

Nurturing Excellence



Microsoft is a worldwide leader in computer software, services, consumer electronics and devices, and solutions that help people and businesses realise their full potential. As of 2016, Microsoft is the world's largest software maker by revenue and in 2018 is the world's most valuable publicly traded company.

THE CHALLENGE

Despite the huge investment of time and money, assessment programmes often fail to deliver on the hype. To create a model for unbiased prediction of future performance as the foundation of a leadership development strategy, Microsoft contracted OPRA to deliver an executive leadership programme for 18 of its Leaders from across Asia/Pacific. The intention is to build a framework upon which to have conversations about developmental needs and the priorities of any change activity required. This programme has been treated as a pilot for roll-out more widely across Microsoft.

OPRA'S SOLUTION

Underpinning the Microsoft programme was OPRA's unique task-based development centre methodology that has delivered dramatic behavioural change inside multiple client organisations. The specifics of our solution included:

- The design of a 1-day development centre including the 15FQ+ personality, EI 360, cognitive ability test, practical simulations, and a structured interview.
- Simulation exercises were each off-the-shelf, thereby minimising any risk of insider knowledge.
- All exercises were built around our unique 'task-based' methodology and the measurement of explicit, observable output.
- Reporting focused on the exact behaviours that were expected of an executive, rather than more abstract competencies.
- Easy-to-read bullet-point summaries linked specifically to on-the-job tasks, thereby eliminating any misunderstanding.
- The inclusion of Derailer behaviours meant that we also spoke directly to behaviours that would hold each executive back from reaching their potential.

RESULTS

Innovative, specific reporting

OPRA's unique 'task-based' approach meant that we could deliver each programme and turn reports around within a single day.

Building in-house expertise

OPRA facilitated all executive Leader debriefs on the basis that they be focused, explicit and link to specific tasks that each executive needed to do on-the-job.

Coaching delivery by OPRA also served a dual purpose of transferring learning to Microsoft experts so they could manage all aspects of programme delivery in the future.

"The activities were very challenging and insightful! This will definitely help me improve myself and how I work with my team and other colleagues." *Odessa Rosales*
Corporate Accounts Lead

"The 'a-ha' moments throughout the activities, and even more so after reviewing the final report, have been amazing for me personally... intensely invigorating assessment centre." *Tovia Va'aeula*
Business Group Lead