



Interview Report

Role: Senior Investor **Company:** Venture Capital Firm. **Assessor:** Principal Consultant, webCHRO **Assessee:** Sanjay Sharma (*name disguised to protect confidentiality*). Premier business school graduate with 12+ years' experience in consulting and banking.

COMPETENCY	POOR FIT	ADEQUATE FIT	GOOD FIT
PERSONAL, TECHNICAL AND BUSINESS PROFICIENCY			
LEADERSHIP			
CUSTOMER EFFECTIVENESS			
INTERPERSONAL			

Preparation: HR shared a brief JD and résumé. We then held one-on-one discussions with the hiring manager and two senior leaders to understand the business objectives, expectations from the role, core competencies, success factors, the stakeholders involved, and the desired profile. Sanjay so far had met with three senior leaders in the firm, including the CEO. The table above is the core competencies for senior leaders at the firm.

Process: We followed the **Evaluation Interview** method of assessment. The interview was held and recorded on the digital audio mode and lasted a little over an hour.

Summary: Sanjay has adequate technical know-how and relevant experience to be a suitable contender for the role. He is intelligent, hard-working, persevering, mobile and adaptive. He enjoyed a reasonable level of success thus far and is looking at this role as a step forward in his career. We noted several skill gaps and causes for concern during our conversation with him. Despite Sanjay's impressive academic credentials and track record, he could not talk about any remarkable achievement in his corporate career of over a decade. Low levels of energy and enthusiasm, a moderate conviction in what he said, and a lack of a well-defined purpose characterised the conversation. He stated that his genuine interest lay in a research-oriented academic career, and he intends to pursue that dream once he is financially secure. If hired, we concluded he would do just enough to stay in the job for a couple of years, nothing more. Portfolio companies will, therefore, lose out on real engagement and mentoring. Recommendation: **Not suitable**

Competency-wise Detailed Feedback

Personal, Technical and Business Proficiency: When asked to give an example of creative problem solving, mentioned teaching MS Excel Basics to SBI (client) veterans during his consulting days, as a way to gain their trust and get his job done. On further

** The full sample report with four real-life cases - 1. Senior Investor in Venture Capital 2. Mid-level Sales and Marketing Lead in Telecom 3. Senior HR Business Partner in Food and Agri, and 4. Management Committee contender in pharma major - will be mailed to you on submitting the My Interview form.*

*** Please note forms filled with inadequate, inaccurate, or irrelevant information will not be considered for further action.*