LEADERSHIP PIPELINE BUILDER

Leadership Fit & Readiness Report

${CANDIDATE NAME}

August 2021

TALENTVIEW

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

${CANDIDATE NAME}
name

${POSITION}
position

Heineken Vietnam
company

August 2021
report date

HEINEKEN
VIETNAM

TALENTVIEW

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 Heineken 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.

Competency Framework

The behaviors used in the assessment are derived from Heineken's Competency Framework. They were selected to provide a clear picture of a respondent's capabilities within a company's competency framework.

HEINEKEN KEY COMPETENCIES		
CONNECT	Building Trust	Seeking collaboration, making the moves to build trust and break down barriers
	Conflict Management	Not being afraid of conflict and of taking a stand
SHAPE	Seeing the Bigger Picture	Stepping back from the day to day pressures and looking at the situation from different perspectives
	Engaging Others	Spending time finding out what is important to others and helping them see how they contribute to the big picture
DEVELOP	Giving Feedback	Confident in giving difficult feedback in a constructive way
	Leveraging Diversity	Seeing diversity as a source of learning & creativity
DELIVER	Decisiveness	Making clear and timely but balanced decisions
	Accountability	Taking ownership for results and being willing to hold others accountable for their part in achieving them
ROLE MODEL	Actively promoting the HEINEKEN Behaviors	Championing the HEINEKEN behaviors across the business

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REPORT GUIDELINE

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. Red Flag Behaviors
2. Can understand general knowledge within own scope of work
3. Can integrate different concepts to come up with recommendations
4. Can navigate different concepts/knowledge while working across diverse groups
5. Can anticipate market trends and build policies

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 **Leading Others** competency profile.

TALENT VIEW

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.
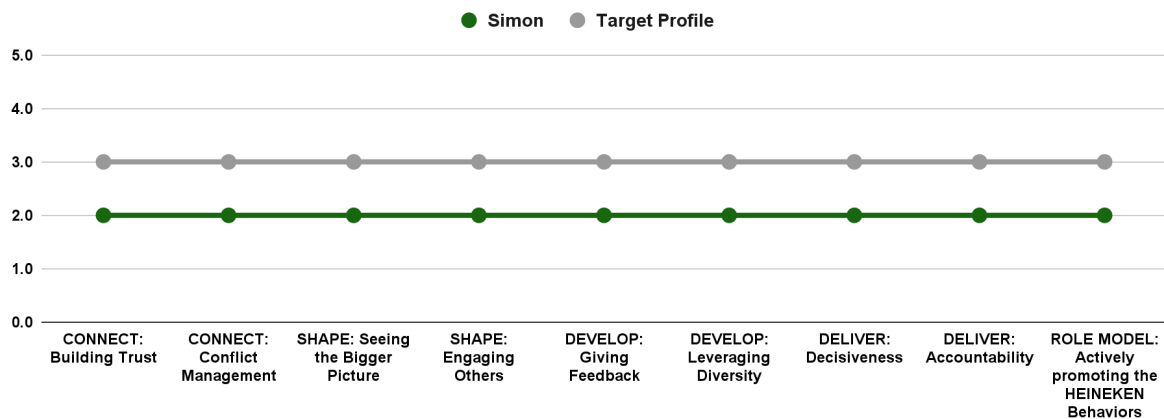
COMPETENCY	${NICKNAME}	Target
CONNECT: Building Trust	${OA CBT}	${SP CBT}
CONNECT: Conflict Management	${OA CCM}	${SP CCM}
SHAPE: Seeing the Bigger Picture	${OA SSB}	${SP SSB}
SHAPE: Engaging Others	${OA SEO}	${SP SEO}
DEVELOP: Giving Feedback	${OA DGF}	${SP DGF}
DEVELOP: Leveraging Diversity	${OA DLD}	${SP DLD}
DELIVER: Decisiveness	${OA DD}	${SP DD}
DELIVER: Accountability	${OA DA}	${SP DA}
ROLE MODEL: Actively promoting the HEINEKEN Behaviors	${OA Rol}	${SP Rol}
OVERALL RATING	**${OA Total}**	**${SP Total}**

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COMPETENCY PROFILE

PHASE 1 of 2: Online Self-Discovery Assessment (30%)

The online assessment measures the candidate's behavioral tendencies and potential based on the Talegent online assessment. Talegent competencies are then mapped against HEINEKEN Leadership Expectations to gather relevant results.

COMPETENCY	${NICKNAME}	Target
CONNECT: Building Trust	${TA CBT}	${SP CBT}
CONNECT: Conflict Management	${TA CCM}	${SP CCM}
SHAPE: Seeing the Bigger Picture	${TA SSB}	${SP SSB}
SHAPE: Engaging Others	${TA SEO}	${SP SEO}
DEVELOP: Giving Feedback	${TA DGF}	${SP DGF}
DEVELOP: Leveraging Diversity	${TA DLD}	${SP DLD}
DELIVER: Decisiveness	${TA DD}	${SP DD}
DELIVER: Accountability	${TA DA}	${SP DA}
ROLE MODEL: Actively promoting the HEINEKEN Behaviors	${TA Rol}	${SP Rol}
OVERALL RATING	**${TA Total}**	**${SP Total}**

PHASE 2 of 2: Multi-rater Assessment (70%)

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 HEINEKEN Leadership Expectations.

