
- This suggested more of a big company mindset, than the type of independent thinking and problem-solving specific to the context where they were working. In this regard [Participant] had challenges leading the team in the formulation of ideas but it also proved to be a valuable lesson for him.

Behavioural Dynamics:

- At times [Participant] comes across as overly cold and disconnected. He must work on this. As a result the work his team produced was disjointed and lacking in coordination. While his style is often quietly serious and determined he also needs to be aware of how his body language might be interpreted by others. He should not take things for granted in this regard with his interactions with others.
- His teammates gave him feedback that his style can be too relaxed or casual. Some individuals on the team were more assertive while others generally worked separately. He should have sought to bring more coordination and consistency to the approach. A lack of experience in leading was evident.
- As a presenter at the final forum [Participant] delivered an excellent presentation, natural and convincing and impressed everyone with his presence and delivery. He has a good ability to speak in front of an audience and should do more of it. It should be noted he did this in his native language. However during the work with the group when he had to do it in English he was less comfortable and less fluid and expressive.

Key Recommendations:

- [Participant] is recommended to seek ways of adjusting his style as necessary when working with others from different backgrounds and opening up more in order to draw others closer to him. He would benefit from trying not to come across as severe and detached.
- [Participant] is quite proficient in spoken English but he would benefit from further refining his articulation and expanding his vocabulary to more accurately communicate his ideas so as to be more impactful in an international setting. This is critical given his regional role.
- [Participant] would benefit from doing a stint outside of his home country in order to further develop his communication skills and his ability to collaborate across cultural backgrounds.

Performance against key leadership qualities and skills

Strategic global awareness

Displays awareness of global socio-economic and political trends, seeks greater understanding and anticipates the impacts on the business environment.

Outstanding Good Meets Requirements Needs Improvement Poor

Critical thinking

Able to draw logical connections between ideas and construct and evaluate arguments in order to solve problems effectively.

Outstanding Good Meets Requirements Needs Improvement Poor

Displays an ability to identify patterns, connections and relationships and integrate these into an analytical or conceptual framework.

Outstanding Good Meets Requirements Needs Improvement Poor

Intellectual boldness

Is comfortable challenging the status quo and questioning the assumptions of oneself and others in order to facilitate the creation of original ideas.

Outstanding Good Meets Requirements Needs Improvement Poor

Conflict resolution

Challenges and criticises constructively while remaining open to feedback from others.

Outstanding Good Meets Requirements Needs Improvement Poor

Is able to effectively resolve conflicts with others.

Outstanding Good Meets Requirements Needs Improvement Poor

Cultural sensitivity

Is comfortable and effective in a culturally diverse team.

Outstanding Good Meets Requirements Needs Improvement Poor

Displays tolerance and flexibility when working amongst peers and stakeholders from different backgrounds.

Outstanding Good Meets Requirements Needs Improvement Poor

Curiosity

Demonstrates a desire to learn about topics outside of one's existing knowledge base and is able to pick up new concepts quickly.

Outstanding Good Meets Requirements Needs Improvement Poor

Self-awareness

Displays awareness of one's strengths and weaknesses and how one is perceived by others.

Outstanding Good Meets Requirements Needs Improvement Poor

Assertive communication

Communicates in an open, clear and persuasive manner and is aware of when and how to effectively intervene, even when requiring assertiveness.

Outstanding Good Meets Requirements Needs Improvement Poor

Employs active listening and is sensitive to group dynamics.

Outstanding Good Meets Requirements Needs Improvement Poor

Personal effectiveness

Displays accountability and ownership by following through on commitments and accepting responsibility for one's own mistakes.

Outstanding Good Meets Requirements Needs Improvement Poor

Successfully gains support from others to drive the accomplishment of collective goals.

Outstanding Good Meets Requirements Needs Improvement Poor

Remains positive in times of adversity and makes a conscious effort to take actions which have a positive impact on achieving the team's desired goals.

Outstanding Good Meets Requirements Needs Improvement Poor

Ambition

Takes initiative, seeks recognition and performs well under pressure.

Outstanding Good Meets Requirements Needs Improvement Poor

Empathy

Demonstrates empathy by putting the interests of others above one's own to achieve results.

Outstanding Good Meets Requirements Needs Improvement Poor

Is able to appreciate other people's viewpoints, even if they don't agree with them.

Outstanding Good Meets Requirements Needs Improvement Poor

Sense of Purpose

Understands and is motivated by the creation of social value within the context of a leadership role.

Outstanding Good Meets Requirements Needs Improvement Poor