COMPETENCY	${NICKNAME}	Target
CONNECT: Building Trust	${DC CBT}	${SP CBT}
CONNECT: Conflict Management	${DC CCM}	${SP CCM}
SHAPE: Seeing the Bigger Picture	${DC SSB}	${SP SSB}
SHAPE: Engaging Others	${DC SEO}	${SP SEO}
DEVELOP: Giving Feedback	${DC DGF}	${SP DGF}
DEVELOP: Leveraging Diversity	${DC DLD}	${SP DLD}
DELIVER: Decisiveness	${DC DD}	${SP DD}
DELIVER: Accountability	${DC DA}	${SP DA}
ROLE MODEL: Actively promoting the HEINEKEN Behaviors	${DC Rol}	${SP Rol}
OVERALL RATING	**${DC Total}**	**${SP Total}**

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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.

HEINEKEN KEY COMPETENCIES	
${Strength1}	Was able to ${WU Strength1}
${Strength2}	Was able to ${WU Strength2}
${Strength3}	Was able to ${WU Strength3}
${Strength4}	${WU Strength4}
${Strength5}	${WU Strength5}
${Strength6}	${WU Strength6}

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.

HEINEKEN KEY COMPETENCIES	
${DevArea1}	May need to improve on ${WU DevArea1}
${DevArea2}	May need to improve on ${WU DevArea2}
${DevArea3}	May need to improve on ${WU DevArea3}
${DevArea4}	${WU DevArea4}
${DevArea5}	${WU DevArea5}
${DevArea6}	${WU DevArea6}

AMBITION & SELF–AWARENESS

Overall Findings

The Panel Interview is a structured interview which focuses on what motivates and demotivates a candidate and how he sees himself progressing in the organization.

NOTES

${WU AMB}

During the Panel Interview,

In his online assessment,

Development Tips: ${DT AMB}

TALENTVIEW

COMPETENCY ANALYSIS

Connect: Building Trust

Seeking collaboration, making the moves to build trust and break down barriers

${NICKNAME}	Target
${OA CBT}	${SP CBT}

NOTES

${WU CBT}

During the Group Discussion,

In his online assessment,

Development Tips: ${DT CBT}

Connect: Conflict Management

Not being afraid of conflict and of taking a stand

${NICKNAME}	Target
${OA CCM}	${SP CCM}

NOTES

${WU CCM}

During the Group Discussion,

In his online assessment,

Development Tips: ${DT CCM}

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COMPETENCY ANALYSIS

Shape: Seeing the Bigger Picture

Stepping back from the day to day pressures and looking at the situation from different perspectives

${NICKNAME}	Target
${OA SSB}	${SP SSB}

NOTES

${WU SSB}

During the Individual Presentation,

During the Group Discussion,

In his online assessment,

Development Tips: ${DT SSB}

Shape: Engaging Others

Spending time finding out what is important to others and helping them see how they contribute to the big picture

${NICKNAME}	Target
${OA SEO}	${SP SEO}

NOTES

${WU SEO}

During the Group Discussion,

In his online assessment,

Development Tips: ${DT SEO}

COMPETENCY ANALYSIS

Develop: Giving Feedback

Confident in giving difficult feedback in a constructive way

${NICKNAME}	Target
${OA DGF}	${SP DGF}

NOTES

${WU DGF}

During the Group Discussion,

In his online assessment,

Development Tips: ${DT DGF}

Develop: Leveraging Diversity

Seeing diversity as a source of learning & creativity

${NICKNAME}	Target
${OA DLD}	${SP DLD}

NOTES

${WU DLD}

During the Group Discussion,

In his online assessment,

Development Tips: ${DT DLD}

COMPETENCY ANALYSIS

Deliver: Decisiveness

Making clear and timely but balanced decisions

${NICKNAME}	Target
${OA DD}	${SP DD}

NOTES

${WU DD}

During the Individual Presentation,

During the Group Discussion,

In his online assessment,

Development Tips: ${DT DD}

Deliver: Accountability

Taking ownership for results and being willing to hold others accountable for their part in achieving them

${NICKNAME}	Target
${OA DA}	${SP DA}

NOTES

${WU DA}

During the Individual Presentation,

During the Group Discussion,

In his online assessment,

Development Tips: ${DT DA}

COMPETENCY ANALYSIS

Role Model: Actively promoting the HEINEKEN Behaviors

Championing the HEINEKEN behaviors across the business

${NICKNAME}	Target
${OA RoI}	${SP RoI}

NOTES

${WU RoI}

During the Individual Presentation,

During the Panel Interview,

During the Group Discussion,

In his online assessment,

Development Tips: ${DT RoI}